Tyne & Wear Archives & Museums Business Continuity Management Plan

Approved by Tyne & Wear Archives & Museums Strategic Board
16 07 2021

Date for next review by TWAM Strategic Board: July 2024

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Section 1: Introduction

1.1: Business Continuity Management Responsibilities:

Service Lead: Head of Finance, Governance and Resources

Deputy: Head of Programmes and collections

Centralised Version Control for Plans
                          Information Governance Officer

The Information Governance Officer is the officer responsible for the update of   the Emergency Response Plan and the Business Continuity Plan

1.2: Plan Review and Approval

	Name	**Date**
Reviewed:	TWAM Leadership	09/04/2021
Recommended for approval by Strategic Board	Audit Committee	10/06/2021
Approved and adopted	TWAM Strategic Board	16/07/2021

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 Business Continuity Management 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 Plan Review Date:
The next review to be carried out, July 2024.

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:

Copy Number	Job Title
001	Director (Senior Manager)
002	Head of Finance, Governance, Resources (Senior Manager)
003	Head of Programmes and Collections (Senior Manager)
004	Manager Discovery and Archives (Building Manager)
005	Manager Art Galleries (Building Manager)
006	Manager GNM (Building Manager)
007	Manager North and South Tyneside Museums (Building Manager)
008	Principal Officer Communication and Digital
009	Chief Development Officer
010	Enterprise Manager (TWAM Enterprises)
011	Learning and Engagement Manager
012	HR Advisor
013	Project Manager (Exhibitions by TWAM)

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:

Director
Head of Finance, Governance and Resources
Head of Programmes
Manager Discovery and Archives
Manager Art Galleries
Manager GNM: Hancock
Manager North & South Tyneside Museums
Principal Officer Communications & Digital
Chief Development Officer
Enterprise Manager (TWAM Enterprises)
Learning and Engagement Manager
Customer Facilities Manager - Discovery and Archives
Customer Facilities Manager - Art Galleries
Customer Facilities Manager - GNM: Hancock
Customer Facilities Manager - North & South Tyneside Museums
HR Advisor
Project Manager (Exhibitions by TWAM)
Conservation Officer

Newcastle	Principal Advisor Events and Culture The Major Incident Duty Officer (MIDO)
North Tyneside	Senior Manager, Cultural Services Arts, Museums and Heritage Manager
South Tyneside	Culture and Libraries Manager
Gateshead	Principal Library Manager Trading and Commercialisation Corporate Resources
University of Newcastle	Dean of Culture and Creative Arts HaSS Faculty Office
Data Protection Officer Newcastle City Council	Audit, Risk and Insurance, Service Manager/Data Protection Officer

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 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.

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 utilities
    - Fire or Flood / Structural damage /Terrorism or violent incident
    - Pandemic enforcing closure of buildings
- **Loss of buildings/collections**
- **Unavailability of staff**
    - Adverse weather conditions / Industrial action
    - Unplanned absence of key staff
- **Loss of ICT systems**
    - Service Failure
    - Cyber Attack

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 generation opportunities:
	   o Café/venue hire
	   o Shops
	   o Donations
	• Impact of franchise café holders
	• Loss of income
	• Cancellation of pre-booked visits
	• Cancellation of corporate events
	• Cancellation of school visits
	• Loss of perishables possible issue
	• (cafes)
	• Impact on tenants (where applicable)
	• Impact on animals (South Shields)
		As 24hrs – plus:
		• Environmental systems failure
		• Critical Maintenance areas
		• Inability to access management systems (invoice payments) Inability to access collections for research, programme development etc
			As 1–2 days – plus:
			
			• Cancellation of events/bookings
			• Reputational damage
				Up to one week – plus:
				
				• Cancellation of future events
				• Impact on service providers/deliveries
				• Impact on existing contracts e.g. Café

Action required for recovery	• Secure building
	• Activate Communications Emergency Plan
	• Disseminate accurate emergency information to:
	  o Visitors
	  o Staff
	  o Volunteers
	  o Catering providers
	  o Pre-booked ticket holders
	  o Event organisers
	  o Schools
	  o Exhibit lenders
	  o Board Stakeholders
	  o Tenants
	
	• Consider offering alternative venues or alternative delivery mechanisms for events and school bookings (if available)
		As 24hrs – plus:
		• Up to date information given to:
		  o LAs
		  o University
		  o Regiment
		  o Stakeholders
		  o Schools
		  o Staff
		  o Volunteers
		  o Event organisers
		  o Catering company
		  o Tenants
		
		• Consider issuing Media Statement
		• Prepare for salvage operations if needed
		• Contact Emergency Services re security of building
		• Consider Moving animals to safer environment if necessary and where possible
			As 1–2 days – plus:
			• Offer other venues (where possible) for use to: school/corporate visits/events
			• Critical staff relocated to other venues or working from home (where possible)
			• Consider distribution of equipment for home working where not already provided
			• Consider phone redirection
				Up to one week – plus:
				• Alternative venues or delivery mechanisms 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 operation in an organised and effective manner
				• Consider longer term implication for all staff
				• Identify service providers/deliveries
				• Review existing contracts e.g. Café
				• Create a specific risk register to manage the risks associated with a longer closure / denial of access
				• Consider Post redirection

