

Business Continuity Management (BCM) Toolkit

Version 1	Process Owner: Chief Executive	Business Continuity & Risk Management Officer: Caroline Evans
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Acknowledgements

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Prepared By

South Wales Resilience Team Business Continuity Group



Introduction

This toolkit sets out a clear method to help an organisation develop its business continuity capability to respond effectively to business disruptions and recover its activities and services. This toolkit has been developed to be aligned to the relevant sections of BS25999-2 and to help an organisation move to align to ISO22301:2012.

Section 1. High Level Business Impact Analysis Template (Page 4)

Section one is designed to help you identify your most time sensitive / critical services, assisting you in setting a recovery time objective which will allow you to recover the service within a time period which is acceptable to your organisation. This forms an organisation wide high level Business Impact Analysis. If your organisation has already listed and set recovery time objectives for your services activities, it is not necessary to re-do this work as long as the work undertaken remains live, up-to-date and documented. This would need to be available for internal and external audit and should be reviewed and updated annually or following any significant change to the organisation.

Section 2. Requirement and Strategy Report Template (Page 7)

This is designed to be undertaken at a Business Unit / Area / Section level. This process allows you to begin to understand what resources are needed to deliver a service / activity. Having established what resources are required for the delivery of a service, this Requirement and Strategy Report starts to help you look at managing the impact for the loss of these resources. Establishing what is needed to deliver the acceptable level of service. It also helps to establish the minimum resources necessary together with an acceptable time frame for the activity to be recovered. This report takes you through options and helps you develop solutions which you then use to develop your business continuity plan. This is focussed on managing the impact of loss of essential resources rather than being a risk assessment of all risks. This would need to be available for internal and external audit and should be reviewed and updated annually or following any significant change to the organisation.

Section 3. Business Continuity Plan Template (Page 23)

Having completed the Requirement and Strategy Report you can now use the decisions you have made to insert into your Business Continuity Plan. The Plan gives a clear format to enable you to capture key actions to manage the impact of a business disruption and holds in one place the key information needed to contact your staff and stakeholders / suppliers. This sets out the actions needed to be undertaken and to recover your activity to a minimum acceptable level and sustain this as you recover and return to normal. This would need to be available for internal and external audit and should be reviewed and updated annually or following any significant change to the organisation.

Section 1 – High level Business Impact Analysis

This section enables an examination of the activities / services across the whole of your organisation. Start by listing your activities / services. You may wish to simplify the process by getting individual Directorates to set out their services / activities. Next, using the table on the following page (page 6), consider the potential impact over time that may occur if the delivery of the service / activity was disrupted or stopped. You will also need to consider how quickly the service / activity needs to be recovered and what that minimum level of service delivery looks like. The minimum level may be a much reduced service but still able to deliver the minimum acceptable level to your organisation.

Having listed and looked at the potential impacts of not delivering activities / services and having set your recovery time objectives, it may be useful to categorise the activities using the below Service / Activity Priority Classification. This allows a consistent and easily communicated activity prioritisation. Initially you should concentrate your efforts around creating Business Continuity Plans to support Red activities; the impact of the loss would be potentially *Catastrophic* or *Major* (based on page 5 and 6). Then recovering Amber, the impact of the loss being *Moderate* (based on page 5 and 6), but with recovery time objectives within the set number of hours you have identified.

Once this work is undertaken set clear deadlines for individual areas / managers to build Business Continuity Plan(s) by using **Section 2 – Requirement and Strategy Report Template** and then using this to complete **Section 3 - Business Continuity Plan Template**. If the process is followed fully you should end up with a set of Business Continuity Plans which can be implemented to recover and support the delivery of your most critical and time sensitive services / activities.

Service / Activity Priority Classification

PRIORITY	DEFINITION
RED	Critical service needing to be restored within 0-1 hours
AMBER	Important service needing to be restored within 1-24 hours
GREEN	A service needing to be restored within 5 working days
BLACK	A service which can be restored progressively after 5 working days

	Critical Service / Activity	Area of Impact	Impact	Recovery Time Objective	Minimum Service Level
		A-G refer to matrix below	1-5 refer to matrix below	The time in which the service or activity must be recovered to a minimum acceptable level (hours)	Minimum level of services / activities acceptable to the organisation to achieve its requirements during a disruption
1					
2					
3					
4					
5					
6					
7					
8					

BUSINESS IMPACT ANALYSIS (BIA) MATRIX			
AREA		IMPACT	
A	Loss of or threat to life	1	Insignificant
B	Human Welfare	2	Minor
C	Environment	3	Moderate
D	Legal Implications	4	Major
E	Financial Loss	5	Catastrophic
F	Reputation		
G	Ability to respond to emergencies		

List individual activities / services in the above table and using the **Business Impact Analysis (BIA) Matrix** and the **Example Detail Description** on the following page, capture the potential impacts of non-delivery of the individual activity or service, following this set realistic clear Recovery Time objectives for each activity / service and what the minimum service level would be for the delivery of that activity / service. This work then forms the basis for developing business continuity plans.

