Business Continuity Plan

Version	Date Updated	Agreed by Risk Group	Audit Committee
Draft 3.0	February 2011		
Draft 4.0	September 2011		
Draft 5.0	January 2013		
Draft 6.0	April 2013		
Draft 7.0	December 2013		
Draft 8.0	March 2014		

CONTENTS

CONTENTS

Table of Appendices

A	IT Disaster Recovery Plan
B	Business Impact Analysis Matrix
C	Damage Control Status Report
D	Sample Communications Scripts
E	Recovery Personnel Location Sheet
F	Plan Distribution List
G	Plan Sign Off Sheet
H	Key Supplier Listing
I	Fire Procedures

1 INTRODUCTION

1.1 Purpose & Objectives

1.1.1 PURPOSE

The purpose of this document is to present the overall disaster recovery and business continuity approach for the Agriculture and Horticulture Development Board (AHDB). The purpose of the Business Continuity Plan is that should a disaster occur at the Stoneleigh Park location, it would be possible to identify ways and means of continuing to operate the core activities.

1.1.2 DEFINITIONS

- A **disaster** is defined as a severe incident or unplanned event affecting AHDB, which results in the need to implement emergency response, contingency plans and recovery strategies. A disaster may require relocation to an alternate operating environment.

- **Business continuity** is defined as a comprehensive set of business strategies and actions designed to minimise the impacts of a business interruption and return to normal levels of operation and service delivery.

- The **Business Continuity Management Team** (BCMT) is defined as the group of individuals responsible for co-ordinating the response, recovery, and reconstruction phases of the disaster (**Section 2.2.2)** these may be different from those who are authorised by AHDB to declare a disaster and, if necessary, move business operations.

1.1.3 OBJECTIVES

The principal objectives for all business continuity operations are listed below, in priority order:

1. **Protect People:** Take all necessary steps to protect and preserve the health and lives of employees and others on AHDB premises.

2. **Establish Communications:** Establish communication links with employees, management, boards, funding bodies, customers, suppliers, other stakeholders and the general public. Gather and assess the available damage information.

3. **Secure and Recover Assets:** Take all necessary actions to secure the premises and protect AHDB's assets. Direct all activities necessary for the maximum recovery of assets, including contacting salvage suppliers and insurance providers.

4. **Restore Operations:** Prioritise operational service needs and direct the restoration efforts based on risk to AHDB and its stakeholders. Restoration of business functions can be at an alternate operating environment or resuming business at the original site.

5. **Timely Communication:** Provide timely information to management and stakeholders regarding the status of restoration efforts.

1.1.4   SCOPE

The scope of the business continuity plan covers AHDB's Stoneleigh Park offices near Kenilworth and includes all critical functions. The AHDB Project Manager is responsible for maintaining a business continuity plan that outlines the processes and procedures that are activated in the event of a disaster. These processes and procedures are designed to recover critical business and service functions within a timeframe that poses no major risk to AHDB's service delivery, cash flow, or reputation.

Critical and semi-critical functions are operations that pose a risk to AHDB if they are significantly disrupted. The following criteria are used to determine risk to AHDB:

- Protect people – ensure the safety and well being of all personnel.

- Protect critical financial commitments (for example AHDB's ability to process payment of levies, pay employees and suppliers, etc.).

- Prevent a significant deterioration in customer support services.

1.2 Assumptions

The developed plans are based upon the following general assumptions:

- Off-site storage locations for critical backup files and information are intact and accessible.

- Competent personnel are available to perform business continuity responsibilities.

- Business continuity is performed in accordance with the procedures within this Plan.

- Information backup and rotation practices identified within AHDB's IT Policy are performed.

- The pre-planned recovery resources, strategies and solutions (e.g. computer replacement solutions) are available, implemented, and successfully tested.

- Organisations external to AHDB, such as customers, suppliers, government agencies, and others, will be reasonably co-operative during the business continuity period.

- Plan review, maintenance, and updates are performed on a regular basis.

- Business continuity awareness and training programmes have been implemented.

- Technology recovery plans are in place and regularly tested.

1.3 Recovery Objectives

The definition of priorities for recovery in the event of an emergency form the basis of the AHDB prioritised task lists for AHDB offices and service functions.

A summary of potential risks is contained within Appendix B. This assessment will be reviewed in the event of any significant change to the organisation including, office relocation, the introduction of new services or changes to existing services, significant procedural change or infrastructure developments.

2 BUSINESS CONTINUITY FRAMEWORK

2.1 Business Continuity Process

Process	Description
Advance Warning	Some isolated situations, such as severe weather conditions and Stoneleigh events which could present risk allow for some preparation prior to potential damage or loss of service occurring. Advice and direction regarding actions to be taken in response to such events should be sought from management at the time.
Disaster Event	This represents a severe incident or unplanned event affecting either AHDB or third-party supplier operation, which results in the need to implement emergency response and business continuity strategies.
Emergency Response	This phase occurs in the immediate aftermath and short term following the disaster event and includes all actions that help to preserve and protect lives and the AHDB assets. In major disasters, much of the control of this phase will be handled by the emergency services. The key AHDB contact for this phase will normally be the Business Continuity Manager. This phase also includes the preliminary notification to the Business Continuity Management Team.
Mobilisation & Assessment	This phase would typically occur within the first one to two hours following a disaster event and represents the process that mobilises the appropriate individuals (identified within the plan for each location and function) to assess the situation and help to make a determination as to which parts of our Business Continuity Plan should be invoked. It is also during this phase that a determination would be made as regards whether AHDB should relocate its affected operations to a designated alternate site.
Decide to Relocate	This phase will typically occur within the first one to four hours following a disaster event and represents the milestone, which determines where the AHDB business operation will relocate. Depending upon the particulars of the disaster, this decision can be made very quickly or may require several hours to make. The authority of this decision is restricted to several key individuals within AHDB, due to the risk, cost and visibility associated with relocation.
Recovery at Alternate Site	The speed with which this phase is activated will be driven by the priority afforded to the location and / or functions affected by the disaster event. This phase includes all actions related to recovering the affected business functions at an alternate site. It includes, but is not limited to, providing the appropriate workstations and connectivity; restoring access to information and case records; and arranging adequate staffing for all critical functions.
Restore at Original Site	This phase includes all actions related to restoring the original site to its pre-disaster state. At a minimum, it would include co-ordination with the landlord, insurers, and salvage suppliers. It could potentially include the identification and fitting out of a new facility to replace an irreparably damaged site. The timing of this phase will be driven by the nature of the disaster event and will often be managed in collaboration with insurers.
Resume to Pre-disaster Status	This phase is the milestone that establishes that all business operations are able to resume "normal operations". The business operations are restored back to the original site (or new permanent location) and staffing / accommodation is back to normal levels and methods of working.

2.2 Business Continuity Organisation
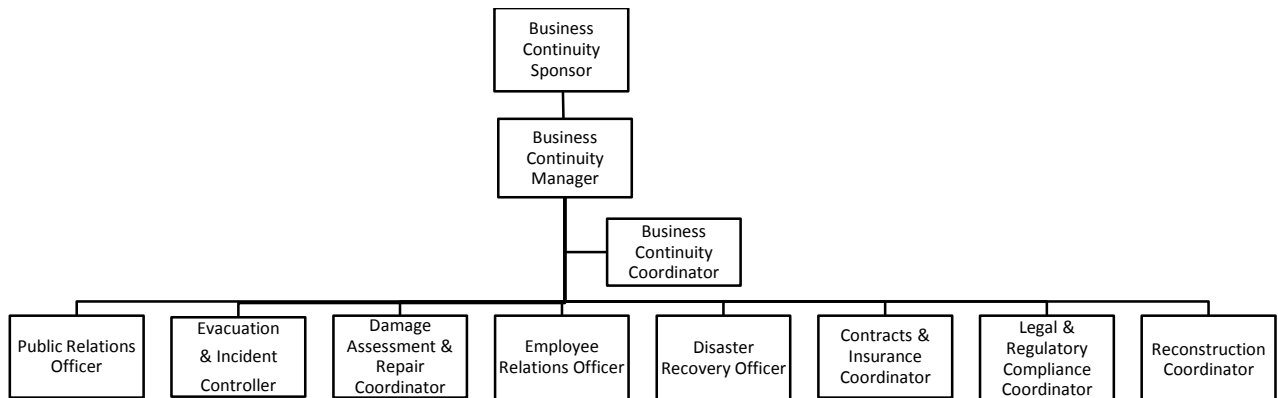
2.2.1 BUSINESS CONTINUITY TEAM MEMBERS:

Business Continuity Team Members				
Name	**Deputy**	**Team Role**	**Main Mobile No.**	**Deputy Mobile No.**
Tom Taylor	Mick Sloyan	Business Continuity Sponsor	07811 282686	07879412088
Ken Boyns	Stuart Skate	Business Continuity Manager	07940 533710	07887 896141
Laurain Wood	Christine Standley	Business Continuity Co-ordinator	07951 221495	07738 239851
Guy Attenborough	Anna Farrell	Public Relations Officer	07887 896082	07887 935805
Andrew Holt	Sharon Mooney	Evacuation & Incident Controller/ Damage Assessment & Repair Co-ordinator	07854 495411	
Tracey Cooke (Rebecca)	Anita Kambo	Employee Relations Officer		
Mick Brown	Jack Summerfield	Disaster Recovery Officer	07775 585967	
Judith Hemming	Michael Fogden	Insurance Co-ordinator		07979 653744
Chris Goodwin	Chris Perry	Legal & Regulatory Compliance Co-ordinator	07970 887086	07772 954814
Andrew Holt	Chris Perry	Reconstruction Co-ordinator	07854 495411	07772 954814

2.2.2 BUSINESS CONTINUITY MANAGEMENT TEAM ROLES

BUSINESS CONTINUITY SPONSOR

- Overall responsibility for business continuity for AHDB;
- Member of Senior Executive Team;
- Responsible for raising business continuity awareness throughout AHDB;
- Source of sole authority for disaster declaration;

- Responsible for keeping the Board informed of the situation.

