



BUSINESS CONTINUITY PLAN

[Name of Team/Service/Organisation]

[Insert Building Name and Address]

[Insert date]

Detailing arrangements for:

Incident Management

Pg no [xx]

Business Continuity

Pg no [xx]

Recovery and Resumption

Pg no [xx]

Disclaimer

This template is provided as general information about Business Continuity Planning. It is not intended to replace detailed guidance and planning specific to you and your business/organisation. You should therefore consider whether you need to obtain this. To the extent permitted by law, Manchester City Council and the Manchester Business Continuity Forum excludes any liability arising from the use of this template either in part or full.

Section 1: ABOUT THIS PLAN

DOCUMENT CONTROL

Whenever the contents of the plan are revised or amended, make a note of these changes in order to establish a clear audit trail.

Date	Revision/Amendment Details & Reason	Author

PLAN PURPOSE

** Before using this template, you should complete a 'Business Impact Analysis'; this template is available from the Forum web pages (www.manchester.gov.uk/MBCF). In order to complete the plan, you need to decide whether you will be planning for an individual team/section, an individual building/site, or for multiple sites and for multiple teams.*

To provide a flexible response so that *[insert name of team/service/organisation]* can:

- Respond to a disruptive incident (incident management)
- Maintain delivery of critical activities/services during an incident (business continuity)
- Return to 'business as usual' (resumption and recovery)

PLAN REMIT

This section requires you to explicitly state the remit of the plan.

For example:

"The following services are covered by this Plan:

- ✓ Finance Team
- ✓ Personnel/Human Resources"

OR...

"The following sites are covered by this Plan:

- ✓ Unit 55, Industrial Estate, Manchester"

OR...

"The following functions are covered by this Plan:

- ✓ The provision of administrative support to the service, wherever required
- ✓ Management of the Director's diary, in terms of scheduling meetings etc"

The following *activities/services/functions* are covered by this Plan:

- *[Insert list of activities/services/functions covered by the Plan]*

The following *sites* are covered by this Plan:

- *[Insert sites covered by the Plan]*

PLAN OWNER

It is important to assign responsibility for the maintenance, exercise and review of this plan and to put a schedule in place to do this, usually a senior person will take overall responsibility for the plan.

[Insert name of Plan Owner], [insert role of Plan Owner] is this Plan's Owner and responsible for ensuring that it is maintained, exercised and updated in accordance with internal requirements for business continuity¹.

PLAN DISTRIBUTION

The final plan can often contain sensitive data e.g. out-of-hours contact information for staff, it is therefore important to keep the document secure, as per the Data Protection Act and to keep a record of who has received the plan. It may also be of benefit to brief appropriate staff about maintaining the security of the document, i.e. restricting access and identifying safe storage solutions.

¹ State where this information can be found and signpost any accompanying guidance documents.

This Plan is distributed as follows:

NAME	ROLE
INSERT	INSERT

PLAN STORAGE

It is good practice to have the document saved/stored in multiple locations as a contingency arrangement i.e. a hard copy of the plan in a 'grab bag' or saved on a memory stick, so that if you do encounter ICT system failure, you have a back-up copy of the plan available.

Electronic copies of this Plan are stored:

[insert file path for storage of this Plan]

and

[insert file path/document location for storage of this Plan]

PLAN REVIEW DATE

A decision needs to be made around the frequency of review of the plan(s) e.g. monthly/quarterly maintenance of the plan to check phone numbers etc are still up-to-date and then a full review of arrangements on an annual/bi-annual basis. The decision will need to take into account the capacity and commitment the organisation has to fully implement the review programme and targets should be realistically achievable.

This Plan will be updated monthly and formally reviewed in [insert agreed review date]

PLAN EXERCISE/TESTING

All plans should be tested or exercised to ensure they are valid and that incident responses are rehearsed in a 'safe' environment, without the pressure of a 'real life' incident. This ensures that plans will actually work in an incident, but staff will also feel more prepared and comfortable in their business continuity roles. Following an exercise it is useful to write a report: contents may include- information about the test i.e. the scenario used, participant information i.e. who was in attendance, general observations, recommendations for how the plan can be improved, suggestions for improving the resilience of the team/service/organisation.

