



## Business Continuity Management Promotion

### *A Template for Commercial & Voluntary Organisations*

**Could your business safely handle a major crisis to its operations with a loss of Staff, Premises, Technology, Computers, Telephones, Suppliers, or Customers?"**

**"80% of businesses affected by a major incident close within a month."**

London Chamber of Commerce and Industry

**"70% of companies suffering a computer failure are out of business within 18 months."**

DTI survey

**"90% of businesses that lose data from a disaster are forced to shut within two years."**

London Chamber of Commerce and Industry

**The Council recognises the benefits of Business Continuity Management within Businesses and Voluntary organisations.**

**Our aim is to raise the awareness of the need to have Business Continuity Management Plans in place.**

**In turn this will help achieve a contribution to building community resilience to disruptive challenges within FYLDE area.**

For further information, please contact the Council:

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## **Business Continuity Management Overview**

Business continuity management (BCM) is a process that identifies and assists in managing the risks to the operation of an organisation.

BCM helps to ensure the continuity of critical functions and the delivery of essential services in the event of a disruption, whatever the cause.

A Business Continuity Plan (BCP) should also contain procedures to ensure an effective recovery following the disruption.

BCM is a process that is valid across all of the public, private and voluntary sectors.

### **The Business Continuity Institute defines Business Continuity Management as:**

“A holistic management process that identifies potential impacts that threaten an organisation and provides a framework for building resilience with the capability for an effective response that safeguards the interests of its key stakeholders, reputation and value creating activities”

In other words:

**“THE PROCESS OF PREVENTING, SURVIVING AND RECOVERING FROM A CRISIS”**

### **Why Business Continuity?**

Building-in Business Continuity Management and making it part of the way you run your business, helps prepare you to offer ‘business as usual’ in the quickest possible time, rather than having to ‘fire-fight’ any emergency.

**Without effective business continuity planning, a natural or manmade disaster, such as:**

- fire;
- adverse publicity;
- loss of key personnel and or premises;
- floods and storms;
- computer failure;
- theft;
- bomb threat;
- technical or environmental failure;
- power failure;
- product contamination;
- Loss of key staff (Lottery, Pandemic Flu);
- failure of critical suppliers

**Could result in any one or more of the following:**

- a complete failure of your business;
- loss of income;
- loss of reputation and or loss of customers;

- financial, legal and regulatory penalties;
- human resource issues, and / or
- an impact on insurance payments.

**The Business Continuity plan to address these events could involve:**

- moving to another part of the office or building;
- moving to another location;
- staff giving up their work areas;
- transferring jobs, or
- working from home;

Therefore it is just as important that small organisations, as well as large corporations, ensure that their critical services are maintained and employees understand what is expected of them in the event of an incident. This is to ensure that the organisation survives the disruption.

**Some Useful Considerations to Get You Thinking...**

- Have you considered financial/legal/regulatory penalties that could be imposed if you fail to provide a critical service that you are contracted to do?
- Consider how long each of your business functions/critical services could continue during a lengthy power loss (e.g. of several hours of duration)?
- Now think about a prolonged loss of power (e.g. lasting 24 hours or longer)?
- Which of your critical business functions services would be jeopardised if your building was evacuated for a week / month with all access denied?
- How many staff would be needed to continue to cover critical tasks and how would you accommodate them?
- How would you continue to trade if a large number of staff were absent due to ill health (e.g. an influenza epidemic/pandemic)?
- Have you an alternative building in which to work effectively? Is this sufficient? Can staff work from home?
- Do you need access to any services not currently available at your temporary site?
- Do you use any special software or stationery, such as forms? How long can you manage without these and how long would it take to replenish stocks?
- What happens if your suppliers fail to supply due to unforeseen circumstances? Or what happens if you've got deliveries about to arrive but no access to your building?

**Your plan should address all the above issues and more...**

## More Information

For more in depth information and guidance relating to business continuity please see our website [www.fylde.gov.uk](http://www.fylde.gov.uk) search for Business Continuity or use the following external links below.

