CALIFORNIA DEPARTMENT OF CHILD SUPPORT SERVICES
P.O. Box 419064, Rancho Cordova, CA 95741-9064

January 31, 2006

<table>
<tr><td colspan="2">Reason for this Transmittal</td></tr>
<tr><td>[ ]</td><td>State Law or Regulation Change</td></tr>
<tr><td>[ ]</td><td>Federal Law or Regulation Change</td></tr>
<tr><td>[ ]</td><td>Court Order or Settlement Change</td></tr>
<tr><td>[ ]</td><td>Clarification requested by One or More Counties</td></tr>
<tr><td>[X]</td><td>Initiated by DCSS</td></tr>
</table>

CSS LETTER: 06-05

ALL IV-D DIRECTORS
ALL COUNTY ADMINISTRATIVE OFFICERS
ALL BOARDS OF SUPERVISORS

SUBJECT: REVISED SUBMISSION OF BUSINESS CONTINUITY PLANS

The purpose of this letter is to provide Local Child Support Agencies (LCSA) with updates regarding Business Continuity Management Plans. CSS Letter 05-34, issued November 22, 2005, instructed LCSAs to submit completed Business Continuity Plans to the department no later than March 31, 2006. This letter clarifies the requirements for local business continuity planning and what is required to be submitted to the Department of Child Support Services (DCSS).

In an effort to maintain state-wide consistency, DCSS has developed an updated Business Continuity Plan (BCP) Template for LCSAs. This template, once fully completed will become each agency's Business Continuity Plan (BCP). LCSA are required to have plans in place for the continuity of operations in the event of a major disruption. The BCP must be kept current, exercised, and improved as an ongoing workload responsibility. The BCP Template is a step-by-step guide to developing a full business continuity program.

DCSS has determined that the LCSAs are required to send a small subset of the BCP to the department in order to meet the department's requirements. Two sets of documents are posted with this letter that include the entire BCP template as well as the instructions and forms to be submitted to DCSS and the dates they are due. Below are some details of each document.

1) *LCSA_BCP Instructions.doc* - This document outlines the minimum requirements to be submitted to DCSS, including the due date for each form. The forms identified in this document are to be completed and submitted to DCSS on or before their respective dates. Instructions for submittals, including password protection of the confidential documents, are provided in the *LCSA BCP Instructions* document.

2) _LCSA BCP Template ver1.0.doc_ - The Business Continuity Plan (BCP) Template. This template is to be completed and kept in a secure location (as per the instructions in the BCP Template) by each LCSA.

If you have any questions or concerns regarding this matter, please contact Devin Holmes at (916) 464-3222.

Sincerely,

/s/ Joan Obert

JOAN OBERT
Deputy Director

cc: Regional Administrators

LCSA Business Continuity Plan Instructions

1.0 Objective

This document will outline the dates and set of documents needed to be delivered to DCSS in order to meet the minimum requirements.

2.0 Requirement reference(s)

State ADP Security Components 45 CFR Part 95, Subpart F, Section 5.621.

3.0 Dates and Forms

In an effort to simplify the delivery process, an electronic password protected document should be emailed to Devin.Holmes@dcss.ca.gov. on or before the due dates below. *(See section 4.0 for password-protection instructions)*

3.1 Due on March 31st, 2006

1. FORM 2.7.1 Key IT Personnel and Emergency Contact Information

2. FORM 2.8.1 Key IT and Communications Suppliers and Maintenance Engineers

3.2 Due on April 31st, 2006

3. FORM 3.2.1 Key Personnel Responsible for Handling Emergency Procedures

4. FORM 5.5.1 Customer Service Back-up and Recovery Strategy

5. FORM 6.1.1 Functional Organization Chart

3.3 Due on May 31st, 2006

6. FORM 6.3.1 Key Personnel and Emergency Contact Information

7. FORM 6.4.1 Key Suppliers and Vendors and Emergency Contact Information

8. FORM 10.2.2.3 Roles & Responsibilities of Individual Employees for Facilities [Property] Recovery Management

3.4 Due on June 30th, 2006

This checklist should be submitted after all forms have been completed.

9. BCP Checklist to Meet Minimum Requirements

4.0 Instructions to password- protect a Word document

Step 1: Complete the form

Step 2: Click on Tools

Step 3: Click on Options

Step 4: Click on the Security TAB

Step 5: Type in your password in the "Password to open" section ONLY

Step 6: Re-Type your password and click the OK button

Step 7: Save the document.

Step 8: Email the encrypted document to: Devin.Holmes@dcss.ca.gov.

Step 9: Phone Devin Homes @ 916-464-3222 to provide the password

√	**BCP CHECKLIST TO MEET MINIMUM REQUIREMENTS** **For the complete explanation for each item please refer to the full BCP template**
	1.3 Loss of Utilities and Services
	1.4 Equipment or System Failure
	1.5 Serious Information Security Incidents
	1.6 Other Emergency Situations
	2.0 Business Risk Assessment
	2.1 Key Business Processes
	2.2 Establish Time-Bands for Business Service Interruption Measurement
	2.3 Financial and Operational Impact
	2.4 IT and Communications
	2.5 Specification of IT and Communications Systems and Business Dependencies
	2.6 Key IT, Communications and Information Processing Systems
	2.7 Key IT Personnel and Emergency Contact Information
	2.8 Key IT and Communications Suppliers and Maintenance Engineers
	2.9 Existing IT Recovery Procedures
	3.0 Existing Emergency Procedures
	3.1 Summary of Existing Procedures for Handling Emergency Situations
	3.2 Key Personnel Responsible for Handling Existing Emergency Procedures
	3.3 External Emergency Services
	4.0 Premises Issues
	4.1 Responsibility and Authority for Building Repairs
	4.2 Back-up Power Arrangements
	5.0 Preparing for a Possible Emergency
	5.1 Back-up and Recovery Strategies
	5.2 Alternative Business Process Handing Strategy
	5.3 IT Systems Back-up and Recovery Strategy
	5.4 Premises and Essential Equipment Back-up and Recovery Strategy
	5.5 Customer Service Back-up and Recovery Strategy
	5.6 Administration and Operations Back-up and Recovery Strategy
	5.7 Information and Documentation Back-up and Recovery Strategy
	5.8 Insurance Coverage
	11.0 Testing the Business Recovery Process
	11.1 Planning the Tests
	11.2 Develop Objectives and Scope of Tests
	11.3 Setting the Test Environment
	11.4 Prepare Test Data
	11.5 Identify Who is to Conduct the Tests
	11.6 Identify Who is to Control and Monitor the Tests
	11.7 Prepare Feedback Questionnaires
	12.0 Business Process Recovery Testing Phase -Carrying Out The Tests
	12.1 Business Process Recovery Testing Phase – Controlling and Monitoring the Tests
	12.2 Prepare Budget for Testing Phase
	12.3 Training Core Testing Team for each Business Unit
	13.0 Conducting the Tests
	13.1 Test each part of the Business Recovery Process
	13.2 Test Accuracy of Employee and Vendor Emergency Contact Numbers
	13.3 Assess Test Results

FORM 2.7.1 Key IT Personnel and Emergency Contact Information

The following is a list of the key IT personnel and emergency contact information to ensure that that the persons responsible for back-up and recovery of specific systems can be quickly contacted in the event of disruption to normal business operations. *[See example in Section 2.7 of the BCP template]*

NAME OF IT SYSTEM	NAME OF KEY STAFF	NORMAL CONTACT DETAILS	EMERGENCY CONTACT DETAILS

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

FORM 2.8.1 Key IT and Communications Suppliers and Maintenance Engineers

The following contains a list of the key IT and communications suppliers and maintenance engineers, together with their emergency contact information, to ensure that they can quickly be contacted in the event of an emergency. It is important that the required response times and levels of service have been formally contracted with these suppliers. (It is recommended that quotations are obtained for the desired level of service, and a simple cost benefit analysis undertaken to quantify costs based on projections of the revenue which would be lost following an interruption to normal service levels during an emergency.) *[See example in Section 28 of the BCP template]*

NAME OF IT SYSTEM	VENDOR/MAINTENANCE SUPPORT FIRM	CONTRACTED MINIMUM RESPONSE TIME	NORMAL CONTACT DETAILS	EMERGENCY CONTACT DETAILS

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

FORM 3.2.1 Key Personnel Responsible for Handling Emergency Procedures

Contact details for the key personnel responsible for **handling emergency procedures** are listed below. This would include procedures for evacuation, health and safety, first aid and hazardous material etc. These persons are familiar with the implementation of these procedures, and have received any necessary training for handling technical or specialized tasks. *[See example in Section 3.2 of the BCP template]*

EMERGENCY PROCEDURE	TITLE OF RESPONSIBLE OFFICIAL	NAME	NORMAL CONTACT DETAILS	EMERGENCY CONTACT DETAILS

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

FORM 5.5.1 Customer Service Back-up and Recovery Strategy

It is critical to be able to continue to provide an adequate level of service to the LCSA's customers throughout an emergency, and this area has therefore been treated as a high priority when considering the preferred back-up and recovery strategy. Customer relations' management has also been considered, so that in the event of an emergency, affected customers may be immediately notified of the potential impact on services.

CUSTOMER ACTIVITIES (IN ORDER OF PRIORITY)	AGREED BACK-UP AND RECOVERY STRATEGY	POTENTIAL IMPACT OF SERIOUS DISRUPTION

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

FORM 6.1.1 Functional Organization Chart

A list of the LCSA's key managers and staff, together with a chart showing the functional structure of the LCSA, are shown below. This information will allow identification of responsibilities and dependencies in the early stages of an emergency. *[See example in Section 6.1 of the BCP template]*

NAME	JOB TITLE	DEPARTMENT OR UNIT

(Use cut and paste facility to add further entries)

A chart showing the functional structure of the LCSA is as follows:

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

FORM 6.3.1 Key Personnel and Emergency Contact Information

The following is a list of those key personnel responsible for the business and support functions who should be contacted, as appropriate, in the event of an emergency. *[See example in Section 6.3 of the BCP template]*

NAME	POSITION	FUNCTIONAL AREA	PROCEDURE OR SYSTEM FOR WHICH RESPONSIBLE	NORMAL CONTACT DETAILS	EMERGENCY CONTACT DETAILS

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

FORM 6.4.1 Key Suppliers and Vendors and Emergency Contact Information

Listed below are the LCSA's key suppliers who may need to be contacted in the event of an emergency. In the event of these regular suppliers not being able to provide the goods or services required in an emergency, an alternative list of suppliers has also been drawn up. *[See example in Section 6.4 of the BCP template]*

1.   REGULAR SUPPLIERS

NAME OF SUPPLIER	KEY GOODS OR SERVICES PROVIDED	NORMAL CONTACT DETAILS	EMERGENCY CONTACT DETAILS

(Use cut and paste facility to add further entries)

2.   ALTERNATIVE SUPPLIERS

NAME OF SUPPLIER	KEY GOODS OR SERVICES PROVIDED	NORMAL CONTACT DETAILS	EMERGENCY CONTACT DETAILS

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

10.2.2.3 R&R of Individual Employees for Facilities Recovery Management

This form summarizes the roles, responsibilities and contact information for property management recovery. *[See example in Section 10.2 of the BCP template]*

NAME	DEPARTMENT	POSITION
ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:		
ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:		
ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:		
ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:		
ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:		
ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:		
ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:		

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

LCSA Business Continuity Plan Template V1.0a

January 31st 2006

<p style="text-align:center">**TABLE OF CONTENTS**</p>

LCSA Business Continuity Plan Template

TABLE OF FORMS

LCSA Business Continuity Plan Template

LCSA Business Continuity Plan Template

1.0 Assessing Business Risk and Impact of Potential Emergencies

A key part of the BCP Process is the assessment of the potential risks to the business that could be caused through disasters or emergency situations. It is necessary to consider all the possible incidents and the impact each may have on the local child support agencies (LCSA's) ability to continue to deliver its normal business services. This section of the BCP will examine the possibility of serious situations disrupting the business operations and the potential impact of such events.

1.1 Environmental Disasters

- FLOOD

Floods result from thunderstorms, tropical storms, snow thaws or heavy and prolonged rainfall causing rivers to overflow their banks and flood the surrounding areas. Floods can seriously affect buildings and equipment causing power failures and loss of facilities and can even result in injury or death.

- EARTHQUAKE

Earthquakes are caused by a shifting of the earth's rock plates beneath its surface resulting in violent shaking and movement of the earth's upper surface. Severe earthquakes can destroy power and communication lines and disrupt gas, water and sewerage services. Significant damage to structures can occur including total collapse of buildings, bridges or other elevated structures. Earthquakes can also bring landslides, damage to dams, and aftershocks and resulting damage can hinder rescue efforts. In addition to being trapped in a collapsing building, of particular danger to human life is the possibility of falling glass or other objects.

- FIRE

Fires are often devastating and can be started through a wide range of events, which may be accidental or environmental. The impact on the business will vary depending on the severity of the fire and the speed within which it can be brought under control. A fire can cause human injury or death and damage can also be caused to records and equipment and the fabric or structure of premises.

1.2 Organized and/or Deliberate Disruption

- LABOR DISPUTES/INDUSTRIAL ACTION

This disruptive threat is the withdrawal of labor or working to rule usually organized by a union to which employee groups may belong. It can follow a dispute between the workers and the management of a company, which has not been resolved. A withdrawal of labor is often accompanied by picketing across the entrance of the company's premises to try to discourage anyone from entering. This sort of action is highly disruptive to the business and normally results in a shutdown of the business until the dispute is resolved.

- ACT OF TERRORISM

Acts of terrorism include explosions, bomb threats, hostage taking, sabotage and organized violence. Whether this is perpetrated through a recognized terrorist organization or a violent protest group, the effect on individuals and business is the same. Such acts create uncertainty and fear and serve to de-stabilize the general environment.

1.3 Loss of Utilities and Services

- ELECTRICAL POWER FAILURE

All LCSA's depend on electrical power to continue normal operations. Without power the LCSA's computers, lights, telephones and other communication medium will not be operational and the impact on normal business operations can be devastating. All LCSA's should be prepared for a possible electrical power failure, as the impact can be so severe. Data can be lost, customers can be lost and there can be a serious impact on revenue.

Pre-planning is essential as a regional outage can cause a shortage of back up electrical generators. Consideration should be given to installing UPS systems to avoid brownouts.

- COMMUNICATIONS SERVICES BREAKDOWN

Most businesses are fully dependent upon their telecommunications services to operate their normal business processes and to enable their networks to function. A disruption to the telecommunications services can result in business losing revenue and customers. The use of cell-based telephones can help to alleviate this but the main reliance is likely to be on the land based lines.

1.4 Equipment or System Failure

- INTERNAL POWER FAILURE

An internal power failure is an interruption to the electrical power services caused through internal equipment or cabling failure. This type of fault will need to be repaired by a qualified electrician and delays will inevitably impact on the business process. Where particularly serious faults have occurred, such as damage to main cables, the repairs could take some time and could have a severe effect on the business.

- AIR CONDITIONING FAILURE

An air conditioning (AC) failure could have serious consequences where the AC unit is protecting particularly sensitive equipment such as a main computer-processing unit, and the rise in temperature could cause the equipment to fail and be damaged. It can also affect the workforce as conditions in buildings can become extremely uncomfortable with a significant rise in temperatures and where the staff is adversely affected. Portable AC equipment may possibly be used as back up.

1.5 Serious Information Security Incidents

- LOSS OF RECORDS OR DATA

The loss of records or data can be particularly disruptive where poor back up and recovery procedures result in the need to re-input and re-compile the records. This is normally a slow process and is particularly labor intensive. This can result in an increase in costs through additional working hours and a great deal of embarrassment where information is unexpectedly not available.

- IT SYSTEM FAILURE

With the almost total level of dependence on IT systems within the vast majority of businesses, a failure to these systems can be particularly devastating. The types of threats to computer systems are many and varied, including hardware failure, damage to cables, water leaks and fires, air conditioning system failures, network failures, application system failures, telecommunications equipment failures etc.

1.6 Other Emergency Situations

- NEIGHBORHOOD HAZARD

A neighborhood hazard is defined as a disruptive event in the close vicinity, which directly or indirectly affects your own premises and employees. An example would be seepage of hazardous waste from a neighboring factory or the escape of toxic gases from a local chemical plant. Health and safety regulations require that the LCSA's take suitable action to protect its employees. This may have severe disruptive implications for the business particularly where it can take some time to clear the hazard.

- WORKPLACE VIOLENCE

Acts of violence in the workplace can affect morale, absenteeism, create fear and uncertainty and increase the rate of turnover of employees. This can have a significant affect on productivity and could also result in claims for workers compensation, harassment claims and a need for increased security measures. Statistically, this type of incident is especially prevalent at organizations which have recently merged or are being re-sized or restructured where there are regular threats of industrial action, or where permanent employees have been replaced with temporary employees.

FORM 1.0.1 Environmental Disasters

The BCP Project Team has examined each potential environmental disaster or emergency situation. The focus here is on the level of business disruption, which could arise from each type of disaster.

Potential environmental disasters have been assessed as follows.

POTENTIAL DISASTER	PROBABILITY RATING (SEE TABLE BELOW)	IMPACT RATING (SEE TABLE BELOW)	BRIEF DESCRIPTION OF POTENTIAL CONSEQUENCES

(Use cut and paste facility to add further entries)

PROBABILITY RATING		IMPACT RATING	
SCORE	LEVEL	SCORE	LEVEL
1	VERY HIGH	1	TERMINAL
2	HIGH	2	DEVASTATING
3	MEDIUM	3	CRITICAL
4	LOW	4	CONTROLLABLE
5	VERY LOW	5	IRRITATING

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

2.0 Business Risk Assessment

It is necessary for the BCP Project Team to assess the criticality of all the LCSA's business processes and to determine the impact and consequences of loss of service or a reduction in normal customer service levels.

The Business Continuity Plan will contain information on the threats to normal service levels and the impact on profitability and continued viability. This section lists the key business areas and assesses the risks that could affect each of the business processes.

2.1 Key Business Processes

The BCP should include a descriptive list of the LCSA's key business areas. This list should be in order of importance to the business and each item should include a brief description of the business process and main dependencies on systems, communications, personnel, and information/data.

Areas to be considered could include:

- E-commerce processes
- E-mail based communications
- Other on-line real-time customer services
- Production processes
- Quality control mechanisms
- Customer service handling
- Maintenance and support services
- Sales and sales administration
- Finance and treasury
- Research and development activities
- Human resources management
- Information technology services
- Premises (Head Office and branches)
- Marketing and public relations
- Accounting and reporting
- Strategic and business planning activities
- Internal audit

FORM 2.1.1 Key Business Processes

The following is a descriptive list of the LCSA's key business areas, in order of importance to the business, together with a brief description of the business process and main dependencies.

KEY BUSINESS AREA *(IN ORDER OF IMPORTANCE)*	BRIEF DESCRIPTION OF BUSINESS PROCESS	MAIN DEPENDENCIES
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
11		
12		
13		

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

2.2 Establish Time-Bands for Business Service Interruption Measurement

It is necessary to establish standard time-bands for measuring periods when, during an emergency, normal business services could become unavailable. These time-bands are then applied to each key business process and an assessment made of the financial and operational impact for outages. A suggested structure is as follows:

TIME BAND	PERIOD OF MEASUREMENT
1	Up to 2 hours
2	2 – 24 hours
3	24 – 48 hours
4	2 – 5 days
5	More than 5 days

FORM 2.2.1 Establish Time-Bands for Business Service Interruption Management

Time-bands for measuring periods when normal business services are unavailable have been established, as follows. These periods of measurement are applied to each key business process and an assessment made of the financial and operational impact for outages later in the Plan (*See Financial and Operational Impact Pg 10*).

