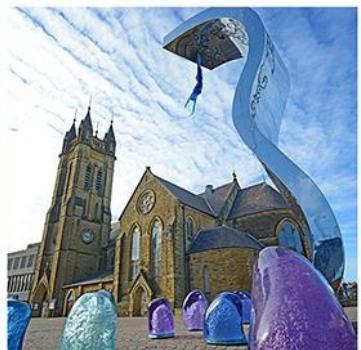


# Business Continuity Management

## Framework 2021 – 2025

Blackpool Council



# Business Continuity Management Framework

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## FOREWORD

Blackpool Council recognises that it provides services to the community and works in partnership with others in order to deliver the corporate priorities. It is vital that we are able to ensure that our services and resources are protected during incidents and disruptions. This will assist the Council in becoming more resilient and maintaining the reputation of Blackpool Council.

Linked with good risk management, business continuity will assist the Council in managing through disruptions in order to protect its staff, customers, resources and infrastructure. Through the implementation of the business continuity management framework we strive to ensure that the Council can respond effectively to disruptions and maintain its services.

The Council provides a diverse range of services both internally and to the community of Blackpool. These services are often critical to the livelihoods and well-being of the people in Blackpool and are fundamental to the success of the Council. In many cases there is a statutory duty placed on the Council to undertake services and activities.

It is important that managers recognise their roles and responsibilities in this area of risk as we strive to embed a good business continuity management culture throughout our services, activities and partnerships.



Neil Jack

Chief Executive

# Business Continuity Management Framework

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## INTRODUCTION

### POLICY

It is a statutory duty of Blackpool Council to meet its obligations under the Civil Contingencies Act (2004). This Act places seven wide-ranging duties on the Council and specifically two in relation to business continuity which are to:

- Put in place business continuity management arrangements,
- Provide advice and assistance to businesses and voluntary organisations about business continuity management.

Business continuity is not just about dealing with large scale disruptive events that may rarely happen. Having appropriate arrangements in place helps to build organisational resilience by embedding the process into day to day management activities and would therefore cover a range of disruptive incidents and events.

This policy is based around the Civil Contingencies Act (2004) and the accompanying statutory guidance ‘Preparing for Emergencies’, the Business Continuity Institute’s ‘Good Practice Guidelines’ and the International Standard ISO 22301:2012 Societal Security – Business Continuity Management Systems.

### AIM

To ensure that a coordinated and effective approach is adopted in relation to all business continuity management activities.

### SCOPE

All Council services need to adhere to this framework. They also have a duty to ensure that contractors delivering services on behalf of the Council have their own robust arrangements in place.

### OBJECTIVES

- To ensure that business disruptions are managed in a way that avoids or reduces their impacts on the Council and stakeholders.
- Protect our employees, information and assets.
- Identify the Council’s critical services.
- Ensure availability of resources to continue to deliver the critical services.
- Return to normal operations in a structured manner.

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## BUSINESS CONTINUITY MANAGEMENT METHODOLOGY

### MAJOR EMERGENCIES AND BUSINESS CONTINUITY

The services of the Council and that of its partners are subject to varying degrees and frequency of disruption. BCM provides the capacity for the Council to effectively react to these disruptions to ensure the continuity and recovery of services. Therefore BCM primarily focuses on internal issues.

The Council has a Major Emergency Plan (MEP) that covers the operational response of the Council to a major incident which tends to focus on events external to the Council.

Whilst an internal business continuity incident may develop out of an externally focussed emergency the two should not be confused.

### TRAINING AND SUPPORT

The Council's Risk and Resilience Team are able to offer training, familiarisation and support to managers that have business continuity responsibilities. The training and support on offer will vary according to the needs of individuals, the status of the BCM programme and any budget availability. The support on offer will ensure that individuals have the necessary knowledge and confidence to develop their business continuity arrangements and contribute to the overall BCM programme in order to enhance the Council's resilience.

