

THE FA CLUB AND LEAGUE FOOTBALL FORUM



Business Continuity Planning Guidance 2020



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Introduction

Dear Club and League Officials,

We hope you and your family are staying safe and keeping well during these uncertain times for clubs and leagues as well as the wider society.

Your club or league will be at the heart of the local community and we're here to help you access support and help you facilitate the game we all love. This guidance document along with the Business Continuity Plan template will promote thinking and support action plan development for your club or league.

It's important the right planning is done now to ensure you can come back stronger and continue to be the best places for people to play and enjoy the game.

Many thanks

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What is a Business Continuity Plan

A business continuity plan (BCP) is a document which can help clubs and leagues prepare and understand how to respond against an unpredicted event.

This document should be completed before an unpredicted event occurs. If the club or league currently does not have a BCP its important to undertake emergency planning as soon as possible and this document explores this both through the operations and the finances of the club or league.

This type of planning will help identify the risks which the club or league may face now and in the future too. Being able to identify these risks will then allow the club or league committee/trustees/board of directors to begin to explore ways in which to mitigate these risks and compile an action plan.

There are a number of steps to explore before working on the BCP document and these include;

1. What is the club or league trying to achieve?
 - Identify the club or leagues objectives of completing the plan and set goals
 2. Who from within the club or league is going achieve this?
 - Choose the business continuity team who will compile and action the plan
 3. What does the club/league already have in place that can used?
 - Identifying documents, plans, templates that maybe already be in use which can be used to complement the planning document
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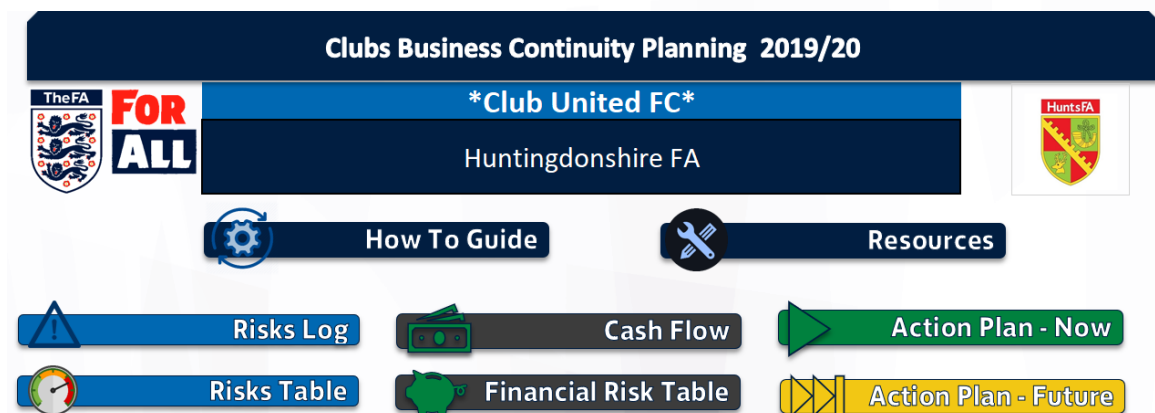
Once the above questions have been answered, the BCP can begin to be used. The BCP explores three areas which are;

- Identification of potential risks as well as the likelihood of them happening
- An analysis of the risks and the impact they could have on the club or league
- Create a plan of action which looks to mitigate the risks identified.

Remember these top tips when filling out this document;

1. Be broad in terms of thinking, this maybe the first time a document like this has been used.. Not only think about the here and now but also the future and what else could happen. Begin to think what impact will these uncertain times have on next season and beyond?
2. Complete the plan with all relevant committee members/trustees/board of directors (in line with the latest government guidance). A comprehensive plan with actions can then be assigned to individuals who have the right skill set and knowledge.
3. Avoid duplicating any work unnecessarily. There may already be documents in place, in which specific information can be drawn from and added into the BCP.
4. If the completed plan has identified several risks both operationally and financially try not to panic. The process is designed to highlight areas with a clear action to explore ways to mitigate those risks. Speak to the local county FA if you require further guidance or support.

Process of using the Business Continuity Plan



Here is the main dashboard with a number of section identified, these include;

- How To Guide
- Resources
- Risk Log
- Risks Table
- Cash Flow
- Financial Risk Table
- Action Plan - Now
- Action Plan - Future

How to Guide

This section provides a small summary of the purpose of each section and what information should be entered.

Risk Log

This section is all about identifying the risks which the club or league currently faces and what it could face in the future. Some examples have been added as prompts to support thinking. The page is broken down into four columns;

- Risk – what is the operational or football risk which has been identified
- Category – what category does the risk fall under. A sample of categories have been provided but there is opportunity for new categories to also be entered. Having the identified risks under certain categories may help direct future actions to those who have a direct responsibility for that category/ skill set to support.
- Likelihood/Impact of this risk happening - Risks are identified as 'High (5-4)', 'Medium (3)' and 'Low (1-2)'. All risks which have been given a likelihood and impact score will be prepopulated on the section 'Risks Table' . Those risks which have been identified as 'High' for likelihood to happen and 'High' on impact should then be manually added in the section 'Action Plan – Now.'

Risk Table

This section enables risks to be easily identifiable within the coloured matrix. This information is prepopulated from the completion of the section 'Risk Log'.

Cash Flow

This section is all about exploring the club or leagues' current cash balance against the predicted forecast. This should be used alongside the club or league budget sheet and/or bank statements to provide a true account of the club or leagues financial position.

The current budget line which are displayed within the income and expenditure section are not mandatory and can be amended to suit the needs of the club or league.

The formula created looks to compare the current income/expenditure against forecast. A gradual colour code has been added to help identify differences. A commentary box has also been included to support with any explanations of differences.

Two further columns have also been added to help the committee/board of directors/trustees begin to think about the likelihood of no future income and/or further expenditure and the impact this could cause. The likelihood and impact on revenue lines are identified as 'High (5-4)', 'Medium (3)' and 'Low (1-2)'. Those revenue lines which have been identified as 'High' for likelihood to happen and 'High' on impact should be logged manually on the section 'Action Plan – Now'.

Below the expenditure section is a summary, prepopulated based on the information entered within the income and expenditure rows. This section provides a short summary of predicted income/expenditure against actual as well as providing a summary of the closing balance.

Financial Risk Table

This section enables financial risks to be easily identifiable within the coloured matrix. This information is prepopulated from the completion of the section 'Cash Flow'.

Action Plan now

This section looks to bring all operations and finances which have been identified as highly likely to occur and having a high impact, all in one place. This action plan can then be distributed across the committee, board of directors, trustees and work can be done to explore mitigations.

Action Plan Future

This section looks to explore all about the opportunities which can still be actioned or brought forward to be actioned during this time. This is also an opportunity to add any other medium to low risks which have been highlighted to look at how these can also be mitigated. It's a good chance to review the To Do list and see what can be completed now which may save some time in other places.

Resources

This section provides all the relevant links and resources needed to support the completion of this documentation. The information below is continually changing and its therefore highly recommended an updated list of resources and help guides is also kept.

DISCLAIMER

Please note this guidance and continuity plan has been provided for general information only and does not constitute formal professional advice. Any reliance that maybe placed on this guidance is at the risk of the user. The user should confirm the accuracy and validity of any formulas used. Advice should be sought from the relevant expert(s) and/or legal advice as necessary and where required.

Additional Resources

<https://learn.sportenglandclubmatters.com/course/view.php?id=71>



The Football Association
Wembley Stadium
London HA9 9WS