



Wealden Volunteering
79 High Street
Uckfield
TN22 1AS
01825 760019
office@wealdenvolunteering.org.uk

POLICY AND PROCEDURE

Business Continuity Plan

Policy Statement

Wealden Volunteering acknowledges that there will be occasions where situations occur that are outside of the organisation and individual's control which may have a negative impact on the delivery of its services. Wealden Volunteering, therefore, has a plan in place to ensure that in the event of an emergency or unplanned occurrence that the impact on our service delivery will be minimised. This plan does not only cover major disasters (eg total loss of a building) but also routine interruptions to service (e.g. computer loss through power cuts) or long term sickness of key volunteers or staff including trustees. It puts disaster planning in perspective and makes it more likely that disasters will be handled smoothly.

Aim of the Plan

To prepare Wealden Volunteering to cope with the effects of an emergency.

Objectives

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

Principles

The principles behind this plan are:

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

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

After Each Incident

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

- Business to return as normal
- Contact all affected parties, to advise them that the incident is over and things are back to normal

- Thank everyone involved, preferably by personal phone call or email
- Review the way we managed the incident and consider if we need to change anything – if so, change it in this document too.

How to assess risk

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

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

Business Impact Analysis

Critical Function Priority List

| PRIORITY | CRITICAL FUNCTION |
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| 1 | Key person not able to work either through death, accident or long term sickness Fire or flood at the Centre |
| 2 | Electricity or water failure at the Centre |
| 3 | Theft/Break in at the Centre |
| 4 | IT failure |
| 5 | Outbreak of infectious disease |

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| Identified Incident/Risk | Key person not able to work either through death, accident or long term sickness |
| Probability of it happening | Low |
| Impact – on our business | High |
| Likely Scenario | The CEO is involved in an accident resulting in being unable to work for a significant period and not being able to be contacted for the first month. |

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| Functions affected | The overall management of the organisation will be compromised. In the short term there will be issues such as board reports to organise, fundraising targets or key strategic meetings that might be missed and grant monitoring to complete as part of SLAs. In the longer term, the impact will be on the morale of staff and the sustainability of the whole organisation. With regards to a senior manager there will be entire work streams that will need to be managed and certain aspects of the work will need to be delegated. |
| Responsibilities | Chair would be first point of contact and, thereafter, delegated volunteers would take on responsibility. |
| Mitigation | The Board of Trustees and staff volunteers comprises of people who are all capable, to a degree, to take responsibility for delegated areas. |
| Constraints | In the case of long term absence for specialist areas, there would need to be consideration given to bring in additional paid expertise. |
| Resources | If it is necessary to bring in purchased back up this could become expensive and it would need to be reviewed after the first month for a more substantive alternative to be put in place. |
| Time | Effect on Service |
| 1 st week | Minimal as most functions can operate without strategic support in the short term. |
| 2 nd week | Could impact if specific areas of work need to be attended to – such as external meetings, payroll etc. However, most areas could be covered. |
| Up to 1 month | Could impact if specific areas of work need to be attended to – such as operating decisions, volunteer co-ordinating/training, payroll etc. However, most areas could be covered. |
| More than 1 month | Some disruption to some areas of work – particularly around finance, membership renewal and complex enquiries needing managerial decision – may need to buy in or find additional hours to keep abreast of the day-to-day work. |

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| Identified Incident/Risk | Inability to use Centre due to Fire or Flood, Vandalism |
| Probability of it happening | Low |
| Impact – on our business | Medium to high |
| Likely Scenario | Vandalism or electrical fault or burst pipe |
| Functions affected | Ability to communicate with staff, volunteers, members, users of the centre. Ability to carry out normal day to day functions including the office services which are a source of revenue. |

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| Actions to be taken | A temporary office function would need to be set up immediately. Access to a laptop and printer would be needed and may need to be brought in to a temporary location so that office services can resume. Calls would need to be made, on mobile phones if the VOIP system is offline, to all staff, volunteers etc. Calls would need to be made to key stakeholders who would be able to cascade information to members. Insurance Company contacted. Possibility of temporary additional office function at Fire Station. All other users would need to be relocated or work from home temporarily. |
| Responsibilities | CEO would need to mobilise all staff/volunteers to temporary office. Trustees would need to support process of communication. |
| Mitigation | Fire regulations are adhered to. No smoking on the premises. Fire fighting equipment is maintained. Premises comply with fire regulations and has been visited by Fire Officer. All electrical equipment is PAT tested and turned off at night. |
| Constraints | The organisation is constrained by the lack of a regular worker responsible for upkeep of the building. Repairs are dealt with at early stages. |
| Resources | Extra staff volunteers would need to support the first few weeks, but with the level of volunteer support that we have, the cost would be minimal. We may need to pay to replace equipment. Borrow resources from other contacts. |
| Time | Effect on Service |
| 1 st week | This would affect our office services, hearing aid batteries, walk ins, member displays and ability to promptly deal with enquiries and volunteer applications. |
| 2 nd week | Staff/volunteers would be encouraged to carry on 'business as normal' |
| Up to 1 month | Focus would be on getting systems set up to support service delivery |
| More than 1 month | Some disruption to service may occur, but more likely to be on the developmental side of the charity. |

