



A guide to  
**Business Continuity**  
For local businesses and voluntary organisations





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## 1. Introduction

This short guide to Business Continuity has been produced by the Cleveland Emergency Planning Unit as part of its duty under the Civil Contingencies Act 2004.

The Act requires local authorities to provide generic advice and assistance to businesses and voluntary organisations in relation to Business Continuity in the event of an emergency.

It has been designed to help and support both businesses and voluntary organisations and offer guidance in how best to prepare for a business disruption. So, if you had to close your business or it was disrupted the Business Continuity plan should help you get back on your feet a lot quicker.

The Cleveland Emergency Planning Unit can also offer specific advice and assistance in relation to Business Continuity. We can work with individual organisations to establish the nature of the risks they face and steps they can take to manage these risks. This may include assistance with risk assessment and support in the development and validation of plans.

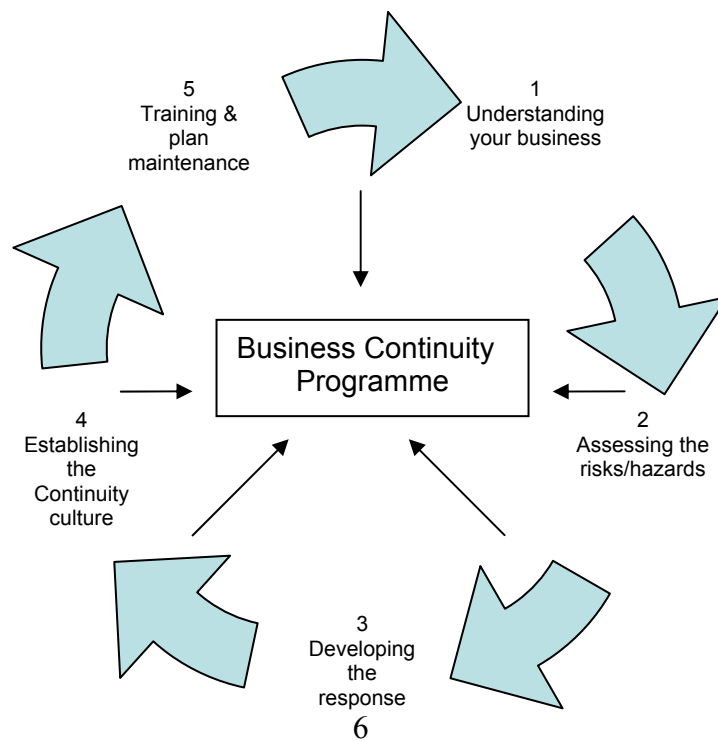
The Teesside Unitary Authorities and the Cleveland Emergency Planning Unit have agreed to joint working with the delivery of a single programme on Business Continuity advice.

For further information please contact the Cleveland Emergency Planning Unit on 01642 232442 or visit the website at [www.clevelandemergencyplanning.info](http://www.clevelandemergencyplanning.info).

## 2. What is Business Continuity?

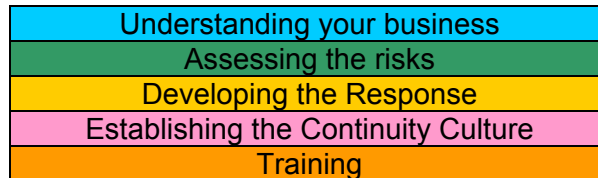
- 2.1 Business Continuity is a process that can be applied to any business, small or large. It helps to manage the risks that could threaten a businesses survival.
- 2.2 Developing a Business Continuity Plan will help you to ensure that in the event of an emergency your business or organisation can continue operating, at least to an agreed minimum level.
- 2.3 It allows owners, managers and employees to identify the risks that would interfere with the normal continuation of an organisation's activity. It therefore enables the effective management of those risks, to ensure a set minimum level of service can be achieved.
- 2.4 It is necessary to plan the management of risk as this helps keep an organisation viable, even in the most trying of times. It cannot succeed without commitment, communication and co-operation. No Business Continuity Plan will work without the involvement and contribution of staff within all business areas. Everyone should be aware of the content of the plan and their own roles and responsibilities within it.
- 2.5 Staff may already be working to near capacity so it may seem excessive to prepare and maintain a plan for the unexpected, but consider what would happen if **today** you lost your electricity supply, staff or access to your premises for a period of time.