TIME BAND	PERIOD OF MEASUREMENT
1	
2	
3	
4	
5	

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

2.3 Financial and Operational Impact

For each individual key business process it is necessary to make an assessment of the financial and operational impact of disruption to normal business operations. For each business process, complete a matrix analysis similar to the one below, marking each box where a *"significant impact"* is likely.

	< 2 HOURS	2-24 HOURS	24–48 HOURS	2-5 DAYS	> 5 DAYS
BUSINESS PROCESS:					
Impact on Customer Services					
Loss of Customers					
Loss of Revenue					
Potential Additional Costs of Recovery					
Exposure to Penalty Clauses					
Exposure to Possible Litigation					
Loss of Key Information					
Negative Financial Impact					

For each of the time-bands the financial impact should also be quantified. This should be assessed based on anticipated lost revenue plus projected costs of recovery.

The definition of *"significant impact"* may differ depending upon the requirements of each LCSA's but should represent a level where customers will notice the outage and may receive an inadequate level of service response.

FORM 2.3.1 Financial and Operational Impact

For each key process it has been necessary to make an assessment of the operational and financial impact of disruption to normal business operations. The financial impact has been assessed based on anticipated lost revenue plus projected costs of recovery.

1.   ASSESSMENT OF OPERATIONAL IMPACT

MARK EACH BOX WHERE A "SIGNIFICANT IMPACT" IS LIKELY TO OCCUR

BUSINESS PROCESS	TIME-BAND				
	1	**2**	**3**	**4**	**5**
	<VALUE>	*<VALUE>*	*<VALUE>*	*<VALUE>*	*<VALUE>*

(Use cut and paste facility to add further entries)

2.   ASSESSMENT OF FINANCIAL IMPACT

INDICATE IN RELEVANT BOX THE POTENTIAL FINANCIAL COST WHERE A "SIGNIFICANT IMPACT" HAS BEEN IDENTIFIED IN TABLE 1. ABOVE

BUSINESS PROCESS	TIME-BAND				
	1	**2**	**3**	**4**	**5**
	<VALUE>	*<VALUE>*	*<VALUE>*	*<VALUE>*	*<VALUE>*
(LIST PROCESSES AS IN 1. ABOVE)					

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

LCSA Business Continuity Plan Template

2.4 IT and Communications

Of particular importance when considering business risks and the impact of potential emergencies is the disruption to, and availability of, IT services and communications. The level of dependency that most LCSA's have on IT and communications systems and the nature of customer services which are often on a 24/7 basis, has meant that it is essential that LCSA's are able to keep their IT networks and communications systems operational at all times. This section examines some of the issues to be considered when assessing the level of risk associated with IT services and communications.

2.5 Specification of IT and Communications Systems and Business Dependencies

The BCP should contain a detailed specification of the main IT business processing systems and network configurations. For larger LCSA's with complex IT systems it may be appropriate to locate these specifications in an appendix to the main document. In the event that the detailed specifications are particularly lengthy, include in this section of the BCP a graphical representation of the critical system components together with a list of the key IT system components. This list should include the key business processes that are dependent upon each critical system component.

It is important that the system specification and representative diagrams are accurate and that they are updated if they are not currently fully up to date. It is also important that these specification documents are updated each time the IT systems are modified.

The following format is suggested for Hardware:

TYPE	CPU/PC MODEL	NO.	PROCESSOR	RAM	DISKS	VENDOR	OPERATING SYSTEM
Example 1 Server	Pentium 3	2	1500 Mhz	128 Mb	12 Gb	Compaq	NT
Example 2 Workstation	Pentium 3	28	450 Mhz	64 Mb	1.2 Gb	Compaq	NT

The following format is suggested for Software systems:

SYSTEM	VERSION	VENDOR/SUPPORT	PLATFORM	MAIN FEATURES	KEY BUSINESS USERS
Example 1 Opics	3.0	Misys	IBM RS/6000 AIX	Retail banking and Back office support system	Retail branches and retail back office
Example 2 Diameter	2.4	Aran ltd.	AS 400 OS/400	Foreign exchange	Treasury and FX back office

LCSA Business Continuity Plan Template

FORM 2.5.1 Specification of IT, Communication Systems and Business Dependencies

Detailed specifications of the main IT business processing systems and network configurations are listed below. (Where these systems are lengthy and complex, it may be appropriate instead to locate them in an appendix to the main document. This section could then include a graphical representation of the critical system components, together with a list of the key IT system components.) The Head of the IT Division is responsible for ensuring that these specifications are kept fully up to date.

1.   HARDWARE:

TYPE	CPU/PC MODEL	NO.	PROCESSOR	RAM	DISK	VENDOR	OPERATING SYSTEM
KEY BUSINESS PROCESSES SUPPORTED:							
KEY BUSINESS PROCESSES SUPPORTED:							

(Use cut and paste facility to add further entries)

2.   SOFTWARE:

SYSTEM	VERSION	VENDOR/SUPPORT	PLATFORM
MAIN FEATURES:			
KEY BUSINESS USERS:			
MAIN FEATURES:			
KEY BUSINESS USERS:			

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

2.6 Key IT, Communications and Information Processing Systems

It is necessary to list the most critical IT processes and information processing systems. In this way it is possible to identify which business processes will be affected when there is an interruption to the IT system availability. Efforts may also be focused towards developing a back-up and recovery strategy.

The following format is suggested.

SYSTEM	VENDOR/ SUPPORT FIRM	VERSION	PLATFORM/O PERATING SYSTEM	KEY BUSINESS USERS
Example 1 Financial Accounting	XYZ Co Incl. 555-634720	2.3	Intel Windows /NT	Financial Control Division
Example 2 Office 2000	Microsoft	2000	Intel Windows /NT	All end users

FORM 2.6.1 Key IT, Communications and Information Processing Systems

The most critical IT processes and information-processing systems are listed below in order to be able to identify the business processes that will be affected if there is an interruption to the IT system availability.

The LCSA's key systems are as follows.

SYSTEM	VENDOR/ SUPPORT FIRM	VERSION	PLATFORM/ OPERATING SYSTEM
KEY BUSINESS USERS:			
KEY BUSINESS USERS:			
KEY BUSINESS USERS:			
KEY BUSINESS USERS:			
KEY BUSINESS USERS:			

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

2.7 Key IT Personnel and Emergency Contact Information

The BCP should contain a list of key IT personnel and their emergency contact information. Through this list, the persons responsible for back-up and recovery of specific systems can be contacted in the event of a significant unexpected event which is affecting the IT systems and is likely to disrupt normal business operations.

The following format is suggested:

IT SYSTEM	KEY CONTACT PERSONNEL	NORMAL CONTACT NO.	EMERGENCY CONTACT NO.
E-Commerce Systems	J. Smith K. Telfor	555-677023 555-391756	555-123456 555-354169

FORM 2.7.1 Key IT Personnel and Emergency Contact Information

The following is a list of the key IT personnel and emergency contact information to ensure that that the persons responsible for back-up and recovery of specific systems can be quickly contacted in the event of disruption to normal business operations.

NAME OF IT SYSTEM	NAME OF KEY STAFF	NORMAL CONTACT DETAILS	EMERGENCY CONTACT DETAILS

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

2.8 Key IT and Communications Suppliers and Maintenance Engineers

A list of key IT and communications suppliers and contracted maintenance engineers should be prepared and maintained, together with emergency contact information. It will be necessary to discuss the purpose of this information with the various suppliers and ensure that the LCSA's has the required level of service support available. It is important for the LCSA's to understand the supplier's response times and service level availability. It is likely that the supplier may have various response time availability, but the costs for shorter response times will normally be higher. You should obtain quotations for the desired level of service and then conduct a simple cost benefit analysis to justify costs based on projections of the lost revenue from a disruption to service levels.

The following format should be used:

SYSTEM	VENDOR/MAINTENANCE SUPPORT FIRM	CONTRACTED MINIMUM RESPONSE TIME	NORMAL CONTACT DETAILS	EMERGENCY CONTACT DETAILS

FORM 2.8.1 Key IT and Communications Suppliers and Maintenance Engineers

The following contains a list of the key IT and communications suppliers and maintenance engineers, together with their emergency contact information, to ensure that they can quickly be contacted in the event of an emergency. It is important that the required response times and levels of service have been formally contracted with these suppliers. (It is recommended that quotations are obtained for the desired level of service, and a simple cost benefit analysis undertaken to quantify costs based on projections of the revenue which would be lost following an interruption to normal service levels during an emergency.)

NAME OF IT SYSTEM	VENDOR/MAINTENANCE SUPPORT FIRM	CONTRACTED MINIMUM RESPONSE TIME	NORMAL CONTACT DETAILS	EMERGENCY CONTACT DETAILS

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

2.9 Existing IT Recovery Procedures

A summary of the existing IT back-up and recovery procedures should be documented within the BCP. This information should cover both hardware and software systems in addition to data back-up and recovery processes. Information should also be included on any off-site data storage arrangements.

An example for a small LCSA's may be stated as follows:

"A daily back-up of all data is taken to tape and stored in the safe. On a weekly basis, one tape containing a copy of all the data is stored at an off-site location. The system administrator reviews the system logs daily to ensure that the back-up process has executed successfully. Periodically the recovery process is tested to ensure that the recovery procedures are operational and valid.

A copy of all the original system programs is stored on site in the IT library and a further copy is stored off site. A back-up copy of the system programs is made on a monthly basis to ensure that all relevant software patches would be included in the recovery processes. This monthly back-up copy is also periodically tested to ensure that the recovery process is valid.

The LCSA's has an IT network and hardware maintenance agreement with XYZ Inc. who are required to respond to call-out requests within four hours. The agreement includes escalation procedures when the fault has not been fixed within 6 hours".

LCSA Business Continuity Plan Template

FORM 2.9.1 Existing IT Recovery Procedures

A summary of the existing IT back-up and recovery procedures is documented below, covering both hardware and software systems, data back-up and recovery processes.   This includes any off-site data storage arrangements.

A description of the LCSA's existing IT back-up and recovery procedures is as follows.

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

3.0 Existing Emergency Procedures

When preparing the BCP it is necessary to consider the suitability of a wide range of disaster recovery procedures. The IT back-up and recovery procedures were considered in the previous section. This section reviews the other recovery procedures including topics such as evacuation procedures, fire regulations, health and safety procedures etc.

3.1 Summary of Existing Procedures for Handling Emergency Situations

Many LCSA's have a wide range of existing procedures for dealing with various types of unusual situations. These procedures may have been developed in response to a legal or regulatory requirement.

The BCP should contain a brief summary of each of these procedures, including the issues that are relevant in the event of handling an emergency disaster situation. These would probably include emergency evacuation procedures, fire regulations and procedures, health and safety procedures, together with approved procedures for dealing with hazardous materials, suspected gas leaks, electrical hazards or radiation.

The summary should note the location of the detailed procedures and consideration should be given to including these detailed procedures as an appendix to the BCP if considered appropriate. Information should also be included on the frequency of testing, and the number of trained staff capable of carrying out the procedures.

LCSA Business Continuity Plan Template

FORM 3.1.1 Existing Procedures for Handling Emergency Situations

Procedures for dealing with emergency situations are listed here. The location of these procedures is included in the summaries below, and where appropriate a copy of the procedures themselves has been included as an appendix to the BCP. Areas covered include items such as evacuation procedures, fire regulations, health and safety procedures etc.

NAME OF PROCEDURE:			
BRIEF DESCRIPTION	LOCATION HELD	NAMES OF STAFF TRAINED TO CARRY OUT PROCEDURE	DATE LAST CARRIED OUT
RELEVANT ISSUES:			

NAME OF PROCEDURE:			
BRIEF DESCRIPTION	LOCATION HELD	NAMES OF STAFF TRAINED TO CARRY OUT PROCEDURE	DATE LAST CARRIED OUT
RELEVANT ISSUES:			

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

3.2 Key Personnel Responsible for Handling Existing Emergency Procedures

This section includes information on each of the key personnel responsible for handling emergency procedures. These persons should be fully familiar with the implementation of these procedures and should have received any necessary training (if appropriate) for handling technical or specialized tasks.

The following format may be appropriate:

EMERGENCY PROCEDURE	RESPONSIBLE OFFICIAL	NAME	NORMAL CONTACT DETAILS	EMERGENCY CONTACT DETAILS
Example 1 Fire Regulations	Fire Officer Deputy Fire Officer	F. Winnay T. Walton	555.671002 555.671020	555.432168 555.432170
Example 2 Health and Safety	Health and Safety Officer	H. Green	555.371463	555.169421

FORM 3.2.1 Key Personnel Responsible for Handling Emergency Procedures

Contact details for the key personnel responsible for **handling emergency procedures** are listed below. This would include procedures for evacuation, health and safety, first aid and hazardous material etc. These persons are familiar with the implementation of these procedures, and have received any necessary training for handling technical or specialized tasks.

EMERGENCY PROCEDURE	TITLE OF RESPONSIBLE OFFICIAL	NAME	NORMAL CONTACT DETAILS	EMERGENCY CONTACT DETAILS

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

3.3 External Emergency Services

The BCP should contain information on public emergency services and other commercial emergency service providers (as appropriate).

EMERGENCY SERVICE	CONTACT NUMBER	CONTACT NAME (WHERE APPROPRIATE)
Fire		
Ambulance		
Police		
Security Services		

FORM 3.3.1 External Emergency Services and Contact Numbers

Contact numbers for public emergency services and other commercial emergency service providers are listed below.

EMERGENCY SERVICE	CONTACT NUMBER	CONTACT NAME

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

4.0 Premises Issues

In the event that the emergency situation affects the LCSA's premises, it is necessary to have information to hand on the authority levels (and responsibility) of individuals involved in the emergency recovery procedures which would enable them to effect repairs immediately. If the premises are leasehold, the information on the responsibilities of the LCSA's to effect emergency repairs will normally be contained in the lease documentation. If the premises are freehold then the LCSA's will not normally have to seek approval from outside parties before effecting emergency repairs.

The team charged with restoring the premises to normal working will need to understand their levels of authority for commissioning works from outside contractors. Very often in an actual emergency situation, it is difficult to obtain approvals urgently. For this reason, the BCP should contain information on the authority levels available and how further approvals may be obtained in the event of such emergencies occurring.

4.1 Responsibility and Authority for Building Repairs

This section of the BCP contains a list of all premises owned or used by the LCSA's together with information on each location in respect of:

- Freehold or leasehold

- Responsibility for maintenance

- Insurance coverage

- Responsibility for emergency repairs

- External approvals needed before work can commence

- Internal approvals needed before commissioning contractors

- Procedures for obtaining approvals in emergency situations

- Persons responsible for premises recovery activities, with emergency contact details

- Persons responsible for approving repairs or replacement for equipment or furniture, with emergency contact details

FORM 4.1.1 Responsibility and Authority for Building Repairs

The following is a list of all premises owned, or used by, the LCSA's.

LOCATION OF PROPERTY 1:	
Freehold or leasehold	
Responsibility for maintenance	
Insurance coverage	
Responsibility for emergency repairs	
External approvals needed before work can commence	
Internal approvals needed before commissioning contractors	
Procedures for obtaining approvals in emergency situations	
Persons responsible for premises recovery activities, with emergency contact details	
Persons responsible for approving repairs or replacement for equipment or furniture, with emergency contact details	

LOCATION OF PROPERTY 2:	
Freehold or leasehold	
Responsibility for maintenance	
Insurance coverage	
Responsibility for emergency repairs	
External approvals needed before work can commence	
Internal approvals needed before commissioning contractors	
Procedures for obtaining approvals in emergency situations	
Persons responsible for premises recovery activities, with emergency contact details	
Persons responsible for approving repairs or replacement for equipment or furniture, with emergency contact details	

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

4.2 Back-up Power Arrangements

All LCSA's should consider the provision of back-up generators to allow critical business processes to continue when there is a power outage. This decision should be made on a cost justification basis. An Uninterruptible Power Supply System should also be considered for key equipment or services, which may be affected by sudden surges of power, or where data may be corrupted when the system switches over from mains power to a back-up generator. Many UPS systems allow sufficient time for an automated back-up generator to be fired up to replace the lost power.

The BCP should note the existence of such back-up generators and UPS systems and the critical functions that they are able to support. The BCP should also record the frequency of testing these arrangements and the persons responsible for conducting the tests and maintaining the equipment.

FORM 4.2.1 Back-up Power Arrangements

Back-up generators have been provided in critical areas to allow critical business processes to continue when there is a power outage. UPS systems are also used for key equipment or services, which may be affected by sudden surges of power, or where data may be corrupted when the system switches over from mains power to a back-up generator.

Existing back-up power arrangements are listed below, together with the critical functions, which they support:

TYPE OF BACK-UP GENERATOR	CRITICAL FUNCTIONS SUPPORTED	REQUIRED FREQUENCY OF TESTING	DATE TEST LAST CARRIED OUT	PERSON RESPONSIBLE FOR TESTING/ MAINTENANCE

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

5.0 Preparing for a Possible Emergency

Once the project initiation processes have been completed and the business risks assessed, it is necessary to take steps to minimize the effects of potential emergencies. The underlying objective of this chapter is to identify ways of preventing an emergency from turning into a disaster for the LCSA's.

The focus will be on those business activities that are key to the continued viability of the business.

5.1 Back-up and Recovery Strategies

All LCSA's should prepare for possible emergency situations, and should consider what type of back-up and preventive strategies would be appropriate for each aspect of the business activities. This section of the BCP will discuss the strategic options available, and will be based on the business risk assessment, which was carried out in the previous chapter.

The complexity, and related cost, of back-up procedures and systems may well depend upon the identified speed with which systems or business processes need to be restored.

5.2 Alternative Business Process Handing Strategy

The LCSA's key business processes should have been listed in Section *2.1 Key Business Processes, (pg 5)* of this plan. For each key process, it is necessary to determine the type of back-up process, which would be appropriate. For example, for a business process, which consists of an active e-commerce site, it may be considered appropriate to run a full-mirrored back-up site, which can be switched to as soon as the main site is unable to function. For an automated administrative process, it may be considered adequate to back up the business process with a manual process supported by stand-alone PCs.

Very often, cost is a major factor in the speed of recovery, and a mirrored back-up site would normally be significantly more expensive to set up and maintain than a manual process.

Within the BCP, the key processes and the recommended strategic approach for each should be listed.

FORM 5.2.1 Alternative Business Process Handling Strategy

The LCSA's key business processes and the agreed back-up strategy for each is listed below.

KEY BUSINESS PROCESS	AGREED BACK-UP STRATEGY

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

5.3 IT Systems Back-up and Recovery Strategy

One of the most important aspects of Business Continuity Planning for the majority of LCSA's is in choosing an appropriate strategy for the back-up and recovery of the IT based systems.

In this section of the Plan, the key business processes are matched against the IT system and an appropriate speed of recovery strategy is chosen. This section may require some in-depth research to determine the relevant costs of each strategy. It may also be necessary to prepare a detailed Request for Proposal for vendors to establish the viability and cost of the preferred strategic approach.

Consideration should also be given to the impact of potential severe damage to both premises and communication systems that could have a significant impact on the LCSA's IT services and systems.

There are a number of strategic options to be investigated when considering IT systems back up and recovery processes. The two most important factors to be considered are the criticality of the IT systems to the business processes (the speed of recovery needed), and the amount of money available for IT back up and recovery strategies. The options, in order of cost, are as follows:

SWITCHABLE HOT SITE

This strategy involves the establishment of a commercial arrangement with a vendor who will guarantee to maintain an identical site with communications to enable you to switch your IT operations to his site within an agreed time period, usually less than one to two hours.

