



Changing childhoods.
Changing lives.

Barnardo's Business Continuity Plan – Guidance and Framework

Plan Owner:	<i>Corporate Leadership team</i>
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1. Introduction

At Barnardo's, business continuity is the activity we undertake to ensure that critical business functions remain intact and that services remain available to the people who depend on them, whatever happens. This includes risk management, system backups, and service procedures performed daily to maintain service, consistency, and recoverability.

Our approach and planning steps are in readiness for all forms of incident and external conditions which may impact including physical incidents and threats, fraud, systems failure, severe weather, cyber and online threats, severe reputational risk and public transport issues.

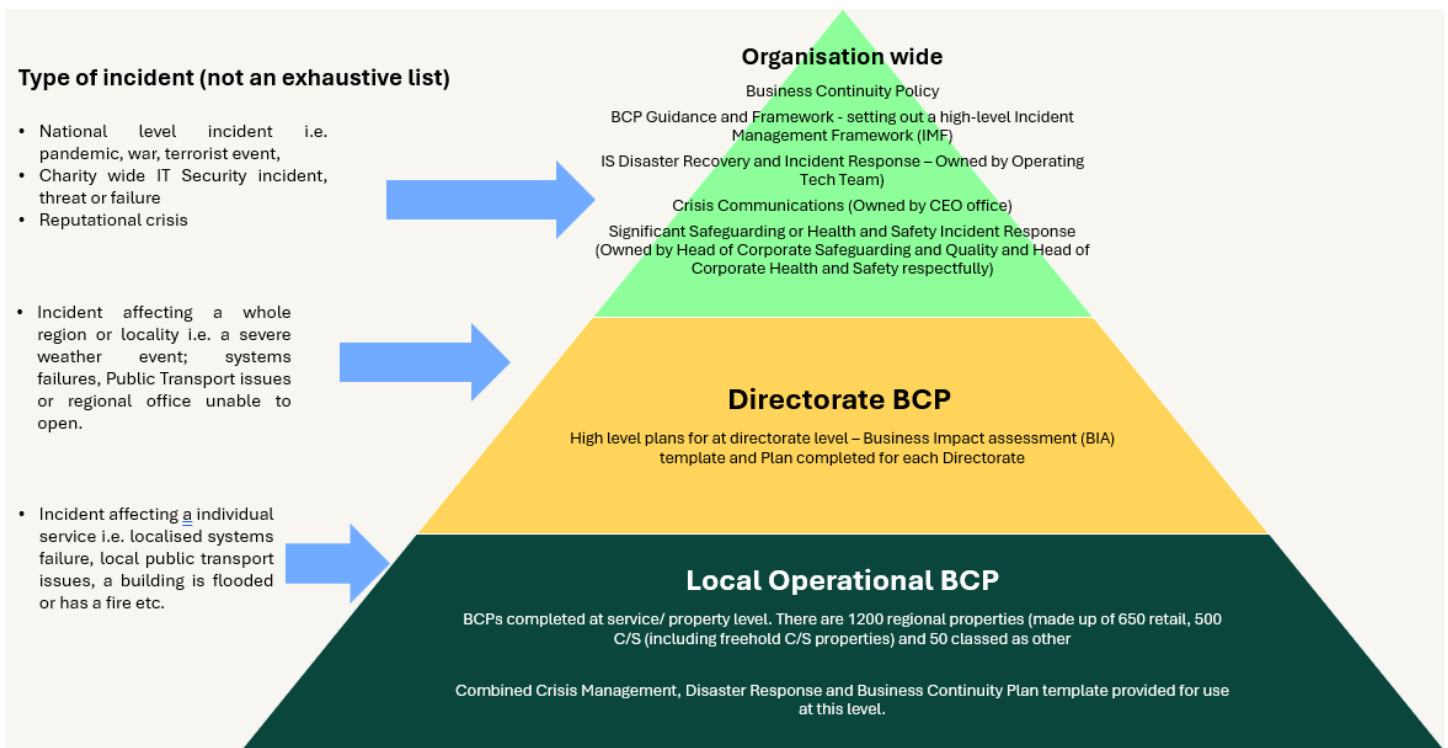
Barnardo's manages its services using regional management teams working independently to manage localised services supported by Business Services functions (HR, IT, Finance etc). All regions have necessary resources to deliver its services. Consequently, business continuity is embedded within the infrastructure of the organisation, as each region could deliver services independently should an unexpected incident occur.

