

Business Continuity Plan

A framework to minimise disruption when unplanned events significantly interrupt normal business

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Aim of this plan

To prepare ELATT to cope with the effects of a serious emergency that could jeopardise organisational functions. It is intended that this document will provide the basis for a relatively quick and painless return to “business as usual” regardless of the cause.



Objectives of the plan

- To identify the essential services and understand the critical functions and activities of the organisation in order to determine overall priorities for recovery of functions if disruption takes place.
- To analyse and respond to the risks to the organisation and identify preventative measures that can be carried out to minimise the likelihood of an incident occurring.
- To ensure ELATT can continue to exercise its functions in the event of an emergency.
- To provide a detailed, prioritised and timetabled response to an emergency situation.
- To identify the key roles, responsibilities and contacts to respond to an emergency.
- To undertake training and awareness programmes for staff, learners, trustees, suppliers and partners.
- To carry out regular tests of the Plan to validate the arrangements

Roles and responsibilities

Owner = Chief Executive

- Strategic owner of the Business Continuity Plan (BCP)
- Takes ownership of all threats identified and ensures the Business Impact Analysis (BIA) is current
- Participate in test and exercise planning and execution
- Ensure plans are maintained, located and secured appropriately
- Ensure staff are aware of the BCP and their role following an incident
- Ensure staff are aware of the policy in respect of third party enquiries
- Deliver with Head of MIS Business Continuity education to all staff
- During Incident - Incident Management Team Leader
- Liaise with appropriate members

Deputy Owner / Plan Maintainer = Head of MIS

The Plan Maintainer is responsible for:

- Maintaining plan currency through regular review
- Participate in all BCP meetings, tests and exercises
- Assist the Plan Owner in their day to day Planning and Incident Management activities
- If required, take on the role of the Plan Owner

Heads of Service / Training Delivery and Service Managers

- Ensure they are familiar with the content of the plan
- Ensure that contact details of key staff within their service are known
- If departmental plans exist ensure they are up to date and robust
- Ensure telephone contact lists are in place for their service
- Provide support to restoring priority services
- Critical Function Priority List

Review process

The Plan will be reviewed annually to ensure that it is still relevant to ELATT's needs. However the individual plans for each service area will be subject to review every six months to ensure that information on service functions, contracts and contact details are kept up to date.

Critical Function Priority List

Priority	Critical Function
1	Loss of use of premises – Fire
2	Loss of use of premises – Flooding
3	Loss of use of premises – Structural Defects
4	Loss of Electricity
5	Loss of Water
6	Loss of Gas
7	Hazardous Materials
8	Vandalism
9	Epidemic or Contagion
10	Staff Shortage/Strike/Walkout/Other Reason
11	Finance

This list is to be used during an emergency to assist the persons named in the distribution list in the decision making process.

Business Impact Analysis

Critical Function:	Loss of use of premises – Fire\Flooding\Structural Defects
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Effect on Service

Time	Effect on Service
First 24 hours	<ul style="list-style-type: none"> • Relevant staff members to instigate Continuity Plan • Relevant Authorities informed • Customers asked to await further instructions – informed not to attend • Loss of computers and filing
24 – 48 hours	<ul style="list-style-type: none"> • Temporary premises sourced • Staff advised of new location/s • Customers informed of new site(s)
Up to 1 week	<ul style="list-style-type: none"> • Customer files and computers to be sourced and fitted in temporary offices • Training and delivery to recover lost time in service delivery
Up to 2 weeks	<ul style="list-style-type: none"> • Replacement building functions should be fully implemented with delivery being undertaken from new location and staff relocated • Possible lack of financial services still in effect • Possible lack of paper customer files still in effect – however minimum impact on contract delivery

