Trefoil Guild

Business continuity plan

1. Overview

The purpose of the business continuity plan is to help Trefoil Guild develop resilience so we can continue to deliver essential services during and after unplanned disruptions such as a financial crisis, data breach, cyber-attack or a natural disaster.

Impacts of disruptions include loss of income, increased expenditure, and reputational damage, which can get worse, the longer it takes to recover from the disruption.

The plan outlines how we will continue to function at an acceptable level during and after a disruptive event, minimising downtime and protecting our critical functions.

The objectives of the plan are to protect employees and our members and to maintain critical services, minimise downtime and ensure a quick recovery.

For management of significant incidents, please refer to the protocols in the event of a significant incident or adverse event document which can be found on the Trefoil Guild website.

2. Key contacts

The plan provides guidance to staff on immediate action to take but in the event of an issue arising the **Trefoil support group**, which is a subgroup of the board of trustees, would implement and progress the business continuity plan.

The support group comprises of the national chair, the treasurer, the chair of the finance and general purposes committee and the office manager.

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Other key contacts are provided in the table below:

Name	Contact details	Core areas
Trefoil Guild	Telephone the office on 020 7834 6242 option 5 during office hours, Monday to Friday. Out of hours contact the national chair – all trustees have contact details.	Trustee and member communications. Significant incident or event.
Girlguiding	Contact the Trefoil office or national chair in the first instance but if unavailable and urgent call Girlguiding switchboard on 020 7834 6242 and ask for the relevant department. Media related during office hours call 020 7592 1891 or out of hours call 0207 592 1733	IT services **excluding** the website and KEY. Human resources Public relations Major incident,
CoCreate Web and Software Development Agency	0151 632 3527 Contact via the Trefoil office, chair of finance and general purposes or national chair.	Website including the KEY membership system.

3. Risk management

Trefoil Guild has a comprehensive risk management log. Each risk is assessed as to the likelihood of it happening and the severity of the impact if it happens. It is reviewed by the finance and general purposes committee and the board of trustees at every meeting.

2.1 Potential threats

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There are a range of threats which could impact on Trefoil including

- natural disaster – floods, earthquakes, landslides
- extreme weather – high winds, heavy prolonged rain
- adverse global events
- outbreak of fire
- power outages
- cybersecurity attack
- loss of key people
- supply chain disruption
- loss of access to office
- loss of water or sewerage
- terrorist incidents
- pandemic
- health and safety incidents
- banking failure or fraud
- investment failure

The key areas which might be affected include:

- our staff and our members
- financial loss
- reputational damage
- legal or regulatory implications
- member support and communication
- office processes

4. Business recovery strategies and procedures

4.1 Data back up and information technology recovery plan

Organisation	Service	Procedures	Recovery	Business continuity plan
Girlguiding	General data and document storage - held on Girlguiding servers and impacting office staff and national chair only	Backed up on servers -overnight and full recovery service in place. In event of loss, response time is 4 hours to 2 days. Core documents such as board minutes maintained on stand-alone hard drive. Copies of policies, procedures and forms held on the Trefoil website.	Process for restoring system, servers and data from backups is undertaken by Girlguiding IT engineers who would also advise on any potential data loss.	Short-term access to servers has low impact on office team and no impact on members. Revert to paper-based processes until data restored. Access of key documents from either the website or the hard drive.
	Phone lines impacting office staff and member communication	Computer phone system managed by Girlguiding	Undertaken by Girlguiding IT engineers.	Medium impact to members - they would not be able to phone into the office. -short term office to add advisory notice on website and social media. - office notify the national chair.

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				- if longer than 2 days, communication cascade through country and region chairs, plus regular updates on the website and social media.
	Email accounts for staff and national chair. Impact on all email communication	Outlook accounts which require Girlguiding authentication	Undertaken by Girlguiding IT engineers who would also advise on any potential data loss.	Office team not able to function fully until restored. Minimal impact to Trefoil and members in short term. Office manager or delegate to notify national chair by phone. National chair would revert to personal email to cascade through country and region chairs. If prolonged downtime, communication would be added to the website and social media.
Microsoft	Email accounts of office staff and national chair		Depending on issue may require patch from Microsoft and Girlguiding IT. Potential data loss depending on issue.	Same as above
Newhall and sub-contractor CoCreate	KEY membership database and website	Backed up on servers. Service level agreement response time from critical to	CoCreate engineers who will also advise on potential data loss depending on issue.	Add update to social media. Office to notify national chair.

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		Minor – 4 hours to 3 days.	All policies, procedures and most content also saved on the Girlguiding servers.	If longer than 1 day, communication cascade through country and region chairs, and social media. Revert to manual system for membership management till system back up.
	Website	Trefoil policies and GDPR procedures held on the website.	Office keeps copies of all policies and documentation on hard drive on Girlguiding servers	Low impact in short term.
Sage	Accounting system	Backed up on servers daily. Recovery target time - 24 hours	Could be rebuilt through accounts and banking data	Low impact in short term.