Barnardo's maintains a Corporate Risk Register that is reported to Barnardo's Risk Committee and the Board of Trustees. The register is formulated and owned by the Corporate Leadership Team and is the product of risk identification and registers across all parts of Barnardo's.

The risk management and register system allows for informed risk identification to take place on an ongoing basis. In particular:

- All directorates maintain a consistent framework and scoring methodology for recording and measuring risk.
- Children's Services have risk identification methods within individual service business plans.
- Risks are measured on the basis of likelihood and impact of occurrence.
- There is a focus on key / critical risks through the Corporate Risk Register.
- Owners of risks have been identified.
- Effective mitigation strategies have been implemented.

The diagram below illustrates (at a high level) Barnardo's overall approach to Business Continuity:



Barnardo's overall approach to business continuity and our organisation wide incident management framework are the responsibility of our Corporate Director: Business Services and supported by the Director of Audit & Assurance.

Each Barnardo's directorate/region/ nation will maintain its own business impact assessment (BIA) and business continuity plan.

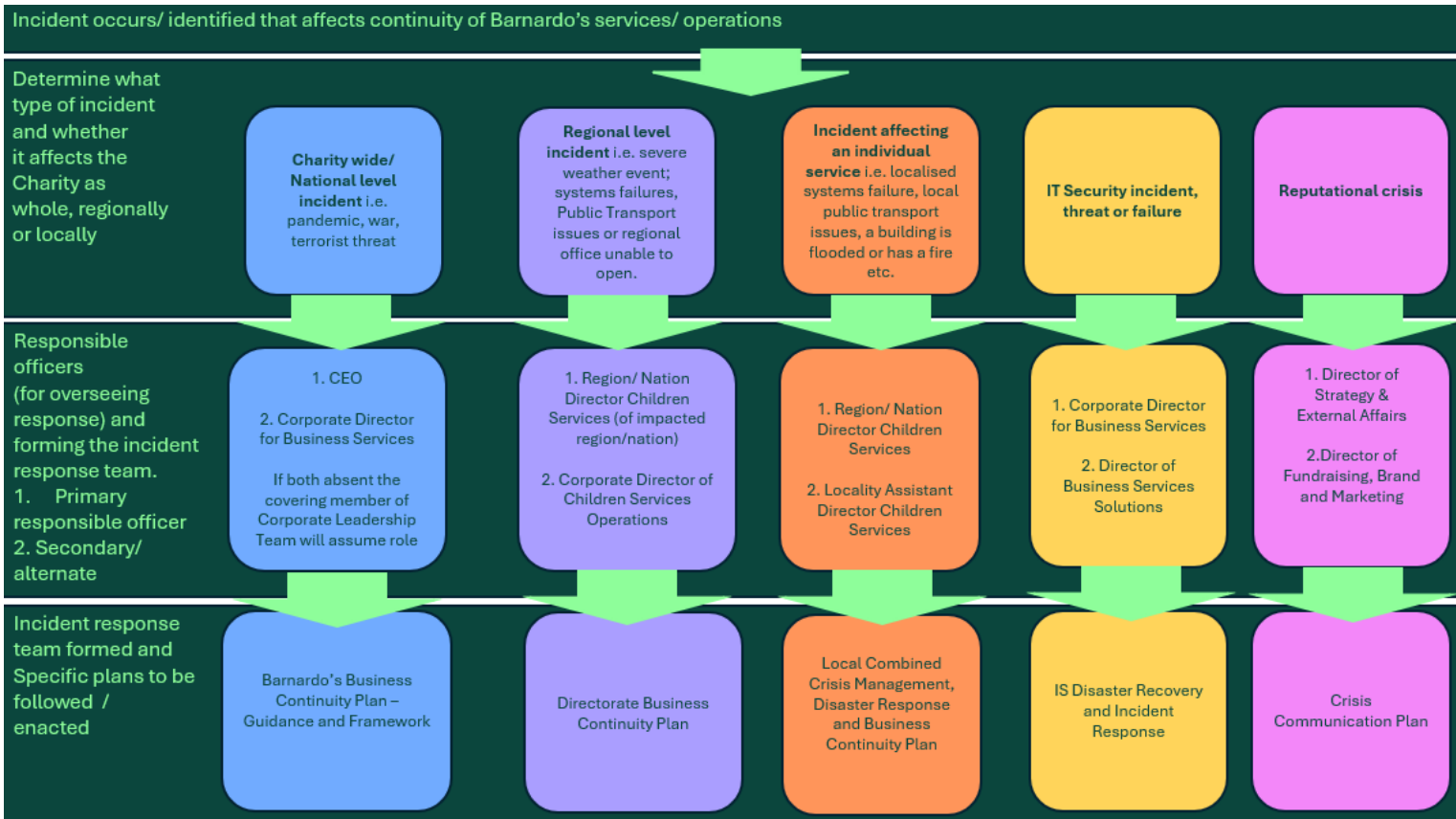
For specific continuity incidents and threats, namely Cyber/ IT threats and reputational crisis Barnardo's would implement dedicated contingency plans and response processes managed by the Operating Technology team and the CEO's office respectively.

