



# **Tyne & Wear Archives & Museums Business Continuity Management Plan**

Approved by Tyne & Wear Archives & Museums Strategic Board  
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## 1.1: 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.

## 1.2: 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.

## **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"> <li>• Security of building – loss of alarm systems</li> <li>• Security of collections/loan exhibits</li> <li>• Damage to collections /exhibits</li> <li>• Loss of income generation opportunities:               <ul style="list-style-type: none"> <li>○ Café/venue hire</li> <li>○ Shops</li> <li>○ Donations</li> </ul> </li> <li>• Impact of franchise café holders</li> <li>• Loss of income</li> <li>• Cancellation of corporate events</li> <li>• Cancellation of school visits</li> <li>• Loss of perishables possible issue (cafes)</li> <li>• Impact on tenants (where applicable)</li> <li>• Impact on animals (South Shields)</li> </ul>	As 24hrs – plus: <ul style="list-style-type: none"> <li>• Environmental systems failure</li> <li>• Critical Maintenance areas</li> <li>• Inability to access management systems (invoice payments)</li> <li>• Inability to access collections for research, programme development etc</li> </ul>	As 1–2 days – plus: <ul style="list-style-type: none"> <li>• Cancellation of events/bookings</li> <li>• Reputational damage</li> </ul>	Up to one week – plus: <ul style="list-style-type: none"> <li>• Cancellation of future events</li> <li>• Impact on service providers/deliveries</li> <li>• Impact on existing contracts e.g. Café</li> </ul>

<p>Action required for recovery</p>	<ul style="list-style-type: none"> <li>• Secure building</li> <li>• Activate Communications Emergency Plan</li> <li>• Disseminate accurate emergency information to: <ul style="list-style-type: none"> <li>o Visitors</li> <li>o Staff</li> <li>o Volunteers</li> <li>o Catering providers</li> <li>o Event organisers</li> </ul> </li> <li>Schools <ul style="list-style-type: none"> <li>o Exhibit lenders</li> <li>o Board Stakeholders</li> <li>o Tenants</li> </ul> </li> <li>• Consider offering alternative venues or alternative delivery mechanisms for:</li> <li>• Events and school bookings</li> </ul>	<p>As 24hrs – plus:</p> <ul style="list-style-type: none"> <li>• Up to date information given to: <ul style="list-style-type: none"> <li>o LAs</li> <li>o University</li> <li>o Regiment</li> <li>o Stakeholders</li> <li>o Schools</li> <li>o Staff</li> <li>o Volunteers</li> </ul> </li> <li>organisers</li> <li>o Catering company</li> <li>o Tenants</li> </ul> <ul style="list-style-type: none"> <li>• Consider issuing Media Statement</li> <li>• Prepare for salvage operations if needed</li> <li>• Contact Emergency</li> <li>• Services re security of building</li> <li>• Consider Moving animals to safer environment if necessary and where possible</li> </ul>	<p>As 1–2 days – plus:</p> <ul style="list-style-type: none"> <li>• Offer other venues (where possible) for use to: school/corporate visits/events</li> <li>• Critical staff relocated to other venues or working from home (where possible)</li> <li>• Consider distribution of equipment for home working</li> <li>• Consider phone redirection</li> </ul>	<p>Up to one week – plus:</p> <ul style="list-style-type: none"> <li>• Alternative venues or delivery mechanisms made available for specific events/bookings</li> <li>• Relocation of affected staff</li> <li>• Liaise with other organisations regarding security</li> <li>• Recovery team to assess situation and manage the recovery operation in an organised and effective manner</li> <li>• Consider longer term implication for all staff</li> <li>• Identify service providers/deliveries</li> <li>• Review existing contracts e.g. Café</li> <li>• Create a specific risk register to manage the risks associated with a longer closure / denial of access</li> <li>• Consider Post redirection</li> </ul>
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<b>Fire or Flood, Structural Damage, Terrorism or violent incident</b>	First 24 hours	1 – 2 days	Up to one week	One week plus
Potential impact on organisation	<ul style="list-style-type: none"> <li>• Partial or complete closure of building</li> <li>• Loss of life or hostage situation</li> <li>• Loss of, or damage to collections</li> <li>• Structural/smoke/ water damage</li> <li>• Local and social media coverage</li> </ul>	<p>As 24hrs – plus:</p> <ul style="list-style-type: none"> <li>• National media coverage</li> <li>• Cancellation of corporate events</li> <li>• Cancellation of school visits</li> <li>• Identify service providers/deliveries</li> </ul>	<p>As 1–2 days – plus:</p> <ul style="list-style-type: none"> <li>• Reputational damage</li> <li>• Monetary loss</li> </ul>	<p>Up to one week – plus</p> <ul style="list-style-type: none"> <li>• Impact on service providers/deliveries</li> <li>• Impact on existing contracts e.g. Café</li> </ul>
Action required for recovery	<ul style="list-style-type: none"> <li>• Evacuate and secure the building</li> <li>• Activate Emergency Plan</li> <li>• If needed contact Emergency Services</li> <li>• Rescue live animals</li> <li>• Activate Communications</li> <li>• Emergency press and social media statements</li> <li>• Emergency website statement</li> <li>• Management of social media</li> <li>• Contact Insurance assessors</li> <li>• Recovery team to assess situation and manage the recovery operation in an organised and effective manner</li> <li>• Liaise with property services</li> <li>• Carry out a structural analysis</li> <li>• Check asbestos survey</li> </ul>	<p>As 24hrs – plus:</p> <ul style="list-style-type: none"> <li>• Offer other venues for use to schools/corporate bookings</li> <li>• Liaise with other organisations regarding security and emergency support</li> </ul>	<p>As 1–2 days – plus:</p> <ul style="list-style-type: none"> <li>• Critical staff relocated to other venues or working from home</li> <li>• ‘Plan’ to reinstate damaged area once repaired</li> </ul>	<p>Up to one week – plus</p> <ul style="list-style-type: none"> <li>• Alternative venues made available for specific events/bookings</li> <li>• Consider relocation of affected staff</li> <li>• Liaise with other organisations regarding security and emergency support</li> <li>• Identify service providers/deliveries</li> <li>• Review existing contracts e.g. Café</li> <li>• Create a specific risk register to manage the risks associated with a longer closure / denial of access</li> </ul>

