

WLGA BUSINESS CONTINUITY PLAN

Purpose

1. To seek approval of the WLGA Business Continuity Plan.

Background

2. Business continuity planning allows organisations to avoid and mitigate risks associated with a disruption to normal operations. It provides a strategy for the organisation to respond to, manage and recover from an incident or disruption.

WLGA's Statement Of Business Continuity

3. The WLGA has developed the following Statement of Business Continuity, providing the framework within which business continuity planning takes place in the Association:
 1. To ensure that all employees are competent to always fulfil their roles within the organisation, including through the provision of training and personal development opportunities
 2. To review and revise all BCPs on a regular basis
 3. To provide a general Plan on what to do in an emergency situation
 4. To provide details of emergency contacts - staff / suppliers / customers / stakeholders
 5. To ensure that the organisation can survive the impact of all risks and threats and restore "business as usual" at the earliest opportunity

The Corporate Overview Business Continuity Plan

4. The Business Continuity Plan attached at Annex 1 is designed to enable WLGA to identify the key actions required to reduce the impact and resolve any issues which would otherwise pose a significant risk to the key business operations in the event of a severe disruption. The aim is to ensure minimum disruption to members and maintain business flow.
5. It identifies the key staff who will lead the Association through a crisis ensuring clear leadership and decision-making are in place through the Chief Executive and Deputy Chief

Executive. It also identifies key roles for human resources, Finance, ICT, Communications and Facilities functions. It also includes a crisis management checklist.

Service Level Business Continuity Planning

6. The occurrence of the coronavirus emergency has prompted the Association to develop service level BCPs. A Guide to Business Continuity Planning has been developed and is attached at Annex 2

Recommendations

7. **It is recommended that Members approve the WLGA's Business Continuity Plan**

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Welsh Local Government Association

Corporate Overview Business Continuity Plan

29th March 2020

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Purpose and scope

This Business Continuity Plan is designed to enable WLGA to identify the key actions required to reduce the impact and resolve any issues which would otherwise pose a significant risk to the key business operations in the event of a severe disruption. The aim is to ensure minimum disruption to members and maintain business flow.

Policy information

The Chief Executive and Deputy Chief Executive are the designated persons responsible for managing WLGA Business Continuity and crisis management, working with members of the Senior Management Team. This is to help ensure clear leadership and decision-making in ensuring our systems and operations continue with minimum disruption and that we can still engage and conduct business.

Key staff

The following lists key staff in the organisation, their contact details and the role they would play in helping to resolve a crisis. There is a full list of staff mobile numbers at Appendix D.

Function	Name	Mobile	Role in a crisis
Senior Management Team (SMT)	Chris Llewelyn	07767 206150	Support, guidance and communication during any emergency
	Naomi Alleyne	07770 958639	
	Tim Peppin	07747 483761	
	Jon Rae	07979 018007	
	Daniel Hurford	07900 240939	
	Sharon Davies	07425125403	

	Andrew Stephens	07866 428736	
	Graham Jones	07778 573091	
Human Resources (HR)	Jenna Redfern	07789 723543	Staff liaison
	Graham Jones (Project)	07778 573091	
Finance	Mari Thomas	07789 916508	Finance (payments and Invoicing)
	Martin Edwards	07957 641809	
	Vitori Cartwright	07794 563267	
Risk	Jon Rae	07979 018007	Risk & Insurance (general queries)
	Mari Thomas	07789 916508	
ICT	Nathan Gardner	07769 902720	ICT Infrastructure, telephony & data protection
	Cardiff IT	02920 873333 icthelpdesk@wlga.gov.uk	
	Dave Parsons (Data Protection Officer)		
Corporate Communications	Daniel Hurford	07900 240939	Media relations (website & social media)
	Dilwyn Jones	07554 056520	
Facilities	Nathan Gardner	07769 902720	Facilities and H&S

Impact assessment

Organisation and activities	Materiality	Key resources	H/M/L Severity	
Key Corporate Support Functions (Finance & Payroll, ICT, HR Data, Facilities, Communications)		Phones	M	Refer to section on ICT and Data Protection
		ICT	H	Refer to section on ICT and Data Protection
		Accommodation	H	Refer to section on ICT and Data Protection
		People	H	Refer to Key staff
		Insurance	H	Refer to Key staff
Conferences/events/training/ meetings		Phones	M	Refer to ICT section below
		ICT	M	Refer to ICT section below
		People	M	Facilitator to hold attendee contacts and any supplier information.
		Accommodation	M	Source alternative venue or cancel
Invoice processing & payment of grants		Finance & banking system	H	At least one finance laptop with banking access held offsite.
		People	H	Refer to Key staff
		ICT	H	Refer to ICT section below
		Accommodation	H	Refer to Accommodation section below plus any offsite space with secure internet access can be used.
Grant-funded Teams & Key Services		People/ICT	M	Refer to Appendix.....
External relationships		Phones	H	Mobiles/Email essential

