

POLICY AND PROCEDURE



Solihull
Life
Opportunities

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Charity No. 1102297
England Company No.
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Business Continuity Plan

Category: staff and volunteers

Policy Statement

Solihull Life Opportunities acknowledges that there will be occasions where situations occur that are outside of the organisation and individual's control which may have a negative impact on the delivery of its services. SoLO, therefore, has a plan in place to ensure that in the event of an emergency that the impact on our service delivery will be minimised.

This plan does not only cover major disasters (eg total loss of a building) but also routine interruptions to service (e.g. computer loss through power cuts). It puts disaster planning in perspective and makes it more likely that disasters will be handled smoothly.

Aim of the Plan

To prepare SoLO to cope with the effects of an emergency.

Objectives

- To define and prioritise the critical functions of the organisation
- To analyse the emergency risks
- To detail the agreed response in an emergency situation
- To identify key contacts during an emergency
- To ensure that maximum possible service levels are maintained
- To ensure that we recover from interruptions as quickly as possible
- To minimise the likelihood and impact (risk) of interruptions

Principles

The principles behind this plan are:

- Disaster Recovery is just part of Business Continuity
- Risks are assessed for both probability and business impact
- Business continuity plans must be reasonable, practical and achievable

In other words, we are not planning for *every* possibility.

After Each Incident

After every incident, a standard set of tasks must be done.

- Business to return as normal
- Contact all affected parties, to advise them that the incident is over and things are back to normal
- **Thank everyone** involved, preferably by personal phone call or email
- Review the way we managed the incident, and consider if we need to change anything – if so, change it in this document too.

How to assess risk

For each possible scenario, the following approach will be taken:

- Identified Incident/Risk
- Probability of it happening – the likelihood measured as high/medium/low
- Impact – on our business - measured as high/medium/low
- Likely scenario – the most likely reasons for problems to occur
- Functions affected – what related functions will the problem impact on
- Actions to be taken – what to do when the interruption occurs
- Responsibilities – who takes what actions
- Mitigation – what are the managers doing to minimise the risk before it happens
- Constraints – the practicalities of dealing with the risk
- Resources – the implications for costs, staffing, facilities etc.

Business Impact Analysis

Critical Function Priority List

PRIORITY	CRITICAL FUNCTION
1	Fire either at head office or on site
2	Electricity failure at head office or on site
3	Theft/Break in to head office
4	IT failure
5	Outbreak of infectious disease

Identified Incident/Risk	Fire in head office
Probability of it happening	Low
Impact – on our business	High
Likely Scenario	Vandalism or electrical fault
Functions affected	Ability to communicate with staff, volunteers, members, parents, carers, professionals. Ability to carry out normal day to day functions.
Actions to be taken	A temporary office function would need to be set up immediately – probably within the church building if not affected (unlikely as the buildings are separated by large stretch of land). On-call laptop would need to be brought in and connected to portable printer to set up temporary office. Calls would need to be made, on mobile phones, to all staff, volunteers etc. Calls would need to be made to key stakeholders who would be able to cascade information to members. Insurance Company contacted.
Responsibilities	CEO would need to mobilise all managers to temporary office. Trustees would need to support process of communication.
Mitigation	Strict fire regulations are adhered to No smoking on the premises Fire fighting equipment is maintained Premises complies with fire regulations and has been visited by Fire Officer All electrical equipment is PAT tested and turned off at night (apart from the server)
Constraints	The landlord has ultimate responsibility for the upkeep of the building
Resources	Extra staff would need to support the first few weeks, but with the level of volunteer support that we have the cost would be minimal.

Time	Effect on Service
1st 24 hours	There should be no immediate effect on any services which are all off-site
24-48 hours	Staff would be encouraged to make only essential calls and to carry on 'business as normal'
Up to 1 week	Focus would be on getting systems set up to support immediately service delivery
Up to 2 weeks	Some disruption to service may occur, but more likely to be in the routine assessments and extra-curriculum activity (ie. support to strategic groups etc.) would be affected.