Resource Requirements for Recovery

Time	No. of staff	Relocate	Resources Required	Data Required
First 24 hours	38 /41 (incl. Contractors)	No	<ul style="list-style-type: none"> • Staff Numbers • Emergency Service Liaison details • Structural engineer details • Contractor details • Prime contractor details • Local Authority details • DEFRA details • Insurance company details 	<ul style="list-style-type: none"> • Customer records
24 – 48 hours	5	Strong Possibility	<ul style="list-style-type: none"> • Building Safety Report • Access to back up delivery site • Equipment to be considered for offsite delivery arrangements • Customer resources to be arranged: computers, photocopiers, files, paper, pens, projectors, chairs, tables, course materials, staplers, hole punches, pencils, erasers, petty cash • Site Security to be in place around the damaged building 	<ul style="list-style-type: none"> • Customer Records for each provision being delivered • Course material for training courses being delivered • Awarding body Documentation for GLH • Customer details – secure and portable
Up to 1 week	38 /41 (incl. Contractors)	Relocation should be for delivery staff and customers	<ul style="list-style-type: none"> • Building space to cater for staff needing wheelchair access • Computers with internet access • Training rooms • 1 Large admin room • 1 Confidential meeting room • Drinking water • Toilet facilities suitable to the caseload numbers • Rest facilities 	<ul style="list-style-type: none"> • Details of those to be on site • Project Managers • Health and Safety representative • First aiders • Customer data • Delivery materials • Progress update with original premises repairs
Up to 2 weeks	38 /41 (incl. Contractors)	Relocation should be for delivery staff and customers Volunteers can be considered	<ul style="list-style-type: none"> • Continuation of above resources • Financial systems in place • HR systems in place • Stationery for continued support in service delivery 	<ul style="list-style-type: none"> • Repair updates and re-occupation of damaged original building • Customer Files • Awarding body Delivery materials

Business Impact Analysis

Critical Function:	Loss of Electricity
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Effect on Service

Time	Effect on Service
First 24 hours	<ul style="list-style-type: none"> • Relevant staff members to instigate Business Continuity • Relevant Authorities informed • Relevant electrical supplier contacted – repair and estimate required • Customers to continue attendance – training should not be impacted – If no heating, Dark, loss of water – Customers to be vacated from office and Emergency contacts called. • Loss of computer use
24 – 48 hours	<ul style="list-style-type: none"> • Impact on cold storage – possible loss of foodstuffs • Telecommunications could result in breakdown of communication with customers and contractors having a knock on impact of the provision and revenue streams further down the line
Up to 1 week	<ul style="list-style-type: none"> • Consider a petrol powered generator to supplement electricity as impact on business would restrict in office activity that is predominantly computer based
Up to 2 weeks	<ul style="list-style-type: none"> • Considerable impact from a week's reduced provision now having a bigger impact on customer activity. Staff activity will also be reduced due to a lack of resources to deliver provision to customers. • Service may actually not meet targets, which could impact on revenues across the business.

Resource Requirements for Recovery

Time	No. of staff	Relocate	Resources required	Data required
First 24 hours	38 /41 (incl. Contractors)	No	<ul style="list-style-type: none"> • Staff numbers • Power company details • Contractor details • Prime Contractor details • Local Authority details • Insurance company details 	<ul style="list-style-type: none"> • Customer records • Length of power outage
24 – 48 hours	38 /41 (incl. Contractors)	No	<ul style="list-style-type: none"> • Cold storage facilities • Paper training materials that would otherwise be delivered by projector • Staff doing data entry could be asked to work remotely from a secondary site / home • Not essential to provide boiled water. 	<ul style="list-style-type: none"> • Customer records for each provision being delivered • Course material for training courses being delivered • Customer details – secure



Up to 1 week	38 /41 (incl. Contractors)	No	<ul style="list-style-type: none"> • Cold storage facilities • Paper training materials that would otherwise be delivered by projector • Staff doing data entry could be asked to work remotely from a secondary site / home • Consider bottled water (drinking water only). • Consideration of alternative power supplies in the use of a power generator or supplied by Power Company? 	<ul style="list-style-type: none"> • Who is going to be on site? • Project Managers • Health and Safety representative • First aiders • Customer data • Delivery materials
Up to 2 weeks	38 /41 (incl. Contractors)	No	<ul style="list-style-type: none"> • Continuation of above resources • Financial systems in place – may need alternative location to work from • HR systems in place may need alternative place to work from • Continued need for a power generator 	<ul style="list-style-type: none"> • Customer electronic data will be required to be updated – this can be done off site

Critical Function:	Loss of Water
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Effect on Service

Time	Effect on Service
First 24 hours	<ul style="list-style-type: none"> • Relevant staff members to instigate Business Plan • Relevant authorities informed • Relevant water supplier contacted – repair and estimate required • Customers to continue attendance – Purchase bottled water – Stand Pipe • Loss of lavatory facilities and drinking water and even AC Units.
24 – 48 hours	<ul style="list-style-type: none"> • Impact on drinking water – bottled water may need to be purchased to meet legal requirements • Lavatory facilities to be topped up, may have an impact on hygiene and can cause infections and lead to spreading of germs, assess H&S impact
Up to 1 week	<ul style="list-style-type: none"> • Consider moving office locations to a location that has a water supply • Prolonged water shortage would impact health and hygiene and affect minimum statutory requirements. Consider expense of continuing to use bottled water.
Up to 2 weeks	<ul style="list-style-type: none"> • Office needs to be relocated to facilities where there is a regular source of water for both drinking, washing and lavatory facilities