		ICT	M	Refer to section on ICT and Data Protection
		People	M	Refer to Key staff
		Social Media/Communications	H	To be handled by communications team – Refer to Key staff

Crisis management checklist

The following acts as an aide memoire when dealing with incidents, smaller incidents may only affect 1 or 2 functions. If the green questions are answered No then it can be assumed that that function is not affected by the incident and the sub questions do not need to be answered. A copy of this checklist will be held in Reception and on the Cloud with the emergency contact list.

Appropriate personnel ie Facilities, ICT & HR will be responsible for issuing instructions to staff

Function		Yes/No	Notes
HR	Are there any issues directly affecting our staff?		
	Do we need to communicate anything to staff?		
	Can we access staff records?		
	Do we have enough staff?		
Finance	Is our finance system compromised?		
	Do we have enough signatories?		
	Do we have access to company credit cards?		
	Can we pay staff?		
Facilities	Are any our buildings affected?		
	Do we have power in our offices?		
	Do we have heating in our offices?		
	Do we have running water in our offices?		
	Any issues affecting Data Cymru or Local Partnerships?		
ICT	Are any of our ICT infrastructures affected?		
	Are we able to login to office computers?		

	Are we able to connect to the internet?		
	Are we able to connect to member authorities?		
	Are we able to send e-mails?		
	Are we able to access our electronic folders?		
	Can we access key systems such as BreatheHR or Quickbooks?		
	Can we access the office wifi?		
Communications	Do we need to communicate any messages to the public?		
	Is our website fully functioning?		
	Have we informed members?		
	Do we need to cancel any meetings/events, or training courses?		
Central phone line	Is our phoneline affected?		
	Can the phoneline accept incoming telephone calls?		
Health & Safety	Any operational or Health and Safety issues?		
	Any fatalities or injuries to staff?		

Finance

If Local Government House cannot be accessed for any reason, finance procedures will be simplified but potential risks mitigated going forward.

All invoices will be authorised via e-mail.

All invoices sent to WLGA staff via e-mail should be forwarded to Liz Jones in the first instance. They will be collated and sent to the correct budget holders for sign off, this will be done via e-mail authorisation.

Weekly or fortnightly the batch of invoices will be sent to either Jon Rae or Mari Thomas to be authorised (again via e-mail) which will be used as the secondary signature for all invoices. We will make the payments via BACS only (batches may need to be split for authorisation due to our £100k daily limit which we cannot increase).

In the event of office closure, or staff are recommended to work from home, Martin Edwards will take home the VAT files for Data Cymru and WLGA and end of year files. Vitori Cartwright will take the grant files.

Financial reports and communication should continue to work as it does with Data Cymru, being accessible via e-mail and work phone numbers as normal but we have also added our mobiles in case of any issues or emergencies.

Current circumstances mean that temporary changes need to be made to the WLGA's finance processes so that appropriate authorisation processes can be maintained while continuing to pay suppliers.

While the processes may change, all other aspects of the WLGA's Financial Regulations continue to apply.

The same people are able to authorise purchase orders and invoices as normal but they will now need to authorise them by email rather than by physically signing them.

This may take a little longer than normal processes so please start the authorisation process as soon as you receive an invoice for payment so that we can continue to pay our suppliers promptly.

Purchase Ordering

Purchase orders will now be authorised by email rather than signature, copied to Liz Jones, Data Cymru (elizabeth.jones@data.cymru) – Please provide all the usual information:

- The date the order is being placed
- A unique reference number (see below)
- The budget class code and the account code that the expenditure will be charged to (code lists available in the Finance section of the Staff Resources folder on SharePoint (here: <https://wlga.sharepoint.com/WLGA%20Staff%20Resoucrs/SitePages/Materion%20ariannol%20-%20Finance.aspx>))
- Who the supplier is
- What is being supplied (as much detail as possible please)
- The estimated cost per item and the number of items
- The total estimated cost

Staff who are originating the orders should keep a record of any orders placed and assign a unique reference number to them that suppliers should be requested to quote on their invoice so that they can match them to invoices as they are received.

The unique reference number should be PO plus the person's initials followed by sequential numbers – eg if I was placing my first order in this way the unique reference number would be POMT001 & so on

Some staff that currently hold purchase order books have already asked if they could take a WLGA purchase order book home with them so that they can ensure they keep a full record of POs raised. If you wish to & are able to, you can take purchase order books home with you and send photos/scans through for authorisation attached to an email but please inform myself and Liz in Data Cymru (elizabeth.jones@data.cymru) that you are doing this, specifying the numbers of the POs in the books you are taking home.