<p><b>Pandemic enforcing closure of buildings</b></p>	<p><b>Assumptions for timescales:</b></p> <p>1 - At least 24 hours' notice will be given for requirement to close venues. (If not, follow actions for '<b>Denial of access to a Museum, Archive or Gallery</b>')</p> <p>2 – Venues will be required to close for a minimum of 1 week</p>
<p>Potential impact on organisation</p>	<ul style="list-style-type: none"> <li>• Security of building – loss of alarm systems</li> <li>• Impact on staff working</li> <li>• Security of collections/loan exhibits</li> <li>• Damage to collections /exhibits <ul style="list-style-type: none"> <li>• Loss of income generation opportunities: <ul style="list-style-type: none"> <li>o Café/venue hire</li> <li>o Shops</li> <li>o Donations</li> </ul> </li> </ul> </li> <li>• Impact on catering / simulator providers</li> <li>• Loss of income</li> <li>• Cancellation of events</li> <li>• Cancellation of school visits</li> <li>• Loss of perishables possible issue</li> <li>• Impact on tenants (where applicable) <ul style="list-style-type: none"> <li>• Impact on animals (South Shields)</li> <li>• Environmental systems failure</li> <li>• Critical Maintenance areas</li> <li>• Reputational damage</li> </ul> </li> </ul>