Impact Score	Description	Example Detail Description
5	Catastrophic	Failure to provide an adequate Statutory service, resulting in the Council becoming a failing Authority leading to potential intervention; or potentially resulting in multiple deaths; Significant damage to reputation and prolonged significant adverse national publicity; Significant Corporate overspend.
4	Major	Failure to provide an adequate statutory service; Failure of service possibility of resulting in death; Failure to deliver the Council's Corporate Priorities; Failure to address the Council's Corporate Risks; Significant adverse national publicity; Litigation almost certain and difficult to defend; Financial loss / overspend impacting beyond a Directorate Capability; Breaches of law punishable by imprisonment; Long term major public health/environmental incident (1 year +).
3	Moderate	Significant reduction in Statutory service / Unsatisfactory service performance; Extensive, permanent injuries; long term sickness; Significant adverse local publicity; Litigation to be expected; Financial loss / overspend but can be managed within a Directorate; Breaches of law punishable by fines only; Medium term major public health/environmental incident (months up to 1yr).
2	Minor	Marginal reduction in statutory service; Medical treatment required – long term injury; Minor adverse local publicity; High potential for complaint, litigation possible; Financial loss / overspend but managed at sub-directorate level; Breaches of regulations / standards; Short term public health / environmental incident (weeks).
1	Insignificant	No reduction in service / good service performance; Marginal reduction in discretionary service / satisfactory discretionary service performance; No injuries beyond first aid level; No significant disruption to service capability; Unlikely to cause adverse publicity / complaint / litigation; Financial loss / overspend managed within directorate; Breaches of local procedures / standards; No lasting detrimental environmental effect e.g. noise, fumes etc.

Likelihood Score	Description	Probability of occurring	Example detail description
5	Certain / Almost Certain	90% - 100%	Certain to occur / almost certain to occur
4	Probable	60 % - 90%	Very likely but not certain to occur
3	Possible	40% - 60%	May or may not occur
2	Unlikely	10% - 40%	Unlikely to occur
1	Very Low / Rare	0% - 10%	Very unlikely to occur but not impossible

Section 2
Business Continuity Management

Requirements & Strategy
Report:
[Name of Service]

Authors:
Owner:
Date:
Version:

1. Introduction

This report outlines the requirements and continuity strategy that has been determined necessary to mitigate the effects of an unplanned interruption or disruption on the **Service / Activities** provided by Powys County Council.

It details information gathered from a Business Impact Analysis; the outcomes of the subsequent risk assessment and the identification and evaluation of a range of recovery and risk reduction options resulting from this important stage of the overall BCM process. Finally, the report provides a summary of proposed business continuity actions.

The report will be used as a source document for future BCM audit purposes and should be amended to reflect any changes, either in the provision of the service, and / or in business continuity arrangements for the service.

1.1 Step by Step Guide

STEP	TEMPLATE SECTION	INSTRUCTION
1	2	Start with the Business Impact Analysis.
2	2.1	<p>Produce a written description of what is provided, and to whom. It is important to refer to reasons why the service is necessary (i.e. Is there a legal responsibility?)</p> <p>Additionally, it helps to construct a simple process map. This should show the end-to-end service delivery in discreet stages, and attribute each stage to specific stakeholders.</p>
3	2.2	Establish and document the activities delivered by your service which would be covered within the plan.
4	2.3	List all resources needed to deliver the service and its activities. Include staff, suppliers, premises, IT hardware, IT software and any other equipment and any special time considerations, service level agreements, regulatory compliance and internal dependencies.
5	2.4	Minimum resource requirement – assessment to determine what is needed as a minimum to support the delivery of your most sensitive services / activities in the short term.
6	2.5	Continuity Options – List here the possible solutions to the impact of the loss of one of the key generic impacts identified as risk impacts.
7	3	Continuity Option Choice – This is where you clarify your eventual continuity option with your reasoning. The implementation of this is then assigned to an “Action Owner” with an auditable date for implementing the continuity option selected.
8	4	Summary

2. Business Impact Analysis

2.1 Briefly describe the Service

XX
 XX
 XX
 XX
 XX
 XX
 XX

2.2 List the activities undertaken as part of the service provided. An example of this would be the Service as whole may be Waste Management, but an activity would be Waste Collection, another activity might be Recycling. Also then briefly describe the activity. Also include the time sensitivity of the activity i.e. how quickly after a disruption the activity would need to be re-instated. This will help you consider your actions and priorities following a business disruption.