BUSINESS CONTINUITY MANAGER

- Assesses the initial disaster situation;
- Authorises activation of the Business Continuity Recovery Plan;
- Oversees the emergency response, recovery and reconstruction efforts;
- Ensures that the Business Continuity Plan is up to date and tested on a regular basis;
- Keeps executive informed of the situation.

BUSINESS CONTINUITY CO-ORDINATOR

- Maintains the official record of the actions taken;
- Maintains the overall status;
- Maintains the Business Continuity Plan to reflect organisational changes;
- Gathers reports and status from appropriate resources at the disaster location;
- Assists the Business Continuity Manager in assessing the situation.

PUBLIC RELATIONS OFFICER

- Co-ordinates all incident-related interactions with the media;
- Co-ordinates all incident-related interactions with key stakeholders;
- Prepares and distributes the official press releases related to the incident;
- Authorisation through Head of Comms.

EVACUATION & INCIDENT CONTROLLER/ DAMAGE ASSESSMENT & REPAIR CO-ORDINATOR

- Ensures protection and security of people and property during and following a disaster;
- Responsible for the emergency shutdown and evacuation of the facility;
- Responsible for notifying the BC Management Team that an emergency situation has arisen and for subsequent liaison with BC Management Team;
- Ensure security provision is in place throughout the disaster and during recovery;
- Shelter Management;
- Co-ordinates the appraisal of the physical conditions immediately following a disaster and communicates their preliminary assessment to either the Business Continuity Manager or Co-ordinator;
- Contacts and oversees all salvage and damage control operations;
- Works closely with the Contracts and Insurance Co-ordinator in filing insurance claims after a disaster;
- Co-ordinate all repair activities;
- Responsible for the reconstruction of the permanent site or the selection of a new site;
- Co-ordinate all efforts to restore operations to a permanent facility.

EMPLOYEE RELATIONS OFFICER

- Responsible for all communication with employees and their families during and following a disaster;

- Overall responsibility for accounting for all employees;

- Resolves immediate employee/staffing issues, hiring additional help if needed for the recovery effort, and ensures that the needs of the employees and their families are considered.

DISASTER RECOVERY OFFICER

- Responsible for recovery, implementation, and support of all required hardware, software, telecommunications, and data communications networks;

- Responsible for all aspects of communications required by the transfer of operations including all voice and data communications necessary to support required functions;

- Responsible for acquiring alternate space and supplies necessary for the speedy resumption of operations;

- Responsible for the common services needed by employees: desks, chairs, telephones, terminals, PCs, office supplies, copiers, etc;

- Responsible for testing all processes, procedures, and data links prior to the cut-over to the permanent facility.

INSURANCE CO-ORDINATOR

- Responsible for ensuring that AHDB remains in compliance with all contractual commitments during the period following a disaster;

- Notify AHDB's insurers of the disaster and work with them to ensure a speedy recovery of assets.

- To notify individual department to remain responsible for their contractual requirements.

LEGAL AND REGULATORY COMPLIANCE CO-ORDINATOR

- Responsible for ensuring that AHDB's regulatory commitments are met during the period following a disaster;

- Responsible for negotiating extensions, without penalty, where possible, if the regulatory commitments cannot be met;

- Assist divisions to determine the legal and regulatory ramifications of interim processing strategies that may be developed to meet the short term needs of AHDB's customers and representatives.

RECONSTRUCTION CO-ORDINATOR

- Responsible for the site restoration action plan to include objectives and strategy overview;

- Responsible for liaising with the IT and Communications Team to report and make recommendations giving details time frames on replacement or repair of equipment or facilities.

2.3 Business Continuity Methodology

The Business Continuity Plan has been developed based upon the scenario of an inaccessible facility. These plans can then be scaled back to respond appropriately to less severe disasters.

In addition, the plan focuses on a **minimum acceptable configuration for recovery**, rather than complete replacement. This approach ensures that critical business functions continue to operate without incurring unnecessary expense.

Due to the size and complexity of AHDB, the **Business Continuity Management Team** are responsible for maintaining the overall business continuity plan. This plan will include the identification of critical **operational** functions, recovery procedures and responsibilities, staffing, application, and minimum "resource" needs (i.e., hardware, software, vital records, forms, supplies, etc.). With respect to equipment, the plan focuses on minimum acceptable recovery needs "outside of the computer room."

AHDB's IT Manager is responsible for maintaining the IT Disaster Recovery Plan, in line with arrangements made with a suitable disaster recovery provider. This plan focuses on recovery procedures for critical computer applications and their specific equipment and communication needs.

2.4 Business Continuity Plan Maintenance

This Business Continuity Plan was accurate and correct at the time when the plan was first created. However AHDB, like any other organisation, is dynamic and as such:

- There is a regular turnover in personnel;
- Responsibilities and levels of authority assigned to individuals change over time;
- New third-party relationships commence and old ones come to an end;
- New products, services and programmes commence;
- New tools and technology (including computer systems and applications) are purchased; and
- Procedures are modified, updated or replaced.

For this reason the plans must be encompassed by an active maintenance plan to capture the dynamic nature of the business they are designed to protect. The plan will be reviewed on a six monthly basis to confirm that all of the major plan components, from the up-front basic assumptions to the members of the BCMT, remain current.

Maintaining the Business Continuity Plan is essential to having a workable plan in the event of a disaster. The following maintenance strategy will be adopted – under the direction and **responsibility of the BC Manager**.

2.4.1 REVIEW AND SIGNOFF

The Business Continuity Plan will be reviewed and maintained on a six-monthly basis to:
- Ensure the "Business" Continuity Plan is consistent with the current operating procedures;
- Ensure the data processing and communications elements are fully tested on a regular basis;
- Ensure the procedures contained in the plan are adhered to during the course of the testing;
- Ensure that the BC Co-ordinator is notified of any changes affecting the plan;
- Ensure that any necessary revisions are implemented and distributed to rest of BCMT.

2.4.2 PLAN REVIEW AND MAINTENANCE

At a minimum, the Business Continuity Manager will review the plan against any changes in the organisation, systems environment and key suppliers. The review must be noted in writing;

regardless of whether any changes likely to impact business continuity plans have been made. Also if a significant change takes place between normal review periods, the plan will be reviewed at that time.

2.4.3 OFFICE RISK ASSESSMENT

Each Divisional Director is responsible for conducting regular risk assessments of their operating division and for notifying the BC Manager of any substantive change that might alter the prevailing level of risk. Such changes might include, but will not be restricted to, change of use of surrounding properties to include storage of hazardous substances, change of occupation of adjacent premises to include high risk organisations and so on.

2.4.4 RECIPROCAL AGREEMENT REVIEW

An annual review of all existing contingency agreements (for key services or supplies, etc.) will be performed by the Procurement Manager to verify contacts for notification and that the terms are still valid and accurate.

2.4.5 THIRD PARTY SUPPLIER REVIEW

The Procurement Manager will be responsible for an annual review and will also be conducted to confirm that all suppliers of services and products deemed critical to the timely execution of AHDB's operations, have *their own business continuity plans to provide continuous service for critical functions. Ad hoc reviews will be done whenever the BCMT are informed of critical supplier changes as part of an existing service agreement.*

2.4.6 PROPOSED RECOVERY / ALTERNATE SITE REVIEW

The BC Manager will regularly review the continued availability of contingent space and resources defined, within the BCP, to which relocation would take place in the event of a serious disaster event.

2.4.7 INTERNAL AUDIT FINDINGS

Internal Audit will send copies of any audit findings/comments that relate to business continuity to the BC Manager. Any business continuity-related findings will be reviewed and an action plan to address will be created by the BC Co-ordinator for approval by the BCMT.

2.4.8 CHANGE CONTROL PROCESS

Whenever there is a major change to the business or the support of that business, changes must be reported to the SET Risk Sub-Group. It is the responsibility of Group members to raise these issues in the regular risk meetings.