Resource Requirements for Recovery

Time	No. of staff	Relocate	Resources required	Data required
First 24 hours	38 /41 (incl. Contractors)	No	<ul style="list-style-type: none"> • Staff numbers • Water company details • Contractor details • Prime Contractor details • Local Authority details • Insurance company details 	<ul style="list-style-type: none"> • None
24 – 48 hours	38 /41 (incl. Contractors)	No	<ul style="list-style-type: none"> • Consider bottled water as water machine will not be working (drinking water only). Not essential to provide boiled water. • Remember to provide sufficient water for the flushing of toilets and urinals • Water to also be provided for the washing of hands and the washing of food/surfaces 	<ul style="list-style-type: none"> • None
Up to 1 week	38 /41 (incl. Contractors)	Consider Relocation	<ul style="list-style-type: none"> • Vaster water facilities. May need to provide a water truck or try to gain access to a water stand 	<ul style="list-style-type: none"> • None
Up to 2 weeks	38 /41 (incl. Contractors)	Yes	<ul style="list-style-type: none"> • Move location as the cost of supplying bottled water for the number of people could be prohibitively expensive 	<ul style="list-style-type: none"> • None

Critical Function:	Loss of Gas
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Effect on Service

Time	Effect on Service
First 24 hours	<ul style="list-style-type: none"> • Relevant staff members to instigate recovery plan. • Relevant authorities informed. • Relevant Gas Supplier Contacted – Repair and Estimate Required • Customers to continue attendance – training should not be impacted • Loss of cooking facilities and heating.
24 – 48 hours	<ul style="list-style-type: none"> • Heating Facilities may be impacted. Portable heaters to be installed during winter months – cold staff and customers could have an impact on attendance.
Up to 1 week	<ul style="list-style-type: none"> • Prolonged Gas loss during cold climates, the office should provide rooms with portable heating elements for the office.
Up to 2 weeks	<ul style="list-style-type: none"> • Prolonged Gas loss during cold climates, the office should provide rooms with portable heating elements for the office.

Resource Requirements for Recovery

Time	No. of staff	Relocate	Resources required	Data required
First 24 hours	38 /41 (incl. Contractors)	No	<ul style="list-style-type: none"> • Staff numbers • Gas company details • Contractor Numbers • Prime Contractor details • Local Authority • Insurance Company Details 	<ul style="list-style-type: none"> • None
24 – 48 hours	38 /41 (incl. Contractors)	No	<ul style="list-style-type: none"> • Consider hiring HSS portable heaters for offices. Radiators for the open area would be insufficient to provide heat. Large training rooms impacted. 	<ul style="list-style-type: none"> • None
Up to 1 week	38 /41 (incl. Contractors)	No	<ul style="list-style-type: none"> • Consider hiring HSS portable heaters for offices. Radiators for the open area would be insufficient to provide heat. Large training rooms impacted. 	<ul style="list-style-type: none"> • None
Up to 2 weeks	38 /41 (incl. Contractors)	No	<ul style="list-style-type: none"> • Consider hiring HSS portable heaters for offices. Radiators for the open area would be insufficient to provide heat. Large training rooms impacted. 	<ul style="list-style-type: none"> • None

Critical Function:	Hazardous Materials
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Effect on Service

Time	Effect on Service
First 24 hours	<ul style="list-style-type: none"> • Relevant staff members to instigate Business Plan • Relevant Authorities informed • Customers to be informed to not attend • Staff to be informed to not attend
24 – 48 hours	<ul style="list-style-type: none"> • Temporary premises sourced • Staff advised of new location/s • Customers informed of new site/s
Up to 1 week	<ul style="list-style-type: none"> • Customer files and computers to moved to temporary offices • Training and delivery to resume as soon as possible to recover lost time in service delivery
Up to 2 weeks	<ul style="list-style-type: none"> • Replacement building functions should be fully implemented with delivery being undertaken from new location with staff imbedded • Possible lack of financial services still in effect • Possible lack of paper customer files still in effect – however minimum impact on contract delivery