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| Identified Incident/Risk | Electrical or water failure at Head office |
| Probability of it happening | Low to Medium |
| Impact – on our business | Medium |
| Likely Scenario | Planned works or unexpected loss of power |
| Functions affected | No IT systems or telephones (as they are VOIP depend on the internet). No heating (electric radiators) No Hot water, No electrical equipment functioning, No lighting. |

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| Actions to be taken | In the case of a planned works, staff will be notified and, where possible, will work from home. In the case of emergency, we would try to source an alternative venue to deliver our services if the failure was extended. In the case of unexpected loss of power, staff will identify work that can be carried out without power – filing, tidying etc. and these jobs will be given priority. An electrician would be sourced immediately to sort the issue out in the case of electrical failure – if water was the issue, we would contact Castle Water or Business Stream for outgoing water problems. |
| Responsibilities | CEO will make decision regarding Home Working. |
| Mitigation | All contacts are accessible to those with permission when working remote or in house. We have good working relationships with other venues and could ask for support. |
| Constraints | We cannot legislate for power companies planned works, or issues with regards to water. Resources No extra resources required. |
| Time | Effect on Service |
| 1 st 24 hours | No immediate effect identified for staff. |
| Up to 2 nd week | Staff would need to work from home – no immediate effect identified. Office services would be affected. |
| Up to 1 month | A system would need to be in place for an alternative phone number to be used for central calls to be received. |
| More than 1 month | A temporary office would need to be set up to ensure that functions requiring power were enabled – This could be sited at a number of venues – we have good relationships with local organisations and could request a space for temporary working. |

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| Identified Incident/Risk | Theft/Break into the Centre |
| Probability of it happening | Low |
| Impact – on our business | High |
| Likely Scenario | Break in through broken window at the front of building. Functions affected. Office administrative function would be impacted on. |
| Actions to be taken | Inform police. Identify loss and identify any confidential information lost. Make building secure. Inform insurance company. Source temporary or replacement equipment |
| Responsibilities | CEO and trustees. |
| Mitigation | The building is alarmed. Neighbours are vigilant and the centre is placed on the high street with passers by. |
| Constraints | The Centre is not open every full working day and is unmanned evenings and most weekends. |

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| Resources | Costs of repairing damage Excess on insurance policy Loss of un-insured items and incidental items. |
| Time | Effect on Service |
| 1 st 24 hours | Loss of productivity in administration as time spent by CEO to take actions. |
| 24-48 hours | Some loss of productivity and additional tasks regarding tidying up and sourcing replacement equipment |
| Up to 1 month | Some equipment may need to be borrowed in the short term. |
| More than 1 month | None identified |

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| Identified Incident/Risk | Failure of IT |
| Probability of it happening | Medium |
| Impact – on our business | High |
| Likely Scenario | Loss of access to network, Access to emails Access to shared database Access to printers |
| Actions to be taken | The Centre laptop would be put into use for access to network, email, printer and cloud drives if workstations are out of action. Workstations identified where linked computers can access printers. Call PS Tech for support. Initiate work from home if needed |
| Responsibilities | CEO |
| Mitigation | The main drive is backed up daily and can be downloaded. We have the support of an IT support service. |
| Constraints | We would be dependent on the response time from the IT support service |
| Resources | Cost of new equipment |
| Time | Effect on Service |
| 1 st week | Minimum disruption and loss of productivity from administrative team. |
| 2 nd week | Staff unable to communicate via work-based emails – some disruption in communication. |
| Up to 1 month | Would need to set up temporary emails |
| More than 1 month | Disruption in the office function, and office services. |

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| Identified Incident/Risk | Infectious disease outbreak |
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| Probability of it happening | Medium |
| Impact – on our business | High |
| Likely Scenario | Flu Pandemic |
| Functions affected | All aspects of services |
| Actions to be taken | Information out to all staff, volunteers and members with regards to protecting themselves/others Reinforcing best practice as advised by government. Relief staff list in place for covering sickness |
| Responsibilities | CEO and Trustees |
| Mitigation | Air filter in the Centre. Gloves, wipes, sanitiser available at all times. |
| Constraints | Cannot govern the actions of others who will come into contact with our stakeholders. |
| Resources | Printing and circulating of information |
| Time | Effect on Service |
| 1 st week | Staff shortages may occur, but these would be covered by relief staff list and may need to mobilise volunteers to support scheme |
| 2 nd week | Staff shortages may occur, but these would be covered by relief staff list and may need to mobilise volunteers to support scheme |
| Up to 1 month | Staff shortages may occur, but these would be covered by relief staff list and may need to mobilise volunteers to support scheme |
| more than 1 month | Staff shortages may occur, but these would be covered by relief staff list and may need to mobilise volunteers to support scheme |

Critical Functions yet to be identified

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

Key Contacts

Key contacts can be accessed by logging on remotely. However, listed in Appendix 2 are the key contacts that would need to be informed in the event of an emergency incident occurring that would impact on business continuity. This includes relief staff list.