HOT SITE

This strategy involves the establishment of a commercial arrangement with a vendor who will guarantee to maintain a compatible site to enable you to switch your IT operations to his site within an agreed time period, usually less than six to twelve hours.

COLD SITE

This strategy involves the setting up of an emergency site once the crisis has occurred and has a standby arrangement with a vendor to deliver the minimum configuration urgently. This option usually enables the LCSA's to be operational within two to three days.

RELOCATE AND RESTORE

This strategy involves the identification of a suitable location, hardware and peripherals and re-installing the systems and backed up software and data _after_ an emergency has occurred. This strategy is considered to be inadequate for the needs of today's business.

NO STRATEGY

This is the cheapest strategy. This also carries the highest risk and will involve no off-site back up of system or data. This option usually ends up with the LCSA's going out of business.

FORM 5.3.1 IT Systems Back-Up and Recovery Strategy

One of the most important aspects of Business Continuity Planning is the choice of an appropriate strategy for the back-up and recovery of IT based systems. Consideration has been given to the impact on the LCSA's IT systems of potential severe damage to premises or communications systems.

A summary of the LCSA's IT systems and the agreed back-up strategy are listed below.

NAME OF IT SYSTEM	KEY BUSINESS PROCESS SUPPORTED	RECOVERY TIME REQUIRED	AGREED BACK-UP STRATEGY

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

5.4 Premises and Essential Equipment Back-up and Recovery Strategy

Many unexpected events can affect premises and essential equipment that are naturally vital to continuation of normal business activities. These include fire, flood, earthquake, terrorist activity etc. The LCSA's should therefore develop a plan of how to continue to provide business services to its customers in the event of a disaster, which affects either, its premises or its essential equipment.

Strategies to be considered include having access to an empty facility, which can be used immediately. This is not normally a viable option to most businesses due to the high costs of maintaining such a facility. If the LCSA's has more than one location, it could consider moving essential services, personnel and equipment into areas where less-critical services are currently located. Other alternatives would include having a standby arrangement with an office services provider or an arrangement with a real estate broker.

No matter which strategy is considered to be appropriate, only with proper planning will such arrangements work. The terrorist attack on September 11th tested these arrangements to the limits, and a few well-organized firms were able to be up and running within 24 hours of losing their premises, due to adequate plans already being in place.

This section of the BCP will contain details of such arrangements and an estimate of potential costs.

FORM 5.4.1 Premises and Essential Equipment Back-up and Recovery Strategy

Many unexpected events can affect premises and essential equipment vital to the continuation of normal business activities. This plan has therefore been developed to ensure a continued service to customers in the event of a disaster affecting either the LCSA's premises or its essential equipment.

The LCSA's agreed back up and recovery strategies for premises and essential equipment are as follows.

1.   PREMISES

NAME OF PREMISES	AGREED BACK-UP AND RECOVERY STRATEGY	COST ESTIMATE

(Use cut and paste facility to add further entries)

2.   ESSENTIAL EQUIPMENT

NAME OF EQUIPMENT	AGREED BACK-UP AND RECOVERY STRATEGY	COST ESTIMATE

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

5.5 Customer Service Back-up and Recovery Strategy

It is critical for LCSA's to be able to continue to provide an adequate level of service to their customers throughout an emergency. This is an especially important area, which should be given a high level of priority.

The main customer service activities should be listed in this section of the Plan, and should be ordered in priority sequence. For each essential customer service activity, the outline strategy to be followed in the event of an unexpected emergency is to be stated. The impact of serious disruption to each of these essential customer services should also be stated.

Each strategy should be stated in a manner, which can be easily understood and implemented.

The aspect of customer relations' management must be considered so that in the event of an emergency, affected customers may be immediately notified and informed of the potential impact on services.

FORM 5.5.1 Customer Service Back-up and Recovery Strategy

It is critical to be able to continue to provide an adequate level of service to the LCSA's customers throughout an emergency, and this area has therefore been treated as a high priority when considering the preferred back-up and recovery strategy. Customer relations' management has also been considered, so that in the event of an emergency, affected customers may be immediately notified of the potential impact on services.

CUSTOMER ACTIVITIES (IN ORDER OF PRIORITY)	AGREED BACK-UP AND RECOVERY STRATEGY	POTENTIAL IMPACT OF SERIOUS DISRUPTION

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

5.6 Administration and Operations Back-up and Recovery Strategy

Administration and operations activities should be organized into essential and less essential within the context of a short-term emergency. For emergencies of longer durations, it is likely that more of these activities will be regarded as essential. An example of such an activity which may move from less-essential to essential is the accounting operation which, in many businesses, may not be necessary to be kept up-to-date for a few days, but after three or four days, it may well become critical to restore invoicing, credit control and expense control to a more manageable position.

This section of the Plan should contain a list of the key administration and operational processes with an indication of the criticality of the process within the disruption period. For information on the time-bands to be used, see topic (*Key IT Personnel and Emergency Contact Information)*.   You should identify the potential disruption to each of these processes, and also the potential impact. Identify alternative methods of handling each of these activities, together with an estimate of the costs of each option. It is likely that manual back up procedures will be developed for Administration and Operations functions as these are usually relatively easy to implement when the IT systems are not available. These can often be supported by business or office software providing spreadsheet, database and word processing capability.

FORM 5.6.1 Administration and Operations Back-up and Recovery Strategy

Administration and operations activities are segregated into essential and non-essential within the context of a short-term emergency. For emergencies of longer durations, it is likely that more of these activities will be regarded as essential, and this requirement should also be reflected in the chart below.

1.   ESSENTIAL ACTIVITIES

NAME OF PROCESS	TIME-BAND*	POTENTIAL DISRUPTION	POTENTIAL IMPACT
BACK-UP AND RECOVERY STRATEGY:			
BACK-UP AND RECOVERY STRATEGY:			

* TIME-BAND (SEE *Business Service Interruption Measurement*) IN WHICH PROCESS BECOMES CRITICAL FOLLOWING START OF EMERGENCY
(Use cut and paste facility to add further entries)

1.   LESS ESSENTIAL ACTIVITIES

NAME OF PROCESS	TIME-BAND*	POTENTIAL DISRUPTION	POTENTIAL IMPACT
BACK-UP AND RECOVERY STRATEGY:			
BACK-UP AND RECOVERY STRATEGY:			

* TIME-BAND (SEE *Business Service Interruption Measurement*) IN WHICH PROCESS BECOMES CRITICAL FOLLOWING START OF EMERGENCY
(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

5.7 Information and Documentation Back-up and Recovery Strategy

Recovery and back-up strategies need to be determined for critical information and documentation. Many business processes today are totally dependent upon the availability of digitized information in order to function. It is necessary to identify these dependencies and develop workable strategies for continuing a satisfactory measure of business operations even though the disruption may make access to all such information extremely difficult or, in some cases, even impossible.

This section of the Plan will contain a list of the main information, data and documentation used by the LCSA's in carrying out its normal business processes. It should identify the potential disruption to the availability of this information and the resultant impact on continuing a satisfactory level of business operations. Consider carefully here the cross-relationship between information and data and the availability of the information system where such data or information may be held or processed.

Assess the adequacy of existing back-up arrangements and alternative methods for accessing such data or information.

FORM 5.7.1 Information and Documentation Back-up and Recovery Strategy

It is necessary to clearly identify the dependencies the LCSA's has on digitized information, and to develop workable strategies for continuing an adequate level of business operations during a serious disruption, even though in certain circumstances access to such information may become difficult or even impossible.

The main information, data and documentation required by the LCSA's to carry out its normal business processes are listed below, together with an assessment of the impact of a disruption, and an agreed method of back-up and recovery strategy, as considered appropriate.

NAME OF DOCUMENT, DATA OR INFORMATION	SYSTEM OR LOCATION WHERE NORMALLY HELD	POTENTIAL DISRUPTION	POTENTIAL IMPACT	METHOD OF BACK-UP AND RECOVERY

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

5.8 Insurance Coverage

One important strategy to be considered is the maintenance of insurance to cover unexpected emergency losses. There are specialized insurance brokers and adjusters who are trained to assess the adequacy of insurance coverage in specific situations.

Insurance coverage should be considered for buildings and other premises, expenses incurred due to the emergency, loss of income, civil authority actions, non-performance claims by clients or other parties, and other potential consequential losses. Key personnel insurance should also be considered.

This section should include information on the coverage for emergency situations extended under all relevant insurance policies, the amount of cover, period of cover, person responsible for maintaining adequate cover, next renewal date, contact details etc.

LCSA Business Continuity Plan Template

FORM 5.8.1 Insurance Coverage

An important strategy to be considered is the maintenance of insurance to cover unexpected emergency losses, such as non-performance claims by clients, loss of income, or civil authority actions.

Insurance covered held by the LCSA's is as follows.

NAME OF POLICY	TYPE OF COVER	PERIOD OF COVER	AMOUNT OF COVER	PERSON RESPONSIBLE FOR MAINTAINING COVER	NEXT RENEWAL DATE

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

6.0 Key BCP Personnel and Supplies

Your employees are your most important and valuable assets. In any emergency, in addition to its systems recoveries, the LCSA will rely on its employees to enable it to recover normal business operations in the minimum amount of time. You will also rely on your main suppliers of critical goods and services to continue to support recovery of your business operations through to normal operating mode.

Your Disaster Recovery Plan and your BCP will rely principally on key members of management and staff who will provide the technical and management skills necessary to achieve a smooth business recovery process. These key members of management or staff will be hand picked and will be responsible for the implementation of the BCP in the event of an emergency. A well-organized and structured approach will avoid the unexpected crisis deteriorating into chaos.

This section of the BCP will contain information on who should be contacted in the event of an emergency, and how to contact key suppliers and also key staff, and other employees.

6.1 Functional LCSA Chart

The BCP should contain information on the functional structure of the LCSA. This should include the names of all key managers and staff. This information is needed to identify responsibilities and dependencies, which will be useful in the early stages of the emergency. An example of a functional organization chart is as follows.

```
                    ┌──────────────┐
┌───────────┐       │  BOARD OF    │       ┌───────────┐
│  AUDIT    │───────│  DIRECTORS   │───────│  COMPANY  │
│ COMMITTEE │       │              │       │ SECRETARY │
└───────────┘       └──────────────┘       └───────────┘
                           │
                    ┌──────────────┐
┌───────────┐       │    CHIEF     │       ┌───────────┐
│ ADVISORS  │───────│  EXECUTIVE   │───────│  CEO'S    │
│           │       │   OFFICER    │       │  OFFICE   │
└───────────┘       └──────────────┘       └───────────┘
                           │
```

R&D Division	PRODUCTION Division	SALES Division	HR Division	IT Division	FINANCE & ADMIN. Division
R&D Units	PRODUCTION Units	SALES Units	HR Units	IT Units	FINANCE & ADMIN. Units

SECURITY Department

PLANNING Department

PLANNING Units

FORM 6.1.1 Functional Organization Chart

A list of the LCSA's key managers and staff, together with a chart showing the functional structure of the LCSA, are shown below. This information will allow identification of responsibilities and dependencies in the early stages of an emergency.

NAME	JOB TITLE	DEPARTMENT OR UNIT

(Use cut and paste facility to add further entries)

A chart showing the functional structure of the LCSA is as follows:

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

6.2 BCP Project Co-coordinator and Deputy for each Key Functional Area

In addition to the BCP Project Team, each functional area should appoint
a BCP Project Coordinator and a Deputy BCP Project Coordinator. These persons are responsible for liaising with the BCP Project Team members and for providing input to the BCP process. They will coordinate their own functional unit's preparation of detailed back-up and recovery procedures and manage the BCP testing and training activities. It is likely that the BCP Project Coordinator and Deputy BCP Project Coordinator for each unit will be considered for nomination to the Business Recovery Team.

This section of the BCP will list each functional area and also the name, position and contact number of the nominated Project Coordinator and Deputy for each area.

FORM 6.2.1 BCP Project Coordinator and Deputy for Each Key Functional Area

Each functional area has appointed a BCP Project Coordinator, and a Deputy BCP Project Coordinator, as listed below. These persons are responsible for liaising with the BCP Project Team members and for providing input to the BCP process. They will co-ordinate their own functional unit's preparation of detailed back-up and recovery procedures and manage the BCP testing and training activities.

FUNCTIONAL AREA	COORDINATOR			DEPUTY COORDINATOR		
	NAME	POSITION	CONTACT NO.	NAME	POSITION	CONTACT NO.

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

6.3 Key Personnel and Emergency Contact Information

When an emergency occurs it is necessary to have ready access to all key personnel for the functional areas and systems affected by the crisis. This information should be made available to the BCP recovery teams and should be constantly kept up-to-date.

This section of the BCP will contain a list of key personnel, their position, functional area, and procedures or systems for which they are responsible. This section will also include normal and emergency contact information.

FORM 6.3.1 Key Personnel and Emergency Contact Information

The following is a list of those key personnel responsible for the business and support functions who should be contacted, as appropriate, in the event of an emergency.

NAME	POSITION	FUNCTIONAL AREA	PROCEDURE OR SYSTEM FOR WHICH RESPONSIBLE	NORMAL CONTACT DETAILS	EMERGENCY CONTACT DETAILS

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

6.4 Key Suppliers and Vendors, and Emergency Contact Information

Depending upon the nature of the disaster, it is feasible that suppliers of critical goods or services may also be affected. This can affect your own back-up and recovery arrangements where your LCSA is dependent upon a particular supplier for that recovery process to be achieved successfully. It is important therefore that your own key suppliers also have an effective BCP for dealing with emergencies. You should request information from your suppliers to ensure that they have this.

This section of the BCP should include a list of key suppliers, the critical goods and/or services they are supplying, their normal contact information, and their emergency contact information. Consideration should also be given to a further list of suppliers who would be able to provide critical goods and services in the event of failure to deliver from one of your identified key suppliers.

Do not forget to include here suppliers of services needed only in an emergency, such as glaziers and civil engineers, and also include the firms who provide maintenance support services for equipment and systems.

Listed below are the LCSA's key suppliers who may need to be contacted in the event of an emergency. In the event of these regular suppliers not being able to provide the goods or services required in an emergency, an alternative list of suppliers has also been drawn up.

1.   REGULAR SUPPLIERS

NAME OF SUPPLIER	KEY GOODS OR SERVICES PROVIDED	NORMAL CONTACT DETAILS	EMERGENCY CONTACT DETAILS

(Use cut and paste facility to add further entries)

2.   ALTERNATIVE SUPPLIERS

NAME OF SUPPLIER	KEY GOODS OR SERVICES PROVIDED	NORMAL CONTACT DETAILS	EMERGENCY CONTACT DETAILS

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:	
REVIEWED BY	NAME:	DATE:	

6.5 Manpower Recovery Strategies

LCSA Business Continuity Plan Template

A key component in any BCP is the development of a manpower recovery strategy. This is an area where it is critical for a workable plan to be in place, which takes into account the needs of the business and the needs of the staff and their families (where affected). This aspect must be handled with sensitivity.

An up-to-date staff list must be available as part of the BCP. This must include normal and emergency contact details for all employees. At the initial stage in the disaster recovery management process, there must be a procedure for accounting for the safety of all members of staff.

If the disaster happens outside of normal working hours the staff should be contacted to inform them of the event and to issue instructions to each staff member on how to keep in touch with events during the recovery process. Options here may include pre-recorded messages left on a special telephone number.

For disasters, which affect a whole city or area, family circumstances may dictate the need for employees to deal with home problems before being available to deal with work related issues. It may be necessary to consider succession trees for key staff in case one or more key persons are unavailable.

It is also necessary to identify key personnel who are needed to manage or participate in the actual recovery operation.

LCSA Business Continuity Plan Template

FORM 6.5.1 Manpower Recovery Strategy

The following is an up-to-date list of staff within the LCSA, together with their office and home contact details. Those people who are key to the BCP recovery operation in the event of an emergency are also identified.

* TICK THIS BOX IF THE MEMBER OF STAFF CONCERNED IS A KEY MEMBER OF THE BCP RECOVERY OPERATION

DEPARTMENT	NAME	WORK CONTACT NO.	HOME CONTACT NO.	* KEY MEMBER

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

6.6 Establishing the Disaster Recovery Team

It will be necessary to establish a Disaster Recovery Team to handle the initial emergency situation.

The Disaster Recovery Team should be made up of a group of specialists who have previously been nominated as being able to assist in dealing with the initial emergency. These will not necessarily be the same persons who are members of the Business Recovery Team. During the initial emergency the following personnel may need to be involved depending upon the circumstances:

- Key members of Senior Management
- Personnel Manager
- Premises of Facilities Manager
- Fire and Safety Officer
- Premises Maintenance Staff
- IT technicians
- Communication technicians
- Security staff
- Information Security Officer

The Disaster Recovery Team (DRT) is responsible for working with the emergency services to clear the initial emergency crisis situation in order that the Business Recovery Team are able to start their activities. The DRT itself will only be able to start their own recovery activities once the emergency services have given permission for these duties to commence. During the initial emergency, the DRT will normally make themselves available to provide assistance to the emergency services, as appropriate.

The configuration of the DR Team will depend upon the type and severity level of the emergency.

Nominated members from the DRT should be 'on-call' at all times and should ensure that their contact details are known to the emergency services.

All members of the Disaster Recovery Team should maintain an up-to-date copy of the BCP in a secure location off-site. Each member of the Disaster Recovery Team should also be issued with special equipment such as flashlights, hard hats, gloves, overalls, hand held recorders and mobile phones to use in such emergencies.

FORM 6.6.1 Establishing the Disaster Recovery Team

Members of the following Disaster Recovery Team will handle the initial stages of a disaster once the emergency services have stabilize the situation, and prepare the way for the Business Recovery Team to commence their activities. The configuration of the DRT may vary with each emergency, depending on the type of specialist skills required.

NAME	JOB TITLE AND DEPARTMENT WITHIN LCSA	DATE APPOINTED TO DISASTER RECOVERY TEAM	DATE NOTIFIED OF APPOINTMENT
Individual specialization within Disaster Recovery Team:			
Individual specialization within Disaster Recovery Team:			
Individual specialization within Disaster Recovery Team:			
Individual specialization within Disaster Recovery Team:			
Individual specialization within Disaster Recovery Team:			
Individual specialization within Disaster Recovery Team:			

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

6.7 Mobilizing the Business Recovery Team

It is necessary to establish a dedicated Business Recovery Team consisting of specialist technicians and operations staff that is charged with implementing the necessary recovery procedures once a serious emergency has occurred. A senior member of the LCSA's management should lead the Business Recovery Team (BRT). In the event of such an emergency, the BRT leader will be responsible for taking overall charge of the process and ensuring that the LCSA returns to normal operations as early as possible. The BRT will consist of senior representatives from the main business and support units and will be supported by nominated task forces for each recovery process, as appropriate.

Each member of the Business Recovery Team should keep an up-to-date copy of the BCP in a secure off-site location and should be fully familiar with its contents.

FORM 6.7.1 Establishing the Business Recovery Team

The Business Recovery Team (BRT) will consist of senior representatives from the main business and support units. The BRT Leader will be a senior member of the LCSA's management, and will be responsible for taking overall charge of the process and ensuring that the LCSA returns to normal working operations as early as possible. Members of the Business Recovery Team are as follows.