2.4.9 PLAN DISTRIBUTION AND VERSION CONTROL

The information in the Business Continuity Plan is important and it is essential that all related documents are maintained and current. The BC Co-ordinator will maintain a list of all employees that have copies of the plan. If an employee leaves AHDB, relocates or changes role, ensure that the necessary plan review and update is conducted/responsibilities allocated to the departing employee are re-allocated to an appropriate individual and that all other requirements of the update process are carried out). A Plan Distribution Sheet has been included in Appendix G.

BCMT sign-off that they have received the plan/update and send that plus the old plan/section back to the BC Co-ordinator.

2.4.10 STAFF TRAINING

To ensure that all staff are adequately trained regarding the plan, the BC Manager will maintain and manage a regular series of planned exercises and reviews that will focus on the key elements of the plan, the actions to be taken, and BC Management Team members' roles during an event.

3 BUSINESS IMPACT ANALYSIS

3.1 Business Impact Analysis Summary

3.1.1 PURPOSE AND OBJECTIVES

The purpose of the Business Impact Analysis (BIA) is to present the findings of an analysis of the risks, threats and vulnerabilities to which AHDB is exposed and to determine the potential impact upon the activities of AHDB should those threats be realised. The summary findings of this process are used as a basis for determining priorities in responding to emergency situations and for the application of recovery or restoration strategies should a core business process or infrastructure component be lost or interrupted.

3.1.2 DEFINITIONS

Threat – the specific potential for an adverse or damaging event to occur

- Fire threat – due to proximity of flammable materials to heaters;
- Threat of flood – because the river has reached a higher than normal level;
- Threat of theft – due to a generally high rate of crime in the locality;
- Communications failure – there is a known potential for breakdown due to weakness in infrastructure;
- IT System failure – due to weak or ineffective maintenance practices.

Risk – the generic circumstances and environment that provide the potential for an adverse or damaging event to occur

- Flood risk – because the premises are in low lying land near a river or waterway;
- Electrocution Risk – because workers operate near or with electrical equipment;
- Reputation Risk – the nature of current activities could be turned against the company and have a lasting impact;
- Loss of data – may be the result of an IT Systems failure combined with corrupt back-up tapes.

Impact – the resulting "cost" to the business following an interruption or damaging event

- Cost impact – the event leads to irrecoverable costs to repair or re-instate the damaged process or resource;
- Customer service impact – the event leads to delay or inability to meet obligations to customers;
- Reputation impact – the event leads to the wholesale loss of goodwill with traditional market or customer base.

3.1.3 OBJECTIVES

The objectives for the Business Impact Analysis are listed below.

- Through questionnaire, discussion and physical review, to identify the full range of threats and risks to which AHDB might be exposed;

- Through assessment, discussion and agreement seek to weight the acknowledged risks, in order for identifying priorities requiring attention and treatment;

- To identify and implement appropriate measures to reduce risk and to mitigate the consequential impact of occurrence;

- To provide a basis for management to agree the extent to which the remaining risks should continue to be carried (because the perceived level of risk is too low to justify the investment in protective measures) or should be provided for within the context of the contingency and recovery plans that form part of the overall Business Continuity Plan.

3.2 Business Impact Analysis Results

3.2.1 FINDING HIGHLIGHTS

The following represents a prioritised summary listing of the main risks facing AHDB. A full "Business Impact Analysis Matrix" can be found in Appendix B. The impact and probability ratings used during the analysis are described below:

PROBABILITY (P)	
Score	Category
5	Very high
4	High
3	Medium
2	Low
1	Very Low

IMPACT (I)	
Score	Category
5	Catastrophic
4	Major
3	Moderate
2	Minor
1	Low

Priority	Risk Score P x I	Risk Area	Description
1	3 x 4 = 12	Voice and Data	There is a high level of dependence within AHDB on both voice and data communications. Risks in this area are relatively high due to issues associated with single points of failure on entry to AHDB premises and a lack of diverse routing or alternatives to dedicated data lines. Failure at any point external to AHDB premises could potentially result in loss of service for an extended period.
2	3 x 3 = 9	Personnel	AHDB is largely dependent upon teams of highly specialised personnel who support the various advice and information services or provide direct support in response to specific client casework. This leads to a risk that the unforeseen / unplanned loss of key personnel could result in degradation of support services. This would be true, in particular, as regards the continuity of specific work in progress where the detailed case experience would be difficult for a third party to pick up.
			At an executive level it is critical that relationships with key stakeholders and funding bodies are maintained. Where continued support and funding might be built on trust and confidence established through the Senior Executive Team over an extended period of time it is important to provide continuity through a combination of succession planning and, possibly, crisis management to oversee an unforeseen loss in this area and to prevent serious damage to the organisation.
3	2 x 4 = 8	Fire	AHDB premises are exposed to a low level of risk of fire due to electric equipment and appliances, with reasonable measures in place to provide and regularly test electrical equipment, extinguishers and evacuation procedures. However, the widespread dependence upon and subsequent volumes of paper documentation and records held in, generally, unprotected conditions would provide for rapid escalation of fire should one break out.
4	2 x 4 = 8	Total computer failure	Although there have been few instances of computer failure, AHDB is an information services organisation with a heavy reliance on IT systems for continued operations.
5	2 x 2 = 4	Vandalism & Theft	The Stoneleigh Park premises are subject to a modest level of physical security, which is unlikely to deter the determined thief or vandal. In fact they would typically be regarded as relatively "soft" targets for criminals wishing to steal computer or other electronic equipment for whom ease of access is often a primary consideration.
6	1 x 4 = 4	Terrorism	Due to the nature of some of AHDB's operations, there is a higher than normal risk of attack by animal rights activists.

A full BIA will be performed at least once a year. It is the equal responsibility of both the Business Continuity Manager & Sponsor to ensure that appropriate assessments are carried out.

4 OVERVIEW OF PROCEDURES

4.1 Readiness Procedures

The Business Continuity Manager is responsible for ensuring that the organisation is prepared for an incident. This will be achieved through the following:

- Continual review of organisational risks and their associated action plan (Appendix B);
- Ensuring all BC Management Team members maintain a current copy of the Business Continuity Plan at home and at the office (Appendix G);
- Ensuring that all Divisional Directors consider business continuity awareness and preparedness as part of their normal duties;
- Ensuring that backup and off-site rotation activities for vital records, including PC media, are being performed;
- Keeping the Business Continuity Plan up-to-date, including all procedures, checklists, and team responsibilities; and
- Conducting regular Business Continuity Plan tests.

> **Note**: AHDB recognises the need for compliance with specific regulations, such as Health & Safety and Fire Regulations. It is recommended that employees be given access to the appropriate documents via the intranet.

The Business Continuity Manager, with the assistance of AHDB's Health & Safety Officer, will ensure that the Stoneleigh Park site has the following resources, equipment and supplies:

- A copy of **Emergency Evacuation Procedures**, as well as exit diagrams, posted appropriately and visibly at the site;
- An appropriate number of first aid trained and certified individuals, with appropriately stocked kits, per building floor (in accordance with HSE guidelines);
- Any equipment for individuals with special needs (wheel chairs, etc.);
- Access to mobile phones to ensure that communication with other sites remains intact. These could be employee-owned phones in which case the owner will be assured that they will receive full reimbursement of call costs incurred in the event of use in connection with plan invocation. The HR and Corporate Services Department has responsibility for ensuring that current AHDB policies provide for this caveat in the context of an emergency situation.

> **Note**: All Divisional Directors are responsible for ensuring that all suppliers to AHDB have taken appropriate steps to maintain their own valid/tested business continuity plans.

The Business Continuity Manager, along with the relevant Divisional Directors are responsible for ensuring that appropriate procedures are in place for storing and recovering critical documentation.

4.2 Emergency Response

The **Evacuation & Incident Controller** (or designated alternate) is responsible for all aspects of emergency response until the civil authorities have taken control, including the co-ordination of designated AHDB **Fire Marshals**. Once this has occurred, the **Evacuation & Incident Controller** is responsible for co-ordinating any requirements of the emergency services and local authority with the rest of AHDB.

In addition, the **Evacuation & Incident Controller** is fully responsible for notifying the BCMT of the incident and for responding to the BCMT's direction regarding decisions affecting the site, where appropriate. The BCMT must be notified in any of the following circumstances:

- Potential interruption of business operations exceeding four hours;
- Probable relocation of any business unit operation;
- Any threat to AHDB's operations (examples include severe weather conditions or bomb threats);
- Any actual or potential loss of life situations.

4.3 Mobilisation and Assessment

The **Evacuation & Incident Controller** has the primary responsibility for contacting the first available member of the BCMT to make decisions on behalf of the site, where appropriate. The BC sponsor is authorised to declare a disaster and relocate a business operation from an existing site.

The BCMT team member notified of the incident by the **Evacuation & Incident Controller** takes responsibility for assembling the remaining members of the BCMT as appropriate to assess the situation, implement action plans and for keeping the Senior Executive Team (SET) informed.

