



Business Continuity & Crisis Management Policy

Version	Date	Author	Changes
1.0	15 th June 2020	H Adams	New version
Board Approved {insert Date}			

Purpose

Business Continuity Planning deals with the continuity of essential business processes and functions. Our aim is to prepare and protect Athletics Ireland Staff, Board, Committees, and our members, and ensure the trouble-free functioning of our business processes – particularly in operations. Through specific project-related activities, we have already made considerable progress toward this goal.

To be adequately prepared for crisis, it is necessary to conduct and continuously update risk analyses of our locations and business processes and to implement the measures derived from these analyses. Business Continuity Planning is strongly linked with risk identification and forms part of the Risk Management Strategy.

Introduction

Effective business continuity planning is critical in ensuring that the essential functions of the National Governing Body (NGB), Athletics Ireland, can continue to operate and communicate despite an emergency.

The Crisis Management Team (CMT)

Primary Coordinator

1st Chief Executive Officer

Deputies

2nd Financial Director

3rd National Children's Officer & HR Manager

4th Marketing & Communications Manager

To be joined by if a financial risk:

Chair of Finance and Risk Committee

To be joined by if of critical importance to the entire organisation:

President

Disaster and Failure Scenarios

The main disaster and failure scenario areas that were considered when identifying the business requirements for recovery, and the related business continuity strategy for Athletics Ireland, are identified in the following subsections.

Staff Unavailability

Staff including direct/indirect contract support, may be unavailable for a number of reasons, including:

- significant loss of life (e.g. through fire, explosion),
- widespread failure of public transport through a major incident or industrial action,
- adverse weather conditions,
- widespread illness (e.g. an influenza epidemic),
- mass resignation or other form of action,
- Office fire.

IT and Data Communications Services Failure

One or more of the general applications could fail, such as Website or Microsoft Apps.

Building LAN/WIFI

The local area networks comprise a range of components. In addition, PCs could also fail or be destroyed.

Utility Failure

The Athletics Ireland office is dependent on water, electricity, and gas utilities. If any of these fail because of problems, then the affected building could have to close (e.g. if there was no water a building may have to close on health grounds). In this circumstance, it is likely (although not guaranteed) that temporary access would be possible to retrieve equipment and documentation.

Related to this utility failure scenario, the consequent effects could be lack of lighting, heating, and a usable physical access security system, thus rendering the building unusable (although probably accessible temporarily).

Building Loss

Unavailability/loss of part or one or more buildings can occur through environmental incidents such as fire, water damage, explosion, etc.

Building Access Restrictions

Normal access to buildings may be denied or restricted through a range of factors including the utility failure scenario, civil unrest in the area, police cordons from terrorist incidents, building occupation, etc. Access to the Athletics Ireland office may be:

- temporarily accessible but not usable,
- not accessible at all.

Key Business Priorities

In the event of an emergency, the following details are critical for Athletics Ireland to continue to operate:

- the ability to communicate the situation swiftly to Athletics Ireland Stakeholders via Website/Email, Social media channels
- the ability to communicate with staff via contact list telephone numbers
- the ability to carry on paying staff, to ensure their safety and to provide for their welfare within any temporary working environment.

- facilities to enable the staff to continue functioning in their roles
- access to key records and IT systems
- the ability to continue providing services to Members and their Members
- the ability to continue to procure goods and services
- the ability to pay Suppliers
- the ability to respond to demands from the media

Personnel

Staff Shortages

Should there be a staff shortage including contract support being unavailable for a number of reasons, the requirement to fulfil the needs of the organisation functions will be evaluated.

Payment Authorisation

Should a payment authorisation be required the need to enable the payment to be made by authorised personnel is essential.

Agreed Strategy

In the first instance two authorised signatories will be required to make a payment. Athletics Ireland has two primary signatories the CEO and the Chair of Finance & Risk also has signatory status. Additionally, as a back-up the President is also a signatory.