Activity	Description

Resources

In this section you need to document the range of resources which your service depends on to be able to deliver all its activities which are detailed above.

Staff - List all staff, Job title and numbers employed – there is no need to put in individual staff names.

Job Title	Number of staff



Suppliers

List here key suppliers for the service you provide, plus any key contact like an account manager.

	Product service Provided	Supplier Name, Address and Key Contact Details, Contract Manager, Telephone / Fax and E-mail address (as appropriate)
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
11		
12		
13		
14		
15		
16		
17		

Premises

Give details of location(s) from which your service is delivered, give full addresses. Also note the number of staff based at that location. Please also indicate if staff can work remotely / from home, and whether arrangements for them to do so are already in place. Also note if you have additional staff work space available which is not currently utilized, measure this in the number of additional staff that could be accommodated at that specific location.

Premises Location – full address including post code	Number of staff based in working location	Number of staff that could work remotely	Number of staff set up to work remotely	Additional staff work space available

Technology

Please detail the technology (hardware and software) that you require to operate your service.

Hardware – eg PC's, Laptops, Tablets, mobile phones.

	IT Hardware item	Quantity
1		
2		
3		
4		
5		
6		
7		
8		

Software – any software packages which are required for service delivery (Please **do not** include Microsoft applications, Email and the Internet, these are included as standard). Also include here any databases you use.

	IT Software	Quantity / number of users
1		
2		
3		
4		
5		
6		

Other Equipment

Please detail any other equipment that you require in order to deliver your service. You may have paper records or documents that are important to the operation of your service and they should also be identified here.

	Equipment Item	Quantity
1		
2		
3		
4		
5		
6		
7		

Special time considerations

For activities offered by a service there will be some special time considerations that need to be taken care of. These considerations could be based on the time of a day, dates in the month or specific dates of the year. Please record all such considerations for each of your activities i.e. payroll cycle, elections, etc.

	Activity	Time Consideration
1		
2		
3		
4		
5		
6		

Service Level Agreements

During the process of delivering your service commitments you will have an understanding of what contractual commitments or service level liabilities your department is responsible for. Please list in the table below any service level agreements that you have and the potential impacts if any activity is disrupted.

Activity	Service Level Agreement (SLA)	Potential Liabilities

Regulatory Compliance

Please list any regulatory compliance that the council is required to comply with for any of your activities.

Activity	Name of Regulation	Compliance Details



Internal Dependencies

Taking into account the above information, you now need to identify the internal relationships that you are dependent upon to deliver your service and its activities (dependency), and also who relies on your service / activities being delivered successfully (dependents).

This enables contingency arrangements to be set up as appropriate e.g. who needs to be informed if the service / activities are not available? It is wise to check the contingency arrangements of your internal dependencies to ensure they can continue to meet your needs in the event of them experiencing a business disruption. Please identify these relationships in the table below.

Your Service / Activity (add to as required)	Relationship to your Service / Activity (tick all that apply)		Name of the Internal Dependency / Dependent Include brief details of the relationship and timescale needed within.
	Dependency (Required for you to deliver of an activity)	Dependent (Depends on you for delivery of an activity)	

Continuity Requirements

Having collected the above information you are now in a position to look at the risk / impact element of the process. This primarily will require you to look at the impact of an incident that would result in one or more of the following impacts upon the delivery of your service. It is down to yourselves as service delivery managers to put in place measures and plans to mitigate what the below impacts would have on the delivery of the service and its varied activities.

With the above information you will be in a good position to consider the impacts internally and externally on a disruption to your service and its activities. Here we now look at what you would require after an incident to enable you to deliver your service and which of the activities you offer are most time sensitive and should be prioritised. It is vital you are realistic, it is pointless stating you require a piece of IT or access to a database if you know you may not get access to it for a number of hours or days and alternative IT based solutions cost too much to implement so you will have to discuss this with IT as a dependency. If something costs too much consider practical work arounds for the period of time that you would need to survive until you regain access to that database.