- 2.6 The process is a continuing cycle of risk assessment and risk reduction. The plan is simply the written record of the process being applied to your business.
- 2.7 By applying the information in this booklet and making use of the Plan Template you will be able to develop a Business Continuity Plan specific to your business.
- 2.8 The following diagram shows the five stages of the Business Continuity process:



### 3. Plan Template Guide

- 3.1 By using the information in this booklet you will be able to complete the Plan Template which is included on page 27 onwards.



- 3.2 The front page of your plan and introductory pages should contain the following information:

**Front Cover**

Add your company logo, name version number, date the plan was last updated.

**Distribution**

List who has been given a copy of the plan, how many copies and where they are located (*this will ensure when you update the plan you know who and how many copies will be required*).

**Ownership**

Identify who within the company/ business has ownership of the plan and state that it is this persons responsibility for updating and distributing the plan.

**References**

List any other plans, legislation, policy or guidance that may be relevant to your Business Continuity Plan, for example, Fire Evacuation Plan.

**Aims and Objectives**

A generic aim and a set of objectives should be included, these can be amended as and when appropriate.

**4. Understanding Your Business**

- 4.1 In order to develop a Business Continuity Plan you need to have a thorough understanding of your business. This involves knowing the key functions of your business so you can manage the continuation of key business processes and outputs effectively. Firstly you must understand exactly which of your outputs and processes are the most critical, thereby identifying the areas where you should focus your efforts. This process is known as a Business Impact Analysis.
- 4.2 A Business Impact Analysis template is shown in Annex A and information relating to each key function can be found below:

**Key Function**

You need to identify what the key functions/activities are within your business without which it would cease to operate?

You will need to complete a Business Impact Analysis for each of your Key Functions/Teams.

**Effect on Service:**

You should consider the importance of the function on the survival of your business. You must identify the most important and critical work streams. Focus available personnel and resources on maintaining these critical services, and determine the timelines required to re-establish these functions. It is essential for priorities to be set.

For each of the timelines, identify what the effect of the loss of the key function would be.

For example, disruption to the “Goods in” function could have the following affect:

**First 24 hrs**

- \* Lack of stock causing orders not to be completed on time
- \* Storage space for part processed goods causing concern.

**24 – 48 hrs**

- \* Cut in manufacturing hours due to lack of stock
- \* Company reputation damaged

**Up to one week**

- \* Financial implications of missed deadlines
- \* Need to outsource work to maintain market share

**Up to 2 weeks**

- \* Loss of customers to competitors

\* Temporary or permanent reduction in staff numbers

**Resource required for recovery:**

This section will help you identify what resources you require and when. You need to consider the effects of a loss of function/service, per timeline, as detailed in Effects on Service Section above, when completing this section.

**No. of staff / re allocation of functions:**

You may not need all your staff to be present in a given task/function immediately after an emergency.

For each timeline, detail how many staff you would require.

For example, if you had a problem with a key supplier and no stock was available you could re-allocate your plant drivers, stock controllers, quality checkers, etc to other tasks or inform them that they are not required to work to full capacity for the first 24 hours.

**Relocation:**

Could individual functions be carried out by staff anywhere else For example, working from home, in another branch office, mutual aid with another organisation, etc.

**Resources required:**

For each timeline, list probable resources required to assist in the recovery, for example:

- \* Computers (hardware/software)
- \* Vehicles

- \* Machinery
- \* Communication equipment (landlines/mobiles)
- \* Alternate buildings/site
- \* Personnel

**Data Required:**

List what data is essential to the delivery of the service/key function, for example:

- \* Customer contact details
- \* Supplier contact details
- \* Service/maintenance contacts and contract numbers
- \* Insurance details
- \* Costings
- \* Work in progress

- 4.3 The completed Business Impact Analysis will help you to prioritise what function or service you need to reinstate first during an emergency.
- 4.4 Your Business Impact Analysis can then be used to create a Critical Function Priority List, a template for which is shown in Annex B.