4.2 Financial issues

Organisation	Service	Recovery	Business continuity plan
Unity CCLA	Financial processes	Procedure to cover office manager when on leave or unavailable. Day to day running procedures documented by office manager including security access. Recovery of financial processes will depend on the specific internal or external threat. Roles and responsibilities of office manager need to be further developed during 2025.	4 signatories in place to cover absence of one or more of them. Not all signatories have the same access and this needs to be reviewed. Procedures for day to day running processes are documented.

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Elavon	Financial processes	Day to day running procedures documented by office manager including security access. Recovery of financial processes will depend on the specific internal or external threat.	If Elavon is not available, online transactions (shop, events) cannot be made. In the short term, notice on website to this effect. In the medium term, the specific need will be assessed, and it may be necessary to revert to manual processes for payment by cheque or BACS.
Unity CCLA	Collapse of bank or attack	Liaise with banks and use government websites to determine the process for recovery.	If the problem is with Unity, CCLA and investments would be called on as required. Work with suppliers and contractors in the event of payment delays.
Sage	Accounting system	This is an externally managed and supported system and recovery would be led by the supplier. Backed up on servers daily. Recovery objective time - 24 hours	No impact in short term unless failure occurred during the annual accounts process. Could be rebuilt through accounts and banking data.

4.3 Personnel

Personnel	Impact	Recovery	Business continuity plan
Death, unexpected	Management of staff	In accordance with the constitution new appointments would be progressed with the board.	Little impact in short term to the organisation and members.

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resignation or removal of national chair, treasurer or finance and general purposes committee chair	Financial management and control. Leadership and knowledge	In the case of national chair, the chief guide would also form part of that process Communication through the office. Trustees to be updated initially daily. Trustees to be in close communication about progress and commitments. New signatory for banking to be appointed and mandates completed without delay.	The board would elect a chair from the remaining trustees if required. A trustee would need to be appointed to support the office and carry out HR duties if it impacted the national chair. There are 4 signatories in place for financial transactions and so no impact on Trefoil business. Financial support if required could be sourced from Investec (investments), Bluespire (accounts, Sage and charity questions). Trustees would invoke protocols in the event of a significant incident or adverse event and refer to constitution.
Death or loss of office manager	Management of office and staff. Financial management Operational management Knowledge Staff morale		Processes and procedures are documented to ensure continuity, particularly financial matters. In the absence of the office manager, staff would continue with current roles and responsibilities and report to national chair.

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			Support of staff through Girlguiding HR may be required. Recruitment for a temporary or permanent replacement commenced.
Insufficient number of trustees in post. The quorum for meetings of the board of trustees is 50% of voting members.	Strategic and business management	In accordance with the constitution, new appointments would be progressed urgently.	No significant impact in the short to medium term and Trefoil would continue to operate. In the longer term, Trefoil could not continue to operate.
Natural disaster	Impacting Trefoil staff or members should that disaster take place during an event		Follow national (UK Gov) guidance. On site, follow instructions of safety officer in charge. Invoke the protocols in the event of a significant incident.
Terrorist incident	Impacting Trefoil staff or members	Processes initiated by staff in consultation with Girlguiding following the guidelines issued by National Counter Terrorism Security Office.	Follow national guidance as relevant.

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	should that disaster take place during an event		On site, follow instructions of safety officer in charge. Invoke the protocols in the event of a significant incident

4.4 Office

Staff	Service	Procedures	Recovery	Business continuity plan
Staff – hybrid working	Issue in home environment			Contact office manager or national chair
	Issue in office environment	Will depend on the issue and will be led by Girlguiding.	Led by Girlguiding in conjunction with Trefoil Guild.	Staff work from home. If laptops have been left in office and are no longer available to staff, IT through Girlguiding will provide replacements. Contact office manager or national chair
	Restricted access to Girlguiding office	Individual laptops	National chair and staff have laptops so can access at home.	National chair to have mobile contact number for all staff members. Use of personal devices for telephone calls and What's App
		Shop, badges, silver awards, Voyage books,		Communication cascade through country and region chairs, website and social media.

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		certificates and badges		Distribution of merchandise will not take place until office access is restored.

5. Communication plan

Communications will be led by the national chair, the office manager and Trefoil support group and will depend on the issue. The method and frequency of communication will be relevant to the specific incident and may be by email, telephone, website, SMS, What's app and/or social media.

6. Continuous improvement

The business continuity plan will be reviewed and updated on an annual basis to reflect changes in technology, personnel, business processes or external conditions. Updates for employees and trustees will be provided annually.

Exercises to review the business continuity plan may be planned such as table-top scenarios for trustees. If anything is learned after a test exercise or a real incident, then the plan should be updated immediately.

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