Payment of Invoices

Electronic invoices to be requested from suppliers – please send the email in the box below to any suppliers that you use regularly / are expecting invoices from as soon as possible:

Dear Sir/Madam,

In light of the current position regarding the coronavirus, please be advised that WLGA will only be accepting electronic invoices received by email from 23 March. We may not be able to process any invoice received by post from this date.

Please update your invoicing process if applicable to ensure that invoices are emailed directly to your current contact or the purchase ledger assistant at elizabeth.jones@data.cymru to ensure prompt payment.

If you have any questions, please do not hesitate to contact Liz at elizabeth.jones@data.cymru or on 02920 909 541.

Please update your systems accordingly.

Yours faithfully,

Jon Rae
Cyfarwyddwr Adnoddau, Cymdeithas Llywodraeth Leol Cymru
Director of Resources, Welsh Local Government Association

029 2046 8620 / 07979018007

www.wlga.cymru - www.wlga.wales

Annwyl Syr/Madam,

Yn y sefyllfa bresennol o ran coronafeirws, y bydd CLILC dim ond yn derbyn anfonebau electronig drwy e-bost o 23 Mawrth ymlaen. Efallai na fyddwn yn gallu prosesu unrhyw anfoneb a dderbynnir drwy'r post o'r dyddiad hwn.

Os gwelwch yn dda, diweddarwch eich proses anfonebu, os yn berthnasol, er mwyn sicrhau bod anfonebau'n cael eu e-bostio'n uniongyrchol at eich cyswllt presennol neu'r cynorthwy-ydd llyfr pryniant elizabeth.jones@data.cymru er mwyn sicrhau taliad prydlon.

Os oes gennych unrhyw gwestiynau, mae croeso i chi gysylltu â Liz trwy e-bost (elizabeth.jones@data.cymru) neu ar 02920 909 541.

Fyddwn yn diolchgar petaech yn diweddarau eich systemau.

Yn gywir,

Jon Rae
Cyfarwyddwr Adnoddau, Cymdeithas Llywodraeth Leol Cymru
Director of Resources, Welsh Local Government Association

029 2046 8620 / 07979018007

www.wlga.cymru - www.wlga.wales

NB Data Cymru will also be contacting suppliers but it's better for the supplier to get the message several times than not at all.

- Any hard copy invoices received from now on should be scanned and authorised via this email authorisation process
- As soon as invoices are received please mark them off on your purchase order record and then forward for authorisation for payment as soon as possible
- Invoices will no longer be stamped and signed but instead the following table will need to be completed
- Invoices to be emailed to budget holder or the person that you would normally ask to sign and invoice (along with electronic copy of PO where appropriate) for email authorisation and copied to elizabeth.jones@data.cymru so that Liz can keep track of all invoices in circulation
- Email authorisation for payment and electronic invoice to be sent to elizabeth.jones@data.cymru so that payment can be made
- Please take particular care that invoices are not paid twice – while Data Cymru will provide some oversight on this using the ledger system that responsibility remains with WLGA staff.

Year End Processes

The year-end processes will continue as set out in my email on Monday.

Grant Managers to either liaise with their contacts at WG / Home office regarding any changes to normal year end grant claims processes (copying in Vitori (vitori.cartwright@data.cymru) and myself or let me have their details so that I can get in touch with them.

Contacting Finance staff

Data Cymru staff and WLGA Finance staff have the equipment to enable us to work largely as normal from home. We can be contacted via email or on our usual office phone numbers / mobile numbers or through Teams. Do please keep in touch with us, as you would if we were in Local Government House.

Payroll

A business continuity decision has been made by Cardiff Council to enable key staff within the Pay Control team who deal with the payroll to work from home if unable to travel, unable to access the workplace, if quarantined or ill.

This will allow continuity of:

- database update for your employees pay records.
- Pay run processing according to agreed timetable.
- Transmission of BACS payment file to agreed timetable ensuring employees paid on timetabled pay date.
- Production and submission of employee payslip file for printing/posting.
- Submission of data and payments to relevant outside bodies including HMRC, Merseyside Pension Fund by statutory deadlines

In the event of the Council workplace possibly being inaccessible and print/post functions not being available, a pdf payslip file can be submitted securely to a WLGA email address confirmed by the WLGA. This will enable WLGA Personnel/Finance teams to interrogate the payslips and help with staff queries until hard copy payslips can be produced and posted.