4.4 Decision to Relocate Operations

The decision to relocate operations is made by the BC sponsor based upon the information reports and assessments received. It is always followed by a formal disaster declaration. Factors to consider in this decision include the following:

- Expected period of outage;
- Risk to business operations;
- Additional risk to business operations if the outage is unexpectedly extended;
- Employee issues and concerns.

4.5 Recover at Alternate Site

The process encompasses all activities associated with recovering critical operations at an alternate location. In general, these are the steps that are followed in this type of operation.

- Where possible, make arrangements to switch phone communications to an alternate site;
- If necessary, establish any travel arrangements (typically taxis or car sharing) to relocate staff;
- Review the resource priorities for the affected office or function as identified in the appendices to this document against the available information;
- Prepare the required workspaces based on the recovery solution for that location;
- Prepare computer and communication equipment as specified
- Recover IT applications and data from backup storage.

> **NOTE:** For AHDB it may be possible to relocate and restore IT within another AHDB building in Stoneleigh Park.

4.6 Restore at Original Site

The restoration at the original site focuses on re-establishing the environment, to the extent possible, to its condition prior to the disaster. Depending on the particulars of the disaster, this process can be as simple as restoring power or as complex as permanent relocation to new premises.

4.7 Emergency Procurement Policies and Procedures

These represent the employee policies and procedures that would be invoked in the event of a declared disaster at a Stoneleigh Park site.

- In general, the same purchasing policies and procedures that are in effect during normal operations would remain in effect during a disaster situation;
- Special purchases required to procure the necessary equipment and supplies for the business continuity effort will be authorised through the BCMT who will track such costs against potential insurance claims for increased costs of working.

5 DETAILED PROCEDURES

The following detailed procedures have been devised from best practice recovery documentation. The Business Continuity Management Team (BCMT) members will adhere to the following checklists, as per their role. In order to simplify the process of selecting the appropriate checklist, the following table references all of the subsequent checklists against the BCMT roles.

Role	Immediate Response (Up to 60 minutes)	Recovery (Over 60 minutes)
Business Continuity Manager	Ken Boyns *(Pg24)*	Ken Boyns *(Pg25)*
Business Continuity Co-ordinator		
Public Relations Officer		Guy Attenborough *(Pg28)*
Evacuation & Incident Controller	Andrew Holt *(Pg23)*	
Damage Assessment & Repair Co-ordinator		Andrew Holt *(Pg29)*
Employee Relations Officer		Tracey Cooke *(Pg31)*
Disaster Recovery Officer		Mick Brown *(Pg36)*
Contracts & Insurance Co-ordinator		Judith Hemming *(Pg27)*
Legal And Regulatory Compliance Co-ordinator		Chris Goodwin *(Pg33)*
Reconstruction Co-ordinator		Andrew Holt *(Pg35)*

Proposed Emergency Operations Centre (EOC) Location

Stoneleigh Park Buildings

DETAILED PROCEDURES 5

5.1 Immediate Response Procedures

A Holt/S Mooney (Evacuation & Incident Controller – Immediate Response)

Task	Action	Time actioned
1	Review situation and determine emergency action.	
	The following assumes that the emergency is a major incident, which requires evacuation of one or all of the Stoneleigh Park premises. If the emergency is simply a failure of electrical or gas supply, the relevant authority should be contacted.	
2	Ensure fire alarm is ringing.	
3	**DECLARE EMERGENCY** and ensure **Emergency Services** have been contacted.	
4	Authorise closure of workplace.	
	EVACUATE PREMISES In the event of an emergency that involves physical danger (e.g. fire or explosion) the **Fire Marshals** first ensures that all staff and visitors are safely evacuated from the premises and summons emergency services as appropriate.	
4	Ensure all staff, contractors and visitors are accounted for and are refrained from re-entering the building.	
5	Dispatch **FIRST AIDERS** (if required).	
6	Determine emergency response priorities.	
7	Make yourself known to the **Emergency Services.**	
8	Co-ordinate AHDB's ongoing response activities – i.e. seal off the building.	
9	**INFORM** the Business Continuity Management Team.	
10	Ensure company response is co-ordinated with outside agencies (Emergency Services, etc).	
11	Check building for people and hazards.	
12	Warn people of hazards – highlight unsafe areas.	
13	Maintain disaster operation log.	
14	Plan for transition to recovery operations as emergency stabilises.	
15	Highlight emergency area to prevent unauthorised access and possible loss/disturbance of vital evidence.	
16	Assume role of **Damage Assessment & Repair Co-ordinator.**	

DETAILED PROCEDURES

K Boyns/S Skate (Business Continuity Manager – Immediate Response)

Task	Action	Time actioned
1	Support the **Evacuation & Incident Controller**, over decisions to invoke recovery plans.	
2	Ensure that all emergency response procedures have been implemented.	
3	Activate recovery procedures.	
4	Identify BC Management Team members required to handle incident.	
5	Notify the BC Management team of the nature and scope of the incident based on the best information available at the time.	
6	Ensure all emergency response procedures are being followed.	
7	Conduct preliminary assessment on the status of the emergency response activities.	

5.2 Recovery Procedures

K Boyns/S Skate (Business Continuity Manager – Recovery)

Task	Action	Time actioned
1	Activate recovery elements.	
2	Where the incident has affected IT resources, mobilise IT staff / IT Strategic Partner to make backup data available, and begin to assess IT equipment requirements.	
3	Notify Facilities Department.	
4	Notify PR & Media Communications Team: ▪ Describe what, how, and when ▪ Update status on injuries	
5	Notify Personnel ▪ If injuries or deaths, request that they liase with civil authorities to confirm next of kin notifications.	
6	Provide briefings to SET on development of the incident and recovery in order that they can define strategy to include recovery priorities.	
7	Notify insurance broker.	
8	Initiate recovery operations (if necessary).	
9	**DEVELOP CONSOLIDATED ACTION PLAN**	
10	**ESTABLISH THE EMERGENCY OPERATIONS CENTRE (EOC)**	
11	Ensure adequate furniture and telephones.	
12	Create the following management / control mechanisms ▪ Information Status Display ▪ General Message Display ▪ Personnel Location Display	
13	Ensure access to appropriate number of telephones.	
14	Assign specific phone numbers for incoming calls.	
15	Make any necessary travel arrangements.	
16	Maintain status of functions that have been relocated.	
17	Maintain log of recovery activities.	
18	Ensure access to petty cash.	

Task	Action	Time actioned
19	Review purchasing procedures in light of likely needs.	
20	Identify cost centre for all disaster-related expenses.	
21	**DEVELOP RESPONSE & RECOVERY RECOMMENDATIONS**	
22	Review each divisions pre-planned recovery strategies: ▪ Areas affected by the disaster; ▪ Pre-planned recovery timing objectives; ▪ Availability of required resources; ▪ Any special timing circumstances (month-end, etc.); ▪ Any special business issues (unusual volume, etc.); ▪ Regulatory obligations; ▪ Salvageable equipment and supplies; ▪ Availability of equipment & supplies at alternate work site or off-site locations. ▪ Salvageable records required; and ▪ Records that require intensive reconstruction.	
23	Submit Recommendations and Resource Requirements to BC Management Team for incorporation into Consolidated Action Plan.	
24	**REVIEW & FINALISE CONSOLIDATED ACTION PLAN**	
25	Assess the practicality of staff working from home.	
26	As situation becomes stable, re-assess whether relocation is required.	
27	**PREPARE ALTERNATE WORK AREA (if required)**	
28	Review space and furniture requirements.	
29	Ensure Post Office is contacted to reroute mail.	
30	Establish refreshment requirements for: ▪ Staff engaged in recovery activities; ▪ Alternate work area locations; ▪ Media Briefing Centre; ▪ Emergency Operations Centre.	
31	Manage staff issues created by changed work patterns.	
32	Make arrangements for replacement equipment and supplies.	
33	Make arrangements for providing food and drink. (May be required to set up a "soup kitchen"). **POTABLE WATER** must be made available.	
34	Arrange for a meeting of Division Directors/Heads (within first 2 days) to discuss working and recovery arrangements.	