- UK Resilience ([www.ukresilience.info](http://www.ukresilience.info))
- London Prepared ([www.londonprepared.gov.uk](http://www.londonprepared.gov.uk))
- The Emergency Planning College ([www.epcollege.gov.uk](http://www.epcollege.gov.uk))
- The Business Continuity Institute ([www.thebci.org](http://www.thebci.org))
- The Continuity Forum ([www.continuityforum.org](http://www.continuityforum.org))
- Continuity Central ([www.continuitycentral.com](http://www.continuitycentral.com))
- MI5 Security Advice ([www.mi5.gov.uk/output/page5.html](http://www.mi5.gov.uk/output/page5.html))
- British Standards Institute ([www.bsi-global.com](http://www.bsi-global.com))

## **Template Notes**

### **Disclaimer:**

This Business Continuity Management Plan template is provided merely as basic guidance to assist local businesses and voluntary agencies help their organisation become more resilient.

Organisations that specialise in Business Continuity planning exist throughout the United Kingdom and there may be other formats or methods of Business Continuity planning which are more suitable for particular Businesses or Organisations.

Whilst Fylde Council has made every effort to ensure that the material contained in this template is accurate it disclaims all liability, to the fullest extent permitted by law, for any loss or damage alleged to have arisen from the use of the template.

### **Front Cover**

Insert your company logo and name in the spaces provided.

Complete the blanks in the table e.g. date, version number, author etc.

This will allow you to ensure you have control over ensuring everyone on your distribution list has an up to date copy and same version of your plan.

Usually when a plan is in preparation it goes through various stages of development and these would be numbered Version 0.01, 0.02, 0.03 etc.

The first approved Version would be 1.0. Subsequent minor revisions would be 1.01, 1.02 etc with a major revision being numbered 2.0 and so on.

A space also exists for details of the person in your organisation who has approved the plan.

We recommend that this is the Chief Executive Officer, Managing Director or other person who has overall responsibility for the organisation.

### **1. Distribution List**

All recipients of the plan should be listed.

### **2. References and related documents**

Any documents referred to or any that have a bearing on your plan should be listed as a cross-reference.

Such documents might include health and safety policies, building evacuation procedures or other emergency plans.

A link has already been input into this table to point you in the direction of Lancashire's Community Risk Register.

Please either click the link or insert the web address into your web browser to find out more about the Community Risk Register for Lancashire.

### **3. Record of Amendments**

Any amendments or updating of the Plan must always be recorded, and re distributed to those mentioned on the distribution list.

### **4. Exercise and testing records**

Exercising and testing of the plan must be recorded here

### **5. Introduction & Overview**

This section contains the introduction, aim, objective and management statement for the plan. These can be altered, as required, to fit in with your organisation.

### **6. Business Impact Analysis**

A Business Impact Analysis is an assessment of the impacts upon your business in the event of you losing certain critical components to your organisation.

**The business impact analysis form in this section of the template will need to be duplicated and completed for every function of your organisation.**

Functions will be different for each organisation and may include paying staff wages, purchasing, and delivery of a product to a customer and/or supplier liaison.

### **7. Critical Function Priority List**

Following identification of your functions in your business impact analysis you can now use this information to prioritise those functions.

This can then be used during an emergency to assist your decision making when compiling an action plan to determine which functions can be reduced, which should get the most resources, and which should be reinstalled first.

### **8. Hazard Analysis**

A hazard analysis looks at the risk associated with certain events. This helps you to prioritise the risks to you and your business and address the higher risks as priority.

In the first table look at all the possible hazards associated with your business. A few examples have been given, but there will be more. You should also consider hazards identified in the Lancashire Community Risk Register.

(<http://www.lanmic.org.uk/crr.asp>).

In the 'likelihood' column insert high, medium or low according to how you perceive the likelihood of such an incident happening. In the impact column you will need to assess what the impact on your business would be again using, high, medium or low.

Using the Risk Matrix score table on the same page complete the next column with the relevant score.

When you have completed the process you will have identified what are the highest risks to your business and you should consider addressing these first.

The 'Mitigation in Place' column should be completed with any details you have taken to reduce the risk of such an event affecting your business.

The final column 'Mitigation Required' should include any measures you have identified which you could take in order to reduce the risk even further.

