



Business Continuity Plan (BCP)

Version 0.2 created 10/09/08

Distribution List

	Name	Location		Name	Headquarters Staff
1	David Mitchell Gears	Board	14	Tony Allcock MBE	Chief Executive
2	Ruth Howes	Board	15	Penny Maguire	Office Manager
3	David Tucker	Board	16	Gary Jack	
4	Margaret Docherty	Board	17	Liz Rahman	
5	Jeff Applegate	Board	18	Jan Smyth	
6	Bobbie Potheary	Board	19	Barbara Bruce	
7	Howard Pryse	Board	20	Sue Dickson	
8	Peter Arnold	Board	21	Moira Drost	
9			22		Leamington Spa
10			23	Alistair Hollis	Development Officer
11			24	Gwen Sabin	
12			25		
13			26		

If you have any suggested changes to this plan, please notify

Gary Jack at Bowls England HQ, Worthing

Introduction

Purpose

To prepare the Bowls England Headquarters Staff, Board and Committees to cope with the effects of a variety of emergency scenarios.

Objectives

- To define and prioritise the Critical Functions of Bowls England
- To analyse the emergency risks to the Sport of Outdoor level Green Bowls
- To detail the planned response to an emergency
- To identify Key Contacts during an emergency

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Hazard Analysis Table

(1 = Low, 2 = Medium, 3 = High)

Ref.	Date raised	Author	Summary Description of Risk	Probability of Occurrence (1, 2 or 3) [P]	Severity of Impact (1, 2 or 3) [I]	P x I	Countermeasures
1			Loss of Electricity	1	3	3	
2			Loss of Internet Connection	2	3	6	
3			Loss of IT equipment	2	3	6	
4			Fire	2	3	6	
5			Flood	1	3	3	
6			Building Storm Damage	1	2	2	
7			Lack of access due to - Adjacent Hospital Gas Works	1	1	1	
8						0	
9						0	
10						0	
11						0	
12						0	
13						0	
14						0	

Short-term Actions

Whilst the Bowls England BCP is being formulated

1. As we do not currently have a business continuity plan in place, we need to consider how best to make our organisation more resilient during the period that the plan is being developed.
2. We need to:
 - designate a Crisis Management team led by senior staff,
 - prepare templates of Announcements / Press releases which can be finalised and distributed as 'first notification of crisis'
 - organise a telephone and/or e-mail cascade system for contacting staff outside working hours.
 - organise a telephone and/or e-mail cascade system for contacting Counties to initially inform them of the crisis
 - organise a contact distribution list for press, media etc
 - ensure that copies of essential data or records continue to be stored off-site and that IT systems are backed-up regularly and can be accessed remotely (if the building is still in operation).
 - discuss with Staff the feasibility of their working from home (spare / own PC's & Broadband using VPN for remote access to our IT systems - if available). If they are agreeable, define the set-up process and implement it.
 - Create copies of the BCP / ITDR Plan on Flash Drives and distribute to key staff (update monthly)
 - ensure that our banking and financial arrangements are robust, so that we can continue to make payments /other financial transactions and sustain our services to Members.
 - Review our use of the current Servers at Worthing and Leamington - to see if there is a feasible back-up solution available for Email (and essential files?) in an emergency.
 - incorporate succession planning / clarify availability of outsourced Technical back-up for key personnel
 - finalise our arrangements regarding co-location of a DR Server & Router (with a broadband service available)

Note

At the local level, the Civil Contingencies Act 2004 requires local authorities to provide advice and assistance to businesses in relation to business continuity management. Worthing Council have some excellent reference documents on their website.

Crisis Management Team

Initially (those locally based)		
	Chief Executive	Tony Allcock
	Office Manager	Penny Maguire
	IT Manager	Gary Jack
To be joined by (as soon as possible afterwards)		
	Development Officer	Alistair Hollis
	Acting Chair of Board	Ruth Howes
	Chair of Policy & Management	David Tucker
	Chair of Finance	Howard Pryse

Checklist



- Start a log of actions taken:

- Liaise with Emergency Services:


- Identify any damage:

Ref	Action by	Start time & date

Key Contacts

Contact	Office Number	Mobile Number	Home Number	Email address	Other information
Board	 2008 Board Committee Structure.c	 Bowls England Board.msg		Embed the files of Email Contacts Board	.pst files are also being prepared for inclusion

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<p>Committees</p>		 Bowls England Policy & Management Comr  Bowls England Development Commiti  Bowls England Finance.msg  Bowls England Member Services Con		<p>Committees</p>	
		 County Secretaries (Men).msg  County Secretaries (Women).msg		<p>Counties</p>	
				<p>Clubs</p>	
		 Bowls England Honorary Members.r		<p>Dev Officer Press list</p>	

The future

Planning

Effective business continuity planning is critical in ensuring that the essential functions of the National Governing Body (NGB) of Bowls England can continue to operate and communicate with County, Club and Individual Members despite an emergency.