At a service level, all Barnardo's departments and services have a dedicated plan, following guidance and templates available on [inside.barnardos](https://inside.barnardos.com). Each plan identifies:

- **Critical Posts:** Key staff post holders with specialist knowledge critical to operations and nominated deputy.
- **Key Operations:** Operations which cannot be suspended due to severe impact on the service and identified contingency measures.
- **Communication and Consultation:** Inform colleagues, service users, partners, stakeholders who may be affected.
- **Associated Guidance or Documentation:** A log is kept of all vital documents relevant to the service, including policies and procedural documents.
- **Quality Control** – Plans reviewed and signed off by a Barnardo's Assistant Director.

2. BCP Flowchart

The flowchart below demonstrates at a high level the process for responding to any incident. This includes the key responsible officers for any incident based on the impact and nature of the event. Responsible officers are those with overall responsibility for overseeing the response, forming the incident response team (following the Disaster Recovery and Incident Management approach detailed in section 3 and 4 below) and that specific business continuity plans are enacted. The flowchart details the specific continuity plans to be followed.



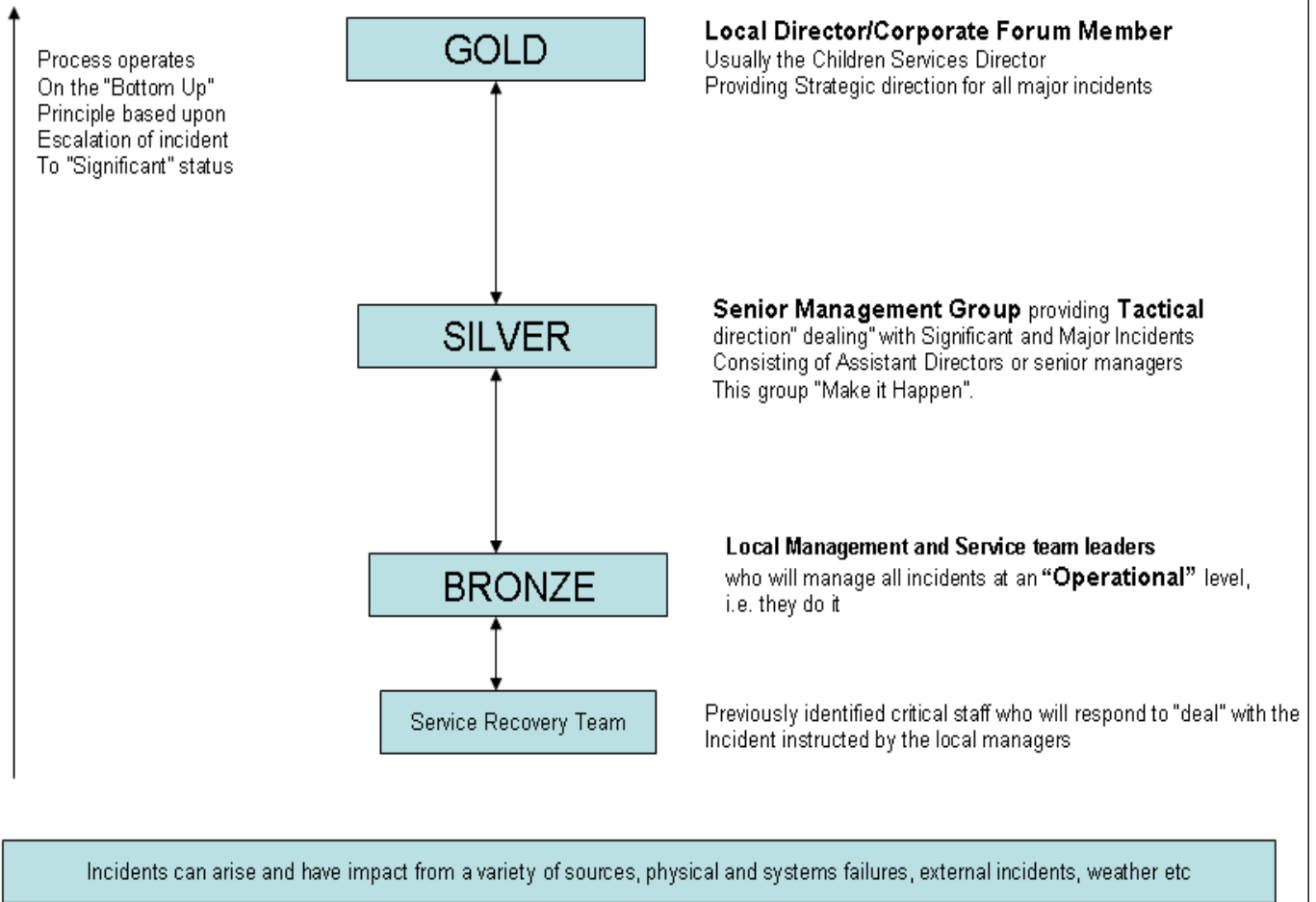
3. Disaster Recovery

Barnardo's operates an online system for recording all information relating to services, service user information and recording. This is hosted on the cloud and managed by our Operating Technology team. Should an incident cause IT systems to fail Barnardo's would invoke the IS Disaster Recovery Plan.

In the meantime, services would revert to a paper based recording system, which would then be added to our systems once restored. All services keep paper copies of key documents, policies and procedures in the event of IT failure. This ensures front line services would remain unaffected, with no major difference to the service user.

As part of our business continuity plan Barnardo's is committed to identifying problems early. All services follow our Incident Management Framework, which outlines the method for managing incidents of minor, major and significant importance. Senior members of staff will be familiar with the content of this document and have allocated roles within the structure, as shown below:

Incident Management Framework- Generic Use for Barnardo's Services



4. Incident Management Framework – Generic Approach Guidance Document

Introduction- Generic Approach

This document outlines the framework for managing incidents of minor, major and significant importance. The approach and planning steps can be applied not just in response to physical incidents and threats but all forms of incident and external conditions which may impact the Charity directly or indirectly including Fraud, Systems failures, Severe Weather conditions, Public Transport issues. This guidance is designed to cover incidents that affect the continuity of Barnardo's services/ ability to operate business as usual. It is important to note there are specific incident reporting mechanisms and response processes for other types of incidents that should be followed including:

- Safeguarding Incident - see [here](#)
- Serious incident report - contact the Company Secretary
- Data Breaches – see [here](#)
- Health and Safety incidents - see [here](#)

Senior members of staff and nominated key personnel for Business areas and Services should familiarise themselves with the contents of this document. The aim is to minimise the impact of the incident upon staff and services and optimise the effectiveness of recovery efforts/actions as deemed necessary. In some cases the only response required maybe a local or wider network broadcast which will be managed by HR both nationally and locally.

When fully populated with data the specific continuity plans should contain important information on communication, an easy reference to the processes and useful contact numbers for **office and out of office hours** contact.

The important thing to remember is that this framework can be adapted to operate for an entire region where the Gold member would be the Director of Children Services. Or at a much simpler level for a local stand alone service where the Gold member would be the local CSM or the most senior person in charge.

In each and every case it is important that a plan is developed at a local level from the “top down” that works in practice from “bottom up”. Most incidents and disasters have to be managed and resolved locally and more often than not senior management are not involved in dealing with them.

The key to a successful plan is ensuring that the communication chain and cascade arrangements work both during the working day and out of hours. Ensure that there are alternatives built into the plan.

Once the hard work of constructing the plan has been put in place it is important that it is kept up to date.

Any changes in circumstances to key colleagues need to be updated and the plan amended as necessary.

Incident Management Framework (IMF)

The structure for the IMF is based upon best practice standard of utilising Gold, Silver, Bronze tiered approach. This provides sufficient flexibility to manage all levels of incidents from a variety of sources not just physical threats. It is an interactive process to allow affected areas of Barnardo’s to respond to any form of incident manage the consequences and recover operations. The process operates successfully both from a “bottom up” and “top down” approach.

Bronze teams (comprising local senior colleagues) will manage incidents at an **Operational** level and will manage the incident locally with appropriate specialist support as necessary, e.g. P&FM, IS. Such things could be break ins, fires, floods, technology failure etc.

Bronze teams will consist of previously nominated members of staff who will be expected to manage “localised” issues. The majority of “incidents” during the course of a year will fall in this area and be managed directly within the service.