## 5. Assessing the Risks/Hazards

- 5.1 This section indicates and identifies what risks/hazards could affect or impact upon your business or organisation. It will also identify what processes are most critical to the overall aims of your business and in what priority order they must be recovered. In

assessing your risks/hazards you will be able to prioritise what you can do to reduce the risk/hazard.

- 5.2 There are many risks/hazards that may disrupt your business, these include:
- a. Flooding.
  - b. IT Failure/Loss of data.
  - c. Utility failure.
  - d. Fire or explosion.
  - e. Transport accident.
  - f. Extreme weather.
  - g. Loss of premises.
  - h. Loss/failure of equipment.
  - i. Staffing/pay issues.
  - j. Failure of Business Continuity Measures within a business/company contracted to supply your business/company.

The list is not exhaustive.

- 5.3 The risks/hazards listed will affect businesses and the key functions within them to varying degrees. Each is different, with its own set of business continuity challenges.
- 5.4 The Risk/Hazard Analysis Table lists the perceived risk/hazards to your business, the impact, any mitigation in place and the Risk/Hazard Matrix Score (see over).

**Risk/Hazard Impact:**

List the physical disruption that may be caused  
List the financial implications of this disruption

List the personnel affected by the disruption (staff, clients, partners, etc)

For example: Flooding

- \* Loss of access and utilities (electricity, phones, etc)
- \* Water damage to equipment and stock
- \* Cost of damage and or fines for pollution
- \* Staff working on ground floor
- \* Customers and suppliers

**Controls in Place:**

List what you **CURRENTLY** do that prevents or reduces the likelihood and/or the impact of the risk/hazard on your business:

For example: Flooding

- \* Monitor Flood Warnings issued by the Environment Agency
- \* Insurance to cover damage to equipment and Premises

**Other possible controls:**

List what **ADDITIONAL** actions can be taken to prevent or reduce the likelihood or the impact of the risk/hazard on your business:

For example: Flooding

- \* Relocate premises to higher ground
- \* Floodgates/sandbags stored ready to use

5.5 The Risk/Hazard Matrix Score is determined from the Risk/Hazard Matrix Table which identifies the score

and priority of risks/hazards by determining the impact the risks/hazards have on your business.

a. For example:

i. Likelihood: Having your working premises sited on a known floodplain then the *likelihood* of your premises flooding is *possible*.

ii. Impact: The *impact* of your premises flooding would be *significant to catastrophic*.

**Risk/Hazard Matrix Table**

|               |            |          |           |           |           |
|---------------|------------|----------|-----------|-----------|-----------|
| Catastrophic  | <b>M</b>   | <b>H</b> | <b>VH</b> | <b>VH</b> | <b>VH</b> |
| Significant   | <b>M</b>   | <b>H</b> | <b>VH</b> | <b>VH</b> | <b>VH</b> |
| Moderate      | <b>M</b>   | <b>M</b> | <b>H</b>  | <b>H</b>  | <b>H</b>  |
| Minor         | <b>L</b>   | <b>L</b> | <b>M</b>  | <b>M</b>  | <b>M</b>  |
| Insignificant | <b>L</b>   | <b>L</b> | <b>L</b>  | <b>L</b>  | <b>L</b>  |
|               | Negligible | Rare     | Unlikely  | Possible  | Probable  |
|               | Likelihood |          |           |           |           |

iii. The Risk/Hazard Matrix Score and therefore impact for this scenario would be: Very High.

- 5.6 When completed, the Risk/Hazard Matrix table will show you what the highest risks to your business are. You will then be able to make an informed decision as to whether to accept, monitor or treat the risks:

a. **Accept** – You decide that you are happy to ‘live with’ the risk/hazard.

b. **Monitor** – You are not happy but ‘plan for and live with’ the risk/hazard, as the cost to implementing any risk/hazard reduction strategies may outweigh the benefits. However, continued frequent assessments are carried out to check that the risk/hazard does not increase.

c. **Treat** -You want to treat the risk/hazard, i.e. put in place steps to reduce the impact or likelihood because the risk/hazard is too great for your business.

5.7 It is not possible to protect against all risks/hazards; this is why a plan is required.

5.8 Throughout the whole process of deciding on the continuity strategy it is important that communication and consultation takes place with all interested parties, partners and stakeholders.

