

Business Continuity Plan

WHAT IS A BUSINESS CONTINUITY PLAN?

It is important to work out what will be affected and how your club/organisation will cope in emergency situations. Emergencies are rare but can have a very disruptive effect and can feel overwhelming. A Business Continuity Plan (BCP) is an action orientated plan that can help you prepare for, or respond to, emergencies and help your organisation to continue to operate during challenging times.

WHY DO WE NEED ONE?

Preparing a BCP will help you think through the impact of an emergency on the every-day running of your club/organisation. It will also help you plan for different ways of working so that you can:

- Avoid ad-hoc or knee jerk responses being taken.
- Understand the risks and impact of an emergency.
- Have a framework in place that is agreed and ready to use.
- Cope with the emergency.
- Decide what your most important activities are and what you need to deliver them.
- Safeguard your operations as far as possible.
- Continue to meet the priority needs of your members/customers as far as possible (this may not be possible if social distancing/lockdown rules apply).
- Respond and recover as quickly as possible.
- Build your resilience.

ESTABLISHING A BCP GROUP:

It's best to involve a wide a range of different people (remotely if advised) in pulling together your BCP. Consider selecting people with the best knowledge of:

- Your club/organisation's service offer and how it operates.
- Staff, volunteers and suppliers* (*people/organisations you buy goods/services from)
- Finances.
- Constitution/articles, governance and legal structures.
- IT systems.
- Premises, maintenance, kit and equipment.
- Health and safety policy/processes.
- Members/customers and user needs.
- Sponsors, funders, suppliers and other key partners.
- Insurance policies and licenses.

If you have anyone in your club/organisation with experience of business continuity planning, try and enlist their help too. It's best to assign all of the people in the group with specific roles and responsibilities so you don't duplicate your efforts. Select someone to be in charge of pulling the plan together and some senior people to be responsible for signing off the plan. It's important to have a contingency plan in place in case anybody involved becomes unavailable for a period of time.

ACCESSING & UNDERSTANDING YOUR KEY DOCUMENTS & PLANS:

Having easy access to key documents is essential. These include your constitution, articles, legal documents, accounts, bank account details, insurance policies, contracts, bookings data and T&Cs, supplier data, employment and leave records, key policies and other details that you consider to be relevant to your own club/organisation. We would recommend that you identify at least two trusted people to have access to these documents. Depending on the sensitivity of the data, you should consider whether these individuals need to hold a current Disclosure and Barring Service (DBS) check.

Clubs and delivery organisations who have facilities should already be keeping accurate up-to-date building maintenance records and be aware of their statutory health and safety obligations. These should include details of key personnel, service providers, safety tests, operation and maintenance manuals, and legal, ownership, lending and insurance body information. These records should also be kept in a safe and secure location under the control of a competent person(s) with standby access provision should the latter become unavailable.

Your club/organisation may already have some other plans in place. We'd suggest using these to help you complete your BCP. For example, you might have a staff/volunteer or employers handbook, emergency financial plan, a disaster recovery plan for your ICT equipment, emergency operating procedures, a plan for closing your facilities in an emergency, a flood plan, a drought plan etc.

Taking the time to understand these documents / plans should help you to develop an effective BCP. Storing all of these documents securely, off-site, and complying with data protection laws is also essential.

UNDERSTANDING & PRIORITISING YOUR SERVICE/ACTIVITY OFFER:

Clubs and delivery organisations are all very different and each will have a unique service offer. Some offer weekly participation and/or competitive opportunities to their members only. Others will have an extended offer, like delivering sessions in local schools and other community settings. Some will be located in deprived areas or focus on meeting the needs of inactive and under-represented groups. Others will be located in affluent areas and cater largely for those that are already active. Some will be nomadic. Others will hire their premises from a third party for a few hours a week. Some will lease or own facilities and may hire them out for use by others.

Whatever type of club or delivery organisation you are, it's important that you understand all of your services/activities and their impact. In times of emergency, it is important to prioritise the services you offer and activities you carry out before you create your BCP. This will help you stay focussed on the essential aspects of your operation.

The table below provides an example of how you could do this. Undertaking a prioritisation exercise will help you to agree which services and activities you consider essential and need to protect the most and those that are non-essential during the emergency. You may need to stop all non-essential services and activities during the emergency. You might even find that your delivery of the essential services/activities are heavily restricted. However, with the right planning, this doesn't mean that you can't start doing them again during the recovery phase.