Below are a list of possible Risks and the impacts for you to consider.

Impact	Risk / Cause
Damage or denial of access to Workspace	Fire / Arson / Vandalism; Flood / Weather damage; Aircraft / Vehicle impact; Public order / Terrorist attack
Loss or damage to IT Systems / Voice Network / Key Data	As above + power failure, technical failure, virus, human error, failure of external provider.
Non availability of key staff	Industrial Action; Sickness / injury; Transport difficulties.
Non availability of other key resources	Commercial / Utility failure; Service provider failure; Damage to distribution network.

It is not expected you to risk assess all of the above risks. However you do have a responsibility to ensure your Health and Safety Policy and normal measures for dealing with risks like fire are in place and adhered to. You should also ensure your buildings physical security measures are sufficient and any procedures are being adhered to by staff and visitors.

However if there is a risk which is specific to your area and greater than what would be a normal risk to other services you **must** look at it specifically and ensure you risk assess this and put measures in place to reduce and manage this risk. For example, all council buildings have a risk of fire but your service may have a workshop which uses welding torches to repair council vehicles and quantities of petrol and diesel might be stored on site. This would be a greater fire risk than a normal office so you would need to plan to reduce the risks and seek specific guidance from your Health and Safety Team where appropriate. This **must** be recorded within this document, it is highly likely you already have robust plans and procedures in place to reduce the risk but you need to capture this information.

Minimum Resource requirement

Having considered what your most important and time sensitive services / activities are you need to now assess the minimum resources you require to deliver the key services / activities following a service disruption.

Resource	List Minimum Required
Staff (Job Title and number of staff needed)	
Work / Office space needed for staff	
Essential Hardware	
Essential Software	
Other essential equipment / resources	

Continuity Options for delivering your service and its activities

Now knowing the minimum you need for each of the above, list all practical options you have to reduce the risk or plan for managing the impact should there be an incident effecting one or more of them. E.g. loss of work space being an impact, an option to manage this would be part of your workforce that delivers the most time critical activities having the ability to work from home or being able to work from an agreed alternative council building. In the case of a service disruption this could be formal reciprocal arrangement. Loss of IT may require a manual work around for a set period of time, or depending on service a backup network / server / database etc.

Impact	Continuity Option
Loss of staff	
Loss of workspace	
Loss of IT/ Key networks / Key data	
Loss of other essential resources	

Continuity Option Choice

Having gone through the options and having weighed up the benefits and drawbacks to your options here is where you list your continuity option and reason. Then list action owner and date for completion of action. Although the plan owner has ultimate responsibility by assigning the action and date to an individual we can evidence the continuity arrangement is in place. E.g. loss of staff, you assess impact of losing staff and how this impacts on your service so you broaden staff skill knowledge across your service area/sites through training, the reason would be it makes your service more resilient and it improves the skills in staff investing in their development this might also be more cost effective than out sourcing work. Action owner would be the Operations Manager to ensure relevant staff trained by a set date, this would have to be auditable.

Impact	Continuity Option and Reason	Action Owner & Completion Date
Loss of staff		
Loss of workspace		
Loss of IT / Key networks / Key data		
Loss of other essential resources		

Summary

Now that you have completed the Requirement and Strategy Report and understand what resources you need to continue to deliver your service, and the activities your service delivers, and have decided on the most appropriate methods and options to continue to deliver your service following a disruption, you need to now complete your Business Continuity Plan.

The above work is comprehensive and essential but it enables you to comprehensively understand what you do and what you need to continue delivering your service following a business disruption.

The next section contains the outline of a business continuity plan. The idea is that the plan be simple and easy to follow as a guide following a disruption, and should support you and your teams in their work in continuing to deliver your service. You need to populate the plan using the work you have done so far. You then need to do a table top exercise to exercise and validate it. Once that is done it needs to be distributed to all appropriate staff involved in delivering the service so that they know what their role is within it. This work should be reviewed annually or following any significant change to the organisation.

All of this must be auditable.

Section 3

***Business Continuity
Management Plan
(Name of Service)***

Insert Council Logo here

**Version:
Author:
Plan Owner
Date published:**

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- 1.2 Objectives**
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Appendices

- A) Staff Contact List**
- B) Other Useful Numbers**
- C) Summary of Recovery Resources**

Distribution List

Copy Number	Name	Job Title	Email address.
001	Caroline Evans	Business Continuity & Risk Management Officer	caroline.evans@powys.gov.uk
002			
003			
004			
005			
006			
007			
008			
009			
010			

Plan Updates

It is essential that the Plan is kept up to date and it is version controlled with a clear date on the front page of the plan.

