

QHP810

BC Governance, Communication and Resources Plan



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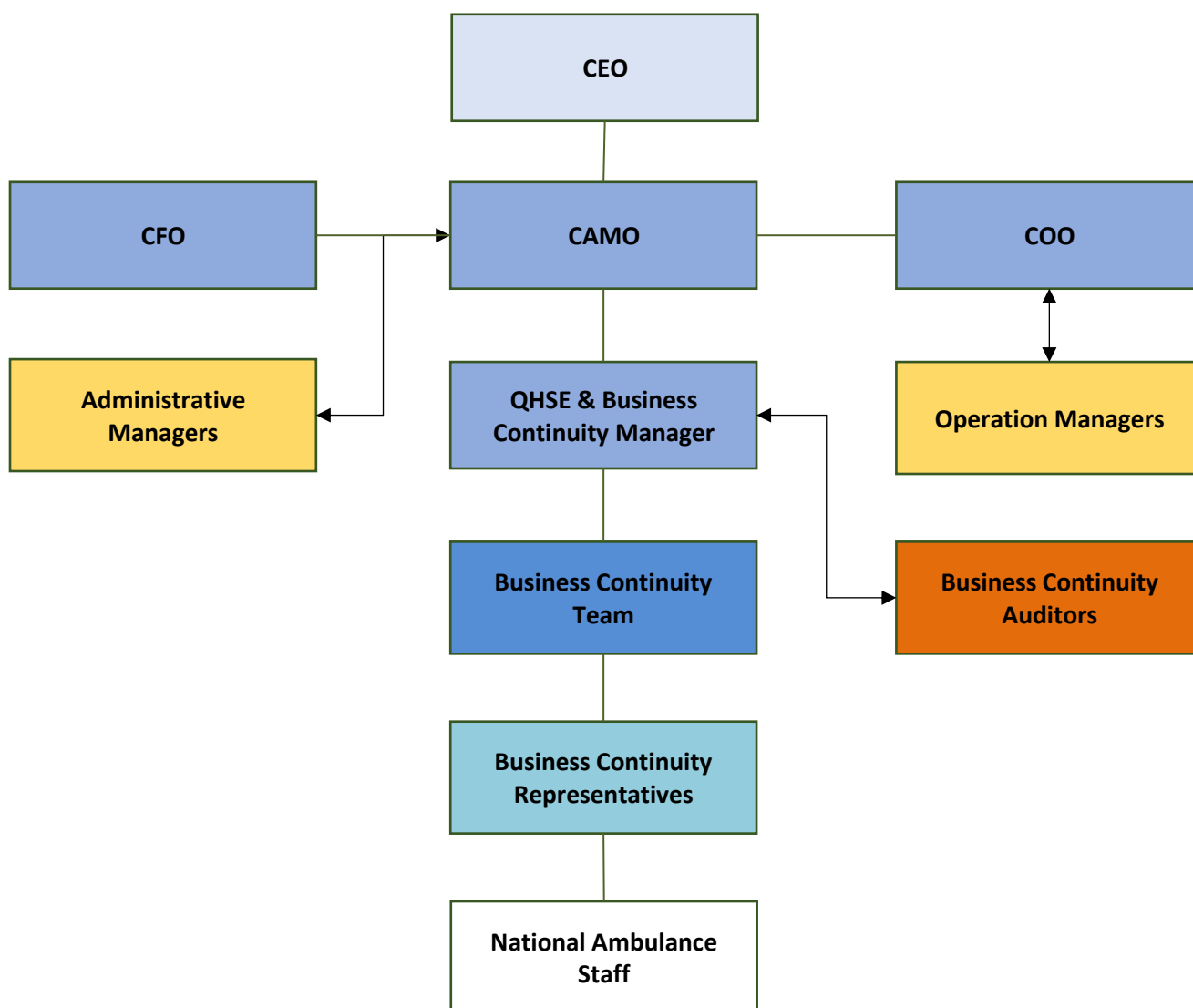
1. BC GOVERNANCE STRUCTURE

To ensure the effectiveness of the business continuity management system, top management provides full support and provide the necessary resources to ensure optimal application at the system level in accordance with the policies and procedures followed in National Ambulance.

