Business Continuity Plan

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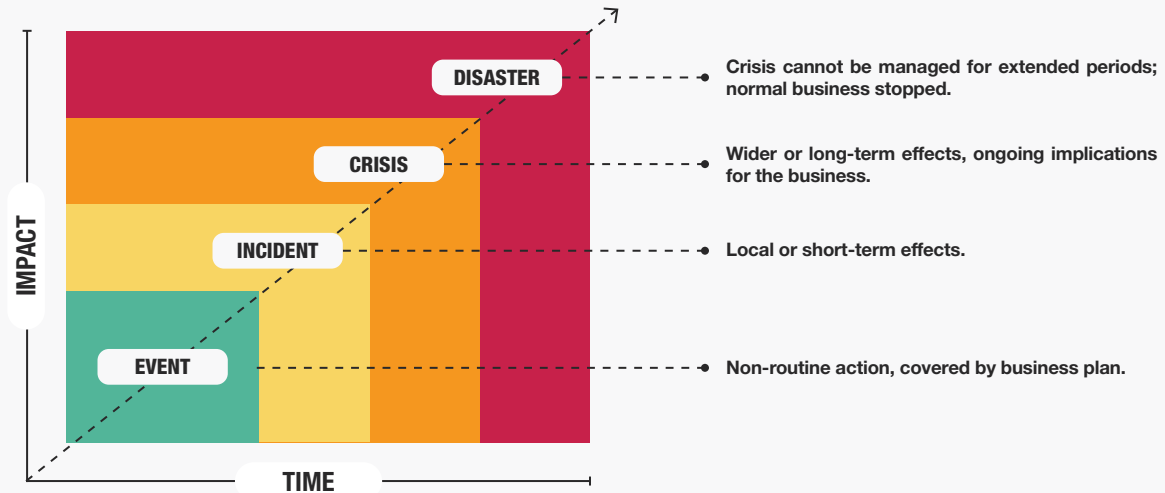
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1.0   PURPOSE AND SCOPE OF THE PLAN

This document provides guidelines for identification, response, management, and recovery from a business interruption and/or crisis affecting _____ 's operations.

A crisis is a situation that occurs outside of normal operations that disrupts day-to-day business and if left unattended, will severely impact earnings & reputation of the organisation.

DISASTER	Crisis cannot be managed for extended periods; normal business stopped.
CRISIS	Wider or long-term effects, ongoing implications for the business.
INCIDENT	Local or short-term effects.
EVENT	Non-routine action, covered by business plan.

2.0   OBJECTIVES OF THE PLAN

✦ Support the continuity of critical operations in the event of a disaster.

✦ Minimize the inconveniences and potential disruption to stakeholder's dependent on

✦ Prevent _____ from sustaining financial and operational impacts that could seriously jeopardise the organisation.

✦ Minimise negative reputational impact on _____ 's public image because of a disaster.

✦ Ensure proper crisis management and communication.

✦ Save lives.

✦

✦

✦

3.0   ASSUMPTIONS

✦ Key personnel have been identified and are aware of their responsibilities, recovery roles and are available to activate the recovery plan.

✦ At least one method of communication such as Mobile phone, Landline phones is available with all Business Continuity teams.

✦ The Crisis Management Team will initiate the plan and will be provided with ongoing status updates during a crisis event.

✦ Skilled employees are available as per requirement of the process.

✦ All employees are aware that in case of invocation of business continuity, they might be asked to work upon additional job areas apart from their regular activities.

4.0   PLAN INVOCATION AND ACTIVATION CRITERIA

✦ This plan will be invoked in case of an incident categorised according to the impact assessment criteria in the table below.

✦ The event can result in operational challenges and potential damage and liability to and to its public image and may degrade stakeholder confidence concerning its services.

Specific guidance on activation criteria:

SERVICE DESCRIPTION	BCP ACTIVATED
SYSTEMS	> Hrs total unavailability of the system
EMAIL	> Hrs total unavailability of the system
SITE	Incident causing site unavailability/inaccessibility of site such as fire, transport disruption, flooding
STAFF	Incident causing personnel unavailability (e.g health and safety incident, pandemic)
SUPPLIERS	Critical supplier unable to offer product/service
EQUIPMENT	Critical Equipment breakdown

