

NALA Business Continuity Plan

2019

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Introduction

The NALA Business Continuity Plan (BCP) is a detailed identification and management of the critical risks likely to cause business interruption and preparation for the continuation of business, should a significant event occur.

Possible events that may immediately cause business disruption for NALA would include:

- Loss of access to Sandford Lodge
- Loss of personnel
- Loss of information
- Loss of service from a provider

This BCP provides overall guidance to management in responding to any major incident which interrupts business operations. It identifies activities that should be initiated within certain time periods. It works on a “worst loss scenario” level. For incidents that result in lesser consequences the relevant parts of the plan should be selected.

The plan provides a roadmap for a quick start to commence critical operations, possibly at an alternative location. Significant damage involving a lengthy period of reinstatement will require alternative premises for an extended period.

Statement of Strategic Recovery aim

The strategic aim is to recover essential business operations within 3 days.

This plan assumes that there will be a maximum period of inactivity for one day and that the business will have sufficiently recovered to allow for the plan to be closed down, at the latest, 28 days after the incident. This involves establishing at the Recovery Site the minimum resources necessary to resume these operations within the shortest possible time.

Scope of plan/incident definition

The plan has been formulated to deal with:

- Total or partial loss of property, IT systems or services, communications systems or other equipment which has the potential to materially affect the activities of the business.
- Complete loss of facilities or a non-damage threat (e.g. bomb threat).

The initial response may need to be within office hours or outside office hours.

Key objectives following an incident

The key objectives following an incident are:

- To deal with any casualties, and their relatives and friends.
- To deal with the media and ensure effective internal and external communications.
- To assess the extent of the disaster.
- To activate temporary operations as expeditiously as possible.
- To manage full and permanent recovery of the business.

Operation and Administration of Plan

Two teams have been established to respond to an invocation of the BCP. Each team has its own leaders and designated responsibilities and roles to implement following an invocation.

A summary of the teams, their responsibilities and their leaders and deputies is as follows:

1	Crisis Management Team (CMT)	Addresses immediate issues of health and safety of NALA employees and building security. Team with overall responsibility and authority to manage and co-ordinate the response to the incident.	Team Members Inez Bailey (Leader) Clare McNally (Deputy Leader) Elaine Cohalan Paul Cahill
2	Business Recovery Team (BRT)	Team with responsibility for the process of managing the return to full business operations	Team Members Elaine Cohalan (Leader) Elaine Mullen (Deputy Leader) Paul Cahill Caitriona Whelan Gillian Harris Miriam Johnston Helen Ryan Jennifer Duffy Patrick Gleeson Sandra Peel Jennifer Dowling

Invocation of the Business Continuity Plan

The CMT will decide whether to authorise the invocation of the BCP in part or in full. The CMT decision will depend inter alia on the extent of the damage/access to the building. The plan may only be invoked on authorisation of the Leader of the CMT or the other two members of the CMT.

Phasing of Recovery Plan

The Business Continuity Plan can be divided into 3 recovery phases as set down below:

Phase	Actions	Prime Involvement
Emergency Response Phase (0 – 10 hours)	Deal with Incident Life and Safety issues Property protection Communicate with BRT	<ul style="list-style-type: none">▪ CMT
Crisis Management Phase (1 hour – 7 days)	<u>Authority to Invoke the Plan and deal with:</u> 1. Human Resources issues 2. Set up alternative working arrangements at a recovery site 3. Deal with the Media 4. Communicate with staff and the board. 5. Communicate with stakeholders 6. Restore infrastructure (data and communications)	<ul style="list-style-type: none">▪ CMT▪ BRT
Business Recovery Phase (2 days – 28 days)	Recover key functions in priority order. Keep stakeholders advised Return to normal working at the alternative office	<ul style="list-style-type: none">▪ BRT▪ All NALA Staff

Crises Management Team Action Points

Notification of incident during office hours

- Go to designated assembly points
- In the event of staff being unable to return to the building:
 - Give instructions to all non-essential staff to go home and await further instructions.
 - Contact all members of the CMT and the leaders/deputies of the BRT and confirm meeting location and time for both teams.

Notification of incident outside office hours

The CMT leader will ascertain the following information:

- Are the Emergency services present?
- Has everyone been evacuated & accounted for?
- Are the premises accessible, is there an exclusion zone?
- If YES, how far does the exclusion zone extend?
- Is the building damaged?
- What services are still operating?
- Were employees on the premises at the time of incident?
- What are their names? Were there any injuries/deaths?
- When did incident occur? When will further information be forthcoming?