APPENDIX 1 Emergency Response Checklist for use during emergency situation

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

| Action Item | Comments |
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| When | This checklist is to be used whenever a situation develops that would prevent the centre from opening normally or a centre-organised event from running normally. Such situations would include: a problem with the building or the surrounding area making access difficult; key staff or volunteers being unable to work; key suppliers or utilities (including technology) being disrupted; or a threat to the centre's reputation. |
| Who | <p>Action should be taken by the first person on scene to notify CEO or nominated trustee. Either the CEO or nominated trustee will then take appropriate actions and decisions and will also appoint an incident controller.</p> <p>Person on site is to call emergency services if required. Once key people are notified of the incident (CEO and trustees), they will take over the decision-making process and the allocation of tasks.</p> <p>A trustee sub committee already set up on WhatsApp will be used for prompt authorisations and to enable the trustees to act quickly within the plan. Everything will be logged in the WhatsApp group.</p> |
| Start a log of actions taken | <p>All decisions taken will be logged.</p> <p>Nominated trustee will use a formal logging process to capture:</p> <ul style="list-style-type: none"> • What time a decision was made |

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| | <ul style="list-style-type: none"> • Who was involved in making the decision and who had the final say • What information was known at that time (can be really important to track as information can come to light later that casts the decision in doubt but it may still have been a reasonable decision given the available information at the time) • How was the decision communicated to those who needed to act on it. • The trustees sub committee will use WhatsApp group to capture and log all the above. |
| Identify any damage and functions disrupted | <p>Identifying the damage and disruption can be combined into one step of assessing the situation. Steps before this include:</p> <ul style="list-style-type: none"> • Evacuate the building if necessary and meet at evacuation assembly point (this is located xxx) • Call 999 if necessary • Make the area safe if considered safe to do so (shut off utilities, prevent re-entry, consider a cordon) • Provide first aid if necessary • Convene the response / recovery team (see below) • If a trustee is present to use the WhatsApp group to notify other trustees. |
| Liaise with emergency services | Liaison is to be left to someone on scene, while others deal with the centre's response and recovery. |
| Convene response/recovery team | <p>The WhatsApp group which consists of key trustees and volunteers is the first point of contact for the response team in an emergency. This group also has a role in keeping everyone connected and up-to-date with centre business.</p> <p>Possible roles:</p> <ul style="list-style-type: none"> • Dealing with the incident itself – on scene liaison etc • Chairing stand-up meetings to make on the spot decisions • Logging • Dealing with PR and social media • Dealing with suppliers • Dealing with stakeholders • Dealing with BAU tasks whilst the rest of the team deals with the incident |

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| | <p>Some or all of these roles will have been assigned at the initial meeting of the response team.</p> <p>The response team is to be less than all of the trustees and this has been agreed to at a trustee meeting. The BOT also delegated authority to this sub committee.</p> |
| Provide information to staff/volunteers/members/trustees/other stakeholders | <p>Who needs to be contacted? What are their contact details or where can they be found? For suppliers etc, what are our account numbers?</p> <p>Suggestions for initial contact list:</p> <ul style="list-style-type: none"> • Trustees • Key volunteers (key-holders) • Town Council • Landlord's agent • Utility suppliers (gas, water, electricity) • PS Tech • Insurers • Anyone with appointments that day • Key holders of neighbouring properties. <p>Secondary contact lists:</p> <ul style="list-style-type: none"> • Mailing list of all members and volunteers • Other partner agencies • Organisers/attendees of upcoming events • Ashdown Radio • General public via mailing lists, social media and news releases |
| Decide on course of action | <p>Have a standing agenda for brief stand-up meetings of the response team. Decide on frequency of meetings and how they should happen (check-ins every 15 minutes via WhatsApp might be appropriate initially and then drop down frequency once the initial response actions are completed).</p> <p>Ensure that action items are all assigned a person responsible.</p> |
| Communicate decisions to all stakeholders | <p>Be clear on what "all stakeholders" means in this context. Each decision will have its own list of stakeholders. For example, the landlord is a stakeholder who should be notified about decisions regarding the building but is not a stakeholder in decisions involving technology or the welfare of staff/volunteers.</p> |
| Provide public information to | <p>Pre-agreed template press release is below and should only be sent out by xx.</p> |

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| maintain reputation and business | “There has been an incident at the Wealden Volunteering. Because of this incident, the Volunteer Centre will remain closed for the time being while we concentrate on the safety and welfare of our volunteers. We will provide more information soon.” |
| Arrange debrief Review business continuity plan | Ideally within 2-3 weeks so that memories remain fresh. Encourage all involved to make notes before the debrief session. Also consider how those affected can access any needed counselling and support. |