NAME	JOB TITLE AND DEPARTMENT WITHIN LCSA	DATE APPOINTED TO BUSINESS RECOVERY TEAM	DATE NOTIFIED OF APPOINTMENT
Individual responsibilities within Business Recovery Team:			
Individual responsibilities within Business Recovery Team:			
Individual responsibilities within Business Recovery Team:			
Individual responsibilities within Business Recovery Team:			
Individual responsibilities within Business Recovery Team:			
Individual responsibilities within Business Recovery Team:			

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

7.0 Key Documents and Procedures

All LCSA's have documents, records and procedures, which are considered vital parts of their operation. This could include strategic plans, development records, deeds and other official documents, insurance certificates and policies.

This section will include a list of all such vital documentation, together with information on their location (where appropriate).

Documents and Records Vital to the Business Process

The BCP should contain information on the documents and records, which are considered essential to the ongoing viability of the business. There are many such documents within a medium to large sized LCSA, and the BCP team should decide which documents are key to the emergency recovery process.

This section of the BCP should contain a list of such documents, together with a brief description. Further information could include the document's location, the person responsible for the document and the person's contact details.

FORM 7.0.1 Documents and Records Vital to the Business Process

The BCP Project Team has assessed the documents and records listed below as being vital to the LCSA's business activities.

NAME OF DOCUMENT/RECORD	BRIEF DESCRIPTION	LOCATION HELD	PERSON RESPONSIBLE	
			NAME	CONTACT NO.

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

7.1 Off-site Storage Requirements

It is necessary to consider the need to store copies of key documents, data and systems away from the main office. Off-site storage is readily available in all major towns and cities, and part of the back-up and recovery strategy is to ensure that copies of data records and vital documents are stored at an alternative safe location.

This section of the BCP should contain information regarding off-site storage locations used by the LCSA including addresses and contact numbers. Information on how to obtain the necessary access during an emergency should also be included, together with the names and contact numbers of key personnel who are responsible for the safe keeping of such records or data.

FORM 7.1.1 Off-Site Storage

The off-site locations used by the LCSA to store key documents, data and systems are listed below, together with the names and contact numbers of those personnel who are responsible for the safe keeping of these items.

NAME OF LOCATION	
Address	
Contact Person	
Normal contact no.	
Emergency contact no.	
Any special arrangements in case of emergency	
KEY ITEMS STORED AT LOCATION	

NAME OF LOCATION	
Address	
Contact Person	
Normal contact no.	
Emergency contact no.	
Any special arrangements in case of emergency	
KEY ITEMS STORED AT LOCATION	

NAME OF LOCATION	
Address	
Contact Person	
Normal contact no.	
Emergency contact no.	
Any special arrangements in case of emergency	
KEY ITEMS STORED AT LOCATION	

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

7.2 Emergency Stationery and Office Supplies

It is necessary to prepare for emergencies where the LCSA's stationery and office supplies may have been destroyed or are unobtainable through the usual sources. Such an occurrence could, for example, be caused through fire or flood damage.

The LCSA should decide on a suitable strategy to deal with this situation, which could include holding an emergency stock of stationery or office supplies in an off-site location. Alternatively, the BCP could include a list of emergency stationery and office supplies which could be ordered on a next day delivery basis. Details of alternative suppliers should also be included, in the event that your normal supplier is also affected by an emergency.

This section of the BCP should include information on the stationery and office supplies held off-site, together with a list of stationery, which could be ordered in an emergency at short notice. It should also list alternative suppliers.

FORM 7.2.1 Emergency Stationery and Office Supplies

In the event of an emergency where the LCSA's stationery and office supplies are destroyed, back-up stock can be obtained from off-site locations, as follows. Also listed below are details of suppliers who can provide emergency stationery and office supplies on a next-day delivery basis.

1. **EMERGENCY STATIONERY AND OFFICE SUPPLIES STOCK HELD OFF-SITE**

ITEM	NAME OF LOCATION	ADDRESS OF LOCATION	CONTACT PERSON	CONTACT NO.

(Use cut and paste facility to add further entries)

2. **STATIONERY AND OFFICE SUPPLIES WHICH CAN BE ORDERED ON A NEXT DAY BASIS FROM REGULAR SUPPLIER**

ITEM	NAME OF REGULAR SUPPLIER	CONTACT PERSON	CONTACT NO.

3. **ALTERNATIVE SUPPLIERS ABLE TO SUPPLY ON NEXT DAY BASIS IF REGULAR SUPPLIERS AFFECTED BY EMERGENCY**

ITEM	NAME OF ALTERNATIVE SUPPLIER	CONTACT PERSON	CONTACT NO.

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

LCSA Business Continuity Plan Template

7.3 Media Handling Procedures

Consideration needs to be given to a suitable strategy for handling enquiries from the media. It is normal policy that only specifically authorized personnel are permitted to speak to the media, and this rule is particularly important during emergency conditions.

The LCSA should therefore have a suitable policy in this respect, and the policy should be included in this section. Additionally, this section should include a list of personnel who are authorized to deal with media enquiries and issue press statements as necessary.

FORM 7.3.1 Media Handling Process

The following personnel have been authorized to deal with media enquiries and issue press statements, if required. All enquiries from the media must be referred to one of these members of staff.

NAME	POSITION WITHIN LCSA	CONTACT NUMBER

(Use cut and paste facility to add further entries)

Policy Statement

The LCSA's policy statement in respect of dealing with the media is as follows:

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

7.4 Emergency Authorization Procedures

In an emergency situation, normal authorization procedures are often inadequate and too slow to fit the urgent circumstances, or the persons authorized to make fundamental decisions may be unavailable. Emergency authorization processes need to be established to enable recovery work to proceed without unnecessary delays.

This section of the BCP should contain information on how these emergency procedures are to operate, who is authorized to do what, and in which circumstances. It is extremely important that these procedures are put in place and that recovery work and restoration of services proceeds at the maximum speed.

FORM 7.4.1Emergency Authorization Procedures

The following authorization procedures will be implemented in the event of an emergency, when they will override any existing authorization procedures.

NAME OF PROCESS OR ACTIVITY	PERSON AUTHORIZED IN NORMAL CIRCUMSTANCES	PERSON AUTHORIZED IN EMERGENCY SITUATIONS		
		NAME	NORMAL CONTACT DETAILS	EMERGENCY CONTACT DETAILS
EMERGENCY PROCEDURE WILL OPERATE AS FOLLOWS:				
EMERGENCY PROCEDURE WILL OPERATE AS FOLLOWS:				
EMERGENCY PROCEDURE WILL OPERATE AS FOLLOWS:				
THIS EMERGENCY PROCEDURE WILL OPERATE AS FOLLOWS:				

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

7.5 Prepare Budget for Back-up and Recovery Phase

Each phase of the BCP process, which incurs a cost, requires that a budget be prepared and approved. The 'Preparing for a Possible Emergency' Phase of the BCP process will involve the identification and implementation of strategies for back up and recovery of data files or a part of a business process. Critical parts of the business process such as the IT systems, may possibly require expensive back up strategies to be implemented. Where the costs are significant they should be approved separately with a specific detailed budget for the establishment costs and the ongoing maintenance costs.

This section of the BCP will contain a list of the Back-up and recovery strategies and a cost for each. It should be noted whenever part of the costs is already incorporated with the LCSA's overall budgeting process.

FORM 7.5.1 Prepare Budget for Back-up and Recovery Phase

Strategies for the back-up and recovery of data files are listed below, together with their estimated costs.

* PART OF THE COST MAY ALREADY BE INCORPORATED WITHIN THE LCSA'S OVERALL BUDGETING PROCESS. IF SO, THIS SHOULD BE INDICATED HERE FOR THE RELEVANT ITEM

BACK-UP OR RECOVERY STRATEGY	COST	COST INCLUDED IN BUDGETING PROCESS?

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

8.0 Disaster Recovery Phase

A critical part of handling any serious emergency situation is in the management of the Disaster Recovery Phase. By definition, the Disaster Recovery Phase is likely to involve, to a significant degree, external emergency services. The priority during this phase is the safety and well being of the employees and other involved persons, the minimization of the emergency itself, the removal or minimization of the threat of further injury or damage and the re-establishment of external services such as power, communications, water etc. A significant task during this phase is also the completion of Damage Assessment Forms.

In addition to the emergency services, the Disaster Recovery Phase may involve different personnel depending upon the type of emergency and a Disaster Recovery Team should be nominated according to the requirements of each specific crisis.

8.1 Handling the Emergency Situation

The first stage of handling the emergency situation involves the assessment of the initial emergency situation. It needs to be determined at an early stage if the Disaster Recovery Team is required to be involved. This section of the BCP covers the identification of the emergency situation, mobilizing the Disaster Recovery Team and assessing the scale of the emergency.

8.2 Identification of Potential Disaster Status

One of the first tasks is to determine whether an actual or pending crisis is likely to become sufficiently serious to require the evacuation of staff. All LCSA's should have tested procedures for handling the evacuation processes and also for maximizing the safety of the employees.
If a serious emergency situation has already occurred which has caused injury or loss of life or damage to premises or equipment, then the Disaster Recovery Team should be mobilized immediately.

Criteria for determining whether a *potential* disaster situation exists could include the following:

- Is there an actual or potential threat to human safety

- Is there an actual or potential serious threat to buildings or equipment

- Is there likely to be a need to involve the emergency services

If the answers to any of the above are positive then the Disaster Recovery Team should also be notified.

FORM 8.2.1 Identification of Potential Disaster Status

Pre-defined trigger points are needed to guide actions during an emergency and in particular to decide whether or not the Disaster Recovery Plan is to be implemented.

Criteria for determining whether a particular emergency situation requires the mobilization of the Disaster Recovery Team are as follows:

CRITERIA (FOR DETERMINING POTENTIAL DISASTER SITUATION)

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

LCSA Business Continuity Plan Template

8.3 Involvement of Emergency Services

It is likely that there will be an involvement of the public emergency services in many disaster recovery situations where there is danger to human life or serious damage to property and assets. The emergency services will initially deal with the actual emergency event such as an accidental spillage of toxic material, a fire or a flood. The emergency services will concentrate their efforts on rescuing any persons trapped within buildings or vehicles and also in minimizing the impact of the emergency event on premises and assets wherever possible. The protection of human life and the treatment of any wounded persons will be afforded the highest level of priority. The emergency services will need to liaise with responsible individuals from the LCSA who can provide information that they may require.

The emergency services have specialists who can provide advice on how to prepare for the outcome of such situations and how to minimize the likelihood of their occurrence. Once the emergency situation is brought under control, the emergency services will hand over the situation to the responsible officials representing the LCSA. This will normally be the Disaster Recovery Team.

In certain circumstances, other specialist emergency services may be required. These emergency services could include bomb disposal specialist, hazardous waste clearing and terrorist negotiation specialists.

This section of the BCP should contain contact numbers of specialists within the emergency services who can provide advice in minimizing certain types of incidents. Also included will be the names of the persons who should provide on the ground assistance to the emergency services teams.

FORM 8.3.1 Involvement of Emergency Services

The following external emergency service specialists should be contacted as appropriate in the event of a disaster situation.

NAME OF EMERGENCY SERVICE	SPECIALIST SERVICE PROVIDED	NAME OF SPECIALIST(S)	CONTACT DETAILS	MEMBER OF STAFF RESPONSIBLE FOR LIAISING WITH SPECIALISTS	
				NAME	CONTACT DETAILS

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

8.4 Assessing Potential Business Impact of the Emergency

Assessments need to be made at various stages during the recovery process as to the potential scale of the emergency from a business perspective. During the Disaster Recovery Process, these will include a preliminary damage assessment. The initial assessments will normally be carried out by the Disaster Recovery Team who may call on other specialists to help them with this process as appropriate.

The assessments will be based on the particular circumstances applying and the following five-point scale may be considered appropriate.

POTENTIAL LONGER TERM IMPACT FROM DISRUPTIVE EVENT

1	Is likely to seriously affect normal business operations for over four weeks
2	Is likely to seriously affect normal business operations between one and four weeks
3	Is likely to seriously affect normal business operations for over a week
4	Is likely to seriously affect normal business operations for less than one week
5	Is likely to seriously affect normal business operations for less than two days

LCSA Business Continuity Plan Template

FORM 8.4.1 Assessing Potential Business Impact of the Emergency

An assessment to determine the potential scale of the emergency from a business perspective is to be made at regular intervals during the recovery process, and recorded as follows. (The initial assessments will usually be carried out by the Disaster Recovery Team who may call on other specialists to help them with this process as appropriate.)

DESCRIPTION OF DISASTER:							
COMMENCEMENT DATE:					DATE DISASTER RECOVERY TEAM MOBILIZED:		

BUSINESS PROCESS AFFECTED	STATUS LEVEL (SEE TABLE BELOW)					ASSESSMENT CARRIED OUT BY	COMMENTS
	1	2	3	4	5		

(Use cut and paste facility to add further entries)

THE FOLLOWING **STATUS LEVELS** SHOULD BE APPLIED:

LEVEL	DESCRIPTION
1	
2	
3	
4	
5	

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

8.5 Project Management Activities

It is necessary for the management of the disaster recovery phase to be properly structured and controlled. Where practical, this phase should be organized in accordance with best project management practices. The recovery process is likely to require a significant level of co-ordination utilizing diverse resources including the use of public emergency services. During the handling of the disaster recovery process all events should be planned and recorded. The planning part of the process is dealt with here. The recording process is dealt with in the Event Log (see topic 040205).

This section of the BCP should establish a suggested format to be used for planning the recovery process. Information should include:

- Activity number
- Activity name
- Activity description
- Activity commencement
- Activity completion
- Activity resources

The plan should also include a critical path for the recovery process. The plan will need to be updated regularly during the Disaster Recovery Process and this is an important part of the DRT Leader's duties.

A critical path, in its simplest form, is the shortest time in which a particular group of tasks may be accomplished. Each task on the critical path must be completed on schedule if the entire project or group of tasks is to be finished on schedule.

FORM 8.5.1 Project Management Activities

During the Disaster Recovery Process all activities will be determined using a standard structure. Where practical, this plan will need to be updated on a regular basis throughout the Disaster Recovery period.

ACTIVITY NAME:
REFERENCE NUMBER:
BRIEF DESCRIPTION:

COMMENCEMENT DATE/TIME	COMPLETION DATE/TIME	RESOURCES INVOLVED	PEOPLE IN CHARGE

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

8.6 Notification and Reporting During Disaster Recovery Phase

Maintaining good levels of communications is one of the most important ingredients during the disaster recovery phase. It is important that any information released is both accurate and timely. It is necessary to keep various groups informed including the Disaster Recovery Team, the Business Recovery Team, the senior and middle management, families of affected employees, media and other key members of staff.

8.7 Mobilizing the Disaster Recovery Team

One of the tasks during the early stages of the emergency is to notify the Disaster Recovery Team (DRT) that an emergency has occurred. This notification would normally be in a pre-agreed format. The notification will normally request the members of the DRT to assemble at the site of the problem and will involve sufficient information to enable this request to be effectively communicated.

The BCP Team Leader or Deputy should initially be alerted and that person will be responsible for notifying the rest of the DRT who are required to attend the site of the emergency. A succession of alternates should be provided in case the Leader or deputy is unavailable or incapacitated.

This section of the BCP should contain a list of persons to contact, contact information, time and date of contact, who made the contact, messages left with, instructions issued, response and subsequent time of arrival on site.

FORM 8.7.1 Mobilizing the Disaster Recovery Team

The format shown below will be used for recording the mobilization of the Disaster Recovery Team following an emergency situation.

DESCRIPTION OF EMERGENCY:					
DATE OCCURRED:					

NAME OF TEAM MEMBER	CONTACT DETAILS	CONTACTED ON (TIME AND DATE)	BY WHOM	RESPONSE	TIME OF ARRIVAL ON SITE
RELEVANT COMMENTS (E.G. SPECIFIC INSTRUCTIONS ISSUED)					
RELEVANT COMMENTS (E.G. SPECIFIC INSTRUCTIONS ISSUED)					
RELEVANT COMMENTS (E.G. SPECIFIC INSTRUCTIONS ISSUED)					
RELEVANT COMMENTS (E.G. SPECIFIC INSTRUCTIONS ISSUED)					

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

8.8 Notification to Management and Key Employees

During the Disaster Recovery phase, the management and key employees should be kept informed of key developments affecting the business process overall and in particular the impact on their own areas of responsibility. If, for example, the emergency affects the main buildings in which the business is conducted and the emergency has occurred outside normal business hours, it may be necessary to instruct the employees to remain at home until further instructions can be issued. Key employees and certain members of management may, on the other hand, be needed to attend the emergency site or the Command Center at an early stage in the process to consider how to minimize the impact of the emergency on their areas of responsibility. The BCP Team Leader or Deputy or nominated alternate is responsible for undertaking this notification activity.

This section of the BCP should contain a list of management and key employees who should be contacted in an emergency situation. It should contain the persons name; normal and emergency contact information and a brief description regarding the area of responsibility.

FORM 8.8.1 Notification to Management and Key Employees

The following is a list of those members of management and key employees who will need to be contacted in the event of an emergency.

* WHERE THE PERSON CONCERNED NEEDS TO BE CONTACTED ONLY IN THE EVENT OF A PARTICULAR TYPE OF DISASTER

NAME	JOB TITLE	NORMAL CONTACT DETAILS	EMERGENCY CONTACT DETAILS	AREA (S) OF RESPONSIBILITY	TYPE OF DISASTER APPLICABLE *

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

8.9 Handling Personal Families Notification

If the emergency event has resulted in a situation, which would cause concern to an employee's immediate family such as hospitalization of injured persons, it will be necessary to notify their immediate family members urgently.

This type of communication needs to be handled with sensitivity and care in order not to increase the level of distress to the persons being notified. A trained manager within HRM Division or another member of senior management would normally handle this type of work. The need to deal sensitively with employee situations is one of the reasons why it may be beneficial to include the Head of Personnel in the Disaster Recovery Team.

This section of the BCP will contain the names and emergency contact details of the persons nominated to undertake this particular type of notification. In the event of serious injury or even death of an employee, it would be beneficial if the person notifying had access to counseling service contact numbers in order to be able to offer this type of support and advice.

FORM 8.9.1 Handling Personnel Families Notification

In the event that an employee's immediate family needs to be notified of an injury to the employee as a result of a disaster situation, this notification must be undertaken by one of the following authorized personnel.

*   WHERE AUTHORIZED TO NOTIFY THE FAMILIES OF SPECIFIC DEPARTMENTS OR UNITS WITHIN THE LCSA

NAME	POSITION WITHIN LCSA	NORMAL CONTACT DETAILS	EMERGENCY CONTACT DETAILS	RESPONSIBLE FOR DEPARTMENTS/UNITS*

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

8.10 Handling Media during the Disaster Recovery Phase

Media contact during the disaster recovery phase has to be handled very carefully. All information released to the public at this time has to be accurate and speculation should be reduced to the minimum. Persons who have been specifically authorized to undertake such duties should handle Media interviews and press release statements. Other persons who have not been authorized to speak to the media should be strongly discouraged from doing so. A policy or strategy should be prepared in advance of an emergency situation, which can be followed by the person authorized to release information to the media.

This section of the BCP should contain information on the policy to be followed and the name and emergency contact numbers of the persons authorized to speak to the media.

FORM 8.10.1 Handling Media during Disaster Recovery Phase

The following authorized personnel may only undertake Media contact during the disaster recovery phase.

NAME	POSITION WITHIN LCSA	CONTACT DETAILS	
		NORMAL	EMERGENCY

(Use cut and paste facility to add further entries)

The LCSA's policy in respect of media contact during a disaster recovery phase is as follows:

<>

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

8.11 Maintain Event Log during Disaster Recovery Phase

It is important that all key events during the disaster recovery phase are recorded. The leader of the Disaster Recovery Team should maintain an event log. This Event Log should be started at the commencement of the emergency and a copy of the log passed on to the Business Recovery Team once the initial dangers have been controlled.