5.0   ROLES AND RESPONSIBILITIES: CRISIS MANAGEMENT TEAM (CMT)

ROLE	DESIGNATION	NAME	RESPONSIBILITY	AUTHORITIES
CMT LEADER	**LEAD**		• Facilitate corporate crisis strategies, policies, and decisions. • Assume operational oversight of crisis response. • Provide periodic updates to the Board Members about the incidents throughout a crisis. • Maintain a log of CMT decisions, actions, and communications. • Coordinate the flow of upstream and downstream communication	• Declare a crisis/disaster as needed • Has final authority for decision making
	ALTERNATE			
HR	**LEAD**		• Maintain accurate contact lists for each member of staff as well as next of kin information. • Maintain a current and accurate accounting for personnel employed by the Retirement Benefits Authority and contractors who may have been occupying Retirement Benefits Authority facilities at the time of the emergency. • Ensure adequate compensation for staff and contractors in case of incidents and accidents. • Ensure adequate medical welfare including services for stress/ trauma/ additional counseling is in place for injured Retirement Benefits Authority personnel.	• Shall notify family members of issues affecting the Retirement Benefits Authority's personnel • Shall notify outsourced parties HR departments in case of injuries/ fatalities affecting the outsourced personnel. • Shall notify insurance partner in-case of medical or disability claims. • Adjusting work schedules and identifying needs for employee's augmentation
	ALTERNATE			
FINANCE & ADMINISTRATION	**LEAD**		• Maintain accurate contact lists for each member of staff as well as next of kin information. • Maintain a current and accurate accounting for personnel employed and contractors who may have been occupying facilities at the time of the emergency. • Ensure adequate compensation for staff and contractors in case of incidents and accidents. • Ensure adequate medical welfare including services for stress/ trauma/ additional counseling is in place for injured personnel.	• Shall notify family members of issues affecting the personnel • Shall notify outsourced parties and HR departments in case of injuries/ fatalities affecting the outsourced personnel • Shall notify insurance partner in-case of medical or disability claims • Adjusting work schedules and identifying needs for employee's augmentation
	ALTERNATE			
OPERATIONS	**LEAD**		• Ensure minimum service levels are maintained for critical operations • Liaise with implementing partners to ensure continuity of operations	• Shall authorise the decision to use the listed alternative procedures
	ALTERNATE			

COMMUNICATIONS	LEAD		• Documentation and dissemination of an approved position statement to internal and external stakeholders • Collection and consolidation of outside inquiries and preparing /coordinating the response statements to the inquiries.	• Shall notify the press on . 's position • Shall maintain appropriate contracts with PR and Media agencies
	ALTERNATE		• Monitor public reaction and media coverage related to or its stakeholders	
ICT	LEAD		• Report to the CMT on the ongoing of recovery and resumption of critical systems	• Implement changes to systems in order to re-establishing information system communications • Maintain a log documenting any and all changes in technical/network configurations for change control purposes.
	ALTERNATE		• Responsible for restoration of availability, integrity and confidentiality of ICT services following a crisis/disaster • Communicate change management requests to the suppliers	
BUSINESS CONTINUITY MANAGER	LEAD		• Act as the secretary of the CMT and take and disseminate minutes during CMT meetings • Ensure crisis meetings are set up.	• Identify adequate command centre • Document and disseminate as well as coordinate the approval of the BCP
	ALTERNATE		• Co-ordinate the implementation of an effective Business Continuity Management System • Co-ordinate training in Business Continuity and Disaster Planning	• Continually assess and monitor the recovery and restoration activities and assist the CMT team in resolution of any issues that the team leads cannot resolve until normal business operations are restored at the primary facility.
BUSINESS CONTINUITY CHAMPIONS	LEAD		• Co-ordinate the activation of 's Business Continuity Plan as per the nature and extent of the crisis/ disaster.	• Provide functional team leadership and decision making. • Ensure recovery and resumption of the critical functions listed
	ALTERNATE		• Operational direction of the CMT. • Communicate scheduled updates to the CMT-operations Lead on Recovery efforts.	

6.0 RESPONSE PLANS

POSSIBLE IMPACTS	BEFORE (PREVENT & MITIGATION)	DURING	AFTER
PREMISES	• Fire and other hazards protection • Identification and training of fire marshals and first aiders • Identify critical staff	• Emergency Response • Work from home • Communication and relationship management with interested parties	• Revert back to Head office/ primary sites • Communication and relationship management with interested parties • Consolidate lessons learnt
SYSTEMS	• Backup procedures for critical information	• Conduct manual processes	• Re-enter data back to restored systems • Communication with interested parties
COMMUNICATION: INTERNET	• Purchase of Mobile data	• Use of mobile phone data to connect	• Review of Internet Service Provider performance

