Business Continuity Management Plan – Template Guidance Notes

These guidance notes have been produced to aid the completion of the Business Continuity Management Plan template which may be downloaded from the Royal Greenwich website. It should also be read in conjunction with the information given on the Royal Greenwich "Emergency Planning for Businesses" web-page at:
www.royalgreenwich.gov.uk/businessemergencies.

Plan Template Section	Description and Comments
Organisation Name	Replace with the name of your business or organisation
Distribution List	This is a list of who the plan is issued to, both within your organisation and external partners if applicable. This should include all personnel named in the Command and Control section as a minimum.
Version Control	This is used to record each time the plan is amended or reviewed. This should happen at least once a year, as well as when there are any significant changes to personnel or processes within the organisation. It also helps to make sure that everyone is using the very latest version of the plan. The "Comments" field should be used to summarise any changes.
Contact	The author of the plan, through whom all changes should be made, along with their contact details.
Contents	Self explanatory – note that section **6 Critical Function Analysis and Recovery Process** could cover more or less pages depending on the number of critical activities that have been identified and therefore affect the page numbering.
Appendices	Templates and notes for completing these documents may be found as downloads at: www.royalgreenwich.gov.uk/businessemergencies.
1. Aim of the plan	This can be tailored to your own organisation or remain as prepared in the template
2. Objectives of the plan	This can be tailored to your own organisation or remain as prepared in the template
3. Critical Function Checklist	This is a list of the functions and activities which must be continued and maintained to ensure that the organisation survives. More detail on how to identify these activities may be found in the "Understanding your business – critical activities" section at: www.royalgreenwich.gov.uk/businessemergencies. As well as listing the **Critical Activities** in order of **Priority**, ensure that you include realistic **Timeframes** for the restoration of these activities. The **Item** field is used to cross-reference to the more detailed information that will be given in section **6 Critical Function Analysis and Recovery Process** below.

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4. Potential Risks and Hazards	This section is used to identify any potential **Hazards** which are particular to the organisation, along with the measures (**Mitigation Activities**) that have been taken to reduce the risk from them. A suggested generic list of **Hazards** is given in the plan template, and some potential **Mitigation Activities** are given below: - Power supply disruption – summarise your reliance on the power supply for the organisation; provide details of any back-up generators, or other premises from which you could operate, etc - Gas supply disruption – summarise your reliance on this; provide details of any alternatives that are available - Water supply and / or waste water service disruption – provide details of alternative sites or other ways of overcoming this loss - Petrol and diesel supply disruption – summarise which services would be impacted and how you could mitigate this impact, e.g. shared journeys, or only concentrating on the critical journeys, etc - Denial of access to, or loss of, premises – summarise how this would impact the organisation for each premises, and what alternatives are available and arranged / agreed, etc - Widespread staff absence for example from illness – summarise the impact on the organisation and decide which services would be prioritised; detail any cross-training that has been undertaken to ensure that critical activities are maintained, etc - Transport disruption – determine how general transport disruption would impact the organisation (e.g. how many staff rely on public transport, how many staff live locally, how many could work from locations either at or near to their homes, etc), and what could be done to minimise the impact of the disruption - Communications disruption – identify the different communications methods that the organisation uses and the impact of them being disrupted; then determine the alternatives that could be employed if they are disrupted, and if you have the necessary contact details - IT disruption – all organisations rely on IT to some extent, so use this section to summarise how you have protected your data, hardware and software, and how you would recover them if they were lost or disrupted, including how and where back-ups are held and how they would be restored Other hazards should be added if they are applicable to your own particular industry or sphere of operations. These might include the use of chemicals on your site, financial matters, regulatory matters, or an over-reliance on a single supplier or customer.

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This section should also contain hazards that are specific to the location in which the business has premises or operates, so needs careful consideration of the local and operating environment of the organisation.

- Flood risk – check if you are in an area that is at risk of flooding via the Environment Agency website (https://fwd.environment-agency.gov.uk/app/olr/home) where you can register for free flood warnings; if you are, summarise the actions that you would undertake on receipt of a flood warning from them
- Neighbours – while you may have nothing hazardous in your own business, one of your near neighbours could do. Check your surrounding area for potential hazards, such as chemical distribution centres or construction sites, and discuss with your neighbours what you can do if they have a problem, such as ensuring that they alert you of any issues, etc
- Transport hubs – similar in the way that neighbours could present a hazard, there are both advantages and risks of having a major transport hub nearby. Major junctions and thoroughfares can have more than their fare share of accidents which can cause traffic problems; also rail termini and major stations can become over-crowded if there are transport delays, for example
- Previous events – if you have had past experience of hazards or incidents on your premises, then ensure that you have learnt from these events, summarising what has been changed as a result

Please remember that the items already in the template document are illustrative only, and this should be completed as appropriate for your own organisation.

Further guidance may be obtained from the "Understanding your business – hazard analysis" section at: www.royalgreenwich.gov.uk/businessemergencies

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Plan Template Section	Description and Comments
5. Command and Control	Details of the person or group (and their deputies) that will take the decision to use the plan, and will give strategic direction to the recovery process, including taking the "difficult" decisions. The **Role** column should be used to identify the role of the person in an emergency, and not necessarily their normal job title. This should include as many methods of contact as possible in case the incident disrupts some forms of communication. Please ensure to include contact details for outside of normal working hours. Everyone who appears in this section must be on the Distribution List for the plan and any associated appendices and documents.

