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**Business Continuity Planning Notes**

The Business Continuity Plan (BCP) should have a clear purpose and set out how your organisation will be prepared if factors outside of your control prevent the normal continuance of your business.

The BCP is a very important document that deserves serious consideration so as to limit the impact of any disruption to normal services. Developing the plan must not be rushed.

Another name often used for the BCP is “business disaster plan” as it deals mainly with disasters that might impact on the business. A Crisis Communications Plan may also accompany the BCP outlining how an organisation prepares in advance to deal with a range of possible scenarios.

**Developing the BCP**

Effective Business Continuity requires three key elements to be considered:

1. Resilience:

That the Critical Business Functions and the supporting infrastructure are designed and engineered in such a way that they are materially unaffected by most disruptions.

2. Recovery:

That arrangements are identified and enacted to recover or restore Critical and less Critical Business Functions that fail for some reason (whether through error, infrastructure failure, natural disaster or deliberate malice).

3. Contingency:

Establish a capability and readiness to cope effectively with whatever major incidents and disasters occur, including those that were not, and perhaps could not have been, foreseen. Contingency preparations constitute a last-resort response if resilience and recovery arrangements should prove inadequate in practice.

The first steps to creating your BCP involves consideration of:

1. The hazards e.g. fire, flood, terrorism, disease etc.
2. The assets at risk e.g. people, property, systems, reputation etc.
3. The impact to each part of the business e.g. casualties, property damage, business interruption, financial loss, etc.

It is usual for an organisation to have a clear set of CRITICAL FUNCTIONS, including:

* Governance/Business
* Finance
* Information ( & Communication)
* Information Systems
* People
* Property

These may vary depending on your specific organisation’s circumstances. It is sometimes useful to consider the Strengths, Weaknesses, Opportunities and Threats against each critical function as that may focus discussion and understanding more easily.

The BCP is not usually a standalone document but should be read and used in conjunction with other policies and procedures including the organisation’s Risk Register\*, Health and Safety\* policy and procedures and any specific ICT plans\* and procedures.

\*template examples of these may be found on the WSA website

The BCP should be reviewed regularly and updated or amended as a result of an incident or changes to working practices and always following changes to office premises.

If the organisation rents property within a complex or is based within the Sport Wales National Centre in Cardiff or in one of the North Wales facilities you must be fully aware of the BCP that is in place for the whole premises. In most instances the premises BCP will need to dove-tail into your organisation’s plan.

The BCP will usually have the following aims/purposes to:

* define and prioritise the critical functions of the business (as noted above)
* analyse the emergency risks to the business using a ranking system
* document the procedure for responding to an emergency – both initial response and follow up response
* identify key personnel to contact in event of an emergency – the Emergency Response Team (co-ordinated by Emergency Response Key Person)

Emergency threats to each critical function are ranked according to probability and impact (Low L, Medium M, and High H) or a numbering system may be used 1-5 with 1 being low and 5 high.

Use the example grid below to highlight the threats to the critical functions. The grid boxes may be colour coded once the impact of the threat has been assessed e.g. LL - green, MH - amber or HH - red. A set of actions can be developed based on each box, particularly for non-emergencies but more realistically an Emergency Response Key Person should be appointed with an Emergency Response Team in place for that person to contact and co-ordinate the appropriate response (once any 999 emergency has been dealt with).

Some organisations may wish to further detail incidents by level e.g. routine, minor, or major. A routine occurrence would not normally be covered by the BCP only minor and major incidents, the latter being those that impact considerably on the business of the organisation or a particular event.

If using this further categorisation then **minor** and **major** will need to be defined e.g. a leak of water from a pipe that has caused limited damage to a floor in the corner of an office would be considered minor, whereas a leak of water from a pipe that has been running all weekend and has brought the ceiling down onto electrical equipment might be considered major as it is likely to impact on several critical functions.

**Other Useful Options for consideration**

* Clear notices should be visible confirming who to contact in an emergency
* Emergency contact information can be produced as a credit card sized slip to put in a wallet or purse
* Key holders for premises must be known by all employees
* Press conference protocols to be decided as standard
* Off-site meeting place to be determined for Emergency Response Team if premises unavailable

All incidents that require an emergency response, whether minor or major, should be written in an incident record log. This will provide evidence of the actions taken and allow monitoring of the effectiveness of the procedures followed.

**Example of process to be followed when an emergency incident occurs:**

*(Amend as necessary to suit the organisation’s specific needs)*

1. Contact the emergency services 999 (if required)
2. Contact the identified Emergency Response Contact (e.g. Business Support Manager)
3. Key Person contacts the Emergency Response Team (suitably experienced persons). Additional people may be called in depending on the incident.
4. Identify critical functions disrupted – an incident checklist can be useful – see example below
5. **Only if safe to do so** identify damage to property
6. Provide information to other employees and/or volunteers as appropriate
7. Agree a course of short term action with the team (depending on the type of incident and the length of time the incident will impact on the business further team meetings may be necessary)
8. Communicate decisions/information to staff and partners e.g. Sport Wales, Local Authorities etc. [Use an information cascade or information tree – see example below so that the workload is spread appropriately and not down to one person]
9. Provide information to the members and the public (depending on incident) to maintain the organisation’s reputation and to continue business
10. Arrange a response debrief meeting to decide if process adopted worked/was appropriate
11. Review procedure and amend the BCP if required

**Example Incident Checklist**

* Nature and description of the incident or failure?
* Date, time and location of the incident?
* Working day, weekend or holiday period?
* Number of injured and nature of injuries?
  + Are the injured being attended to?
  + Names of injured and to which Hospital they are being taken?
* Names, ages, phone numbers, addresses, status (e.g. staff or visitors) of those involved including witnesses to the incident if possible.
* Are Emergency Services involved – if not, should they be notified of the incident?
  + Activities of the Emergency Services
* The weather conditions and their impact on the incident?
* The area and/or buildings affected, or likely to be affected, by the incident
  + Does the incident also affect other premises?
* Can electrical & gas services be isolated?
* If flooding – can water supplies be isolated?
* Nature of immediate response (what has already happened)?
* Potential duration of incident – especially relating to loss of services
* Other pertinent information?

**Key Person**

CEO

National Coach / Operations Director

Other Coaches & Management

Development Manager

Regional staff and volunteers

Accountant & external suppliers

Office Based Employees

Nominated Athlete(s) / customers

LA staff / facilities staff

Partners, Members etc.

Board

Other Athletes / customers