## 6. Developing the Response

6.1 It is important to concentrate your disaster planning on the **effect** and not the **cause**. Whilst the list of causes that could potentially threaten your business continuity is endless, it is somewhat easier to list a small number of likely effects that you might face and this is what you need to plan for. Your planning effort should therefore concentrate on how to deal with these different levels of effect, particularly the worst case scenario (if you have robust plans for the worst case you should be able to handle the rest).

- 6.2 The range of effects you should be planning against should include most, if not all, of the following:
- a. Denial of access to a building or buildings, but not the whole site.
  - b. Denial of access to the whole site.
  - c. Prevention of (critical) staff from getting to work (loss of transport infrastructure or injury).
  - d. Denial of use of critical equipments.
  - e. Denial of use of critical systems.
  - f. Denial of access to critical data.
- 6.3 In deciding how best to draw up your Business Continuity Plan you will need to take account of how it fits in with other related management issues and existing planning framework.
- 6.4 Your Business Continuity Management Plan does not have to be an overly long document, but it does need to cover some important areas:
- a. A Statement explaining the need for effective Business Continuity Management and planning.
  - b. A statement stating where responsibilities lie for effective Business Continuity Management and associated planning.

c. Explain how Business Continuity links into other management planning activities.

d. State where Business Continuity priorities sit, showing:

i. What functions, if any, you as a business need to do in support of identified business critical outputs and processes?

ii. The minimum level of resources, and identification of those resources, required to fulfill the minimum performance levels e.g. manpower, infrastructure/buildings and systems?

iii. What contingency plans exist with regard to corporate or other critical IT and communications systems, and whether they are adequate?

iv. What obvious Business Continuity risks/hazards exist locally and what risk reduction or mitigation measures, if any, are being taken?

v. Ensure external contractors/suppliers have robust Business Continuity Plans in place to ensure their continuity of service?

vi. What Business Continuity communication and awareness activities are planned within the business, including testing and exercising of the Business Continuity Plan or elements of it?

vii. How often the Business Continuity Plan and strategies should be reviewed?

viii. How the Business Continuity Plan fits in with other management plans and where particular responsibilities lie?

ix. How employees with Business Continuity responsibilities cooperate with others on site and where responsibilities lie in the handling of an emergency event?

- 6.5 Having determined the Risk/Hazard Matrix Score using the Risk/Hazard Matrix Table you then need to develop a generic checklist of actions that may be appropriate when an emergency occurs. The checklist shown in Annex C on page 29 is designed for you to adapt to suit your business. This checklist can be used during an emergency to ensure that no major tasks are forgotten.

**Maintain a log of actions taken:**

It is essential to keep a log of actions taken and the decisions made. Each entry should be timed.

This information will be vital if you have to corroborate any actions or decisions you have made, in a court of law.

A blank copy of an example of a log sheet is located at the end of the Plan Template for use during an emergency.

**Liaise with the Emergency Services:**

If the Emergency Services are involved in the incident you will need to appoint somebody from your

organisation to act as a Liaison Officer. This person needs to pass information between the Emergency Services response and your Response and Recovery Team.

**Assessment of damage:**

As soon as possible, and only if safe to do so, an assessment must be made as to the extent of the damage caused by the emergency. Consider and document the following:

- \* Injury to staff, contractors, public
- \* Damage to building/s
- \* Damage to plant/equipment/vehicles
- \* Damage to stock
- \* Damage to reputation

**Identify functions disrupted:**

Document which functions or areas have been disrupted and the extent of the disruption.

**Convene your Business Recovery Team:**

You need to pre-identify who (along with an alternate, if your business is large enough), within your organisation, will make up the team that will manage the response and recovery of the emergency.

If the emergency is such that you need to call the team together you need to do so as soon as possible.

Hint - An additional contact sheet at the back of the plan can be used to identify your Response and Recovery Team and their given tasks/roles.

**Provide information to Staff**

It is essential to keep your staff informed regarding the emergency and the response actions being taken.

Staff may be concerned about:

- \* Colleagues who may be injured
- \* What is expected of them today?
- \* Should they turn up to work tomorrow?
- \* Is their pay going to be affected?
- \* What are their job security prospects?