This Plan was tested/exercised on [insert date of Plan test/exercise] and the recommended amendments made. A full report of the Plan test is available from [insert name or insert document location].

LINKS TO OTHER PLANS

There may be other plans in place that will support your response to a business disruption or larger scale emergency. For example an ICT disaster recovery plan if your organisation experiences a loss of ICT, an evacuation plan or more specific plans around certain scenarios such as pandemic flu or transport in a fuel strike. This section has been included to briefly explain the purpose and contents of such plans and where/how they can be accessed.

This plan is associated with:

- [Insert details of any other plans e.g. 'business plan' or 'emergency management plan']

Section 2: PLAN ACTIVATION

In order to ensure that the plan is used appropriately and under the correct circumstances, there is a clear framework to help guide staff through the decision making process. Included are some examples of the types of situation that may lead to plan activation and who has responsibility for plan activation (usually a Senior Manager within an organisation). The process diagram clearly shows circumstances where the plan would be activated and the different phases of your response to an incident over time.

CIRCUMSTANCES

This Plan will be activated in response to an incident causing significant disruption to normal service delivery/business, particularly the delivery of key/critical activities. Examples of circumstances triggering activation of this Plan include:

- Loss of key staff or skills e.g. above normal levels of absenteeism due to illness
- Loss of critical systems e.g. ICT failure
- Denial of access, or damage to, facilities e.g. loss of a building through fire
- Loss of a key resource e.g. a major supplier vital to the delivery of a key service

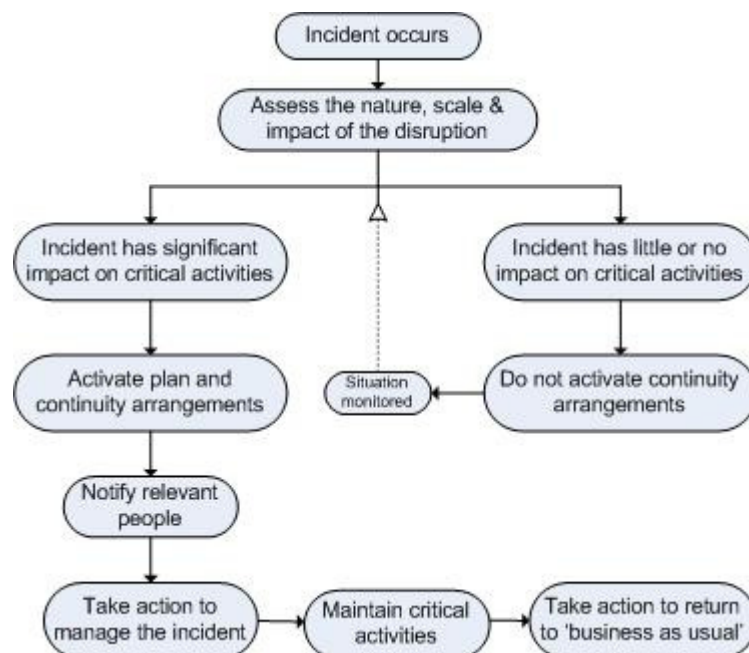
RESPONSIBILITY FOR ACTIVATION

A member of the nominated **Business Continuity Team²** for [insert name of team/service/organisation] will normally activate and stand down this Plan:

Insert names of officers that are able to activate the Plan – normally senior staff within the team/service/dept/organisation

Name	Role	Office	Out of Office	Mobile
Insert details				

PROCESS FOR ACTIVATION



² The group of staff who will come together to lead the response to a disruptive incident – usually senior staff within the team/service/organisation.