Please find attached the annual pay run timetable for 2020-21 for reference to upcoming pay run deadlines. In order to help with service continuity, please submit any changes relating to the payroll on a regular basis, e.g. daily, weekly when available rather than submitting once a month prior to deadline. This will ensure the database is regularly updated alleviating any possible last minute issues prior to pay run.

The payroll will be authorised electronically.

ICT and Data Protection

ICT contact details are listed under [Key staff](#). Dave Parsons from Cardiff Council will act as the WLGA's Data Protection Officer and data breaches should be reported in the usual way.

Critical services:

Cardiff Council provide the WLGA's ICT function has a robust business continuity plan which is under constant review.

Around 90% Cardiff ICT staff have the ability to work and support the WLGA remotely and whilst it is possible that not all staff will be available throughout the duration of the current pandemic it is anticipated that it is well placed to deal with the majority of urgent support requests during this time.

The WLGA is also uniquely placed with the majority of its ICT infrastructure now residing in Microsoft Office 365 which removes the reliance on any centralised infrastructure of connectivity especially if WLGA staff work from home.

BreatheHR will continue to be available off-site and staff should continue to use the system for basic HR functions.

Accommodation

WLGA would need to seek alternative serviced premises in the event of a major catastrophe if 3-8 Drake Walk cannot be used. It is likely that the first point of call would be Cardiff Council followed by commercial letting agencies.

In the event of the previously used agent in Cardiff not having suitable accommodation available then alternative and appropriate agents would be sought.

In the event of short-term office closure, all staff would be required to work from home or elsewhere. If the office can be entered safely arrangement will be made for a) cleaners to have access to continue carry out duties & b) arrangement will be made for central admin and finance team to access the building to check mail and the building fabric.

Emergency contacts in relation to Local Government House

Petra (Cleaners)	07817 766747	
CMB Maintenance *	029 2077 8833 helpdesk@cmbmaint.co.uk	
Chubb Security	03448791710 Acct number 1086066 Passcode Francesca1	
Kone Lift	TEL. 0800 652 0692 lgbkc3callouts@kone.com	
Gas	Gas Emergency – 0800 111 999 Eon – 0345 055 0065 Acct number 0112 5357 5780	

Electric	Eon – 0345 3665974 Acct number 0112 4540 7940	
Water	Welsh Water 24 hour emergency contact 0800 052 0140 Customer reference number 3666984903	

Staff

A full version of employee details to include address, phone contact details (work & private) and details of next of Kin, will be created by HR and regularly updated and kept on the BreatheHR system. Latest mobile list will be available

Local Government House

Mobile Phone List

Anne Hubbard	07950 954925
Barry Williams	07789 371417
Ben Sears	07775 743561
Catherine Davies	07747 606551
Chris Llewelyn	07767 206150
Christina Powdrill	07388 948218
Claire Hartrey	07493 978997
Clover Rodrigues	07810 867764
Craig Mitchell	07795 843954
Daniel Hurford	07900 240939
David Hopkins	07500 963381
Dilwyn Jones	07554 056520
Elaine Scale	07787 125628
Emma Maher	07787 558244

Emily Griffiths	07901 203036
Erica Williams	07436 034913
Frances Rees	07387 261257
Gareth Thomas	07794 416187
Graham Jones/Personal Mobile	07778 573091
Holly Roberts	07788 314977
Huw Morgan	07384 469798
Jean-Francois Dulong	07436 034914
Jeannie Wyatt-Williams	07500 963380
Jon Rae	07979 018007
Jonathan Roberts	07771 906498
Karen Higgins	07766 334655
Lee Pitt	07493 978706

Lisa Hayward	07880 358428
Liz Rose	07717 378932
Lowri Gwilym	07768 738354
Mari Thomas	07789 916508
Naomi Alleyne	07770 958639
Nathan Gardner	07769 902720
Neville Rookes	07771 347829
Paul Lewis	07775 682598
Pierre Bernhard-Grout	07799 763251
Rachel Morgan	07919 415117
Richard Dooner	07789 371418
Sabina Hussain	07787 578873
Sam Smith	07500 832252
Sara Harvey	07880 794322
Sarah Titcombe	07799 765378
Sharon Davies	07425125403
Simon Wilkinson	07793 867197
Sioned Thomas	07387 261718
Stephen Carr	07999 409947
Stephen Jones	07775 885053

Stewart Blythe	07867 553756
Tim Opie	07787 566290
Tim Peppin	07747 483761
Tracy Hinton	07771 627558
Wendy Thomas	07717 822479