### **9. Key Contacts and Staff Contact Details**

Maintenance of a list of key contacts, both within and external to your business is critical.

This should include other companies who may be able to assist you in times of an emergency.

Essentially, you should also keep a copy of your customer and supplier contact details with this plan at a location away from your business premises.

### **10. Roles & Responsibilities**

In this section you should detail who is responsible for doing what during the operation of the business continuity plan.

This helps to prevent duplication of work, or more seriously something not being done.

By having clearly defined responsibilities it also make training much easier as well as a more efficient response to an incident.

You should include all persons with a specific role or responsibility during an incident.

### **11. Notification Tree**

This page has been left blank so you can input a flow diagram for how you want the notifications and communications to work for your organisation during an emergency.

You should include a flow diagram for communications and management for responding to an incident both inside and outside of working hours.

### **12. Emergency Response Check List**

This page outlines a basic checklist for when an emergency occurs.

You will need to expand and tailor this list significantly to cater for your organisations requirements.

Thinking through all possible actions beforehand will greatly assist your response to a crisis situation.

### **13. Action by Management Team**

You may want to develop a list of actions that you want your management team to carry out during an emergency.

Actions should be flexible as each emergency may bring with it a set of different circumstances but again thinking about the issues when the situation is calm is much better than trying to remember everything when under pressure.

### **14. Log Sheet**

Any of your staff involved in responding to an incident affecting your business should maintain a record of actions they have taken and the reasons for those actions.

This may assist with subsequent insurance claims, investigations or de-briefs.

>Insert Company Logo Here<

>Insert Company Name Here<

BUSINESS  
CONTINUITY  
PLAN

|               |  |
|---------------|--|
| Date          |  |
| Version       |  |
| Author        |  |
| Telephone     |  |
| E-mail        |  |
|               |  |
| Approved By   |  |
| Date Approved |  |

***Please ensure that a hard copy of this plan is kept away from the workplace where it can be accessed even if your building is inaccessible.***

## 1. Distribution Record

| <u>Copy No.</u> | <u>Name</u> | <u>Organisation / Department</u> |
|-----------------|-------------|----------------------------------|
| 1               |             |                                  |
| 2               |             |                                  |
| 3               |             |                                  |
| 4               |             |                                  |
| 5               |             |                                  |
| 6               |             |                                  |
| 7               |             |                                  |
| 8               |             |                                  |
| 9               |             |                                  |
| 10              |             |                                  |
| 11              |             |                                  |
| 12              |             |                                  |
| 13              |             |                                  |
| 14              |             |                                  |
| 15              |             |                                  |
| 16              |             |                                  |
| 17              |             |                                  |
| 18              |             |                                  |
| 19              |             |                                  |
| 20              |             |                                  |

## 2. References and Related Documents

|   |
|---|
| Lancashire Community Risk Register ( <a href="http://www.lanmic.org.uk/crr.asp">http://www.lanmic.org.uk/crr.asp</a> ). |
|   |
|   |
|   |
|   |

## 3. Record of Amendments

| Amendment Number | Date Issued | Section and Page Reference | Date and Signature |
|------------------|-------------|----------------------------|--------------------|
| 1                |             |                            |                    |
| 2                |             |                            |                    |
| 3                |             |                            |                    |
| 4                |             |                            |                    |
| 5                |             |                            |                    |
| 6                |             |                            |                    |
| 7                |             |                            |                    |
| 8                |             |                            |                    |

#### 4. Record of Testing of Plan

| Test Number | Test Date | Type of Test<br>e.g. Live<br>or Table-<br>top | Test Location | Test Facilitated By |
|-------------|-----------|---|---------------|---------------------|
| 1           |           |   |               |                     |
| 2           |           |   |               |                     |
| 3           |           |   |               |                     |
| 4           |           |   |               |                     |
| 5           |           |   |               |                     |
| 6           |           |   |               |                     |
| 7           |           |   |               |                     |
| 8           |           |   |               |                     |

#### 5. Introduction & Overview

Disruptions come in all shapes and sizes and no organisation is immune.

Examples of causes of disruption that could affect your business are fires, floods, technology failure, supplier failure and business crime.