J Hemming/M Fogden (Insurance Co-ordinator – Recovery)

Task	Action	Time actioned
1	**COORDINATE INSURANCE RECOVERY**	
2	Initiate preliminary internal investigation into the causes of the emergency, including identifying key witnesses and interview them at the earliest opportunity.	
3	Notify insurers of loss and general liability claims.	
4	Co-ordinate any insurance concerns associated with contents and extra expense for: ▪ Damage assessment; ▪ Site and equipment salvage & restoration; ▪ Acquisition of alternate facilities; ▪ Actions taken to prevent or reduce additional damage.	
5	Meet with insurers representatives: ▪ Review applicable insurance coverage; ▪ Clarify reporting requirements and forms; ▪ Prepare an estimate of initial funds that are required; ▪ Obtain a commitment for funds availability; ▪ Discuss any site and equipment restoration restrictions and procedures; ▪ Determine if temporary insurance coverage is required.	
6	Re-assess related insurance issues and concerns: ▪ Applicable insurance coverage; ▪ Ability to collect information which may be required to prove the loss and file insurance claims; ▪ Any site and equipment restoration restrictions; ▪ Availability of advanced funds from insurers; ▪ Recommendations for temporary insurance coverage for alternate facilities and equipment.	
7	See page 9 No 2	

G Attenborough/A Farrell (Public Relations Officer– Recovery)

Task	Action	Time actioned
1	Report to the Emergency Operations Centre or BC Management Team.	
2	Acquire as much detail as possible regarding the event.	
3	**DEVELOP PUBLIC RELATIONS STRATEGY**	
4	Assemble a list of potential questions.	
5	Co-ordinate efforts with the designated AHDB spokesperson in the dissemination of information to the media. Develop **Public Statements** for distribution to key stakeholders, the media and AHDB. (See Appendix D)	
6	Review the statements with the BC Management Team.	
7	Select a Media Briefing Centre.	
8	Determine need for a technical expert.	
9	Contact the appropriate news desk editors.	
10	Provide each with a telephone number and contact details.	
11	Produce "media kits" containing the following information for distribution: ▪ Location of event; ▪ General description of event; ▪ Presence or absence of injuries; ▪ Date Business Continuity Plan first created; ▪ Date of the last plan exercise; ▪ Corrective measures being taken; ▪ Description of impacts.	
12	Distribute standard responses to employees.	
13	Contact key stakeholders with statement.	
14	Provide each stakeholder with a telephone number and contact details.	
15	Maintain communication with the BC Management Team throughout the period of the incident and issue updated statements/briefings to media and stakeholders appropriate to the event.	

A Holt/S Mooney (Damage Assessment & Repair Co-ordinator – Recovery)

Task	Action	Time actioned
1	Organise an area near the Emergency Operations Centre or the facility.	
2	Participate in the activation meeting conducted by the BC Management Team. Acquire as much detail as possible regarding the incident.	
3	From the incident box obtain the following: ▪ Facility blueprints; ▪ Hard hats; ▪ Torches; ▪ Camera/camcorder; ▪ Telephones; ▪ Voice-recorder; ▪ Protective outer gear or clothing.	
4	Establish contact with local authorities to co-ordinate.	
5	Obtain authorisation to enter the facility.	
6	When authorisation to enter the affected facility is received, brief the BC Management Team and all assessment personnel on any restrictions or time limits that have been imposed.	
7	Establish any restrictions or time limits on facility entry.	
8	Conduct damage assessment using the checklist in Appendix C.	
9	Determine an estimated time to reconstruct the facility.	
10	Co-ordinate efforts for affected departments to obtain access for recovery efforts.	
11	Ensure adequate sanitation/services are available.	
12	Verify identification of persons entering the facility.	
13	Control the number of personnel at any one time.	
14	Provide instructions for handling of departmental data: ▪ Personal Computers and Servers must not be turned on; ▪ Work in process, manuals, etc. must be checked but not removed; ▪ Ensure that all items removed from the facility are logged by security.	
15	Obtain Documented Assessment Results.	
16	Identify Salvage Priorities.	
17	Determine scope of emergency repairs.	

Task	Action	Time actioned
18	Draw up materials lists and quantities.	
19	Determine contractor support.	
20	Organise work crews, ensuring they are advised of hazardous areas.	
21	Co-ordinate procurement.	
22	Check progress of emergency repairs.	
23	Maintain log of activities and expenses.	
24	Arrange for waste disposal.	
25	If appropriate, contact appropriate property agents and notify them of the potential need for acquisition of alternate commercial facilities. Acquire information regarding: ▪ Buildings which may be available within five (5) miles of the current facility; ▪ Total floor space available per building; ▪ Anticipated lease terms and square footage costs.	
26	Review lease(s) and make recommendations to BC Management Team regarding the suitability of property. Any related agreements must be reviewed and signed by the Finance Director, who is responsible for acquiring any approval from stakeholders i.e. DEFRA..	
27	Once commercial space is available, design a layout of the new site to accommodate equipment, furniture and personnel: ▪ Determine furniture and workstation requests. Contact external suppliers to obtain required furniture and equipment; ▪ Colour code new floor plan to indicate where boxes, furniture, and equipment are to be placed; ▪ Post colour-coded floor plan to facilitate use by personnel and movers.	
28	**COORDINATE RETRIEVAL OF MATERIALS FROM OFF-SITE STORAGE**	
29	Contact off-site storage location and request that storage boxes be prepared for shipment	
30	Co-ordinate distribution of storage boxes to affected departments.	
31	Assume role of **Reconstruction Co-ordinator.**	
32	Provide security for company personnel, facilities, records and other resources.	
33	Consider security requirements for: ▪ Sensitive information; ▪ Cash locations/collection; ▪ Data processing areas; ▪ Emergency management locations; and ▪ Executive and other personnel protection.	

DETAILED PROCEDURES

5

Task	Action	Time actioned
34	Contact security provider for extra support or employee/volunteer personnel.	

T Cooke/A Kambo (Employee Relations Officer– Recovery)

Task	Action	Time actioned
1	**ADDRESS EMPLOYEE RELATIONS**	
2	Determine acceptable responses to questions from families of injured employees.	
3	Provide an accurate accounting of: ▪ Total number of persons - fatally injured; ▪ Total number of persons - seriously injured; ▪ Names of affected people, if available; ▪ Suspected cause of disaster; ▪ Type of injuries sustained; ▪ Current disposition of the injured; ▪ Current status of family notifications.	
4	Activate the Employee Communications Plan: **During working hours**: ▪ Notify all offices of the contact number to be called by personnel with concerns regarding the disaster-affected location or personnel involved in the disaster; ▪ Instruct all non-essential personnel to return home and to await further advice either from Personnel or from their Office / Departmental Manager; ▪ Instruct all essential personnel (i.e. those required to establish the alternate operating environment) to report to the Emergency Operations Centre or to an alternate location according to the scenario, to await further instruction; ▪ Instruct all employees not to speak to the press or other outside parties regarding the incident in any way. **Out of hours** ▪ Using applicable contact list, notify all employees of the disaster event and provide instructions to employees; ▪ Instruct all employees not to speak to the press or other outside parties regarding the incident in any way.	
5	Assign one staff member as the Employee Assistance Co-ordinator to assist dependants of injured employees. Provide the following: ▪ Telephone numbers for contacting other dept managers; ▪ Acceptable response to questions from families of injured employees; ▪ Co-ordinate next of kin notification and other corporate responsibilities toward affected persons.	
6	Using confidential personnel records acquire: ▪ Name of emergency contact; ▪ Relationship of contact; ▪ Beneficiary and benefits information; ▪ Name of immediate supervisor.	
7	Co-ordinate employee next-of-kin notification.	

DETAILED PROCEDURES

5

Task	Action	Time actioned
8	Co-ordinate employer notification for any visitors who were affected.	
9	Obtain a copy of any revised employee work locations, work assignments, or work schedules.	
10	Determine additional staffing needs for affected departments.	
11	Establish shift patterns.	
12	Determine availability of any spare personnel.	
13	Determine positions that must be filled because employees cannot return to work.	
14	Ensure that rotation of personnel, required to work extended hours to effect recovery, occurs.	
15	Advise of any potential employee relations exposures resulting from the disaster or Business Continuity strategies.	
16	Make recommendations for any temporary changes in personnel policies such as: ▪ Dependent care and support; ▪ Employee direct and indirect expenses; ▪ Deferment of holidays, reviews, appraisals, etc.	
17	Co-ordinate on possible compensation/rewards to employees contributing to the recovery.	

C Goodwin/C Perry (Legal & Regulatory Compliance Co-ordinator – Recovery)

Task	Action	Time actioned
1	Report to the Emergency Operations Centre as directed during the alert.	
2	Participate in the activation meeting conducted by the BC Management Team. Acquire as much detail as possible about the incident.	
3	**DEVELOP LEGAL/REGULATORY SUPPORT STRATEGY**	
4	Utilise the **EXTERNAL CONTACTS LISTING** to notify key stakeholders who may be impacted by the event occurrence. See appendix ? Guy to provide	
5	Provide the following information to the aforementioned groups: ▪ Overview of the incident; ▪ Recovery strategies; ▪ Anticipated changes to daily operations; ▪ Periodic updates.	
6	Consider the need for outside counsel.	
7	Review the status of contractual commitments to clients.	
8	Review the status of current contractual negotiations.	
9	Review the status of current litigation.	
10	Review the status of contractual commitments of suppliers.	
11	Review the status of regulatory compliance	
12	Review the status of filing requirements.	
13	Review the status of employee-related issues: ▪ Safety and insurance claims; ▪ Possible litigation resulting from injury or death; ▪ Personnel management (e.g., maintaining performance standards); ▪ Compensation for trauma.	
14	Possible injury of visitors to the facility resulting in litigation: ▪ Suppliers; ▪ Customers; ▪ Consultants.	
15	Interface with Public Relations and the BC Management Team regarding "public relation" type activities, providing advice and counsel during the crisis situation.	
16	Review new contracts acquired as a result of the event occurrence before they are approved to ensure the best interests of AHDB are being met.	
17	Examine any process changes made by the departments during the recovery effort to mitigate AHDB's liability.	
18	In co-ordination with Facilities, finalise terms of alternate space acquisition for affected business departments. Consider the following:	

Task	Action	Time actioned
	▪ Obligation; ▪ Term and ability to extend; ▪ Facility modification guidelines and restrictions; ▪ Potential liabilities.	