Data Cymru, Local Government House, 3-7 Drake Walk, Cardiff, CF10 4LG www.data.cymru 02920 909 *** name.name@data.cymru					
Adrian Smith	Data Systems Consultant	524			
Ana Harries	Improvement Consultant	568	🗨		PI enquiries 558
Andrew Stephens	Executive Director	501			07866 428736
Chris Beck	Web Consultant	503	🗨		07886 179153
Claire Rolph	Data Officer	529			07941 643170
Duncan Mackenzie	Senior Consultant – Partnership Support	527			
Daniel Cummings	Research Officer – Partnership Support	526			
Elizabeth Jones	Finance Assistant	541			07817 039404
Helen Williams	Receptionist & Personal Assistant	591	🗨		Or 500
Ieuan Wade	Data Officer	534	🗨		
Jack Roberts	Data Officer	571			
Jodie Phillips	Commercial Development & Communications Coordinator Dewis Administrator	535			07885 065588 07773 486891

Keely Jones	Statistical Consultant	507	🗨️		07735 439646
Leanne Teichner	Research Officer – Social Research	556			
Martin Edwards	Finance Manager	505	🔥	🇨🇭	07957 641809
Nicholas Hall	Web Development Consultant	592			
Richard Palmer	Assistant Director	502	🗨️		07866 428735
Rob Pascoe	Data Scientist	569			
Sam Sullivan	Head of Statistics and Research	581			07594 248071
Shaun O'Leary	Web Lead Consultant	504			07835 244280
Sion Humphreys	Systems Support Officer	506	🗨️		
Suzanne Draper	Senior Improvement Consultant	516			07920 768075
Tom Brame	Research Officer	570	🗨️		
Vitori Cartwright	Finance Assistant	523			07794 563267

Appendix C

WLGA Business Continuity Plan – Covid 19 Pandemic

This Appendix is added in response to the national emergency related to the Covid 19 (Coronavirus) pandemic.

Responding to the impact of the virus on the WLGA is fast moving and this plan will be regularly updated.

There are a range of risks to business continuity for WLGA and Data Cymru due to the pandemic. These include -

- Maintaining the safety of staff and visitors, reducing risk of virus transmission while conducting organisational business
- The potential requirement to close the office(following government and/or public health advice, which could be either short term (few days/week) to longer term (plans will be developed and reviewed regularly as advice changes)
- The impact on WLGA business of significant numbers of staff off sick or working from home.

There are at least five immediate operating challenges for the WLGA

- 1. Ensuring speedy and effective communication of key issues within the Association
- 2. Adapting decision-making processes to match the new challenges being faced
- 3. Identifying existing staffing resources which can be redeployed from non-critical activities to support the WLGA's response to member bodies and others
- 4. Revised stakeholder engagement to match developing situation
- 5. Maximising the Leader and Chief Executive's personal capacity to respond to ongoing developments

The WLGA has established a Coronavirus Coordination Team (CCT), made up of Senior Management Team members and other critical staff with the objectives to:

1. Determine clear strategic aims and objectives and review them regularly
2. Allocate financial, staffing and other resources accordingly
3. Develop and implement public and stakeholder communication plans - ensuring the right people have the right information at the right time
4. Be responsible for effectively implementing all agreed actions

The Head of Policy (Improvement and Governance) is undertaking the lead role in coordinating the work of the CCT and communications.

The following issues are being actioned as part of business continuity planning for the WLGA during a fast-changing situation and advice from Government.

Current

- Set up CCR contact list on Contacts
- Set up CCR Group on Teams
- All staff should now be working from home, unless with permission from SMT
 - Colleagues (particularly line-managers and teams) should ensure that they speak, preferably via video chat, at least daily to ensure regular personal and social contact.
 - Re-issue BBC guidance on Homeworking
 - All office phones to be forwarded to mobiles
- Switchboard (general number 029 20468600) – do we need it covered? If so someone could cover it in person, but we need to think about how to manage going forward. At the moment, I understand the phone will be forwarded to Jan's mobile phone, which I don't think is particularly fair as she's the only point of contact and she's a temp. Maybe instead have a recorded message to say 'Due to COVID 19, WLGA staff are working remotely and are not in the office. If you have a general enquiry, please send an email to enquiries@wlga.gov.uk. If you have a specific query or know the person you wish to contact, please visit the 'Whos Who' page on www.wlga.gov.uk'
- Resilience/Core staff cover –
 - CCR draw up a list of core contact details within WG re. key COVID 19 matters
 - All CCR staff should be copying in a designated policy colleague into all correspondence in case of illness/unavailability e.g. Social Services - Naomi & Stewart
- Ongoing Policy work
 - Managers to review ongoing work and prioritise around what needs to and can be done in current period
 - Consider rolling out a voluntary redeployment request, seeking volunteers to support LAs' emergency response.
- Ongoing Admin work
 - Admin staff support policy teams remotely as required
 - Central Admin
 - initial focus on data cleansing and updating the Contacts Database
 - Depending on length of crisis, we may need to agree that some staff have paid absence or redeployed to local authorities.