On a wider scale, as we often see in the press events such as terrorism, pandemics and fuel protests do occur.

Business Continuity Management does look to minimise the risks of these incidents occurring through Risk Assessment, however if they do occur then the consequences could affect you're:

- Buildings and Facilities
- Staff
- Technology and Communications
- Data
- Supply Chain
- Equipment

The above assets are valuable to a business and if one or more of those assets is affected then the smooth running of your business could be at risk.

##### 5.1 Aim

Business Continuity Planning is the process of planning for the unexpected. This plan will provide *>Name of Business<* with guidelines to minimise the effects of unexpected disruptions or emergencies.

## **5.2 Objective**

To define and prioritise the critical functions of the organisation  
To analyse the emergency risks to the organisation  
To detail the agreed response to an emergency  
To identify key contacts during an emergency

## **5.3 Management Statement**

This plan will be reviewed regularly to ensure that all critical aspects of the company's work and activities are covered.

In the event of any procedures being amended, it is the responsibility of each manager to inform the plan author of the necessary amendments to this plan, which will then be incorporated and distributed to all plan holders.

*Add any further statements as appropriate to the organisation*

## 6. Business Impact Analysis

The following business impact analysis is an assessment of the impacts upon the organisation in the event of losing individual critical components/work areas.

An impact analysis form has been completed and included in this section for each component of the organisation.

|           |  |
|-----------|--|
| Function: |  |
|-----------|--|

|                  |  |
|------------------|--|
| Location/Address |  |
|------------------|--|

|                 |  |
|-----------------|--|
| Number of Staff |  |
|-----------------|--|

| Duration              | If this function failed, what would be the impact within each timescale? |
|-----------------------|--|
| Immediate             |  |
| 24 hours              |  |
| 3 days                |  |
| 1 week                |  |
| 4 weeks               |  |
| 2 months<br>(or more) |  |

| Who is dependent upon this function? ( <i>List key customers/stakeholders</i> ) |  |
|---|--|
|   |  |
|   |  |
|   |  |
|   |  |
|   |  |

| Who do you depend upon to deliver this function?<br>( <i>List partners/suppliers/stakeholders</i> ) |  |
|---|--|
|   |  |
|   |  |
|   |  |
|   |  |
|   |  |

| Duration              | What equipment do you require to deliver this function?<br>(i.e. computers, desks, chairs, stationery, forms, telephones & lines, etc) |                        |
|-----------------------|--|------------------------|
|                       | <u>Equipment</u>   | <u>Number of Units</u> |
| Immediate             |  |                        |
| 24 hours              |  |                        |
| 3 days                |  |                        |
| 1 week                |  |                        |
| 4 weeks               |  |                        |
| 2 months<br>(or more) |  |                        |

| What information do you need and how will you access it?<br>(i.e. Microsoft software, Lotus software, company software, accounting software etc...) |                                |  |                                  |
|---|--------------------------------|--|----------------------------------|
| <u>Information / Records</u>  | <u>Hardcopy / Computerised</u> | <u>Software Needed to Access Files</u> | <u>Location of Backup Copies</u> |
|   |                                |  |                                  |
|   |                                |  |                                  |
|   |                                |  |                                  |
|   |                                |  |                                  |

| Duration              | What staff & skills do you require to deliver this critical function? |                                 |
|-----------------------|---|---------------------------------|
|                       | <u>Number of Staff</u>  | <u>Skills Required by Staff</u> |
| Immediate             |   |                                 |
| 24 hours              |   |                                 |
| 3 days                |   |                                 |
| 1 week                |   |                                 |
| 4 weeks               |   |                                 |
| 2 months<br>(or more) |   |                                 |

|  |  |
|--|--|
| How long, if at all, could the organisation operate without this function? |  |
|--|--|

Where will this function relocate to if access were denied to the normal place of operations?  
**(Consider having an agreement with another premises to use their facilities)**

|  |
|--|
|  |
|--|

|                           |  |
|---------------------------|--|
| Assessment Carried Out By |  |
| Assessment Completed On   |  |

