Public

Tyne & Wear Archives & Museums Business Continuity Management Plan

Approved by Tyne & Wear Archives & Museums Joint Committee 24/11/2016

Date for next review: 01/11/2019

Contents

Section 1: Introduction

1.1: Business Continuity Management Responsibilities:

Service Lead: Jackie Reynolds, Head of Finance, Governance and Resources
                        Email: jackie.reynolds@twmuseums.org.uk

Deputy: Helen White, Head of Museums – Collections and Research,
                        Gateshead and Great North Museum
                        Email: helen.white@twmuseums.org.uk

                        Bill Griffiths, Head of Programmes
                        Email: bill.griffiths@twmuseums.org.uk

Centralised Version Control for Plans
                        John Hentley, Business Management Officer
                        Email: john.hentley@twmuseums.org.uk

                        John Hentley is the officer responsible for the update of the
                        Emergency Response Plan and the Business Continuity Plan

1.2: Plan Authorisation

	Name	**Date**
Prepared by:	John Hentley	01/09/2016
Signed off:	TWAM SMT	13/09/2016
Approved	Audit Committee	23/11/2016
Approved and adopted	Joint Committee	24/11/2016

1.3: Plan Maintenance

TWAM Service Lead is responsible for ensuring the local testing of plans and the reviewing/updating every six months (minimum) or if any significant staff changes occur, whichever happens first.

The process of establishing and implementing BCM within the organisation will be done through the induction process and raising awareness of the plan through regular emails to staff and the 'BIG' meetings.

1.4: Next Review due:
Review to be carried out, November 2019 by the Person or persons responsible for maintaining this plan detailed on page 3.

Plan Review:

Reviewed by:	Date:
Sue Scurfield	February 2015
John Hentley	September 2016

1.5: Monitoring:
Every venue risk register includes the requirement to review and maintain its emergency plan and to be aware of the Business Continuity Plan and Counter Terrorism Plan. In addition, following any development, actions/lessons learned are logged.

The Business Continuity working group will carry out validation exercises to ensure plans are being progressed, reviewed and maintained correctly. This will include planned and unplanned exercises.

1.6: Distribution List:

Copy Number	Job Title	Name	Location
001	Director	Iain Watson	Discovery
002	Head of Finance, Governance, Resources	Jackie Reynolds	Discovery
003	Head of Programmes	Bill Griffiths	Discovery
004	Head of Museums – Collections and Research, Gateshead and Great North Museum	Helen White	GNM Hancock
005	Manager Discovery and Archives	Carolyn Ball	Discovery
006	Manager Art Galleries	Julie Milne	Laing Art Gallery
007	Manager GNM	Caroline McDonald	GNM Hancock
008	Manager North and South Tyneside Museums	Geoff Woodward	Segedunum Roman Fort
009	HR Advisor	Julie Westgarth	Discovery
010	Manager Exhibitions, Design & Technical	Richard Chippington	Discovery
011	Principal Officer Comms and Digital	Sheryl McGregor	Discovery

1.7: Aims and Objectives of the Plan

The aim of this plan is to enable TWAM to minimise the effects of service disruption in order to maintain Business Continuity.

A '**business interruption'** is defined as any unwanted incident which threatens staff, buildings or the operational procedures of the organisation and which requires the activation of the Business Continuity Plan to restore normal service.

For the purpose of this plan the following scales of interruption have been determined:

- The term **"minor business interruption"** is defined as a business interruption where no additional resources are required and is managed by the building manager.

- The term **"moderate business interruption"** is defined as a business interruption affecting one or more operations, where management of the response is managed by the building manager and relevant senior manager

- The term **"major business interruption"** is defined as a business interruption that requires the Director and Senior Management Team to respond.

If it is not possible for the appropriate Building Manager to deal with the business interruption, or if the interruption escalates, then this must be escalated to a Senior Manager.

In the event of a disruption the Communications Plan will be implemented to ensure that any damage to the reputation of the service is minimised.

Throughout a business interruption period a business interruption log should be completed (attachment 1 'Log of Incident'). At the end of the interruption period the log should be passed to the Head of Finance, Governance and Resources for reference, discussion and possible action, including lessons learned relevant to other services within the organisation.

1.8: Notification of a business interruption

Notification of a business interruption may originate from any source although it is envisaged that it will come from venue staff during opening hours or from one of the emergency services during unoccupied periods.

The venue specific Emergency Plans set out the activation process to be followed in the event of a business interruption. Detailed information is available within the plan including contact information for essential services. Venue specific Emergency Plans also include a call out tree for staff and emergency services. Each venue has an identified location where staff can relocate to in the event of a business interruption preventing immediate access back in to the building.