This section of the BCP should include a format for such an Event Log, which can be easily maintained by the DRT leader. The format should include the date, time, title of the event, brief description of the event and outcomes. It should also include follow up action needed, as appropriate.

FORM 8.11.1 Maintaining Event Log during Disaster Recovery Phase

The following event log should be completed by the Disaster Recovery Team Leader to record all key events during the Disaster Recovery Phase, until such time as responsibility is handed over to the Business Recovery Team.

DESCRIPTION OF DISASTER:
COMMENCEMENT DATE:
DATE DISASTER RECOVERY TEAM MOBILIZED:

KEY ACTIVITIES UNDERTAKEN BY DISASTER RECOVERY TEAM (GIVE BRIEF DESCRIPTION)	DATE AND TIME UNDERTAKEN	OUTCOME	FOLLOW-ON ACTION REQUIRED

(Use cut and paste facility to add further entries)

DISASTER RECOVERY TEAM'S WORK COMPLETED ON: <DATE>
EVENT LOG PASSED TO BUSINESS RECOVERY TEAM ON: <DATE>

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

8.12 Disaster Recovery Phase Report

On completion of the Initial Disaster Recovery Phase the DRT leader should prepare a report on the activities undertaken. The report should contain information on the emergency, who was notified and when, action taken by members of the DRT together with outcomes arising from those actions. The report will also contain an assessment of the impact to normal business operations. The report should be given to the Head of the Business Recovery Team, with a copy to Senior Management, as appropriate.

This section of the BCP should contain a suggested format for such a report.

FORM 8.12.1 Disaster Recovery Phase Report

A Disaster Recovery Report will be prepared by the DRT Leader on completion of the initial Disaster Recovery Phase.

In addition to the Head of the Business Recovery Team, the report will be distributed to Senior Management, as follows:

Name of Manager	Name of department/unit for which responsible

The contents of the report will include:

- *A description of the emergency*

- *Those people notified of the emergency (including dates)*

- *Action taken by members of the DRT*

- *Outcomes arising from actions taken*

- *An assessment of the impact to normal business operations*

- *Assessment of the effectiveness of the BCP*

- *Lessons learnt*

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

9.0 Business Recovery Phase

The Business Recovery Phase will either follow directly on from the Disaster Recovery Phase or will be directly initiated after a serious emergency incident affecting normal business operations, which does not need a Disaster Recovery Phase.

The Business Recovery Phase involves the restoration of normal business operations after an unexpected event that has disrupted all or part of the business process. From a business perspective, this is the most critical phase of the whole BCP. The efficiency and effectiveness of the procedures contained within this section could have a direct bearing on the LCSA's ability to survive the emergency.

This Chapter of the BCP deals firstly with the management of the business recovery process and secondly with the procedures to be followed for restoring each of the individual business processes. A significant task during the Business Recovery Phase is the assessment of damage to property, contents and systems.

9.1 Managing the Business Recovery Phase

From a business perspective, the most important part of the BCP is the Business Recovery Phase. This phase deals with restoring normal business operations in the fastest possible time. This process needs to be carefully managed and controlled in order to ensure optimum use of resources with correct prioritization applied to key tasks.

The section contains information on the structure of business recovery process covering the management and LCSA activities necessary to ensure smooth implementation of the continuity procedures.

9.2 Mobilizing the Business Recovery Team

Immediately following an emergency, which seriously affects one or more of the LCSA's normal business processes, the Business Recovery Team (BRT) are to be notified. If there is the need for a Disaster Recovery Phase then initially the BRT are likely to be put on standby. If there is no Disaster Recovery Phase or the Disaster Recovery Phase is nearing completion, the BRT will be asked to assemble at the Emergency Command Center set up to control and manage both the emergency and the recovery process.

This section of the BCP contains a procedure for mobilizing the BRT and an appropriate standard wording for notification. It may also contain the process for alerting the members of the BRT moving them from 'standby status' to 'mobilization status'.

It may be considered appropriate to include a suitable 3-stage alert status procedure i.e.

        Status – Yellow: Place Disaster Recovery Team on standby alert
        Status – Orange: Place Disaster Recovery Team on alert
        Status – Red: Mobilize Disaster Recovery Team

LCSA Business Continuity Plan Template

FORM 9.2.1 Mobilizing the Business Recovery Team

Following an emergency requiring the mobilization of the Disaster Recovery Team, the Business Recovery Team will have been notified of the situation and put on standby. The format shown below will be used for recording the mobilization of the Business Recovery Team once the work of the Disaster Recovery Team has been completed.

DESCRIPTION OF EMERGENCY:
DATE OCCURRED:
DATE WORK OF DISASTER RECOVERY TEAM COMPLETED:

NAME OF TEAM MEMBER	CONTACT DETAILS	CONTACTED ON (TIME AND DATE)	BY WHOM	RESPONSE	START DATE REQUIRED
RELEVANT COMMENTS (E.G. SPECIFIC INSTRUCTIONS ISSUED)					
RELEVANT COMMENTS (E.G. SPECIFIC INSTRUCTIONS ISSUED)					
RELEVANT COMMENTS (E.G. SPECIFIC INSTRUCTIONS ISSUED)					
RELEVANT COMMENTS (E.G. SPECIFIC INSTRUCTIONS ISSUED)					

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

9.3 Assessing extent of damage and business impact

Once the Business Recovery Team (BRT) is mobilized, the first task is the assessment of the extent of the damage and impact on the business process. This activity must be focused on the business impact as opposed to the damage assessment carried out by the Disaster Recovery Team, which is mainly focused on the impact on people and the physical infrastructure.

The affect of the disaster will be reviewed by examining each area of the business that has been affected and assessing the impact on the various key business processes identified in topic BC020201 above.

This section of the BCP should contain a list of the areas of the business affected by the disaster and the actual business processes affected. Cross dependencies of affected processes to other processes should be listed. For each affected business process there should be a preliminary estimate of the recovery time involved with restoring normal operations.

A damage assessment form for use by the BRT is included in the BCP.

FORM 9.3.1 Assessing Extent of Damage and Business Impact

The Business Recovery Team's first task, once mobilized, will be to assess the impact of the disaster on the LCSA's' business activities. This will be undertaken by examining each area of the business that has been affected, and assessing the impact on the various key business processes identified in topic *Key Business Process Section*. Please use the form labeled *Damage Assessment Form Below*.

* CROSS DEPENDENCIES TO OTHER PROCESSES SHOULD BE INDICATED HERE

BUSINESS AREA AFFECTED	KEY BUSINESS PROCESS AFFECTED	MAIN DEPENDENCIES *	ESTIMATE OF RECOVERY TIME (TO NORMAL OPERATIONS)
ASSESSMENT OF BUSINESS IMPACT:			
ASSESSMENT OF BUSINESS IMPACT:			
ASSESSMENT OF BUSINESS IMPACT:			
ASSESSMENT OF BUSINESS IMPACT:			
ASSESSMENT OF BUSINESS IMPACT:			

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

FORM 9.3.2 Damage Assessment Form for Extent of Damage and Business Impact

KEY BUSINESS PROCESS AFFECTED	DESCRIPTION OF PROBLEM	EXTENT OF DAMAGE

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

9.4 Preparing specific recovery plan

Following on from the business impact assessment phase a Recovery Plan needs to be prepared. As this will be prepared once the disruptive event has occurred, this is likely to initially be an outline plan only as the most important requirement will be to mobilize the resources towards recovery as fast as possible. Nevertheless, in order to be effective, the process must be carefully planned and structured and the Business Recovery Team header must be adept at planning, organization and decision making under extreme conditions.

The Recovery Plan will identify those areas which need to be addressed immediately and will establish a prioritized sequence for the recovery process to proceed. Activities will, wherever possible, be carried out simultaneously but the critical path must be identified to ensure that those activities directly on the critical path receive the highest priority.

The Recovery Plan will list the activities, which need to be carried out in priority sequence and which persons or teams are responsible for completing those tasks. Where suppliers and vendors are required to supply goods or services as part of the recovery process then these activities will be involved also.

The Recovery Plan will activate the recovery process and will activate the various people or taskforces involved.

The Business Recovery Team is to be fully briefed on the extent of the recovery operation and the activities they are expected to carry out. The impact of each of their tasks on the Critical Path must also be communicated.

FORM 9.4.1 Preparing Specific Recovery Plan

Following the business impact assessment, a Recovery Plan must be prepared. The most important task at this stage is to mobilize resources towards a recovery as quickly as possible, and although the Recovery Plan must be carefully planned and structured, it may initially be an outline plan. Where suppliers are required to provide goods or services as part of the recovery process, these activities should also be included.

* *A PRIORITY SEQUENCE MUST BE IDENTIFIED ALTHOUGH, WHERE POSSIBLE, ACTIVITIES WILL BE CARRIED OUT SIMULTANEOUSLY*

AREAS TO BE ADDRESSED *IN ORDER OF PRIORITY* *	RECOVERY TASKS TO BE UNDERTAKEN	PERSONS OR TEAM RESPONSIBLE	DEPENDENCIES	EXPECTED COMPLETION DATE
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

9.5 Monitoring progress

It is necessary for the BRT leader to closely monitor progress of the individual recovery tasks during this phase. Difficulties experienced by one group of persons could have a significant affect on other dependent tasks. It is important also to ensure that each task is properly resourced and that the efforts required to restore normal business operations have not been under-estimated.

This section of the BCP should contain information needed for regular monitoring of progress. The tasks to be achieved should be listed together with estimate of when each task is expected to be completed. It should also contain information on resources and related information including:

- Milestones

- Dependencies

- Critical Path

- Progress reporting frequency

Where progress is not maintained at an adequate level, there is a necessity to have escalation procedures in place so that top management are kept fully informed of the implications of delay.

LCSA Business Continuity Plan Template

FORM 9.5.1 Monitoring Progress

The progress of the individual recovery tasks must be closely monitored during this phase, since difficulties experienced by one group could significantly affect other dependent tasks. It is important to ensure that each task is adequately resourced and that the efforts required to restore normal business operations have not been under-estimated.

* *A PRIORITY SEQUENCE MUST BE IDENTIFIED ALTHOUGH, WHERE POSSIBLE, ACTIVITIES WILL BE CARRIED OUT SIMULTANEOUSLY*

RECOVERY TASKS *IN ORDER OF PRIORITY **	PERSON (S) RESPONSIBLE	COMPLETION DATE		MILESTONES IDENTIFIED	OTHER RELEVANT INFORMATION *(DEPENDENCIES, CRITICAL PATH ETC.)*
		Estimated	Actual		
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

LCSA Business Continuity Plan Template

9.6 Keeping everyone informed

During the Business Recovery Phase it is extremely important that all affected persons and organizations are kept properly and fully informed. This could include the following groups:

Board of Directors
Management and Staff
Customers
Appropriate Authorities or industry regulatory bodies
Insurance broker/loss adjustors
Suppliers and vendors
Contracted staff
Joint venture partners

A particularly important area to be considered is in notifying customers about the impact on deliveries of products or services. At an early stage in the business recovery process a list of customers who may be affected by the outage or damage should be compiled. An estimate should be made of the delays to goods, deliveries or services and each customer notified accordingly. Whenever possible, efforts should be made to identify alternative methods of supplying the goods and services where the delays are likely to be critical, particularly to important clients. Affected customers should be kept informed, as appropriate, as the recovery process progresses.

A further area requiring special attention is the media. Depending upon the prominence of the LCSA and the scale of the emergency the level of interest from the media will vary. Only persons authorized to release information to the media will be permitted to do so. The information given to all parties must be accurate and timely. Estimates of the timing of normal working operations should be announced with care.

This section of the BCP should list the groups of persons or organizations who could be affected by disruption to normal business operations. It will also contain the names, positions and contact numbers of the persons nominated to coordinate the communication to each group.

FORM 9.6.1 Keeping Everyone Informed

It is very important during the Business Recovery Phase that all affected persons and LCSA's are kept properly informed. The information given to all parties must be accurate and timely. In particular, any estimate of the timing to return to normal working operations should be announced with care. It is also very important that only authorized personnel deal with media enquiries.

GROUPS OF PERSONS OR LCSA'S AFFECTED BY DISRUPTION	PERSONS NOMINATED TO CO-ORDINATE COMMUNICATION TO THOSE PERSONS/LCSA'S AFFECTED		
	NAME	POSITION	CONTACT DETAILS
Customers			
Management and Staff			
Suppliers			
Media			
Other Third Parties			

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

9.7 Handing Business Operations Back to Regular Management

Once normal business operations have been restored it will be necessary to hand the responsibility for specific operations back to the regular management process. This process should be formalized in order to ensure that all parties understand the change in overall responsibility. It is likely that during the recovery process, overall responsibility may have been assigned to the Business Recovery Process Leader. Inevitably, the regular management will be fully involved throughout, but in order for the recovery process to be fully effective, overall responsibility during the recovery period should probably be with the Business Recovery Process Team. On the other hand, it is possible that some LCSA's may prefer that regular management remain overall responsible for a particular business process throughout the Business Recovery Process. Where this approach is preferred, it is recommended that the Chief Executive Officer (or another member of top management) undertake the leadership role for this period.

This section of the BCP contains a proposed handover form to be completed and signed by the Business Recovery Team Leader (BRT) and the regular manager responsible for each process. A separate form is to be used for each business process.

FORM 9.7.1 Handing Business Operations Back to Regular Management

Following hand-over form should be completed and signed by the Business Recovery Team Leader and the regular manager responsible, for each process involved.

NAME OF BUSINESS PROCESS:	
COMPLETION DATE of Work by Business Recovery Team	
DATE OF HAND-OVER to Regular Management (IF DIFFERENT TO COMPLETION DATE)	

I confirm that the work of the Business Recovery Team has been completed in accordance with the Business Recovery Plan for the above process, and that normal business operations have now effectively been restored.

BUSINESS RECOVERY TEAM LEADER

Name:

Signature:

Date:

(ANY RELEVANT COMMENTS BY THE BRT LEADER IN CONNECTION WITH THE HAND-OVER OF THIS BUSINESS PROCESS SHOULD BE MADE HERE)

I confirm acceptance of above business process for the resumption of normal working conditions.

Name:

Title:

Signature:

Date:

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

9.8 Preparing Business Recovery Phase Report

On completion of the Business Recovery Phase the BRT leader should prepare a report on the activities undertaken. The report should contain information on the disruptive event, who was notified and when, action taken by members of the BRT together with outcomes arising from those actions. The report will also contain an assessment of the impact to normal business operations. The report should be distributed to Senior Management, as appropriate.

This section of the BCP should contain a suggested format for such a report.

FORM 9.8.1 Preparing Business Recovery Phase Report

On completion of the Business Recovery Phase, the BRT Leader will prepare a report on the activities undertaken. This report will be distributed to Senior Management, as follows:

Name of Manager	Name of department/unit for which responsible

The contents of the report will include:

- *A description of the emergency*

- *Those people notified of the emergency (including dates)*

- *Action taken by members of the Business Recovery Team*

- *Outcomes arising from actions taken*

- *An assessment of the impact to normal business operations*

- *Problems identified*

- *Suggestions for enhancing the Business Continuity Plan*

- *Lessons learnt*

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

10.0 Business Recovery Activities

For a business recovery process to be effective it is necessary to carefully consider and plan for the potentially complex series of activities needed to recover from a serious emergency. A planned approach is likely to result in a more coherent and structured recovery. It is likely that a serious disruptive event will produce unexpected results, which may differ in some ways from the predicted outcomes contained within this plan. The BRT should review any pre-defined procedures or strategies in the light of the actual situation arising following the disruptive event and modify these procedures as appropriate.

This section of the BCP contains a list of procedures to be followed to achieve a structured and coherent recovery process. It should be noted that the severity level of the emergency might affect the manner in which these processes are implemented.

The BCP Template also contains a suitable format for recording the roles and responsibilities of individual members of the team or groups of individuals. These forms will enable the expectations from the Business Recovery Team to be properly communicated to each employee.

10.1 Power and Other Utilities

A critical part of the recovery process is the restoration of electric power and other public utilities or services such as water and gas. This will normally require the involvement of the utility suppliers, maintenance engineers, outside technical specialists and in-house premises maintenance staff. The following suggested outline procedure within the planning template should be verified by each LCSA to ensure it is suitable for their purposes. In many cases, the services of outside specialists will be required to complete the activity. Amend the pre-defined items within the plan template, as appropriate.

FORM 10.1.1 Power and Other Utilities

PROCEDURE FOR
RESTORING ELECTRICAL POWER

ACTIVITIES	RESOURCES REQUIRED	ESTIMATED COMPLETION TIME/DATE
Assess Damage (see form attached)		
On-site survey		
Test power availability in each area		
Test safety levels		
Test cables, wiring, junction boxes		
Prepare report and advise BRT Leader		
Locations Affected By Outage		
Location 1		
Location 2		
etc.		
Recovery Activities Required		
Activity 1		
Activity 2		
etc.		

Estimated Cost of Work Required:

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

LCSA Business Continuity Plan Template

FORM 10.1.2 Damage Assessment Form for Restoring Electrical Power

LOCATION	DESCRIPTION OF ITEM	REPAIRABLE/TO BE REPLACED

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

FORM 10.1.3 Roles and Responsibilities for Restoring Electrical Power

NAME	DEPARTMENT	POSITION

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

FORM 10.1.4 Procedure for Restoring Gas

ACTIVITIES	RESOURCES REQUIRED	ESTIMATED COMPLETION TIME/DATE
Assess Damage (see form attached)		
On-site survey		
Test gas availability in each area		
Test safety levels		
Test pipes etc.		
Prepare report and advise BRT Leader		
Locations Affected By Outage		
Location 1		
Location 2		
etc.		
Recovery Activities Required		
Activity 1		
Activity 2		
etc.		

Estimated Cost of Work Required:

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

FORM 10.1.5 Damage Assessment Form for Restoring Gas

LOCATION	DESCRIPTION OF ITEM	REPAIRABLE/TO BE REPLACED

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

FORM 10.1.6 Roles and Responsibilities for Restoring Gas

NAME	DEPARTMENT	POSITION

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

FORM 10.1.7 Procedure for Restoring Water

ACTIVITIES	RESOURCES REQUIRED	ESTIMATED COMPLETION TIME/DATE
Assess Damage (see form attached)		
On-site survey		
Test availability in each area		
Test safety levels		
Test pipes etc.		
Prepare report and advise BRT Leader		
Locations Affected By Outage		
Location 1		
Location 2		
etc.		
Recovery Activities Required		
Activity 1		
Activity 2		
etc.		

Estimated Cost of Work Required:

COMPLETED BY	NAME:	DATE:	
REVIEWED BY	NAME:	DATE:	

LCSA Business Continuity Plan Template

FORM 10.1.8 Damage Assessment Form for Restoring Water

LOCATION	DESCRIPTION OF ITEM	REPAIRABLE/TO BE REPLACED

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

LCSA Business Continuity Plan Template

FORM 10.1.9 Roles and Responsibilities for Restoring Water

NAME	DEPARTMENT	POSITION
ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:		
ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:		
ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:		
ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:		
ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:		
ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:		
ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:		

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

10.2 Premises, Fixtures and Furniture (Facilities Recovery Management)

The procedure to recover premises, fixtures and furniture can be collectively referred to as facilities recovery management. The extent of this activity is hard to pre-define, as it will be affected greatly by the actual scale of the emergency. The linked procedure is given as a guideline, which must be reviewed by the LCSA undertaking the preparation of the BCP to ensure it fits with their requirements. In many cases, the services of outside specialists may be required to carry out the activity. Amend the pre-defined items within the plan template, as appropriate.