## 7. Critical Function Priority List

| Priority | Critical Function | To be recovered within: <i>(e.g. cannot fail/within 24hrs etc)</i> |
|----------|-------------------|--|
| 1        |                   |  |
| 2        |                   |  |
| 3        |                   |  |
| 4        |                   |  |
| 5        |                   |  |
| 6        |                   |  |
| 7        |                   |  |
| 8        |                   |  |
| 9        |                   |  |
| 10       |                   |  |

## 8. Hazard Identification List

| Hazard   | Likelihood | Impact | Risk Score (L/M/H) | Mitigation in Place | Mitigation Required |
|--|------------|--------|--------------------|---------------------|---------------------|
| Fire   |            |        |                    |                     |                     |
| Flooding   |            |        |                    |                     |                     |
| Criminal Activity                                  |            |        |                    |                     |                     |
| Loss of Key Staff (e.g. Pandemic Flu, Lottery Win) |            |        |                    |                     |                     |
| Telephone Failure                                  |            |        |                    |                     |                     |
| Loss of Electricity                                |            |        |                    |                     |                     |
| IT Failure   |            |        |                    |                     |                     |
| Loss of Data                                       |            |        |                    |                     |                     |
| Failure of supplier or contractor                  |            |        |                    |                     |                     |
|  |            |        |                    |                     |                     |
|  |            |        |                    |                     |                     |
|  |            |        |                    |                     |                     |

Risk Matrix Score

|        |        |            |        |        |
|--------|--------|------------|--------|--------|
| Impact | High   | Medium     | High   | High   |
|        | Medium | Low        | Medium | High   |
|        | Low    | Low        | Low    | Medium |
|        |        | Low        | Medium | High   |
|        |        | Likelihood |        |        |

For information regarding hazards located in Lancashire please view the Community Risk Register produced by the Local Resilience Forum for Lancashire. This can be viewed electronically via the following internet address: [www.lanmic.org.uk/](http://www.lanmic.org.uk/)

## 9. Contact Details

### Management/Key Contacts

| Name | Address | Work Number | Mobile Number | Home Number |
|------|---------|-------------|---------------|-------------|
|      |         |             |               |             |
|      |         |             |               |             |
|      |         |             |               |             |
|      |         |             |               |             |

### Staff Contact Details

| Name | Address | Work Number | Mobile Number | Home Number |
|------|---------|-------------|---------------|-------------|
|      |         |             |               |             |
|      |         |             |               |             |
|      |         |             |               |             |
|      |         |             |               |             |

### Supplier Contact Details

| Company | Address | Contact Number | Out-of-Hours Contact Number | Mobile Number |
|---------|---------|----------------|-----------------------------|---------------|
|         |         |                |                             |               |
|         |         |                |                             |               |
|         |         |                |                             |               |
|         |         |                |                             |               |

### Customer Contact Details

| Customer | Address | Contact Number | Mobile Number | Contact Name |
|----------|---------|----------------|---------------|--------------|
|          |         |                |               |              |
|          |         |                |               |              |
|          |         |                |               |              |
|          |         |                |               |              |

## 10. Roles & Responsibilities

Chief Executive Officer

**The Chief Executive Officer will: -**

- a)
- b)
- c)

Managing Director

**The managing director will: -**

- a)
- b)
- c)

Other Employees – identify specific posts as required

**All other employees will: -**

- a)
- b)
- c)

## 11. Notification Tree

***\*\*\*Insert a flow diagram of how your notification and cascade of information for your organisation will work. Make sure you include a flow chart for both during and outside of working hours.\*\*\****



**Business Continuity Log Sheet**

Date

Sheet Number  of

| Serial No. | Time | From | To | Incident or Occurrence | Action Taken |
|------------|------|------|----|------------------------|--------------|
|            |      |      |    |                        |              |
|            |      |      |    |                        |              |
|            |      |      |    |                        |              |
|            |      |      |    |                        |              |
|            |      |      |    |                        |              |
|            |      |      |    |                        |              |
|            |      |      |    |                        |              |
|            |      |      |    |                        |              |
|            |      |      |    |                        |              |
|            |      |      |    |                        |              |

**Signed:**  **Print Name:**