Silver teams (senior management) will be called into action when the incident or circumstances escalates and it could have immediate or potential impact on the local service or even wider effect. Such incidents would impact several areas and services and require **Tactical** direction to deal with the **Significant** issues arising from the incident.

Incidents which have been escalated up to the Silver level often require several areas to work together to manage and respond to the incident. Typically such incidents could involve HR, IS and P&FM. An example would be transport strikes, bad weather or a bird flu epidemic.

Gold team member (normally the Director of Children Services) should only become involved in **Major** incidents which are likely to have a Barnardo’s wide impact. In such circumstances **Strategic** and **Policy** decisions may be required. Also media coverage maybe involved directly or indirectly through local press or radio.

Where ever possible incidents of a short or local nature should be managed entirely within the affected area/service by implementing previously prepared arrangements.

Do not wait until an incident arises to prepare your plan!

Nominated members of staff for Business units

For the IMF to operate effectively **each** service will be required to identify **Nominated** individuals who in the event of an incident would be directly involved in managing the response and subsequent necessary action. The response will obviously vary depending upon the nature of the incident and it need not be related to a physical situation. The likelihood is that it will not be.

A critical task will be to manage and implement the local communication cascade ensuring that colleagues within your own service are initially informed and kept apprised of events and any managerial decisions as necessary.

It will be the responsibility of the nominated individual to prepare the local communication cascade and maintain it up to date. Also it is their responsibility to appoint deputies as necessary for holiday and sickness cover to ensure that there is adequate cover and their deputies know what to do in the event of a crisis.

When you are reacting to an emergency is not the time to read the plan for the first time.

Business Continuity Plans (BCP)

Local Authorities in their tender documentation are asking for details of how Barnardo's would maintain services in the event of local and major incidents.

It is not sufficient to just tick yes as they may ask for details and evidence of your plans. A template is available for services to document their local plans; Combined Crisis Management, Disaster Response and Business Continuity Plan Template.

At a directorate level high level BCP's should be in place, to ensure response to a Regional level incident are clearly defined. Business Impact Assessments (BIA's) at a directorate level should be in place to ensure each essential function and how long it can be non operational for is documented and known.

These plans should consider all potential sources of major disruption including bad weather, loss of key colleagues due to sickness and not just physical incidents like power failure, fire and floods.

BCP's for specific services should provide clear documented instructions for colleagues on what to do when invoked. A communications plan to inform colleagues of the nature of the incident and immediate actions to be taken in response is **essential**. This will have to be developed depending upon the nature of the specific incident. A simple communication cascade needs to be developed and details of mobile telephones could be critical for out of hours use.

Communication Responsibilities

Many incidents such as Severe Weather, Public Transport difficulties, Bird Flu etc will not involve the need for contingency arrangements as such. The important issue in these situations will be clear communications to colleagues to let them know what is expected of them.

Accurate and relevant communications are of the utmost importance both internally and externally. The responsibility for issuing both local and wider Charity broadcasts will lie specifically with Internal Communications.

Bronze Team leaders - Nominated Business Staff Members

Bronze team leaders and nominated members of staff will be those colleagues who are identified by local Senior management as being the key individuals to locally manage all incidents that may impact upon their area. They will technically be on 24 x 7 (365) call as contact may have to be made outside of normal office hours at any time.

Silver Team Leaders

Silver Team Leaders do not need to be of Assistant Director Status but who ever is nominated must be of a senior or empowered level such that they are:-

- Authorised to act and represent their service or services
- Be able to assess the impact upon their colleagues and relevant service users
- Assist in the prioritisation of the communication process as necessary.
- Manage and assume control of the situation or recovery process if the issue has been escalated upwards by the Bronze level representatives.

Gold Team Leader

The direct reports of the Director of Children Services would normally but not exclusively be the Silver Team Leaders. Any incident or issue that is serious enough to require it being escalated up to the Gold member the Director is likely to be major and have significant ramifications for the region/nation.

The Director will provide the strategic and policy direction for all major interruptions or incidents within their area of responsibility

Strategic direction will include high level direction on priorities, the setting of the internal and external communication agendas and the resolution of any issues escalated from the silver level.

This Director will also be involved with if not control any media interaction and press releases. The plan should allow for and assume that the Director will not be at their office. It is more likely that they will be out or not contactable due to business commitments.

A senior deputy should be appointed to assume responsibility for the incident if the event that the Director cannot be contacted or they are on leave or sick.