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COMMUNICATION: EMAIL	• Update contacts off the system. • Update of critical supplier contacts e.g medical providers, insurance • Set up of corporate WhatsApp	• Communication with interested parties via different channels	• Consolidate lessons learnt
PEOPLE	• Background checks and due diligence on employees/consultants • Staff welfare monitoring and engagement • Medical cover • Succession planning • Upskilling of staff and job rotation	• Resource and skills replacement • Hiring temporary staff • Communication protocols with interested parties	• Communication and Relationship management with customers • Consolidate lessons learnt and review BCP return to normal.
SUPPLIERS	• Prequalification of suppliers • Evaluating the business continuity capabilities of the outsourced services	• Communication protocols with interested parties • Engaging alternative suppliers	• Supplier evaluations
EQUIPMENT	• Preventive Maintenance • Back up equipment	• Repairs and Replacement	• Replacement of broken-down equipment

7.0   RESOURCE REQUIREMENTS

7.1 Alternative Workspace

[Insert Name Organisation]   has designated the following recovery locations in case of a crisis or disaster that causes unavailability of its primary locations.

KEY LOCATION	RECOVERY OPTION
HEAD OFFICE	**HOME**

7.2 Vital Data and Records Requirements

The following vital data and records may be required by the critical staff to resume business operations. Each Team Leader is responsible for ensuring the relevant vital data and records are maintained physically or electronically.

BUSINESS AREA	INFORMATION: HARD AND SOFT COPY	MEDIA TYPE	LOCATION IT CAN BE FOUND

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7.3 Minimum Resources Requirements

Resources included here are the minimum required to enable and support the initial recovery of your key business functions/activities, as identified in your Business Impact Analysis.

BUSINESS AREA	RESOURCE REQUIREMENTS

7.4 Minimum Staffing Requirements

BUSINESS AREA	MINIMUM STAFF REQUIREMENT

7.5 External Dependencies

BUSINESS AREA	MINIMUM STAFF REQUIREMENT	MINIMUM STAFF REQUIREMENT
OPERATIONS		
FINANCE & ADMIN		
ICT		

8.0   BUSINESS CONTINUITY PROCEDURES

8.1 Unavailability of Site:

One or more of [Insert Name Organisation]   's premises may not be accessible if one of the following situations occur:

1.   Fire
2.   Political Unrest
3.   Heavy Rains or flooding
4.   Bomb threat
5.   Pandemic

Status of minimum operating requirements during one of the above mentioned (or similar) disaster scenarios:

S. NO	MINIMUM REQUIREMENTS	STATUS DURING DISASTER SCENARIO
1	ICT Systems Availability	
2	Site availability	
3	Equipment availability such as laptop	
4	Internet availability	
5	People availability	
6	Vital Records	

Recovery steps to undertake in case of site unavailability:

ENABLER TYPE	ACTION STEPS	RESPONSIBILITY	TIME TAKEN
SITE: HEAD OFFICE	Business Continuity Manager (BCM) to communicate to Crisis Management Team (CMT) Leader on the unavailability of Head Office		
	Business Continuity Manager to assess the situation and advise activation of the Business Continuity Plan (BCP).		
	CMT Leader to take the decision to activate the CMT and invoke the BCP		
	Business Continuity Manager to inform all CMT members via Call/SMS/WhatsApp on the unavailability of Head Office.		
	CMT to converge via conference call or physical meeting for Damage Assessment and recovery review.		
	CMT Leader advise staff through their department heads to relocate to alternate site		
	If allowed access to the primary site to retrieve vital records and other materials necessary to carry out operations from alternate site		
	Coordinated statements will be issued to internal and external stakeholders from alternate site.		
	ICT to ensure all staff relocated from primary site have access to systems and hardware to enable them to work		

Return to normal:

S. NO	ACTION STEPS	RESPONSIBILITY	TIME TAKEN
1	Business Continuity Manager to inform CMT Leader about the availability of the primary site		
2	CMT Leader to take the decision to stand down from the crisis		
3	Department Heads to send communication to all other employees on the availability of the Primary site and the decision to stand down from the disaster		
4	All staff to resume operations from the primary site		
5	All third parties to be advised on resumption of normal operations		
6	Headcount to ensure all employees have reported to the primary site		

8.2 Unavailability of Systems:

Systems may not be accessible if one of the following situations occurs:

1. **Hardware/Software Failure**
2. **Network Failure**
3. **Third Part failure (service provider)**
4. **Malicious technical acts by outsiders e.g. hacking, viruses, worms**
5. **Human Error**

Status of minimum operating requirements during one of the above mentioned (or similar) disaster scenarios:

S. NO	MINIMUM REQUIREMENTS	STATUS DURING DISASTER SCENARIO
1	ICT Systems Availability	
2	Site availability	
3	Equipment availability such as laptop	
4	Internet availability	
5	People availability	
6	Vital Records	