### BCM STRATEGIC FRAMEWORK

This Business Continuity Management Strategic Framework sets out the hierarchy of plans and the key roles and responsibilities of Individual Officers, Services and or Groups within the Council. There are three types of business continuity plans in place including:

#### **Level 1 - Service Level Plans**

The service level business continuity plan (BCP) identifies and defines the critical services and provides both a fixed or flexible response to various disruptions that may be faced.

#### **Level 2 - Thematic Plans**

For some corporate areas which impact on all services thematic plans are in place including the ICT Business Continuity Guidance and Corporate Workplace Provision Contingency Plan.

#### **Level 3 - Corporate Level Plan**

The Corporate Business Continuity Plan contains a framework for the response to wide-ranging corporate disruptive incidents. The plan also contains the Council's Critical Activities / Functions. The Critical Activities and Functions list is derived from service level BCPs and is approved by the Corporate Leadership Team.

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## ROLES AND RESPONSIBILITIES

The following table details the key roles and responsibilities in relation to ensuring the ongoing success and support of the Business Continuity Management programme within the Council.

ROLE	RESPONSIBILITY
CORPORATE LEADERSHIP TEAM	<ul style="list-style-type: none"><li>• Ensure compliance with the Council's BCM Framework.</li><li>• Ensure business continuity implementation tasks are carried out for their Directorate.</li><li>• Approve the Critical Activities List for the Council.</li><li>• Participate in Strategic / Tactical level Business Continuity Exercises.</li><li>• Lead the Strategic Business Recovery Group when required.</li><li>• Convene a Directorate Level Business Recovery Group if required.</li></ul>
AUDIT COMMITTEE	<ul style="list-style-type: none"><li>• Ensure that services are accountable for progress against the business continuity programme.</li><li>• Provide oversight for ensuring that the Council meets its statutory obligations under the Civil Contingencies Act in relation to Business Continuity Management.</li><li>• Endorse the roll out of business continuity across all Council services as part of managing organisational risks.</li></ul>
CORPORATE RISK MANAGEMENT GROUP	<ul style="list-style-type: none"><li>• Assist in facilitating the implementation of BCM across the Council.</li><li>• Proactively campaign and communicate the value of BCM across their directorate and/or function.</li><li>• Ensure that there is a consistent approach to the implementation of the BCM Programme through the departmental and thematic Risk Management Groups.</li><li>• Discuss and review learning outcomes from BCP exercises at departmental and thematic Risk Management Groups to share learning and further strengthen arrangements.</li></ul>
RISK AND RESILIENCE TEAM	<ul style="list-style-type: none"><li>• Provide a Business Continuity Management Framework for the Council to follow with associated guidance.</li><li>• Provide a Business Continuity Plan and Business Impact Analysis template to be used across all Council services.</li><li>• Provide advice to managers when completing Business Continuity Plans.</li><li>• Coordinate and report on business continuity activities to CLT and Audit Committee to ensure that the Council meets the criteria laid out in the Civil Contingencies Act.</li><li>• Proactively campaign and communicate the value of BCM across the Council.</li></ul>

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<b>HEADS OF SERVICE</b>	<ul style="list-style-type: none"><li>• Support and participate in workshops, events, training or exercises as required by the Business Continuity Management programme.</li><li>• Identification of Critical Activities for their service.</li><li>• Responsible for ensuring each business function within their service is covered by a Business Continuity Plan and that this is approved, maintained and kept up to date.</li><li>• Responsible for ensuring each plan is tested on an annual basis and any lessons identified incorporated into the plan and reported to the Risk and Resilience Team.</li><li>• Be part of the Strategic / Tactical Business Recovery Group when strategic or tactical direction is required.</li><li>• Proactively work with contractors, suppliers and partners to promote business continuity.</li><li>• Practise and be prepared to execute your role as defined in your Business Continuity Plan.</li></ul>
<b>EMPLOYEES</b>	<ul style="list-style-type: none"><li>• Seek out and understand their role in business continuity as defined by their manager.</li><li>• Participate in BCM Workshops and training when invited.</li><li>• Support the work of managers in relation to ensuring BC arrangements are robust and resilient.</li><li>• Practise and be prepared to execute your role as defined in your team's Business Continuity Plan.</li><li>• Proactively look to mitigate risks of potential business exposures and vulnerabilities and report these as necessary.</li><li>• Appropriately escalate potential weaknesses in business continuity processes.</li></ul>

## BUSINESS CONTINUITY MANAGEMENT PROCESS

The BCM programme is co-ordinated by the Risk and Resilience Team. The programme acknowledges that although every service may not be critical, all services / functions are important to the wider community of Blackpool.