If you have any suggested changes to this plan, please notify the author of the plan whose name is on the front of the plan.

This person is also responsible for updating and issuing plans. We suggest contact lists are reviewed every 6 months and the plan must be reviewed and updated annually or following any significant change to the organisation or service.

If any changes to the service or personnel occur, the plan should be updated and issued to the copy holders. The Council's version control system (footer), should be used to control version numbers and the front page of the plan must be amended to reflect version date and owner. A copy of this plan and linked Requirements and Strategy Report must be emailed to caroline.evans@powys.gov.uk annually. This is an audit requirement.

This plan must be exercised annually or following any significant change to the organisation and the exercise recorded on the proforma and any improvements built back into the plan.

1. Introduction

This plan is to be used to assist in the recovery of the **XXXXXXX** Service provided by (Directorate / Service Area to be inserted), Powys County Council, in the event of a major disruption to the service. A major service disruption is defined as a significant incident which threatens personnel, buildings or the operational structure of the service and requires special measures to be taken to restore things back to normal.

1.1 Aim

The aim of the Plan is to set out the roles, responsibilities and actions to be taken by the (service team) to re-instate the service following a major disruption

1.2 Objectives

The objectives of the plan are to: -

- To provide for continuity of the functions essential to the service;
- To reduce the disruption of clients, employees, and services to an acceptable level.

1.3 Scope of the Document

As part of the Powys County Council BCM strategy, the BCM process has been applied to the **XXXXXXX** Service. Details of the continuity strategy for the service are set out in the Requirements & Strategy Report. The report contains detailed information gathered from a business impact analysis, the outcomes of the impact risk analysis and evaluation of a range of recovery / risk reduction options.

This plan sets out details of the recovery measures to be taken in the event of a major disruption to the service.

1.4 Planning Assumptions

A planning assumption has been made that any service disrupted by an unplanned event will achieve a 'normal service' within a maximum of one month. However, this does not mean that everything will be re-instated to a level equal to that prior to disruption. Corporate ICT / Property / Human Resources support will be provided but an individual service will be expected to be self-sufficient for at least the first 5 days following a disruption.

2. Recovery Objectives

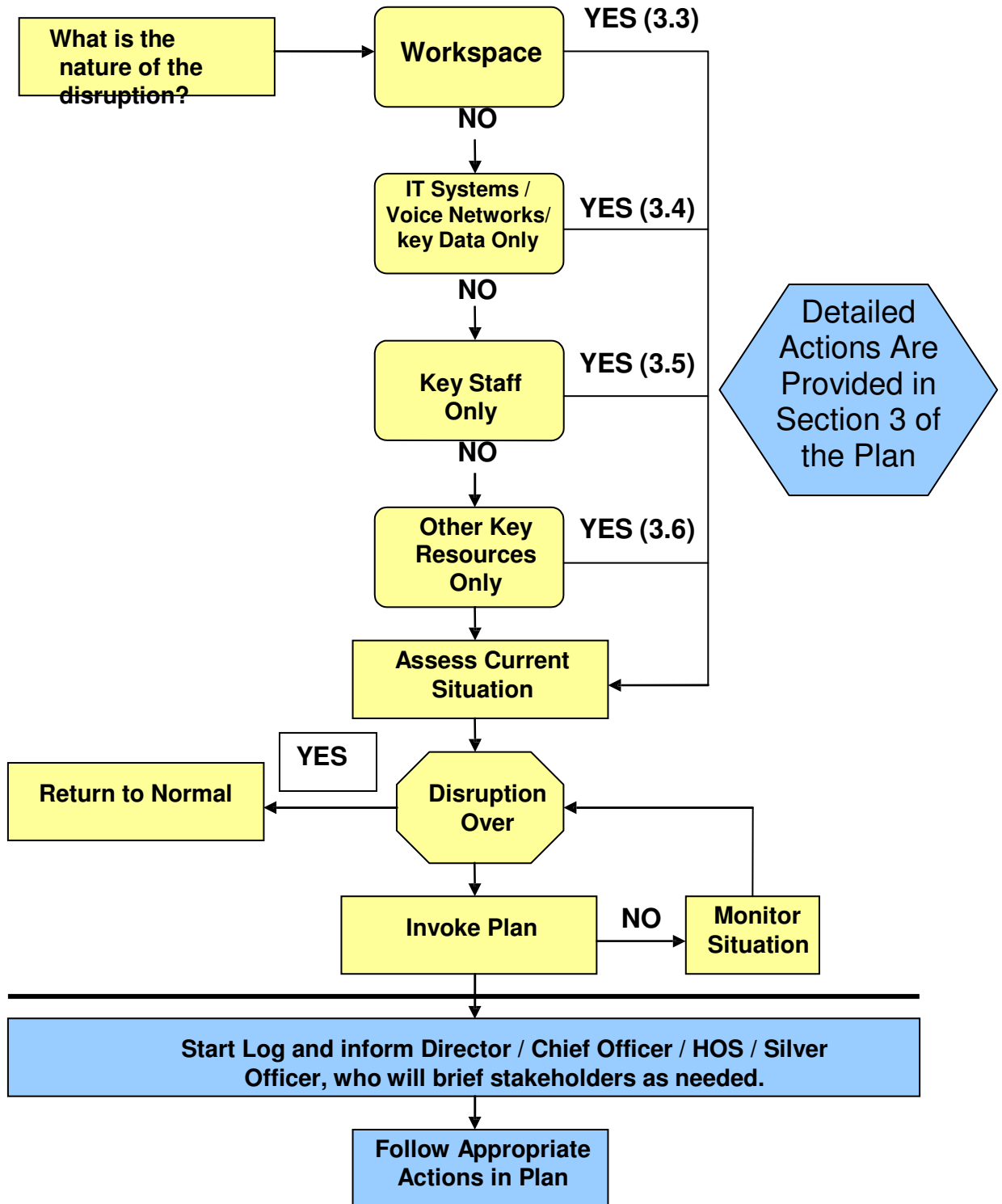
Service / activity restoration priorities have been identified against the following categories:-