Accommodation

Athletics Ireland currently owns and occupies office-based premises at 16 -19 Northwood Court, Northwood Business Park, Santry, Dublin.

Agreed Strategy

Our insurance policy provides cover for Business Interruption. The indemnity period is 12 months and the excess €500.

Furniture, Office Equipment etc

In the event of a catastrophic incident the main types of furniture will be a requirement of up to 25 desks together with the availability of a photocopier, shredder and storage cabinets.

Agreed Strategy

IT and Data Communications

IT Disaster Recovery Planning is a part of Business Continuity Planning. The implementation measures for routine operation have therefore been developed based on the requirements of, and risks affecting the business activities.

Agreed Strategy

Athletics Ireland utilise cloud-based storage provided for through Omnisys and Web enabled applications for word processing, spreadsheets etc. We currently utilise Microsoft Apps for business and providing staff have access to the internet we can continue working effectively from anywhere as all staff have laptops.

The documents stored on Microsoft Drive are automatically backed up by the Microsoft Cloud Infrastructure.

The Athletics Ireland website is hosted on a server with Kooba which is backed up daily and as such can be replicated with a maximum data loss of 1 hours should the website go down or be hacked.

All laptops and mobile phones are password controlled and covered by corporate antivirus software.

E-Mail Service

The email service is critical to the organisation and is part of the Microsoft Suite for business product range.

Agreed Strategy

The email service will continue to operate in the event of the loss of building and is considered a robust and secure option for the organisation.

Voice Communications

Athletics Ireland has a VOIP enabled telephone system with some Fixed Line (Internal (Private) and PSTN (Public)) Telephone Services.

Several telephones are required for alternative accommodation and numbers of landlines are easily transferrable through our provider.

Agreed Strategy

In the event of a disaster the phone system can also re-routed to mobile devices until such time as a fixed phone system can be re-established.

The voice communication requirement will dovetail with any accommodation requirement in a crisis.

Key points for implementing a Crisis Plan.

- Immediate Action – immediate action should be taken once the information becomes available. A holding statement should be released immediately as outlined before. A full statement should then be issued once all the facts are known and verified. Written content and verbal statements should outline solutions and the next steps. This will show that Athletics Ireland is committed to a quick resolution and will help control the message.
- Transparency – Transparency will help repair trust and credibility in a crisis. This is an opportunity to take ownership and a commitment to resolving the issue will help win back public trust. Athletics Ireland should be open and honest in communication and create interaction with stakeholders to ensure that the crisis is managed.
- Sign Off – All communications released by Athletics Ireland, is to be signed off by the CEO. The CEO will lead the Crisis Communication Team and will be the spokesperson in the event of a crisis.

Approach

The approach that Athletics Ireland will take will be to develop and sustain open and accurate communication channels with the environment and the press. Athletics Ireland will strive to be transparent when commenting on any crisis. Responding can take place both formally, through a Press Release directly to the media or through the official website and informally, through posts on Athletics Ireland’s social media accounts.

Depending on the severity of the crisis, communication can be delivered through different channels.

Crisis Level	Who Delivers the Message	How is the message communicated?
High	CEO/President	Press Conference/Face to Face w/media
Medium	CEO/President	Website/Email List (Media)
Low	CEO	Social Media/Website Internal as required

Who is allowed to talk to the media?

When releasing a statement, the CEO or President will deliver the message or sign off on the press release.

All communications are to be directed to the communications team;

No employee should comment to the media directly and if approached they should refer to the communications team at the first instance.

Athletics Ireland may take action against employees (disciplinary, dismissal, etc.), if the media policy is not followed.

Assessing the Crisis

The first step is to determine what the crisis is;

- What happened and where?
- When did this happen?
- Who is involved?
 - Assess level of the crisis?
- How did it happen?
- What is currently being done? It is important to acknowledge the crisis but not to rush a statement and provide a comment without knowing the verified facts and the full story. “Athletics Ireland are aware of the “current situation”. We will provide further details when available.” This holding statement provides us with more time to gather information and prepare a response and action plan.