1.1. TOP MANAGEMENT

Top management is committed to establishing a governance framework for the management system and a reporting structure appropriate to the nature of National Ambulance's services.

1.2. GOVERNANCE FRAMEWORK AND REPORTING STRUCTURE



1.3. ROLES AND RESPONSIBILITIES

National Ambulance assigns the roles & responsibilities related to the roles of the stages of the management system and circulate them within the institution. In addition, roles under the BC management System are split to planning roles and execution roles. Each manager/owner is responsible for executing their relevant BC roles.

The planning role is handled by the QHSE & BC Manager and the BC Team. The planning roles include:

- Governance framework
- Context of the organization
- BC policy, scope, and objectives
- Management system support
- Documented information

On the other hand, the execution roles include:

- Business Impact Analysis (BIA)
- Risk Assessment (RA)
- Business Continuity Strategies
- Planned Response (BC Plans, Incident Response Plans, Disaster Recovery Plans)
- Exercising and testing

JOB TITLE	ROLES AND RESPONSIBILITIES
Top Management	<ul style="list-style-type: none"> • Support the business continuity management system through active participation in the implementation of the system. • Approve documents related to the Business Continuity Management System. • Adopt departmental Business Impact Analysis and Risk Assessment Reports. • Adopt the Business Continuity Plan. • Support Business Continuity tests and exercises. • Support the team with necessary resources, needs and requirements for the implementation of the Business Continuity Management System • Review the recommendations received from the Business Continuity Management team during the management review. • Make decisions and recommendations regarding the continuous improvement of the business continuity management system.
QHSE & Business Continuity Manager	<ul style="list-style-type: none"> • Oversee the preparation and implementation of a business continuity management system and update it periodically. • Ensure the periodic review and documentation of relevant system information. • Supervise and coordinate with the concerned departments to hold tests and exercises for business continuity plans, and report the results and lessons learned to senior management. • Ensure the dissemination of a culture of business continuity and raise the level of awareness in coordination with BC representatives and stakeholders. • Oversee the business continuity plan preparation for the concerned departments.

	<ul style="list-style-type: none"> • Maintain and periodically update the documentation of the Business Continuity Management System in relation to their departments. • Raise any requirements related to the efficiency of the Business Continuity Management System to the top management. • Activate business continuity procedures according to internally approved procedures. • Oversee the system changes documentation and proper testing and outcome communication • Raise the requirements of the annual plan for the business continuity management training courses for the concerned departments. • Coordinate with BC representatives periodically to hold workshops and identify the departments' vital work, to measure the optimal recovery time, in addition to conducting a risk assessment. • Monitor the business continuity management system with performance indicators and other tools. • Prepare administrative review reports and submitting them to top management.
Business Continuity Team	<ul style="list-style-type: none"> • Establish and implement the Business Continuity System and update it periodically • Assist in preparing a business continuity plan for the concerned departments, advising on and how to implement it, and raising the level of awareness of employees internally about it. • Ensure the documentation of the Business Continuity Management is up to date • Ensure BC changes are managed and its impact properly assessed and controlled • Assist in the preparation and implementation of the business impact analysis, risk assessment, and BC strategies • Coordinate with departmental representatives periodically to hold workshops and identify vital work in departments, to measure the optimal recovery time, in addition to conducting BC risk assessments • Raise any requirements related to the efficiency of the Business Continuity Management System to the QHSE & Business Continuity Manager. • Activate business continuity procedures according to internally approved procedures. • Assist in the preparation of exercises and tests and actively participate in the exercises according to the needs of departments. • Follow up on corrective and preventive processes and procedures, and cases of non-conformance, and submit reports on them. • Follow up and implement the requirements for continuous improvement of the business continuity management system. • Participate in the internal audit process of the business continuity management system • Maintain and retain all system documents and making sure they are up to date • Measure the business continuity management system with performance indicators according to the measurement mechanism approved for them
Business Continuity Representatives & Administrative/ Operations Managers	<ul style="list-style-type: none"> • Implement their roles in accordance with the incident response plan and BC plan • Prepare a business continuity plan for the concerned departments, advising on and how to implement it, and raising the level of awareness of employees internally about it. • Maintain and periodically update the documentation of the Business Continuity Management System in relation to their departments.