Service / Activity Offer	Brief Description	Beneficiaries	Resources	Risks & Financial Implications	Priority Rank	Essential / Non Essential or
<i>What you provide and what you do</i>	<i>What's involved</i>	<i>Which groups most benefit from this service?</i>	<i>What resources are involved in delivering the service?</i>	<i>What are the risks and financial implications of stopping/continuing?</i>	<i>Rank your services and activities in the order of their importance to your club/organisation and its members.</i>	<i>Decide whether this is essential or non-essential in an emergency.</i>

CREATING YOUR BCP PLAN:

The templates that follow provide some ideas about things you might want to cover in your BCP. They are practical starting points to help guide you and your discussions. Every club/organisation is unique and it's vitally important that your plan works for you. If you have the chance, you might want to discuss your approach with other clubs, your NGB or other relevant partners to see if they have any insight or advice to offer.

OVERVIEW:

Name of your club / organisation:	<i>Add your club/organisation name.</i>
Title, version number & date:	<i>Give your plan a title, version number and date.</i>
Purpose & description of the plan:	<i>Describe how and in what situations the plan will be used, what your priorities are and what the plan covers.</i>
Authors:	<i>Name the individuals who have prepared the plan and their roles/responsibilities.</i>
Essential services & activities:	<i>List the essential services/activities that were identified in your prioritisation exercise.</i>
Non-essential services & activities:	<i>List the services/activities that are considered to be non-essential during the emergency.</i>
Approvals process:	<i>Explain the decision-making processes that will be applied to this plan.</i>
Distributed to:	<i>List who has received a copy of the plan.</i>
Plan storage:	<i>Detail where the electronic and hard copies of the plan are stored.</i>
Next review date:	<i>Make note of when the plan is due to be updated.</i>
Emergency contact details:	<i>Add the details of the people responsible for writing, updating and signing off the plan (your BCP group).</i>
Communication plan:	<i>Who will your BCP be communicated to? Include those both inside and outside of your club/organisation and be as transparent as you possibly can.</i>

BCP CHECKLIST & ACTION PLAN:

There are lots of things to consider when preparing a BCP. The templates below provide a helpful checklist of some of the things to consider and encourage you to record actions and progress achieved. **Some sections will be relevant to you, but others may not.** You can use any of the ideas included if they work for your club/organisation. You can mark sections n/a if they do not apply or add in new additional sections to ensure you have everything covered.

1. EMERGENCY MANAGEMENT	N/A	ACTION REQUIRED	BY WHO?	BY WHEN?	PROGRESS
You have reviewed all of your services and determined what is essential and non-essential during emergencies.					
Your BCP team is in place. Roles and responsibilities, decision making processes and contingency plans are agreed and understood.					
Your committee / trustees / directors understand your plans and their likely impact and are in agreement with them.					
A meeting schedule is in place to keep your plans and finances continually under review. Notes and actions arising are shared with relevant people.					
Key people have been nominated to monitor Government, Public Health, Local Authority and other relevant websites for advice on how to deal with the emergency and any financial or other support available.					

2. PEOPLE	N/A	ACTION REQUIRED	BY WHO?	BY WHEN?	PROGRESS
You have identified all of the volunteers and any staff/delivery partners that are required to support your essential services and those who may no longer be required (temporarily or permanently).					
Volunteers and any staff/delivery partners have been appropriately informed about the implications of moving to essential services and activities only. If relevant, employment laws and HR processes have been followed and discussions documented.					
Plans are in place to stay in touch with all volunteers and any staff/ delivery partners to keep them informed, positively engaged and ready to act to support your recovery.					
Retained volunteers and any staff/delivery partners understand any changes to their roles and responsibilities. Where relevant, new rotas, working patterns/locations, reporting structures, leave/sickness processes and plans for cover have been considered. Discussions and actions have been documented.					
Protocols have been established and shared with your volunteers and any staff regarding working remotely. Anyone working remotely (from home) has access to support, advice and relevant equipment. Actions and discussions are documented.					
Leave and absence procedures and processes have been updated, where relevant.					
Relevant hints and tips are being shared with your volunteers and any staff to support their mental health and wellbeing where possible.					
Your members/customers have been made aware of the impact of the emergency on your services and what it means for them (see communications).					