Section 3: INCIDENT MANAGEMENT


The 'Incident Management' phase of your response to a business disruption is often the most crucial; actions taken during this phase of your response can impact on your ability to recover efficiently and with minimum disruption. This is the first stage of your response, where your number one priority is to protect human welfare i.e. checking everyone is OK and evacuating if required. If circumstances allow, you might also be involved in retrieving vital equipment, as described in this section of the plan. Throughout the phase you will be engaged in urgent communication with the key stakeholders that have been identified in your Business Impact Analysis (contact details should therefore be included and maintained for validity). Please note that the incident management actions listed in this Section have been provided as a guide only, we recommend that they should be adapted for use in your own organisation to ensure procedures are accurate and fit-for-purpose

PURPOSE OF THE INCIDENT MANAGEMENT PHASE

- Protect the safety of staff, visitors and the wider community
- Protect vital assets e.g. equipment, data, reputation etc
- Ensure necessary communication takes place
- Support the Business Continuity phase
- Support the Recovery and Resumption phase

ACTIONS TO PROTECT THE SAFETY AND WELFARE OF STAFF, VISITORS AND THE PUBLIC

The following actions will be taken to protect the immediate safety of staff, visitors and the public:

 ACTION	FUTHER INFO/DETAILS
1. Evacuate the building if necessary	Use normal evacuation procedures for the building
2. Ensure all staff report to the Assembly Point.	The Assembly point for the [team/service/organisation] is: [insert assembly point details] The alternative Assembly Point for the [team/service/organisation] is: [insert alternative assembly point details] [insert name(s)] is responsible for completing this action
3. Call emergency services (as appropriate)	TEL: 999 [insert name(s)] is responsible for completing this action
4. Check that all staff, contractors and any visitors have been evacuated from the building and are present. Consider safety of all staff, contractors and visitors as a priority	[insert details of how team/service/organisation will do this e.g. using signing in/out sheets?] [insert name(s)] is responsible for completing this action
5. Ensure log of incident is started and maintained throughout the incident phase	Use a decision and action log to do this. The log template can be found [include location i.e. as an appendix to the plan or location on the organisation's ICT system]
6. Record names and details of any staff, contractors or visitors who may have been injured or distressed in the incident.	[insert name(s)] is responsible for completing this action
7. Forward details of any fatalities or injuries in the incident to HR (depending on scale of incident) and agree action that will be taken.	The HR contact to forward this information to is [insert details of HR contact for the team/service/organisation] [insert name(s)] is responsible for completing this action
8. Assess impact of the incident to agree response / next steps	[Insert name(s)] is responsible for completing this action

✓	ACTION	FUTHER INFO/DETAILS
9.	Log details of all items lost by staff, visitors etc as a result of the incident	[Insert name(s)] is responsible for documenting this information
10.	Consider whether the involvement of other teams, services or organisations are required to support the management of the incident	Depending on the incident the following may be approached to assist with incident management: <ul style="list-style-type: none"> • Personnel • Health and Safety • Legal • Occupational Health [Insert any others the team/service/organisation would consider involving and delete, as appropriate to your organisation]

COMMUNICATION ACTIONS

In the event of an incident and this plan being activated, the following people should be contacted. Nature of contact will depend on the incident type and time it has occurred.

[Insert name(s)] is responsible for completing the communication actions.

ALWAYS CONTACTED [add or amend as required]				
✓	Name	Role	Contact Details	Likely message
1.	INSERT	E.g. Senior Manager	INSERT <i>(also include out of hours contact details i.e. mobile or email)</i>	<ul style="list-style-type: none"> ▪ Incident is taking place ▪ Action being taken ▪ Impact on the service ▪ Request to escalate or support
2.	INSERT	E.g. Business Continuity Lead	INSERT	<ul style="list-style-type: none"> ▪ Incident is taking place ▪ Action being taken ▪ Impact on the service