Consider offering a help-line number for staff to call or, depending on the scale and type of emergency, tannoy announcement, e-mail, intranet, and notices in reception/canteen, local radio or a phone call to all staff.

Remember – providing information quickly will help to stop rumours!

**Decide a course of action:**

Decide what you need to do and produce an Action Plan. Use the Key Function Priority List and the Business Impact Analysis to assist you.

**Communicate decisions to staff and business partners:**

Communication is vital, let staff and business partners know what you have decided to do.

**Provide public information to maintain reputation & business:**

Appoint a member of staff to act as your Media Representative. This person should be trained in dealing with the media and have the authority to

answer questions regarding the emergency and the business in general.

Your Media Representative should work in collaboration with the Emergency Services Media Officer if possible.

A Holding Statement could be pre-prepared for your business so you just have to 'fill in the blanks' at the time. An example of a Holding Statement can be found in the Plan Template.

**Arrange a debrief and review of the Business Continuity Plan:**

After any significant emergency it is important to hold a debrief to establish if any improvements have been identified and amend your Business Continuity Plan accordingly. Share the lessons identified to all those concerned.

- 6.6 The next section of the Plan should be the Key Contact list which shows the name, key appointment, role and contact numbers (landline and mobile) for the key players of the response team in your company during an emergency. It may also prove useful to have a contact number for each member of staff within your company.
- 6.7 Additionally, there should be a contact list relevant for your business, as shown in Annex G page 33. Consider including utilities, insurance companies, suppliers, customers, key holder, Security Company, partner organisations, etc.

- 6.8 In line with the Data Protection Act, you need to ensure you have permission to hold personal information such as home contact numbers of your staff.
- 6.9 The final section of the plan is a Log Sheet for you to use during an emergency. An example of a Log Sheet can be found in Annex E on page 31.

## 7. Establishing the Continuity Culture

- 7.1 Organisations with employees who appreciate the importance of business continuity are more likely to make day-to-day observations and decisions that increase the resilience of business processes and systems. This obviously has a positive impact on the organisation.
- 7.2 Involve staff in developing your plans. They can often be a source of relevant information and good ideas. Following an emergency their cooperation and enthusiasm will be invaluable. If they helped in the construction of the plan they are more likely to want to be part of implementing it.
- 7.3 Here are just a few things you could do to raise awareness of local plans and arrangements:
  - a. Let everyone have access to the Business Continuity Plan. If necessary have two versions – one version with all the sensitive personal data for those

who need that level of detail, and an abridged version for the rest of your employees.

b. Talk through the plan with the staff regularly so they know what can be expected should an emergency occur, and understand what they themselves need to do.

c. Inform critical functions staff of their business continuity status. If they do not know then they may not be there when you need them.

d. Inform non-critical staff of their business continuity status. Also watch morale – emphasise that non-critical does not mean less important. If some of your critical staff are victims of the emergency and are unable to fulfill their role within the Business Continuity Plan you will rely on the rest to step forward to fill the gaps – they therefore have equal importance.

e. Include business continuity as a topic on away days and other team building events.

f. Update staff induction material to include business continuity arrangements.

g. Consider producing a small information card, perhaps credit-card sized, for all staff to carry detailing basic emergency numbers and other relevant business continuity information.

h. Consider producing a static display and position it regularly at building entrances or other shared areas, reminding staff of business continuity arrangements and likely recovery responses.

i. Publicise any training sessions you have – staff will be interested. Are there any in-house publications that can be used to advertise your main business continuity activities?

## 8. Training & Plan Maintenance

- 8.1 It is important that, once your plan is written, you test the procedures you have put in place. No matter how well designed and thought-out your plan is, a robust and realistic training exercise will be able to identify areas of improvement. Conversely, a completely flawless exercise is more likely to indicate a failure in the training and exercise, in that it is not realistic or challenging enough, than confirm the adequacy of your plan.
- 8.2 Before a plan can be tested, staff will need to be familiar with the content of the plan and their role in the response and recovery. This can be done in the format of reading the plan together and discussing how to apply it to a fictional scenario.
- 8.3 When you are confident that your staff understand the plan and their part in it, you should test the plan by acting out a realistic and probable scenario. This can be pre-planned and worked into the company programme.
- 8.4 Conducting training exercises is only useful if there are methods in place to identify any weaknesses or, for

examples of good practice, or general working practices, elsewhere which are not already included in the plan to be fed back into the plan. After training an exercise report should be completed for every activity, with actions identified and individual/teams tasked to implement the actions.

