

Business Continuity Plan Guide for Australian Stoma Associations

Purpose

The purpose of a Business Continuity Plan is to assist an Australian Stoma Association (herein referred to as the organisation) to:

- *define and prioritise critical business activities*
- *plan and implement preventative measures to minimise critical business activity interruption*
- *detail an immediate response to unexpected events which are beyond the control of the organisation*
- *detail strategies and actions to be taken to restore critical business activities as rapidly as possible*
- *review and update this plan on a regular basis*

Objective

The objective of a Business Continuity Plan is to identify vulnerabilities and to develop strategies and responses to assist with the continuation of the business of the organisation during and following any critical incident that results in disruption to normal operational capability. The plan should be developed in association with the organisations Risk Management Plan.

Outcomes

The stated outcomes for the implementation of a Business Continuity Plan in the event of a critical incident may include:

- To maintain cash flow
- To protect vital records
- To protect workers and members
- To minimise loss
- To comply with legal requirements
- To maintain healthy relations with all stakeholders
- To provide ongoing access to supplies where necessary to provide for members with urgent or emergency needs.

Development

A Business Continuity Plan incorporates the Prevention, Preparedness, Response and Recovery (PPRR) framework. Each of the four key elements is represented by a part in the Business Continuity Planning Process.



Risk Management:

Incorporates the **Prevention** element that identifies and manages the likelihood and/or effects of risk associated with an incident.

The features of Risk Planning are:

- Risk Identification
- Risk Analysis
- Risk Evaluation
- Risk Treatment
- Monitoring and Review of Risk

Business Impact Analysis:

Incorporates the **Preparedness** element that identifies and prioritises the key activities of a business that may be adversely affected by any disruptions.

The features of Business Impact Analysis are:

- Identification of those critical activities that must be performed to ensure the organisation continues to operate effectively
- Identification of what resources are needed to carry out critical activities
- Identification of those events which may prevent a critical activity from being carried out

- Evaluation of the organisational impact of an interruption to one or more critical activities
- Development of strategies to reduce the likelihood of a business activity interruption occurring (Treatment)

Method:

Step 1 – Identification

The organisation should identify those activities that must be performed to ensure it continues to operate effectively.

Examples:

1	Distribution of orders to members
2	Submission of monthly claim to DHS
3	Payment of liabilities when due
4	Accessing of membership database
5	Placing orders with suppliers
6	Maintaining communication with all stakeholders

Using a Critical Business Activity Template (Appendix A), for each business activity listed above, the organisation should complete the following:

- Business Activity Name
- Business Activity Description
- Resources required to carry it out. Consider:
 - People
 - Money
 - Infrastructure
 - Permission
 - Control
- Events that could prevent it from being completed. For example:
 - Key staff unavailability eg: illness, accident
 - Damage to premises eg: fire/flood
 - Premises unavailable eg local area evacuation
 - Computer Network Failure
 - Extended power outage

Step 2 – Evaluation

For each business activity, the organisation should consider what the impact to the organisation would be if the activity could not be provided. Consider:

- Loss of Revenue
- Increased Costs
- Staffing
- Customer Service impact
- Fines or penalties due to missed deadlines
- Legal liability, personal damage, public harm
- Loss of good will/reputation

The organisation should also consider for what amount of time this business activity could be unavailable (either 100% or partial) before losses would occur.

Step 3 – Treatment

For each critical business activity and considering those events which could prevent the activity from being completed, the organisation should identify strategies to reduce the likelihood of an interruption occurring. Begin with those activities which have been identified through the business impact analysis process as being of the highest priority. Elements to be considered should include:

- People - succession planning, volunteer recruitment, staff training etc
- Money - financial controls, regular audit, fraud prevention, safe custody etc
- Information Technology – backups/disk image, preventative maintenance, surge protection etc
- Premises – fire protection, sprinkler systems, monitored alarm, CCTV
- Permission (compliance with SAS and all other laws)
- Control (governance)

Incident Response Planning:

Incorporates the **Response** element and outlines immediate actions to be taken to respond to an incident in terms of containment, control and minimising impacts

The features of Incident Response Planning are:

- Planning those actions which should be taken immediately a critical incident occurs.
- Delegation of response actions to key personnel

Step 3 – Plan Replacements

The organisation should identify those resources which will be required for the continuation of key activities following a critical incident. Trigger question: What do I need to be able to carry on my business in the short term in a alternative location if necessary? Consider:

- Temporary premises eg: sister association
- Communication eg: phone diversion to mobile
- Information Technology eg: computer software, backup, drive image
- People eg: contact details
- Money eg: bank account details, bank account passwords, business credit card
- Stock eg: supplier contact details

An essential element in this step is the preparation of a **GO pack** which is a pre-prepared pack containing all the critical information, documents and equipment required for business continuation . If there is damage to the building or if it must be evacuated and operations need to be moved to an alternative location, the “GO Pack” emergency kit can be picked-up and quickly and easily carried off-site or alternatively stored safely and securely off-site. Items that might be included are:

Documents:

- Disaster Recovery Plan (refer Appendix D)– your plan to recover your organisation in the event of a critical incident.
- Key Contact Sheet (Refer Appendix B)
- Emergency Response Checklist and Event Log (refer Appendix C)
- List of workers with contact details – include home and mobile numbers and e-mail addresses.
- Lists of supplier details.
- Contact details for emergency services.
- Contact details for utility companies.
- Building site plan (this could help in a salvage effort), including location of gas, electricity and water shut off points.
- Evacuation plan.
- Latest stock and equipment inventory.
- Insurance company details.
- Financial and banking information.
- Engineering plans and drawings.
- Local authority contact details.
- Headed stationery and company seals and documents.