In the event of the building not being accessible to staff at the commencement of the next business day:

- Give instructions to all non-essential staff to stay at home and await further instructions.
- Contact all members of the CMT and the leaders/deputies of the BRT and confirm meeting location and time for the teams.

Plan invocation decision

The CMT will determine whether the situation is sufficiently serious to begin Crisis Management Procedures.

In the event of a decision to implement Crisis Management Procedures the CMT will nominate an administration centre and a meeting time.

Recovery site tasks and procedures

On arrival at the Administration Centre the CMT Leader will allocate to CMT members specific responsibilities for:

- Setting up Administration Centre
- Liaison with BRT
- Liaison with NALA staff/welfare issues
- Staff rota
- Dealing with the Media
- Initiate contact and contingency arrangements with service providers
- Communication with stakeholders including SOLAS, the Department of Education and Skills, Quality and Qualifications Ireland (QQI), Education and Training Boards Ireland (ETBI), registered WriteOn.ie centres and learners.
- Expenditure and payroll
- Maintenance of an incident diary
- Assessing immediate effect on business and to compile a list of business needs.

Setting up Administration Centre

This comprises all facilities necessary to operate the Centre and will include the following:

- Set up telephones and voice mail (if available).
- Set out desks in a suitable manner
- Set-up PC systems/printer, if required.
- Organise rota system to man Administration Centre (24-hour cover may be needed).
- Organise refreshments/food.
- Draw up flipcharts (suggested headings/column headings given below)

Suggested Locations:

Herbert Park Hotel	Ph: 01 6672200
Hilton Hotel	Ph: 01 4029988
Carmelite Centre	Ph: 01 4754673

Flipchart Headings

Running Outstanding Action list	Issue	Who contacted	Contact telephone no.			
Casualties	Name	Employee/ Visitor/ Contractor/ Public	Nature of Injury	Name of Hospital	Next of Kin	Contact made by/ date/ time
Relatives	Date/Time	Enquiry	Action to Date	Contact Names	Contact No./Fax	
Media	Salient points of most recent media statements	Name of Paper/ Radio/ T.V. Stations	Contact Name	Contact Telephone/ Fax	Mark where media statement has been sent	
Suppliers	Date/Time	Order Placed/ Issue	Action to Date	Date expected to arrive	Contact Names	Contact No./ Fax
Expenditure Authorised	Date/Time	Item	Value €			
Expenditure Incurred	Date/Time	Item	Value € Cheque	Value € Cash	Value € NALA Credit Card	

Liaison with CMT members

This includes the following activities:

- Setting up meetings of the CMT
- Ensuring that all the facilities are available for the meetings
- Taking the minutes of meetings
- Facilitating on-going communication between CMT members.

Liaison with BRT

This includes the following activities:

- Setting up meetings with the BRT Team Leader
- Ensuring that all facilities are available for the meetings
- Taking the minutes of meetings

Liaison with Staff/Welfare issues

These activities will include the following:

- Ensure that all staff members are fully updated on events by preparing briefs and sending them by text to staff members.
- A checklist for casualties and related personnel issues is provided below:

Action Task List	When	Done by/Date/Time Started	Date & Time Completed
Account for all staff	ASAP		
Arrange first aid until professional help arrives	ASAP		
Obtain injury reports	ASAP		
Obtain missing persons reports	ASAP		
Send somebody to hospital to provide feedback on patient conditions	ASAP		
Arrange for next of kin to be advised by HR	Immediately fatalities are known		
Handle all other HR matters arising including those visiting the administrative centre personally	On a priority basis		
Arrange counselling or place counselling firm on standby.	ASAP / as recognised		
Arrange visitation programme to: <ul style="list-style-type: none">• Injured at hospital / home• Next of kin	As appropriate		

Staff Rota

- Plan extended hours of opening if necessary.
- Provide options for implementing extended cover-shifts

Dealing with media and press

First response	To prepare a press conference or interview	During the press conference
Never speak to the media without having gathered yourself. Debrief the situation first	Approach media open and honest	Show a human face: We care, sympathy, concern, understanding
Establishment of media centre.	If you do know – tell them. If you don't know – tell them you don't know	Show reassurance: span of control (no further danger) (what to do if worried)
Announce press conference, depending on the situation, 3 to 4 hours after the incident	Do not speculate – instead defer to official enquiry to follow	Show corrective actions (a thorough independent investigation)
Speak with as much preparation completed as possible.	Do not admit liability, but show that we care and regret what has happened	Show track records (describe the quality procedures and your investment in safety issues)
Co-ordinate communication. (Speak with a single voice to all audiences)	Refer to the need for the matter to be fully investigated by an independent agency	Ask journalists what they want (decide based on their request)
Ask assistance from professional PR consultant if needed	Approach the media in a sympathetic way. (Try to meet media deadlines)	Manage and control the flow of information - But answer all questions
Set up telephone response team to handle press calls	Provide media with: video tapes, photographs, diagrams, press releases	Try to manage the perception
Prepare media statement in relation to possible impact to: People, environment, property and financial	Schedule press briefing meetings for constantly updates information	Inform press about scheduled briefing meetings