The programme acknowledges that the Council works in partnership with many organisations and commissions a number of services. Overall responsibility for those services that are contracted out remains with the Council and therefore contractors should be fully engaged to ensure appropriate business continuity arrangements are in place, especially in relation to the delivery of critical activities.

Business continuity is an essential and continuous business activity, not just a 'tick box' exercise. Planning for the management of personnel, system and business disruptions as well as recovery of these items is not a case of 'if' but 'when'.

Some services may be more critical than others at a time of crisis. In order to ensure the continued delivery of them, other services may need to be temporarily reduced or even suspended. To ensure each service has gone

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through a robust process to identify its critical activities, and to inform the completion of service BCPs, the BCM programme will aim to follow the principles of the BCM Lifecycle as illustrated below.



## PROGRAMME MANAGEMENT

BCM operates at three levels:

Strategic	Decisions are made and policy is determined.
Tactical	Operations are coordinated and managed.
Operational	Activities are undertaken.

Programme Management will follow the Plan-Do-Check-Act model as outlined below:

PLAN	Establish business continuity policy, objectives, targets, controls, processes and procedures relevant to improving business continuity in order to deliver results that align with the organisations overall policies and objectives.
DO	Implement and operate the business continuity policy, controls, processes and procedures.
CHECK	Monitor and review performance against business continuity policy and objectives, report the results to management for review, and determine and authorise actions for remediation and improvement.
ACT	Maintain and improve the BCPs by taking corrective action, based on the results of management review and testing.

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## ANALYSIS

Firstly, there is a need to identify the risks to delivering the Council's business. This takes the form of a risk register (please refer to the Risk Management Framework 2021-2025 for guidance) which must be in place to assess and monitor the likelihood and impact of service delivery risks.

A Business Impact Analysis should then be completed to assess how service objectives would be met should an incident occur and this forms part of the business continuity plan template. Analysis ensures that critical activities are clearly identified and prioritised depending on the impact of non-delivery. Interdependencies with other parties are also identified along with key resources.

The first stage of this process is to identify all activities which your service undertakes which is captured in the following format:

Recovery Timescale				
Cannot Fail	Within 24 hours	Within 48 hours	Within 7 days	More than 7 Days

Activity No.	Your key activities	How quickly you need to resume this activity	Recovery Timescale
1.			

Once all service activities have been identified the next stage is to determine which of these activities are considered a critical function. Critical functions are defined as the activities identified in the above exercise that cannot fail, cannot fail within 24 hours and cannot fail within 48 hours. In order to fulfil the critical functions and key priorities, the resources required to continue such activities to a minimum acceptable level the need to be captured:

Critical/Priority Function	People	Vehicles/Transport	Software & Data/Info	Hardware & Equipment	Suppliers/Stakeholders

Critical activities identified at this stage are included in the Council's critical activities list which is approved by the Corporate Leadership Team.

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## DESIGN

The next stage is to assess what controls need to be put in place to address the risk. Depending on how critical a service is and the resources available, a variety of strategies can be selected to mitigate or reduce the risk. Risk control usually requires managers to identify and implement controls to remove potential risks and hazards. The various options available are listed in the following table:

<b>Tolerate</b>	Do nothing and continue as planned. The ability to do anything may be limited or the cost of taking action may be disproportionate to the potential benefit gained.
<b>Treat</b>	Introduce control procedures to increase the chance of success.
<b>Transfer</b>	Share the exposure of risk via insurance or with a contractor. The relationship with a contractor needs to be carefully managed as it may not be possible to fully transfer all risks and some aspects might remain such as reputational risk.
<b>Terminate</b>	Withdraw from the activity if possible.