Lock-down and Office Closure

- Consider rolling out a voluntary redeployment request, seeking volunteers to support LAs' emergency response.
- Cleaners – Not needed if the office is closed.

To be reviewed by CCT and regularly updated to reflect changing circumstances and challenges as they arise.

Welsh Local Government Association

A Guide To Business Continuity Planning (BCP)

Introduction

Everyone hopes that they will not be affected by a major emergency / incident.

If we are affected, we hope that “someone, somewhere” will know what to do.

This is where business continuity planning comes in, best defined as:

“A management process that identifies potential impacts which threaten an organisation and provides a framework for building resilience with the capability for an effective response that safeguards the interests of its key stakeholders, reputation, brand and value-creating activities”. (Business Continuity Institute)

A high level WLGA overview business continuity plan (BCP) has already been developed, with a focus on communications, contact details and facilities management.

This Guide briefly describes the key characteristics of a BCP and how to go about writing such a Plan for your service area/s.

Whilst it is good business practice to have a BCP in place in advance of any emergency / incident arising, the occurrence of the coronavirus emergency has prompted the Association to put in place service level BCPs as soon as possible in a way which addresses issues related to coronavirus as well as any future emergencies / incidents which may arise.

It is important to note that every BCP should primarily focus on the effects of an incident, rather than the cause. During an emergency, the impact is usually more important than what caused the emergency.

There are a number of questions set out later in this document which require information about your services and the staff who currently deliver the services. Please do your best to put together as much of this information as quickly as possible, in consultation with all of your team members.

I'll be pleased to talk through personally with you any issues or queries. This will be very much a process of developing a first draft and then refining it over time.

In terms of timescale, though, it would be good to have a first draft developed for all services **by Tuesday 7th April 2020.**

Graham Jones
Strategic HR Director

Graham.Jones@wlga.gov.uk
07778 573091

Why Should I Use A Business Continuity Plan?

A BCP should be a set of instructions about what to do and what not to do when an emergency arises. It is about thinking ahead and planning for any emergency which might affect the business / organisation. The plan should set out details of the actions which allow key business activities to continue in the most difficult of circumstances.

Business continuity sits at the heart of building and improving the resilience of organisations. It is a tried and tested methodology that an organisation should adopt as part of its overall approach to managing risks and threats.

Put simply, business continuity is about anticipating the emergencies that could affect a business or organisation, and planning for them.

A BCP will identify all the requirements which are essential to keeping a business or organisation running, and will include processes to keep disruption to customers / stakeholders and employees to a minimum.

WLGA's Statement Of Business Continuity :

1. To ensure that all employees are competent to always fulfil their roles within the organisation, including through the provision of training and personal development opportunities
2. To review and revise all BCPs on a regular basis
3. To provide a general Plan on what to do in an emergency situation
4. To provide details of emergency contacts - staff / suppliers / customers / stakeholders
5. To ensure that the organisation can survive the impact of all risks and threats and restore "business as usual" at the earliest opportunity

What Type Of Incidents Should I Plan For?

Without business continuity, an emergency situation might result in:

- A failure to deliver services / products
- Loss of reputation
- Workforce issues
- Health and safety liabilities
- Contractual issues
- Financial / funding issues
- Non-compliance with constitutional and/or statutory requirements

When setbacks arrive in combination, the worst case scenario can eventually be business / organisational failure.

Common risks include -

Severe weather - for example, flooding caused by heavy rain / swollen rivers, or wind damage following a storm.

Theft or vandalism - theft of, or damage to, ICT equipment can be damaging. Similarly, vandalism of premises may not only be costly but also create health and safety issues.

Fire - few other situations have such potential to physically destroy a business.

Loss of utility - loss of power, water or broadband can have serious operational consequences.

ICT / communications systems failure - computer viruses, attacks by hackers and system failures will all cause a disruption to business processes.

Disruption to fuel supplies - might impact upon the organisation's travel arrangements and suppliers to the business / organisation.

Restricted access to premises - an inability to access Local Government House because of, eg, a gas leak or a serious building deficiency will be very disruptive.

Illness of key staff - in the event of any member of staff being absent from work due to illness or any other reason, consider how all such absences might be covered and, in particular, multiple absences.

Outbreak of a disease or infection - an outbreak of an infectious disease, eg a flu outbreak, can seriously deplete the workforce and/or present serious health and safety risks (the current outbreak of COVID-19 / coronavirus is one of the most serious such outbreaks imaginable).