1.9: Contact details for Director, Senior Management Team and contact details for Central Services key staff.

Director	Iain Watson
Head of Finance, Governance and Resources	Jackie Reynolds
Head of Museums – Collections and Research, Gateshead and Great North Museum	Helen White
Head of Programmes	Bill Griffiths

Conservation Officer	Rachael Metcalfe
Trading Manager	Jon Walker
Principal Officer Communications & Digital	Sheryl McGregor
Project Coordinator: Exhibitions, Design & Technical	Richard Chippington
HR Advisor	Julie Westgarth
Manager Discovery and Archives	Carolyn Ball

Manager Art Galleries	Julie Milne
Manager GNM: Hancock	Caroline McDonald
Manager North & South Tyneside Museums	Geoff Woodward

Newcastle	Andrew Rothwell Culture & Tourism Manager
North Tyneside	Steve Bishop Senior Manager, Cultural Services Chris Bishop Arts, Museums and Heritage Manager
South Tyneside	Richard Barber Arts and Heritage Officer
Gateshead	Lindsay Murray Service Director Culture, Communities, Leisure and Volunteering Jenny Allinson Service Manager for Culture
Newcastle University	Prof. Eric Cross Dean of Cultural Affairs

Section 2: Business Impact Analysis

Our mission is to help people determine their place in the world and define their identities, so enhancing their self-respect and their respect for others.

Our vision for the future is for everyone to have access to museum and archive provision in Tyne and Wear, to use this access and to value it for the significant and positive impact that it makes upon their lives. We will provide real or virtual, worldwide access to our museums and archives and their collections.

Our commitment is to a world class service that is innovative, imaginative, creative, totally inclusive, secure and sustainable.

TWAM's Risk Management Framework outlines the overarching approach of TWAM to risk management. The Framework ensures that risk management continues to be recognised as an integral part of good management practice. Monitoring of actions required to manage risks is a continuous process which enables the operational and strategic risk registers to operate effectively.

Using its Risk Management Framework TWAM has assessed that the most significant interruption events that could have a Business Continuity impact are:

- Denial of access to a Museum, Archive or Gallery
- Loss of buildings/collections
- Unavailability of staff
- Loss of ICT systems
- Loss of access to TWAM headquarters

Section 3: Critical Risk Analysis and Recovery Process

The following section summarises the potential impact on the organisation of each of these events over set periods of time and the actions required to mitigate those impacts to ensure that damage limitation is kept to a minimum. Each column highlights additional impacts and should be read sequentially.

Critical Risk Analysis and Recovery Process

Denial of access to a Museum, Archive or Gallery

Loss of Utilities	First 24 hours	1–2 days	Up to one week	One week plus

Potential impact on organisation	• Security of building – loss of alarm systems
	• Security of collections/loan exhibits
	• Damage to collections/exhibits
	• Loss of income:
	  ○ Café/venue hire
	  ○ Shops
	  ○ Admissions
	• Impact of franchise café holders
	• Loss of income generation opportunities
	• Cancellation of corporate events
	• Cancellation of school visits
	• Welfare of live animals
	• Loss of perishables possible issue (cafes)
	• Impact on tenants (where applicable)
		As 24hrs – plus:
		• Environmental systems failure
		• Critical Maintenance areas
		• Inability to access management systems (invoice payments)
			As 1–2 days – plus:
			• Cancellation of events/bookings
			• Reputational damage
				Up to one week – plus:
				• Cancellation of future events

Action required for recovery	• Secure building
	• Activate Communications Emergency Plan
	• Disseminate accurate emergency information to:
	  ○ Visitors
	  ○ Staff
	  ○ Volunteers
	  ○ Catering providers
	  ○ Event organisers
	  ○ Exhibit lenders
	  ○ Stakeholders
	  ○ Tenants
		As 24hrs – plus:
		• Up to date information given to:
		  ○ LA's
		  ○ University
		  ○ Regiment
		  ○ Stakeholders
		  ○ Schools
		  ○ Staff
		  ○ Volunteers
		  ○ Event organisers
		  ○ Catering company
		  ○ Tenants
			As 1–2 days – plus:
			• Offer other venues for use to: school/corporate visits/events
			• Critical staff relocated to other venues
				Up to one week – plus:
				• Alternative venues made available for specific events/bookings
				• Relocation of affected staff
				• Liaise with other organisations regarding security
				• Recovery team to assess situation and manage the recovery

	• Consider offering alternative venues for: o Events and school bookings	o Media • Prepare for salvage operations if needed • Contact Emergency Services re security of building • Move animals to safer environment where possible		operation in an organised and effective manner • Consider longer term implication for all staff