FORM 10.2.1 Premises, Fixtures and Furniture (Facilities Recovery Management)

PROCEDURE FOR RECOVERY OF PREMISES, FIXTURES AND FURNITURE

ACTIVITIES	RESOURCES REQUIRED	ESTIMATED COMPLETION TIME/DATE
1. Assess damage (see form attached)		
On-site survey of main structures including supports, walls and roof		
Safety issues		
Access problems		
Evaluate re-usability		
Identify further inspections required		
Advise insurance company		
Advise BRT Leader		
2. Assess non-structural damage		
On-site survey of all non-structural facilities		
Determine damage to power, lighting, heating, cooling and ventilation		
Determine damage to internal partitioning		
Determine damage to doors, windows and floors		
Determine damage to decoration		
Determine damage to fixtures and fittings		
Determine damage to furniture		
Evaluate recovery period prior to re-occupation		
Advise BRT Leader		
3. Power, lighting, heating, cooling and ventilation		
Prepare detailed list of damage		
Assess recoverability of each damaged component		
Prepare preliminary specification of repair work or replacement		
Identify availability of suitable vendors		
Determine estimated costs		
Instruct vendors		
Monitor progress		
Advise BRT Leader		
4. Internal partitioning		
Prepare detailed list of damage		
Assess recoverability of each damaged component		
Prepare preliminary specification of repair work or replacement		
Identify availability of suitable vendors		
Determine estimated costs		
Instruct vendors		
Monitor progress		
Advise BRT Leader		

5. Doors, windows and floors		
Prepare detailed list of damage		
Assess recoverability of each damaged component		
Prepare preliminary specification of repair work or replacement		
Identify availability of suitable vendors		
Determine estimated costs		
Instruct vendors		
Monitor progress		
Advise BRT Leader		
6. Decoration		
Prepare detailed list of damage		
Assess recoverability of each damaged component		
Prepare preliminary specification of repair work or replacement		
Identify availability of suitable vendors		
Determine estimated costs		
Instruct vendors		
Monitor progress		
Advise BRT Leader		
7. Fixtures and fittings		
Prepare detailed list of damage		
Assess recoverability of each damaged component		
Prepare preliminary specification of repair work or replacement		
Identify availability of suitable vendors		
Determine estimated costs		
Instruct vendors		
Monitor progress		
Advise BRT Leader		

8. Furniture		
Prepare detailed list of damage		
Assess recoverability of each damaged component		
Prepare preliminary specification of repair work or replacement		
Identify availability of suitable vendors		
Determine estimated costs		
Instruct vendors		
Monitor progress		
Advise BRT Leader		
9. Identify need for temporary locations		
Assess space required		
Assess period for temporary relocation		
Identify any special requirements		
Contact real estate broker		

Inspect possible temporary sites		
Decide on suitable site		
Prepare site for temporary occupation		
Issue purchase orders for replacement equipment/furniture for damaged items		
10. Relocation to temporary premises		
Notify all affected management and staff of temporary location		
Advise possible period at temporary location		
Notify customers and suppliers of change of address/contact details		
Arrange transport of undamaged items to temporary premises		
11. Prepare to return to original premises		
Notify all affected management and staff of relocation date		
Notify customers and suppliers of relocation		
Arrange transport of furniture and equipment to original premises		

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

LCSA Business Continuity Plan Template

FORM 10.2.2 Damage Assessment Form for Facilities Recovery Management

LOCATION	DESCRIPTION OF ITEM	REPAIRABLE/TO BE REPLACED

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:	
REVIEWED BY	NAME:	DATE:	

FORM 10.2.3 Roles & Responsibilities for Facilities Recovery Management

NAME	DEPARTMENT	POSITION
ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:		
ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:		
ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:		
ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:		
ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:		
ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:		
ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:		

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

10.3 Communications Systems

If communications equipment has been damaged during the emergency it will need to be repaired or replaced. This category of procedures excludes the production equipment and information technology equipment, which have dedicated procedures for those restoring specialized services. It includes all other equipment owned or used by the LCSA.

The linked procedure is given as a guideline, which must be carefully reviewed and amended by the LCSA to ensure that it fully meets their requirements. In many cases, the services or support of outside specialists may be required to carry out the activity. Amend the pre-defined items within the plan template, as appropriate.

FORM 10.3.1 Communication Systems

PROCEDURE FOR RESTORING COMMUNICATIONS SYSTEMS

ACTIVITIES	RESOURCES REQUIRED	ESTIMATED COMPLETION TIME/DATE
1. Assess Damage (see form attached)		
On-site inspection to identify areas of the communications systems affected by emergency		
Test each item of equipment		
Prepare a record of all equipment obviously damaged or not working		
Ensure suitable safety levels		
Advise BRT Leader		
2. Arrange repair		
Check to see if vendor maintenance support is available		
Have damage assessed by telecommunications maintenance/repair engineer		
Obtain estimates for repairs for cost and period of repair		
Notify insurance company		
Instruct telecommunications vendors/maintenance firm to effect repairs		
Maintain inventory of equipment sent for repairs		
Monitor that equipment is repaired on time and test on return		
Advise BRT Leader		
3. Arrange replacements		
Prepare list of non-repairable equipment		
Ensure equipment specification is still suitable for LCSA's purposes		
Obtain vendor quotes or replacements		
Notify insurance company		
Issue purchase orders		
Advise BRT Leader		

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

LCSA Business Continuity Plan Template

FORM 10.3.2 Damage Assessment Form for Restoring Communications Systems

LOCATION	DESCRIPTION OF ITEM	REPAIRABLE/TO BE REPLACED

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:	
REVIEWED BY	NAME:	DATE:	

FORM 10.3.3 Roles and Responsibilities for Restoring Communication Systems

NAME	DEPARTMENT	POSITION

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

10.4 IT Systems (Hardware and Software)

If IT systems equipment has been damaged during the emergency it will need to be repaired or replaced. This section of the BCP excludes the production equipment and telecommunications equipment both of which have dedicated procedures for restoring these specialized services. It does however include all other equipment owned or used by the LCSA's.

The linked procedure is given as a guideline, which must be carefully reviewed and amended by the LCSA's to ensure that it fully meets their requirements. In some cases, the services of outside specialists may be required to carry out the activity. Amend the pre-defined items within the plan template, as appropriate.

FORM 10.4.1 IT Systems (Hardware and Software)

PROCEDURE FOR RECOVERY OF HARDWARE

ACTIVITIES	RESOURCES REQUIRED	ESTIMATED COMPLETION TIME/DATE
1. Assess Physical Damage (see form attached)		
On-site inspection to identify hardware affected by emergency		
Arrange temporary power if necessary		
Ensure area around electrical equipment is dry and clear		
Test each item of hardware		
Prepare a record of all hardware obviously damaged or not working		
Ensure suitable safety levels		
Advise BRT Leader		
2. Arrange repair to equipment		
Check to see if vendor maintenance support is available		
Have damage assessed by IT hardware maintenance/repair engineer		
Obtain estimates for repairs for cost and period of repair		
Notify insurance company		
Instruct vendors/maintenance firm to effect repairs		
Maintain inventory of hardware sent for repairs		
Monitor that hardware is repaired on time and test on return		
Advise BRT Leader		
3. Arrange replacements		
Prepare list of non-repairable equipment		
Ensure hardware specification is still suitable for LCSA's purposes		
Obtain vendor quotes or replacements		
Notify insurance company		
Issue purchase orders		
Advise BRT Leader		

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

LCSA Business Continuity Plan Template

FORM 10.4.2 Damage Assessment Form for Recovery of Hardware

LOCATION	DESCRIPTION OF ITEM	REPAIRABLE/TO BE REPLACED

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

FORM 10.4.3 Roles and Responsibilities for the Recovery of Hardware

NAME	DEPARTMENT	POSITION

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

LCSA Business Continuity Plan Template

FORM 10.4.4 Procedures for the Recovery of Networks

ACTIVITIES	RESOURCES REQUIRED	ESTIMATED COMPLETION TIME/DATE
1. Assess Damage (see form attached)		
On-site inspection to identify LAN and WAN network servers affected by emergency		
Arrange temporary power if necessary		
Ensure area around electrical equipment is dry and clear		
Test each LAN and WAN network server		
Prepare a record of all network components damaged or not working		
Ensure suitable safety levels		
Assess damage to network software through stringent tests		
Assess damage to hubs, modems and routers		
Assess damage to ISP links and website		
Advise BRT Leader		
2. Arrange repair		
Check to see if vendor maintenance support is available		
Have damage assessed by IT networks maintenance/repair engineer		
Identify back-up and recovery network tapes		
Obtain estimates for repairs for cost and period of repair		
Notify insurance company		
Instruct vendors/maintenance firm to effect repairs		
Maintain inventory of network items to be repaired		
Monitor that network items are repaired on time and tested		
Advise BRT Leader		
3. Arrange replacements		
Prepare list of non-repairable equipment		
Ensure network specification is still suitable for LCSA's purposes		
Obtain vendor quotes or replacements		
Notify insurance company		
Issue purchase orders for replacement equipment and software		
Advise BRT Leader		

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

LCSA Business Continuity Plan Template

FORM 10.4.5 Damage Assessment Form for Recovery of Networks

LOCATION	DESCRIPTION OF ITEM	REPAIRABLE/TO BE REPLACED

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

LCSA Business Continuity Plan Template

FORM 10.4.6 Roles and Responsibilities for the Recovery of Networks

NAME	DEPARTMENT	POSITION

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

NAME	DEPARTMENT	POSITION

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

FORM 10.4.7 Procedures for the Recovery of Operating Systems

ACTIVITIES	RESOURCES REQUIRED	ESTIMATED COMPLETION TIME/DATE
1. Assess Damage (see form attached)		
On-site inspection to identify operating systems affected by emergency		
Arrange temporary power if necessary		
Ensure area around electrical equipment is dry and clear		
Test each operating system		
Prepare a record of all operating systems obviously damaged or not working		
Ensure suitable safety levels		
Advise BRT Leader		
2. Arrange repair		
Check to see if vendor maintenance support is available		
Have damage assessed by IT operating systems maintenance/repair engineer		
Obtain estimates for repairs for cost and period of repair		
Notify insurance company		
Instruct vendors/maintenance firm to effect repairs		
Maintain inventory of operating systems to be repaired		
Monitor that operating systems are repaired on time and tested		
Advise BRT Leader		
3. Arrange replacements		
Prepare list of non-repairable equipment		
Ensure operating system specification is still suitable for LCSA's purposes		
Obtain vendor quotes or replacements		
Notify insurance company		
Issue purchase orders		
Advise BRT Leader		

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

FORM 10.4.8 Damage Assessment Form for the Recovery of Operating Systems

LOCATION	DESCRIPTION OF ITEM	REPAIRABLE/TO BE REPLACED

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:	
REVIEWED BY	NAME:	DATE:	

FORM 10.4.8 Roles and Responsibilities for the Recovery of Operating Systems

NAME	DEPARTMENT	POSITION

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

FORM 10.4.9 Procedure for Recovery of Application Systems

ACTIVITIES	RESOURCES REQUIRED	ESTIMATED COMPLETION TIME/DATE
1. Assess Damage (see form attached)		
On-site inspection to identify application systems affected by emergency		
Arrange temporary power if necessary		
Ensure area around electrical equipment is dry and clear		
Test each application system		
Prepare a record of all application systems obviously damaged or not working		
Ensure suitable safety levels		
Advise BRT Leader		
2. Arrange repair		
Check to see if vendor maintenance support is available		
Have damage assessed by IT application systems maintenance/repair engineer		
Obtain estimates for repairs for cost and period of repair		
Notify insurance company		
Instruct vendors/maintenance firm to effect repairs		
Maintain inventory of application systems to be repaired		
Monitor that application systems are repaired on time and tested		
Advise BRT Leader		
3. Arrange replacements		
Prepare list of non-repairable equipment		
Ensure application system specification is still suitable for LCSA's purposes		
Obtain vendor quotes or replacements		
Notify insurance company		
Issue purchase orders		
Advise BRT Leader		

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

FORM 10.4.10 Damage Assessment for the Recovery of Application Systems

LOCATION	DESCRIPTION OF ITEM	REPAIRABLE/TO BE REPLACED

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

FORM 10.4.11 Roles and Responsibilities for the Recovery of Application Systems

NAME	DEPARTMENT	POSITION
ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:		
ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:		
ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:		
ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:		
ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:		
ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:		
ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:		

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

FORM 10.4.12 Procedure for Recovery of Office and Business Systems		

ACTIVITIES	RESOURCES REQUIRED	ESTIMATED COMPLETION TIME/DATE
1. Assess Damage (see form attached)		
On-site inspection to identify office and business systems affected by emergency		
Arrange temporary power if necessary		
Ensure area around electrical equipment is dry and clear		
Test each office and business system		
Prepare a record of all office and business systems obviously damaged or not working		
Ensure suitable safety levels		
Advise BRT Leader		
2. Arrange repair		
Check to see if vendor maintenance support is available		
Have damage assessed by IT office and business systems maintenance/repair engineer		
Obtain estimates for repairs for cost and period of repair		
Notify insurance company		
Instruct vendors/maintenance firm to effect repairs		
Maintain inventory of office and business systems to be repaired		
Monitor that office systems are repaired on time and tested		
Advise BRT Leader		
3. Arrange replacements		
Prepare list of non-repairable equipment		
Ensure office and business system specification is still suitable for LCSA's purposes		
Obtain vendor quotes or replacements		
Notify insurance company		
Issue purchase orders		
Advise BRT Leader		

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

LCSA Business Continuity Plan Template

FORM 10.4.13 Damage Assessment Form Recovery of Office and Business Systems

LOCATION	DESCRIPTION OF ITEM	REPAIRABLE/TO BE REPLACED

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

LCSA Business Continuity Plan Template

FORM 10.4.14 Roles and Responsibilities for Recovery of Office and Business Systems

NAME	DEPARTMENT	POSITION

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

10.5 Production Equipment

If production equipment has been damaged during the emergency it will need to be repaired or replaced. This section of the BCP excludes the information technology equipment or telecommunications equipment both of which have dedicated procedures for restoring these specialized services.

The linked procedure is given as a guideline that must be carefully reviewed and amended by the LCSA to ensure that it fully meets their requirements. Amend the pre-defined items within the plan template, as appropriate.

FORM 10.5.1 Production Equipment

PROCEDURE FOR RECOVERY OF PRODUCTION EQUIPMENT

ACTIVITIES	RESOURCES REQUIRED	ESTIMATED COMPLETION TIME/DATE
1. Assess Damage (see form attached)		
On-site inspection to identify areas affected by emergency		
Arrange temporary power if necessary		
Ensure area around electrical equipment is dry and clear		
Test each item of production equipment		
Prepare a record of all production equipment obviously damaged or not working		
Ensure suitable safety levels		
Advise BRT Leader		
2. Arrange repair to equipment		
Check to see if vendor maintenance support is available		
Have damage assessed by maintenance/repair engineer		
Obtain estimates for repairs for cost and period of repair		
Notify insurance company		
Instruct vendors/maintenance firm to effect repairs		
Maintain inventory of production equipment sent for repairs		
Monitor that production equipment is repaired on time and test on return		
Advise BRT Leader		
3. Arrange replacements		
Prepare list of non-repairable production equipment		
Ensure production equipment specification is still suitable for LCSA's purposes		
Obtain vendor quotes or replacements		
Notify insurance company		
Issue purchase orders		
Advise BRT Leader		

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

LCSA Business Continuity Plan Template

FORM 10.5.1 Damage Assessment for Recovery of Production Equipment

LOCATION	DESCRIPTION OF ITEM	REPAIRABLE/TO BE REPLACED

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

LCSA Business Continuity Plan Template

FORM 10.5.2 Roles and Responsibilities for Recovery of Production Equipment

NAME	DEPARTMENT	POSITION

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

10.6 Other Equipment

If equipment has been damaged during the emergency it will need to be repaired or replaced. This category of procedures covers all other equipment excluding production equipment, information technology equipment or telecommunications equipment, all of which have dedicated procedures for restoring these specialized services. This section covers all other equipment owned or used by the LCSA including such items as calculators, fridges, kitchen equipment, water coolers etc., etc.

The linked procedure is given as a guideline, which must be carefully reviewed and amended by the LCSA to ensure that it fully meets their requirements. In many cases, the services of outside specialists may be required to carry out the activity. Amend the pre-defined items within the plan template, as appropriate.

FORM 10.6.1 Procedure for Restoring Other Equipment

ACTIVITIES	RESOURCES REQUIRED	ESTIMATED COMPLETION TIME/DATE
1. Assess Damage (see form attached)		
On-site inspection to review areas affected by emergency		
Arrange temporary power if necessary		
Ensure area around electrical equipment is dry and clear		
Test each item of equipment		
Prepare a record of all equipment obviously damaged or not working		
Ensure suitable safety levels		
Advise BRT Leader		
2. Arrange repair		
Check to see if vendor maintenance support is available		
Have damage assessed by maintenance/repair engineer		
Obtain estimates for repairs for cost and period of repair		
Notify insurance company		
Instruct vendors/maintenance firm to effect repairs		
Maintain inventory of equipment sent for repairs		
Monitor that equipment is repaired on time and test on return		
Advise BRT Leader		
3. Arrange replacements		
Prepare list of non-repairable equipment		
Ensure equipment specification is still suitable for LCSA's purposes		
Obtain vendor quotes or replacements		
Notify insurance company		
Issue purchase orders		
Advise BRT Leader		

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

FORM 10.6.2 Damage Assessment for Restoring Other Equipment

LOCATION	DESCRIPTION OF ITEM	REPAIRABLE/TO BE REPLACED

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

FORM 10.6.3 Roles and Responsibilities for restoring other equipment

NAME	DEPARTMENT	POSITION
ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:		
ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:		
ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:		
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ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:		

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

10.7 Customer Service

This area of the business requires special consideration following disruption to the normal business processes. There is likely to be an immediate and noticeable affect on customers. It is necessary therefore for an assessment to be made of when restoration of service will be resumed and the impact of any period of service outage. It is important that affected customers are made fully aware of the circumstances and the efforts being expended to restore normal operations. Amend the pre-defined items within the plan template, as appropriate.

FORM 10.7.1 Procedure For Restoring Customer Service Capability

ACTIVITIES	RESOURCES REQUIRED	ESTIMATED COMPLETION TIME/DATE
Restoring normal customer service operations		
Assess impact of damage on customer service operations (see form attached)		
Identify which customers are affected		
Prepare suitable communication to notify customers		
Telephone particularly important customers		
Estimate time to return to normal operations		
Mobilize back-up procedures to minimize effect		
Keep customers informed about progress		
Advise BRT Leader		

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

FORM 10.7.2 Damage Assessment Form for Customer Service

LOCATION	DESCRIPTION OF ITEM	REPAIRABLE/TO BE REPLACED

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

FORM 10.7.3 Roles and Responsibilities for CS Capability

NAME	DEPARTMENT	POSITION
ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:		
ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:		
ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:		
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ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:		

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

LCSA Business Continuity Plan Template

10.8 Human Resources

During a particularly serious incident it is necessary to take special care of the employees' welfare and well-being, as they may have been subjected to unusual and distressing circumstances. The recovery teams may also need to remain near the recovery site for long periods and may require temporary accommodation. This category of the procedures covers the HRM considerations following a particularly disruptive incident. Amend the pre-defined items within the plan template, as appropriate.