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 • Impact on service providers/deliveries • Impact on 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 press and social media statements • Emergency website statement • Management of social 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	As 24hrs – plus: • Offer other venues for use to schools/corporate bookings • Liaise with other organisations regarding security and emergency support	As 1–2 days – plus: • Critical staff relocated to other venues or working from home • 'Plan' to reinstate damaged area once repaired	Up to one week – plus • Alternative venues made available for specific events/bookings • Consider relocation of affected staff • Liaise with other organisations regarding security and emergency support • Identify service providers/deliveries • Review existing contracts e.g. Café • Create a specific risk register to manage the risks associated with a longer closure / denial of access

Pandemic enforcing closure of buildings	**Assumptions for timescales:** 1 - At least 24 hours' notice will be given for requirement to close venues. (If not, follow actions for '**Denial of access to a Museum, Archive or Gallery**') 2 – Venues will be required to close for a minimum of 1 week

Potential impact on organisation	• Security of building – loss of alarm systems
	• Impact on staff working
	• Security of collections/loan exhibits
	• Damage to collections /exhibits
	  • Loss of income generation opportunities:
	    o Café/venue hire
	    o Shops
	    o Donations
	• Impact on catering / simulator providers
	• Loss of income
	• Cancellation of pre-booked tickets
	• Cancellation of events
	• Cancellation of school visits
	• Loss of perishables possible issue
	• Impact on tenants (where applicable)
	  • Impact on animals (South Shields)
	  • Environmental systems failure
	  • Critical Maintenance areas
	  • Reputational damage

Action required for recovery:	- Secure buildings - Contact Emergency Services regarding security of building - Critical staff relocated to other venues or working from home (where possible) - Consider distribution of equipment for home working where not already provided - Consider phone redirection - Disseminate accurate information to: - Visitors - Staff - Volunteers - Catering / simulator providers - Event organisers - Exhibit lenders - Board Stakeholders - LAs / University - Regiment - Stakeholders - Schools - Tenants - Consider issuing Media Statement - Create a specific risk register to manage the risks associated with a longer closure / denial of access

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:
	  o Police
	  o Loan lender
	  o Insurance company
	• 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/ 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	Up to one week – plus: • Impact on existing contracts e.g. Café

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 and agency staff	As 1–2 days – plus: • Relocation of affected staff	Up to one week – plus: • Review existing contracts e.g. Café • Create a specific risk register to manage the risks associated with a longer unavailability of staff

Unplanned absence of key staff – e.g. Leadership Team members	First 24 hours	1 – 2 days	Up to one week	One week plus
Potential impact on organisation	• Impact on key decision making / sign off of key documentation • Impact on team management.	As 24 hrs:	As 1–2 days:	• As up to one week

Action required for recovery:	• Escalate to appropriate Senior Management Team member for decision(s). If all members of Senior Management team are unavailable, contact lead authority / relevant local authority / university lead, as listed in 'key contact' list • Liaise with direct reports of staff member unavailable if required	As 24hrs	As 1–2 days	• Up to one week – plus: • Consider back-fill • Consider creating a specific risk register to manage the risks associated with a longer unavailability of staff

Loss of ICT systems

Service Failure	First 24 hours	1 – 2 days	Up to one week	One week plus
Potential impact on organisation	• Loss of access to critical systems:	As 24hrs – plus: • Set up temporary alternative processes or arrangements	As 1–2 days	As 1–2 days
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 • Contact ICT • Send comms to staff affected if issue is significant (if email available). If email not available make phone calls	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

Cyber Attack	First 24 hours	1 – 2 days	Up to one week	One week plus
Potential impact on organisation	• Loss of access critical systems: • Theft of data: • Ransom demand	As 24hrs – plus:	As 1–2 days	As 1–2 days
Action required for recovery:	• Contact ICT • Contact Data Protection Officer • Contact Police • Send comms to staff affected by loss of systems (if email available). If email not available make phone calls • Gather information / investigate implications	As 24hrs - plus • Set up short term alternative processes or arrangements	As 1–2 days, plus: • Contacting any staff or customers affected by loss of personal data • Consider releasing press statement • Contact ICO (within 72 hours)	Up to one week – plus: • Set up systems and prepare staff for longer term alternative arrangements

**Section 4: Communications Emergency Plan:
(https://twmuseums.sharepoint.com/:w:/s/Communications/Eaf4wkRky8ZCpq
2Av02rRRAB4f25vh260RMJixKZYDyytQ?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

Documentation name	Storage Arrangements (on/off-site)	Backup arrangements
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:
   • 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			

KEY ISSUES

PEOPLE: **Information about people involve names, but how many, age, gender etc)**	
PROPERTY: **Give details if property affected**	
IT / TELECOMMUNICATIONS: **Give details if IT / telecoms affect**	
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 is	
COMMUNICATIONS/MEDIA INVOLVEMENT: **Details**	
DEBRIEF: **Outcomes (Positive / Negatives)**	
ACTIONS **Please complete the action plan**	

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?**