Fire or Flood, Structural Damage, Terrorism or violent incident	First 24 hours	1 – 2 days	Up to one week	One week plus
Potential impact on organisation	• Partial or complete closure of building • Loss of life or hostage situation • Loss of, or damage to collections • Structural/smoke/ water damage • Local and social media coverage	As 24hrs – plus: • National media coverage • Cancellation of corporate events • Cancellation of school visits • Identify service providers/deliveries	As 1–2 days – plus: • Reputational damage • Monetary loss	Up to one week – plus • Identify service providers/deliveries • Review existing contracts e.g. Café

Action required for recovery	• Evacuate and secure the building
	• Activate Emergency Plan
	• If needed contact Emergency Services
	• Rescue live animals
	• Activate Communications Emergency Plan
	  o Emergency press and social media statements
	  o Emergency website statement
	  o Management of social
		As 24hrs – plus:
		• Offer other venues for use to schools/corporate bookings
		• Liaise with other organisations regarding security
			As 1–2 days – plus:
			• Critical staff relocated to other venues
			• 'Plan' to reinstate damaged area once repaired
				Up to one week – plus
				• Alternative venues made available for specific events/bookings
				• Relocation of affected staff
				• Liaise with other organisations regarding security

media • Contact Insurance assessors • Recovery team to assess situation and manage the recovery operation in an organised and effective manner • Liaise with property services • Carry out a structural analysis • Check asbestos survey			

Loss of Buildings and or Collections

Damage or Theft	First 24 hours	1 – 2 days	Up to one week	One week plus
Potential impact on organisation	• Closure or part closure • Loss of access to specific area (crime scene) • Local media / social media coverage • Staff/visitors affected	As 24hrs – plus: • National/International media coverage • Social media (facebook, twitter) • Reputational damage • Monetary loss	As 1–2 days – plus: • Lenders reluctant to lend exhibits to venues • Lenders demand return of current loans	Up to one week – plus: • Insurance premiums increase • TWAM's ability to borrow objects going forward

Action required for recovery:	• Secure the area/gallery
	• Contact:
	  ○ Police
	  ○ Loan lender
	  ○ Insurance company
	  ○ Activate Communications Emergency Plan
	• Activate Communications Emergency Plan
		As 24hrs – plus:
		• Review security procedures and consult with police
		• Identify & mitigate exposure to adverse publicity through Communications Plan
			As 1–2 days – plus:
			• All staff made aware of revised security procedures
				Up to one week – plus:
				• Reviewed security procedures in place
				• Consult with national security advisers
				• Consult with Insurers/brokers

Unavailability of staff

Adverse weather conditions/ Pandemic/ Industrial action	First 24 hours	1 – 2 days	Up to one week	One week plus
Potential impact on organisation	• Loss of critical services • Partial/complete closure of building • Cancellation of events/bookings	As 24 hrs – plus: • Adverse local, national and social media coverage • Reputational damage • Monetary loss	As 1–2 days – plus: •	Up to one week – plus: •
Action required for recovery:	• Assess and mobilise resources available • Assess which venues could be opened • Redeploy staff across venues • Activate Communications Plan • Liaise with NCC OD • Consider implementing alternative staffing arrangements e.g. through agencies	As 24hrs – plus • Offer other venues for use to: school/corporate visits/events • Discuss with NCC HR possible sources of alternative staff • Use of NGCV agency staff	As 1–2 days – plus: • Relocation of affected staff	Up to one week – plus: •

Loss of ICT systems

IT Failure	First 24 hours	1 – 2 days	Up to one week	One week plus

Potential impact on organisation	• Potential loss of critical systems:
	  o Epos
	  o Financial Management
	  o Payroll
	  o Email
	  o KeEMU
	  o ERIC
	  o CCTV
		As 24hrs – plus:
		• No access to Collections Management system results in data becoming out of date
		• Inability to access management systems (invoice payments)
			As 1–2 days – plus:
			•
				Up to one week – plus
				•

Action required for recovery:	• TWAM operates on Newcastle CC's Wan (wide area network) which is load balanced. • Back up systems are in place through partnership working between Newcastle CC and Sunderland CC	As 24hrs – plus: • If Server failure resulting in replacement parts being needed – should be repaired within 2-3 days	As 1–2 days – plus: • Relocate key financial staff to locations where access to key systems is available • Notify suppliers of delays in payments • Identify and mitigate exposure to adverse publicity through Communications Plan	Up to one week – plus • Set up systems to prepare for staff relocation on a longer term basis

Loss of access to TWAM headquarters (Discovery Museum)