Malicious attack - although not a common risk, it is worth considering the risk of a malicious incident (eg a protest group) depending on the nature of the business. It is possible that the business / organisation might be affected by an attack on an adjacent or shared building.

Major incidents affecting suppliers - how might alternative supplies / services be sourced?

Although some of these situations are more likely to occur than others, it is sensible to give consideration to all potential risks and threats.

Five Step Guide to Business Continuity Planning

Step 1: Analyse and understand the business

Step 2: Assess the risks

Step 3: Develop your organisation's strategy

Step 4: Develop the Plan

Step 5: Rehearse the Plan

Step 1: Analyse and understand the business

What is the purpose of your business / service?

Do you have up to date job descriptions and an organisational chart for your service?

Do you have access to all necessary staff personal information on file, including temporary and contract workers?

Make a note of the systems which are critical to your business / service. How and where will these operations be continued following a disruption?

Do you systematically copy / backup your electronic information?

Do you store your paper documents in secure and fireproof containers?

Are documented ICT security and data protection policies and procedures in place?

Are all computer users fully aware of e-mail and internet usage policies?

Do you know what to do and how long it would take to recover ICT / communications functions?

However well you understand your business / service, it will help to talk to other people.

Step 2: Assess the risks to your business

What could affect your business (internal & external)?

- Loss of ICT / communications facilities
- Significant data protection breach/es
- Power cuts
- Staff illness / departure
- Fire
- Flood / water leak
- Theft
- Inability to gain access to Local Government House

There are two aspects to every risk to an organisation's business -

- How likely is it to happen?
- What effect will it have on the business?

Business continuity planning will assist to address these issues.

What functions and people are essential, and when?

We all believe that our work is essential to our businesses. But, to make an effective business continuity plan, you need details of who needs to do what, when and where in the immediate aftermath of a specific disruption.

Step 3: Develop your strategy to deal with the identified risks

A strategy will protect your organisation's business and will identify -

- What actions are needed

- Why these actions are needed
- How these actions need to be carried out
- Who needs to perform these actions

Step 4: Develop your plan

Your BCP can be as simple as you want - the simpler it is, the more flexible it will be.

BCPs need to be flexible enough to be adapted to the specific incident that has occurred.

However, in some circumstances, incident specific plans are appropriate to address a significant threat or risk, for example, a pandemic plan, or a severe weather plan.

Visualise your plan

Continuity plans should - and will - look different for different businesses / organisations.

However, good BCPs share some important features.

- Make it clear that you have consulted throughout the business / service
- Use non-technical language that everyone can understand
- Make it clear who needs to do what, and who takes responsibility for what. You should always include deputies to cover key roles
- Where appropriate, use checklists that can be followed easily
- Agree how often, when and how you will check your BCP to make sure it is always a 'living document'
- Update your BCP to reflect changes in your organisation's personnel and in the risks you might face
- A good BCP will be simple without being simplistic. You will never be able to plan in detail for every possible event

Step 5: Test and update your plan

It is essential to update your BCP on a regular basis and each time something changes, for example, employee changes or changes in supplier / stakeholder contact details.

It is also important that the BCP is tested. Involve all of your staff and familiarise them with their roles and what to expect.

APPENDIX A

Business Continuity Plan (BCP) Template

Manager responsible for this BCP:

Who has contributed to the development of this plan? (please record names of everyone who has contributed to this BCP) -

Note: Where BCP information has already been included in the WLGA Corporate BCP Overview, please reproduce any necessary information in response to the questions which follow.

1. What is the (headline) name of the service area to be covered by this BCP?

Note: Managers have the discretion of covering the whole service with one BCP, or several BCPs, whichever makes most sense and whatever is easiest to write.

Service Area Description:

2. What is the (headline) purpose of your service?

Note: Answering this question will assist you to decide whether your service area should be covered by one, or more, BCPs.

Purpose of Service:

3. Please list below your description of each of the individual services covered by this BCP. Please also list the recipients of each of the services listed.

Ref. No.	Description of Individual Elements of Service	Recipients of Service/s
1		
2		
3		
etc		

4. Please list below the name, job title and contracted working hours (pw) of each of the individuals currently involved in delivering the totality of the services listed

above in Question 3. Please include permanent (P), temporary (T), secondee (S), agency (A) and consultancy (C.) staff.

Also, **for each job**, please enter YES or NO to indicate if an up to date job description is available (ie written or revised within the last 12 months).

Name	Job Title	Job Description (YES) / (NO)	Contracted hours pw	Category P / T / S /A / C

Note: Where job descriptions have not been reviewed for 12 months or more, relevant persons should be tasked to review and revise, as necessary.