CONTACTED DEPENDING ON INCIDENT [add or amend as required]				
✓	Name	Role	Contact Details	Likely message
1.	INSERT	E.g. Press Officer	INSERT <i>(also include out of hours contact details i.e. mobile or email)</i>	<ul style="list-style-type: none"> ▪ Incident is taking place ▪ Action being taken ▪ Impact on the service ▪ Indication of any press interest
2.	INSERT	Comms Officer	INSERT	<ul style="list-style-type: none"> ▪ Incident is taking place ▪ Action being taken ▪ Impact on the service ▪ Indication of any press interest ▪ Areas they can support service
3.	INSERT	Staff	INSERT	<ul style="list-style-type: none"> ▪ Incident is taking place ▪ Action being taken ▪ Impact on the service ▪ Where they need to report to/work from
4.	INSERT	Key Suppliers	INSERT	<ul style="list-style-type: none"> ▪ Incident is taking place ▪ Action being taken ▪ Impact on the service ▪ Where they need to report to/work from
5.	Customers	N/A	Consider appropriate methods for communicating with customers	<ul style="list-style-type: none"> ▪ Incident is taking place ▪ Action being taken ▪ Impact on the service ▪ Expected duration of the disruption

ACTIONS TO SUPPORT BUSINESS CONTINUITY

✓	ACTION	FUTHER INFO/DETAILS
1.	Recover vital assets/equipment to enable delivery of critical activities ⁴	The essential equipment/resources/information that need to be recovered where possible are: [Team/service/organisation to insert details as relevant from BIA]
2.	Assess the key priorities for the remainder of the working day and take relevant action	Consider sending staff home, to recovery site etc
3.	Inform staff what is required of them	[Insert arrangements decided by team/service/organisation e.g. would staff be sent home? Will staff work from recovery site? Etc]
4.	Publicise the interim arrangements for delivery of critical activities	Ensure all stakeholders are kept informed of contingency arrangements as appropriate [Insert how this will be done e.g. website/telephone etc. Consider who needs to know the interim arrangements e.g. key stakeholders, customers, suppliers etc]

ACTIONS TO SUPPORT RECOVERY AND RESUMPTION

	ACTION	FUTHER INFO/DETAILS
1.	Take any salvage/asset recovery actions that are appropriate	Remove any equipment, furniture, records etc that are at risk of damage. [insert any specialist salvage needs the team/service/organisation has e.g. requirement to involve specialist firm etc]
2.	Continue to log all expenditure incurred as a result of the incident	Use a financial expenditure log to record costs incurred as a result of responding to the incident
3.	Seek specific advice/ inform your Insurance Company	

COMMUNICATING WITH STAFF

It is highly likely that staff will need to be informed about a business disruption and actions being taken to ensure the continuity of the Service. Management may also have to contact staff out of hours to advise them of any alterations to working conditions e.g. relocation of the Service to an alternative site. All staff members contact details should be recorded for this purpose. Contact details change, it is therefore important to ensure a process is in place to ensure details recorded in this plan are kept up-to-date.

Name	Role	Contact Details
[Insert]	[Insert]	[Insert]

⁴ See 4.1 of this Plan for details of critical services

Section 4: BUSINESS CONTINUITY

The 'Business Continuity' phase of your response is concerned with maintaining a level of continuity with your most critical activities. It is not necessarily about getting **all activities back up and running, only those activities that have been identified as a priority in your Business Impact Analysis document and which will be inserted into this section. Implementing contingency arrangements such as moving to a relocation site or identifying alternative working practises i.e. suspending non critical activities is a key feature of this phase of the response. This section of the plan requires you to insert details of the actions you would be taking to maintain critical activities. Please note that the business continuity actions listed in this Section of the Plan have been provided as a guide only, we recommend that they should be adapted for use in your own organisation to ensure procedures are accurate and fit-for-purpose.**

PURPOSE OF THE BUSINESS CONTINUITY PHASE

The purpose of the business continuity phase of response is to ensure that critical activities are resumed as quickly as possible and/or continue to be delivered during the disruption.

The Business Impact Analysis (BIA) for the [team/service/organisation] sets out details of critical activities and the resources required to deliver them both in 'business as usual' and in crisis situations. The Business Continuity Team⁵ will refer to the BIA to help inform the business continuity response that is required.

CRITICAL ACTIVITIES

The outcome of the Business Analysis process has been to identify the following activities as critical:

	Brief Description of Critical Activities
1.	[Insert]
2.	
3.	