Bowls England needs to plan to cope with:

Unusable HQ site

- Damage to HQ buildings - not usable
- No damage to HQ - but denial of access (Emergency Services - dealing with a problem)
- Loss of HQ Power / Light / Heat / Water / Voice & Data Communications (including possible Health & Safety issues).

Limited use of HQ site

- Damage to HQ buildings - usable - but no Communications facilities (Internet & Voice)
- No damage to HQ - but loss of IT systems, records, communications and other facilities

Usable site but limited staff availability

- Sudden loss of staff

In the event of an emergency, the Business Continuity Plan (BCP) should be consulted (hard-copy or on Flash Drives / Laptops by key staff).

Dependent upon the type / severity of the problem, the appropriate set of actions must be determined and followed.

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Emergency Resources

Required	Potential resources
<p>People</p> <ul style="list-style-type: none"> • Sufficient people with the necessary expertise and motivation to lead and manage the organisation 	Supplement the usual HQ Staff with volunteers from the Bowls England Board, Committees, Counties
<p>Premises</p> <ul style="list-style-type: none"> • Sufficient temporary Office workspace to match the particular type of Emergency (as defined later in the BCP) 	Worthing Borough Council has offered spare space at Field Place. Smile Media MAY have space / facilities available Beach Hotel Conference Room? - practical for a short-term emergency?
<p>Facilities</p> <ul style="list-style-type: none"> • Access to Website updating process (to display a message) • Broadband facilities • Telephone facilities 	Laptops of IT Manager & Development Officer Leamington Spa Office Server / Broadband connection? Smile Media? / Worthing B.C.? / Dormant secure Data and Voice connections (with a Wireless Router pre-set for Emergencies).

Essential requirements

- the ability to swiftly communicate the situation to Bowls England Members via the Website / Email
- the ability to communicate with staff via Contact list telephone numbers
- the ability to carry on paying staff, to ensure their safety and to provide for their welfare within any temporary working environment.
- facilities to enable the staff to continue functioning
- access to key records and IT systems
- the ability to continue providing services to Members
- the ability to continue procure goods and services
- the ability to pay Suppliers
- the ability to respond to demands from the media.

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July	August	September
	Women's National Championships	
	Men's National Championships	
Women's National Championships		Close Accounts

October	November	December
Prepare Accounts		
Audit / Draft Accounts		
Finance Review		
Final Accounts		
	Women's Dinner & Presentation	
	Member Council & EGM	

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Critical Functions - Forecast Impact on Service

Month:	
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Critical Function:	
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Time	Affect on Service:	Notes
First 24 hours	• •	
24 - 48 hours	• •	
Up to 1 week	• •	
Up to 2 weeks	• •	

Month:	
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Critical Function:	
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Time	Affect on Service:	Notes
First 24 hours	• •	
24 - 48 hours	• •	
Up to 1 week	• •	

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Up to 2 weeks	• •	
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Month:	
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Critical Function:	
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Up to 2 weeks	• •	

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Month:	
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Critical Function:	
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Month:	
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Time	Affect on Service:	Notes
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Up to 2 weeks	• •	

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Month:	
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Critical Function:	
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Time	Affect on Service:	Notes
First 24 hours	• •	
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Up to 1 week	• •	
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Month:	
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Critical Function:	
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Time	Affect on Service:	Notes
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24 - 48 hours	• •	
Up to 1 week	• •	
Up to 2 weeks	• •	

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Resource Requirements for Recovery

Time	No. of staff	Relocation?	Resources required	Data required
First 24 hours			<ul style="list-style-type: none"> • • • 	<ul style="list-style-type: none"> • • • •
24 - 48 hours			<ul style="list-style-type: none"> • • • • 	<ul style="list-style-type: none"> • • • •
Up to 1 week			<ul style="list-style-type: none"> • • • • 	<ul style="list-style-type: none"> • • • •
Up to 2 weeks			<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •

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			<ul style="list-style-type: none">•••	<ul style="list-style-type: none">•••
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Critical Function Priority List

Allocate priorities (dependent upon time of year)

Priority	Critical Function	Action by	Complete in 'n' hours
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
15			

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This list can be used during an emergency to assist your decision making when compiling an Action Plan as to which function needs to be reinstated first.