Recovery steps to undertake in case of unavailability of systems:

ENABLER TYPE	ACTION STEPS	RESPONSIBILITY	TIME TAKEN
TECHNOLOGY: ERP	ICT to inform Business Continuity Manager about the extend to which systems are unavailable		
	CMT Leader takes the decision to invoke a disaster scenario		
	ICT Team to proceed to liaise with service provider for recovery and restoration		

| | Finance shall utilise manual documentation to raise and approve payment requests | | |
| | Retrieve the previous month's payroll data from the backup/server, Excel sheet and use it to process current payroll if it falls due during the disruption | | |

Return to normal:

S. NO	ACTION STEPS	RESPONSIBILITY	TIME TAKEN
1	ICT Lead to communicate to the CMT Leader and Business Continuity Manager on the availability of Systems		
2	CMT Leader to advise on stand down from the crisis		
3	ICT to inform about the availability of systems to users and the decision to stand down		
4	Manual records to be put into the restored systems		

8.3 Unavailability of Internet:

Recovery steps to undertake in case of internet unavailability:

ENABLER TYPE	ACTION STEPS	RESPONSIBILITY	TIME TAKEN
TECHNOLOGY: INTERNET	ICT to inform users of extended unavailability of internet services		
	Affected teams to access the internet through personal phones/ portable WIFI modems and resume operations.		
	ICT to communicate with ISP and proceed to oversee restoration as per the Service Level Agreement for Internet services		

Return to normal:

S. NO	ACTION STEPS	RESPONSIBILITY	TIME TAKEN
1	ICT to inform about the availability of internet to all staff via the established mode of communication and the decision to stand down		

8.4 Unavailability of Email:

Recovery steps to undertake in case of email unavailability:

ENABLER TYPE	ACTION STEPS	RESPONSIBILITY	TIME TAKEN
TECHNOLOGY: EMAIL	ICT to inform Business Continuity Manager about the extended unavailability of email		
	Business Continuity Manager to communicate to the CMT Leader on the unavailability of email		
	CMT Leader takes the decision to invoke a disaster scenario		

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	Staff allowed to use their personal emails for essential communication under approval of line managers		
	ICT to oversee restoration of Email Services		

Return to normal:

S. NO	ACTION STEPS	RESPONSIBILITY	TIME TAKEN
1	ICT to communicate to the BC Manager on the availability of the email		
2	Business Continuity Manager to communicate to CMT Leader on the availability of email		
3	CMT Leader to advise on stand down from the crisis		
4	ICT to inform about the availability of email to all staff via the established mode of communication and the decision to stand down		

8.5 Unavailability of People:

Status of minimum operating requirements during a disaster scenario leading to the unavailability of people:

S. NO	MINIMUM REQUIREMENTS	STATUS DURING DISASTER SCENARIO
1	ICT system availability- Server availability	
2	Site availability	
3	Equipment availability such as desktops	
4	Internet availability	
5	People availability	
6	Vital records	

Recovery steps to undertake in case of people unavailability:

ENABLER TYPE	ACTION STEPS	RESPONSIBILITY	TIME TAKEN
PEOPLE: STAFF	Functional Head to inform CMT Leader and Business Continuity Manager about the unavailability of staff		
	Functional Head to proceed to allocate alternative roles for staff available based on assessed priorities and relevant skills needed		
	Available staff to conduct basic induction to alternative staff seconded to the department during the crisis		
	If there are no available personnel to be reallocated, will prepare advertisements for temporary staff to fill urgent gaps		

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Return to normal:

S. NO	ACTION STEPS	RESPONSIBILITY	TIME TAKEN
1	Functional Heads to inform CMT Leader and Business Continuity Manager about the availability of the adequate staff.		
2	CMT Leader declares the decision to stand down from the disaster.		
3	Employees to resume operations as normal		

8.6 Unavailability of Critical Supplier:

Recovery steps to undertake in case of critical supplier unavailability:

ENABLER TYPE	ACTION STEPS	RESPONSIBILITY	TIME TAKEN
OUTSOURCED PRODUCT/ SERVICE: SUPPLIER	Functional Head to inform CMT Leader and Business Continuity Manager about the inability of supplier to deliver		
	Utilise buffer stock where applicable		
	Procurement to proceed to source from alternate supplier		

8.7 Unavailability of   [insert additional business area/enabler   :

Recovery steps to undertake in case of   unavailability:

ENABLER TYPE	ACTION STEPS	RESPONSIBILITY	TIME TAKEN