- 8.5 In addition to scheduled training exercises, you should be ready to revisit your Business Continuity Plan whenever your company/business undergoes a significant change, for example:
- a. The installation of a new IT system.
  - b. The move to a new building or site, or.
  - c. The incorporation of additional assets, buildings or equipment.
- 8.6 Any of these events is likely to render some if not all of your plan obsolete.
- 8.7 Business Continuity Planning is an intense and continuous process and it is the concern and responsibility of everyone to enhance business resilience. Any Business Continuity Plan should be reviewed and tested regularly to ensure it remains up to date and effective. It should be considered as an essential tool to enable your company/business to continue and thrive.

## 9. Further information and guidance

- 9.1 If your business/company resides in the Tees Valley area the Cleveland Emergency Planning Unit will be able to provide you with further information on business continuity.
- 9.2 For further information about business continuity you may wish to look at the following websites:

|   |  |
|---|--|
| Cleveland Emergency Planning Unit                 | <a href="http://www.clevelandemergencyplanning.info">www.clevelandemergencyplanning.info</a>                                   |
| Business Continuity Institute                     | <a href="http://www.thebci.org">www.thebci.org</a>   |
| The Business Continuity Information Centre        | <a href="http://www.business-continuity.com">www.business-continuity.com</a>   |
| The Business Continuity Planners Association (US) | <a href="http://www.bcpa.org">www.bcpa.org</a>   |
| The Office of Government Commerce                 | <a href="http://www.ogc.gov.uk">www.ogc.gov.uk</a>   |
| The Department of Trade and Industry              | <a href="http://www.dti.gov.uk">www.dti.gov.uk</a>   |
| London Prepared                                   | <a href="http://www.londonprepared.gov.uk">www.londonprepared.gov.uk</a>   |
| UK Resilience                                     | <a href="http://www.ukresilience.info">www.ukresilience.info</a>   |
| globalcontinuity.com & Survive                    | <a href="http://www.globalcontinuity.com">www.globalcontinuity.com</a><br><a href="http://www.survive.com">www.survive.com</a> |

## FREQUENTLY ASKED QUESTIONS

### **1. What is a business continuity plan?**

A business continuity plan should be a set of instructions of what to do, and what not to do, at the time of a crisis. It is often created by someone, or a group of people, who know how the whole business is run.

Business continuity is about thinking ahead and planning for a crisis that could affect your business, making sure that it can survive. In short, it is about ensuring that a crisis does not become a disaster.

### **2. How long will it take to create a business continuity plan?**

It should not take long to create your first plan but obviously this will depend on the complexity of your business. The smaller the size of your business, generally the less time it is likely to take.

### **3. What will it cost to create a business continuity plan?**

The cost will be relatively little and at the end of the exercise you will have a plan to protect your business. The benefits of having a working continuity plan will out-weigh any small expenditure.

### **4. Why should I use a business continuity plan?**

1. Experience shows that businesses are far more likely to survive a disaster if they have thought about it in advance, and planned accordingly.

2. Banks, investors, insurers, customers and suppliers will take a company that has a business continuity plan much more seriously.
3. Business continuity plans build employee confidence. Employees will appreciate the fact that the business is doing all it can to protect their safety and place of work.
4. In the end, business continuity is about responsible management. It makes a business a safer place to work and contributes to financial stability.

**5. My business differs from most, will the guides still help me?**

Obviously some specialist businesses may have slightly different needs from another, so we recommend that you browse through the site to choose the best approach for you. Alternatively, if you already have a business Continuity plan you may find some extra tips, advice or links to other useful sites with more specific advice.

**7. Does a small company need a Business Continuity Plan?**

Yes, even a sole trader is advised to have systems in place to be able to continue his/ her work in case of fraud, theft, sabotage, flooding, fire, IT and utility failures and terrorist attacks.