Log Sheet

Date	Time	Information / Decisions / Actions	Recipient	Initials

Actions

Priority 1 - Crisis Management Team

1	Assemble the team	Communicate Information	TA PM GJ Board Members	Go to Field Place / Beach Hotel...??? Decide scope of problem Decide Notification 1 content (BE Members) Decide Notification 2 content (Press) Clarify 'first steps'
2	Notification of problem	Inform Contacts (Email distribution)	Board Committees Counties Clubs Press	
3	Assemble supplementary volunteer helpers	Notify list Clarify availability	TA	Create & maintain a list of willing helpers
4	Notify the ITDR site			Advise re the current situation and that the DR Server may be invoked (following assessment by the CMT)

NOTIFICATIONS

	Action by	Requirement	Produced by	Content
1	Crisis Management Team	What has happened	CMT	Brief description

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		What is being done about it Who / where to contact in case of Emergency in next 48 hours		Who is doing what / by when Emergency Contacts
2				
3				

Staff actions

No access to HQ

- where do they report
- who do they phone?.....
- have they got Flash memory devices with up to date BCP data?
- Have they got defined 'emergency tasks?

Trionics (who supply all our IT Technical Support services) or another site:

- will install one of our Servers and a duplicate of our router at their premises - on a co-location basis.
- will connect our equipment to their broadband service.
- Trionics will set up the Server as a duplicate of our current Exchange Server
- Bowls England will supply the data to perform a periodic incremental back-up?
- Bowls England will supply secure Flash Memory sticks (clips) for BCP data to be held on (Tony, Penny, You, Alistair, Gwen, Liz, +++?).
- The clips will contain all necessary instructions re how to access Emails / Files from the DR Server
- Bowls England will maintain 'spare' Laptop PC's off-site - in a 'ready to go' state.
- Staff members will be encouraged to have their home PC's 'readied' for BCP action

DR

We need to plan the availability of Printers / Copiers etc (or determine the practicalities of 'Outsourcing' bulk printing)

Background

The Bowls England PC network consists of: -

3 Laptops (Penny, Tony, Gary, Alistair, CG Administrator?)

5 Workstations (Sue, Liz, Barbara, Moira, Jan)

2 Servers (EBA, EWBA)

All machines are connected to a Gigabit LAN

Total data to be backed up is approximately 300 Gigabytes as of 5 February 2008

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A note on XP, Vista and Server 2003 Hardware Dependency

We now have images of each PC's hard drive, which may be utilized in the event of a hard drive failure. However, if the fault warrants a new PC or a new motherboard, the image is unlikely to work, it will blue screen and lock the machine, this is because all 3 operating systems are hardware dependant and if the original hardware, chipset etc. is not found a blue screen of death (BSOD) is the result.

Solution

The most effective solution is to do a clean install of the operating system and associated programmes, and then open the image file using Ghost Explorer and retrieve the data. Please note that this will only apply to a new PC or motherboard change.

Process

A copy of Ghost 12 is loaded on to each machine.

Two 500Gb NAS drives are used as rotating storage, one drive is always off the premises, changed over weekly, or at the increment of our choice..

(NAS, Network Accessible Storage, these units are very small (7"x9"x2.5") and plug into a RJ45 socket, so can be sited anywhere in the building. To the rest of the network they look like another PC and this is where the backups will be stored on hard disk. Each week they can easily be changed over. Most NAS units have a Gigabit LAN port and if connected to a Gigabit network can speed things up considerably. This is the ideal time to upgrade to Gigabit.

The first backup of each machine will be a slow process (even at Gigabit speeds) as the whole hard drive is being copied. After the first backup, incremental backups will be taken, which is a very quick process as it only backs up the files that have changed. Once the first backup is done an incremental backup could be scheduled to run each night or at an interval of your choice.

Please note, Ghost 12 in recovery mode is booted from the CD and runs in a Vista type environment, each PC must have at least 512M of free Ram for this to work properly. Sue's, Moira's and the other 3 workstations Ram & on-board Video Cards have now been upgraded. All the laptops have 2 Gig of Ram and both servers have 1Gig.