A Holt/C Perry (Reconstruction Co-ordinator– Recovery)

Task	Action	Time actioned
1	Develop a preliminary high level Site Restoration Consolidated Action Plan, which must include: ▪ Objectives and Strategy Overview; ▪ Estimated time line; ▪ Status summary of current salvage and repair efforts.	
2	Meet with the IT and Communications Team to review the preliminary site restoration plan: ▪ Present status on the extent of computer equipment and communication facilities damage; ▪ Present status of current emergency salvage and repair efforts; ▪ Present recommendations on the overall replacement or repair of equipment and facilities; ▪ Provide estimates of when equipment and facilities can be repaired or replaced.	
3	Work with the BC Management Team on any insurance related issues.	
4	Keep the BC Management Team appraised of the status on all facility, equipment and construction activities, including equipment salvage activities.	
5	Be prepared to meet with the IT and Communications Team and other senior management to provide status reports and recommendations on repair and re-equipping activities.	
6	Participate in an advisory role in the activation of the repaired premises.	

DETAILED PROCEDURES

M Brown/J Summerfield (IT Disaster Recovery Officer – Recovery)

Task	Action	Time actioned
1	Report to the Emergency Operations Centre as directed during the alert.	
2	Participate in the activation meeting conducted by the BC Management Team. Acquire as much detail as possible about the incident.	
3	Determine status of systems and computing environment.	
4	Determine status of telephones.	
5	Allocate mobile phones (if available).	
6	Contact Disaster Recovery Supplier.	
7	Initiate IT Disaster Recovery Plan (*when completed*).	
8	Maintain communication with the BC Management Team throughout the period of the incident and issue updated statements and media briefings appropriate to the event.	

6 RECOVERY REQUIREMENTS

The following data was collected as part of the initial preparation of AHDB's Business Continuity Plan. It provides a guide to the recovery requirements for AHDB's divisions over the days that follow an emergency that leads to denial of access to current resources. It should be noted that specific long-term requirements would need to be assessed as part of the recovery process. The following tables only identify the minimum requirements for continued operations on a short-term basis.

Criticality Ratings:

1 None

2 Minor

3 Moderate

4 Severe

5 Catastrophic

6.1 Divisional Recovery Requirements

AHDB Stoneleigh Park					
Divisions	Item	Criticality	Recovery Objective		
			1 day	2 – 5 days	5+ days
BPEX DairyCo EBLEX HDC HGCA Potato Council MLCSL Staff required during recovery: 3 from each = **21**	PC/laptop	5	✓		
	Printer	1		✓	
	Telephone	5	✓		
	Voicemail	2			✓
	Fax Services	1			✓
	Photocopier	2			✓
	Workspace	1			✓
	Email	5	✓		
	Internet	1			✓
	AHDB Intranet	1			✓
	Remote Dial Up	5	✓		
	Local Area Network	4		✓	
	Microsoft Office	4	✓		
	Specific application	1			✓

RECOVERY REQUIREMENTS

6

AHDB Stoneleigh Park					
Division	Item	Criticality	Recovery Objective		
			1 day	2 – 5 days	5+ days
<u>Corporate</u> <u>Communications</u> Staff required during recovery: **1**	PC/laptop	5	✓		
	Printer	4		✓	
	Telephone	5	✓		
	Voicemail	3		✓	
	Fax Services	1			✓
	Photocopier	4		✓	
	Workspace	2			✓
	Email	5	✓		
	Internet	3		✓	
	AHDB Intranet	2			✓
	Remote Dial Up	5	✓		
	Local Area Network	4		✓	
	Microsoft Office	5	✓		
	Specific application	1			✓

AHDB Stoneleigh Park					
Division	Item	Criticality	Recovery Objective		
			1 day	2 – 5 days	5+ days
<u>Market Intelligence</u> Staff required during recovery: **4**	PC/laptop	5	✓		
	Printer	4	✓		
	Telephone	5	✓		
	Voicemail	3		✓	
	Fax Services	2	✓		
	Photocopier	4		✓	
	Workspace	3		✓	
	Email	5	✓		
	Internet	2			✓
	AHDB Intranet	2			✓
	Remote Dial Up	5	✓		
	Local Area Network	4		✓	
	Microsoft Office	4	✓		
	Specific application	1			✓

RECOVERY REQUIREMENTS

6

AHDB Stoneleigh Park					
Division	Item	Criticality	Recovery Objective		
			1 day	2 – 5 days	5+ days
CEO & Secretariat Staff required during recovery: **1**	PC/laptop	4		✓	
	Printer	4		✓	
	Telephone	5	✓		
	Voicemail	3		✓	
	Fax Services	4		✓	
	Photocopier	4		✓	
	Workspace	4		✓	
	Email	3		✓	
	Internet	2			✓
	AHDB Intranet	2			✓
	Remote Dial Up	2			✓
	Local Area Network	4		✓	
	Microsoft Office	4		✓	
	Specific application	4			✓

AHDB Stoneleigh Park					
Division	Item	Criticality	Recovery Objective		
			1 day	2 – 5 days	5+ days
Finance and Business Services Staff required during recovery: **3**	PC/laptop	4		✓	
	Printer	4		✓	
	Telephone	5	✓		
	Voicemail	2			✓
	Fax Services	2			✓
	Photocopier	4		✓	
	Workspace	4		✓	
	Email	4		✓	
	Internet	1			✓
	AHDB Intranet	1			✓
	Remote Dial Up	2			✓
	Local Area Network	4		✓	
	Microsoft Office	4		✓	
	Specific application	4		✓	

RECOVERY REQUIREMENTS

6

AHDB Stoneleigh Park					
Division	Item	Criticality	Recovery Objective		
			1 day	2 – 5 days	5+ days
HR and Corporate Services Staff required during recovery: **3**	PC/laptop	4		✓	
	Printer	4		✓	
	Telephone	5	✓		
	Voicemail	2			✓
	Fax Services	2			✓
	Photocopier	4		✓	
	Workspace	4		✓	
	Email	4		✓	
	Internet	1			✓
	AHDB Intranet	1			✓
	Remote Dial Up	2			✓
	Local Area Network	4		✓	
	Microsoft Office	4		✓	
	Specific application	4		✓	

6.2 Summary of critical recovery staff requirements

The following table is complete as of (date).

Required Item	Comment	Average Criticality	Recovery Objective		
			1 day	2 – 5 days	5+ days
PC/laptop	Dependent on existing set up	5	26	7	0
Printer	Number requiring access	4	4	29	1
Telephone	Line capacity	5	33	0	0
Voicemail	Number requiring access (Min. of 1)	3	0	6	27
Fax Services	Number requiring access (Min. of 1)	3	4	1	28
Photocopier	Number requiring access (Min. of 1)	3	0	12	21
Workspace	Desk locations	2	0	12	22
Email	Via network or laptop set up	4	26	7	0
Internet	Via network or laptop set up	3	0	1	32
AHDB Intranet	Via network or laptop set up	3	0	0	33
Remote Dial Up	Laptop users only	4	26	0	7
Local Area Network	Via network or laptop set up	4	0	33	0
Microsoft Office	Via PC or laptop set up	4	26	7	0
Specific application	Dependent on application	2	0	6	27

Assumption: Management will endeavour to return the business to operational status within 7 working days, with all pre-disaster facilities recovered using requirements determined by Divisional Directors.

6.3 Critical Operational Functions

The following table details the criticality ratings and associated recovery priorities for each AHDB Division, based on analysis of the BIA responses. The criticality ratings are based on the impact the area has on the continued functioning of AHDB and the likelihood of litigation.

