**FINANCIAL POLICIES AND PROCEDURES**

**SECTION 2: RISK**

**BUSINESS CONTINUITY PLAN**

|  |  |
| --- | --- |
| **Plan statement and objectives**  This template provides an outline for the key items to consider in establishing a Business Continuity Plan (BCP) | [organisation] is committed to its members, athletes, employees, volunteers, suppliers and stakeholders. To safeguard the availability of [organisation]’s essential services in the event of a business disruption or disaster, best practice business continuity planning and management practices should be adopted.  This Business Continuity Plan has been prepared in accordance with the Organisation’s Business Continuity Policy.  A Business Continuity Plan is not a Disaster Recovery Plan. The plan is a repository of essential information that will ensure business operations can continue after a disruptive event and the continuation of business will in turn support disaster recovery.  Where possible, this plan is to be made available to all staff. The key objectives include:   * First and foremost to provide for the safety of staff, stakeholders and visitors. * Provide a guide for the leadership team * Be a reference point for information important to day to day operations * Document the short-term operational priorities in terms of continuing operations * Identify key staff and suppliers who must be noticed in the event of disruption * Identify alternative sources for supplies and resources * Be an easily reviewable document which is not cumbersome to keep current |
| **Review Protocol** | Plan Reviewed By: Audit, Finance & Risk Committee  Reviewed: [Date]  Next Review Date: [Date]  Revokes Plan Reviewed: [Date] |

**Introduction**

This Business Continuity Plan (BCP) addresses the organisation’s most important operations, identifies potential risks to these operations and documents the plan to ensure the recovery can be achieved as quickly and easily as possible.

It is not limited to what to do after a natural disaster and covers a wide range of risks.

Risks considered in this plan:

* Natural disasters (earthquakes, volcanic activity, tsunami, flooding, landslides, severe weather events)
* Accidents taking out key personnel
* Events limiting access to premises
* Acts of terrorism
* Infectious disease and pandemics

The most likely events considered in creating this plan are as follows:

* [event]
* [event]
* [event]
* [event]
* [event]

**Elements of the BCP**

1. Identification of key products and/or services

For each key service

* 1. Identify key internal people (staff, athletes, key people, capacity)
  2. Identify key connections (suppliers, stakeholders, financiers)
  3. Identify essential equipment and supplies
  4. Identify key stakeholders and consider how product and/or services will be provide to them

1. Work with staff to understand how disruption will impact them
   1. What are their personal vulnerabilities of commitments that might impact their availability after disruption?
   2. Encourage personal organisation to mitigate risks
   3. Ensure you have next of kin details
2. Consider relocation options
3. Essential operational matters
4. Consider adequacy of insurance cover
5. Delegation of authority
6. Ensure a register of important contact details is easily accessible
7. Back up essential data

ITEM ONE: Key services

*Copy this page for each key service identified*

|  |  |
| --- | --- |
| **KEY PRODUCT OR SERVICE** |  |

**ESSENTIAL ROLES OR TASKS**

The following tasks are essential for the delivery of the above identified service. The delivery may require specialist skills, qualifications or licences, or rely on a single person. The details of these roles and alternatives are outlined below.

|  |  |  |  |
| --- | --- | --- | --- |
| **Task** | **Skill Set/Qualification** | **Staff who can deliver this** | **Alternative options** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

**ESSENTIAL SUPPLIES**

The following resources are needed to deliver the above identified service. The supplier is detailed below along with consideration on where alternative sources can be arranged or substituted with another.

|  |  |  |
| --- | --- | --- |
| **Resource** | **Supply** | **Alternative options** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

*Consider the following which may impact your ability to continue operations:*

* *Raw materials and time of delivery*
* *Transport vulnerability*
* *Payment options and credit limited*
* *Manufacture and lead times*

**ESSENTIAL EQUIPMENT**

The following equipment is essential to the delivery of the above identified service. Consideration is given to how easily replaceable this equipment is and documents any alternatives if there is a period of downtime.

|  |  |  |
| --- | --- | --- |
| **Task** | **Equipment** | **Alternative options** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

**ESSENTIAL FACILITIES**

The following facilities are essential to the delivery of the above identified service. Consideration is given to how easily an alternative is identified and communicated (i.e training facilities for significant events).

|  |  |
| --- | --- |
| **Facility** | **Alternative options** |
|  |  |
|  |  |
|  |  |
|  |  |

**KEY STAKEHOLDERS/CUSTOMERS**

The service is key to the following stakeholders. This may be because they are the largest stakeholder, member, or because their operations are dependent on our organisation. They must be contacted in a period of disruption to ensure they manage their own disruption risks.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Who** | **Main contact** | **Contact Phone** | **Address** | **Email** |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

ITEM TWO: Employee details

**EMPLOYEE DETAILS**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Employee** | **Mobile** | **Address** | **Next of kin** | **Next of kin mobile** |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

*Consider whether a cloud-based payroll or HR system might be a better place to store this with reporting extracts circulated periodically*

*Checklist of considerations to discuss with employees*

* *Understand that their safety is paramount and they are valued members of the organisation*
* *Discuss disruption with the employees and understand their personal situation and key vulnerabilities*

*(i.e. school closures may require them to stay home with children, or road closures may prevent them to coming to work)*

* *Encourage staff to be better prepared for an emergency or disruption*
* *Understand their ability and willingness to work from home*
* *If they are critical to a key product or service identified in ITEM 1, ensure they are aware of this and what is expected of them. Ensure they are aware of their role and the alternative options should they need to coordinate this.*

**EMPLOYEE MOBILITY**

The following table sets out employees who are able to be mobilised and work from home if needed after disruption

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Employee** | **Laptop/computer details** | **Method of access\*** | **Existing resources at home** | **Additional resources required** |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

Best practice is to develop training guides which take users through a step by step guide to gaining access while off site. These commonly include screenshots.

