



Tyne & Wear Archives & Museums Business Continuity Management Plan

Approved by Tyne & Wear Archives & Museums Strategic Board
10 Jan 2020

Date for next review: 10 Jan 2023

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Section 1: Introduction

1.1: Business Continuity Management Responsibilities:

Service Lead: Jackie Reynolds, Head of Finance, Governance and Resources

Deputy: Bill Griffiths, Head of Programmes

Centralised Version Control for Plans

Glenn Asher-Gordon, Governance Information Officer

Glenn Asher-Gordon 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:	Glenn Asher-Gordon	01/11/2019
Signed off:	TWAM Leadership	14/11/2019
Recommended for approval by Strategic Board	Audit Committee	29/11/2019
Approved and adopted	TWAM Strategic Board	10/01/2020

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 Staff Conference.

1.4: Next Review due:

Review to be carried out, November 2022 by the Person or persons responsible for maintaining this plan detailed on page 3.

1.5: Monitoring:

Every venue compliance 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 TWAM Leadership Team will ensure regular validation exercises take place to ensure plans are being progressed, reviewed and maintained correctly. This will include planned and unplanned exercises.

1.6: Distribution List:

A TABLE CONTAINING THE NAMES AND TITLE OF THE DISTRIBUTION LIST WILL BE INSERTED HERE.

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 TWAM Leadership 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, local councils or the university 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 key staff:

A TABLE CONTAINING THE NAMES AND CONTACT DETAILS OF KEY STAFF WILL BE INSERTED HERE.

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 is that 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.

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	<ul style="list-style-type: none"> <input type="checkbox"/> Security of building – loss of alarm systems <input type="checkbox"/> Security of collections/loan exhibits <input type="checkbox"/> Damage to collections/exhibits <input type="checkbox"/> Loss of income: <ul style="list-style-type: none"> ○ Café/venue hire ○ Shops ○ Admissions <input type="checkbox"/> Impact of franchise café holders Loss of income generation opportunities <input type="checkbox"/> Cancellation of corporate events <input type="checkbox"/> Cancellation of school visits <input type="checkbox"/> Loss of perishables possible issue (cafes) <input type="checkbox"/> Impact on tenants (where applicable) 	As 24hrs – plus: <ul style="list-style-type: none"> • Environmental systems failure • Critical Maintenance areas • Inability to access management systems (invoice payments) 	As 1–2 days – plus: <ul style="list-style-type: none"> <input type="checkbox"/> Cancellation of events/bookings <input type="checkbox"/> Reputational damage 	Up to one week – plus: <ul style="list-style-type: none"> <input type="checkbox"/> Cancellation of future events