Releasing a Statement

When a statement has been issued to the media and stakeholders. It is important that all Athletics Ireland, staff, board and management don't provide further comment or contradict the approach taken. All members of Athletics Ireland should be taking a unified approach during the crisis.

Post Statement

The Crisis Management Team should monitor and review response to the communications released. Constantly reviewing will allow Athletics Ireland to approach the response in a flexible manner and adapt the communications when needed. There could be further media requests after the statement has been released. Additional statements will only be issued if unseen developments or new information is revealed at a later date. Further statements will be made only through Press Releases on formal Athletics Ireland channels, website and direct email to media list.

Possible Crisis Scenarios

- o Accidents - Serious Injuries or Fatality
- o Safeguarding o GDPR breach
- o Anti- Doping
- o Gross Misconduct – Coaches/Athletes/Staff

Process Summary

Once a crisis becomes known to AI (either publicly or privately).

1. All staff members, board and athletes should let the CEO know if they are made aware of a potential crisis.
2. Form a Crisis Management Team.
3. Depending on the nature/seriousness of the crisis, release a holding statement. Do not release a statement too quickly without knowing all the information.
4. Gather all available information and verify that the information is accurate and no future information will occur.
5. Crisis Management Team evaluate all the information and organise a plan that includes transparency, honesty, solution and future preventative measures.
6. CEO signs off on internal/external communications.
7. CEO/President delivers the message dependent on severity of crisis.
8. The Crisis Management Team will monitor and review all stakeholder feedback. Adjust if necessary.

Appendix 1

The following checklist records the actions taken and details the start time and date in the event of an emergency.

Details	Action by	Start time / date
Start a log of actions taken		
Liaise with Emergency Services		
Identify damage		
Identify Function disruption		
Convene Response / Recovery Team		
Provide information to staff		
Decide on course of action		
Communicate decisions to staff, Board and Members		
Provide Press and Media information if required		
Arrange a Debrief		
Review Business Continuity Plan		

Appendix 2

The following embedded checklist of Key Contacts will be used to communicate with Staff, Board members and media in the event of an emergency. There are many modes of communication from email, text messaging, website and telephone calls. The President has a role that follows the immediate action by the management team.

Embedded files of contacts recording the following.

Contact	Office Number	Mobile Number	Home Number	Email Address	Other Information
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Appendix 3

The following checklist records and evaluates the Critical Functions in the event of an emergency.

Time	Effect on Services	Notes
First 24 Hours		
24 - 48 Hours		
Up to 1 Week		
Up to 2 Weeks		

Appendix 4

The following checklist records the Resource Requirements for Recovery in the event of an emergency.

Time	No. of Staff	Relocation	Resources Required	Data Required
First 24 Hours				
24 - 48 Hours				
Up to 1 Week				
Up to 2 Weeks				

Appendix 5

The following checklist defines the Critical Function Priority List in the event of an emergency.

Priority	Critical Function	Action BY	Complete in (x) Hours
1			
2			
3			
4			

Appendix 6

The following Log Sheet records all events during the emergency.

Date	Time	Information/Decision/ Actions	Recipient	Initials

Appendix 7

The following table details the actions to be carried out by the Crisis Management Team (CMT) in the event of an emergency.

1	Assemble the team	Communicate information	Decide scope of problem. Decide notification 1 contacts Decide notification 2 contacts Clarify first steps
2	Notification of problem	Inform contacts	
3	Assemble supplementary volunteer helpers	Notify list Clarify availability	

Appendix 8

The following table details each notification made in the event of an emergency.

	Action by	Requirement	Produced by	Content
1	Crisis Management Team	What has happened? What is being done about it? Who/Where to contact in case of emergency in next 48 hours	CMT	Brief description