Resource Requirements for Recovery

Time	No. of staff	Relocate	Resources required	Data required
First 24 hours	38 /41 (incl. Contractors)	No	<ul style="list-style-type: none"> • Staff numbers • Emergency Service Liaison details • Contractor details • Prime Contractor details • Local Authority details • DEFRA details 	<ul style="list-style-type: none"> • Customer records
24 – 48 hours	5	Strong Possibility	<ul style="list-style-type: none"> • Building Safety Report • Access to back up delivery site • Equipment to be considered for offsite delivery arrangement • Customer resources to be arranged: computers, photocopiers, files, paper, pens, projectors, chairs, tables, course materials, staplers, hole punches, pencils, erasers, petty cash • Site Security to be in place around the damaged building 	<ul style="list-style-type: none"> • Customer Records for each provision being delivered • Course material for training courses being delivered • OCR/C&G/Edexcel Documentation for GLH • Customer details – secure and portable



Up to 1 week	33	Relocation should be for delivery staff and Customers Non essential staff, cleaning and kitchen not being relocated. Volunteers may also not move with paid staff.	<ul style="list-style-type: none"> • Building Space to cater for staff requiring wheelchair access • Computers with internet access • Training rooms • 1 Large admin room • 1 Confidential meeting room • Drinking water • Toilet facilities suitable to the caseload numbers • Rest facilities 	<ul style="list-style-type: none"> • Who is going to be on site? • Project Managers • Health and Safety representative • First aiders • Customer data • Delivery materials • Progress update with original premises repairs
Up to 2 weeks	33	Relocation should be for delivery staff and customers. Volunteers can be considered for supporting long term services at new site, until old site repaired.	<ul style="list-style-type: none"> • Continuation of above resources • Financial Systems in place • HR Systems in place • Stationary for continued support in service delivery. 	<ul style="list-style-type: none"> • Repair updates and re-occupation of damaged original building • Customer Files • Awarding body dselivery materials

Business Impact Analysis

Hazard Analysis Table

Risk Matrix Score

A = HIGH Likelihood and HIGH Impact

B = LOW Likelihood and HIGH Impact

C = HIGH Likelihood and LOW Impact

D = LOW Likelihood and LOW Impact

Hazard	Impact	Mitigation in Place	Mitigation possible	Risk Matrix Score
Flooding	<ul style="list-style-type: none"> Reduce access to the building Danger of electric shock Plumbing issues Hygiene issues 	<ul style="list-style-type: none"> Roof drainage in place Sufficient drainage in forecourt and local roads 	<ul style="list-style-type: none"> Sandbags around ground floor doors 	A
IT Failure	<ul style="list-style-type: none"> Reduced access to online databases Inability to access e-mail & internet Inability to create documents Inability to update customer files Loss of unsaved work 	<ul style="list-style-type: none"> Auto backup set on all PCs 	<ul style="list-style-type: none"> Surge protectors can be installed Install spare backup power supply 	C
Loss of Electricity	<ul style="list-style-type: none"> Leading to IT failure Lighting failure Telephone failure 	<ul style="list-style-type: none"> Use of mobile phones 24 hour response and restore service in place 	<ul style="list-style-type: none"> UPS (Uninterrupted Power Supplies) can be installed 	B
Fire	<ul style="list-style-type: none"> Toxic fumes Structural damage Smoke Furniture damage Possible damage to files and computers 	<ul style="list-style-type: none"> Smoke detectors Heat detectors Fire extinguishers Limited fire doors 	<ul style="list-style-type: none"> Automatic fire suppression system Remote fire alert system 	B