Prepare supporting company documentation as handout for the media incl. Company photo material		
Prepare media inquiry forms		
Investigation: <ul style="list-style-type: none"> • Risk in relation to the health & safety of people. • Risks in relation to environmental issues. • What is the size and impact of the incident? 	Press conference: <ul style="list-style-type: none"> • Off site, so the media do not wander around your site. • A facility suitable for top table arrangement and theatre style seating. • Separate exit for speakers to arrive and leave without being pursued 	Points of Note: <ul style="list-style-type: none"> • People will feel privileged if told early enough and are trusted with the facts. • They will feel disillusioned if anything is hidden. • They will become disaffected if their story differs from yours. • Possible someone else will be telling the story without correct information and their version can set the mood • Doubts destroy confidence and will harm the reputation. • Facts are key. <i>Assume nothing</i>

Liaison with service providers

This includes:

- Initiating contact with the relevant service providers and outlining the issue (see Appendix 3).
- Reviewing the contingency arrangements in place with said service providers as per contract.
- Invoking the contingency arrangements and agreeing next steps and a timeline for restoration of services.
- In the case where a service provider is unable to restore services, all relevant data will be recovered from backups and the services of a new provider will be engaged. NALA has disaster recovery backups and agreements in place with all service providers that retain data such as SAGE, Microsoft (Sharepoint, Mail, One Drive), Availain (WriteOn), Salesforce, D2L and Course Merchant (Learn with NALA online platform).

Communication with stakeholders

This will involve:

- Advising SOLAS, the Department of Education and Skills, QQI, ETBI, registered WriteOn.ie centres, learners and any other relevant stakeholders by email or telephone of the incident, the means of contacting NALA such as temporary telephone and email addresses and how up-dates on the restoration of normal services can be obtained.
- Placing a notice on the NALA web site providing the same details as the above paragraph.
- In the case where a stakeholder is directly affected by the incident, e.g. centres and learners in the case of a loss of service to the online learning platform, they will be given daily updates on progress towards a solution.

Setting up and running a help desk

This will involve:

- Making all the necessary accommodation/equipment arrangements
- Requesting the member responsible for the staff rota for the necessary staff

Expenditure and payroll issues

- This will involve the delegation of responsibility for authorising expenditure up to agreed limits
- Recording of all expenditure
- Advising NALA's bankers of the position in relation to the incident and any changes which are needed to NALA's accounts.

Maintenance of an incident diary/reviewing scale of incident

BCP Coordinators will coordinate this task.

- Recording details of callers to the centre and issues raised
- Chart progress towards reinstatement of building/services

In particular progress towards the restoration of the following services

BCP Coordinators will coordinate this task.

- Electrical services
- Water
- Sewerage
- Heating/ventilation
- Voice communication services
- IT services such as broadband, email, websites, software and the online learning platform.

- Data communications
- Office areas and computer equipment

Assessing immediate effect on business and compiling a list of Business' needs
BRT Team to coordinate

This will involve an examination of the key effects which the incident has had or is having on the business of NALA and the preparation of a list of action points to be addressed.

Business Recovery Team Plan

Item	Title
1.	Team Responsibility
2.	Team Location
3.	Team Members
4.	Recovery Site
5.	BRT Action Points (to be addressed at the time of the incident)

Team Responsibility

- Reports to CMT
- Oversee recovery of NALA's business/IT services and activities
- Ensure that recovery milestones are met.
- Organises rota system (24 hour cover may be needed).

Important Documents

Contents:	Procedure for up-dating	Responsibility:
Soft copy of BCP	The BCP is stored on Sharepoint under Staff Information. A copy is also stored separately on the laptops of IB and MJ.	Miriam Johnston
Electronic file of NALA staff next of kin contacts	Next of Kin details are stored on the HR System on Salesforce. They will be updated as required and a report sent to JDu and IB bi-annually.	Jennifer Duffy

Team Location

To be decided at time of incident

Team Members

As per table on page 4.

BRT ACTION POINTS

Implementation of plan

Following a decision by the CMT to implement crisis management procedures the BRT leader will meet the CMT team leader for a full briefing.