ROYAL *borough of* GREENWICH

Plan Template Section	Description and Comments
6. Critical Function Analysis and Recovery Process	Each critical function should have a separate sheet and be individually numbered by priority. They should also be listed and cross-referenced in section **3 Critical Function Checklist** above. Three separate sheets are provided, but it is for each organisation to determine whether more or less critical functions are appropriate.
* Critical function	For each sheet you will need (if appropriate for the task):
* Responsibility	A brief description of the activity that it is essential to continue to maintain the operations of the organisation
* Potential impact	The role within your organisation that has lead responsibility for the activity; nominate deputies as well
* Likelihood of interruption	What would the impact be on the organisation if this activity or function ceased; you may wish to use a numeric indicator, e.g. 1 to 5 with 5 being the highest impact, but a description is particularly useful How likely is it that this activity could be interrupted; again a numeric indicator could be used but a description is useful especially if there has been a previous issue or incident when there has been disruption; Critical functions have a high impact and / or likelihood rating
* Recovery timeframe	**The combination of the "Potential Impact" and "likelihood of Interruption" should be used to determine the priority order of the critical functions** How quickly must you have this function operating before it creates lasting damage to the organisation; remember that your plan for recovery must be designed to meet this timeframe. Please be realistic!

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Plan Template Section	Description and Comments
6. Critical Function Analysis and Recovery Process –Resources Required **Staff** **Data / systems** **Premises** **Communications** **Equipment** **Supplies**	This part details the minimum resources that are required to recover the critical function within the timeframe identified. This may not be an exact replication of the function as you may need to provide the function by a different means or from a different location. Further guidance may be obtained from the "Understanding your business – key processes and resources" section at: www.royalgreenwich.gov.uk/businessemergencies How many staff are required as a minimum to recover the function; what skills and knowledge will they require; are there alternative sources to replace the usual staff (from within and outside the organisation) What are the backup and recovery processes; where are the backups located and how will they be restored; what specialist equipment will be required, and from where is it sourced; are there manual workarounds that could be used instead Could you work from another location; if so, where is this site, and how would you access it; would you have to change working practices and / or times (e.g. shifts) to accommodate sufficient staff to recover the function; do you have a "buddy" agreement with another organisation; could staff work from home How would you restore telephony and other communication means; are alternatives available and how would you access them Do you have a method of contacting staff in an emergency (e.g. telephone cascade); how will you contact suppliers, customers, etc both during and outside of normal working hours; do you have multiple methods of contacting staff and other stakeholders What specialist equipment (e.g. vehicles, machine tools, etc) is essential to the functioning of this activity; do you have duplicates and where are they located; if not from where could replacements be found and how quickly; are there alternative processes that could be used instead; do you have a mutual aid arrangement with another organisation Do you have processes to replenish key stock and supplies or to stop deliveries; do you keep essential materials off-site; do you have a contact list for key suppliers; do you have a list of alternative suppliers for goods or services that are key to your organisation; do your key suppliers have BCM plans that are consistent with your own; are they regularly reviewed and exercised

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7. Emergency Response Checklist	This page should be used as a basic checklist by the Command and Control team, and the list should be initialled and dated when each item is completed. This is only a basic list so feel free to add other items that are important to your own organisation. Note that there are checklists for the first 24 hours, each day, and finally for the recovery process. However, if other time periods are more appropriate for your organisation then they should also be used.
8. Contact lists	A huge amount of BCM planning and the recovery process involves communication, either receiving or providing information, ensuring a two way flow both during and outside of normal working hours. Populate these lists as applicable for your staff (and next of kin), suppliers, customers, utilities, emergency and health services, local authority, banking and insurance providers, and anyone else that is appropriate for your organisation, as the template should only be seen as a starting point.
9. Emergency Pack and Site Plan	List here any items, equipment, records, data or documents that you hold away from the organisation's premises in an **Emergency Pack** that would help you recover in any emergency that denied you immediate or long-term access to your building. A suggested **Emergency Pack** list may be downloaded from this website as well which can act as an Appendix A to this plan. This is not necessarily exhaustive and should be amended as is appropriate to your organisation. Further information on how to compile, maintain and store an Emergency Pack may be found in the downloadable template Appendix A. Similarly it is useful to provide a site plan of your premises covering items that would aid the emergency services and assist in any salvage operation. A suggested **Site Plan** template may be downloaded from this website as well which can act as an Appendix B to this plan. This is not necessarily exhaustive and should be amended as is appropriate to your organisation. Further information on how to compile and maintain a Site Plan may be found in the downloadable template Appendix B. Ideally this should be immediately available at the site laminated. Please remember to record where these are held and who is responsible for maintaining and collecting them.

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Plan Template Section	Description and Comments
10. Actions and Expenses Log	Use this page (and additional photocopies of the page) to record decisions, actions and expenses incurred in the recovery process. This will provide an aide-memoire for ensuring that tasks have been completed, and will form a useful document (along with the checklists at section 7) for handing over the lead role from one Command and Control team to another in a prolonged incident. It will also assist in any post-incident de-brief, and will help with evidence for any insurance claim. **Please ensure that a log is started immediately when you become involved, and maintained throughout the incident.**
11. Reviewing, Training and Exercising	This section outlines the actions needed by the organisation to ensure that the plan is accurate, relevant and robust enough to manage any emergency. It states the expected minimum training, exercising and reviewing requirements. It also contains a table in which these activities should be recorded. Please remember to record who has responsibility for these activities, and that any learning from incidents, exercises or reviews is used to update and enhance the plan and any associated appendices and documents.

Please contact Emergency Planning and Business Continuity for further information:

Telephone: 020 8854 8888

Email: emergencyplanningunit@royalgreenwich.gov.uk

Web: www.royalgreenwich.gov.uk/businessemergencies

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