Various controls can then be developed around people, premises, resources and suppliers. By embedding business continuity into the service then any incident response structure will identify the various roles that staff undertake during an incident. The following table shows how this information is recorded in a service level business continuity plan:

<b>What internal/external threats are there to your critical activities?</b>	<b>What is the impact if they happen without any controls in place?</b>	<b>What can you do to reduce the threat?</b>
		<b>Include what is already in place plus any additional actions which may be required.</b>

There are a wide range of events which could result in disruption to service delivery including:

- Denial of access to premises
- Unable to leave premises
- Disruption to utilities
- Disruption to fuel supply
- Disruption to supply chain
- Industrial action
- Infectious diseases / pandemic
- Loss of ICT Services and/or telecommunications

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- Loss of key skills/expertise
- Severe Weather

Some points to consider when developing service level business continuity plans to respond to such incidents include:

Consequence	Things to consider
<b>Difficulty Accessing Premises or Buildings</b>	<ul style="list-style-type: none"><li>• Ensure contacts details for all staff are up to date, secure and available on and off site.</li><li>• Home working, where possible, and required staff have work that can be completed away from the main place of work at another location.</li><li>• Do you have established systems for staff to be able to work from home or another Council facility? Do all staff have their laptop with them?</li><li>• Relocation or back up site - ensure this is still current based on your plan, has anything changed, is it still available, fit for purpose?</li><li>• Can the service use teleconferencing, videoconferencing, web meetings or instant messaging?</li></ul>
<b>Loss of Key or Multiple Staff</b>	<ul style="list-style-type: none"><li>• Ensure key processes and procedures are well documented for others to follow.</li><li>• Determine which staff are critical to service delivery and ensure there is a level of resilience in the service so that functions can be covered if needed.</li><li>• Training / cross training of other staff to cover specialist roles.</li><li>• Can staff be temporarily used from other areas of the Council? How is this achieved?</li></ul>
<b>Failure / Breakdown of a Key Supplier / Supply Chain</b>	<ul style="list-style-type: none"><li>• Where possible can critical parts or spares be kept in stock?</li><li>• Are there alternative suppliers that you could use?</li><li>• Consider your suppliers and their business continuity arrangements when entering into contracts.</li><li>• Engage with suppliers to see what steps they are taking to flag up early any vulnerability that you may be able to work around by using alternative suppliers, stocking up, adjusting inspections or other works and services.</li></ul>

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<b>Power or other Utility Failure</b>	<ul style="list-style-type: none"><li>Where generators are installed, these are maintained, tested and available for use and the service has detailed knowledge of its operating limits (times / loading etc).</li><li>Have alternative methods of heating, lighting been explored and procedures developed for their procurement and deployment?</li><li>Consideration of a supply of bottled water if appropriate.</li><li>The consideration of relocation / back up sites.</li><li>Contacts numbers for utility providers, Property Services and other stakeholders are up to date.</li><li>Emergency grab bags are developed, if needed, and regularly checked to ensure they contain supplies appropriate to the service - torches, blankets, admin packs, key documents, business continuity plan and key contacts details.</li></ul>
<b>Disruption to transport / transport network</b>	<ul style="list-style-type: none"><li>Maintain a dialogue with HR over any necessary flexible working options for staff that have difficulty in getting to or home from work.</li><li>Consideration and/or promotion of alternative ways of customers accessing the service.</li><li>Identify whether events and meetings can be delayed to avoid people travelling or investigate how the travel time and distance can be reduced.</li></ul>

When dealing with an incident it is essential that services have a plan in place to communicate with service users and stakeholders. Points to consider include:

- Whether you are able to maintain a normal service, deliver your service at a reduced capacity or are forced to suspend it temporarily or move to a new location then consider how this is communicated to the people that need to know and that this is documented in your plan.
- Make effective use of the Communications Team and keep colleagues informed, especially Customer First.