Admin. Centre meeting

Following a full briefing the BRT leader will request all members of the BRT to attend a meeting of the team at a location to be chosen at the time (Administration Centre) by the BRT leader.

Allocation of tasks

On arrival at the administration centre the BRT leader will allocate the following tasks to members of the BRT team:

- (i) Setting up of Administration Centre
- (ii) Liaison with own BRT team members
- (iii) Liaison with CMT
- (iv) Maintenance of an event/progress diary
- (v) Setting/monitoring of recovery milestones
- (vi) Staff allocation/rota

(vii) Planning for the full restoration of physical services in either a new building or refitting of Sandford Lodge.

(viii) Planning for the full restoration of IT, communications and software services with the service providers or alternative service providers.

Setting up Administration

This comprises all facilities necessary to operate the Centre and will include the following:

- Set up telephones and fax machines (if available)
- Set out desks in a suitable manner to enable personnel to be close enough to be aware of events as they unfold but not too close to hinder the ability to operate and use the telephones.
- Set-up PC systems / printer if available
- Organise rota system to man Administration Centre (24 hour cover may be needed)
- Organise the re-direction of post
- Organise refreshments/food

Suggested Locations:

- | | |
|-----------------------|----------------|
| 1. Herbert Park Hotel | Ph: 01 6672200 |
| 2. Hilton Hotel | Ph: 01 4029988 |
| 3. Carmelite Centre | Ph: 01 4754673 |

Appendix 1: Sample Staff Communication (Restricted to Crisis Management Team)

Staff Communication

Date & Time

Title for incident – Fire/Flood at Sandford Lodge

At X time today, X Day/Date/Month, X incident was detected/occurred at X building at X location. The damage to the building means that NALA will suspend normal operations with immediate effect until further notice.

Staff based at the Sandford Lodge building are requested to remain at home and to check for SMS messages. Contingency plans are being implemented and you will shortly be contacted with advice as to how we are proposing to operate in the short term and what action you are expected to take.

In the meantime the Crisis Management Team (CMT) has decided to invoke the NALA Business Continuity Plan. The CMT can be contacted at the following numbers:

Personnel enquiries: XXX XXXX

Urgent business enquiries: XXX XXXX

Yours sincerely,

Appendix 2: Sample News Release

Date & Time

Title for incident – Fire/Flood at Sandford Lodge, Ranelagh

At X time today, X Day/Date/Month, X incident was detected/occurred at our Head Office building at Sandford Lodge, Ranelagh, Dublin 6. The building was immediately evacuated and the fire brigade/emergency services called.

All employees working on the site have been accounted for and there were no injuries/minor/serious injuries/X dead. The fire/flood is now extinguished/under control and the site is being secured. The exact cause of the fire/flood is not yet known and further investigation is taking place.

The damage to the building means that NALA will reduce/suspend normal operations with immediate effect until further notice..

ENDS –

For further information:

Press and PR Officer temporary number:

xxxxxxx

Appendix 3: Recovery of IT Systems

Contact Details

SUPPLIER	NAME	CONTACT DETAILS
ERS	Damien O'Rourke (Account Manager) Support Desk	Damien@ers.ie 0868361279 support@ers.ie 01 8859500
BT	Christina Casey (Account Manager) Helpdesk	christina.casey@bt.com 01 432 5723 1800 924 924
ENCLUDE	Eamon Kelly	eamon.kelly@enclude.ie 01 -6535099
SAGE	Support Desk	0191 479 5911
TAS	Support Desk	1890 946 881
AVALLAIN	Ignatz Heinz	iheinz@avallain.com +41 (79) 357 4000
D2L	Chris Merkel (Senior Project Manager) Sophie McGown (Senior Customer Success Manager)	Chris.Merkel@D2L.com +44 (0)7976 620 950 Sophie.Mcgown@D2L.com +44-203-865-1261
COURSE MERCHANT	Matthew Willingham (Client Services Director)	matthew@coursemerchant.com 001-866-879-1285
LETS HOST	Support Desk	support@letshost.ie 01 653 5032
IP TELECOM	Support Desk	support@iptelecom.ie 01 687 7777
AMARA ENGINEERING	Engineering Team	01-4001102 info@amaraengineering.ie
SAVILLS	Property Management Team	01 618 1300
VODAFONE	Stephen Casey	Martin.morris@vodafone.com
ULSTER BANK	Catrina Kelly	Catrina.kelly@ulsterbank.com
AIB	Glen Worley	Glenn.m.worley@aib.ie 01 8731260
SALESFORCE	Customer Service	01 440 3500
MICROSOFT	Customer Service	1 800 865 9408