Inability to access TWAM Discovery	First 24 hours	1 – 2 days	Up to one week	One week plus
Potential impact on organisation	• Loss of critical functions • Non critical staff sent home	As 24hrs – plus: • Cancellation of events/bookings • Local Media coverage	As 1–2 days – plus: • Reputational damage • Monetary loss	Up to one week – plus • Manage the process of staff relocation to other venues on a longer term basis
Action required for recovery:	• Liaison with NCC Building Services and HR • Disseminate accurate and timely information • Consider moving of critical functions to alternative venue • Relocate corporate meetings • Refer to ICT Business Continuity Plan • Identify critical services deadlines, i.e. grant applications • Set up base of operation for critical staff • Activate Communications	As 24hrs – plus: • Issue up to date information and guidance to staff • Temporary workstations set up for critical services staff at 'open' venues • Non critical staff to work from home • Control centre set up at Segedunum Roman Fort • Contact suppliers re delivery of shop stock • Liaise with cafe providers	As 1–2 days – plus: • Critical services - Finance staff relocated to Civic Centre • Relocation of other affected staff	Up to one week – plus • Set up systems to prepare for staff relocation on a longer term basis

	Emergency Plan		

Section 4: Communications Emergency Plan: (G:\Communications\Crisis PR)

The Business Continuity Comms Plan highlights the process to be followed when communicating a business disruption to visitors, staff, catering providers, event organisers, exhibit lenders, stakeholders and the media.

Section 5: Critical Documentation & Data

Documentation name	Storage Arrangements (on/off-site)	Backup arrangements
Collections Information	Stored centrally on EMU	Newcastle City Council have backup system in place for EMU
Personnel files	HR files stored on CIVICA by NCC	Back up arrangements in place with Newcastle City Council
Emergency Plans – venue specific	Copies stored offsite by Building Manager/ Customer Facilities Manager	Electronic versions held on TWAM server – backed up by Newcastle City Council
Business Continuity Plan	Copies stored with individuals as per distribution list referred to at 1.6	Electronic version held on TWAM server – backed up by Newcastle City Council
EPOS	Held by Trading Team at Discovery Museum	Back up arrangements by Newcastle City Council
ICT	TWAM operates on Newcastle City Council's Wan (wide area network) which is load balanced.	Back-up systems are in place through partnership working with Newcastle City Council

Section 6: Service Interruption Response Checklist: In the event of an incident the following process should be applied.

Convene Venue Management
Decide on course of action
Start of log of actions to be taken
Identify damage caused for example: • Structural • Water • Fire/Smoke
Identify functions disrupted/bookings to be cancelled, relocated or postponed
Determine level of security needed for: • Building • Staff • Visitors • Collections
Provide information to staff: • May need practical help - no access to building could mean staff cannot get their personal items (keys, money, phone)
Provide information to visitors, contractors, caterers on site
Implement Communications Response/Strategy
Arrange a debrief
Review Business Continuity Plan

Attachment 1: Log of Incident

Date	Time	Information / Decisions / Actions	Initials

Attachment 2: Lessons learned process – Incident Report

Incident Name				Incident Ref No.	
Contact details	**Name**		**Tel No**	**Email**	
Lead Director					
Head of Service					
Partner involvement					
Incident Start Date / Time			**Incident End Date / Time**		
Incident notified by (inc name, job title, contact details)					
Services affected / involved					
Location(s) affected					
Command locations / representative					
Incident synopsis					

<table>
<tr><td colspan="2" align="center">KEY ISSUES</td></tr>
<tr><td>PEOPLE:
Information about people involved (not names, but how many, age, gender, etc)</td><td></td></tr>
<tr><td>PROPERTY:
Give details if property affected</td><td></td></tr>
<tr><td>IT / TELECOMMUNICATIONS:
Give details if IT / telecoms affected</td><td></td></tr>
<tr><td>ENVIRONMENTAL:
Give details if environmental issues involved</td><td></td></tr>
<tr><td>RESOURCES:
Resources deployed? Estimate cost of incident</td><td></td></tr>
<tr><td>BUSINESS IMPACT:
Give details of any internal BC issues</td><td></td></tr>
<tr><td>Give details of any external BC issues</td><td></td></tr>
<tr><td>COMMUNICATIONS/MEDIA INVOLVEMENT:
Details</td><td></td></tr>
<tr><td>DEBRIEF:
Outcomes (Positive / Negatives)</td><td></td></tr>
<tr><td>ACTIONS
Please complete the action plan</td><td></td></tr>
</table>

Attachment 3: Action Plan

Action Plan Lead					
No.	**Actions / lessons learned to be implemented**	**Responsible officer**	**Timescale**	**Completion Date**	**Confirmation that any unresolved actions are recorded on the local risk register?**