Function	Criticality	Litigation	Recovery Objective (*days*)	Recovery Priority
Corporate Communications	4	Yes	2	1
Market Intelligence	4	Yes	2	2
Finance	4	Yes	3	3
MLCSL	3	Yes	4	= 4
BPEX	3	No	4	= 4
EBLEX	3	No	4	= 4
DairyCo	3	No	4	= 4
HGCA	3	No	4	= 4
HDC	3	No	4	= 4
Potato Council	3	No	4	= 4
HRCS	3	No	5	11
Secretariat	2	No	5	12

39

Awaiting plan details from the ITC Manager

APPENDIX B
BUSINESS IMPACT ANALYSIS MATRIX

Risk Area	Description	Probability	Impact	Recommended Action	Owner/Date
Business Continuity Planning	Without sufficient business continuity planning recovery on key processes in the event of a serious interruption to business systems could be delayed.	2	5	Management should implement practices of regular review of disaster recovery plans together with carrying out a number of different mock exercises.	Ken Boyns
Systems failure	The risk of financial loss, reduced effectiveness and reputational damage as a result of system failure.	1	3	Management should consider developing appropriate IT disaster recovery plans, aimed at reducing system downtime.	IT Management
Water Damage	There is a general risk of water damage from burst pipes, leaking taps, and WC's within buildings.	2	3	Management should consider requesting cleaning and facilities staff to check for such events.	Facilities Management
Terrorist Attack	There is a risk of attack by animal rights activists.	2	5	Management should note and adhere to the guidelines and advice contained in Home Office advice on bombs and protecting people and property.	Senior ExecutiveTeam
Naturally Occurring Incident	There is a risk that access to AHDB premises and resources might be denied due to a naturally occurring incident or mishap outside AHDB premises.			It is almost impossible to predict or plan specifically for response to the wide variety of events that might fall into this category. The only practical solution is for management to monitor a developing situation linked to partial (or, if necessary, full) invocation of contingency arrangements.	Senior Executive Team
IT Disaster Recovery Planning	Without an adequate Disaster Recovery Plan, providing a recovery strategy for the resumption of critical business support services, there is an increased risk of financial loss and reduced operational effectiveness.	3	4	IT management should ensure that all recovery procedures are documented in detail in a formal DR Plan.	IT Management

Risk Area	Description	Probability	Impact	Recommended Action	Owner/Date
Dependence on Voice Communications	AHDB departments are very dependent on voice communications in order to conduct their operations, and as such there is an increased risk of reduced effectiveness should voice communications be effected during an incident.	3	5	Management should consider formalising a policy statement advocating the widespread use of mobile telephones, as this could be helpful in overcoming voice communication problems in the short term.	IT Management
Retention of key staff	Several departments operate with high levels of dependence upon the individual skills of specific individuals. Unforeseen loss of such individuals might lead to loss of confidence in the organisation by a funding body. This could seriously impact the ongoing viability of the association.			Where practical management should ensure that cross training is provided to ensure that a second individual is always aware of the central issues and priorities relating to a colleague's casework. It is important to provide continuity through a combination of succession planning and, possibly, crisis management to oversee an unforeseen loss in this area and to prevent serious damage to the organisation.	Senior ExecutiveTeam
Document Storage	The nature of AHDB's work results in large quantities of paper-based documentation. This could act as a catalyst to increase the scale and intensity of an outbreak of fire.	2	4	Management should reduce the risk through implementation of an Electronic Document and Records Management system/policy, a clear desk policy and filing of all documentation in closed cabinets.	Senior ExecutiveTeam
Document Theft	There is an increased risk of theft of critical documentation as all desks and cabinets are not locked.	2	3	Management should consider implementing a general office security policy aimed at raising the awareness of all AHDB staff.	Senior Executive Team
Asset Register	There is a need to maintain an up to date inventory of all equipment and resources used within the organisation,	2	3	Management should ensure a full inventory of equipment and resources used within the organisation is maintained, including office furniture, IT	Senior Executive Team

Risk Area	Description	Probability	Impact	Recommended Action	Owner/Date
	to avoid an increased risk of a delay in recovery to normal business status.			hardware and software, conference assets etc.	
Department Plans	Not all departments have plans in place to cover the event that a supplier or other business unit became unavailable. As such, there is a risk of additional delay in recovering business processes in the event of an incident.	4	3	Management should ensure that all departments develop appropriate plans.	Senior Executive Team
Alternative Suppliers	Not all departments have identified alternative sources of supply, increasing the risk of additional delay in recovering business processes in the event of an incident.	3	3	Management should ensure that all departments have identified appropriate alternative sources of supply.	Senior Executive Team
3rd Party Dependencies	There are critical dependencies on 3rd party information sources, which are required for continued operations. As such there is a risk of financial loss outside of the control of the AHDB, should a 3rd supplier go into liquidation or fail to uphold their contractual obligations.	1	4	Management should develop formal procedures for assessing the sustainable position of 3rd party suppliers.	Senior ExecutiveTeam
Cross training	There is no general rotation of staff with functions to allow all staff to gain experience of all tasks. As a result, there is an increased risk of a loss of critical business knowledge, should a member of staff fall ill or leave AHDB.	2	3	Management should consider implementing a succession policy.	Senior Executive Team
Kitchens	There are a number of kitchens located in the Stoneleigh Park premises, which pose a threat to the business, due to risks associated with using water and appliances.	2	4	Management should ensure that all appropriate steps are taken to minimise the risks associated with kitchens etc, in line with standard Health & Safety policies.	Senior Executive Team

Risk Area	Description	Probability	Impact	Recommended Action	Owner/Date
Fireproof cabinets	Critical documents are not always housed in fireproof cabinets, increasing the risk of a loss of critical data, leading to reduced operation effectiveness and ultimately financial loss.	2	4	Management should conduct a full review of procedures for maintaining critical documents. Consideration should be given to using an off-site document archiving company.	Senior Executive Team
Vandalism/Theft	Some years ago there were a number of incidents whereby other buildings on site have been broken into.	4	2	Management should take appropriate actions to minimise the opportunity of vandalism and theft, i.e. security patrols, alarms etc.	Senior Executive Team
Loss of critical files	As a result of there being no formal document management procedures, files could be lost whilst on loan to colleagues, or by being destroyed by staff in error. As such there is an increased risk of critical papers being lost.	2	4	Management should implement adequate document management procedures to ensure the protection of key documents.	Senior Executive Team
3rd Party Business Continuity Planning	As it is not a contractual requirement, there is a risk that not all 3rd party suppliers have valid/tested business continuity plans, increasing the likelihood of business disruption should a 3rd party vendor suffer the effects of a major incident.	3	3	All material vendors and providers should be required to prove that they have made appropriate/ adequate steps to maintain their own valid/tested business continuity plans.	Senior Executive Team
BCP Sponsorship	AHDB has not appointed a board-level sponsor for BCP, nor established a strategy to address BCP issues from both an organisational and technical perspective. Without senior management support there is a risk that the level of importance of adequate continuity planning is diluted.			Management should demonstrate a commitment to the organisation's BCP by officially appointing a senior management sponsor, adequate program funding, and periodic internal and external reviews of the BCP.	Senior Executive Team

Risk Area	Description	Probability	Impact	Recommended Action	Owner/Date
Backup Procedures	IT Department maintains a standard set of backup procedures for all applications used within the organisation. However, the procedures require revision. Without a full set of backup procedures for all applications, not just critical, there is an increased risk of a delay in recovery.	2	3	Management should request that new procedures are documented and maintained in a secure, though accessible location. A schedule should exist to test backup tapes on a regular basis, and results of restores should be recorded.	IT Management
Backup Storage	There is a risk of some of the daily system backup tapes being destroyed, as a result of some of them being stored on site.	2	4	Daily backup tapes should be stored securely off-site.	IT Management
Documented Payroll Processes	Payroll processes are not formally documented, increasing the risk of a delay in payroll processing should the Payroll Administrator be absent.	2	3	AHDB should ensure that all payroll processes, incorporating the new payroll application, have been formally documented in a procedures manual.	Human Resources
Scope of H&S Review	The Health & Safety review does not claim to have identified all potential hazards. As such, there is an increased risk that not all potential hazards have been acknowledged.	3	2	Management should ensure that the resident H&S Officer conducts a more regular and in depth review.	H&S Committee
Health & Safety Training	Health & Safety officer training needs to be up to date with current regulations.	2	2	Management must ensure that all Health & Safety representatives receive refresher training.	H&S Committee

Risk Area	Description	Probability	Impact	Recommended Action	Owner/Date
Lone Working	Contractors might work alone on the premises, in plant rooms for instance, increasing the risk of injury.	2	3	Suitable procedures or checks should therefore be implemented to cater for this situation.	H&S Committee
Fire Doors	Fire doors should not be propped open, increasing the risk and impact of spreading fire.	2	4	Management should ensure that all fire doors are either kept closed or auto-release mechanisms are working with appropriate signs posted on the doors.	H&S Committee

Checklist	Circle as appropriate			Comments: For equipment damage, note if it is recoverable or replaceable
Personnel Status				
− Site evacuated?	Yes	Unknown	No	
− All employees accounted for	Yes	Unknown	#	
− Injuries	None	Unknown	#	
− Deaths	None	Unknown	#	
− Fire Service on site?	Yes	Unknown	No	
− Ambulance on site?	Yes	Unknown	No	
− Police on site?	Yes	Unknown	No	
Facility:				
− Accessible into/within	OK	Unknown	Down	
− Visible structural damage: internal	OK	Unknown	Down	
− Visible: structural damage: external	OK	Unknown	Down	
− Security systems	OK	Unknown	Down	
− Air conditioning / ventilation systems	OK	Unknown	Down	
− Lifts	OK	Unknown	Down	
− Emergency lighting on (if available)	OK	Unknown	Down	
− Water supply - public	OK	Unknown	Down	
Power				
− Utility	OK	Unknown	Down	
− UPS	OK	Unknown	Down	
− Generator	OK	Unknown	Down	
− Fuel supply	OK	Unknown	Down	
− Availability of additional fuel	OK	Unknown	Down	
Communications				
− Cellular availability	OK	Unknown	Down	
− PABX availability	OK	Unknown	Down	
− ACD availability	OK	Unknown	Down	
− LAN availability	OK	Unknown	Down	
− Data communication	OK	Unknown	Down	
Network Room				
− Equipment	OK	Unknown	Down	
Work Area Equipment				
− PCs	None	Unknown	#	
− Copiers	None	Unknown	#	
− Fax machines	None	Unknown	#	
− Telephones	None	Unknown	#	

# indicates the need for a number.

Overall Assessment: (Should include the ability to use the existing facility and equipment; time to replace or repair damage; ability to recover vital records stored onsite; and the feasibility of continuing operations in the existing location.)