**8. How should a company communicate a business continuity plan to its employees?**

The plan should be communicated to all employees in an easy to understand, accessible format that emphasises the company's commitment to business Continuity management.

**9. What systems should be in place to assist with a fast recovery programme?**

It is very important to focus on keeping back-ups and copies of documents off-site, as well as having a plan that focuses on your mission critical activities and caters for an alternative site to work from.

**10. Where can I find out more?**

In section 9 of this guide there is a list of other organisations that may be able to help you with your planning.

## **PLAN TEMPLATE INFORMATION SHEET**

Each section of the plan can be as large or small as required to suit your company/business needs. If required you could break the document down into defined chapters per section, starting each new chapter on a new page.

Have an index by subject matter including page numbers, at the beginning of the document making for easier subject location. It is advised that the index takes up a whole page.

Have an Amendment Page, again to take up a whole page. This is used to confirm that each document issued is up to date, including date of amendment.

Make the section titles i.e. Introduction, Distribution, Index, etc stand out by using a bold font. They could also be underlined, or even in a larger font size.

Paragraph and page number the document for ease of reference when discussing or referring to it.

Write the plan using plain language and avoid wherever possible the use of jargon or abbreviations.

Remember, in an emergency situation anyone in the business/company should be able to understand and implement the plan.

**Insert  
Corporate  
Logo**

**Insert Name of  
Company/Business**

**Business Continuity Plan**

**Date:** \_\_\_\_\_

**Version:** \_\_\_\_\_

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**Amendment Page**

| Amendment Number | Inserted By | Date Inserted |
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|                  |             |               |

### **Introduction**

Give a quick introduction to the Business Continuity Plan, why it has been developed and what you expect of it and from your staff. Dedicate a whole page to this section to give it more impact and put your signature to this section of the plan.

### **Distribution List**

| Name | Location | Copy Number |
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### **Document Owner**

If you have any suggested changes to this plan, please notify:

**J B Bloggs – R&D Branch – Extension 2478**

### **References and Related Documents**

1. Document title.
2. Etc
3. Etc

### **Aim of This Plan**

To prepare this company/business to cope with the effects of an emergency etc, etc.

### **Objectives**

- \* To define and prioritise the critical functions of the company/business
- \* To analyse the emergency risks to the business
- \* To detail the response to an emergency
- \* To identify key contacts during an emergency
- \* Etc

### **Business Continuity Plan**

This is the main text of your plan on how to mitigate any emergency that befalls your company/business. In it you lay down how you as a company/business and who within the company/business will do this.

The tools which you have used (i.e. business impact analysis, critical function priority list, etc) to produce the plan should be inserted as Annexes to the main document.

This plan is to be comprehensive enough to cover all eventualities you have highlighted in your investigations and noted in your annexes.

The plan should have your signature at the end, before the annexes.

Annex A

**Business Impact Analysis**

This should be carried out for each critical function.

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

**Effect on Service:**

| Time           | Effect on Service |
|----------------|-------------------|
| First 24 hours | *<br>*<br>*       |
| 24 – 48 hours  | *<br>*<br>*       |
| Up to 1 week   | *<br>*<br>*       |
| Up to 2 weeks  | *<br>*<br>*       |
| Up to 1 month  | *<br>*<br>*       |
| 1 month +      | *<br>*<br>*       |

**Resource Requirement for Recovery:**

| Time           | Number of staff | Relocation? | Resources required | Date required |
|----------------|-----------------|-------------|--------------------|---------------|
| First 24 hours |                 |             | *                  | *             |
|                |                 |             | *                  | *             |
|                |                 |             | *                  | *             |
| 24 – 48 hours  |                 |             | *                  | *             |
|                |                 |             | *                  | *             |
|                |                 |             | *                  | *             |
| Up to 1 week   |                 |             | *                  | *             |
|                |                 |             | *                  | *             |
|                |                 |             | *                  | *             |
| Up to 2 weeks  |                 |             | *                  | *             |
|                |                 |             | *                  | *             |
|                |                 |             | *                  | *             |
| Up to 1 month  |                 |             | *                  | *             |
|                |                 |             | *                  | *             |
|                |                 |             | *                  | *             |
| 1 month +      |                 |             | *                  | *             |
|                |                 |             | *                  | *             |
|                |                 |             | *                  | *             |



