

# Business Continuity Plan (BCP)

Conference on Emergency  
Preparedness for the First  
Nations of Quebec

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# Summary

1. The Business Continuity Plan (BCP) and its utility for a band council
2. Suggested steps for its realization
3. Contents of the BCP



# What is a BCP ?

1

It is a proactive planning process:

- It ensures the maintenance of an organization's essential activities in the event of a critical situation: accident, natural disaster or any other disruptive event (e.g. flood, fire, pandemic, etc.);
- It allows for identifying and finding solutions ahead of time for the many operational problems that can arise in a critical situation;
- It allows for a more methodical recovery of the normal activities of an organization following the event.



# Utility of the BCP for a band council

## 1

- The BCP must enable the band council to continue to ensure, without interruption, the essential services to the population of the community when a disaster or any other serious event has the effect of decreasing its operational capacity.
- The BCP is a complementary element for the all-hazard emergency measures plan. It can facilitate its implementation and accelerate recovery for all activities.
- It also serves as a management tool, since it allows for improving our knowledge of the organization, identifying certain gaps and then resolving them.



# Steps for the BCP's realization

## 2

- ✓ Creation of the committee responsible for developing the BCP;
- ✓ Development and implementation of the action plan aiming to realize the BCP;
- ✓ Approval of the components of the BCP by the band council;
- ✓ Training of the employees and exercises;
- ✓ Continuous updating and periodical review.



# Committee responsible for the development of the BCP

## 2

- Elected official, chief or councillor
- Emergency measures coordinator
- General director
- Human resources director
- Finance director
- Director of public works
- Director of police services
- Director of fire services
- Communications director
- Others...



# Action plan – risk analysis

## 2

Identifying which hazards (phenomena or physical manifestations representing a threat) could have a damaging effect **on the services under the band council's responsibility** and how they function:

- Natural phenomena (flood, fire, violent winds, ground movement, pandemic, etc.);
- Human activity (road or railway accident, spillage of hazardous materials, prolonged power failure, criminal act, etc.).



# Action plan – risk analysis

2

How vulnerable is **management or the services of the organization** with respect to each of these hazards?

- low, medium or high;

What are the possible consequences on the organization, on each management/service?





# Action plan – risk analysis

## 2

### Consequences:

- Threat to the health/safety of the personnel;
- High absenteeism (injury, sickness,...);
- Material losses;
- Financial losses;
- Losses in terms of data or documents;
- Interruption of the communications/supplies;
- (...)



# Action plan – essential services

## 2

### Identification of the essential services to maintain:

- What are the activities that are carried out by the band council managements that are essential to the well-being of the population and which of these must be maintained under any circumstances?
- What are the activities that are not essential to the well-being of the population and which of these can be temporarily suspended?



# Action plan – essential services

## 2

### Prioritization of the services based on criteria

Example (for guidance purposes only):

1. The interruption of the activity cannot exceed a few hours without having a direct negative impact on the health and safety of the population.
2. The interruption of the activity cannot exceed X consecutive days without having a direct negative impact on the health, safety and well-being of the population.



# Action plan – essential services

## 2

3. The interruption of the activity can endure for several weeks without having any negative effects on the health, safety and well-being of the population.

And on another level (support services):

4. It is an activity for which interruption would prevent or diminish the organization's capacity to maintain the integrity of its assets or the realization of the essential services.



# Action plan – Organization of the services

## 2

### Organization of the internal activities for the continuity of operations

- ✓ Identification of those responsible for the coordination and management of the essential services and description of the essential tasks.
- ✓ Identification of the employees assigned to the essential services and their substitutes.
- ✓ Determination of the material resources that are required for maintaining the essential services.
- ✓ Determination of the financial resources that are required for maintaining the essential services.



# Action plan – Organization of the services

## 2

### Management of the human resources:

- Status of the employees during the period of disruption (days/week): at work or time off;
- Work conditions (overtime, telecommuting, relocation);
- Availability of the employees versus the maintenance or temporary changes in the assignments;
- Impacts on the work relations (collective labour agreement);
- (...).



# Action plan – Organization of the services

## 2

### Management of the material resources:

- Protection of the buildings, reassignment of offices;
- Recuperation/preservation of the documents, files, archives and databanks (paper or electronic format);
- Protection, reparation, purchasing or renting of the technical equipment, office supplies, etc.;
- Restoration/maintenance of the servers and computer and telecommunication networks (telephone, videoconferencing);
- (...).



# Action plan – Organization of the services

## 2

### Management of the financial resources:

- Funding required for repairing the damages to the buildings and equipment, for temporary relocation, for the re-establishment of the networks (financial institutions, private insurance, governmental assistance or other sources);
- Employee remuneration and other amounts already owed to the employees (travel expenses, etc.);
- Providers that must be paid (agreements to be reached);
- (...).





# Contents of the BCP (document)

## 3

- ✓ Band council resolution;
- ✓ Description of the structure, positions, functions and names of the designated individuals;
- ✓ Alert and mobilization process (alert channel, names of the individuals, position titles, contact information and substitutes);
- ✓ Communications plan (employees, partners, providers, users).



# Contents of the BCP (document)

## 3

- ✓ Description of the measures to be taken in order to maintain the essential services (safety of the people, safekeeping of the assets, maintenance of the activities);
- ✓ Description of the premises, installations and equipment required for the coordination of the plan and the maintenance of the essential activities + alternative measures (relocation, equipment rentals, etc.).
- ✓ Directory of the employees including their contact information.



# Contents of the BCP (document)

## 3

- ✓ Resources directory (partners and providers);
- ✓ Gradual recovery plan for the activities (adapted to various situations);
- ✓ Training/information program for the employees;
- ✓ Program for the acquisition and renting of equipment, materials, premises, etc.;
- ✓ Index of the updates.



# Conclusion

The BCP must enable each band council to respect its missions as much as possible in the event of a disaster by continuing to provide the services that are essential to the community. It can contribute to reducing the impacts of the disruptive events while accelerating the recovery of all of the services intended for the population.

Moreover, the BCP allows for showing the population and the governmental partners that the band council is supported by a well-prepared organization and that it is capable of overcoming a critical situation. Finally, it serves as a management tool, since it allows for improving our knowledge of the organization, identifying certain gaps and then resolving them.