Identified Incident/Risk	Fire in project venue
Probability of it happening	Low
Impact – on our business	High
Likely Scenario	Vandalism or electrical fault
Functions affected	Ability to run scheme on site
Actions to be taken	All staff, parents, carers and volunteers to be contacted to ensure that they are aware of situation New temporary venue sought
Responsibilities	Project Managers
Mitigation	Strict fire regulations are adhered to No smoking on the premises Fire fighting equipment is maintained Premises complies with fire regulations and has been visited by Fire Officer All electrical equipment is PAT tested and turned off at night
Constraints	We can only have responsibility for our own actions and cannot rely on the actions of others.
Resources	Cost of new venue Cost of replacement equipment
Time	Effect on Service
1st 24 hours	Possible cancellation of one session
24-48 hours	As above
Up to 1 week	If temporary venue cannot be sourced, may be a continuation of cancellation
Up to 2 weeks	Some possible disruption if suitable venue still not sourced.

Identified Incident/Risk	Electrical failure at Head office
Probability of it happening	Medium
Impact – on our business	High
Likely Scenario	Planned works or unexpected loss of power
Functions affected	Telephone lines will be down No IT systems Central Heating Boiler ceases to function No Hot water No electrical equipment functioning No lighting
Actions to be taken	In the case of a planned works, staff will be notified and, where possible, will work from home. In the case of unexpected loss of power, staff will identify work that can be carried out without power – filing, tidying etc. and these jobs will be given priority. A call will be made to the landlord for clarification regarding time etc.
Responsibilities	CEO or Office Manager will make decision regarding Home Working.
Mitigation	All staff have access to mobile phones for contacts Manual records are kept with contact details on The on-call laptop has database on and battery backup.
Constraints	We cannot legislate for power companies planned works.
Resources	No extra resources required.
Time	Effect on Service
1st 24 hours	No immediate effect identified
24-48 hours	Staff would need to work from home – no immediate effect identified
Up to 1 week	A system would need to be in place for an alternative phone number (the on-call mobile) to be used for central calls to be received.
Up to 2 weeks	A temporary office would need to be set up to ensure that functions requiring power were enabled – this would be sited at CEO's home office.

Identified Incident/Risk	Electrical failure at project venue
Probability of it happening	Medium
Impact – on our business	High
Likely Scenario	Planned works or unexpected loss of power
Functions affected	Delivery of leisure scheme at venue
Actions to be taken	Risk assessment would be carried out to determine if the site can be used without power.
Responsibilities	Project Leader
Mitigation	Most projects have activities that can be carried out without the need for electricity.
Constraints	If the project is happening in the evening during the winter – this would impact on ability to deliver
Resources	Might need to re-site activity – go off site – resource implication for cost of additional activity.
Time	Effect on Service
1st 24 hours	If deemed to be safe, project would continue with adapted activity
24-48 hours	If deemed to be safe, project would continue with adapted activity
Up to 1 week	May need to source alternative venue
Up to 2 weeks	Need to source alternative venue.

Identified Incident/Risk	Theft/Break in to head office
Probability of it happening	Medium
Impact – on our business	High
Likely Scenario	Break in through balcony – back of building
Functions affected	Office administrative function would be impacted on.
Actions to be taken	Inform police. Identify loss and identify any confidential information lost. Make building secure. Inform landlord and other tenants. Inform insurance company Source temporary equipment
Responsibilities	CEO/Office Manager
Mitigation	The front of the building has CCTV and an alarm. The back of the building (balcony) has metal security bars. Equipment is stored in a locked cupboard in a secure storage room.
Constraints	The building is unmanned evenings and weekends.
Resources	Costs of repairing damage Excess on insurance policy