Action required for recovery:	<ul style="list-style-type: none"><li>• Secure buildings</li><li>• Contact Emergency Services re security of building</li><li>• Critical staff relocated to other venues or working from home (where possible)</li><li>• Consider distribution of equipment for home working</li><li>• Consider phone redirection</li><li>• Disseminate accurate information to:<ul style="list-style-type: none"><li>○ Visitors</li><li>○ Staff</li><li>○ Volunteers</li><li>○ Catering / simulator providers</li><li>○ Event organisers</li><li>○ Exhibit lenders</li><li>○ Board Stakeholders</li><li>○ LAs / University</li><li>○ Regiment</li><li>○ Stakeholders</li><li>○ Schools</li><li>○ Tenants</li></ul></li><li>• Consider issuing Media Statement</li><li>• Create a specific risk register to manage the risks associated with a longer closure / denial of access</li></ul>
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## 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"> <li>• Closure or part closure</li> <li>• Loss of access to specific area (crime scene)</li> <li>• Local media / social media coverage</li> <li>• Staff/visitors affected</li> </ul>	As 24hrs – plus: <ul style="list-style-type: none"> <li>• National/International media coverage</li> <li>• Social media (facebook, twitter)</li> <li>• Reputational damage</li> <li>• Monetary loss</li> </ul>	As 1–2 days – plus: <ul style="list-style-type: none"> <li>• Lenders reluctant to lend exhibits to venues</li> <li>• Lenders demand return of current loans</li> </ul>	Up to one week – plus: <ul style="list-style-type: none"> <li>• Insurance premiums increase</li> <li>• TWAM's ability to borrow objects going forward</li> </ul>
Action required for recovery:	<ul style="list-style-type: none"> <li>• Secure the area/gallery Contact:</li> <li>• Police</li> <li>• Loan lender</li> <li>• Insurance company</li> <li>• Activate Communications Emergency Plan</li> </ul>	As 24hrs – plus: <ul style="list-style-type: none"> <li>• Review security procedures and consult with police</li> <li>• Identify &amp; mitigate exposure to adverse publicity through Communications Plan</li> </ul>	As 1–2 days – plus: <ul style="list-style-type: none"> <li>• All staff made aware of revised security procedures</li> </ul>	Up to one week – plus: <ul style="list-style-type: none"> <li>• Reviewed security procedures in place</li> <li>• Consult with national security advisers</li> <li>• Consult with Insurers/brokers</li> </ul>

## Unavailability of staff

Adverse weather conditions/ 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"> <li>• Loss of critical services</li> <li>• Partial/complete closure of building</li> <li>• Cancellation of events/bookings</li> </ul>	As 24 hrs – plus: <ul style="list-style-type: none"> <li>• Adverse local, national and social media coverage</li> <li>• Reputational damage</li> <li>• Monetary loss</li> </ul>	As 1–2 days – plus:	Up to one week – plus: <ul style="list-style-type: none"> <li>• Impact on existing contracts e.g. Café</li> </ul>

Action required for recovery:	<ul style="list-style-type: none"> <li>Assess and mobilise resources available</li> <li>Assess which venues could be opened</li> <li>Redeploy staff across venues</li> <li>Activate Communications Plan</li> <li>Liaise with NCC OD</li> <li>Consider implementing alternative staffing arrangements e.g. through agencies</li> </ul>	<p>As 24hrs – plus</p> <ul style="list-style-type: none"> <li>Offer other venues for use to: school/corporate visits/events</li> <li>Discuss with NCC HR possible sources of alternative staff</li> <li>Use of NGCV and agency staff</li> </ul>	<p>As 1–2 days – plus:</p> <ul style="list-style-type: none"> <li>Relocation of affected staff</li> </ul>	<ul style="list-style-type: none"> <li>Up to one week – plus: <ul style="list-style-type: none"> <li>Review existing contracts e.g. Café</li> </ul> </li> <li>Create a specific risk register to manage the risks associated with a longer unavailability of staff</li> </ul>
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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	<ul style="list-style-type: none"> <li>Potential loss of critical systems:</li> <li>Epos</li> <li>Financial Management</li> <li>Payroll</li> <li>Email</li> <li>KeEMU</li> <li>ERIC</li> <li>CCTV</li> <li>NXT CRM system</li> <li>Office 365</li> </ul>	<p>As 24hrs – plus:</p> <ul style="list-style-type: none"> <li>No access to Collections Management system results in data becoming out of date</li> <li>Inability to access management systems (invoice payments)</li> </ul>	<p>As 1–2 days – plus:</p>	<p>Up to one week – plus</p>
Action required for recovery:	<ul style="list-style-type: none"> <li>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</li> </ul> <p>Existing systems should be accessible remotely via NetMotion for those who have this installed on work devices</p>	<p>As 24hrs – plus:</p> <ul style="list-style-type: none"> <li>If Server failure resulting in replacement parts being needed – should be repaired within 2-3 days</li> </ul>	<p>As 1–2 days – plus:</p> <ul style="list-style-type: none"> <li>Relocate key financial staff to locations where access to key systems is available</li> <li>Notify suppliers of delays in payments</li> <li>Identify and mitigate exposure to adverse publicity through Communications Plan</li> </ul>	<p>Up to one week – plus</p> <p>Set up systems to prepare for staff relocation on a longer term basis</p>