Action required for recovery	<input type="checkbox"/> Secure building <input type="checkbox"/> Activate Communications Emergency Plan <input type="checkbox"/> Disseminate accurate emergency information to: <ul style="list-style-type: none"> ○ Visitors ○ Staff ○ Volunteers ○ Catering providers ○ Event organisers ○ Exhibit lenders • Board Stakeholders ○ Tenants 	As 24hrs – plus: <input type="checkbox"/> Up to date information given to: <ul style="list-style-type: none"> ○ LA's ○ University ○ Regiment ○ Stakeholders ○ Schools ○ Staff ○ Volunteers ○ Event organisers ○ Catering company ○ Tenants 	As 1–2 days – plus: <ul style="list-style-type: none"> • Offer other venues for use to: school/corporate visits/events • Critical staff relocated to other venues 	Up to one week – plus: <ul style="list-style-type: none"> • 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
	<input type="checkbox"/> Consider offering alternative venues for: <ul style="list-style-type: none"> ○ Events and school bookings 	<input type="checkbox"/> Media Prepare for salvage operations if needed <input type="checkbox"/> Contact Emergency Services re security of building <input type="checkbox"/> Move animals to safer environment where possible		<input type="checkbox"/> 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
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Potential impact on organisation	<ul style="list-style-type: none"> <input type="checkbox"/> Partial or complete closure of building <input type="checkbox"/> Loss of life or hostage situation <input type="checkbox"/> Loss of, or damage to collections <input type="checkbox"/> Structural/smoke/ water damage <input type="checkbox"/> Local and social media coverage 	<p>As 24hrs – plus:</p> <ul style="list-style-type: none"> • National media coverage • Cancellation of corporate events • Cancellation of school visits • Identify service providers/deliveries 	<p>As 1–2 days – plus:</p> <ul style="list-style-type: none"> • Reputational damage • Monetary loss 	<p>Up to one week – plus</p> <ul style="list-style-type: none"> • Identify service providers/deliveries • Review existing contracts e.g. Café
Action required for recovery	<ul style="list-style-type: none"> <input type="checkbox"/> Evacuate and secure the building <input type="checkbox"/> Activate Emergency Plan <input type="checkbox"/> If needed contact Emergency Services <input type="checkbox"/> Rescue live animals <input type="checkbox"/> Activate Communications <input type="checkbox"/> Emergency Plan <ul style="list-style-type: none"> ○ Emergency press and social media statements ○ Emergency website statement ○ Management of social media 	<p>As 24hrs – plus:</p> <ul style="list-style-type: none"> • Offer other venues for use to schools/corporate bookings • Liaise with other organisations regarding security 	<p>As 1–2 days – plus:</p> <ul style="list-style-type: none"> • Critical staff relocated to other venues • ‘Plan’ to reinstate damaged area once repaired 	<p>Up to one week – plus</p> <ul style="list-style-type: none"> • Alternative venues made available for specific events/bookings • Relocation of affected staff • Liaise with other organisations regarding security
	<ul style="list-style-type: none"> <input type="checkbox"/> Contact Insurance assessors <input type="checkbox"/> Recovery team to assess situation and manage the recovery operation in an organised and effective manner <input type="checkbox"/> Liaise with property services <input type="checkbox"/> Carry out a structural analysis <input type="checkbox"/> 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	<ul style="list-style-type: none"> <input type="checkbox"/> Closure or part closure <input type="checkbox"/> Loss of access to specific area (crime scene) <input type="checkbox"/> Local media / social media coverage <input type="checkbox"/> Staff/visitors affected 	As 24hrs – plus: <ul style="list-style-type: none"> • National/International media coverage • Social media (facebook, twitter) • Reputational damage • Monetary loss 	As 1–2 days – plus: <ul style="list-style-type: none"> • Lenders reluctant to lend exhibits to venues • Lenders demand return of current loans 	Up to one week – plus: <ul style="list-style-type: none"> • Insurance premiums increase • TWAM's ability to borrow objects going forward
Action required for recovery:	<ul style="list-style-type: none"> <input type="checkbox"/> Secure the area/gallery Contact: <ul style="list-style-type: none"> ○ Police ○ Loan lender ○ Insurance company ○ Activate Communications Emergency Plan 	As 24hrs – plus: <ul style="list-style-type: none"> • Review security procedures and consult with police • Identify & mitigate exposure to adverse publicity through Communications Plan 	As 1–2 days – plus: <ul style="list-style-type: none"> <input type="checkbox"/> All staff made aware of revised security procedures 	Up to one week – plus: <ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> <input type="checkbox"/> Loss of critical services <input type="checkbox"/> Partial/complete closure of building <input type="checkbox"/> Cancellation of events/bookings 	As 24 hrs – plus: <ul style="list-style-type: none"> • Adverse local, national and social media coverage • Reputational damage • Monetary loss 	As 1–2 days – plus: <ul style="list-style-type: none"> <input type="checkbox"/> 	Up to one week – plus: <ul style="list-style-type: none"> <input type="checkbox"/>