**Risk/Hazard Analysis Table**

Using the risk/hazard analysis table on page 11

Risk/Hazard Matrix Score

VH = Very High  
 H = High  
 M = Medium  
 L = Low

| Hazard              | Impact | Mitigation in Place | Mitigation Possible | Risk Matrix Score |
|---------------------|--------|---------------------|---------------------|-------------------|
| IT failure          | *      | *                   | *                   |                   |
|                     | *      | *                   | *                   |                   |
|                     | *      | *                   | *                   |                   |
| Flooding            | *      | *                   | *                   |                   |
|                     | *      | *                   | *                   |                   |
|                     | *      | *                   | *                   |                   |
| Loss of Electricity | *      | *                   | *                   |                   |
|                     | *      | *                   | *                   |                   |
|                     | *      | *                   | *                   |                   |
| Fuel Crisis         | *      | *                   | *                   |                   |
|                     | *      | *                   | *                   |                   |
|                     | *      | *                   | *                   |                   |
|                     | *      | *                   | *                   |                   |

Annex D

**Emergency Response Checklist**

For use during an emergency

- \* Start a Log of Actions Taken:
- \* Liaise with Emergency Services:
- \* Identify any damage:
- \* Identify functions disrupted:
- \* Convene your Response and Recovery Team:
- \* Provide information to staff:
- \* Decide on course of action:
- \* Communicate decisions to staff and business partners:
- \* Provide public information to maintain reputation and business
- \* Arrange a debrief:
- \* Review Business Continuity Plan

Annex E

**Log Sheet**

| TIME<br>(24<br>hour) | FROM | TO | EVENT | ACTION<br>TAKEN | ACTION<br>BY<br>(NAME) | SIGNATURE | TIME<br>(24<br>hour) |
|----------------------|------|----|-------|-----------------|------------------------|-----------|----------------------|
|                      |      |    |       |                 |                        |           |                      |
|                      |      |    |       |                 |                        |           |                      |
|                      |      |    |       |                 |                        |           |                      |

**Response and Recovery Team Contact List**

| Name | Appointment | Office<br>Number | Mobile<br>Number | Address |
|------|-------------|------------------|------------------|---------|
|      |             |                  |                  |         |
|      |             |                  |                  |         |
|      |             |                  |                  |         |
|      |             |                  |                  |         |
|      |             |                  |                  |         |
|      |             |                  |                  |         |
|      |             |                  |                  |         |
|      |             |                  |                  |         |

**Business Continuity  
Essential Contact List**

| Service | Service Provider | Contact Name | Office Number | Mobile Number |
|---------|------------------|--------------|---------------|---------------|
|         |                  |              |               |               |
|         |                  |              |               |               |
|         |                  |              |               |               |
|         |                  |              |               |               |
|         |                  |              |               |               |
|         |                  |              |               |               |
|         |                  |              |               |               |
|         |                  |              |               |               |
|         |                  |              |               |               |
|         |                  |              |               |               |

**Staff Contact List**

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

**Example of a Holding Statement**

1. (Company/Business name) is a (small/medium/large) (independent/family run) company/business employing \_\_\_\_\_ personnel in the (describe what your company/business does).

2. It is with (regret) that (Explanation as to what incident has occurred).

Or,

2. Today at (Time), (Explanation as to what incident has occurred).

3. We are in contact with the (families/customers/contractors/suppliers etc (**dependent upon the nature of the incident**)).

3. The company/business has a helpline which is (telephone number).

4. When more information is available we will inform everyone by (put in what means of communication).

Once the statement has been passed do not get drawn into answering on the spot questions. State that you have to return to the company/business to help implement any ongoing plan, direct questioners to the helpline.

Have a pre-prepared one page document stating exactly what your company/business does, for the press/media to take away. This will concentrate any reports they publish, or air about your company/business factually based and not on assumption.

This guidance is not intended to replace detailed guidance and planning specific to you and your business but is provided as general information about planning for emergencies.

**Notes**