Equipment:

- Up to date computer back-ups.
- Spare keys/security codes.
- Torch and spare batteries.
- Hazard and cordon tape.
- Message pads
- Marker pens (for temporary signs).
- General stationery (pens, paper, etc).
- Mobile telephone with credit available, plus charger.
- Dust and toxic fume masks.
- Disposable camera (useful for recording evidence in an insurance claim).

NB:

- ✓ Make sure this pack is stored safely and securely **on-site** or **off-site** (in another location).
- ✓ Ensure items in the pack are checked regularly, are kept up-to-date, and are working.
- ✓ Remember that cash/credit cards may be needed for emergency expenditure.

Disaster Recovery Planning:

Incorporates the **Recovery** element that outlines actions to be taken to recover from an incident in order to minimise disruption and recovery times

Refer:

- Sample Disaster Recovery Plan (Appendix D)

Rehearse, Maintain and Review:

Incorporates the **Review** element to ensure that the Business Continuity Plan remains current and appropriate at all times.

The organisation should test, regularly review and update the Business Continuity Plan to ensure that:

- all workers are familiar with it,
- it remains relevant and useful and
- it reflects changing business needs.

Appendix A

Critical Business Activity Template

Activity Name: _____

Activity Description:

What resources are required to complete this activity?

1. _____
2. _____
3. _____
4. _____
5. _____

What event/s could prevent this activity from being completed?

1. _____
2. _____
3. _____
4. _____
5. _____

What would be the impact if this activity could not be provided?

For what amount of time could this activity be unavailable (either 100% or partial) before the losses would occur? _____

Critical Business Activity Interruption Mitigation Strategies

1.

2.

3.

4.

5.

6.

7.

Comments:

Appendix B

Key Contact Sheet

Contact List – Internal

Person	Contact number/s	Email	Responsibilities

Contact List – External

Key contacts	Contact number/s
Police	
Emergency Services	
Ambulance	
Medical	
Security	
Insurance company	
Suppliers	
Water and Sewerage	
Gas	
Electricity	
Telephone	

Appendix C

Emergency Response Checklist

INCIDENT RESPONSE	✓	ACTIONS TAKEN
Have you: <ul style="list-style-type: none">assessed the severity of the incident?	<input type="checkbox"/>	
<ul style="list-style-type: none">evacuated the site if necessary?	<input type="checkbox"/>	
<ul style="list-style-type: none">contacted Emergency Services?	<input type="checkbox"/>	
<ul style="list-style-type: none">retrieved GO pack?	<input type="checkbox"/>	
<ul style="list-style-type: none">accounted for everyone?	<input type="checkbox"/>	
<ul style="list-style-type: none">identified any injuries to persons?	<input type="checkbox"/>	
<ul style="list-style-type: none">started an Event Log ?	<input type="checkbox"/>	
<ul style="list-style-type: none">contacted key persons?	<input type="checkbox"/>	
<ul style="list-style-type: none">activated staff members and resources?	<input type="checkbox"/>	
<ul style="list-style-type: none">gained more information as a priority?	<input type="checkbox"/>	
<ul style="list-style-type: none">briefed key staff/committee on incident?	<input type="checkbox"/>	
<ul style="list-style-type: none">allocated specific roles and responsibilities?	<input type="checkbox"/>	
<ul style="list-style-type: none">identified any damage?	<input type="checkbox"/>	
<ul style="list-style-type: none">identified critical business activities that have been disrupted?	<input type="checkbox"/>	
<ul style="list-style-type: none">understood and complied with any regulatory/compliance requirements?	<input type="checkbox"/>	
<ul style="list-style-type: none">initiated media/public relations response?	<input type="checkbox"/>	
<ul style="list-style-type: none">	<input type="checkbox"/>	

Appendix D

Sample Disaster Recovery Plan

A. Plan Distribution List

PLAN DISTRIBUTION LIST		
<p>(List who has a copy of your plan and where each copy is held. This will ensure that when you update the plan, you know who will need an updated copy)</p>		
Copy No.	Name	Location
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		

B. Key Contacts

Contact List – Internal

Person	Contact number/s	Email	Responsibilities

Contact List – External

Key contacts	Contact number/s
Police	
Emergency Services	
Ambulance	
Medical	
Security	
Insurance company	
Suppliers	
Water and Sewerage	
Gas	
Electricity	
Telephone	

C. Roles and Responsibilities

KEY STAFF - ROLES & RESPONSIBILITIES (In the event of an emergency, carry out the following actions)			
Name	Role	Contact	Responsibilities

D. Insurance Details

INSURANCE DETAILS			
Company	Contact	Tel. Number	Policy Ref.

E. Bank Account Details

BANK ACCOUNT DETAILS			
Bank	BSB	Account Number	Telephone

F. Offsite Recovery Location

OFF-SITE RECOVERY LOCATION (Alternative work place to organise your recovery from)	
Location	
Contact Numbers	
Contact Name	
Other	

G. Critical Records Location

BACK-UP INFORMATION/EQUIPMENT	
Back-up Computer records/data location	
Critical paper records/information location	
Emergency Pack location	

J. Other Important Contacts

OTHER IMPORTANT NUMBERS		
Company	Contact	Tel. Number

K. Notes

L. Recovery Plan

Critical Business Activities	Recovery Actions	Resource Requirements	Recovery Time Objective	Responsibility	Completed