	<ul style="list-style-type: none"> Follow up on changes and activities in the departments concerned, and submit any updates or developments related to the business continuity system in the department to the BC Team. Participate in specialized courses and trainings organized by the QHSE & Business Continuity Manager. Prepare and implement business impact analysis, risk assessment, and BC strategies for their respective departments Activate business continuity procedures according to internally approved procedures. Prepare for exercises and tests and actively participate in the exercises Implement corrective and preventive processes and procedures, and participate in the investigation for cases of non-conformance, and submit reports on them. Maintain and retain all system documents and making sure they are up to date. Measure the business continuity management system with performance indicators according to the measurement mechanism approved for them. Participate in the internal audit process of the business continuity management system. Participate in the continuous improvement process of the business continuity management system.
Business Continuity System Auditors	<ul style="list-style-type: none"> Plan internal audits Determine the intervals between audits Define audit criteria and define the scope of each audit Evidence-based identification of non-conformances and areas for improvement Submit audit reports to the concerned persons
All Staff	<ul style="list-style-type: none"> Familiarity with the approved business continuity policy Understand the procedures contained in the plans of their respective departments. Help maintain a healthy work environment Awareness of and compliance with all relevant information security controls. Report any incidents affecting business continuity, information security, and any other issues that may affect the workflow according to the approved procedures and reporting mechanisms. Refrain from actions that may put them, employees or others at risk, or any actions that may harm the environment and infrastructure. Participate in business continuity management system activities such as: training, participation in consultation and communication of system issues. Awareness of all business continuity and emergency procedures, site evacuation procedures, and use of relevant emergency tools and equipment.

2. OTHER RESOURCES

National Ambulance provides other resources necessary for the effective operation of the management system, including the following:

- Budget allocations
- Information and data
- Buildings, installations and associated facilities



- Technology equipment and systems
- Supplies and consumables
- Logistics, including transportation
- Budget allocations

2.1. BUDGET ALLOCATIONS

Budget is set on annual basis in line with FIP102 Finance Policies and Procedures. Accordingly, BC budget is considered and included when planning the yearly budget.

2.2. INFORMATION AND DATA

The information that National Ambulance will need for the business continuity management system such as new reports from the systems include:

PROCESS/ ACTIVITY	RESOURCES	PURPOSE	DATA SOURCE
BC Management System Framework	Survey Application	Determination of the status of the BC Management system, understand the awareness level, and capture BC reports	Survey Monkey
BC Reporting System	Task and Project Management System Application	Capture BC Reports	Asana
Monitoring IT services and networks	IT Services and Networks Dashboard	Determine the status and health level of IT services and networks	IT services dashboard

Other applications and systems that are used as information and data sources is mentioned in COP427 Service Catalogue.

2.3. BUILDINGS AND FACILITIES

Determining the location of the alternative location, whether it is a separate building of its own or by leasing from another party. In the event that there is no alternative location, please state the reason.

THE BUILDING OR FACILITY	ADDRESS	COORDINATOR/MANAGER CONTACT INFORMATION
Al Dar HQ – National Ambulance Head Office	Level 13, Aldar HQ Building Al Raha Beach	Fadwa Baraba - 0503104844
KIZAD – National Ambulance Warehouse	IU-01 – KIZAD Light Industrial Units Plot - A8, PO Box 63788, Al Samha Abu Dhabi, UAE	Shameer Mohammad - 0552439499
Field Sites*	Field sites across Northern Emirates and Abu Dhabi	Deryck Todd 0505763957 Bradley Jones 056 549 4471 Jason Coyne 0564162092 Michael O'Connor 0505102539 Waseem Khan 0507361791

*The coordinates for the field sites are available in OPF267 National Ambulance Base Location. These sites are not owned nor rented by National Ambulance.