_____

_____

_____

_____

_____

_____

_____

_____

_____

Team Recommendations: (Should include a decision to stay at the current location; to hold until further notice; to alert the alternate worksite; or to relocate operations as well as other related action steps.)

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

Sample Communication Scripts

Please note that all external communications must be co-ordinated through the Press Office. Employees on-site are advised not to make any statements to the media.

The following script outlines can be modified as an external media release or an internal employee communication, as appropriate.

Sample Script Outlines

The Agriculture and Horticulture Development Board Office is temporarily closed due to damage resulting from (reason). The damage affected (the first, the second, all) floors of the facility. At this time, the cause is (unknown or brief description based on what is known).

We would like to thank the (appropriate civil authorities, fire service, etc.) for their quick response to the situation.

Currently, the management co-ordination has been relocated to (location). The phone number is (number). Employees will be contacted by their management team or can obtain up-to-date information about their assignments by calling AHDB on _____. In the meantime, employees should not report to work. (Please wait at home to be contacted with further details.)

We will provide our next status at (time, location).

OR

The Agriculture and Horticulture Development Board has sustained damage from (an explosion, a fire, a flood, etc.). No employees were involved and the source of the incident (explosion, fire, flood, etc.) is under investigation.

For security reasons, we have been requested to make no further comment at this time.

Following a standard procedure, put in place some time ago, key (or all) employees have been temporarily moved to (address and phone/fax #) and business will commence as usual from (time/date). While we will endeavour to continue normal operations, we would ask our clients to bear with any minor delays in responding. Our aim is to run a seamless operation from our temporary base.

Further information will be announced as soon as possible.

Other comments to consider, if appropriate:

- Ask employees to call into a central number, if local management has not yet accounted for all individuals and visitors at the site.
- Acknowledge any impact on the community.
- Acknowledge AHDB's safety record. Example: "The Agriculture and Horticulture Development Board has a well-established safety and security programme. A thorough investigation will be launched to understand what happened.
- Acknowledge any acts of heroism by employees or rescuers.

APPENDIX E
RECOVERY PERSONNEL LOCATION SHEET

E

PURPOSE:	Maintains centralised tracking of all movement / relocation of the Agriculture and Horticulture Development Board personnel.
PROCEDURE:	Make copies of this form and complete <u>after</u> Plan Activation. Complete this form indicating the work location of recovery personnel. Continue to update the information throughout each day during the recovery operation. As updates are made, send a new copy to the Emergency Operations Centre for their use in maintaining the recovery operation Personnel Location Control Forms.
LOCATION ASSIGNMENT CODE:	A = Stationed at the Emergency Operations Centre B = Prepare to report to alternate site C = Report to disaster site to assist with salvage efforts D = Stay home until further notice

CONTACT NAME	STATUS	LOC'N ASGN	PHONE NUMBER	WORK FROM	SCHEDULE TO

Copy	Name	Department	Location
1	Tom Taylor	CEO's Office	Stoneleigh Park
2	Chris Goodwin	Finance CS	Stoneleigh Park
3	Mick Brown	IT & Communications	Stoneleigh Park
4	Tracey Cooke	HR	Stoneleigh Park
5	Stuart Skate	Accommodation Project Manager	Stoneleigh Park
6	Guy Attenborough	Corporate Communications	Stoneleigh Park
7	Andrew Holt	Facilities	Stoneleigh Park
8	Rob Clayton	Potato Council	Stoneleigh Park
9	Bill Parker	HDC	Stoneleigh Park
10	Mick Sloyan	BPEX	Stoneleigh Park
11	Ken Boyns	Market Intelligence	Stoneleigh Park
12	Ian Crute	Chief Scientists Office	Stoneleigh Park
13	Nick Allen	EBLEX	Stoneleigh Park
14	Duncan Pullar	DairyCo	Stoneleigh Park
15	Rebecca Geraghty	HGCA	Stoneleigh Park
16	Ellie King	Internal Communications	Stoneleigh Park
17	Sharon Mooney	Facilities	Stoneleigh Park
18	Chris Perry	Finance	Stoneleigh Park
19	Judith Hemming	Procurement	Stoneleigh Park
20	Michael Fogden	Legal	Stoneleigh Park
21	Laurain Wood	Market Intelligence	Stoneleigh Park
22	Christine Standley	HGCA	Stoneleigh Park
23	Anna Farrell	HGCA	Stoneleigh Park
24	Jack Summerfield	IT & Communications	Stoneleigh Park
25	John Messenger	MLCSL	Stoneleigh Park

This form should be completed when the composition of the BCMT has been finalised

**Sign off authorisation sheet for
the Agriculture and Horticulture Development Board Continuity Plan**

I certify that I have reviewed the Business Continuity Plan for the Agriculture and Horticulture Development Board with particular reference to the procedures that directly relate to recovering resources/locations and functions for which AHDB deem critical to continued operations. The review included the following:

1. Business Impact Analysis - Re-verification of the functions that must be restored within the recovery period, intervals assigned to those functions, and the quantified and qualified impacts provided.
2. Testing Results Documentation - Review of all tests conducted and confirmation that all the necessary changes to the plan have been made or an action plan developed.
3. Prevention and Mitigation - Verify that all identified risks have been addressed or that current plans to address them are on schedule and appropriate.
4. Plan Assumptions and Limitations - review of the plan assumptions to assure accuracy in light of current information and a review of the limitation disclosed in the plan.

I further certify that, in my opinion, all critical functions that are performed at AHDB can be recovered through the application of procedures detailed in the plan.

_____   Date _____
Business Continuity Sponsor

_____   Date _____
Business Continuity Manager

The following is a list of key suppliers, which may need to be called upon during recovery from a disaster.

Name	Address	Contact	Telephone
Salvage Contractor:			
Building Agent:			
Office Equipment:			
Kitchen Equipment:			
Air Conditioning/Heating Engineer:			
Security Contractors:			
Building Contractors:			
Loss Adjusters:			
Recruitment Agency:			
Pension Scheme Solicitors:			
Electricity Supplier:			
Generator Hire:			
Contract Electrician:			

Name	Address	Contact	Telephone
Alternative Heating Supplier:			
Water Supplier:			
Bulk Tanker Supplier:			
Telephone Suppliers:			
Core Software Supplier:			
Hardware Suppliers:			
Networking Support Supplier:			
Networking Products Supplier:			
Central Telephones Supplier:			
Car Hire:			
Printing:			
It is noted that suitable alternative suppliers could be sourced locally through a local business directory, such as the Yellow Pages or Thompson Directory.			

There is a requirement to maintain at least two separate incident kits, one held onsite with the **Evacuation & Incident Controller,** and the other held offsite at the Emergency Operations Centre.

The incident kits should comprise of:

- A copy of AHDB's Business Continuity Plan
- A copy of the site plans
- A torch
- Coloured tape
- A High Viz jacket
- A First Aid manual
- An incident log
- Alarm silencing procedures
- Procedures for turning off electrical and gas services
- A copy of the Yellow Pages or Thompson Directory
- Laptop

All Staff – Fire Procedures

(For use at Stoneleigh Park)

If you discover a fire:

- Immediately operate the nearest fire alarm call point.
- If possible, inform a Fire Marshal who will, if appropriate, attack the fire, using the appliance provided, but without taking personal risks.

On hearing the fire alarm:

- Leave the building and report to the person in charge of your department/section's assembly point.
- Use the nearest available exit.
- **DO NOT** stop to collect personal belongings.
- **DO NOT** stop to switch off equipment.
- Close all doors and windows (if possible) on leaving the building without taking personal risks.
- All visitors attending meetings are to be escorted to an assembly point by the person they are visiting.
- **DO NOT** try to return to your office for any reason if you are not in there when the alarm goes off.
- **DO NOT** re-enter the building until instructed to do so by your Fire Marshal.
- **DO NOT** contact switchboard.
- Make yourself aware of any special specific instructions for the area you are in.

DO NOT PANIC

NOTE: Whenever the fire alarm rings, you must leave the building immediately, day or night.