## IMPLEMENTATION

This stage involves documenting the priorities, procedures, responsibilities and resources necessary to assist in managing a disruptive incident and the subsequent recovery back to normal operation. The output is a service level BCP that contains arrangements for the continuation of the Council's services to at least a minimal level and an agreed template is in place which can be located on the Hub.

Once each plan has been prepared they require Chief Officer approval. Then a copy of the approved plan should be uploaded to the relevant Risk Management SharePoint site. It is also recommended that those with a role in delivering the plan keep a hard copy off site.

## VALIDATION

Validation of the BCM programme is achieved by exercising and reviewing the BCPs in place. Plans must be reviewed on an annual basis, or before, if there is a significant change to the service, and copies uploaded to the Directorate

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Risk Management SharePoint sites which are monitored by the Risk and Resilience Team. Performance data in relation to how up to date plans are is reported to the Corporate Leadership Team and Audit Committee.

Head of Service are responsible for testing their plan annually. To do this the Head of Service needs to decide who needs to be involved and then arrange a date and time and suitable location for the test to take place. Once a date has been arranged for the test a suitable scenario should be developed for the test. This can be based on anything which could result in a business continuity incident occurring. **Appendix 1** of this document provides some example scenarios which can be used to undertake a test.

Once the plan has been tested the lessons learned should be reported to the Risk and Resilience Team. This should identify strengths and weaknesses of the plan using the prompts detailed in **Appendix 2**. The Risk and Resilience Team will use this information to inform corporate learning and Heads of Service should ensure that any areas identified for improvement are addressed in their service level business continuity plan.

## EMBEDDING BUSINESS CONTINUITY

Embedding business continuity must be an ongoing activity in order to integrate the process into strategic and operational Council business activities.

## FURTHER INFORMATION

For further information or support in relation to business continuity please contact the Head of Audit and Risk and the Risk and Resilience Team.

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## **APPENDIX 1 – BUSINESS CONTINUITY TESTING SCENARIOS**

### **Exercise 1 - Evacuation and Notification**

#### **Scenario (Part 1)**

- It is currently 12:30pm on a Thursday afternoon.
- A suspicious package has been found at your place of work.
- You have been asked to evacuate your office, and also ensure that visitors leave the building.
- The Emergency Services have been alerted.

1. How will you be notified that a suspicious package has been located and that you are to evacuate the building?
2. Where is your evacuation point that you and your visitors will relocate to?
3. Will you know which members of your team are in and out of the office?
4. Who will you notify
5. How will you notify them?

#### **Scenario (Part 2)**

- Your manager has been instructed to send staff home as the incident may go on for some time.
  - You were in a meeting during the evacuation and your belongings, including cash and keys, have been left behind.
  - Staff vehicles are within the cordon that has been established and cannot be accessed.
6. How will this be managed?
  7. Are arrangements in place for staff to get home if all of their belongings are in the building?

### **Exercise 2 - ICT**

#### **Scenario**

- The entire Council ICT network has suffered a catastrophic failure.
- Laptops have frozen and are not responding.
- Telephones are unavailable due to the network failure.

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- ICT Senior Management has advised all services to implement their Business Continuity Plans on the assumption that the network will be unavailable for several days.

1. What are your critical activities?
2. Which critical activities could not operate if the ICT network was unavailable?
3. Could any of your service continue to operate if the ICT network was unavailable and, if so, for how long?
4. What is your team's most vulnerable data? How is this protected?

## Exercise 3 - Buildings

### **Scenario**

- It's 7:00am on a Monday morning.
- Gale force winds have caused significant damage across Blackpool.
- Bickerstaffe House is inaccessible due to damage and a large number of surrounding properties have been deemed uninhabitable resulting in road closures and cordons.
- There is intermittent telephone and mobile telephone failure across the town.
- There is a large amount of street debris.
- High winds and torrential rain are expected to strike again within the next 48 hours.