**Section 4: [Communications Emergency Plan](https://twmuseums.sharepoint.com/:w:/s/Communications/Eaf4wkRky8ZCpq2Av02rRRAB4f25vh260RMJixKZYDyytQ?e=4ZXWMB):**

(<https://twmuseums.sharepoint.com/:w:/s/Communications/Eaf4wkRky8ZCpq2Av02rRRAB4f25vh260RMJixKZYDyytQ?e=4ZXWMB>)

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**

<b>Documentation name</b>	<b>Storage Arrangements (on/off-site)</b>	<b>Backup arrangements</b>
Collections Information	Stored centrally on EMU and CALM	Newcastle City Council have backup system in place for EMU and CALM
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
NXT	Stored in cloud on behalf of TWAM	Back up arrangements by Blackbaud provider
Office 365	Managed by Newcastle City Council on behalf of TWAM	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: <ul style="list-style-type: none"><li>• Structural</li><li>• Water</li><li>• Fire/Smoke</li></ul>
Identify functions disrupted/bookings to be cancelled, relocated or postponed
Determine level of security needed for: <ul style="list-style-type: none"><li>• Building</li><li>• Staff</li><li>• Visitors</li><li>• Collections</li></ul>
Provide information to staff: <ul style="list-style-type: none"><li>• May need practical help - no access to building could mean staff cannot get their personal items (keys, money, phone)</li></ul>
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**

<b>Incident Name</b>		<b>Incident Ref No.</b>	
<b>Contact details</b>	<b>Name</b>	<b>Tel No</b>	<b>Email</b>
<b>Lead Director</b>			
<b>Head of Service</b>			
<b>Partner involvement</b>			
<b>Incident Start Date / Time</b>		<b>Incident End Date / Time</b>	
<b>Incident notified by</b> (inc name, job title, contact details)			
<b>Services affected / involved</b>			
<b>Location(s) affected</b>			
<b>Command locations / representative</b>			
<b>Incident synopsis</b>			
<b>KEY ISSUES</b>			
<b>PEOPLE:</b> Information about people involved (not names but how many, age, gender etc)			
<b>PROPERTY:</b> Give details if property affected			
<b>IT / TELECOMMUNICATIONS:</b> Give details if IT / telecoms affected			
<b>ENVIRONMENTAL:</b> Give details if environmental issues involved			
<b>RESOURCES:</b> Resources deployed? Estimate cost of incident			
<b>BUSINESS IMPACT:</b>			

<b>Give details of any internal BC issues</b>	
<b>Give details of any external BC issues</b>	
<b>COMMUNICATIONS/MEDIA INVOLVEMENT: Details</b>	
<b>DEBRIEF: Outcomes (Positive / Negatives)</b>	
<b>ACTIONS Please complete the action plan</b>	