PRIORITY	Services	DEFINITION
Red		<p>Time Critical service needing to be restored within</p> <p>0-1 hour</p>
Amber		<p>Important service needing to be restored within</p> <p>1-24 hours</p>
Green		<p>A service needing to be restored within</p> <p>5 working days</p>
Blue		<p>A service which can be restored progressively after</p> <p>5 working days</p>

A summary of the resource requirements to recover the category Red & Amber priority service / activities are detailed in appendix C.

3. Plan Activation Procedures

3.1 Plan Activation Process



3.2 Activation of Plan

The **Plan owner or designated officer** will be responsible for the activation of the Business Continuity Management Plan. At the point the plan is activated the Chief Executive, Strategic Director or Head of Service is to be informed. All staff members will be contacted and advised of the current situation and what their role will be in the recovery phase. Key staff contact details are listed at Appendix A

Any other action check lists should be referred to in this paragraph.

Notification of a business interruption may originate from any source. It is envisaged however that it will come from site staff during occupation of premises, or from one of the emergency services during unoccupied periods.

The following activation sequence will normally be used when informing Powys County Council personnel of the activation of this plan:-

- Standby phase
- Implement phase
- Stand Down phase

“Standby” will be used as an early warning of a situation which might at some later stage escalate and thus require implementation of this Plan. A “Standby” allows key officers time to think, brief staff, start a business interruption log and prepare for the deployment of resources should an “Implement” message be received. This is particularly important if an interruption occurs towards the end of office hours and staff may need to be asked to stay at work until the situation becomes clear. Resources are not normally deployed at this stage (although this will largely depend upon circumstances) and a “Stand Down” may follow this type of alert;

“Implement” will be used to request the immediate utilisation of Council officers and resources in activation of the plan;

“Stand Down” will be used to signify the phased withdrawal of any services provided due to activation of the plan. The Operation Manager or their designated officer will give the stand down order. They will also manage the return to normal working.