FORM 10.8.1 Procedure For Human Resource Management

ACTIVITIES	RESOURCES REQUIRED	ESTIMATED COMPLETION TIME/DATE
1. Temporary Accommodation		
Assess needs to provide temporary accommodation to key staff. This may occur if public transportation facilities have been affected by the emergency		
Arrange cash advance to key staff, if necessary		
Arrange temporary travel and hotel accommodation to key staff		
Advise BRT Leader		
2. Advise all Management and Staff		
During the Business Recovery period, it is important to keep all management and staff fully aware of the situation and the effort being undertaken to achieve full recovery. The lists of employees' normal and emergency contact numbers should be used for this purpose.		
3. Follow-up support		
Follow-up support should be provided to employees who were injured during the emergency. This should include counseling to the employees or their families		
4. Temporary or Replacement Staff		
In certain circumstances, it is necessary to obtain temporary or permanent replacement for staff. This should follow the usual recruitment process used by the LCSA, and this procedure should be listed here.		

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

FORM 10.8.2 Roles and Responsibilities for the Management of HR

NAME	DEPARTMENT	POSITION

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

10.9 Information and Documentation

Information and documentation is the lifeblood of most LCSA's. It is therefore important to ascertain whether any damage has occurred to this data. If the damage to computerized or other information is widespread it is recommended to concentrate initially on essential and vital records, which should be listed in section (*Documents and Records Vital to the Business Process*) above. As a matter of good practice, wherever possible, vital records should be duplicated and stored in an off-site location so that permanent loss should not be a realistic problem. Amend the pre-defined items within the plan template, as appropriate.

LCSA Business Continuity Plan Template

FORM 10.9.1 Procedure for Recovery of Information Records

ACTIVITIES	RESOURCES REQUIRED	ESTIMATED COMPLETION TIME/DATE
Information and Documentation		
Identify which vital records and documentation have been damaged (see form attached)		
Prepare inventory of such items		
Identify where backed up copies of duplicates are stored		
Obtain back-up records or duplicates from off-site storage, as appropriate		
Advise BRT Leader		

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

FORM 10.9.2 Damage Assessment Form for Recovery of Info Records

LOCATION	DESCRIPTION OF ITEM	REPAIRABLE/TO BE REPLACED

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

FORM 10.9.3 Roles and Responsibilities for Recovery of Info Records

NAME	DEPARTMENT	POSITION

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

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ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

10.10 Office Supplies

In certain types of emergencies it is likely that stationery and office supplies could be destroyed or rendered unusable. The status of these items should be ascertained as early as possible in order that urgent replacements may be obtained. Consideration may be given to keeping a certain level of stock at an off-site location for use in these circumstances. The BR Team should be prepared to arrange for urgent delivery of replacements from the vendor. Amend the pre-defined items within the plan template, as appropriate.

FORM 10.10.1 Procedure for Recovery of Office Supplies

ACTIVITIES	RESOURCES REQUIRED	ESTIMATED COMPLETION TIME/DATE
Assess damage to stationery and office supplies (see form attached)		
Prepare a list of urgent replacement needs for office supplies		
Prepare list of items which need to be replaced		
Move non-damaged items to a suitable location, if necessary		
Ensure vendor can deliver urgent replacements		
Prepare purchase order to vendor		
Monitor deliveries of replacement supplies		
Advise BRT Leader		

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

LCSA Business Continuity Plan Template

FORM 10.10.2 Damage Assessment for Recovery of Office Supplies		

LOCATION	DESCRIPTION OF ITEM	REPAIRABLE/TO BE REPLACED

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

LCSA Business Continuity Plan Template

FORM 10.10.3 Roles & Responsibilities for Recovery of Office Supplies

NAME	DEPARTMENT	POSITION
ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:		
ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:		
ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:		
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ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:		

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

10.11 Operations and Administration (Support Services)

This area of the business requires special consideration following a disruption to the normal business processes. There is likely to be an immediate and noticeable affect on customers or trading partners. It is necessary therefore for an assessment to be made of when restoration of service will be resumed and the impact of any period of service outage. It is important that affected customers and trading partners are made fully aware of the circumstances and the efforts being expended to restore normal operations. Amend the pre-defined items within the plan template, as appropriate.

LCSA Business Continuity Plan Template

FORM 10.11.1 Restoring Operations & Administrative Services

Forms attached for Damage Assessment and Roles and Responsibilities within the Business Recovery process.

ACTIVITIES	RESOURCES REQUIRED	ESTIMATED COMPLETION TIME/DATE
Assess impact of the emergency on operations, back office and administrative support systems(see form attached)		
Identify last set of reliable data		
Identify need to implement alternative emergency back-up procedures		
Mobilize alternative emergency back-up procedures		
Identify repairable equipment		
Replace non-repairable equipment		
Replace damaged software		
Prepare purchase order to vendor		
Monitor delivery		
Advise BRT Leader		
Test all replaced equipment and software		
Recommence operations on original system		

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

FORM 10.11.2 Damage Assessment for Restoring Ops & Admin Services

LOCATION	DESCRIPTION OF ITEM	REPAIRABLE/TO BE REPLACED

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

FORM 10.11.3 Roles and Responsibilities for Restoring Ops & Admin Service

NAME	DEPARTMENT	POSITION

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

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ROLE AND RESPONSIBILITIES WITHIN BUSINESS RECOVERY PROCESS:

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

11.0 Testing the Business Recovery Process

An untested plan can often be more hindrance than having no plan at all. The ability of the BCP to be effective in emergency situations can only be assessed if rigorous testing is carried out in realistic conditions. The BCP testing phase contains important verification activities, which should enable the plan to stand up to most disrupted events.

The BCP should be tested within a realistic environment, which means simulating conditions, which would be applicable in an actual emergency. It is also important that the persons who would be responsible for those activities in a crisis should carry out the tests.

11.1 Planning the Tests

The BCP testing phase has to be carefully planned owing to the unique nature of the BCP process. It will only be activated in extreme circumstances and the testing should be conducted in a realistic environment.

This section of the BCP covers establishing the objectives and scope of the tests and enables the testing phase to be properly structured and organized.

11.2 Develop Objectives and Scope of Tests

The BCP should contain a description of the objectives and scope of the testing phase. This will enable the tests to be structured and organized in a manner where the results can be measured, and the plan fine tuned, as appropriate.

The objectives for the tests could be as follows:

"To undertake a thorough and rigorous testing of the business recovery process, including the simulation of a disruptive event, which produces results which can be measured and evaluated together with feedback which enables the BCP to be enhanced and streamlined."

The scope of the tests could be along the following lines:

"The tests are to be carried out in a comprehensive and exhaustive manner so that all aspects of the plan may be tested. The tests should be contributed to, in a significant manner, by all business and support units within the LCSA. The tests will include recovery of all aspects of the Business Recovery Activities section of the BCP including IT systems recovery."

FORM 11.1.1 Develop Objectives and Scope of Tests

A description of the Objectives and Scope of the Testing Phase is included here. This enables the tests to be structured and organized in a manner where the results can be measured, and the plan fine-tuned, as required.

OBJECTIVES

The objectives of the Testing Phase are as follows:

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SCOPE

The scope of the Testing Phase is as follows:

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COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

11.3 Setting the Test Environment

One of the greatest challenges in testing the business recovery process is in creating realistic conditions for carrying out the tests.

For example, if the tests are carried out following a simulated fire affecting the main LCSA's premises, then all involved in the testing process have to be working within the limitations that the team would expect to experience following an actual fire. These scenarios need to be carefully thought out to create an effective set of conditions, which could simulate the actual disruptive event. It is important also that these tests do not disrupt the normal business process in any way and may therefore need to be conducted outside normal business hours, if feasible.

This section of the BCP should contain a list of the conditions to be expected with each potential disruptive emergency. The following are suggestions, which could be incorporated. These need to be developed by the LCSA preparing the BCP in order to ensure it fits with their situation and predicted circumstances in a potential disruptive emergency.

FORM 11.3.1 Setting the Test Environment

One of the greatest challenges in testing the business recovery process is in creating realistic conditions for carrying out the tests. These need to be carefully planned to create an effective set of conditions to simulate as far as possible a real, disruptive event. It is important, however, that these tests do not disrupt the normal business process in any way, and they may need to be conducted out of normal working hours.

TYPE OF DISRUPTIVE EMERGENCY	CONDITIONS NEEDED TO SIMULATE REALISTIC EMERGENCY SITUATION

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:	
REVIEWED BY	NAME:	DATE:	

11.4 Prepare Test Data

As with all testing, the use of live data within the testing environment should be prohibited. Test data should however, be prepared which is representative of normal business transactions. Actual customer names or contact details should also not be used for such tests. It is recommended that a full test environment be set up for use in the applicable circumstances.

Each separate test should be given a unique reference number, which will identify the Business Process being recorded, the simulated conditions used, the persons involved in the testing process and the date the test was carried out. This will enable the monitoring and testing reports to be coordinated with any feedback received.

This section of the BCP should contain a list and description of the test data needed to test recovery of each business process.

FORM 11.4.1 Prepare Test Data

As with all testing, the use of live data within the testing environment should be prohibited. Test data should be prepared which is representative of normal business transactions, and it is preferable to set up a full test environment for use in the tests. However, it is important that actual customer names or contact details are not used for test purposes and all Federal regulations regarding privacy are followed. Each test will also be given a unique reference number to assist in the monitoring and feedback process.

TYPE OF EMERGENCY TO BE SIMULATED	BUSINESS PROCESS AFFECTED	TEST DATA REQUIRED FOR SIMULATION OF EMERGENCY SITUATION

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

11.5 Identify Who is to Conduct the Tests

In order to ensure consistency of the testing process throughout the LCSA, one or more members of the Business Continuity Planning (BCP) Team should be nominated to co-ordinate the testing process within each business unit, a nominated testing and across the LCSA.   Each business process should be thoroughly tested and the coordinator should ensure that each business unit observes the necessary rules associated with ensuring that the testing process is carried out within a realistic environment.

This section of the BCP should contain the names of the BCP Team members nominated to co-ordinate the testing process. It should also list the duties of the appointed coordinators.

FORM 11.5.1 Identify Who is to Conduct the Tests

To ensure consistency of the testing process throughout the LCSA, one or more members of the Business Continuity Planning Team should be nominated to coordinate the tests within each business unit.

BUSINESS UNIT	PERSON(S) NOMINATED TO CO-ORDINATE TESTS	DUTIES OF COORDINATOR

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

LCSA Business Continuity Plan Template

11.6 Identify Who is to Control and Monitor the Tests

In order to ensure consistency when measuring the results, the tests should be independently monitored. A nominated member of the Business Recovery Team or a member of the Business Continuity Planning Team would normally carry out this task.

This section of the BCP will contain the names of the persons nominated to monitor the testing process throughout the LCSA. It will also contain a list of the duties to be undertaken by the monitoring staff.

FORM 11.6.1 Identify Who is to Control and Monitor the Tests

In order to ensure consistency when measuring the results of the tests, they should be independently monitored, and one or more members of the Business Recovery Team or the Business Continuity Planning Team would normally carry out this task.

PERSON(S) NOMINATED TO MONITOR TESTING PROCESS THROUGHOUT THE LCSA	MONITORING DUTIES TO BE UNDERTAKEN

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

11.7 Prepare Feedback Questionnaires

It is vital to receive feedback from the persons managing and participating in each of the tests. This feedback will hopefully enable weaknesses within the Business Recovery Process to be identified and eliminated. Completion of feedback forms should be mandatory for all persons participating in the testing process. The forms should be completed either during the tests (to record a specific issue) or as soon after finishing as practical. This will enable observations and comments to be recorded whilst the event is still fresh in the persons mind.

This section of the BCP should contain a template for a Feedback Questionnaire.

12.0 Business Process Recovery Testing Phase -Carrying Out The Tests

FORM 12.0.1 Feedback and Evaluation Form -Execution

TO BE COMPLETED BY THOSE PARTICIPATING IN THE TESTS

Testing Programmer Name:
Date:
Testing Programmer Reference:

We value the feedback you give us. It helps us to improve and upgrade our Business Continuity Programs in our continued drive for excellence.

PLEASE CIRCLE THE NUMBER ON THE RESPONSE SCALE AND PROVIDE ANY COMMENTS WHICH YOU MAY HAVE

1. Was the duration of the Testing Program? :				
1	**2**	**3**	**4**	**5**
Far Too Long	Far Too Short	Somewhat below expectations	Close to expectations	Exactly Right
Comments: -				

2. Were the instructions you received for carrying out the tests? :				
1	**2**	**3**	**4**	**5**
Far Too Basic	Far Too Complex	Generally inadequate	Reasonable	Comprehensive and easy to understand
Comments: -				

3. Were the tests sufficiently realistic to test out the adequacy of the Business Recovery Process? :				
1	**2**	**3**	**4**	**5**
Totally unrealistic	Somewhat realistic	Realistic	Very realistic	Fully realistic
Comments: -				

4. How many problems did you encounter when conducting the tests? :				
1	**2**	**3**	**4**	**5**
None	1 - 2	3 - 4	5 - 6	Above 6

Comments: -

5. How effective was the Test Data? :				
1	**2**	**3**	**4**	**5**
Poor	Satisfactory	Good	Very good	Outstanding

Comments: -

6. How effective were the alternative delivery procedures or recovery procedures? :				
1	**2**	**3**	**4**	**5**
Poor	Satisfactory	Good	Very good	Outstanding

Comments: -

7. How realistic were the simulated conditions set up for the tests? :				
1	**2**	**3**	**4**	**5**
Very Unrealistic	Somewhat Unrealistic	Satisfactory	Fairly Realistic	Very Realistic

Comments: -

8. What is your overall rating of the Testing Program? :				
1	**2**	**3**	**4**	**5**
Poor	Satisfactory	Good	Very good	Outstanding

Comments: -

9. What changes would you suggest to make the Testing Program more effective?
Comments: -

Name:	**Position:**
Date:	**Department:**

12.1 Business Process Recovery Testing Phase – Controlling and Monitoring the Tests

FORM 12.1.1 Feedback and Evaluation Form -Monitoring

TO BE COMPLETED BY THOSE CONTROLLING AND MONITORING THE TESTS

Testing Program Name:

Date:

Testing Program Reference:

We value the feedback you give us. It helps us to improve and upgrade our Business Continuity Programs in our continued drive for excellence.

PLEASE CIRCLE THE NUMBER ON THE RESPONSE SCALE AND PROVIDE ANY COMMENTS WHICH YOU MAY HAVE

1. How relevant is the simulated test environment to the likely conditions in an emergency?				
1	**2**	**3**	**4**	**5**
Totally irrelevant	Somewhat relevant	Relevant	Very relevant	Fully relevant
Comments: -				

2. How realistic is the simulated test environment?				
1	**2**	**3**	**4**	**5**
Totally unrealistic	Somewhat realistic	Realistic	Very realistic	Fully realistic
Comments: -				

3. How well did the person conducting the test adhere to the simulated environment restrictions?				
1	**2**	**3**	**4**	**5**
Not Well	Satisfactorily	Fairly Well	Very Well	Extremely Well
Comments: -				

4. How well did the tester seem to understand the alternative delivery and / or recovery process?				
1	**2**	**3**	**4**	**5**
Not Well	Satisfactorily	Fairly Well	Very Well	Extremely Well

Comments: -

5. How well did the testers understand the roles and responsibilities?				
1 Not Well	**2** Satisfactorily	**3** Fairly Well	**4** Very Well	**5** Extremely Well
Comments: -				

6. How well were the tests managed?				
1 Not Well	**2** Satisfactorily	**3** Fairly Well	**4** Very Well	**5** Extremely Well
Comments: -				

7. How successful were the tests overall?				
1 Unsuccessful	**2** Partly successful	**3** Successful	**4** Very successful	**5** Extremely successful
Comments: -				

Name:	Position:
Date:	Department:

LCSA Business Continuity Plan Template

12.2 Prepare Budget for Testing Phase

Each phase of the BCP process, which incurs a cost, requires that a budget be prepared and approved. The 'Preparing for a Possible Emergency' Phase of the BCP process will involve the identification and implementation of strategies for back up and recovery of data files or a part of a business process. It is inevitable that these back up and recovery processes will involve additional costs. Critical parts of the business process such as the IT systems, may require particularly expensive back up strategies to be implemented. Where the costs are significant they should be approved separately with a specific detailed budget for the establishment costs and the ongoing maintenance costs.

This section of the BCP will contain a list of the testing phase activities and a cost for each. It should be noted whenever part of the costs is already incorporated with the LCSA's overall budgeting process.

LCSA Business Continuity Plan Template

FORM 12.2.1 Prepare Budget for Testing Phase

Each phase of the BCP process, which incurs a cost, requires that a budget be prepared and approved. The 'Preparing for a Possible Emergency' Phase will identify strategies for back-up and recovery of data files or a part of a business process, and it is inevitable that these processes will involve additional costs. Where the costs are significant they should be approved separately, with a specific budget for the establishment costs and on-going maintenance costs.

*   PART OF THE COST MAY ALREADY BE INCORPORATED WITHIN THE LCSA'S OVERALL BUDGETING PROCESS. IF SO, THIS SHOULD BE INDICATED HERE FOR THE RELEVANT ACTIVITY

ACTIVITIES WITHIN TESTING PHASE	COST OF ACTIVITY	COST INCLUDED IN MAIN BUDGETING PROCESS? *

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

12.3 Training Core Testing Team for each Business Unit

In order for the testing process to proceed smoothly, it is necessary for the core testing team to be trained in the emergency procedures. This is probably best handled in a workshop environment and should be presented by the persons responsible for developing the emergency procedures.

This section of the BCP should contain a list of the core testing team for each of the business units who will be responsible for coordinating and undertaking the Business Recovery Testing process.

It is important that clear instructions are given to the Core Testing Team regarding the simulated conditions, which have to be observed.

FORM 12.3.1 Training Core Testing Team for Each Business Unit

It is necessary for the Core Testing Team to be trained in the emergency procedures. Details are as follows.

BUSINESS UNIT	NAMES OF CORE TESTING TEAM	PERSON RESPONSIBLE FOR TRAINING

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

13.0 Conducting the Tests

The tests must be carried out under authentic conditions and all participants must take the process seriously. It is important that all persons who are likely to be involved with recovering a particular business process in the event of an emergency should participate in the testing process. It should be mandatory for the management of a business unit to be present when that unit is involved with conducting the tests.

13.1 Test each part of the Business Recovery Process

In so far as it is practical, each critical part of the business recovery process should be fully tested. Every part of the procedures included as part of the recovery process is to be tested to ensure validity and relevance.

This section of the BCP is to contain a list of each business process with a test schedule and information on the simulated conditions being used. The testing co-ordination and monitoring will endeavor to ensure that the simulated environments are maintained throughout the testing process, in a realistic manner.

FORM 13.1.1 Test Each Part of the Business Recovery Process

As far as practical, each critical part of the Business Recovery Process should be fully tested, to ensure its validity and relevance.

BUSINESS PROCESS	SIMULATED CONDITIONS TO BE USED FOR TESTING	SCHEDULE FOR TESTING

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

13.2 Test Accuracy of Employee and Vendor Emergency Contact Numbers

During the testing process the accuracy of employee and vendor emergency contact information is to be re-confirmed. All contact numbers are to be validated for all involved employees. This is particularly important for management and key employees who are critical to the success of the recovery process. The HRM Department or Division will usually handle this activity.