2.4. TECHNOLOGY EQUIPMENT AND SYSTEMS



The list of equipment and devices is available on OPIQ. Technology systems and software list is available in COP427 Service Catalogue.

2.5. SUPPLIES AND CONSUMABLES

The list of supplies and consumables is available on OPIQ.

2.6. LOGISTICS, INCLUDING TRANSPORTATION

Logistics and transportation is done internally through the Supply Chain team.

2.7. OTHER SPECIFIC REQUIREMENTS

No other specific requirements are identified.

2.8. CAPABILITIES OF INTERNAL RESOURCES AND THE IDENTIFICATION OF EXTERNAL REQUIREMENTS

If there are no enough internal resources, help may be sought from outside, and when this is done we need the institution to ensure that the services provided will be of appropriate quality and available when needed. This can be achieved by putting in place effective controls and ensuring effective communication with the external supplier.

2.8.1. DETERMINE EXTERNAL REQUIREMENTS

List of suppliers is available in PUF104 Selected Active Supplier List.

2.8.2. CONTROL OF EXTERNAL SUPPLIERS

Requirements:

SUPPLIER SELECTION CRITERIA	VERIFICATION METHOD	AGREEMENT METHOD	CONTRACT ATTACHMENT
BCM – Creation of BC policy	BC Policy	BPA/contract	
BCM - Established BC management system	Governance framework document / Regulatory or international business continuity certification	BPA/contract	
BCM - Establish an incident response system	Emergency response plans	BPA/contract	
BCM – Provided internal BC training and exercise	Competency of workers / training records / post exercise reports	BPA/contract	
BCP – Prepared plan for: <ul style="list-style-type: none"> Building, equipment and utilities Communication infrastructure Technology system Storage and preservation of consumables/parts/products 	Business continuity plans	BPA/contract	
Disaster communication - Established communication	Media response plan	BPA/contract	

path to customer and other stakeholders			
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1. Business Continuity Management System

1.1. Determine BC policy

Suppliers are requested to determine business continuity policy that is approved by top management.

1.2. Establish BC management system

Suppliers are requested to establish BC framework and assign positions with BC related roles and responsibilities.

1.3. Establish an incident response system

Suppliers are requested to determine an initial response system just in case of incidents or disruptions. This is done through setting up an emergency flowchart for the disruption/threat with the details of staff involved in the response, roles and responsibilities, and escalation route.

1.4. Provide BC training and exercise

Suppliers are requested to provide appropriate BCM training to employees. In addition, tests and exercises should be conducted periodically. This is needed to ensure that BC plan can be implemented smoothly in case of emergency.

2. Business Continuity Plan

2.1. Building, equipment and utilities

Suppliers should consider the possibility of disruption when maintaining and storing their consumables and equipment. It is important to keep stock in buildings that are earthquake-proof and fire-proof in order to reduce the risk of disruption. In addition, backup plans should be in place in case of electricity interruption

2.2. Communication infrastructure

Suppliers are expected to maintain a resilient communication structure and process. Communication methods include telephone, fax, e-mail, and mobile phone. Communications are important for escalating the status of damage interested parties.

2.3. Technology systems

Since technology systems is important in almost every organization and are used to help in resuming activities, having a strong BC Plan is important to reduce the risk of the technology systems failure/interruption. Suppliers need to take the necessary measures to prevent leaking or losing National ambulance data including having necessary back up systems..etc.

2.4. Storage and preservation of consumables/parts/products

Suppliers should have the necessary control measures for protecting the stock of parts/ products against various hazards including die/mold. Suppliers should

- Pay deep attention to the stock level of products and parts as shortage in supplies will greatly affect National Ambulance.
- Ensure the business continuity preparation of their suppliers and outsourced partners since some products are manufactured in collaboration with various companies.