Include details here of who has been requested to review which job description, and by when:

Please record information below about any employees currently on long term sick leave, on secondment (in or out), any planned recruits or any planned departures.

Name	Notes / Information
Employee A	
Employee B	
etc.	

Is any action needed in relation to any of the above employees with the aim of maximising resilience and capacity within the service? If yes, what action is required, by whom and by when?

5. Please list below an estimated average annual percentage of each individual's contracted working hours allocated (pre-coronavirus) to delivering each of the services listed in Question 3 above.

Name	Service 1	2	3	4	5	6	7	8 etc.
Employee A	%	%	%	%	%	%	%	%
Employee B	%	%	%	%	%	%	%	%
etc.	%	%	%	%	%	%	%	%

6. Please provide details below of any other persons within the WLGA and/or any persons / key partners outside the WLGA who play a significant role in delivering the services listed above, along with details of the roles played by all such persons / partners.

Name	Job Title / Organisation	Role

7. Who are your suppliers of key services and/or products?

Supplier details	Description of services / products

8. Please list below the details of each ICT / communications system which is used within this service area; please also set out details of how you will seek to continue to provide services if one or more of these systems becomes unavailable.

ICT / communications system	Contingency plan in the event of a systems failure

<i>eg Flexitime</i>	

9. Please describe here the characteristics of any significant data / database used by the service.

Description of data and data source/s	Is any action needed to ensure the security of this data? If YES, what action/s, and by whom?

10. Do you store your irreplaceable paper documents in a secure and fireproof container?

Description of paper documents	Currently stored in a secure and fireproof container? Yes / No?	Action needed? Yes / No?

11. Do you have copies of all irreplaceable paper documents offsite? Yes / No?

<p>Are any actions necessary?</p>
--

12. What service level agreements, legislative and/or regulatory obligations are applicable to the services which need to be provided?

Ref No	Details of current compliance requirements	What actions might be needed to relax or waive such requirements in the event of an emergency?
1		
2		
3		
etc		

13. Which of the following risks or threats might affect the delivery of your service?

Ref No.	Description of Risk / Threat	Risk - Likelihood L / M / H	Risk - Impact L / M / H
1	Loss of ICT / communications facilities		
2	Power cut		
3	Water leak		
4	Loss of broadband		
5	Fire		
6	Theft		
7	Inability to gain access to Local Government House		
8	Staff absence - unplanned or short notice departure of an individual		
9	Staff absence - flu epidemic / infectious disease		

14. What actions are you going to take to seek to prevent the foregoing risks / threats arising and, if they occur, to mitigate the impact?

Ref No.	Description of Risk / Threat	How To Prevent Happening?	How To Mitigate If Risk / Threat Materialises?
1	Loss of ICT / communications facilities		
2	Power cut		
3	Water leak		
4	Loss of		

	broadband		
5	Fire		
6	Theft		
7	Inability to gain access to Local Government House		
8	Staff absence - unplanned or short notice departure of an individual		
9	Staff absence - flu epidemic / infectious disease	please go to Question 15 below	please go to Question 15 below

15. Further to Question 4. above, please identify the five key responsibilities discharged by each named individual (ranked 1st to 5th in order of importance) prior to the coronavirus emergency and, secondly, provide details of each of the other persons in your team/s whom you believe have the knowledge, skills and ability to deputise for / discharge each of these responsibilities in the absence of the named individual.

Name	Top 5 Key Responsibilities	Potential Replacement/s
	1. 2. 3. 4. 5.	1. 2. 3. 4. 5.
	1. 2. 3. 4. 5.	1. 2. 3. 4. 5.
	1. 2. 3. 4. 5.	1. 2. 3. 4. 5.
	Etc.	

16. Within the context of the current coronavirus emergency, what actions have you taken to seek to ensure “business as usual” to the greatest extent possible in respect of the services referred to in Question 3?

eg homeworking

17. Within the context of the current coronavirus emergency, please briefly describe what barriers / difficulties have you experienced which have prevented you from delivering the services described in your response to Question 3?

eg school closures

18. Within the context of the current coronavirus emergency, please will you assess - to the best of your ability - the percentage of each of the services described in your response to Question 3 which are not currently being provided?

Ref. No.	Description of Individual Elements of Service	Approx. percentage of service <u>not</u> being delivered
1		
2		
3		
etc		

19. What new services / additional support is your team currently providing to the Association in response to the coronavirus emergency? Who is involved?

20. Within the context of the growing demands upon the WLGA to support its member organisations to the greatest extent possible during the current coronavirus emergency, what staffing resources - in terms of people / skills - might it be possible to be released from your team to carry out new role/s?

Who?	Key skills possessed?

Thank you.

Any queries, please email or call Graham Jones.