1. What are your team's priorities?
2. Are your critical activities the same?
3. How will you notify stakeholders and in what order?
4. Where will you relocate to?

## Exercise 4 - Human Resources and Third Parties

### **Scenario**

- Public Health has confirmed that there has been a pandemic flu outbreak.
- Staff absence levels have reached 75%.
- There is potential for further staff to be absent due to them looking after sick relatives.
- The pandemic outbreak is expected to last for approximately 15 weeks.

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1. What are your team's minimum staffing requirements?
2. What staff skills are needed for the delivery of primary functions? Can staff act in a variety of roles, if required?
3. Who are your key contractors, partners and stakeholders?
4. What would happen if your contractors, partners and stakeholders failed to deliver?
5. What actions would you take to continue service delivery?

## Exercise 5 - Fire Damage

### **Scenario (Part 1)**

- It's a Thursday, normal working day around mid-morning (10:00am).
- After a long period of heavy rain, water has leaked through the roof and caused a short circuit in electrical wiring, igniting cladding in the attic. Fire breaks out and alarms activate within the building. The evacuation procedure is implemented.
- All staff arrive at the RVP safe and well. Flames are beginning to come through the roof. The fire service has been called and is on their way.

1. What are the immediate considerations?
2. Who has responsibility for:
  - a. liaison with fire service on arrival
  - b. Immediate staff welfare
  - c. Building security
  - d. Critical items inside the building
  - e. Finding alternative shelter
  - f. Communication with stakeholders, staff etc.
  - g. Media
3. Who is in charge?

### **Scenario (Part 2)**

- Its 10:20am, the fire service has arrived and are working to extinguish the blaze.
- There is concern that the fire may spread to an adjacent building, which contains gas cylinders and the fire service are placing a 200 metre cordon around the building. This means that all staff have to leave the RVP.

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- Several neighbouring buildings have seen the smoke and come to the building to find out what is going on.
- Families of staff members have started to ring in concerned.

4. What are the considerations now?

## Scenario (Part 3)

- It's 12:30am, the fire has been extinguished with smoke and fire damage to part of the main building.
- It is estimated that this facility will be out of commission for at least 10 weeks while repairs are made.
- Local press and TV have heard about the fire through social media and have come to the scene. They are asking for an interview with the head/manager and a member of staff.

5. Who will be giving interviews to the press?

6. How will you communicate with your customers and stakeholders?

7. Do you have another premise to work from?

## Scenario (Part 4)

- It's the next day. Part of the building has been lost to the fire.
- It is now estimated that repairs will take 15 weeks to complete, during which there will be noise and other disruptions around the building.
- The affected part of the building is not accessible. However equipment and supplies can be recovered from the unaffected part of the building.

8. You decided to send your staff home yesterday, how will you communicate with them today?

9. How will the migration of equipment to your back up premise be managed?

## Scenario (Part 5)

- It has been 15 weeks since the incident. The repairs are now complete and the building is ready for re-occupation.

10. How will the re-occupation be carried out?

11. What could you have done differently to stop this situation affecting you so much?

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12. What lessons have been learned?

13. How can this knowledge be used to improve your Business Continuity Plans?

## Exercise 6– Power Cut

### **Scenario (Part 1)**

- You arrive at your office on Thursday morning to find out that the storm force winds overnight appear to have caused a tree to fall across power-lines cutting off the electricity.
- Your office / building has no power.

1. What, if any, is the immediate impact on your service?

2. What are your initial priorities?

3. Are there any health and safety issues?

### **Scenario (Part 2)**

- It is now 11am and power has not been restored.
- You have been told that although work is underway to fix the problem as soon as possible power is unlikely to be available today.

4. What, if any, is the short term impact on your service?

5. What are your short time priorities?

6. What information would you now give to members of your team, where would they get this from and are all, including out of hour, contact details up to date?

7. What response and / or recovery plans are you going to initiate?

### **Scenario (Part 3)**

- Thankfully, power was restored overnight and by midday on Friday you are able to resume near normal activities albeit with a backlog of information to record electronically and several outstanding queries from customers.
- A couple of members of staff are burdened with most of these but others have offered to help.