3.3 Workspace

Objective	Actions / Considerations
1. Establish the current situation at the affected site / workspace	<ul style="list-style-type: none"> • What has happened? • When did it occur? • Are the Emergency Services informed / on-site? • Is there access to the site? • Are the IT systems and services still running? • Who else has been informed (media officer, comms, stakeholders)? • How potentially serious is it? • Are there any casualties? If so, details.
2. Decide whether the Business Continuity Management Plan should be invoked. The decision will be based upon the information provided. Consideration should be given to:	<ul style="list-style-type: none"> • How quickly the business will be able to re-enter the affected workspace; • Prevailing weather conditions; • Whether the Area is currently responding to an external incident; • If the decision is to relocate key staff to the agreed alternative accommodation, alert the site (contact details in table below); • If the decision is made not to invoke the plan, continue to monitor the situation until such time as normal access is granted to the disrupted location.
3. Communicate with staff	<ul style="list-style-type: none"> • IF EVACUATION IS NEEDED – Follow site evacuation plan taking into account staff and visitor safety; • Keep staff informed at Assembly Points until a decision has been made about whether the building is likely to become available again soon. If the building will not be available, relocate identified key staff to the agreed alternative workspace and send other staff home and tell them to await instructions. Remind them to check the website for updates, or their manager will contact them at an agreed time; • Out of Hours – If the disruption occurs outside office hours, staff communication will be co-ordinated by the Operations Manager or their designated responsible officer.

	Service / Activity	Staff to be Relocated
Alternative Accommodation Location:		
Contact Name at Location:		
Contact Number:		

3.4 IT Systems / Voice networks / Key data

Objective	Actions / Considerations
1. Confirm the nature of the disruption	<ul style="list-style-type: none"> • What has happened? • When did it occur? • Which systems and / or services are affected? • How potentially serious is it? • What is the estimated duration of the problem? • Who else has been informed (media officer, comms, stakeholder)?
2. Decide whether the Business Continuity Management Plan should be invoked. The decision will be based upon the information provided. Consideration should be given to:	<ul style="list-style-type: none"> • How long systems will be unavailable; • Whether the systems affected are required to support the Time Critical / Important Business Activities; • Whether the Area is currently responding to external incident; • Inform staff that the Business Continuity Management Plan is being invoked or put staff on standby or invoke agreed manual systems to ensure that the service can continue to operate; • If the decision is made not to invoke the plan, continue to monitor the situation until such time as normal service is resumed.
3. Enter Specific actions or considerations if the disruption is due to non-availability of IT systems / Voice networks / key data	<ul style="list-style-type: none"> • Inform Operations Manager or designated officer so they can brief stakeholders as needed. • Some Examples of BCM solutions / strategies <ul style="list-style-type: none"> • Instigate manual work around systems; • Re-routing of calls; • Accessing and making available critical data to key staff which has been protected.

3.5 Key Staff

Objectives	Actions / Considerations
1. Confirm the nature of the disruption	<ul style="list-style-type: none"> • What has happened? • When did it occur? • Who and how many are affected? • Which systems and / or services are affected • How potentially serious is it? • What is the estimated duration of the problem? • Who else has been informed (Media Officer, Comms, stakeholders)?
2. Decide whether the Business Continuity Management Plan should be invoked. The decision will be based upon the information provided consideration should be given to:	<ul style="list-style-type: none"> • How long staff will be unavailable; • Whether the staff are required to support the Critical / Important Business Activities; • Whether the Area is currently responding to external incident; • Inform staff that the Business Continuity Management Plan is being invoked or put staff on standby or invoke agreed manual systems to ensure that the service can continue to operate; • If the decision is made not to invoke the plan, continue to monitor the situation until such time as normal service is resumed.
3. Enter Specific actions or considerations if the disruption is due to non-availability of Key Staff	<ul style="list-style-type: none"> • Inform Operations Manager or designated officer so they can brief stakeholders as needed. Some Examples of BCM solutions / strategies: <ul style="list-style-type: none"> • Service pandemic arrangements (attach as appendix or separate plan); • Change of job functions for some staff (to support the critical functions).

3.6 Other Key Resources

Objectives	Actions / Considerations
1. Confirm the nature of the disruption	<ul style="list-style-type: none"> • What has happened? • When did it occur? • Which systems and/or services are affected • How potentially serious is it? • What is the estimated duration of the problem? • Who else has been informed?
2. Decide whether the Business Continuity Management Plan should be invoked. The decision will be based upon the information provided consideration should be given to:	<ul style="list-style-type: none"> • How long resources will be unavailable; • Whether the resources affected are required to support the Critical / Important Business Activities; • Whether the Area is currently responding to external incident; • Inform staff that the business Continuity Management Plan is being invoked or put staff on standby or invoke agreed manual systems to ensure that the service can continue to operate; • If the decision is made not to invoke the plan, continue to monitor the situation until such time as normal service is resumed.
3. Enter Specific actions or considerations if the disruption is due to non-availability of key resources	<ul style="list-style-type: none"> • Inform Operations Manager or designated officer so they can brief stakeholders as needed. <p>Some Examples of BCM solutions / strategies:-</p> <ul style="list-style-type: none"> • Arrangements to hire / borrow / purchase replacement resources from suppliers other departments or mutual aid with other Councils; • Protective measures for resources e.g. not having all resources at one site.