3. COMMUNICATIONS & SUPPORT	N/A	ACTION REQUIRED	BY WHO?	BY WHEN?	PROGRESS
A plan is in place to guide your communications with all relevant individuals and partners.					
Relevant people and organisations have been appropriately informed about any planned and unplanned changes to your services and what this means for them.					
If the emergency makes closure necessary for any period, you have informed your bank, building society, insurers, utility providers, Local Authority, suppliers and other relevant organisations and told them how to get in touch with you.					
Regular communications are drafted and circulated to encourage people/organisations to stay positively connected to your club/organisation. These are used to celebrate your club/organisation's history and keep them up to date about your plans.					
You have considered how you can support your members/customers/volunteers to continue to be active and stay in touch with each other and have a plan in place to achieve this.					
You are using social media, email, newsletters, messaging apps, text messages and other methods to help you keep in touch with your members/customers, volunteers and partners.					
Your most vulnerable members/customers and volunteers have been identified and special efforts are being made to safely support them and check in on their welfare (where resources permit).					

4. CONTRACTS & AGREEMENTS	N/A	ACTION REQUIRED	BY WHO?	BY WHEN?	PROGRESS
All suppliers have been identified, their contracts reviewed and the impact on these contracts has been determined based on your prioritisation and an emergency financial planning exercise.					
You have discussed the impact of moving to an essential services/activities approach (permanently or temporarily) and what this will mean for them. All relevant contract clauses are adhered to and laws are followed. All discussions are documented. (see the understanding and prioritising your offer section on page 2)					
Suppliers of essential services/activities have prepared and supplied satisfactory BCPs and risk assessments.					
Suppliers demonstrate that they understand and have implemented any relevant NHS, Government, HSE and relevant bodies and industry guidance. They are aware when and when not to attend.					
You have established when and how other suppliers could be activated if needed.					
You have identified any services you provide to other organisations (ie. coaching to schools or facility hire), checked any contracts, service level agreements, hire agreements and bookings and reviewed all associated T&Cs. You have made contact with contract leads to discuss and agree any changes to your service offer or the deferral of services/bookings and assessed the financial impact of this.					
You have contacted your funders, supporters and sponsors to discuss any changes to your service offer and have worked with them to identify and manage any impact on the terms, conditions and financial considerations associated with their support.					

5. SYSTEMS & DATA PROTECTION	N/A	ACTION REQUIRED	BY WHO?	BY WHEN?	PROGRESS
Electronic data stored on a server and/or computers have been backed up and a decision has been taken about whether or not to relocate any ICT equipment during any period of closure.					
You have considered whether you need to operationalise/ create a Disaster Recovery Plan/System. This may include moving your data to a secure cloud based or off site system.					
Remote access has been set up to email accounts/servicers and staff/volunteers who have access to this keep their anti-virus software is kept up to date.					
You have considered if you need to move any hard copy files to an agreed, secured, safe place. This has been actioned, if required.					
The implications of moving hard and electronic files and giving staff/volunteers remote access to emails and servers has been considered from a data protection/GDPR perspective. Relevant changes have been made to your processes.					
Homeworkers and anyone responsible for storing your hard /electronic copy files have been informed of the need to comply with ITC requirements.					
Incoming calls have been re-directed to an appropriate individual(s) and any answerphone messages have been changed to inform callers of who to contact.					

6. FINANCE & INSURANCE	N/A	ACTION REQUIRED	BY WHO?	BY WHEN?	PROGRESS
An emergency financial planning exercise has been undertaken to fully understand your expenditure, income, access to any savings/reserves and current financial position. You have used this to inform your essential service/activity offer and budgets for the next 3-6 months and have created a 6 month forecast which is updated weekly.					
Debtors have been chased and encouraged to pay promptly.					
You have attempted to re-arrange as many bookings/ events/courses as possible which were planned to occur during any period of closure.					
Investigate whether you are eligible for any financial support from the Government, Local Authority and other schemes including grants, loans, rate relief, deferral of tax and salary protection schemes.					
Speak to your members/customers to encourage them to continue paying any subscriptions/fees or make donations if you are concerned about losing income.					
Stop any Direct Debits linked to subscriptions.					
Investigate whether you are eligible for ATO benefits and sign up where possible to maximise the value of any financial donations.					
Consider a starting a fundraising campaign.					
Gather all petty cash, paperwork, card readers, bank cards, paying in books, cheque books, saving books and other documents/equipment. If your facility is closed, move them off-site and store them in a safe place. Check you have a dual authorisation function set up on your bank account(s) and use online banking where you can.					

7. HEALTH & SAFETY	N/A	ACTION REQUIRED	BY WHO?	BY WHEN?	PROGRESS
Staff, volunteers, members/customers and delivery partners understand and adhere to NHS and Government Guidance. They are aware when and when not to attend and how to behave.					
Health and safety policies/procedures have been updated and communicated where necessary. These are linked to the latest advice from the Government, manufactures, your Health and Safety Policies and other relevant bodies and regulations.					
Procedures have been established to determine what action should be undertaken in the event of your staff/volunteers and customers becoming ill during a pandemic.					
Hygiene and infection control processes have been updated and communicated where necessary.					
Normal and emergency operating procedures have been reviewed, amended and communicated where necessary.					
Cleaning and maintenance schedules have been amended to respond to any known threats.					
Relevant personal protective equipment (PPE) and hygiene and cleaning products are available and instructions for their use have been provided.					
Relevant suppliers have evidenced that they have updated their health and safety protocols to adhere to Government and any relevant industry body guidance.					
There is a process in place for unplanned closures. This is understood by staff, volunteers, suppliers and members/customers.					
Additional training has been provided to staff/volunteers if required.					

8. GOVERNANCE	N/A	ACTION REQUIRED	BY WHO?	BY WHEN?	PROGRESS
Your governing documents have been reviewed and updated as required. A virtual Meeting has been held to approve any changes if required.					
You are equipped to run virtual meetings and all committee members are upskilled to facilitate these.					
A plan is in place to ensure your committee continue to meet regularly and communicate with each other virtually during an emergency.					
All decisions discussed are recorded with actions agreed and are distributed to relevant people accordingly.					
The committee understand any liabilities associated with the structure of the club/organisation. This is particularly important for clubs/organisations that are unincorporated.					
You have identified and are complying with any reporting obligations associated with your legal structure and finances (e.g. Annual Accounts, Annual Reports, Tax returns etc).					

9. FACILITIES & EQUIPMENT	N/A	ACTION REQUIRED	BY WHO?	BY WHEN?	PROGRESS
You have completed a risk assessment relating to your facilities and equipment and referred to the latest advice from the Government, manufactures, your Health and Safety Policies and other relevant regulations.					
You have completed the 'Securing Your Facilities' checklist.					
Your premises have been sufficiently secured, all alarms and CCTV cameras have been checked to ensure they are in working order (as required).					
All access points to your premises have been checked and locked, kit and equipment is safely secured, and any electrical and physical security barriers/prevention methods are in place if required.					

9. FACILITIES & EQUIPMENT	N/A	ACTION REQUIRED	BY WHO?	BY WHEN?	PROGRESS
Keyholders have been identified and their contact details are displayed at the club's premises.					
All perishable goods have been removed from the premises.					
Ideally, if you have flammable or hazardous liquids/chemicals on site relocate them and store them in a safe place. Follow all relevant regulations, manufacturer's and other guidance as well as your health and safety policy/procedures. Do not attempt to move or store any substances if the right equipment and suitably trained people are not available or it is not safe to do so.					
Services to the facility (electricity, gas, water etc) have been turned off/isolated if required. As have any portable electrical appliances and sockets.					
You have created and/or updated an inventory for any stock and equipment and are aware of who has responsibility for these items and where they are stored.					
Notices have been put up to inform people of your closure with details of who to contact in an emergency. A disclaimer is added stating that you will not be liable for any unauthorised access.					
You have notified your immediate neighbours, neighbourhood watch and if appropriate the emergency services that your facilities are closed.					
You have considered if/how you can maintain essential sports playing areas within your facility to ensure they are kept in good condition in readiness for when the facility reopens.					
You have contacted the relevant authorities to discuss any impact the emergency might have on any of your operating licenses and made appropriate changes.					

10. RECOVERY PLANNING (AT AN APPROPRIATE TIME)	N/A	ACTION REQUIRED	BY WHO?	BY WHEN?	PROGRESS
At the appropriate time, you have made plans for your recovery and re-opening so you can be all systems go when the time comes. Your committee, staff, volunteers, members/customers, suppliers, sponsors and funders have all been consulted to encourage them to stay invested and connected.					
A business plan has been developed, or your existing plan revised, to help guide you through your recovery period.					
A marketing and communications plan is in place to enable you to start promoting your offer again when the time is right.					
Your BCP has been reviewed and tested to scenario test your response to any future emergency events.					

STORING YOUR PLAN & RELEVANT DOCUMENTS:

It's important to save your plan in a safe place (off-site) and share it with everyone who will be involved in its implementation. Having back-up copies of any old plans might also be useful.

KEEPING YOUR PLAN UP TO DATE:

BCPs work best when they are treated as live documents. In an emergency situation, things can change very quickly so it's important that your plan is updated regularly.