2.5. Restoration of lifeline

Suppliers are expected to adopt preparatory operations as much as possible and are expected to determine a recovery plan including "recovery time objective (RTO)", for restoration of life-line such as public services of electricity, gas, water and transportation.

- to prepare food, water, medicine and toilet National Ambulance Necessary enough while employees stay at work before returning home and also another stock for core member for recovery task.
- to keep well-balanced consideration between "work" and "family" while core member and employees are at restoring procedure because they would be most concerned about safety of their family and their assets at disaster.

3. Disaster Communication

Suppliers are requested to adopt a communication path with pre-determined procedure as a part of the incident response system. Suppliers should:

- Report the status of consumables/supplies/equipment damage and communicate if there is a possibility of supply stop as this would affect National Ambulance business continuity. Reporting of any interruptions to the consumables/supplies/equipment should be reported to National Ambulance with utmost transparency

Based on the evaluation of the suppliers' selection criteria, the appropriate external suppliers will be selected that match the BC standards specified above.

3. BUSINESS CONTINUITY COMMUNICATIONS

As part of a business continuity framework, there is a need to communicate with internal and external stakeholders that have a role in supporting, improving, and achieving the business continuity management system objectives.

This document explains:

- What are the communication topics?
- When will the communication take place?
- Who will be contacted?

3.1. SCOPE

This document covers internal and external communications relevant to Business Continuity.

3.2. ROLES AND RESPONSIBILITIES

1. Executive Team

- Clearly communicate BC issues throughout the organization
- Provided visible and sincere commitment to the BC Management System
- Communicate appropriate BC issues to external stakeholders

2. QHSE & BC Manager

- Communicate BC trends to the employees
- Provide BC input for publication in the website or through appropriate media

3. Managers

- Participate in the periodic Leadership Meetings to capture staff feedback and improvements
- Provide means of communicating with the BC Team and their staff

4. All staff

- Communicate BC concerns through the available methods
- Participate in BC discussions
- Make themselves aware of BC issues

3.3. COMMUNICATION TOPICS

Communication and information exchange should take place in the following main areas:

- Inquiries regarding the objectives and direction of the business continuity management system with stakeholders, including customers, suppliers, local community, and media.
- Reports and updates to third parties regarding the scope and application of the system.
- Information from relevant national authorities on threats and risks
- Updates from national and local authorities regarding plans and procedures related to business continuity such as fire levels.

- Legal and regulatory requirements that the system must meet
- Changes and recommendations for best practices of the Business Continuity Management System
- Global and local events that can have an impact on business continuity

3.4. EXTERNAL COMMUNICATIONS

The table below shows methods of communication with interested parties:

Interested Parties	Communication Topics	Communication Frequency	Channel of Communication
Customers / stakeholders	General inquiries as a part of improvement efforts	Ad-hoc	E-mail
Suppliers	Updates regarding BCM related to suppliers Updates in BCM requirements related to suppliers	Ad-hoc	E-mail
Local authorities	Changes in the surrounding environment	When changes occur	998 / Meetings / Email
Emergency services	Changes in the support system e.g. coverage levels and response times	When changes occur	Posted/circulated information / Meetings / Email
Local community	Promote the existence of a business continuity management system	Ad-hoc	Website / Media
National Threat Advisories	Escalation of national threats e.g. terrorism and natural disasters such as floods	When changes occur	998 / Meetings / Email
Local Threat Advisories	Escalation of threats and local events	When changes occur	998 / Email Bulletins
Media	Promote the existence of a business continuity management system	Ad-hoc	Website / Media
Sector regulators	Changes in business continuity system requirements and risk assessment	Ad-hoc	Email / Meetings

3.5. INTERNAL COMMUNICATIONS

The National Ambulance QHSE & BC Management System is intended to be a transparent and understandable system. Internal communication methods include:

- QHF202 QHSE Reporting Form - as detailed in the QHP201 Risk Management Policy and Procedure, this form is submitted for QHSE reports in addition to BC reports such as risks, incidents, and non-conformances.
- BC e-mail at bc@nationalambulance.ae – staff can email directly to BC instead of using the dedicated forms above. This simplifies the process for BC reporting. A BC staff member will call the person back and complete the official form.
- Site Inspection Checklists - Hazards, incidents, non-conformances and suggestions for improvements can be documented when completing Site Inspection Checklists. The reports submitted will then be reviewed by the QHSE Team
- Verbally by calling +971508998764 or +97125968689 or sending a Whatsapp message to 971508998764 – Staff can call or message the QHSE & BC Team directly for raising any BC report. This simplifies the process for BC reporting. A BC staff member will call the person back and complete the official form.

BC reports that should be submitted to the BC team including:

- Risks e.g.
- Incidents e.g.
- Non-conformances e.g.
- Suggestions

Reporting Type	Definition	Criteria	Example
Threats/ Risks	Potential cause of disruption	New/changes in threats	Cyber attack and data breach
Incident	Event or situation that deviates from what is standard, normal or expected.	Incident that has a potential to impact critical services	Failure of the UPS
Disruption	Incident that adversely effects an organization's normal course of operations.	Event that causes and impact to critical services	Adverse weather conditions which impacts critical services
Non-conformances	Non-fulfillment of a requirement. Specifically, a nonconformance is any deviation from work standards, practices, procedures, regulations, management system performance etc.	Non-fulfillment of internal, stakeholders, or regulatory requirements	Deviation from BC Plans and response structures
Suggestions	Any addition/ deletion / change that lead to the improvement of the Management System	Should be reasonable, feasible, and leads to the improvement of the Management system	Activate the role of BC representatives

The Tasks and Project Management Application is used for managing BC Action Plans. Also, this facilitates communication as it shows the complete dialogue with each action and the staff member submitting is listed and participates in this online dialogue.

BC Awareness

- Periodic BC awareness e-mails are provided to staff
- BC Performance Snapshot which is sent to relevant department heads.
- Surveys e.g. QHSE Quiz.

3.6. COMMUNICATION PROCEDURE

National Ambulance communicates are conducted in line with QHP502 QHSE Communication Policy and Procedure.

3.7. COMMUNICATION OUTCOME AND NOTES

Each of the interested parties involved will have a contact person/point responsible for communication to manage the relationship and obtain feedback and results of the communication.

Interested Parties	Contact Person
Local authorities	QHSE & BC Manager / Stakeholder Relations Manager
Emergency services	QHSE & BC Manager / Stakeholder Relations Manager
Media	Sr. Marketing & Communication Specialist
Sector Regulators	Chief Administrative and Medical Officer
Suppliers	Supply Chain Manager
Customers / Stakeholders	Operations Manager
Other interested parties	QHSE & BC Manager

4. RELEVANT LEGISLATION

International, federal or local legislation and circulars relevant to this Policy. Full detail on this legislation can be found in QHP109 Legal Register.

Code, Name of Legislation	Jurisdiction
NCEMA 7000:2021	UAE

5. RELATED POLICIES AND FORMS

List related policies and procedures to the created/updated policy.

Policy & Procedure /Form
QHP103 QHSE and BC Management System Manual
QHP502 QHSE Communication Policy and Procedure

6. FEEDBACK

Any feedback or suggestions for improvement to this Policy, Processes or Procedures can be submitted to qhse@nationalambulance.ae

7. DOCUMENT CONTROL AND OWNERSHIP

A review and update of this document will take place as necessary, when changes occur that identify the need to revise this Policy such as changes in roles and responsibilities, the release of new legislative or technical guidance, or identification of a new policy area.

This document ownership for editing is identified as:

- QHSE and BC Manager

This controlled document is managed / overseen by [Policy Review Committee]

Change Brief

Version No.	Date	Change
1	December 2021	New document

CEO Approval

Board Member Verification