NON-CRITICAL ACTIVITIES

A number of activities are non critical and consideration will be given to:

- Not recovering these activities until critical activities have been resumed
- Suspending these activities and diverting their resources to support the critical ones

The non-critical activities for this team/service/organisation are:

	Brief Description of Non-Critical Activities
1.	[Insert]
2.	
3.	

BUSINESS CONTINUITY ACTIONS

The Business Continuity Team (See Section 2) for the incident is responsible for ensuring the following actions are completed:

	ACTION	FUTHER INFO/DETAILS
1.	Identify any other staff required to be involved in the BC response	Depending on the incident, the Business Continuity Team may need additional/specific input in order to drive the recovery of critical activities
2.	Evaluate the impact of the incident	Use an incident impact assessment form to understand the impact of the incident on 'business

⁵ See Section 2 of this Plan for information on the Business Continuity Team

	ACTION	FUTHER INFO/DETAILS
		as usual' working activities.
3.	Plan how critical activities will be maintained.	Consider: <ul style="list-style-type: none"> ▪ Immediate priorities ▪ Communication strategies ▪ Deployment of resources ▪ Finance ▪ Monitoring the situation ▪ Reporting
4.	Log all decisions and actions, including what you decide not to do and include rationale	Use a decision and action log to do this
5.	Log all financial expenditure incurred	Use a financial expenditure log to do this
6.	Allocate specific roles as necessary	Roles allocated will depend on the incident and availability of staff
7.	Secure resources to enable critical activities to continue/be recovered	Consider requirements such as the staffing, premises, equipment. <i>Refer to BIA for more detailed information on resource needs.</i>
8.	Deliver appropriate communication actions as required	Ensure methods of communication and key messages are developed as appropriate to the needs of your key stakeholders e.g. customers, suppliers, staff, Executive Boards, Shareholders etc.

Section 5: RECOVERY AND RESUMPTION

The 'Recovery and Resumption' stage of your response is concerned with recovering 'business as usual'. During the previous business continuity phase, only critical activities are maintained, therefore it is likely you will experience a 'back log' of work to catch up with. Now it is about a phased approach building gradually to all activities being recovered with the resumption of 'normal' working practises i.e. reoccupation of the usual building, all staff returning to work, or going back to their 'normal' roles. The recovery and resumption actions suggested in this section will help you to plan this final phase of your incident response, however we recommend that they should be adapted for use in your own organisation to ensure procedures are accurate and fit-for-purpose.

PURPOSE OF THE RECOVERY AND RESUMPTION PHASE

The purpose of the recovery and resumption phase is to resume normal working practises for the [team/service/organisation]. Where the impact of the incident is prolonged, normal operations may need to be delivered under new circumstances e.g. from a different building.

RECOVERY AND RESUMPTION ACTIONS

	ACTION	FUTHER INFO/DETAILS
1.	Agree and plan the actions required to enable recovery and resumption of normal working practises	Agreed actions will be detailed in an action plan and set against timescales with responsibility for completion clearly indicated.
2.	Continue to log all expenditure incurred as a result of the incident	Use a financial expenditure log to do this
3.	Respond to any long terms support needs of staff	Depending on the nature of the incident, the Business Continuity Team may need to consider the use of Counselling Services e.g. internal Occupational Health involvement or appropriate External Agencies
4.	Carry out a 'debrief' of the incident and complete an Incident Report to document opportunities for improvement and any lessons identified	Use an Incident Report Form to do this. This should be reviewed by all members of the Business Continuity Team to ensure key actions resulting from the incident are implemented within designated timescales
5.	Review this Continuity Plan in light of lessons learned from incident and the response to it	Implement recommendations for improvement and update this Plan. Ensure a revised version of the Plan is read by all members of the Business Continuity Team
6.	Publicise that there is now 'business as usual'	[Insert how this will be done e.g. website/telephone etc. Consider who needs to know that normal working practises have been resumed e.g. customers, suppliers etc]