*Taking time to consider how each employee can work from home and what tasks they will perform will save valuable time when disruption occurs. Regardless of whether all employees are identified in the essential services section it is beneficial to have a plan for every employee to maximise support and resourcing.*

*Items to consider in having them work from home may include*

* *Home internet connection and capacity*
* *How they will access, via laptop directly or via portal and home computer*
* *Living arrangements*
* *Hardware at home (second screen, keyboard, mouse, printer)*
* *Hardware required to decrease disruption*
* *Health and Safety considerations when working from home*

ITEM THREE: Relocation options

In the event of disruption causing a location to be out of service or inaccessible the following alternative locations should be considered.

|  |  |  |  |
| --- | --- | --- | --- |
| **Location** | **Contact** | **Advantages** | **Disadvantages** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

*Consider how mobile you are and where you can relocate to:*

* *Staff working from home*
* *Working from alternative locations*
* *Any key suppliers who have space to temporarily house you*

ITEM FOUR: Essential operational matters

Following is a summary of essential operational matters that must be continued in the event of disruption. These are items that were not covered by the essential services already listed above.

|  |  |  |  |
| --- | --- | --- | --- |
| **Area** | **Current arrangements** | **Disruption arrangements** | **Back-up arrangements** |
| Payroll |  |  |  |
| Paying creditors |  |  |  |
| Processing mail |  |  |  |
| IRD compliance |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

ITEM FIVE: Insurance requirements

Following is a summary of insurance policies in place along with contact details should a claim or enquiry be required after disruption

|  |  |  |  |
| --- | --- | --- | --- |
| **Policy** | **Provider** | **Contact details** | **Relevant notes** |
| Business Interruption insurance |  |  |  |
| Public Liability insurance |  |  |  |
| Income Protection insurance |  |  |  |
| Contents insurance |  |  |  |
| Life insurance |  |  |  |
| Travel insurance |  |  |  |
| Other |  |  |  |

*Consider the adequacy of the insurance cover and the levels of cover.*

ITEM SIX: Delegation of Authority

Following are details of the office holders who can step in and make decisions if the key decision makers are unavailable. These individuals will be key to the organisations ability to minimise the impact of disruption. They have undergone training and are aware of the expectations during disruption.

They may be required to make strategic decisions, order supplies, pay bills, update the website or access intellectual property.

|  |  |  |  |
| --- | --- | --- | --- |
| **Person with delegated authority** | **Delegations** | **Contact details**  **(Phone and email)** | **Relationship to organisation** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

ITEM SEVEN: Register of important contact details

While many important stakeholders, staff, next of kin have been outlined above, the following register includes details of important contacts who may need to be contacted as a result of disruption.

|  |  |  |  |
| --- | --- | --- | --- |
| **Contact** | **In relation to** | **Contact details**  **(Phone and email)** | **Account details/or identifier** |
| Landlord |  |  |  |
| Power company |  |  |  |
| Mobile phone provider |  |  |  |
| Internet provider |  |  |  |
| Landline provider |  |  |  |
| Mail delivery |  |  |  |
| Milk delivery |  |  |  |
| Vehicle leases |  |  |  |
| Security company |  |  |  |
| Bank |  |  |  |
| Accountant |  |  |  |
| Lawyer |  |  |  |
| Travel agent |  |  |  |
| Government departments |  |  |  |
| Recruitment companies |  |  |  |
| IT support |  |  |  |
| Carparking |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

*Review the supplier invoices for the last three months of bills and ensure that all key suppliers contact details, account numbers etc are listed so you can manage your suppliers as needed.*

ITEM EIGHT: Backing up essential data

Under business interruption the data back-up may be the most important element of the planning. Following are details of the process in place to ensure important records are not lost.

|  |  |  |
| --- | --- | --- |
| **Information type** | **Method of backup** | **Location** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

*Considerations:*

* *Types of information to back up*
* *Most appropriate method of backing information up*
* *Mitigating risk of loss of paper records*
* *Offsite data or storage options*
* *Frequency of backups*
* *Locations of portable hard drives*

Following is a schedule of important business information which may be useful in the event of disruption.

|  |  |
| --- | --- |
| **Information type** | **Detail** |
| Organisation legal name |  |
| Organisation number |  |
| IRD number |  |
| Taxes registered for and filing frequency |  |
|  |  |

*List other items that should be documented in this plan below:*

|  |  |
| --- | --- |
| Consideration | Detail |
| Important website log on information | IRD  Organisational social media |
|  |  |
|  |  |
|  |  |
|  |  |