Action required for recovery:	<input type="checkbox"/> Assess and mobilise resources available <input type="checkbox"/> Assess which venues could be opened <input type="checkbox"/> Redeploy staff across venues <input type="checkbox"/> Activate Communications Plan <input type="checkbox"/> Liaise with NCC OD <input type="checkbox"/> Consider implementing alternative staffing arrangements e.g. through agencies	As 24hrs – plus <ul style="list-style-type: none"> • Offer other venues for use to: school/corporate visits/events • Discuss with NCC HR possible sources of alternative staff • Use of NGCV and agency staff 	As 1–2 days – plus: <input type="checkbox"/> Relocation of affected staff	Up to one week – plus: <input type="checkbox"/>
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Loss of ICT systems

IT Failure	First 24 hours	1 – 2 days	Up to one week	One week plus
Potential impact on organisation	<input type="checkbox"/> Potential loss of critical systems: <ul style="list-style-type: none"> ○ Epos ○ Financial Management ○ Payroll ○ Email ○ KeEMU ○ ERIC ○ CCTV ○ CRM system 	As 24hrs – plus: <ul style="list-style-type: none"> • 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: <input type="checkbox"/>	Up to one week – plus <input type="checkbox"/>
Action required for recovery:	<input type="checkbox"/> 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: <input type="checkbox"/> If Server failure resulting in replacement parts being needed – should be repaired within 2-3 days	As 1–2 days – plus: <ul style="list-style-type: none"> • 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 <input type="checkbox"/> 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	<ul style="list-style-type: none"> <input type="checkbox"/> Loss of critical functions <input type="checkbox"/> Non critical staff sent home 	As 24hrs – plus: <ul style="list-style-type: none"> <input type="checkbox"/> Cancellation of events/bookings <input type="checkbox"/> Local Media coverage 	As 1–2 days – plus: <ul style="list-style-type: none"> • Reputational damage • Monetary loss 	Up to one week – plus <ul style="list-style-type: none"> <input type="checkbox"/> Manage the process of staff relocation to other venues on a longer term basis
Action required for recovery:	<ul style="list-style-type: none"> <input type="checkbox"/> Liaison with NCC Building Services and HR <input type="checkbox"/> Disseminate accurate and timely information <input type="checkbox"/> Consider moving of critical functions to alternative venue <input type="checkbox"/> Relocate corporate meetings <input type="checkbox"/> Refer to ICT Business Continuity Plan <input type="checkbox"/> Identify critical services deadlines, i.e. grant applications <input type="checkbox"/> Set up base of operation for critical staff <ul style="list-style-type: none"> <input type="checkbox"/> Activate Communications <input type="checkbox"/> Activate Emergency Plan 	As 24hrs – plus: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • Critical services - Finance staff relocated to Civic Centre • Relocation of other affected staff 	Up to one week – plus <ul style="list-style-type: none"> <input type="checkbox"/> Set up systems to prepare for staff relocation on a longer term basis

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
VEND	Stored in cloud on behalf by TWAM Enterprises at Discovery Museum	Back up arrangements by Vend
XERO	Stored in cloud on behalf of TWAM Enterprises	Back up arrangements by Xero
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
CRM	Stored in cloud on behalf of TWAM	Back up arrangements by CRM provider

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: <ul style="list-style-type: none">• Structural• Water• Fire/Smoke
Identify functions disrupted/bookings to be cancelled, relocated or postponed
Determine level of security needed for: <ul style="list-style-type: none">• Building• Staff• Visitors• Collections
Provide information to staff: <ul style="list-style-type: none">• 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 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			
KEY ISSUES			
PEOPLE: Information about people involved (not names, but how many, age, gender, etc)			
PROPERTY: Give details if property affected			
IT / TELECOMMUNICATIONS: Give details if IT / telecoms affected			
ENVIRONMENTAL: Give details if environmental issues involved			
RESOURCES: Resources deployed? Estimate cost of incident			
BUSINESS IMPACT: Give details of any internal BC issues			
Give details of any external BC issues			

COMMUNICATIONS/MEDIA INVOLVEMENT: Details	
DEBRIEF: Outcomes (Positive / Negatives)	
ACTIONS Please complete the action plan	