Hazard	Impact	Mitigation in Place	Mitigation possible	Risk Matrix Score

Hazard	Impact	Mitigation in Place	Mitigation possible	Risk Matrix Score
Accident, Incident or attack causing injury or death	<ul style="list-style-type: none"> Bereavement Possible loss of life Loss of expertise 	<ul style="list-style-type: none"> Security officer on site CCTV on site First aiders Health and Safety officer on site 	<ul style="list-style-type: none"> Increased security staff Staff training for personal defence Staff training on equipment or procedures 	D
Air Disaster	<ul style="list-style-type: none"> Disruption to service Structural damage Restricted access Toxic chemicals Limited access for clean up Possible loss of life Power loss Water loss 	<ul style="list-style-type: none"> Unexpected event First aiders on site 	<ul style="list-style-type: none"> None to be taken 	B
Bomb Scare	<ul style="list-style-type: none"> Building evacuation Close of work early Staff sent home Possible Structural Damage Possible loss of life 	<ul style="list-style-type: none"> Security guard on site CCTV on site, but no external cameras 	<ul style="list-style-type: none"> CCTV installed to view outside building Security patrols looking for suspect packages Bomb Evacuation Plan 	B
Burglary	<ul style="list-style-type: none"> Building damage Loss of equipment 	<ul style="list-style-type: none"> CCTV on site, but no external cameras Intruder alarm in place 	<ul style="list-style-type: none"> Intruder alarm to be linked up to a call centre External CCTV to be installed 	D
Damage to Property	<ul style="list-style-type: none"> Structural survey required Construction work to repair Displacement of staff 	<ul style="list-style-type: none"> CCTV on site but no external cameras Health and Safety officer 	<ul style="list-style-type: none"> Extra patrols for security More frequent Health and Safety checks 	C

	<ul style="list-style-type: none"> • Displacement of customers • Reduced access 	<ul style="list-style-type: none"> • Security officer • Alarm system 		
Hazard	Impact	Mitigation in Place	Mitigation possible	Risk Matrix Score
Earthquake	<ul style="list-style-type: none"> • Structural damage • Damage to furniture • Injuries 	<ul style="list-style-type: none"> • First aiders in place 	<ul style="list-style-type: none"> • Staff training 	B
Epidemic or Contagion	<ul style="list-style-type: none"> • Staff absence • Possible loss of life 	<ul style="list-style-type: none"> • Staff hand cleaning facilities on site • Staff Sick Policy in place • 999 – Emergency Services 	<ul style="list-style-type: none"> • More robust reporting procedure • Occupational Health screenings for staff taken ill 	C
Extreme Weather and Severe Storms	<ul style="list-style-type: none"> • Staff absence • Damage to buildings • Loss of electricity • Loss of communications equipment • Flooding 	<ul style="list-style-type: none"> • Staff to use weather service updates prior and during weather conditions • Staff to leave home early expecting delays • Emergency Services to respond to instances of flooding • Loss of electricity and flooding mitigation in place 	<ul style="list-style-type: none"> • Work from Home Policy • Adverse Weather Policy to be drafted • Mitigation plans for electrical loss and flooding loss 	C
Hazardous Materials	<ul style="list-style-type: none"> • Staff Illness • Possible staff fatalities 	<ul style="list-style-type: none"> • Health and Safety Inspection 	<ul style="list-style-type: none"> • Hazardous chemicals can be kept in a COSHH cupboard and 	B

	<ul style="list-style-type: none"> • Building evacuation 	<ul style="list-style-type: none"> • COSHH inspection 	<p>COSHH register used</p> <ul style="list-style-type: none"> • Staff training & awareness in dealing with Hazardous Materials 	
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Hazard	Impact	Mitigation in Place	Mitigation possible	Risk Matrix Score
Loss of Utilities	<ul style="list-style-type: none"> Hygiene problems 	<ul style="list-style-type: none"> Call a plumber Possible use of upstairs toilets 	<ul style="list-style-type: none"> Arrange for portable loo 	B
Nuclear Accidents and Radiation	<ul style="list-style-type: none"> Closure of centre Decontamination required Possible relocation of centre and facilities 	<ul style="list-style-type: none"> Standby centres 999 Emergency number 	<ul style="list-style-type: none"> None 	B
Staff Shortage/ Strike/ Walkout/ Other Reason	<ul style="list-style-type: none"> Non delivery of services Loss of revenue Customer complaints Contractor complaints Damage to reputation Possible loss of contract Possible business closure 	<ul style="list-style-type: none"> Volunteers working on site to provide continued support Managers to provide continued support 	<ul style="list-style-type: none"> Support from Prime Contractors or subcontractors 	B
Terrorism	<ul style="list-style-type: none"> Building damage Limited staff access Customer evacuation Customers with limited access Building Evacuation Building damage 	<ul style="list-style-type: none"> CCTV on Site but no external cameras Health and Safety officer Security officer 999 Emergency Services 	<ul style="list-style-type: none"> Alternative location 	B
Finance	Insurances in place and agreed overdraft	Director and SMT	Additional funds can be available via Loan	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 / 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:

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Log Sheet

Date	Time	Information / Decisions / Actions	Initials