Where, in the event of an emergency occurring outside of normal business hours, a large number of persons are to be contacted, a hierarchical process could be used whereby one person contacts five others. This process must have safety features incorporated to ensure that if one person is not contactable for any reason then this is notified to a nominated controller. This will enable alternative contact routes to be used.

FORM 13.2.1 Test Accuracy of Employee and Vendor Emergency Contact Numbers

During the testing process, the accuracy of key employee and vendor emergency contact information is to be re-confirmed, and also all contact numbers validated for all employees involved in the process. This activity will usually be handled by the HRM Department.

This information has already been recorded in topics(Key Personnel and Emergency Contact Information) and (Key Suppliers and Vendors and Emergency Contact Information).

Click here to review the Key Employee details.
Click here to review Vendor details.

Where inaccuracies are found as a result of this testing process, these are to be recorded as follows. *(N.B. It is important that the records in BC 030203 and BC 030204 are also corrected.)*

1. EMPLOYEES

Enter name of employee, and corrected information in relevant column.

Checked by:			Date:		
NAME OF EMPLOYEE	POSITION	FUNCTIONAL AREA	PROCEDURE OR SYSTEM FOR WHICH RESPONSIBLE	NORMAL CONTACT DETAILS	EMERGENCY CONTACT DETAILS

(Use cut and paste facility to add further entries)

2. VENDORS

Enter name of supplier, and corrected information in relevant column.

Checked by:		Date:	
NAME OF SUPPLIER	KEY GOODS OR SERVICES PROVIDED	NORMAL CONTACT DETAILS	EMERGENCY CONTACT DETAILS

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

13.3 Assess Test Results

Prepare a full assessment of the test results for each business process. The following questions may be appropriate:

- Were objectives of the Business Recovery Process and the testing process met – if not, provide further comment
- Were simulated conditions reasonably "authentic" - if not, provide further comment
- Was test data representative - if not, provide further comment
- Did the tests proceed without any problems - if not, provide further comment
- What were the main comments received in the feedback questionnaires

Each test should be assessed as fully satisfactory, adequate or requiring further testing.

LCSA Business Continuity Plan Template

FORM 13.3.1 Assess Test Results

For each business process, the following form is to be completed following assessment of the test results.

BUSINESS PROCESS	Name:		
	Test Reference:		
	Test Date:		
	Test Result:	☐ FULLY SATISFACTORY ☐ ADEQUATE ☐ REQUIRES FURTHER TESTING	
• Were test objectives met? (If not, provide further comment)			
• Were conditions reasonably authentic? (If not, provide further comment)			
• Was test data representative? (If not, provide further comment)			
• Did the tests proceed without any problems? (If not, provide further comment)			
• What were the main comments in the feedback questionnaires?			

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

14.0 Training Staff in the Business Recovery Process

All staff should be trained in the business recovery process. This is particularly important when the procedures are significantly different from those pertaining to normal operations. This training may be integrated with the training phase or handled separately.

The training should be carefully planned and delivered on a structured basis. The training should be assessed to verify that it has achieved its objectives and is relevant for the procedures involved.

Training may be delivered either using in-house resources or external resources depending upon available skills and related costs.

14.1 Managing the Training Process

For the BCP training phase to be successful it has to be both well managed and structured. It will be necessary to identify the objective and scope for the training, what specific training is required, who needs it and a budget prepared for the additional costs associated with this phase.

14.2 Develop Objectives and Scope of Training

The objectives and scope of the BCP training activities are to be clearly stated within the plan.

The BCP should contain a description of the objectives and scope of the training phase. This will enable the training to be consistent and organized in a manner where the results can be measured, and the training fine tuned, as appropriate.

The objectives for the training could be as follows:

"To train all staff in the particular procedures to be followed during the business recovery process".

The scope of the training could be along the following lines:

"The training is to be carried out in a comprehensive and exhaustive manner so that staff becomes familiar with all aspects of the recovery process. The training will cover all aspects of the Business Recovery activities section of the BCP including IT systems recovery".

Consideration should also be given to the development of a comprehensive corporate awareness programmed for communicating the procedures for the business recovery process.

FORM 14.2.1 Develop Objectives and Scope of Training

The agreed objectives and scope of the BCP Training activities are as follows:

OBJECTIVES:
-
-
-
-
-
-
-
-
-

SCOPE:
-
-
-
-
-
-
-
-
-
-

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

14.3 Training Needs Assessment

The plan must specify which person or group of persons requires which type of training. It is necessary for all new or revised processes to be explained carefully to the staff. For example it may be necessary to carry out some process manually if the IT system is down for any length of time. These manual procedures must be fully understood by the persons who are required to carry them out. For larger LCSA's it may be practical to carry out the training in a classroom environment, however, for smaller LCSA's the training may be better handled in a workshop style.

This section of the BCP will identify for each business process what type of training is required and which persons or group of persons need to be trained.

LCSA Business Continuity Plan Template

FORM 14.3.1 Training Needs Assessment

The persons, or group of people, who require training should be specified, together with the type of training each will require. All new or revised processes will need to be explained carefully to staff, and must be fully understood by those responsible for carrying out the procedures involved.

BUSINESS PROCESS	TYPE OF TRAINING REQUIRED	PERSONS OR GROUPS TO BE TRAINED	NO. OF PERSONS

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

14.4 Training Materials Development Schedule

Once the training needs have been identified it is necessary to specify and develop suitable training materials. This can be a time consuming task and unless priorities are given to critical training programs, it could delay the LCSA in reaching an adequate level of preparedness.

This section of the BCP contains information on each of the training programs with details of the training materials to be developed, an estimate of resources and an estimate of the completion date.

FORM 14.4.1 Training Materials Development Schedule

Once training needs have been identified, suitable training materials will need to be specified and developed. This can be time-consuming, and unless priorities are given to critical training programs, it could delay the LCSA in reaching an adequate level of preparation.

NAME OF TRAINING PROGRAM	TRAINING MATERIALS REQUIRED	ESTIMATE OF RESOURCES REQUIRED TO DEVELOP MATERIALS	ESTIMATED COMPLETION DATE FOR DEVELOPMENT

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

14.5 Prepare Training Schedule

Once it has been agreed who requires training and the training materials have been prepared a detailed training schedule should be drawn up.

This section of the BCP contains the overview of the training schedule and the groups of persons receiving the training.

FORM 14.5.1 Prepare Training Schedule

Once those who require training have been identified and the training materials have been prepared, a detailed training schedule should be drawn up. The following is an overview of the training schedule indicating which groups are to be trained.

NAME OF TRAINING PROGRAM	SCHEDULED DATES	PERSONS OR GROUPS TO BE TRAINED

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

14.6 Communication to Staff

Once training is arranged for the employees, it is necessary to advise them about the training programs they are scheduled to attend.

This section of the BCP contains a draft communication to be sent to each member of staff to advise them about their training schedule. The communication should provide for feedback from the staff member where the training dates given are inconvenient.

A separate communication should be sent to the managers of the business units advising them of the proposed training schedule to be attended by their staff. Each member of staff will be given information on their role and responsibilities applicable in the event of an emergency.

FORM 14.6.1 Communication to Staff

Once the training has been arranged, it is necessary to advise employees of the training program(s) they will be attending, and on which scheduled date(s). This communication should allow staff the opportunity to state if the scheduled date(s) are not convenient to them. The wording of the communication will be as follows:

"As part of the LCSA's Business Continuity Planning process, it is necessary for all members of staff to undergo training in the Business Recovery procedures relevant to their own roles within the LCSA. In some instances, the Business Recovery processes will be significantly different to those pertaining to normal business operations, and it is critical to the success of any Business Recovery operation that each member of staff is familiar with the appropriate emergency procedures.

Your own training has been scheduled as follows:

Name of training program:
Date:
Location:

If you are unable to attend on this date, it is important that you should inform <name of person> immediately, so that an alternative date can be arranged."

A separate communication should be sent to the managers of the business units advising them of the proposed training schedule to be attended by their staff. This should be worded as follows:

"As part of the LCSA's Business Continuity Planning process, all staff is required to be trained in the relevant Business Recovery procedures.

The attached training schedule is proposed for the staff within your own business unit. It would be appreciated if you would review this schedule and confirm that it meets your unit's requirements and that the dates are acceptable to you. Once confirmed, we will inform staff individually of the dates for their own training."

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

LCSA Business Continuity Plan Template

14.7 Prepare Budget for Training Phase

Each phase of the BCP process, which incurs a cost, requires that a budget be prepared and approved. Depending upon the cross charging system employed by the LCSA, the training costs will vary greatly. However, it has to be recognized that, however well justified, training incurs additional costs and these should be approved by the appropriate authority within the LCSA.

This section of the BCP will contain a list of the training phase activities and a cost for each. It should be noted whenever part of the costs is already incorporated with the LCSA's overall budgeting process.

FORM 14.7.1 Prepare Budget for Training Phase

Each phase of the BCP process, which incurs an additional cost, must be budgeted for. Training will incur such costs, and the appropriate person should approve these.

*   PART OF THE COST MAY ALREADY BE INCORPORATED WITHIN THE LCSA'S OVERALL BUDGETING PROCESS. IF SO, THIS SHOULD BE INDICATED HERE FOR THE RELEVANT ACTIVITY

TRAINING PHASE ACTIVITIES	COST OF ACTIVITY	COST ALREADY INCLUDED IN MAIN BUDGETING PROCESS? *

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

15.0 Assessing the Training

The individual BCP training programmers and the overall BCP training process should be assessed to ensure its effectiveness and applicability. This information will be gathered from the trainers and also the trainees through the completion of feedback questionnaires.

15.1 Feedback Questionnaires

It is vital to receive feedback from the persons managing and participating in each of the training programmers. This feedback will enable weaknesses within the Business Recovery Process, or the training, to be identified and eliminated. Completion of feedback forms should be mandatory for all persons participating in the training process. The forms should be completed either during the training (to record a specific issue) or as soon after finishing as practical. This will enable observations and comments to be recorded whilst the event is still fresh in the persons mind.

This section of the BCP should contain a template for a Feedback Questionnaire for the training phase.

FORM 15.1.1 Feedback Questionnaires

It is important to get feedback from the persons managing and participating in each of the training programs. This will enable weaknesses within the Business Recovery Process or the training to be identified and eliminated. Completion of feedback forms should be mandatory for all persons participating in the training process.

BUSINESS PROCESS RECOVERY TRAINING PHASE

FEEDBACK AND EVALUATION FORM

Training Program Name:

Date:

Training Program Reference:

We value the feedback you give us. It helps us to improve and upgrade our Business Continuity Programs in our continued drive for excellence in training.

PLEASE CIRCLE THE NUMBER ON THE RESPONSE SCALE AND PROVIDE ANY COMMENTS WHICH YOU MAY HAVE

1. Was the duration of the Program? :				
1	**2**	**3**	**4**	**5**
Far Too Long	Far Too Short	Somewhat below expectations	Close to expectations	Exactly Right
Comments: -				

2. Was the content of the Program? :				
1	**2**	**3**	**4**	**5**
Far Too Easy	Far Too Difficult	Somewhat below expectations	Close to expectations	Exactly Right
Comments: -				

3. Was the Program sufficiently relevant to the Business Recovery Processes? :				
1	**2**	**3**	**4**	**5**
Totally irrelevant	Somewhat relevant	Relevant	Very relevant	Fully relevant
Comments: -				

4. Will you be able to use what you have learnt on the Program in an emergency? :				
1	**2**	**3**	**4**	**5**
No	Unlikely	Maybe	Most likely	Definitely
Comments: -				

LCSA Business Continuity Plan Template

5. How effective were the Program materials? :				
1	**2**	**3**	**4**	**5**
Poor	Satisfactory	Good	Very good	Outstanding

Comments: -

6. How effective were the teaching methods? :				
1	**2**	**3**	**4**	**5**
Poor	Satisfactory	Good	Very good	Outstanding

Comments: -

7. How realistic were the simulated conditions set up for the tests? :				
1	**2**	**3**	**4**	**5**
Very Unrealistic	Somewhat Unrealistic	Satisfactory	Fairly Realistic	Very Realistic

Comments: -

8. What is your overall rating of the Program? :				
1	**2**	**3**	**4**	**5**
Poor	Satisfactory	Good	Very good	Outstanding

Comments: -

9. What changes would you suggest to make the Program more effective? :
Comments: -

Name:	Position:
Date:	Department:

LCSA Business Continuity Plan Template

15.2 Assess Feedback

The completed questionnaires from the trainees plus the feedback from the trainers should be assessed. Identified weaknesses should be notified to the BCP Team Leader and the process strengthened accordingly.

The key issues raised by the trainees should be noted and consideration given to whether the findings are critical to the process or not. If there are a significant number of negative issues raised then consideration should be given to possible re-training once the training materials, or the process, have been improved.

This section of the BCP will contain a format for assessing the training feedback.

LCSA Business Continuity Plan Template

FORM 15.2.1 Assess Feedback

The completed questionnaires from those members of staff who have been trained, and also the trainers, should be assessed and the form below completed for each training program undertaken. Consideration should be given to the key issues raised, to determine whether they are critical to the process, and any identified weaknesses notified to the BCP Team Leader. If there are a significant number of negative issues, consideration should be given as to whether re-training is required once the training materials, or process, have been improved.

NAME OF BCP TRAINING PROGRAM:	
Training date(s) to which assessments refer:	
Key issues raised by trainees	
Key issues raised by trainers	
Those key issues which are critical to BCP process (Note: these should be notified to the BCP Team Leader)	
Does training program need to be modified and re-run?	
Other relevant comments:	

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

16.0 Keeping the Plan Up-to-date

Changes to most LCSA's occur all the time. Services change and also their method of delivery. The increases in technological based processes over the past ten years, and particularly within the last five, have significantly increased the level of dependency upon the availability of systems and information for the business to function effectively. These changes are likely to continue and probably the only certainty is that the pace of change will continue to increase. It is necessary for the BCP to keep pace with these changes in order for it to be of use in the event of a disruptive emergency. This chapter deals with updating the plan and the managed process, which should be applied to this updating activity.

16.1 Maintaining the BCP

It is necessary for the BCP updating process to be properly structured and controlled. Whenever changes are made to the BCP they are to be fully tested and appropriate amendments should be made to the training materials. This will involve the use of formalized change control procedures under the control of the BCP Team Leader.

16.2 Change Control Procedures for Updating the Plan

It is recommended that formal change controls be implemented to cover any changes required to the BCP. This is necessary due to the level of complexity contained within the BCP. A Change request Form/Change Order form is to be prepared and approved in respect of each proposed change to the BCP.

This section of the BCP will contain a Change Request Form/Change Order to be used for all such changes to the BCP.

FORM 16.2.1 Change Controls for Updating the Plan

Due to the level of complexity of the BCP. It is necessary for formal change controls to be implemented to cover any changes required to the BCP. The following form should be used for the request and approval of such changes. Following approved changes to the plan, it is important that the relevant BCP Coordinator and Business Recovery Team are kept fully informed.

BCP CHANGE REQUEST FORM	
Change no.	
Description of change	
Justification for change	
Date to become effective	
Alternatives considered and eliminated	
Business process(es) impacted	
Testing schedule adjusted	
Training schedule adjusted	
Requested by: (BCP Team Leader) Name: Date: Signature:	
Approved by: Name: Job Title/Position Date: Signature:	

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

16.3 Responsibilities for Maintenance of Each Part of the Plan

Each part of the plan will be allocated to a member of the BCP Team or a Senior Manager with the LCSA who will be charged with responsibility for updating and maintaining the plan. The BCP Team Leader will remain in overall control of the BCP but business unit heads will need to keep their own sections of the BCP up to date at all times. Similarly, HRM Department will be responsible to ensure that all emergency contact numbers for staff are kept up to date. It is important that the relevant BCP Coordinator and the Business Recovery Team are kept fully informed regarding any approved changes to the plan.

FORM 16.3.1 Responsibilities for Maintenance of Each Part of the Plan

Although the BCP Team Leader will remain in overall control of the BCP Plan, each part of the plan will be allocated to a member of the BCP Team or a Senior Manager within the LCSA who will be charged with the responsibility for updating and maintaining that part of the plan.

BCP PLAN CONTENT	PERSON RESPONSIBLE FOR MAINTENANCE	
	NAME	POSITION
Initiating the Project		
Project Initiation Activities		
Project Organization		
Assessing Business Risk and Impact of Potential Emergencies		
Emergency Incident Assessment		
Business Risk Assessment		
IT and Communications		
Other Existing Disaster Recovery Procedures		
Premises Issues		
Preparing for a Possible Emergency		
Back-up and Recovery Strategies		
Key BCP Personnel and Suppliers		
Key Documents and Procedures		
Disaster Recovery Phase		
Planning for Handling the Emergency		
Notification and Reporting during Disaster Recovery Phase		
Business Recovery Phase		
Managing the Business Recovery Phase		
Business Recovery Activities		
Testing the Business Recovery Process		
Planning the Tests		
Conducting the Tests		
Training Staff in the Business Recovery Process		
Managing the Training process		
Assessing the Training		
Keeping the Plan Up-to-date		
Maintaining the BCP		

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

16.4 Test All Changes to Plan

The BCP Team will nominate one or more persons who will be responsible for coordinating all the testing processes and for ensuring that all changes to the plan are properly tested. Whenever changes are made or proposed to the BCP, the BCP Testing Coordinator will be notified. The BCP Testing Coordinator will then be responsible for notifying all affected units and for arranging for any further testing activities.

This section of the BCP contains a draft communication from the BCP Coordinator to affected business units and contains information about the changes, which require testing or re-testing.

FORM 16.4.1 Test All Changes to Plan

The BCP Team will nominate a person responsible for coordinating all the testing processes, and for ensuring that all changes to the BCP Plan are properly tested. Whenever changes are made or proposed to the BCP, the BCP Testing Coordinator will be responsible for notifying all affected parties in respect of further testing activities. The following communication will be issued for this purpose.

To: *<name(s)>*
From: *BCP Testing Coordinator*
Subject: UPDATE TO BUSINESS CONTINUITY PLAN REQUIRING FURTHER TESTING

The Business Continuity Plan (BCP) is updated on a continuous basis to reflect the changes, which occur within our organization. All significant changes to the Plan will normally require testing to ensure that they meet with circumstances, which could arise in emergency conditions

Changes have recently been made to the following section of the BCP, and you are requested to review these changes and confirm your understanding of the impact on the Business Recovery Process.

Section of BCP:

Changes made:

These changes will require further testing, and arrangements need to be made for a suitable testing process. Please review these requirements and let me have your suggested dates for the testing to be carried out.

COMPLETED BY	NAME:	DATE:
REVIEWED BY	NAME:	DATE:

16.5 Advise Person Responsible for BCP Training

A member of the BCP Team will be given responsibility for coordinating all training activities (BCP Training Coordinator). The BCP Team Leader will notify the BCP Training Coordinator of all approved changes to the BCP in order that the training materials can be updated. An assessment should be made on whether the change necessitates any re-training activities.

FORM 16.5.1 Advise Person Responsible for BCP Training

A member of the BCP Team will be given the responsibility of coordinating all BCP training activities. When changes are made to the BCP Plan, the BCP Training Coordinator will be responsible for assessing whether any changes are required to the training process. This assessment will be recorded, as follows.

SECTION OF BCP PLAN CHANGED	SUMMARY OF CHANGES MADE	EFFECTIVE DATE	TRAINING PROGRAM AFFECTED	RE-TRAINING REQUIRED? (YES/NO)
COMMENTS:				
COMMENTS:				
COMMENTS:				
COMMENTS:				

(Use cut and paste facility to add further entries)

COMPLETED BY	NAME:		DATE:
REVIEWED BY	NAME:		DATE:

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