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8. What, if any, is the long term impact on your service?
9. What are your long term priorities?
10. Are there any actions that you could take now to reduce the likelihood or impact of this happening in the future?
11. Does our business continuity plan have all the information you required to manage this scenario?

## Exercise 7 - Leak

### **Scenario (Part 1)**

- It is mid-morning and a problem has come up that affects your office facilities – the level of water in the toilets is raising and water is not draining from the kitchen sink.
- The problem has been reported to building maintenance who said that they would come to assess the issue within twenty minutes.

1. What, if any, is the immediate impact on your service?
2. What are your initial priorities?
3. Are there any health and safety issues?

### **Scenario (Part 2)**

- It is now 1pm.
- Maintenance staff escalated the drainage issue to contractors who should be coming to fix the problem.
- However water has begun leaking through into a storage area containing paper copies of important records and it is likely that the leak will continue for at least an hour before the contractor arrives.
- There is currently not threat to your ICT services.

4. What, if any, is the short term impact on your service?
5. What are your short term priorities?
6. What information would you now give to members of your team, where would you get this from and are all, including your out of hour contact details up to date?
7. What recovery plans are you going to initiate?

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## Scenario (Part 3)

- Two days later the damage has been repaired but several paper files were not salvageable.
- It is not yet clear which documents have been lost nor whether any of them were backed up with electronic files.
- Some of the files predate the current organisational structure and nobody remembers what might have been in them.

8. What, if any, is the long term impact on your service?

9. What are your long term priorities?

10. Are there any actions that you could take now to reduce the likelihood or impact of this happening in the future?

11. Does our business continuity plan have all the information you required to manage this scenario?

## Exercise 8 – Supply Chain

### Scenario (Part 1)

- Its mid-morning and a problem has come up that affects your primary supplier.
- They normally operate a just in time process but have phoned to say that they will not be able to deliver your expected consignment at lunchtime today.
- This is because thieves broke into their compound overnight, drained the delivery vehicles fuel tanks and filled them with sand.
- They think it will be several days before they can resume their deliveries to you but they will do their best to get something to you tomorrow.

1. What, if any, is the immediate impact on your service?

2. What are your initial priorities?

3. Are there any health and safety issues?

### Scenario (Part 2)

- It is now mid-afternoon and the supplier has phoned with an update.
- They have sourced alternative transport but that will only be available in 24 hours time.
- They are very sorry that they were unable to deliver till then but the original vehicles are being held by police pending forensic examination and there are no other suitably sized vehicles available in their area.

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- The vehicles are immovable and blocking their yard's entrance / exit route.

4. What, if any, is the short term impact on your service?

5. What are your short term priorities?

6. What information would you now give to members of your team, where would you get this from and are all, including your out of hour contact details up to date?

7. What recovery plans are you going to initiate?

## Scenario (Part 3)

- Two days later the supplier has just managed to get one partial delivery to you.
- They are now saying that it will be a week to return to normal operations as some of their drivers may be implicated in the crime and are suspended.
- Sourcing appropriately qualified drivers is proving difficult.

8. What, if any, is the long term impact on your service?

9. What are your long term priorities?

10. Are there any actions that you could take now to reduce the likelihood or impact of this happening in the future?

11. Does our business continuity plan have all the information you required to manage this scenario?

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## APPENDIX 2 – EXERCISE FEEDBACK FORM

Name:		Job Title:	
Chosen Exercise:		Date of Exercise:	
Team Business Continuity Plan Tested:			

LEARNING POINTS FROM THE EXERCISE	
•	
•	
•	
•	
•	
•	

AREAS FOR DEVELOPMENT WITHIN YOUR TEAM'S BUSINESS CONTINUITY PLAN	
AMENDMENT REQUIRED WITHIN BUSINESS CONTINUITY PLAN	TIMESCALE FOR COMPLETION OF AMENDMENT

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<b>ANY OTHER COMMENTS?</b>	