	Loss of un-insured items (cash over £250.00) incidental items.
Time	Effect on Service
1st 24 hours	Loss of productivity in administration
24-48 hours	Some loss of productivity and additional tasks regarding tidying up and sourcing replacement equipment
Up to 1 week	Some equipment may need to be borrowed in the short term.
Up to 2 weeks	None identified

Identified Incident/Risk	Failure of IT
Probability of it happening	Medium
Impact – on our business	High
Likely Scenario	Server fails
Functions affected	Access to network, Access to e-mails Access to shared database Access to printers
Actions to be taken	The on-call laptop would be put into use for access to the database. Workstations identified where linked computers can access printers
Responsibilities	Business Support Administrator
Mitigation	The server is backed up weekly onto a separate drive – so server can be downloaded. We have the support of an IT support service. We have the support of a volunteer IT expert.
Constraints	We would be dependent on the response time from the IT support service
Resources	Cost of new equipment
Time	Effect on Service
1st 24 hours	Minimum disruption and loss of productivity from administrative team
24-48 hours	Staff unable to communicate via work based e-mails – some disruption in communication.
Up to 1 week	Would need to set up temporary e-mails for staff
Up to 2 weeks	Disruption in the office function, but no major impact on service delivery.

Identified Incident/Risk	Infectious disease outbreak
Probability of it happening	Medium
Impact – on our business	High
Likely Scenario	Flu Pandemic
Functions affected	All aspects of services

Actions to be taken	Information out to all staff, volunteers, parents/carers and members with regards to protecting themselves/others Reinforcing of hand washing and good hygiene. Swine Flu Action plan in place Relief staff list in place for covering sickness
Responsibilities	Project Managers
Mitigation	All projects have protective gloves for providing personal care. All projects have guidelines on hand washing on project Policies in place regarding dealing with sick children/vulnerable adults
Constraints	Cannot govern the actions of others who will come into contact with our stakeholders.
Resources	Relief staffing cost Printing and circulating of information
Time	Effect on Service
1st 24 hours	Staff shortages may occur, but these would be covered by relief staff list and may need to mobilise volunteers to support scheme
24-48 hours	Staff shortages may occur, but these would be covered by relief staff list and may need to mobilise volunteers to support scheme
Up to 1 week	Staff shortages may occur, but these would be covered by relief staff list and may need to mobilise volunteers to support scheme
Up to 2 weeks	Staff shortages may occur, but these would be covered by relief staff list and may need to mobilise volunteers to support scheme

Critical Functions yet to be identified

There is an acknowledgement that emergency incidents are, by their very nature, unpredictable and not always identified. In every case where an incident occurs that could impact on the continuity of SoLO's business, a checklist must be completed to enable the organisation to record its approach to the incident and to learn from it. Appendix 1 is a model checklist for use in any incident of this nature.

Key Contacts

The on-call laptop which is kept off site out of hours and is password protected has the database which will have all of the key contact details. However, listed in Appendix 2 are the key contacts that would need to be informed in the event of an emergency incident occurring that would impact on business continuity.

APPENDIX 1

Emergency Response Checklist for use during emergency situation

Start a log of actions taken	
Liaise with emergency services	
Identify any damage	
Identify functions disrupted	
Convene response/recovery team	
Provide information to staff/volunteers/members/parents and carers	
Decide on course of action	
Communicate decisions to all stakeholders	
Provide public information to maintain reputation and business	
Arrange debrief	
Review business continuity plan	

APPENDIX 2

Key Contact Sheet for use in an emergency situation

Contact	Position	Office Number	Mobile Number	Useful information
Janet Down	CEO	0121 788 3469	07947 898 220	Responsible for Health and Safety
Deb Jones	Children's Manager	0121 788 3469	07773 073 932	
Jan Prior	Chair Person		07778 612 811	
Maria Brown	Management Support Assistant	0121 788 3469	07958 509 477	Responsible for premises
On-call	Rota member of staff	0121 788 3469	07989 941807	
Jed Fathers	Landlord	0121 770 5155		