4. Supporting Information

4.1 Staff Welfare

It must be recognised that a business interruption may also cause additional pressures for staff. Staff need to be given clear direction about what the priorities of the Service and the Council are, which can be achieved by having well thought out and implemented continuity strategies in place. Managers must ensure that they monitor staff more closely to ensure that their welfare is maintained (e.g. regular breaks due to increased intensity or pressure of work).

Staff should be aware of what their role is when a major disruption occurs. Clear and concise communication with staff is pivotal to having an organised response. Staff must be made aware of what communication methods are going to be used so that they can find out the latest information, if they are going to be working from home or a different location than normal. If staff are to be working from a different location ensure that they know where the location is (provide a map and or directions if necessary) and they are able to get there and get access.

4.2 Communicating with Staff

During Office Hours

If the disruption occurs during office hours then staff can be communicated with via briefings from managers and electronically by the intranet and email.

Out of office hours

The Operations manager for the Service or their designated officer will keep staff up to date by the following methods:

- Telephoning staff and passing on essential information;
- Mobile phone Text cascade of information if appropriate;
- Email to staff that have access to external email as appropriate;
- Face to face as appropriate.

Information may be available via the following, depending on the reason for disruption:-

Council web site. <http://www.powys.gov.uk/>

Or via the Councils Twitter account. <http://twitter.com/powyscc>

Staff must be given the opportunity to feed back any comments they may have after the response phase and the service has returned to normal. This may be in the form of a structured debrief or more informally.

Managers who suspect that staff have suffered undue stress or even trauma from the business disruption must consider providing assistance for those staff who have been affected. This can be accessed by contacting the Councils Occupational Health Officer.

4.3 Media / Public Information

In the event of a major disruption to the **XXXXXXXX** Service, the Council's Communications Officer must be contacted to inform them of what has happened and the estimated length of the disruption and possible impacts of the disruption.

All staff should be made aware that any enquiries from the media must be directed to the Councils Media Officer.

It is important to keep the public informed of a major disruption to the service and this can be done by informing the Councils Internet Site, or face to face at remote locations.

- pre-prepared messages (Any messages or prepared statements informing the public of what actions are being taken due to the disruption or what the public need to do or where they can go to access services)

5. Plan Maintenance Procedures

The author of the plan is responsible for reviewing contact lists every 6 months and the plan must be reviewed annually. Ultimately the plan owner is responsible for ensuring the plan is up to date and exercised and all audit requirements have been met.

5.1 Plan validation (exercises) / Training Schedule

Awareness training for staff to make sure they all know what to do and who will be involved. Be sensitive how you communicate your plan – phrasing 'essential staff' or 'vital services' suggests that some of your staff aren't as important as others.

Telephone information cascade exercise – Testing ability to contact staff outside working hours in case you need to put staff on standby ready to implement the Plan, this should be carried out 6 monthly. This exercise should be unprompted and to be considered a success would require the successful contact of 80% of staff.



Table top exercise – This exercise which should be carried out annually when the plan is reviewed, with key staff looking at a scenario which would involve the plan being invoked, and check the plan would work.

Full Test - Consider testing by operating at alternative premises with key staff for a few hours.

Appendix A

STAFF Contact Names & Numbers

To be updated 6 monthly and stored securely.

A list of staff contact details (Out of hours) is to be completed and maintained by (the responsible person named in this plan)

(Service Name) Contact Details Template

Name	Job Title	Office Contact	Mobile Contact	Home Contact



Appendix B

SUPPLIER Contact Names & Numbers & other key contact details.

Contractors, suppliers & useful numbers Contact Details

A list of contact details (Out of hours) is to be completed and maintained by plan owner.

	Product / Service provided	Supplier Name, Address and key contact Details, Contract Manager, Telephone / fax and E-mail address (as appropriate)
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
11		
12		
13		
14		

Appendix C

Resource Requirements for resumption delivery of RED and AMBER services / activities.

Services or activities:	XXXXXXXXXX
Staff:	
Agreed Accommodation	Location: Contact Name: Contact Number:
Systems (IT & IS):	
Hard Data:	
Other Resources:	

LOG SHEET			
Date:			
Page No / Of:			
Officer :			
Incident:			
TIME	TO / FROM	Detail:	Action: