CAPITA

Business Continuity Plan

Part B
Emergency Response Plan

Document and Information Services

Darlington
Faverdale Industrial Estate, Darlington, DL3 0UR, DL3 0PS, DL3 0QN

V8.1 – February 2016
CONFIDENTIAL

Contents

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1. Incident Response – Bombs/Hazards

For actions in the event of:

> A suspect **package** being found go to <u>next page</u>

> A suspicious **substance/white powder** being found go to <u>Page 3</u>

> A **telephoned** bomb threat being made go to <u>Page 4</u>

> A **shooting** incident, go to <u>Page 5</u>

> A **power** outage, go to <u>Page 6</u>

> Any event that requires an **evacuation** go to <u>Page 7</u> for management evacuation/immediate response guidance

1.1   ACTIONS IN THE EVENT OF SUSPECT PACKAGE/ITEM FIND

Where a device is suspected outside the premises:

If it has become clear that there is a suspect/actual vehicle borne (or other) device outside the building, move away from glazing, into rooms/stairwells well away from the vehicle/device and out of line of sight of the vehicle. Await instructions before leaving the building, but management will assess whether it is safer to take cover or to leave the building. The Police are likely to take control of this once on the scene and may evacuate staff to a location of their choosing. **If the decision is to evacuate, go to the <u>Evacuation</u> section below.**

Where a device is suspected on the premises:

<u>Avoid unnecessary handling and scanning/X-raying:</u>
- If you are holding the item, put it down on a **cleared flat surface**
- Contact the Police on 999 immediately – **they will want to know a lot of detail**
- Advise nearby staff to inform security staff/managers so that they can manage the situation, make decisions about evacuation etc.
- Keep it separate so it is easily identifiable ☐   **Do not move it**, even to scan or X-ray it

- Do not use mobile phones or two-way radios in the cleared area or within fifteen metres of the suspect package

Move away immediately:
- Clear immediate area and each adjacent room, including rooms above **and** below
- Prevent others approaching or accessing the cleared areas – comms with the public may be required

Evacuation:
- **If assessed as safe to do so**, management must determine whether to evacuate staff to designated bomb evacuation area – using a route and exit that is away from the item
- If the item is outside, it _may_ be safer to stay indoors – well away from the item and any glazing
- When you hear the bomb alarm, PA system message **or** are instructed to do so by Marshalls, leave the building immediately using the nearest designated escape route
- **Do not return** to your desk for your belongings
- Do not try and use the lifts
- Follow the instructions issued by the PA system or Marshals. After reaching safety, go quickly to your agreed assembly point, shown below, using the route as directed
- Once at the assembly point, your Manager will tell you what to do next
- Team Leaders should try to make contact with absent staff in order to account for them and to advise them of the situation and whether they should return or not

1.2 ACTIONS UPON DISCOVERY OF SUSPICIOUS POWDERS OR SUBSTANCES

Avoid unnecessary handling and isolate staff:
- Do not blow into the package (e.g. to try and open an envelope)
- Move those directly affected away from the item
- **Keep them separate from those not involved**
- Isolate air-conditioning to minimise spread of any powder
- Doors and windows to the room should be closed
- **Ensure Police have been contacted** and are aware of the nature of the incident
- Advise nearby staff to move to rooms furthest away from the affected area – **do not evacuate until assessed as safe to do so (see next section)**
- Inform security staff/managers so that they can manage the situation
- Tell anyone who has been near the item not to touch eyes, nose or anywhere else on their body or clothing
- Reassure them that they are unlikely to feel any ill effects, and that medical aid is on its way
- If practical, and without contaminating others, they can dry wipe their hands etc. **but avoid using the mains water/drainage (to prevent onward contamination)**
- Close all remaining windows and doors on site
- Make a list of who might have been exposed to the material

Evacuation:
- It is not always advisable to evacuate the building as you may contaminate members of the public; the decision to do so must lie initially with site management, **but take advice from the emergency services**
- Ensure however, that you have removed all unaffected staff well away from the affected area
- It may now be possible to move affected staff from their room to an adjacent room, providing all other staff are clear. Ensure the rooms aircon is off, and doors/windows are closed
- The quicker the emergency services are called, the quicker they can advise and get to your site. You may be able to nominate a safe room now, but this may depend on the scenario at the time. The important things are to: o **keep EVERYONE away from the chemical/powder**
    - o **keep those that may be contaminated away from others (including the public), while ensuring that they too are safe**

1.3   ACTIONS FOR ANYONE RECEIVING A TELEPHONED BOMB THREAT

If you receive a bomb threat via telephone **don't panic and don't hang up**. Adopt the following procedure:

- **Record call if practical** - let the caller know who it is they have called and what town you are located in ▯
    Let the caller finish speaking without interruption
- **Write the message down exactly as given** and try to get it repeated
- If the caller is prepared to continue the conversation, encourage them to do so and try to ascertain (**WRITE DOWN, DO NOT RELY SOLELY ON RECORDING**):
    - Where the device is located – name of building, office etc.

    - What it looks like

    - What type of device – explosive, chemical etc.

    - What time it is set to go off

    - What will make it go off

    - When and how it was placed

    - Why is has been placed

    - Their name, contact details, address and number they are calling from

Listen for clues to the following:

- The caller's nationality, age and sex
- Any peculiarities of speech (slurred, accents, laughing etc.)
- Caller's location and background noise (traffic, voices, PA, machinery, etc.).

On completion of the call:

- Note the time and length of the call, the number the call was received on, and the number that called you
- Contact the site manager or another senior manager on-site immediately

CONTACT DETAILS – *Terry Cornish 07912975034 / Adrienne Beal 07860591777*

- Ensure everything has been written down and do not discuss the call with other staff – record details in Checklist where provided (there is one in the Capita BC Plan Template, Part B)
- Managers should consider whether there are other sites that should be informed (in the event that the call could have been routed through to another site (as part of a shared non geographic number)
- The police must now be called – 999 – they must <u>always</u> be called if a bomb threat is made. They will advise if they consider the call to be a hoax or if the evacuation procedure should be initiated
- The police may ask site staff to conduct the search for any devices
- The final decision to evacuate however lies with site management – when prompted, follow evacuation procedures as directed

1.4 ACTIONS IN THE EVENT OF A SHOOTING INCIDENT

<u>Immediate actions</u>

- Under **immediate GUN FIRE** – Take cover initially, but leave the area as soon as possible if safe to do so
- **Nearby GUN FIRE** - Leave the area immediately, if possible and it is safe to do so
- Leave your belongings behind and do not congregate at evacuation points

<u>Seek Cover</u>

COVER FROM VIEW examples	COVER FROM FIRE examples
Internal partition walls	Substantial brickwork or concrete
Curtains	Engine blocks of motor vehicles
Wooden fences	Base of large live trees
Car doors	Earth banks/hills/mounds

REMEMBER - out of sight does not always mean out of danger, especially if you are not in 'cover from gun fire'

IF YOU CAN'T ESCAPE A SAFE DISTANCE
- Consider locking yourself and others in a room or cupboard
- Barricade the door then stay away from it
- Try to choose a room where escape or further movement for you is possible
- Silence any sources of noise, such as mobile phones, that may give away your presence
- Move away from the door and remain quiet until told otherwise by appropriate authorities or if you need to move for safety reasons, such as a building fire

<u>Obtain details safely</u>

The more information that you can pass to police the better but <u>**NEVER**</u> risk your own safety or that of others to gain it. If it is safe to do so, consider the following:

Is it a firearms / weapons incident?	Moving in any particular direction?

Exact location of the incident.	Type of firearm -long-barrelled or handgun.
What else are they carrying?	Are they communicating with others?
Number and description of gunmen.	Number of casualties / people in the area.

Communication

- **POLICE** - contact them immediately by dialling 999 when safe to do so, giving them the information above
- Use all the **channels of communication** to inform staff, visitors, neighbouring premises etc of the danger

Stay safe

- Secure your immediate environment and other vulnerable areas where safe to do so
- Keep away from public areas, corridors and foyers

Armed Police

- Police may not be able to distinguish you from the gunmen, and so armed officers may point weapons at you
- They may have to treat the public firmly. Follow their instructions; keep hands in the air and in view
- Avoid quick movement towards the officers and also avoid pointing, screaming or shouting

1.5   ACTIONS IN THE EVENT OF A POWER OUTAGE

For use when essential electrical power services are lost but where **the building has not necessarily been evacuated. Please adjust accordingly.**

Electricity – response to power outage
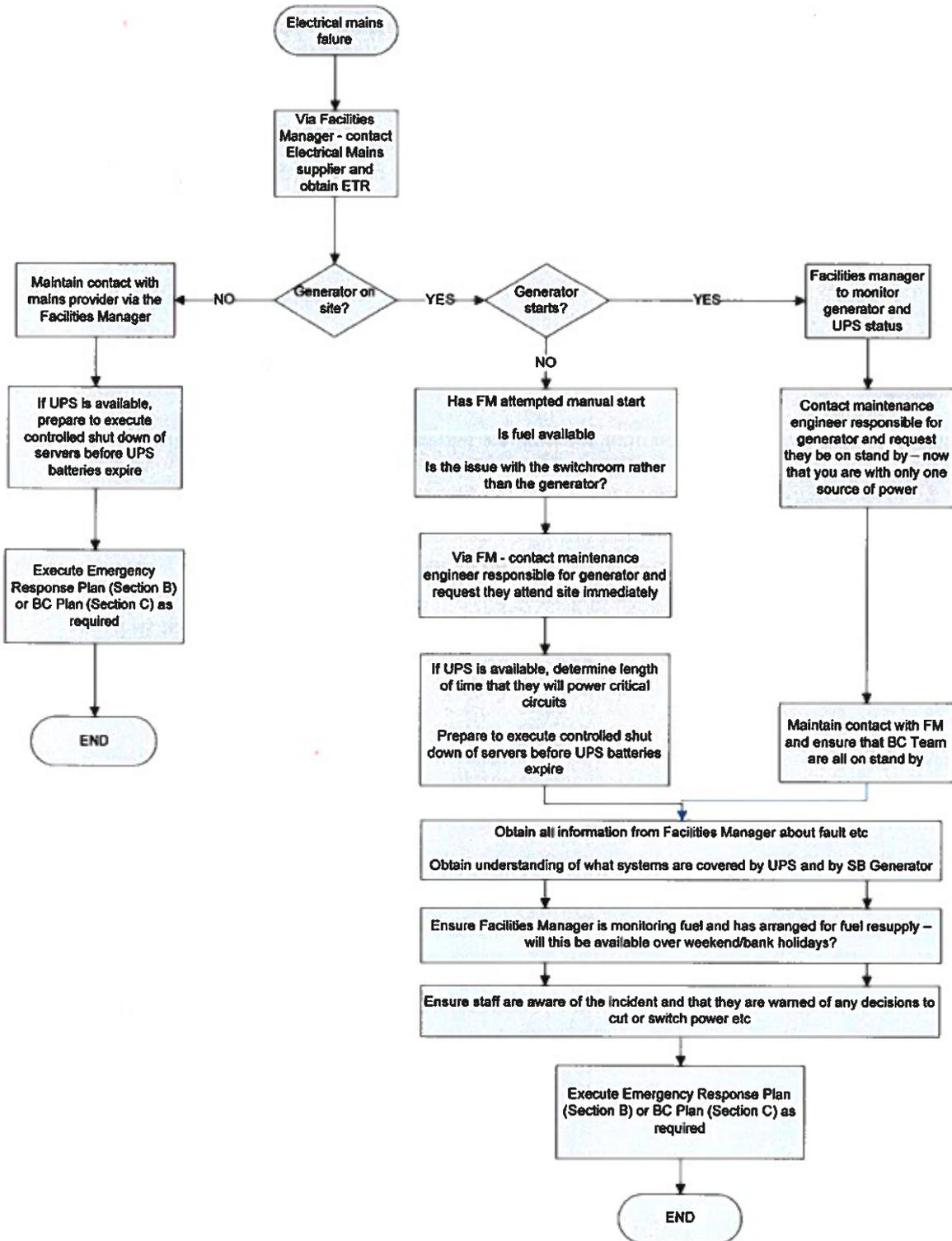
2. Incident Team - actions if evacuation required from the building

Incident Management Team

Details of the Incident Management Team are in Section 3. If members are unavailable, the senior person on site will need to assume the role of Incident Team Manager and ensure actions below are carried out

Go/No Go

- Ensure that the police have been called – **confirm that this has taken place**
- A decision will need to be made quickly about whether to evacuate. This will be based on the nature of the incident, location of the suspect item/vehicle etc. Request advice from the Police
- **If the decision is to keep staff on site** – due to the device being outside for example – then ensure that staff are moved to an area of safety that is as far as practical from the device, away from glass and other hazards ☐ The police won't always advise on whether to evacuate, but they will want as much information as possible

Evacuation

- **If staff are to be evacuated**, ensure that marshals are briefed of the route and location for staff to head to. This must be away from the suspect device. Evacuation points are detailed in the Action Plan at 1.1
- Marshals should then begin to evacuate staff in a safe and orderly manner and as briefed
- When evacuating staff, ensure fire alarm is not used (unless there is a fire), and that the appropriate bomb alarm is used. Where not in place, verbal instructions must be passed on by PA system or by the marshals
- If the evacuation point is not available/too close to the device, staff should be directed to go to a safe location in the opposite direction, out of line of sight of the device, and **away from hazards such as glazing**
- The police may already be on site and may direct staff to an alternative location outside of their cordon. They may advise staff to not gather in one single area and may be directed to move accordingly
- When leaving site, if safe to do so, ensure that any grab bags are taken when exiting the building

Once evacuated

- Ensure that the site has been fully evacuated – marshals to clear floors and report to incident manager
- If you have anyone that you cannot account for – inform emergency services on site
- Form up an Incident Management Team (detailed in Part 3 of this Plan) and consider/action the following:
    - o Agree on what has actually happened o How might the situation develop? o Review location of evacuated staff – consider weather conditions, time for staff to go home etc o Status of staff. **Be mindful of the emotional impact this incident may be having on staff** o Request likely length of evacuation from emergency services o Are premises secure - access to site, equipment etc.
- Ensure staff and visitors do not leave evacuation point until authorised

Communications

- Consider communications: o What message to give out to staff gathered at evacuation point o What messages to give to staff not on site, at home, on way to site etc.
- Liaise with the senior management team (SMT) and the BC Team. Contact details are in Part 3 of this Plan, as well as conference call facility details. Inform them of what has happened, and also:
    - o Status of staff. **Ensure that HR is informed of any casualties/injuries** o Likely duration, emergency service assessment
    - o Whether the BC Team needs to convene. **BC plan invocation may be required** o Whether clients/suppliers need to be informed
    - o Agree next steps with SMT – staff to go home, wait etc. Each team will have different needs

SECOND PAGE FOLLOWS
- Engage with team leaders/managers and agree how to manage staff at the evac point (go home, relocate, wait etc.). They must manage comms with their own staff (including those not at site/evac point), and also ensure that they know how they will receive confirmation that the site can be reoccupied

Next steps

- Instruction to relocate to alternate sites should come via the BC Team who will invoke the BC Plan as required
- Arrange collection of battlebox/grab bag if it has been removed during the evacuation, or is located nearby
- There may be a need for some teams to set up messages on line for telephony, but they will need to be able to do that remotely without relying on access to the site
- Ensure that staff are well aware of the requirement to avoid press contact and that all media enquiries are handled in accordance with the Media Plan in the BC Plan
- Assign an individual to initiate an Incident Log - a template is provided in the BC Plan
- Prepare to engage with the emergency services – they will want to know a lot of details
- Ensure witnesses remain available to brief police
- **Continue to manage/oversee the incident, but engage with the BC Team at all times if they need to manage a recovery, while you continue to manage the incident and evacuation itself**

3. Immediate Contacts

The tables in this Section list all of the contacts that may need to be contacted in the event of an incident.

To minimise delays, ensure key numbers are in mobile phones of all managers and team leaders. Each manager and team leader should also have contact details for all staff.

Incident Management Team

Role	Names	Email	Mobile Phone
Incident Team Manager and Deputy	Brian Ryder	brian.ryder@capita.co.uk	07753309085
	Phil Rudd	philip.rudd@captia.co.uk	07557287386
Others	Grant Palmer	grant.palmer@capita.co.uk	07766397476
	Mark Bradley	mark.bradley@capita.co.uk	07834600753
Fire Warden Lead and Deputy *Fire Wardens are identified by their fluorescent waistcoats with the words "Fire Warden" located on the back*	Mark Davison	mark.davison@capita.co.uk	01325736209
	Brian Ryder	brian.ryder@capita.co.uk	07753309085
Fire aiders Lead and Deputy.	Mark Davison	mark.davison@capita.co.uk	01325736209
	Jane Smith	Jane.smith@capita.co.uk	07753439610

Business Continuity Management Team

Role on Team	Name	Email	Mobile
Team Lead	Anthony Lamb	anthony.lamb@capita.co.uk	07876020332
Deputy Team Manager	Jackie Toole	jackie.toole@capita.co.uk	07766778635
Ops	Brian Ryder	brian.ryder@capita.co.uk	07753309085
Communications	Jackie Toole	jackie.toole@capita.co.uk	07766778635
Admin	Mark Davison	Mark.davison:Capita.co.uk	01325736209
Logistics	Brian Ryder	brian.ryder@capita.co.uk	07753309085
IT	Chris Kirschnick	Chris.kirschnick@capita.co.uk	07585404567
Facilities	Terry Cornish	Terry.cornish@capita.co.uk	07912975034
Incident Logging	Mark Davison	Mark.davison@capita.co.uk	01325736209

Senior Management Team

Title	Name	Email	Mobile
Operations Director	Anthony Lamb	anthony.lamb@capita.co.uk	07876020332
IT Representative	Chris Kirschnick	Chris.kirschnick@capita.co.uk	07585404567
Compliance	David Bellshaw	david.bellshaw@capita.co.uk	07775040048

Conference call facility

NUMBER	CHAIR CODE	PARTICIPANT CODE	NOTES
0800 0322910	0485778#	1537636#	

4. Other guidance

The following pages contain guidance for the following:

- Post room warning notice for explosive, chemical etc. hazards
- Checklist for receipt of telephoned bomb threats

Refer to the separate Bomb Guidance on the BC Pages of Capita Connections for more detailed guidance on preparation, but the plans on the next pages can be used as advice and response plans for all staff, particularly those that handle mail or take high volumes of incoming calls.

Nothing in these instructions should be taken as authority for staff to put themselves, their colleagues, Capita's property or its customers at risk. Departmental Managers must ensure that all staff are aware of the procedures which should be followed in the event of an incident.

SUSPECT PACKAGES – WHAT TO LOOK FOR

General indicators that a delivered item may be of concern include:

- unexpected item, especially if hand delivered
- a padded envelope ('Jiffy Bag') or other bulky package
- additional inner envelope or other contents that may be difficult to remove
- labelling or excessive sealing that encourages opening at a particular end or in a particular way ☐ oddly shaped or lopsided
- envelope flap stuck down completely (normally gummed envelope flaps leave slight gaps at edges)
- marked 'to be opened only by...' 'personal' or 'confidential'
- item addressed to the organisation or a title (rather than a specific individual)
- unexpected or unusual origin (postmark and/or return address)
- no return address or return address that cannot be verified
- poorly or inaccurately addressed address printed unevenly or unusually
- unfamiliar writing or unusual style
- unusual postmark or no postmark
- more stamps than needed for size or weight of package
- greasy or oily stains emanating from package ☐   odours emanating from package

Explosive or incendiary indicators

Additional explosive or incendiary indictors include:

- unusually heavy or uneven weight distribution ☐   small hole(s) in envelope or wrapping

"White powder" indicators

Additional chemical, biological or radiological (CBR) indicators include:

- powders, liquids emanating from package
- wrapping stained by liquid leakage
- unexpected items or materials found in package on opening or X-raying (loose or in a container) such as powdered, crystalline or granular solids; liquids; sticky substances or residues
- unexpected odours observed on opening
- sudden onset of illness or irritation of skin, eyes or nose

TELEPHONED BOMB THREAT CHECKLIST

Use this checklist after the call, as a guide to help recall everything that was said, and any information that may help Police

The Call (record details)

Time and date received	Length of call
Number received on	Number of caller if known
Their name, contact details and address	

The Caller (record details)
Age
Sex
Nationality/Accent

Language (tick where appropriate)

Well spoken	Taped message	Incoherent
Irrational	Offensive	Message read by threat-maker

Caller's voice (tick where appropriate)

Calm	Excited	Type of accent
Crying	Stutter	Rapid
Clearing throat	Disguised	Deep
Angry	Slow	Hoarse
Nasal	Lisp	Laughter
Slurred	Accent	

Familiar - if so, whose voice did it sound like?

Background sounds (tick where appropriate)

Street noises	Clear	Music
House noises	Voice	Factory machinery
Animal noises	Static	Office machinery
Crockery	PA system	Other (specify)
Motor	Booth	

Details obtained during call

- Where the device is located – name of building, office etc.

- What it looks like

- What type of device – explosive, chemical etc.

- What time it is set to go off

- What will make it go off

- When and how it was placed

- Why it has been placed

CAPITA

Business Continuity Plan

Part C
Recovery Plans

Document and Information Services
Darlington

Faverdale Industrial Estate, Darlington, DL3 0UR, DL3 0PS, DL3 0QN

If there has been an incident that threatens the business continuity of *CDIS Darlington*, use this Section of the Plan

IMPORTANT NOTE

Before completing this Plan, it is essential that you conduct a Business Impact Analysis (BIA) of your business. Group Risk and Compliance can advise and assist. A BIA will identify:

- key processes – prioritised for recovery
- maximum period of time you can afford for the process to be down
- maximum amount of data/calls etc that you can afford to lose
- minimum resources required to recover each process – on and off site
- what/who is required to run those processes
- gaps and risks
- what strategy will best suit your needs

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1.   RECOVERY ACTIONS

EMERGENCY RESPONSE

If required, evacuate staff and conduct actions in **Part B (Emergency Response Plan),** then return to this point

▼

CONTACT BC TEAM

If you are not one of the BC Team, contact a member of the BC Team and inform them of situation so that they can continue with this Plan (BC Team listed **Section** 2)

▼

FORM UP BC TEAM AND INITIAL COMMUNICATIONS

Contact remainder of BC Team and other immediate contacts in **Section** 2. Ensure all are aware of when to meet up, what has happened and what likely response will be

BC Team convene at Command Centre/dial conference call number detailed in **Section** 3

Team Leaders may also need to be on the Conference Call

▼

IMMEDIATE ACTIONS

Conduct the immediate actions detailed in **Section** 4 and then return to this point

▼

IMPACT ASSESSMENT

Conduct impact assessment in **Section** 5 and return to this point

▼

INVOCATION

Formally invoke this BC Plan, any Team BC Plans and (where applicable) invoke any Recovery Sites as detailed in **Sections** 6 **and** 7, then come back to this point

▼

DETERMINE APPROACH AND FURTHER COMMUNICATIONS

Concurrently, the BC Team should now go through the checklist in **Section** 8 and conduct the actions in the Communications and Media Plans in **Sections** 9 **and** 10 and then come back to this point

▼

RECOVERY CHECKLISTS

Use relevant checklists in **Sections 11 to 17** to assist in recovery

Utilise the Meeting Agenda in **Section 19** for further BC Team meetings

↓

BACK TO BASE
Prepare for returning to BAU at primary site using Checklist in **Section 18**

2.   IMMEDIATE CONTACTS

(Incident Management Team details are in Part B)   (All other contact Details are in Part D)

Business Continuity Management Team

Role on Team	Name	Email	Mobile
Team Lead	Primary: A Lamb	anthony.lamb@capita.co.uk	07876020332
	Alternate: J Toole	jackie.toole@capita.co.uk	07766778635
Deputy Team Manager	Primary: J Toole	jackie.toole@capita.co.uk	07766778635
	Alternate: D Bellshaw	david.bellshaw@capita.co.uk	07775040048
Ops	Primary: B Ryder	brian.ryder@capita.co.uk	07753309085
	Alternate: P Rudd	philip.rudd@captia.co.uk	07557287386
Communications	Primary: J Toole	jackie.toole@capita.co.uk	07766778635
	Alternate: A Beal	Adrienne.beal@capita.co.uk	07860591777
Admin	Primary: M Davison	Mark.davison@capita.co.uk	01325736209
	Alternate: Y Jackson	Yvonne.jackson@capita.co.uk	01325736234
Logistics	Primary: B Ryder	brian.ryder@capita.co.uk	07753309085
	Alternate: P Rudd	philip.rudd@captia.co.uk	07557287386
IT	Primary: C Kirschnick	Chris.kirschnick@capita.co.uk	07585404567
	Alternate: A Mellor	andrew.mellor2@capita.co.uk	07710383133
Facilities	Primary: T Cornish	terry.cornish@capita.co.uk	07912975034
	Alternate: A Beal	Adrienne.beal@capita.co.uk	07860591777
Incident Logging	Primary: M Davison	Mark.davison@capita.co.uk	01325736209
	Alternate: D Bellshaw	david.bellshaw@capita.co.uk	07775040048

Senior Management Team

Title	Name	Email	Mobile
Operations Director	Primary: A Lamb	anthony.lamb@capita.co.uk	07876020332
	Deputy: J Toole	jackie.toole@capita.co.uk	07766778635
IT Representative	Primary: C Kirschnick	Chris.kirschnick@capita.co.uk	07585404567
	Deputy: A Mellor	andrew.mellor2@capita.co.uk	07710383133
Compliance	Primary: D Bellshaw	david.bellshaw@capita.co.uk	07775040048
	Deputy: M Davison	Mark.davison@capita.co.uk	01325736209

BC Team dial into the conference call number below:

NUMBER	CHAIR CODE	PARTICIPANT CODE	NOTES

0800 0322910	**0485778#**	**1537636#**	**Dedicated 24/7 Line for BC Team use only**

Other Immediate Contacts – as decided by the BC Team

Title	Name	Mobile /Office Phone	Other contact details (e.g. home)	Comment/ Frequency
INTERNAL – TEAM MANAGERS/LEADERS etc				
Facilities Mgr	Terry Cornish	07912975034		
Landlord	Allinsons Transport	01325 461241		
Reception	Faverdale Stead House	01325736735 01325736734		
Ops	Bryan Ryder	07753309085		
IT	Chris Kirschnick	07585404567		Directors/ Managers to initiate own cascade down to team leaders and staff as required
Sales	Dee Beckett	07725607524		
Finance	Nicholas Arundel	0750227451		
Admin	Jackie Toole	07766778635		
Scanning Team	Grant Palmer	07766397476		
Mailroom Team	Adrienne Beal	07860591777		
Warehouse & Logistics Team	Brian Ryder	07753309085		
IT Team	Chris Kirschnick	07585404567		
Compliance Team	David Bellshaw	07775040048		
Security Team	Terry Cornish	07912975034		
GROUP and DIVISION				
Div Exec	MD – David Lockie	07801136790		To dial in to each conf call
	FD – Nick Arundel	0750227451		
Press Office/Media Office	Shona Nichols (Corp Comms Director)	07710 606 062	0870 240 0488	See **Section 10** for Media Comms Plan
Group Insurance	Chris Barnett	07795 827087		In event of loss of assets, business etc
Group Risk/BC	Paul Evans	07825 843718		For advice and assistance if required
	Anthony Smith	07799 408232		

Group Info Sec	Steve Mair	07801 136879		In event of security issues – IT or otherwise
	Gaynor Rich	07761 709023		
Group Legal	Martin McCloskey	07850 561470		In event of possible client/contract issues
	Lawrence Eaton	07802 253142		
Group SHE	John Kost	0161 7410000	07795 233549	For HS and E issues
	Daniel Drysdale	07912974851		
Group HR	Jacqui Akdeniz	07711 592947		In event of casualties, significant staff issues
	Claire Neal	07766 577995		
EXTERNAL EMERGENCY CONTACTS ONLY **other contact details are in Part D**				
MITIE	Callcentre	0800 1114168		Facilities issues
IT Services - DR and WAR Site invocation	N/A			
Employee Information Line where in place	(Admin number)	(Staff number)		Wording to be agreed by BC Team
Client 1	TVL		**Full list of client and supplier contact details in Part D – list here those that must be informed immediately and then refer to Part D for the contact details**	
Client 2	TFL			
Supplier 1	Royal Mail			
Supplier 2				

3.   COMMAND CENTRES – includes conference call details

The Command Centre is to be used by the BC Team

Select an appropriate venue, or utilise the conference call facility detailed below

CONFERENCE CALL FACILITY

Conference Call number	0800 0322910
Pin number	Chair: 0485778# Participent: 1537636#
Owner of Conference Call number – who will set up the call	David Bellshaw
Other useful info	

PRIMARY COMMAND CENTRE (ON SITE)

Name of room	Board Room
Address	Stead House, Faverdale West, Darlington
Tel	01325736734
Access details	Via main site entrance. Car parking past guard house.

Point of contact	Reception
Other useful info	-

ALTERNATE COMMAND CENTRE (OFF SITE)

Name of room	Meeting Room
Address	Unit 1, Roundhouse Road, Darlington
Tel	01325736735
Access details	Via main site entrance. Car parking to the front.
Point of contact	Reception
Other useful info	-

ALTERNATE COMMAND CENTRE (OFF SITE ALTERNATE)

Name of room	Meeting Room
Address	Capita, Lingfield Point, Darlington
Tel	01325 486486
Access details	Via Main Entrance.
Point of contact	Reception.
Other useful info	-

Part C – Recovery Plans

4. IMMEDIATE ACTIONS – what needs to be done now

There may, or may not be immediate actions that are required, other than evacuation and contacting others – such as powering down equipment, or redirecting calls. These will be actions that are clearly needed and are not likely to require the BC Team to form up and agree them first

ACTION	WHO TO CONDUCT	COMMENTS

5.   IMPACT ASSESSMENT

IMPACT CHECKLIST
Agree on what has happened – contact all who may have been involved or who might be subject matter experts
Any casualties? Emergency services assessment?
What damage to site/assets – any salvage possible?
Any impact to client, customers and suppliers – can they respond in kind?
Impact to operations and projects here and elsewhere
Has there been any estimated fix time?
Which KPIs/SLAs are at risk and by how much?
What are the security implications – open access, can it be guarded, do Police/client need to be aware site empty, alarm monitoring etc. Are there any information security concerns?
What has feedback been from client etc? Any direction that may affect response?
What might make things worse – is there any residual risk or hazard remaining?
Can site be accessed by staff - is site still operational, despite lack of access?
What might prevent relocating or outsourcing of work – e.g. car park flooded, incident affected other sites?
Would staff be able to relocate – any potential obstacles such as transport, timings, distance etc?
How much backlog of work is likely?

WHICH TEAMS ARE AFFECTED (list all teams here)	WHICH PROCESSES ARE AFFECTED (list all critical process here)

WHICH TEAM/PROCESS MUST BE RECOVERED FIRST – AND WHEN	

Do you need to invoke the BC Plan?

If **YES**, go to next page

If **NO**, continue to manage the incident, maintain regular contact (e.g. regular conf calls, staff comms) and monitor situation

6. PLAN INVOCATION

The invocation of this Plan is likely to mean that staff will need to relocate, tasks transferred/ceased etc and will have an impact on client/customer relations. For that reason, it is essential that only those listed below (or their nominated deputies if any are absent) should be authorised to invoke this Plan

Role	Name	Number
Operations Director	Anthony Lamb	07876020332
Business Manager	Jackie Toole	07766778635
Business and Compliance Manager	David Bellshaw	07775040048
Mailroom and Payments Manager	Adrienne Beal	07860591777
Warehousing and Logistics Manager	Brian Ryder	07753309085

WHEN TO INVOKE THIS BC PLAN
This Plan should be invoked after an impact assessment by the BC Team, and under the following circumstances:

- All/part of the site services have failed for whatever reason(e.g. loss of power, loss of comms) and will remain down for a period likely to prevent continuity of business and thus endanger RTOs, KPIs or SLAs
- Use of all or part of the site has been physically restricted for whatever reason (evacuation, structural damage, flooding etc) and will remain inaccessible for a period likely to prevent continuity of business and thius endanger RTOs, KPIs or SLAs

HOW TO INVOKE THIS BC PLAN
Contact all Senior Management and those key contacts detailed in **Section** 2 and inform them that the Plan has been invoked and what the likely approach is going to be.

Plan Invocation is a formal process, and must be declared to the appropriate bodies/staff within appropriate timeframes.

OTHER BC/DR DOCUMENTS REQUIRED
List any other plans or work instructions that may be required as part of the recovery process, e.g. back up tape restore instructions, 'how to switch phones to alternate site' etc.

Purpose of document	Name of Document	Location of document	Team/staff member requiring document

Specific DR/BCP plan	TVL BCP	TVL Room & Electronicly	TVL Team Leader
Specific DR/BCP plan	TFL BCP	TFL Room & Electronicly	TFL Team Leader

7.   RECOVERY SITE/WAR SITE/DR SITE INVOCATION

The invocation procedures for CDIS Faverdale should be known by all listed below.

Role	Name	Mobile	Other Contact details	Comment
Operations Director	Anthony Lamb	07876020332		Primary Authorisor
Business Manager	Jackie Toole	07766778635		Secondary Authorisor
Business and Compliance Manager	David Bellshaw	07775040048		Secondary Authorisor
Mailroom and Payments Manager	Adrienne Beal	07860591777		Secondary Authorisor
Warehousing and Logistics Manager	Brian Ryder	07753309085		Secondary Authorisor
Quality Management Administrator	Mark Davison	01325736209		Incident Logger (For ensuring logging correctly only)

The invocation procedure is as follows.

Once the BC Team has conviened and an impact assessment has determined that the plan should be invoked then the authorisor should officially authorise the invocation of the plan.

Authorisation for Invocation in most instances should be conducted by the Operational Director who will notify all teams leads and deputies that the plan has been invoked on the Operational Directrors authorisation. (Business Continuity Team, Incident Management Team and Senior Management Team) Should invocation be required when the Operational Director is unavailable then the Senior Management as noted in Part 6 have the authorisation to Invoke the plan but only should the Operational Director be unable to do so. As with the Operational Director, any senior manager invoking the plan should notify all team leads and deputies that the plan has been invoked on their authorisation.

The incident logger will then record the exact date and time that the plan was invoked and place this as the first action of the log with the Operational Director or other senior managers signature placed against it to should that Invocation was authorised by the applicable manager.

Prepare to provide the following information:

- Numbers of staff likely to attend
- What they will require (IT, desk space etc)
- When they will arrive – **the forward team, and the remainder**
- Number of parking spaces required
- Assessed duration of stay

- Details of any IT contacts they may require to talk to

8.   INITIAL MEETING AGENDA - DETERMINE APPROACH

Consider the following before executing any decisions:

- Who else needs to be on the call or at the meeting?
- Agree roles of team members – refer to **PART A of BC PLAN (INTRO)** if required □   Have   all immediate actions been conducted successfully?
- Have all contacts been informed?
- Which Teams have their own Plans – do they need to be at initial meetings and how are they going to be managed?
- Refer to **Part D** for priority recovery timings, full contact details etc
- What to do now (wait, dismiss staff, request direction etc?)
- What is the best response – for 1 day out, 2 days outage etc.
- What communications do we send out and to whom (Comms Plan is in **Section 9)**?
- Are we prepared for relocating if required:
    o   Impact on staff if we do
    o   Heads up to staff and transport companies and alternate sites as soon as possible o When to relocate – now, tomorrow morning etc o   Is recovery site, alternate site etc aware that our staff may need to relocate there? o   Do we know who will go to Recovery Site and who will work from home?
    o   Who needs to assist with relocating – ITS etc □   Will workarounds be effective – how long for?
- Is there anything that other teams should be doing now – identifying which staff to relocate and when for example
- What manual workarounds can be implemented?
- How many customers likely to have been unable to contact us?
- If phones are unavailable, investigate whether customer facing and other phone-dependant staff can be deployed to help other unaffected teams?
- If the incident involves a loss of key supplier, how confident are we that they can recover, or that we can switch suppliers?
- Will expenses/funds etc be available – hotel costs, taxi fares for staff etc
- What advice has Group Insurance provided regarding insurance claims against 'increased costs of working' □ Security of affected site – alarm monitoring, potential for theft or loss of docs/data?
- Are there any information security concerns – as a result of the incident or possibly as a result of an invocation?
- BC Team members agree when the next meeting/conference call will be (utilise the BC Team Agenda in **Section 19** for future meetings)
- Incident details can be recorded using the forms in **Part D**

Review existing work priorities:

- What is current state of work - deadlines, current work in progress, any special jobs in progress or planned?
- Consider moving staff engaged in critical work immediately
- What are the requirements to identify and re-build existing work in progress?
- What are the processes to store, sort and prioritise incoming work?
- Monitor work throughput and quality. Report against recovery time objectives.
- What are the actions and communications to manage customer / distributor expectations for incoming work? □   What is the plan to resolve backlogs?
- What support is available from Senior Management team where requirements apply across business areas?

9.   COMMUNICATIONS PLAN

To minimise delays, utilise cascade systems of communications and ensure that contacts detailed in the following pages are informed of the following:

- What has happened
- What has been done in response
- What the proposed approach is
- Whether they should join the Mgt Conference Call
- When the next update will be
- What is required of them – stay at home, prepare to relocate etc

IMMEDIATE CONTACTS

- Immediate Contacts should already be aware, but ensure none have been omitted (**Section 4**)

OTHER CONTACTS

- The BC Team should consider which of the contacts in **Part D** should also now be contacted and what they need to be told. Typically, this will be:

  - What has happened
  - Impact to site, client and customers
  - Proposed approach
  - When they will next be informed

CLIENT COMMUNICATIONS

- Consider carefully what information to provide to clients. Some may require to be notified of any formal BC Plan invocation as part of a contractual agreement.
- Consider how best to provide information to clients and customers – website, message on line etc. What methods we can use to get information to them (e.g. content of holding message, internet, call out on mobile phones to specific contacts)?

STAFF COMMUNICATIONS

- Staff should be made aware of the situation and intended response as soon as possible. Utilise Team leaders and cascade systems to keep staff informed – whether on site, at alternate site or at home

- Where appropriate ensure that staff are aware of the Employee Information Line (if applicable) – phone number for staff to call is ********

- Incident Management Team to contact the information line team once Senior Management has determined what message to put out to staff. Phone number for the team is *******

MEDIA

- The Media Plan is in **Section 10**

LOGGING

Forms for tracking communications are in **PART D** of this BC Plan

10. CAPITA MEDIA PLAN

Any requests from the media, during an incident, should be dealt with as follows:

- All Communications and Publicity matters should in the first instance be referred to the Communications Manager in the Senior Management Team, who will progress with the **Capita Group Press Office** on:

0207 654 2399

- The Capita Group Press Office maintains an emergency communications plan to ensure that appropriate and prompt action is taken to control and manage communications with the outside world.

- On receipt of notification of an incident, Capita Group Press Office will assume sole responsibility for dealing with the media.

- On no account should unauthorised staff make any comment directly to the press. Staff approached by the Media must immediately inform a member of the BC Team

- Such enquiries must then be referred to **the Capita Group Press Office**

Shona Nichols
Corporate Communications Director

The Capita Group Plc,
71 Victoria Street,
London, SW1H 0XA

Office: 0207 654 2306

Mobile: 07710 606 062

E-Mail: shona.nichol@capita.co.uk

11. CHECKLIST - LOSS OF IT

- **It is important that you detail your own actions in the table below**
- Include all actions required to respond to loss of IT and to continue business while waiting for IT to return – who to call, fix, manual workarounds, initiate ITDR etc
- If staff need to relocate in order to use IT, please use this in tandem with the Relocation Plan in **Section 16**

LOSS OF CRITICAL IT FOR ALL TEAMS (separate lists for each team if required)
Teams to recover

List teams in priority order that need to have IT recovered and by when (refer to Part D of BC Plan)

Refer to notes in next table

Actions to minimise the risk
Include actions and measures in place already to help reduce this risk

Refer to notes in next table

Summary of recovery response
Summarise what the recovery strategy is

Actions to resolve incident and continue business	Responsibility	Timescale
ENSURE PARTS 1 to 10 OF THIS BC PLAN HAVE BEEN COMPLETED		
Confirm priorities – which team will need which system up first and by when (details are in Part D)		
Ensure contact has been established with applicable division or organisation (Eg. ISP, ITS, Division IT etc.)		
Ensure that you are aware of the following: • How long it will take to recover IT systems • How much data might be lost • How staff will be able to access their alternate IT systems		
Can client systems be accessed from offsite?		

Establish RTO's and RPO's and relevant strategy of maintaining these timescales.		
Establish fallover of IT and data access to alternate site (If Required)		
Consider manual fallover – such as manually recording data till system restoration and their suitability.		
Determined the level of any ITDR available to contracts and give consideration to timescales and priorities. • Hot DR – Mirror of live hardware (Seamless switching) ☐ Warm DR – As above but hardware may not be live. (may be some time to bring live) • Cold DR – data replicated but without dedicated hardware. (Hardware may need to be built from scratch) ☐ Mobile Units		
Ensure UPS and other failsafes are in place and if engaged determin their period of probable operation and consider if the failsafes are sufficient for required DR processes.		
Shutdown servers and other equipment as required to prevent damage or sudden loss. Ensure communication is established with those effected.		
Enact IT DR plans as required for the current situation. Ensure that separate plans for specific processes are followed.		

12. CHECKLIST - LOSS OF TELEPHONY

• **It is important that you detail your own actions in the table below**

- Include all actions required to respond to a switch of telephony and to continue business while waiting for comms to return – manual workarounds etc
- If staff need to relocate, please use this in tandem with the Relocation Plan in **Section 16**

LOSS OF CRITICAL TELEPHONY/COMMS FOR ALL TEAMS (separate lists for each team if required)		
Teams to recover		
List teams in priority order that need to have telephony recovered and by when (refer to Part D) **Refer to notes in next table**		
Actions to minimise the risk		
Include actions and measures in place already to help reduce this risk **Refer to notes in next table**		
Summary of recovery response		
Summarise what the recovery strategy is 		
Actions to resolve incident and continue business	**Responsibility**	**Timescale**
ENSURE PARTS 1 to 10 OF THIS BC PLAN HAVE BEEN COMPLETED		
Confirm priorities – which team will need telephony up first and by when (details are in Part D)		
Are contacts aware of alternative means of contact such as mobile phones and email.		

Consider the utilisation of systems such as audix and call forwarding if available		
Can phones be diversted remotely		

Messages online. Consider the following:
   •   Can it be activated
   •   Who can activate
   •   How to activate
   • Who decides on used and deactivation.		

Can other sites take phone calls on the behalf of the effected site(s)		
Are there any client expectation in regards to communications – can they be satisfied with other forms of communications.		

13.   CHECKLIST - LOSS OF SCANNING/PRINTING

- It is important that you detail your own actions in the table below
- Include all actions required to respond to a loss of printing/scanning and to continue business while waiting for service to return – fix, manual workarounds, failover etc
- If staff need to relocate in order to use scanners/printers, please use this in tandem with the Relocation Plan in **Section 16**

LOSS OF CRITICAL SCANNING/PRINTING FOR ALL TEAMS (separate lists for each team if required)
Teams to recover
List teams in priority order that need to have scanning/printing recovered and by when (refer to Part D)   **Refer to notes in next table**
Actions to minimise the risk

Include actions and measures in place already to help reduce this risk

Refer to notes in next table

Summary of recovery response
Summarise what the recovery strategy is

Actions to resolve incident and continue business	Responsibility	Timescale
ENSURE PARTS 1 to 10 OF THIS BC PLAN HAVE BEEN COMPLETED		
Confirm priorities – which team will need printing/scanning up first and by when (details are in Part D)		
Consider transfer to another site including • How will the work be tranfered • Is an alternate site available • Is there any items or equipment to be tranfered • Is the alternate site capable of conducting the work • Can it be tranfered securely • Can documents be secured at other sites • How will the output be sent • Does it require specific staff time to set up at another site.		
Are there any redundancies in equipment that can be untilised		
Can other equipment be gained from another site or loaned from other Capita offices.		

14. CHECKLIST - LOSS OF KEY SUPPLIER

- It is important that you detail your own actions in the table below
- Include all actions required to respond to a loss of supplier and to continue business – switch supplier, manual workarounds etc
- If staff need to relocate, please use this in tandem with the Relocation Plan in **Section 16**

LOSS OF KEY SUPPLIERS FOR ALL TEAMS (separate lists for each team if required)		
Teams to recover		
List teams in priority order that need to have supplier back online and by when (refer to Part D) Refer to notes in next table		
Actions to minimise the risk		
Include actions and measures in place already to help reduce this risk Refer to notes in next table		
Summary of recovery response		
Summarise what the recovery strategy is 		
Actions to resolve incident and continue business	**Responsibility**	**Timescale**
ENSURE PARTS 1 to 10 OF THIS BC PLAN HAVE BEEN COMPLETED		

Confirm priorities – which team will need the supplier back first and by when (details are in Part D)		
Determine the status of the DR and BC or the supplier.		
Determine if the supplier can be recovered in acceptable time period.		
Is there an alternate supplier notes and ready and can they provide the same volume or standard required.		
Discuss with the supplier if there is any way we can assist in recovering the supplier.		
Determine any clauses that may regards DR and recovery periods within contractural and SLA agreements between CDIS and the Supplier.		.
Consider with Group the potential insurance considerations.		

15.　CHECKLIST - LOSS OF KEY or LARGE NUMBERS OF STAFF

- **It is important that you detail your own actions in the table below**
- Include all actions required to respond to a loss of staff – how to switch tasks to other teams etc.
- If staff need to relocate, please use this in tandem with the Relocation Plan in **Section 16**

LOSS OF KEY STAFF FOR ALL TEAMS (separate lists for each team if required)
Teams to recover
List teams in priority order that need to have staff back and by when
Refer to notes in next table

Actions to minimise the risk

Include actions and measures in place already to help reduce this risk

Refer to notes in next table

Summary of recovery response

Summarise what the recovery strategy is

Actions to resolve incident and continue business	Responsibility	Timescale
ENSURE PARTS 1 to 10 OF THIS BC PLAN HAVE BEEN COMPLETED		
Keep in contact with TL and staff.		
Ensure emergency services are aware of any concerns regarding location and welfare of staff.		
Ensure Team Leaders are made aware of when their team is no longer able to funtion		
Which teams are able to assist. Ensure the staff skills matrix is used to ensure the use of the persons best training to continue the process or work.		
can staff be gained from agencies		
Can staff be drafted in from other areas of Capita		

In the event of contagious disease: • Follow advice from HPA and other bodies • Consider wether staff should be sent home or not (See group guidance for pandemics) • Consider wether meetings and visitors should be cancelled • Determine the message to give staff regarding wether they should go home if unwell etc. • Determine at what point the business will no longer be able to function and be prepared to give 'heads up' to client, customer and group should that point be close		
In the event of Transport or weather issue: • Can staff work from home or other location not affected. • Can staff share transportation • Can taxis, coatches etc be laid on to assist. • Consider the welfare of staff in such conditions.		

16. CHECKLIST - LOSS OF ACCESS/USE OF SITE - relocation

- Include all of the actions that are required to relocate staff to alternate locations
- If IT/telephony etc. recovery is also required, use this in tandem with the relevant checklists in this Plan

LOSS OF ACCESS/USE OF SITE (RELOCATION TO ALTERNATE SITES)

Teams to recover

List teams in priority order that need to be relocated

Refer to notes in next table

Actions to minimise the risk

Include actions and measures in place already to help reduce this risk	
Refer to notes in next table	

Summary of recovery response
Summarise what the recovery strategy is

Actions to relocate	**Responsibility**	**Timescale**
ENSURE PARTS 1 to 10 OF THIS BC PLAN HAVE BEEN COMPLETED		
Confirm priorities -- which team will need to relocate first and by when (details are in Part D)		

Monitor events at the primary site to determine whether the relevant parties have been engaged to fix the incident		
Determine where possible, when and if it will be habitable again.		
Ensure the affected site is secure throughout the abandonment of the site and that local Police are informed. Security staff may be required to guard the site		
Consider salvage of items from the affected site		
Contact recovery sites and give a heads up that the plan has been invoked – may require password for invocation of site Advise of the number of seats, and once names are known, provide names of those that will attend – to speed up security and arrival actions		

Ensure that staff are aware that they may need to relocate Ensure that IT teams, IT providers, suppliers etc. are engaged to conduct their actions as required Brief SMT of need to relocate staff: o Who is moving o When they are moving o Where they are moving o Likely date/time return to site Maintain comms with staff, suppliers, clients, SMT throughout		
Arrange for the collection of any resources held off site that need to be taken to the recovery site – e.g. 'war stocks', spare laptops, Battleboxes, BC plans etc		
Utilise the forms in **Part D** to determine: o Priorities by service/process or by team o Which tasks to handoff to staff at other sites o How many staff need to relocate from each team to other sites o Potential backlogs, how to manage, shift work etc		
Once staff numbers are confirmed, ensure that Team Leaders are informed so that they can determine who is best placed to travel – don't forget to pass names to recovery site Team Leaders should then report back to the BC Team with the following staff details: o Name and contact details o How they can travel – own car, share with other staff o Is accomm required (ensure staff know they will not have to pay up front) o How long they can work from the alternate site o Login IDs for staff if this is required by ITS		
Ensure Capita ITS and any other IT providers are aware of who is going to alternate site so that their logins etc can be prepared		
Ensure that a 'Forward Team' visits the site first, to ensure that all of the above are in place and tested, and to receive staff		
Check that: o Expected number of seats are still available		

o IT Services are ensuring that any network changes, data restores etc are executed and that they keep in close touch
 	
o Local IT changes have been implemented in order to allow staff to login there
 	
o Any server images, builds, app roll outs etc are implemented and tested
 	
o Telephony, headsets etc are in place and available o
 	
     Telephony diverts have been (or will be) in place o
 	
     Catering and parking is available o   Agree proposed timings of staff arrival etc and provide staff names to site in order to ease booking in upon arrival
 	
o Printing and scanning is available, along with appropriate stocks of stationery
 	
o Can staff that usually work at the recovery site be stood down, in order to make space for more critical staff from the affected site		

Utilise Capita Business Travel for rail/hotel bookings if required **(See Part D for contact details)** Contact local coach/taxi/hire companies where listed in **Part D**		
Ensure that where hotel and travel is required, that sign off is obtained to fast track claims etc to help incentivise staff who may need to pay for their own fuel initially		
Ensure that staff are aware that they may need business insurance for their private vehicles if they use them for this purpose		
Utilise the checklist in **Part D** to help account for staff movements and ascertain who needs transport and accomm arranging (contact details for travel/accomm is in **Part D** Ensure staff are informed when and how they are to get to alternate site once this has all been mapped		
Location and layout of Recovery Site is in **Part D** of the BC Plan		
Once decision has been confirmed, ensure that appropriate contacts (review those listed in **Part D**) are made aware of: o Who is moving o When they are moving o For how long they are likely to be in occupation o Where they are moving o Likely return to site		
Ensure that third parties, suppliers etc are able to find alternate site and are able to continue supplying, servicing while at the new site – especially Royal Mail and Couriers		

Someone should be ready at the alternate site to receive relocating staff. They should then: o Ease the booking in of staff to site o Brief staff regarding security, H&S, parking, catering, routine, local area etc o Show them to their desks and ensure that they can login o Provide the information that they need if they have to login etc if different to their normal site of operation		

For tasks that are being handed off, ensure that: o The appropriate staff are in place to receive the work – in terms of skill set, confidentiality, volume of work etc o Staff are briefed regarding their new tasks – timings, outputs, likely length of handoff etc o Documentation/work instructions etc are available to staff receiving unfamiliar tasks o Client is happy with the handoff of tasks o Quality assurance is in place to ensure the quality of work is maintained		
Once staff are working at the alternate site, managers should monitor: o KPIs and SLAs o Quality of work output o Levels of work – backlog, extra resource required etc o Impact on project work or non-essential work o Ability to maintain control and communications o Morale and welfare of staff o IT issues etc o Ability to comply with security, H&S etc o Availability of equipment, documentation, stationery etc o Transport and accommodation arrangements are working and are booked for the foreseeable future o Supplier/third party arrangements while at new site		
Staff that are relocating to home should: o Remain in contact via their team leaders o Continue to work and report as directed o Report any IT issues – unable to login, access network etc o Ensure that staff are available to set up VPN/remote access for homeworkers – **keep in touch with staff not at the recovery site** o Maintain compliance with SHE and InfoSec policies		

Working patterns – ensure that the following are actioned: o Produce a schedule for work so that staff know what hours they will be working etc and what extra work they may have o Consider split shifts, increased working days etc to minimise slippage and backlog etc o Rotation of staff in work levels are high		
Ensure any planned visitors or meeting planners are made aware of the relocation – can they still be hosted?		
Maintain stationery levels at site		
If permitted by the Emergency Services, attempt salvage of assets, equipment etc. from affected site if not already done		
If the relocation is likely to be prolonged, determine steps for provision of a permanent site beyond the occupation of the recovery site		
Reconvene the BC team at the alternate site if practical		
Be aware of when extra charges may come into effect – for overstaying the contracted weeks available at the recovery site		
Ensure that regular meetings/conference calls are conducted by the BC team utilising the agenda in **Section 19**		

17. CHECKLIST - LOSS OF SITE FOR LONG TERM - 3 months +

- **It is important that you detail your own actions in the table below**
- Include all actions required for long term relocations, permanent relocation or lengthy periods out of original premises

LOSS OF SITE FOR LONG TERM - 3 months +		
Summary of long term recovery response		
Summarise what the longer term recovery strategy is		
Actions to resolve incident and continue business	**Responsibility**	**Timescale**
Consider the likelihood of site being unavailable for prolonged period (3 months is generally the maximum occupation for third party recovery site)		
What will it cost to ensure continued occupation of the third party recovery site – costs may be high as they will not have been contracted for		
Maintain close links with Group Insurance regarding what costs can be recovered for extensive and extended increased cost of working		
Maintain close contact via divisional MD with procurement team regarding lease/purchase of alternate premises		

18.   CHECKLIST – BACK TO BASE

- **It is important that you construct your own actions checklist in the table below**

BACK TO BASE		
Actions to minimise the risk		
Include actions and measures in place already to help reduce this risk **Refer to guidance notes**		
Actions to return operation back to base and business as usual	**Responsibility**	**Timescale**
Has the incident team given all clear for reoccupation of the premises		
What have the various resolving groups reported		
Some staff may need to stay at the alternate/recovery site in order to continue on time critical tasks or as a stand by in the event that the incident reoccurs.		
Ensure that ITS are aware and preparing to switch back any services used.		
Select a small team to ensure site is operational: • Telephones operable incoming and outgoing • Servers and network comms equipment rebooted as required • ACD rebooted as required • Mains power restored • AC and heating functioning • PC's switched on at desks • Longin all applications • Security controls operable		
Ensure recovery site is give heads up to stand down		
Prepare a schedule of reoccupation		
Ensure that all staff are given timings for reoccupation		
Switch back telephony (if applicable)		
Once staff are at desk, request situation reports from team leaders at designated time periods: • Any issues with staff, IT, facilities etc. • Are staff able to deal will backlog? • How are volumes? • Are there any issues with customers, clients or suppliers		

Have all incident logs been complied and collated by Incident logger.		
Set a date for post incident review, utilising BC team and staff involved.		

19. BC TEAM REGULAR MEETING AGENDA

- **What is the status of staff injuries etc.**
- **Are staff affected emotionally in light of this incident?**
- **Have there been any changes to the Impact Assessment?**
- **Anything need escalation to more Senior Mgt – client/supplier issues, recovery failings etc?**
- **Any conflicts with client/landlord/supplier/system owners/Unions etc here or at alternate site?**
- **Are we missing our own Recovery Time Objectives/KPIs – what has client response been?**
- **Are Teams managing their recovery in line with their own recovery time objectives?**
- **Are we managing those staff that are working from home or other locations?**
- **Are we managing security of staff, assets and data at both the affected and alternate sites?**
- **Have all failovers, workarounds, relocations, hand offs etc been successful**
- **Have we confirmed that data available is as expected, and that outputs are accurate?**
- **How are we monitoring success/KPIs etc and reporting issues ☐   How might the situation develop?** o   What might make things worse? o   What might make things better?
  - o   How long will workarounds be sustainable for?
  - o   Who else could help us from within or outside the business? o   What do we not have, that we might need to help us recover?
  - o   How to minimise further disruption and ease recovery – minimise backlog
- **Communications**
  - o   What message to give out to staff - who and when?
  - o   Has the client been kept informed? o   Has IT Services been kept informed?
  - o   Who else needs to know/be kept informed:
    - ▪   Other Business Areas / Operations
    - ▪   Capita Press Office ▪   Other Stakeholders
    - ▪   Third Parties, suppliers etc.
  - o   Ability to retain comms with staff on and off site (e.g. those staff sent home) o   Do we need to review messages on-line for our Customers, Partners etc – who determines the message?
- **Approach**
  - o   How successful has relocation been – enough staff, sustainability, morale, accommodation, transport etc
    - o   Who is supervising staff at alternate site and at home?
  - o   What to do with staff that have been sent home – can they work from home o   How best to maintain oversight and reporting of KPIs, quality, output etc o   How will we manage the return to work/premises

- o   Is site security being managed – access to site, equipment etc
- **Agree next meeting date/time**

CAPITA

Business Continuity Plan

Part D
Supporting Documents

Document and Information Services

Darlington

Faverdale Industrial Estate, Darlington, DL3 0UR, DL3 0PS, DL3 0QN

This Section contains reference information and supporting documents to support the recovery of *CDIS Darlington*

V8.1 – February 2016
CONFIDENTIAL

Contents

1. Battlebox/emergency stores – locations and contents

Battle Box – TVL Warehouse 3 upstairs office.

Maintained by:	Adrienne Beal
Last Checked / Modified:	May 2015

Location 1

Recovery Contact Details	Name:	Adrienne Beal
	Phone:	07860591777

Contents

o TVL Seperators o
Sorting Equipment o
Stationary o TVL
items

Location 2

Recovery Contact Details	Name:	
	Phone:	

Contents

o

Emergency Stores

For items that the team will need, to recover their processes - e.g. documents, instructions for manual procedures

Description of Items to be recovered and relocated to the recovery site if possible

Computers, scanning equipment and current days work recieved. Royal Mail redirection may need to be put in place temporarily.

Description of Items to be salvaged for full recovery

Computers, Scanners and equipment including sorting items and workflow information.
Royal Mail PO Box to be changed for delivery to full recovery site if original site out of service.

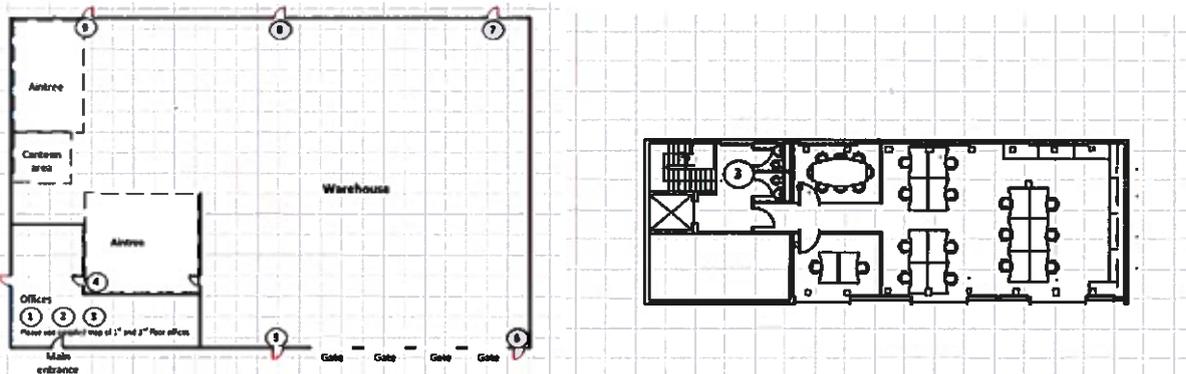## 2.   Alternate Site Details

ADDRESS AND DIRECTIONS

Unit 1, Roundhouse Road, Darlington, DL3 0UR.

Stead House, Faverdale West, Faverdale Industrial Estate, Darlington, DL3 0PS

Warehouse 3 & 4, Faverdale Road, Faverdale Industial Estate Darlingotn DL3 0QN

MAP OF RECOVERY SITES

LAYOUT OF RECOVERY SITE

Unit 1 Layout:

      Ground Floor   **First Floor**

Stead House Layout:
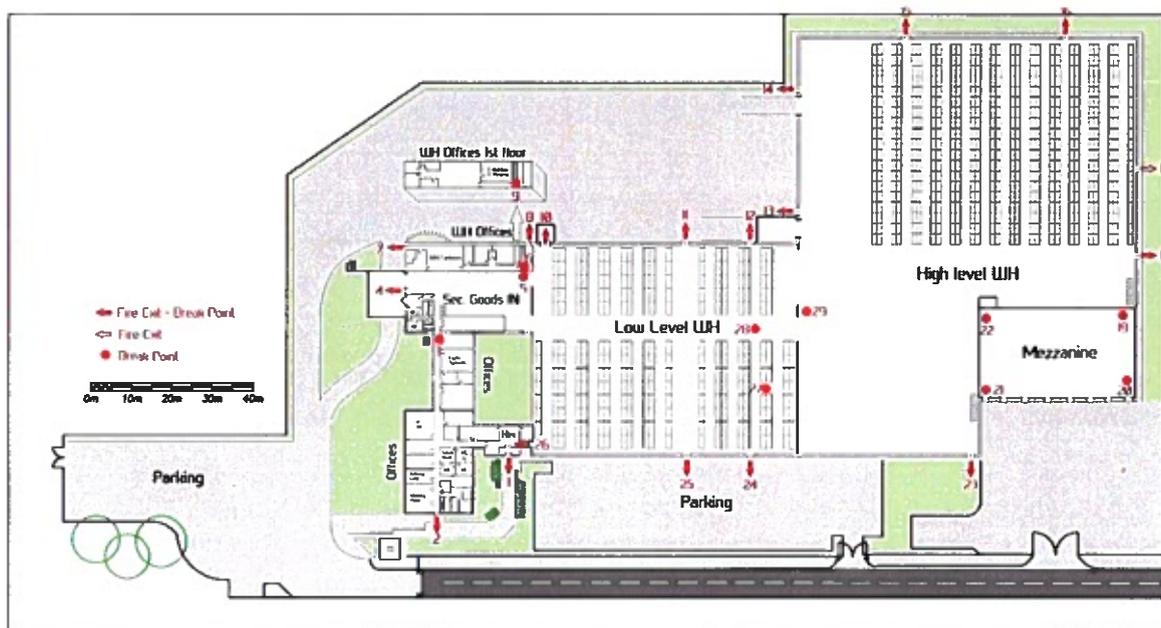
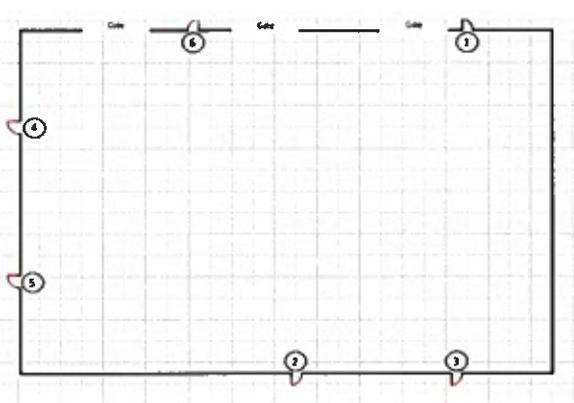## Warehouse 3 & 4 Layout:

Warehouse 3 – Warehouse

Warehouse 4 – Warehouse

Warehouse 3 - Offices

Warehouse 3 bottom floor

Warehouse 3 top floor
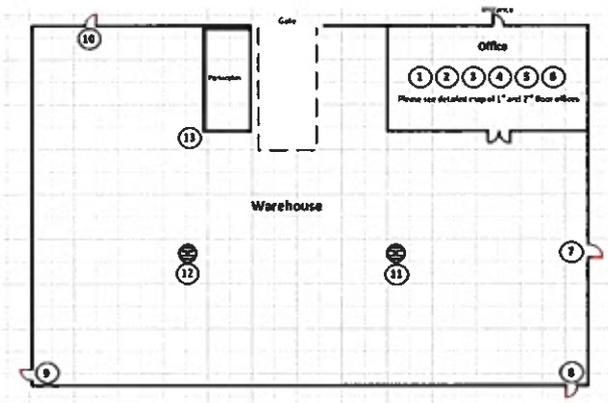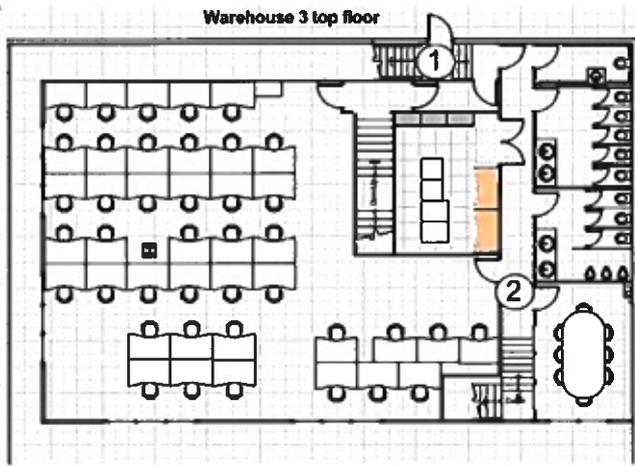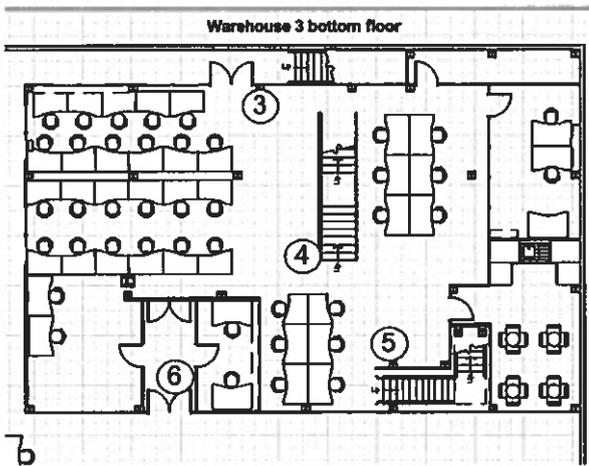
3. CONTACT DETAILS

Key contact details are in **Parts B and C**

GROUP AND DIVISION CONTACTS

GROUP and DIVISION				
Role	**Name**	**Main Phone contact details**	**Other contact details**	**COMMENT/ FREQUENCY**
CDIS Divitional Managing Director	David Lockie	01228 673267	07801136790	
	Jayde Harrison	01228 673267		David Lockie's PA
Operational Director	Anthony Lamb	01325 736218	07876020332	
Senior Finance Manager	Nicholas Arundel	07833 481208		
Group SHE Director	John Kost	01614 393650	07795233549	

TEAM DETAILS

| Team Leads and Deputies				
Role	**Name**	**Main Phone contact details**	**Other contact details**	**COMMENT/ FREQUENCY**
Business Manager	Jackie Toole	01325 736217	07766778635	
Business and Compliance Manager	David Bellshaw	01325 736235	07775040048	
Business Support Manager	Grant Palmer	01325 736211	07766397476	
Business Support Manager	Adrienne Beal	01325 736224	07860591777	
Warehouse and Logistics Manager	Brian Ryder	01325 736513	07753309085	
IT support	Chris Kirschnick	01325 736605	07585404654	
Quality Management Admin	Mark Davison	01325 736209		

OTHER CONTACTS – NON CAPITA

Title	Name	Main Phone contact details	Other contact details	COMMENT/ FREQUENCY
Neighbouring site				Optional if likely to affect or require help from neighbour
Landlord	**Allinsons Transport**	01325 461241		
Security Team	**Various see site security.**			
Cleaning Company	Total Cleaning	01325 282898	m.boanason@ntlworld.com	To inform them not to arrive if site uninhabitable
Cleaning and security services	MITIE	0800 1114168		To cancel/redeploy MITIE staff working at Capita sites
Capita Business Travel	Capita Business Travel	Hotel: 0871 521 9816 Rail: 0871 521 9869 Flights: 0871 521 9833		
Capita Fleet Services	Fleet Admin	Fleet.admin@capita.co.uk		
Taxi Company	1AB	01325 282828		Account to be set up to enable staff to travel without paying fares themselves
Car Hire	Enterprise	01325 282900		Account to be set up to enable staff to travel without paying fees themselves (Fleet to be consulted first)
Local Coach Operators	Enterprise Travel	01325 286924		
Hotels close to site	Blackwell Grange	020 7365 0489		Conslt Capita business Travel first
	Hotel Banatynes	020 3027 9806		Conslt Capita business Travel first
Hotels close to Alternate site	Blackwell Grange	020 7365 0489		Conslt Capita business Travel first
	Hotel Banatynes	020 3027 9806		Conslt Capita business Travel first
Electricians	MITIE	01132 707609		
Electricity Board	Group Procurement	Julie.Wong@capita.co.uk	Northern Power	0845 070 7172

Gas Board	Group Procurement	Julie.Wong@capita.co.uk	Northern Power	0845 070 7172
Water Company	Group Procurement	Julie.Wong@capita.co.uk		
Royal Mail	Branch Direct	0845 6042877		
Local Council	Emergency Planner	01325 380651		**Optional – if a local issue, flooding etc**

Part D – Supporting Documents

CLIENT CONTACTS (Critical)

Client / Address	Team/Role	Contact Names	Office phone	Mobile phone	What do you need from them? What do they need from you?
	MD				
	FD				
	Ops Mgr				
	Etc				
	MD				
	FD				
	Ops Mgr				
	Etc				
	MD				
	FD				
	Ops Mgr				
	Etc				

NOTE: Full contact details available from full client contact list available from shared access location and printed at regular intervals.

Part D – Supporting

Documents SUPPLIER CONTACTS (Critical)

Company Name / Address	Team/Role	Contact Names	Office phone	Mobile phone	Service provided and response required from Third Party
	MD				
	FD				
	Account Manager				
	Etc				
	MD				
	FD				
	Account Manager				
	Etc				
	MD				
	FD				
	Account Manager				
	Etc				

CDIS - Faverdale

Last reviewed: *Feb 2016*	
Next review: *Nov 2016*	

4.   Evacuation – Staff Checklist

Use this as a template for your staff checklist – keep the copy independently of this Plan so that it can be updated without the Plan needing to be reissued

Date Checklist Was Last Updated:	

CDIS - Faverdale

CDIS - Faverdale

Name	Contact Tel No	Status		
		Accounted for	Not in today	Unknown

5. Recovery objectives (RTO and RPO) and summary of dependencies for each Service/Team

List in priority order, your services. This can prove a useful guide when confirming recovery requirements after the loss of access to/use of site. This table should be based on your business impact analysis findings.

Service or Team (in recovery priority order)	Critical timings that may impact on restoration order	RTO	RPO		DAY ONE REQUIREMENTS			
					Team/staff requirements	IT requirements	Telephony requirements	Other dependencies (printing, machinery etc) required for this service
Document Scanning	SLA Consideration	0.5 Hours			Est 60 staff	Scanners, PC, Software(Kodak, Readsoft, Abbyy)	Email and Telephone or Mobile.	Document prep devices (Trays, Scissors, staple removers, paper etc.)
Information Technology support	Impact to other services	0.5 Hours			Est 2-3 staff	PC's, Equipment and Access.	Email and Telephone or Mobile	
Digital Mailroom Process	SLA Considerations	1 Hour			Est 45 staff	Scanners, PC, Software(Kodak, Readsoft, Abbyy)	Email and Telephone or Mobile.	Document prep devices (Trays, Scissors, staple removers, paper etc.) Letter opening devices or machines.
Warehousing and Logistics	Impact on other services	1 Day			Est 15 staff	Hand Scanner, PC, Software (Hand scanner, Kodak), Scanner.	Email and Telephone or Mobile.	FLT, Pump Trucks other Lifting devices. Vans, fuel.

6. Recovery locations for each Service/Team

List each service or team and summarise the recovery solution in the event of the loss of access to/use of site

Service/Team	Summary of recovery solution – move to site, hand off to site etc	Number of staff to move	DAY ONE REQUIREMENTS		
			Alternate locations to move staff to – e.g. 10 to WFH, 10 to SITE B	Work to be handed off	Where to be handed off
Document Scanning	Move to Warehouse 3 or Stead House (if not power outage)	Est 60 staff	Lingfield Point	Fiche	Bicester
Information Technology support	Move to Warehouse 3 or Warehouse 1 (if not power outage)	Est 2-3 staff	Lingfield Point	None	N/A
Digital Mailroom Process	Move to Warehouse 3 or Warehouse 1 (if not power outage)	Est 45 staff	Lingfield Point	None	N/A
Warehousing and Logistics	Lost site join warehouse team at other site (Warehouse 1, Stead House or Warehouse 3)	Est 15 staff	Lingfield Point	None	N/A

7. IT, telephony and other technology services (e.g. scanning, printing etc)

List your IT systems and the applications etc that run on them. This can be a useful document when IT systems require to be recovered.

System in RTO order	Where is this system hosted	Teams reliant on this	RTO required for this system	Recovery capability for this system	ITDR/alternate system arrangements	Manual workarounds
Kodak	Faverdale	Capita Manchester Operations BBC audience Services LSP Mail Hartshead Projects Bacs and Cheques Expenses Aintree NHS Trust East Renfrewshire Council Mendip Council Lams and Cams Capita HR FSCS Capita Health and Wellbeing L&P childrens mutual.	1 Hour		Readsoft, Abbyy.	
Paledon	Faverdale	Hartshead Project	4 hours		Kodak.	

Readsoft	Faverdale	Mendip Council SAP invoices All My Plans Capita Registrars WSCC	2 Hours	Kodak.
Powerfilm (Kodak)	Faverdale	L&P Fiche Hartshead Fiche	4 Hours	Bicester to process.
Move IT Central	Faverdale	Aintree BBC Audience Services LSP Mail Bacs and Cheques Expenses Mendip Council LSP Lams/Cams CapitaHR All My Plans L&P Childrens Mutual Capita Registrars	2 Hours	Upswitch WS_FTP Software
	Faverdale	Capita HR Aintree Urgent	4 Hours	Move IT Central
Ipswitch WS_FTP Software	Faverdale	Capita HR	1 Day	PDF to TIFF Converter
Adobe Acrobat (Pro)	Faverdale	Capita HR	1 Day	Adobe Acrobat (Pro)
PDF to TIFF Converter	Faverdale	Capita HR	1 Day	

Kodak Scanners	Faverdale	Capita Manchester Operations BBC audience Services LSP Mail Hartshead Projects Bacs and Cheques Expenses Aintree NHS Trust East Renfrewshire Council Mendip Council Lams and Cams Capita HR FSCS Capita Health and Wellbeing L&P childrens mutual. Hartshead Project Mendip Council	1 Hour	Older scanners, Scanner Sharing, Movement of jobs to other Site.
		SAP invoices All My Plans Capita Registrars WSCC TFL TVL		
Folding Space	Faverdale	Warehousing (All Clients with storage)	1 Day	Backup within Folding Space Servers Warm Backup within Warehouse 3.
Transearch	External	Law Society	5 Days	Contact Coventry, Folding Space.

8. Third Parties and Suppliers

3rd party supplier in RTO order	Service supplied	Teams reliant on the supplier	RTO required for this supplier	Recovery capability for this supplier	Alternative Suppliers	Workaround if no alternate supplier
Branch Direct	Royal Mail Post Delivery	Fiche LSP Mail LSP Lams/Cams Capita Registrars Capita HR L&P Childrens Mutual WSCC	7 Days		Owned Vans Hired Vans External Courier	
City Link	Overnight Delivery	Law Society Capita Health and Well Being	7 Days			
George Allinsons Transport	Bulk Collection and Delivery	Law Society	7 Days		Use of External Hauler.	

9. Critical Documents and Stationery (files, printer ink etc)

Document/stationery description	Teams reliant upon these documents	Where stored	RTO required for this supplier	Workaround if not available
Generic Stationary (Document Prep, Pens, Paper, Paper Clips etc.)	Bulk Scanning, Mailroom, IT, Management, Compliance, Security/Facilities	Warehouse and Reception	7 Days	Use other generic stationary supplier.
Toner, Ink, scanning and printing accessories.	Bulk Scanning, Mailroom, IT, Management, Compliance, Security/Facilities	Warehouse	1 Month	Use one of the many local suppliers.

10. Recovery Resources for each Team

Awaiting Creation of new BIA – New version to be released once completed.

REQT	TEAM OR SERVICE	BAU	< 6 hours	<12 hours	< 24 hours	< 48 hours	<5 days	<10 days	10 + days
	TOTALS =								
STAFF AND DESKS (LAPTOPS IN BRACKETS)									
IT									
TELEPHONY									
SUPPLIERS									
PRINT/SCAN/COPIER									
DOCUMENTS/RECORDS									
OTHERS									

11. Incident Log Sheet

Make copies of this original log sheet as required

Date and time of Plan invocation:		Number of pages:	
Recorded by:		Page Number:	

No	Occurrence/Action	Who actioned	Date and time	Comments
1	has been Invoked. Authorised by _____ . Signiture _____ . Date __/__/__ .			
2				
3				
4				
5				
6				
7				

8

12. Communications Log

Use this to record the time and detail of communications to each area listed

Stakeholder/Teams	Method	Frequency	Date/Time Communications Made				
			1st	2nd	3rd	4th	5th

Operational Business Unit
Business Continuity Plan

Leeds
CUSTOMER FACING

Author(s):	Harry Tugwell
Reviewed by:	Paul Webb
Authorised by:	Paul Webb
Date:	07 March 2016
Version:	1.2
Next Review Date:	07 September 2016

Table of Contents

Document Control
Version History

Document Control

Version History

Version	Status	Updated by	Reason for issue	Date
0.1	Draft	Bryan Sharkey	First Draft	21/02/2015
0.2	Draft	Bryan Sharkey	Plan Update	22/02/2015
0.3	Draft	Bryan Sharkey	Header Update	29/04/2015

0.4	Draft	Harry Tugwell	Review	02/09/2015
0.5	Draft	Harry Tugwell	Template change	02/11/2015
0.6	Draft	Harry Tugwell	Template change	02/11/2015
0.7	Draft	Harry Tugwell	Template Revision	01/12/2015
1.0	Authorised	Harry Tugwell	Document signed off.	01/12/2015
1.1	Authorised	Harry Tugwell	Template Revision	01/12/2015
1.2	Authorised	Harry Tugwell	Updated following BIA review and BC contact details	07/03/2016

Distribution List

Copy	Name	Position/Organisation	Method of issue
1.	Dave Askew	Restoration Team	Electronic
2.	Rob Burrows	Business Continuity Management Team	Electronic
3.	Joel Collins	IT Systems Recovery Team	Electronic
4.	Karl Cunliffe	IT Systems Recovery Team	Electronic
5.	Jon Fitzpatrick	Restoration Team / IT Systems Recovery Team	Electronic
6.	Sally Foster	Business Continuity Management Team	Electronic
7.	Andrew Gawthorpe	Business Continuity Management Team	Electronic
8.	Phillip Mann	Business Continuity Team	Electronic
9.	Simon Nevison	Business Resumption Team	Electronic
10.	Steve Norris	IT Systems Recovery Team	Electronic
11.	Dave Robinson	Business Continuity Management Team	Electronic
12.	Kris Staniforth	Restoration Team	Electronic

13.	Tracey Tansey	Restoration Team	Electronic
14.	Daniela Walsh	Local Corporate Crisis Team	Electronic
15.	Andrew Wood	Business Resumption Team	Electronic
16.	Shaun Wright	Business Continuity Team	Electronic

1. Definitions

In line with the definitions provided within ISO22301:2012 and for the purposes of this part of Communisis BCM Program, the following definitions (which are industry standard) apply:

Business Continuity: Strategic and tactical capability of Communisis to plan for and respond to incidents and business disruptions in order to continue business operations at an acceptable pre-defined level. This is referenced in the policy.

Business Continuity Management (BCM): Holistic management process that identifies the impacts to business operations and potential threats to Communisis, and which provides a framework for building resilience with the capability for an effective response that safeguards the interests of our key stakeholders, reputation, brand and value-creating activities.

NOTE – Business continuity management involves managing the recovery or continuation of business activities in the event of a business disruption, and management of the overall programme through training, exercises and reviews, to ensure the business continuity management plan(s) stays current and up to date.

Business Continuity Management Lifecycle: Series of business continuity activities which collectively cover all aspects and phases of the business continuity management programme.

Business Continuity Management Program: On-going management and governance process supported by top management and appropriately resourced to ensure that the necessary steps are taken to identify the impact of potential losses, maintain viable recovery strategies and plans, and ensure continuity of products and services through training, exercising, maintenance and review. This process is dealt with by the Business Continuity Governance Team.

Business Continuity Plan (BCP): Documented collection of procedures and information that are developed compiled and maintained in readiness for use during an incident to enable an organisation to continue to deliver its critical activities at an acceptable pre-defined level.

Business Continuity Strategy: The approach Communisis has taken that will ensure its recovery and continuity in the face of a disaster or other major incident or business disruption.

Exercise: A focused activity designed to execute business continuity plans and evaluate the individual and/or organization performance against approved standards or objectives. Exercises can be announced or unannounced, and are performed for the purpose of training and conditioning team members, and validating the business continuity plan. Exercise results identify plan gaps and limitations and are used to improve and revise the Business Continuity Plans.

Test: A pass/fail evaluation of infrastructure (example-computers, cabling, devices, hardware) and\or physical plant infrastructure (example-building systems, generators, utilities) to demonstrate the anticipated operation of the components and system.

ISO 22301 - International Standard for Business Continuity Management

2. Plan Introduction and Overview

2.1 Introduction

This Business Continuity Plan documents a co-ordinated and managed resumption of business operations for Leeds in Leeds, within acceptable recovery timeframes. The activities/functions listed below have been identified as being critical with further detail within the <Date> Business Impact Analysis.

This plan is intended to provide guidance to enable the operation to recover following an incident. The plan will provide a timeframe for the recovery of critical activities.

The plan has been developed in line with ISO 22301.

3. Determination of High, Medium Low impact

3.1 Escalation

Where an incident occurs which has the potential to interrupt the continuity of normal business processes the following client escalation will take place via the Businesses 'Relationship Managers'.

Where possible client updates will be dependent on the severity level of the incident:

Level 1 – Client to be notified if incident is not immediately resolved

> This level of incident will normally be a result of some form of resource / utility failure or a minor event which has been planned for and can be handled without any major disruption to the business. Whilst there may be little or no physical damage, the impact to the business could be very high if not quickly addressed.

Level 2 – Client to be notified within 2hrs with twice daily updates

> This level of incident may be due to the total loss of a resource or utility being the result of physical damage to property due to localised fire, flood, vandalism or theft. The impact to the business could be substantial, and there may be partial loss of the working environment.

Level 3 – Client to be notified within 2 hrs with 4 hourly updates

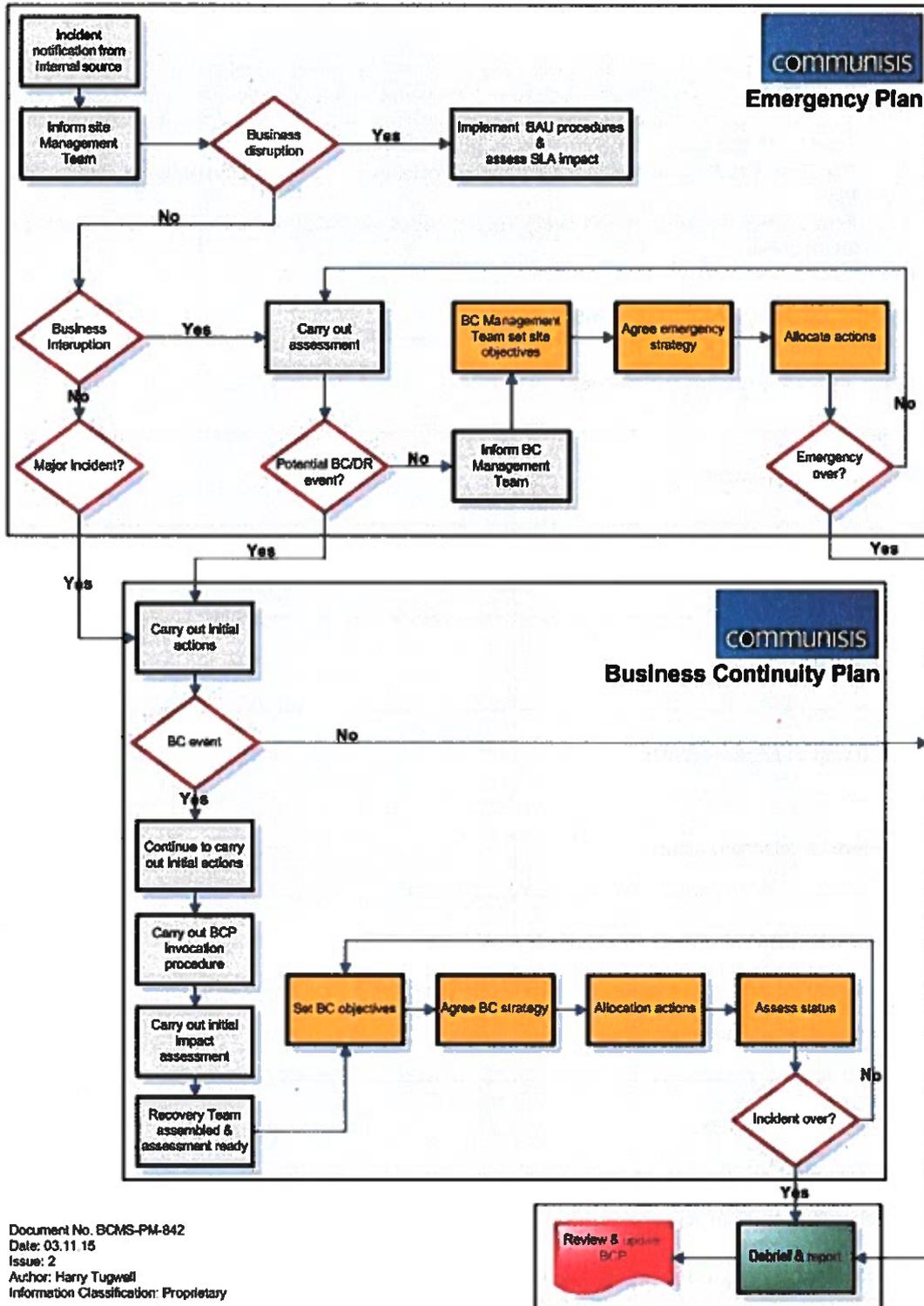> This level of incident is following a major event, which may have caused a total loss of the working environment. The risk of this kind of disaster occurring is low, however its impact is extremely high.

> Where technical solutions are in place that require technology teams to work together communication needs are likely to be more frequent. However, updates should be provided in line with the timescales above.

4. CMS Business Continuity Invocation Process

Emergency Plan

Incident notification from internal source → Inform site Management Team → Business disruption?
- Yes → Implement BAU procedures & assess SLA impact
- No → Business Interruption?
  - Yes → Carry out assessment → Potential BC/DR event?
    - No → Inform BC Management Team → BC Management Team set site objectives → Agree emergency strategy → Allocate actions → Emergency over?
      - No
      - Yes
    - Yes → (to Business Continuity Plan)
  - No → Major Incident?
    - Yes → (to Carry out Initial actions)

Business Continuity Plan

Carry out Initial actions → BC event?
- No →
- Yes → Continue to carry out Initial actions → Carry out BCP Invocation procedure → Carry out initial impact assessment → Recovery Team assembled & assessment ready → Set BC objectives → Agree BC strategy → Allocation actions → Assess status → Incident over?
  - No
  - Yes → Debrief & report → Review & update BCP

5. Initial actions

Confirm and carry out initial actions:

> The Business Continuity Team will communicate to all relevant stakeholders (including the Business Continuity Management Team) informing them of the situation and possible outcomes.
> If deemed appropriate the Business Continuity Team will convene at an alternative location - see BCMS-FM-510 Crisis Management Control Locations
> The Business Continuity Team will make a decision on the invocation of the Business Continuity Plan
> If the BCP is invoked, the Recovery Team Leader will initiate an analysis of the impact of the interruption

5.1 Brief summary of available information:

Health, safety and welfare of individuals	
Accessibility to operation	
Business operational status	
Security status	
Current work in progress (WIP)	
IT, Network & telephony status	
SLA impact envisaged	
Regulatory & Governance Reporting	
Incident event recording	
Possible short / medium outcome	

5.2 BC Recovery Team Initial Meeting (suggested agenda):

Initial assessment	Examine scope of incident and potential implications
Confirm Team Leader's assessment of the incident	Confirm status of initial actions Perform detailed assessments as time permits
Set objectives for the recovery team	What are the priorities at this time? What parameters and constraints do we need to work within? Write down agreed recovery team objectives
Allocate Recovery Team responsibilities	Confirm membership of the recovery team and assign individuals to roles Ensure individuals understand the role to which they have been assigned
Agree initial actions	Write down agreed actions

6. Business Continuity Team Roles and Responsibilities

In the event of an incident at any of our operational locations a decision will be made by the local Business Continuity Management team to activate the BCP and mobilize the BCM teams as necessary. Depending on the type and severity of the incident the relevant people will be contacted using the BCM Call Out Tree including the primary and secondary contacts of the supporting BCM teams (i.e. Corporate Crisis Team, IT Support Team etc.).

The main duties of the BC Team is to implement and manage the recovery strategy. The team is made up of representatives from all key functions based either on site or within the Group. Each member of the team will have a access to the plan and is jointly responsible for ensuring all plan actions are carried out.

Role	Function
Business Continuity Management Team	This Team consists of the Senior Management of the business, IT and Maintenance. It is responsible for the overall management of the business recovery process. It carries out an assessment of the disaster and invokes the appropriate recovery plan, mobilising other teams as necessary. Thereafter, it carries out business continuity management in order to return to normal working in the shortest possible time. It provides Group Management with regular status reports and gives guidance to teams on the recovery process.
Corporate Crises Team	This Team is concerned with dealing with the non-commercial aspects of a more serious disaster. It is concerned with all personnel, communications, health and safety and environmental aspects following a disaster, ensuring that a prime consideration is the safety of employees and dealing with the impact of the disaster on them and their next of kin. It deals with public relations aspects of a disaster, in particular relations with the Media. It also handles all insurance issues.
Business Resumption Team	This Team is concerned with the commercial aspects of assisting user departments maintain business continuity following a disaster. It assesses the business impact of the disaster and sets priorities, in particular for the recovery of services to the customer and lost data. It assists user departments to resume normal working and co-ordinates any move to an alternative business recovery solutions. A priority task is the maintenance of links with customers and suppliers.
Restoration Team	This Team is concerned with the assessment of damage following a disaster, the salvage of undamaged assets, the restoration of facilities damaged in the disaster and the replacement of lost resources.
IT Systems Recovery Team	This Team is concerned with the recovery of the computer systems and commercial systems and communications that have been affected by the disaster.

Business Continuity Coordinator	BCCs are concerned with the maintenance of the BC Plan, associated documentation and staff call list(s). BCCs also assist in the preparation and execution of plan exercises.

6.1 Recovery Team Members

Business Continuity Management Team

Name	Mobile Number	Email Address
Rob Burrows		robert.burrows@communisis.com
Sally Foster		sally.foster@communisis.com
Andrew Gawthorpe		andrew.gawthorpe@communisis.com
Dave Robinson		dave.robinson@cpmmunisis.com
Harry Tugwell		harry.tugwell@communisis.com
Paul Webb		paul.webbGM@communisis.com

Local Corporate Crisis Team

Name	Mobile Number	Email Address
Susan Ashton		susan.ashton@communisis.com
Daniela Walsh		daniela.walsh@communisis.com

Business Resumption Team

Name	Mobile Number	Email Address
Jordan Elliott		Jordan.Elliott@communisis.com
Anna Farnell		anna.farnell@communisis.com
Phillip Mann		phillip.mann@communisis.com
Simon Nevison		simon.nevison@communisis.com

Andrew Wood		andrew.woodPDMLeeds@communisis.com

Restoration Team

Name	Mobile Number	Email Address
Dave Askew		dave.askew@communisis.com
Kris Staniforth		kris.staniforth@communisis.com
Tracey Tansey		tracey.tansey@communisis.com

IT Systems Recovery Team

Name	Mobile Number	Email Address
Communisis Service Desk		service.desk@communisis.com
Simon Aitchison		simon.aitchison@communisis.com
Alex Clixby		alex.clixby@communisis.com
Joel Collins		joel.collins@communisis.com
Jon Fitzpatrick		jon.fitzpatrick@communisis.com
Simon Hilton		Simon.Hilton@communisis.com
Tony Laughton		tony.laughton@communisis.com
Steve Lovell		steve.lovell@communisis.com

Steve Norris		steve.norris@communisis.com

Information Classification: Proprietary

7. Prioritisation of Recovery and Resources Over Time (BIA input)

Operations

Priority	Location	Critical Activity	Main Impact	RTO	Continuity / Recovery Strategy	Critical Time
1	Leeds	Creative Artwork Services (CAS)				
2	Leeds	Mailing & Despatch				
2	Leeds	Cut-Sheet Laser Colour				
2	Leeds	Material Finishing				
2	Leeds	Enclosing				
2	Leeds	Continuous Litho Print				
2	Leeds	Document Composition				
2	Leeds	Warehouse				
2	Leeds	Cut-Sheet Litho Print				

Priority	Location	Critical Activity	Main Impact	RTO	Continuity / Recovery Strategy	Critical Time
10	Leeds	Continuous Digital Colour				
10	Leeds	Planning				
10	Leeds	Plate-making				
13	Leeds	Continuous Laser Mono				

Support Functions

Priority	Location	Critical Activity	Main Impact	RTO	Continuity / Recovery Strategy	Critical Time
1	Leeds	Client Services				
1	Leeds	IT Service Desk				
3	Leeds	Finance				
4	Leeds	Compliance				

4 | Leeds | Human Resource

8. Other Considerations

8.1 Press and Media Communications

All communications will be handled by the Communisis Marketing Team. Staff should refer any enquiries direct to the Marketing Team and must NOT make any comment to the press or the media.

Standard Media Address
"At this time all we have to say is that we are working closely with the emergency services to bring this situation under control and we will bring you up to date as and when there are any further developments" **Thank you**

8.2 Next of Kin Process

All next of kin communications will be managed by the HR team.

8.3 Transportation

Will be arranged by the Business Continuity Management Team. We would advise not to proceed to leave the site either by foot or other forms of transport unless instructed to do so.

8.4 Finance

Will be handled by The Business Resumption Team within their expenditure levels and where necessary escalated to Group Finance for approval.

9. Standing Down the Recovery Team and Return to Normal

9.1 Recovery Phases

BCM plans are embedded within the business. They are based around the following phases of recovery and, where an incident occurs which has the potential to interrupt the continuity of normal business processes; the following client escalation will take place via the Businesses 'Relationship Managers':

Recovery Phases
Note: The content of the recovery phases may vary dependant up on the local site requirements, however, this is the group base line

	During this phase the extent of the disaster will be assessed and the appropriate recovery plan activated. In the event of a serious disaster, it will be necessary to work closely with the emergency services and to ensure that employees are safe.
	The Business Resumption Team will be in close communication with both the client and relevant internal and third party service providers.
	Internally, priority will be given to the recovery of stock, computer systems and communications and establishing the designated alternative facilities for core business activities. This would include rerouting data to this facilities and starting production work based around the agreed work priorities.
	During this phase, if PCs have been lost in commercial and production departments, it may be necessary for user departments to operate using a reduced number.
Phase 1 0 – 24 hours	CMS Leeds will become the key operational environment and third party service providers will be used to help manage the logistics elements of the recovery activities
	Business Resumption Team requirements will be well understood and activities to manage the work flow will have been agreed. Additional third party support and facilities for logistics may also be engaged during this phase.
	During this period, all relevant computer systems should have been restored.
	If the accommodation has been seriously damaged, alternative space will be provided in temporary buildings in the car park, which will be equipped with the relevant hardware and software. Where appropriate office staff may work from home.
	Sourcing team will work from home or from Communisis Leeds during recovery as needed.
Phase 2 24 – 48 hours	Data lost during the disaster will have been recovered and entered into the restored or replicated systems
Phase 3 3 – 7 days	The effect of the disaster will be assessed and plans made for the replacement of lost resources and the repair of damage. Further supplies of technology and equipment will be provided to bring users back to a 'normal' working pattern
Phase 4 2nd week	In production areas, data capture systems should have returned to normal and the restoration of financial systems given priority. Temporary cabling will be replaced with permanent installations
	The main priority during this phase will be the replacement of lost assets and repair to damaged facilities. Once replacements for equipment covered under the Business Continuity Contract are installed, the contracted equipment can be released.
Phase 5 Weeks 3 & 4 and beyond	Permanent replacement systems will have been acquired and the relocation or replacement of accommodation determined

9.2 Return to Normal Activities

Tasks

Once there is a timetable for returning to the home site, or an alternative location has been secured, the Recovery Team will undertake the following tasks in preparation for the move and return to normal operation.

Accommodation tasks

- Confirm sufficient assets have been made available – desks, PCs, monitors, telephones, faxes, printers, network connections.
- Review of seating arrangements
- Confirm Health & Safety checks have been made
- Ensure managers and staff are briefed on completion of workstation assessments following staff relocation

Technical recovery tasks

- Ensure all systems are available at home site
- Complete user testing at site.
- Escalate any issues resulting from testing.
- Manage resolution.
- Confirm telephony requirements
- Ensure staff profiles are correct

Staff management and welfare tasks

- Consider introduction/continuance of shift working
- Consider use of mirror sites during initial relocation
- Understand staff welfare issues and opportunities to mitigate these

Operational recovery tasks

- Review requirements for migrating recovered activities back to home site
- Confirm any process alterations or workarounds, if any, have been recorded
- Prepare for resumption of activities that were not recovered
- Establish backlog position
- Develop plan to return to normal WIP levels
- Manage stakeholders

9.2 Debrief and Post Incident Review

The Business Continuity Management Team, will inform the Corporate Crises Team when a business continuity event has ended. It is essential that the on-site Business Continuity Team conduct a Post Incident Review (PIR) with the assistance of appropriate external bodies if/as required, referencing the incident logs for clarification.

The following should be considered:

Key points to consider	Notes / Comments
Incident alert, escalation and call out	

Command structures and control of situation	
Information available	
Internal and external communications	
Effectiveness of response and decisions made	
Response of staff	
Response of third parties	
Learning points and training implications	
Impact on the business	
Costs and expenses	
Other comments	

10. Plan Scope, Objectives and Assumptions

10.1 Scope of the Plan

This plan has been drawn up to deal with the disruption of critical activities caused by the loss of the office or other major incidents affecting the on-site team operations within the main facility. The plan is not designed to take into account the whole building BC Management. Tasks and actions are designed to restore critical activities to acceptable levels of operation in order to prevent irrevocable loss. If the facilities are still available and, e.g., IT systems that are down in isolation, then this plan should still be used but be adapted according to the specific situation.

The plan includes actions to:

- Recover the critical activities
- Facilitate the decision-making process following an incident alert or notification
- Analyse the impact of the incident at the time
- Invoke this plan
- Relocate staff and set-up appropriate recovery facilities at <recovery location>
- Manage the resources and equipment requirements required to recover all business activities over time, from the initial interruption through to the return to normal business

The purpose of this plan is to assist the management of the loss that may occur should client activities at Communisis sites suffer interruption. **10.2 Objectives of the Plan**

Objective	Responsibility	By When

10.3 Planning Assumptions

The assumptions made in respect of the effective operation of this Business Continuity plan include:

The Crisis Management Team will facilitate the tactical strategic decision making process in respect of the recovery of all critical activities

Press and media communications during the recovery will be facilitated by Press/Media office

Site emergency evacuation plans exist and are effective

The Facilities Team have plans that will provide support during business interruption

That third party service providers operate within agreed SLAs

IT have recovery plans for the restoration of critical systems within the recovery time objectives

Fire evacuation and Site Emergency Plan are appropriate to initial response and emergency control

Human Resources support plan is effective

The telecommunications and data infrastructure including Wide Area Network (required for contacting staff and suppliers during an incident) remain fully operational in the case of mobile communications and those provided at the recovery locations

Travelling infrastructure is not materially restricted

The work positions within recovery locations are available upon invocation

11. Governance

11.1 Ongoing Administration & Maintenance

Communisis will take responsibility for the on-going administration of the Central Document File. This will include ensuring that changes to the live production service are propagated into the BC solution and where applicable IT infrastructure, business processing systems and manufacturing capability components are kept in synch.

This solution document will be updated not exceeding 6 months or when there is a significant process change. The client will need to co-operate with the BCP requirements as detailed within the contractual schedule 12 requirements.

The documents embedded within this solution are bound by the same security classification stated as this master document. As this document is intended to assist both CMS and the client all documents are as per the client BCM system.

It is envisaged that this document will develop as the relationship matures and the service delivery and design is embedded.

11.2 Exercising

As part of the operational emergency preparedness the BC plans will be exercises annually. Supplementary exercising is available on request by the client with suitable notice and acceptance of CMS. Any exceptional resource and material cost will be charged back to the client.

CMS will produce a Business Continuity Pre-exercise Plan with the client and this will be submitted within 20 days of the proposed exercise date to the Client Services. The scope of exercising will be agreed in advance (specific products, features, volumes etc.) between CMS and the client using the CMS BCP Exercise Plan Template T007. A Post-exercise Plan will be sent to relevant stakeholders within 10 days of the completed exercise. The post exercise plan will detail the exercise learning and/or any corrective actions for client and internal review.

11.3 Exercise Schedule

An exercise schedule will be developed by CMS and agreed with the client. All exercise will be designed not to impact upon BAU or SLA.

11.4 Resources & Consumables

It is considered that a limited supply of resource will be required to carry our exercising of the plans. CMS will be responsible for ensuring there is sufficient operational staff available at the BC location in order to fulfil the BC exercise test obligations. The client will be responsible for any hardware, IT, data, and plant or equipment requirements.

12. Supporting Documentation

Transportation Issues

#	Description	Owner	Time Scale
1	Undertake audit of which areas are affected, extent of disruption and likely duration of disruption.	Ops Manager	Day 1
2	Ascertain whether incident can be resolved by alternative carrier, relocating warehouse or relocating stock.	BCP Team	Day 1
3	Assess impact on client campaigns and implement strategy of contacting clients.	Client Services	Day 1
4	Review areas likely to be affected by incident in line with current activity and organise reourse accordingly and in line with continuity plans.	Ops Manager	Day 1
5	Ensure any financial implications re:service agreements are thoroughly investigated and any claims due are processed.	Finance	Day 1 - 2
6	Investigate possibility of using GMS resource to delivert priority items	Ops Manager	Day 1 -2
7	If relocation of any or all departments required review departmental removal plan in line with PLAN 2 of the GMS Business Continuity Plan.	BCP Team	Day 2 Onwards

Transportation Issues Staff

#	Description	Owner	Time Scale
1	Undertake audit of which areas are affected, extent of disruption and likely duration of disruption.	Finance	Day 1
2	Ascertain whether incident is likley to be of such a duration or magnitued that business redlocation plan will require implementing for any or all areas	BCP Team	Day 1
3	Assess impact on client campaigns and implement strategy of contacting clients.	Cliens Services	Day 1
4	Review operational activity against available resource and re-deploy resource in most effective areas in liasion with client services.	Ops Manager	Day 1
5	Contact staff via mobiles, landlines or e-mail to update and receive statuses.	Finance	Day 1
6	If relocation of any or all departments required review departmental removal plan in line with PLAN 2 of the GMS Business Continuity Plan.	BCP Team	Day 2 Onwards
7	Ensure systems are being managed and running correctly either remotely or that an operator can access them and they are adequate for ops activity.	IT Manager	Day 2 Onwards
8	Ensure staff that need to communicate with clients are able to either from home or from alternative locations	Cliens Services	Day 2Onwards

SYSTEMS UNAVAILABILITY

#	Description	Owner	Time Scale
1	Undertake full impact implications audit including duration of problem, cause and how widespread, of the systems incident.	IT Manager	Day 1
2	If the issue is an external telecomms supply issue then supplier(s) must be contacted immediately in line with BCP	IT Manager	Day 1
3	If the issue is an external problem involving resource from alternative supplier then the suppliers helpline must be contacted immediately.	IT Manager	Day 1
4	Using judgement of BCP team as a guide consider utilisation of alternative servers and resource in line with preferred BCP partner and anticipated duration of incident	IT Manager	Day 1

#	Description	Owner	Time Scale
5	Based on IT audit ascertain likely client implications and convey the results to clients.	Client Services	Day 1
6	Ascertain duration of interruption and departmental operational implications and re-schedule work / staff accordingly.	Ops Manager	Day 1
7	Ensure backup servers are working and migrate systems to BCP Partner.	IT Manager	Day 2
8	Prepare Consumer staff for migration to alternative location.	Finance	Day 2
9	Prepare Affected Operations staff for migration or re-deployment.	Ops Manager	Day 2
10	Ensure all replacement systems are robust enough for operational activity to be maintained at required levels.	IT Manager	Day 2 Onwards

SITE UNAVAILABILITY

#	Description	Owner	Time Scale
1	Undertake full impact on building & stock & risk assessment	Ops Manager	Day 1
2	Undertake full impact on IT Systems considering operator access in view of the ops manager assessment. If required commence relocation plans. If unavailability < 2 days begin remote control of all systems in line with plan.	IT Manager	Day 1
3	Begin locating temp workspace for account managers and retrieving documents. Begin consulting with clients re: effects and likely durations.	Client Services	Day 1
4	Inform all staff of incident, likely duration & likely outcome.	Finance	Day 1
5	Begin re-location of any stock & other resource that remains accessible to alternative locations in line with plan & expected duration of incident.	Warehouse	Day 1
6	Ascertain whether relocation plan is to be implemented - if it is contact landlords & couriers	Finance	Day 1
7	Ensure affected area has adequate security	Finance	Day 1
8	All ops depts to ascertain impact on immediate staff and work loads in line with #1 - schedule staff, resouce & activity accordingly	Ops Manager	Day 1 -2
9	Inform PR of issues and anticipated duration	Client Services	Day1 - 2
10	IT to instigate back up server plan in conjunction with BCP IT Partner & begin process of implementing operational processes if incident goes beyond 2 days.	IT Manager	Day 2
11	Acquire access to alternative IT resource and ensure clients are contactable via usual methods.	Client Services	Day 2
12	Ensure new location utilities are available and meters read if relocation takes place.	Finance	Day 2
13	Relocate affected departments in line with resource and stock.	Ops Manager	Day 2
14	Ensure resource is available for consumer services relocation in line with BCP Partner and in line with BCP Plan	IT Manager	Day 2
15	Ensure resource is available for staff to relocate to supplied alternative resource	Finance	Day 2
16	Ensure resource is available for removal of stock to new facility and that all stock transferred is recorded along with any other manual activity.	Ops Manager	Day 2
17	Continue adopting re-location plan if required	Ops Manager	Day 2 - Ongoing
18	Ensure staff are suitably located & informed of all current and short term issues	Finance	Day 2 - Ongoing
16	Ensure all systems, including comms are adequate and business can continue to function over the required sites.	IT Manager	Day 2 - Ongoing

#	Description	Owner	Time Scale
17	Ensure records of all associated costs of incident are logged and recorded	Finance	1 Week
18	Quantify client insurance claims if appropriate	Client Services	1 Week
19	Ensure all ops depts are working efficiently	Ops Manager	1 week onwards
20	Ensure HR are communicating all developments to all staff	HR	1 week onwards
21	If unavailability continues over 10 days maintain and review all systems to ensure that all resource is adequate and robust	IT Manager	1 week onwards

Power Failures / Surges

#	Description	Owner	Time Scale
1	Full audit of cause of incident, implications for recently processed work and likely duration of event.	IT Manager	Day 1
2	Full assesment of Health & Safety implications to be obtained from ops including actions required to facilitate operational functionality.	Ops Manager	Day 1
3	Begin implementing above with external emergency power supplies (generators for offices, gas for FLTs etc)	Ops Manager	Day 1
4	Review areas likely to be affected by incident in line with current activity and organise resource accordingly and in line with continuity plans.	Ops Manager	Day 1
5	Assess impact on client campaigns and implement strategy of contacting clients.	Client Services	Day 1
6	If backup server resource required contact IT BCP parrtner and implement back up processes.	IT Manager	Day 1
7	Ensure the cause of the issue has been ascertained and where possible contact supplier and seek finanical redress.	Finance	Day 1 - 2
8	All departments to be prepared to fall back to manual processes for activity that is usually carried out electronically.	BCP Team	Day 1 - Ongoing
9	Ongoing reviews of H&S in areas affected including temparatures, light and water availability.	Ops Manager	Ongoing

Industrial Action

#	Description	Owner	Time Scale
1	BCP Team convene and ascertain source of unrest, extent and likely duration.	BCP Team	Day 1
2	HR advice as to legality of action and likelihood that external mediation services will be required.	Finance	Day 1
3	Review areas likely to be affected by incident in line with current activity and organise resource accordingly and in line with continuity plans.	Ops Manager	Day 1
4	Assess impact on client campaigns and implement strategy of contacting clients.	Client Services	Day 1
5	If the action is rendering any part of the premises as unavailable then review the possibilities of relocating departments either externally or internall in line with Plan 2 of the BCP.	BCP Team	Day 1
6	Identify a representative from those taking the industrial action to communicate with. If the strike is illegal review the situation with regard to contracts of workers and communicate implications via representative.	Finance	Day 1 - Ongoing.
7	If the strike is legal then begin negotiations in line with the requirements of the chief executive / BCP Team.	Finance	Day 1 - Ongoing.
8	Begin recruitment of replacement staff in line with HR requirements and the departmental situation.	Finance	Day 1 - Ongoing.

#	Description	Owner	Time Scale
9	Communicate the action to the PR company and liaise with the company re: how this is handled in the wider media, particularly with reference to local media.	Client Services	Day 1 - Ongoing.
10	If the action is affecting IT department then contact GMS BCP IT partner with a view to transferring IT activity to the alternative premises.	Finance	Day 1 - Ongoing.
11	If action is continuing illegally ensure its end is brought about via the appropriate authorities.	Finance	Day 2
12	If action is legal then continue to review the situation holding regular BCP meetings and negotiating with representatives.	Finance	Day 2 - Onwards
13	If no reconciliation can be easily and quickly found then consult external specialist advice in an effort to bring about speedy resolution.	Finance	Day 2 - Onwards
14	Continue to monitor affected areas and obtain advice from all senior managers as to staff requirements to maintain ongoing operational activity - ensure these requirements are met in line with GMS recruitment policy.	Finance	Day 2 - Onwards
15	Continue to negotiate with representatives and communicate with all parties until the action comes to an end and is resolved to the satisfaction of GMS.	Finance	Day 3 - Onwards

FIRE - FLOOD - DAMAGE TO WAREHOUSE

#	Description	Owner	Time Scale
1	Undertake full impact on building & stock & risk assessment	Ops Manager	Day 1
2	Inform Insurance Brokers, obtain meter readings, inform Landlord	Finance	Day 1
3	Communicate stock damage & implication to clients	Client Services	Day 1
4	Relocate ops staff to aid with warehouse recovery	Ops Manager	Day 1
5	Begin removal of unaffected stock to secure areas - after loss adjustors have visited	Warehouse	Day 1
6	Ascertain whether relocation plan is to be implemented - if it is contact landlords & couriers	Finance	Day 1
7	Ensure affected area has adequate security	HR	Day 1
8	All ops depts to ascertain impact on immediate staff and work loads in line with #1 - schedule staff & activity accordingly	Ops Manager	Day 1 -2
14	Ensure Transport available for bulk stock removal	Finance	Day 2
9	Full manual stock count of all good useable stock to be undertaken and unuseable stock to be made unavailable on systems	Warehouse	Day 2
13	Ensure new location utilities are available and meters read	Finance	Day 2
10	Agree Comms plan with clients & prepare impact assessments on affected campaigns	Client Services	Day 2 - 4
11	Obtain repair & renovation costs & approval of same from CEO	Warehouse	Day 2 -4
12	Continue adopting re-location plan if required	Ops Manager	Day 2 - Ongoing
15	Ensure staff are suitably located & informed	HR	Day 2 - Ongoing
16	Ensure all systems are adequate for relocation	IT	Day 2 - Ongoing
17	Ensure records of all associated costs of incident are logged and recorded	Finance	1 Week
18	Quantify client insurance claims	Client Services	1 Week

#	Description	Owner	Time Scale
19	Ensure all ops depts are working efficiently	Ops Manager	1 week onwards
20	Ensure HR are communicating all developments to all staff	HR	1 week onwards

Resource Interruption

#	Description	Owner	Time Scale
1	Assess full extent, duration and areas to be affected and use this information to decide on extent of continuity plan - I.e. is full relocation required or can the incident be handled in house.	BCP Team	Day 1
2	If relocation is required then alternative premises will need to be found and secured and the process of relocation begun.	Finance	Day 1
3	Operational review of activity that will be affected. If relocation required then departmental relocation plans to begin. If activity can be handled internally then internal resource will need to be redeployed.	Ops Manager	Day 1
4	Ensure affected areas are secure and that only authorised personnel are admitted.	Ops Manager	Day 1
5	Ensure the disruption is legal and if any costs can be claimed for disruption obtain the process to begin the claims.	Finance	Day 1
6	Assess impact on client campaigns and implement strategy of contacting clients.	Client Services	Day 1
7	Ensure IT resource is available to any departments that are relocating and if company relocation is required contact BCP partner to begin the process of utilising their resource	IT Manager	Day 1
8	Contact affected staff to make them aware of the circumstances and of any requirements to relocate to alternative premises.	Finance	Day 1
9	Obtain guidance from Client Services as to priority of workload and review operational schedule and resource to ensure the priorities are met.	Ops Manager	Day 2 Onwards
10	Ensure all suppliers and contractors, particularly parcel companies, royal mail and so on are aware of any alternative location they need to visit to maintain operations	Ops Manager	Day 2 Onwards
11	Ensure client services staff are able to communicate effectively and as required to all clients via liaison with IT.	Client Services	Day 2 Onwards
12	Monitor all developments initially on a daily basis and review the plans as they unfold.	BCP Team	Day 2 Onwards

Death of Key Staff

#	Description	Owner *	Time Scale
1	Full audit of cause of incident, implications for recently processed work and likely duration of event.	IT Manager	Day 1
2	Full assesment of Health & Safety implications to be obtained from ops including actions required to facilitate operational functionality.	Ops Manager	Day 1
3	Begin implementing above with external emergency power supplies (generators for offices, gas for FLTs etc)	Ops Manager	Day 1
4	Review areas likely to be affected by incident in line with current activity and organise resource accordingly and in line with continuity plans.	Ops Manager	Day 1
5	Assess impact on client campaigns and implement strategy of contacting clients.	Client Services	Day 1
6	If backup server resource required contact IT BCP parrtner and implement back up processes.	IT Manager	Day 1

#	Description	Owner	Time Scale
7	Ensure the cause of the issue has been ascertained and where possible contact supplier and seek finanical redress.	Finance	Day 1 - 2
8	All departments to be prepared to fall back to manual processes for activity that is usually carried out electronically.	BCP Team	Day 1 - Ongoing
9	Ongoing reviews of H&S in areas affected including temparatures, light and water availability.	Ops Manager	Ongoing
	*It is assumed that the owner of the activity within the department affected would be the next most senior member of the dept.		

Transportation Issues Royal Mail

#	Description	Owner	Time Scale
1	Undertake audit of which areas are affected, extent of disruption and likely duration of disruption.	Ops Manager	Day 1
2	Ascertain whether incident can be resolved by utilising GMS resource (I.e. collecting mail) or asking for drops and collections from alternative location.	Ops Manager	Day 1
3	Contact RM customer liason officer to agree reolution to issue if possible.	Ops Manager	Day 1
4	Review areas likely to be affected by incident in line with current activity and organise resource accordingly and in line with continuity plans.	Ops Manager	Day 1
5	Assess impact on client campaigns and implement strategy of contacting clients.	Client Services	Day 1
6	Ensure any financial implications re:service agreements are thoroughly investigated and any claims due are processed.	Finance	Day 1 - 2
7	Investigate possibility of using alternative suppliers to deliver items	Ops Manager	Day 1 -2
8	If relocation of any or all departments required review departmental removal plan in line with PLAN 2 of the GMS Business Continuity Plan.	BCP Team	Day 2 Onwards
9	Be aware of possible delays in payments from clients and if necessary request BACS payments	Finance	Day 2 Onwards
10	Be aware of possible requirement to temporarily increase staff in ops departments if issue is long lasting to cope with bulk one off receipt of mail.	Finance	Day 5 Onwards

Diesel Spillage - Pollution

#	Description	Owner	Time Scale
1	Locate source of spill and close it off if possible.	Ops manager	Day 1
2	Deploy anti spill kit & drain covers to minimise spill spreading.	Ops Manager	Day 1
3	Ensure BCP member(s) and EMS manager is informed of spill.	Ops Manager	Day 1
4	Assess whether or not the EA need to be informed and, if pollution has occurred, inform the EA pollution line.	Ops Manager	Day 1
5	Clear up the spill, taking photographic evidence of the extent of the spill.	Ops manager	Day 1
6	Undertake audit of which areas are affected, extent of disruption and likely duration of disruption.	Financial Controller	Day 1
7	Ascertain whether incident is likely to be of such a duration or magnitude that business relocation plan will require implementing for any or all areas	BCP Team	Day 1

8	Assess impact on client campaigns and implement strategy of contacting clients.	Clients Services Director	Day 1
9	Review operational activity against available resource and re-deploy resource in most effective areas in liasion with client services.	Ops Manager	Day 1
10	Contact staff via mobiles, landlines or e-mail to update and receive statuses via the employees list held electronically byFinance.	Financial Controller	Day 1
11	If relocation of any or all departments required review departmental removal plan in line with PLAN 2 of the GMS Business Continuity Plan.	BCP Team	Day 2 Onwards
12	Ensure systems are being managed and running correctly either remotely or that an operator can access them and they are adequate for ops activity.	IT Manager	Day 2 Onwards
13	Ensure staff that need to communicate with clients are able to either from home or from alternative locations	Client Services Director	Day 2 Onwards

#	Description	Owner	Time Scale
2	Ascertain whether incident can be resolved by alternative carrier, relocating warehouse or relocating stock.	BCP Team	Day 1
7	If relocation of any or all departments required review departmental removal plan in line with PLAN 2 of the GMS Business Continuity Plan.	BCP Team	Day 2 Onwards
2	Ascertain whether incident is likley to be of such a duration or magnitued that business redlocation plan will require implementing for any or all areas	BCP Team	Day 1
6	If relocation of any or all departments required review departmental removal plan in line with PLAN 2 of the GMS Business Continuity Plan.	BCP Team	Day 2 Onwards
8	All departments to be prepared to fall back to manual processes for activity that is usually carried out electronically.	BCP Team	Day 1 - Ongoing
8	All departments to be prepared to fall back to manual processes for activity that is usually carried out electronically.	BCP Team	Day 1 - Ongoing
1	BCP Team convene and ascertain source of unrest, extent and likely duration.	BCP Team	Day 1
5	If the action is rendering any part of the premises as unavailable then review the possibilities of relocating departments either externally or internali in line with Plan 2 of the BCP.	BCP Team	Day 1
1	Assess full extent, duration and areas to be affected and use this information to decide on extent of continuity plan - i.e. is full relocation required or can the incident be handled in house.	BCP Team	Day 1
12	Monitor all developments initially on a daily basis and review the plans as they unfold.	BCP Team	Day 2 Onwards
8	All departments to be prepared to fall back to manual processes for activity that is usually carried out electronically.	BCP Team	Day 1 - Ongoing
8	If relocation of any or all departments required review departmental removal plan in line with PLAN 2 of the GMS Business Continuity Plan.	BCP Team	Day 2 Onwards
7	Ascertain whether incident is likely to be of such a duration or magnitude that business relocation plan will require implementing for any or all areas	BCP Team	Day 1
11	If relocation of any or all departments required review departmental removal plan in line with PLAN 2 of the GMS Business Continuity Plan.	BCP Team	Day 2 Onwards
3	Assess impact on client campaigns and implement strategy of contacting clients.	Cliens Services	Day 1
8	Ensure staff that need to communicate with clients are able to either from home or from alternative locations	Cliens Services	Day 2Onwards
3	Assess impact on client campaigns and implement strategy of contacting clients.	Client Services	Day 1
5	Based on IT audit ascertain likely client implications and convey the results to clients.	Client Services	Day 1
3	Begin locating temp workspace for account managers and retrieving documents. Begin consulting with clients re: effects and likely durations.	Client Services	Day 1
9	Inform PR of issues and anticipated duration	Client Services	Day1 - 2
11	Acquire access to alternative IT resource and ensure clients are contactable via usual methods.	Client Services	Day 2
18	Quantify client insurance claims if appropriate	Client Services	1 Week
5	Assess impact on client campaigns and implement strategy of contacting clients.	Client Services	Day 1
5	Assess impact on client campaigns and implement strategy of contacting clients.	Client Services	Day 1
4	Assess impact on client campaigns and implement strategy of contacting clients.	Client Services	Day 1
9	Communicate the action to the PR company and liaise with the company re: how this is handled in the wider media, particularly with reference to local media.	Client Services	Day 1 - Ongoing.
3	Communicate stock damage & implication to clients	Client Services	Day 1
10	Agree Comms plan with clients & prepare impact assessments on affected campaigns	Client Services	Day 2 - 4
18	Quantify client insurance claims	Client Services	1 Week
6	Assess impact on client campaigns and implement strategy of contacting clients.	Client Services	Day 1
11	Ensure client services staff are able to communicate effectively and as required to all clients via liaison with IT.	Client Services	Day 2 Onwards
5	Assess impact on client campaigns and implement strategy of contacting clients.	Client Services	Day 1
5	Assess impact on client campaigns and implement strategy of contacting clients.	Client Services	Day 1
13	Ensure staff that need to communicate with clients are able to either from home or from alternative locations	Client Services Director	Day 2 Onwards
6	Assess impact on client campaigns and implement strategy of contacting clients.	Clients Services Director	Day 1
5	Ensure any financial implications re:service agreements are thoroughly investigated and any claims due are processed.	Finance	Day 1 - 2
1	Undertake audit of which areas are affected, extent of disruption and likely duration of disruption.	Finance	Day 1
5	Contact staff via mobiles, landlines or e-mail to update and receive statuses.	Finance	Day 1
8	Prepare Consumer staff for migration to alternative location.	Finance	Day 2
4	Inform all staff of incident, likely duration & likely outcome.	Finance	Day 1
6	Ascertain whether relocation plan is to be implemented - if it is contact landlords & couriers	Finance	Day 1
7	Ensure affected area has adequate security	Finance	Day 1

|	Task	Dept	Timeframe
12	Ensure new location utilities are available and meters read if relocation takes place.	Finance	Day 2
15	Ensure resource is available for staff to relocate to supplied alternative resource	Finance	Day 2
18	Ensure staff are suitably located & informed of all current and short term issues	Finance	Day 2 - Ongoing
17	Ensure records of all associated costs of incident are logged and recorded	Finance	1 Week
7	Ensure the cause of the issue has been ascertained and where possible contact supplier and seek finanical redress.	Finance	Day 1 - 2
7	Ensure the cause of the issue has been ascertained and where possible contact supplier and seek finanical redress.	Finance	Day 1 - 2
2	HR advice as to legality of action and likelihood that external mediation services will be required.	Finance	Day 1
6	Identify a representative from those taking the industrial action to communicate with. If the strike is illegal review the situation with regard to contracts of workers and communicate implications via representative.	Finance	Day 1 - Ongoing.
7	If the strike is legal then begin negotiations in line with the requirements of the chief executive / BCP Team.	Finance	Day 1 - Ongoing.
8	Begin recruitment of replacement staff in line with HR requirements and the departmental situation.	Finance	Day 1 - Ongoing.
10	If the action is affecting IT department then contact GMS BCP IT partner with a view to transferring IT activity to the alternative premises.	Finance	Day 1 - Ongoing.
11	If action is continuing illegally ensure its end is brought about via the appropriate authorities.	Finance	Day 2
12	If action is legal then continue to review the situation holding regular BCP meetings and negotiating with representatives.	Finance	Day 2 - Onwards
13	If no reconciliation can be easily and quickly found then consult external specialist advice in an effort to bring about speedy resolution.	Finance	Day 2 - Onwards
14	Continue to monitor affected areas and obtain advice from all senior managers as to staff requirements to maintain ongoing operational activity - ensure these requirements are met in line with GMS recruitment policy.	Finance	Day 2 - Onwards
15	Continue to negotiate with representatives and communicate with all parties until the action comes to an end and is resolved to the satisfaction of GMS.	Finance	Day 3 - Onwards
2	Inform Insurance Brokers, obtain meter readings, inform Landlord	Finance	Day 1
6	Ascertain whether relocation plan is to be implemented - if it is contact landlords & couriers	Finance	Day 1
14	Ensure Transport available for bulk stock removal	Finance	Day 2
13	Ensure new location utilities are available and meters read	Finance	Day 2
17	Ensure records of all associated costs of incident are logged and recorded	Finance	1 Week
2	If relocation is required then alternative premises will need to be found and secured and the process of relocation begun.	Finance	Day 1
5	Ensure the disruption is legal and if any costs can be claimed for disruption obtain the process to begin the claims.	Finance	Day 1
6	Contact affected staff to make them aware of the circumstances and of any requirements to relocate to alternative premises.	Finance	Day 1
7	Ensure the cause of the issue has been ascertained and where possible contact supplier and seek finanical redress.	Finance	Day 1 - 2
6	Ensure any financial implications re:service agreements are thoroughly investigated and any claims due are processed.	Finance	Day 1 - 2
9	Be aware of possible delays in payments from clients and if necessary request BACS payments	Finance	Day 2 Onwards
10	Be aware of possible requirement to temporarily increase staff in ops departments if issue is long lasting to cope with bulk one off receipt of mail.	Finance	Day 5 Onwards
6	Undertake audit of which areas are affected, extent of disruption and likely duration of disruption.	Financial Controller	Day 1
10	Contact staff via mobiles, landlines or e-mail to update and receive statuses via the employees list held electronically byFinance.	Financial Controller	Day 1
20	Ensure HR are communicating all developments to all staff	HR	1 week onwards
7	Ensure affected area has adequate security	HR	Day 1
15	Ensure staff are suitably located & informed	HR	Day 2 - Ongoing

	Task	Dept	Timeframe
20	Ensure HR are communicating all developments to all staff	HR	1 week onwards
16	Ensure all systems are adequate for relocation	IT	Day 2 - Ongoing
7	Ensure systems are being managed and running correctly either remotely or that an operator can access them and they are adequate for ops activity.	IT Manager	Day 2 Onwards
1	Undertake full impact implications audit including duration of problem, cause and how widespread, of the systems incident.	IT Manager	Day 1
2	If the issue is an external telecomms supply issue then supplier(s) must be contacted immediately in line with BCP	IT Manager	Day 1
3	If the issue is an external problem involving resource from alternative supplier then the suppliers helpline must be contacted immediately.	IT Manager	Day 1
4	Using judgement of BCP team as a guide consider utilisation of alternative servers and resource in line with preferred BCP partner and anticipated duration of incident	IT Manager	Day 1
7	Ensure backup servers are working and migrate systems to BCP Partner.	IT Manager	Day 2
10	Ensure all replacement systems are robust enough for operational activity to be maintained at required levels.	IT Manager	Day 2 Onwards
2	Undertake full impact on IT Systems considering operator access in view of the ops manager assessment. If required commence re-location plans. If unavailability < 2 days begin remote control of all systems in line with plan.	IT Manager	Day 1
10	IT to instigate back up server plan in conjunction with BCP IT Partner & begin process of implementing operational processes if incident goes beyond 2 days.	IT Manager	Day 2
14	Ensure resource is available for consumer services relocation in line with BCP Partner and in line with BCP Plan	IT Manager	Day 2
16	Ensure all systems, including comms are adequate and business can continue to function over the required sites.	IT Manager	Day 2 - Ongoing
21	If unavailability continues over 10 days maintain and review all systems to ensure that all resource is adequate and robust	IT Manager	1 week onwards
1	Full audit of cause of incident, implications for recently processed work and likely duration of event.	IT Manager	Day 1
6	If backup server resource required contact IT BCP parrtner and implement back up processes.	IT Manager	Day 1
1	Full audit of cause of incident, implications for recently processed work and likely duration of event.	IT Manager	Day 1
6	If backup server resource required contact IT BCP parrtner and implement back up processes.	IT Manager	Day 1
7	Ensure IT resource is available to any departments that are re-locating and if company relocation is required contact BCP partner to begin the process of utilising their resource	IT Manager	Day 1
1	Full audit of cause of incident, implications for recently processed work and likely duration of event.	IT Manager	Day 1
6	If backup server resource required contact IT BCP parrtner and implement back up processes.	IT Manager	Day 1
12	Ensure systems are being managed and running correctly either remotely or that an operator can access them and they are adequate for ops activity.	IT Manager	Day 2 Onwards
6	Ascertain duration of interruption and departmental operational implications and re-schedule work / staff accordingly.	Ops Manager	Day 1
9	Prepare Affected Operations staff for migration or re-deployment.	Ops Manager	Day 2
1	Undertake full impact on building & stock & risk assessment	Ops Manager	Day 1
6	All ops depts to ascertain impact on immediate staff and work loads in line with #1 - schedule staff, resouce & activity accordingly	Ops Manager	Day 1 -2

13	Relocate affected departments in line with resource and stock.	Ops Manager	Day 2
16	Ensure resource is available for removal of stock to new facility and that all stock transferred is recorded along with any other manual activity.	Ops Manager	Day 2
17	Continue adopting re-location plan if required	Ops Manager	Day 2 - Ongoing
19	Ensure all ops depts are working efficiently	Ops Manager	1 week onwards
1	Undertake full impact on building & stock & risk assessment	Ops Manager	Day 1
4	Relocate ops staff to aid with warehouse recovery	Ops Manager	Day 1
8	All ops depts to ascertain impact on immediate staff and work loads in line with #1 - schedule staff & activity accordingly	Ops Manager	Day 1 -2
12	Continue adopting re-location plan if required	Ops Manager	Day 2 - Ongoing
19	Ensure all ops depts are working efficiently	Ops Manager	1 week onwards
1	Locate source of spill and close it off if possible.	Ops manager	Day 1
2	Deploy anti spill kit & drain covers to minimise spill spreading.	Ops Manager	Day 1
3	Ensure BCP member(s) and EMS manager is informed of spill.	Ops Manager	Day 1
4	Assess whether or not the EA need to be informed and, if pollution has occurred, inform the EA pollution line.	Ops Manager	Day 1
5	Clear up the spill, taking photographic evidence of the extent of the spill.	Ops manager	Day 1
1	Undertake audit of which areas are affected, extent of disruption and likely duration of disruption.	Ops Manager	Day 1
4	Review areas likely to be affected by incident in line with current activity and organise reourse accordingly and in line with continuity plans.	Ops Manager	Day 1
6	Investigate possibility of using GMS resource to deliver priority items	Ops Manager	Day 1 -2
4	Review operational activity against available resource and re-deploy resource in most effective areas in liasion with client services.	Ops Manager	Day 1
2	Full assesment of Health & Safety implications to be obtained from ops including actions required to facilitate operational functionality.	Ops Manager	Day 1
3	Begin implementing above with external emergency power supplies (generators for offices, gas for FLTs etc)	Ops Manager	Day 1
4	Review areas likely to be affected by incident in line with current activity and organise resource accordingly and in line with continuity plans.	Ops Manager	Day 1
9	Ongoing reviews of H&S in areas affected including temparatures, light and water availability.	Ops Manager	Ongoing
2	Full assesment of Health & Safety implications to be obtained from ops including actions required to facilitate operational functionality.	Ops Manager	Day 1
3	Begin implementing above with external emergency power supplies (generators for offices, gas for FLTs etc)	Ops Manager	Day 1
4	Review areas likely to be affected by incident in line with current activity and organise resource accordingly and in line with continuity plans.	Ops Manager	Day 1
9	Ongoing reviews of H&S in areas affected including temparatures, light and water availability.	Ops Manager	Ongoing
3	Review areas likely to be affected by incident in line with current activity and organise resource accordingly and in line with continuity plans.	Ops Manager	Day 1
3	Operational review of activity that will be affected. If relocation required then departmental relocation plans to begin. If activity can be handled internally then internal resource will need to be redeployed.	Ops Manager	Day 1
4	Ensure affected areas are secure and that only authorised personnel are admitted.	Ops Manager	Day 1
9	Obtain guidance from Client Services as to priority of workload and review operational schedule and resource to ensure the priorities are met.	Ops Manager	Day 2 Onwards
10	Ensure all suppliers and contractors, particularly parcel companies, royal mail and so on are aware of any alternative location they need to visit to maintain operations	Ops Manager	Day 2 Onwards
2	Full assesment of Health & Safety implications to be obtained from ops including actions required to facilitate operational functionality.	Ops Manager	Day 1
3	Begin implementing above with external emergency power supplies (generators for offices, gas for FLTs etc)	Ops Manager	Day 1
4	Review areas likely to be affected by incident in line with current activity and organise resource accordingly and in line with continuity plans.	Ops Manager	Day 1
9	Ongoing reviews of H&S in areas affected including temparatures, light and water availability.	Ops Manager	Ongoing
1	Undertake audit of which areas are affected, extent of disruption and likely duration of disruption.	Ops Manager	Day 1
2	Ascertain whether incident can be resolved by utilising GMS resource (i.e. collecting mail) or asking for drops and collections from alternative location.	Ops Manager	Day 1
3	Contact RM customer liason officer to agree reolution to issue if possible.	Ops Manager	Day 1
4	Review areas likely to be affected by incident in line with current activity and organise resource accordingly and in line with continuity plans.	Ops Manager	Day 1
7	Investigate possibility of using alternative suppliers to deliver items	Ops Manager	Day 1 -2
9	Review operational activity against available resource and re-deploy resource in most effective areas in liasion with client services.	Ops Manager	Day 1
5	Begin re-location of any stock & other resource that remains accessible to alternative locations in line with plan & expected duration of incident.	Warehouse	Day 1
5	Begin removal of unaffected stock to secure areas - after loss adjustors have visited	Warehouse	Day 1
9	Full manual stock count of all good useable stock to be undertaken and unuseable stock to be made unavailable on systems	Warehouse	Day 2
11	Obtain repair & renovation costs & approval of same from CEO	Warehouse	Day 2 -4
	*It is assumed that the owner of the activity within the department affected would be the next most senior member of the dept.		
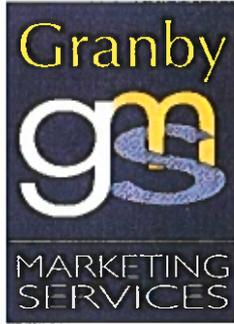
Granby Marketing Services Business Continuity Plan
Plan 12

May 2015

Physical Interruptions To External Supplies

Contents

Section 1: Company Objective For BCP

The objective of this Business Continuity Plan is to create a document that will list actions, contacts and responsibilities that will lead to the recovery of all or any business functions that may be affected by a disaster or crisis within a time frame that allows for the shortest practicable time of disruption.

Additionally, the company BCPs work towards compliance with BS259991:2006 and the Business Continuity Institute Good Practice Guidelines.

Section 2: Business Continuity Team

The Business Continuity Team consists of the following personnel:

Joanne Varey – Managing Director – 07989 353462
Janet Carter – Financial Director & HR – 01254 604689
Andrew Gregson– Head of Client Delivery – 07977 018381
Marc Dobney – Planning & Implementation – 01254 503599
Dave Saunders – Head of Operations – 07989 353437
Matt Lancashire – Head of IT - 07823338280

The above mentioned names will be the first point of contact in the event of crisis or disaster involving their owned departments.
In the event of the named departmental manager not being available the following personnel will deputise:

Joanne Varey for Finance - 07989 353462
Dave Saunders for Planning and Implementation – 07989 353437
Jen Ross for Human Resources Management – 01254 604689
Andrew Gregson for Operations Management – 07977 018381
Leon Robinson for IT – 01254 604117

Section 3 – Plan Scenario

The Physical Interruptions to External Supplies plan has been formulated to provide a list of responses to ensure business continues for Granby Marketing Services in the event of an incident affecting the company due

activity being interrupted by any physical interruption to external supplies such as electricity, gas etc.

Section 4 – Business Impact Analysis

Operational impacts are rated on a scale of 0-4 where 0 = no impact and 4 = sever impact. The impact value is an indication of the severity of the impact to the company that would result if the planned scenario occurred.

Operational Impact	Value
Service to Client	4
Service from Suppliers	4
Staff Morale	2
Cash Flow	2
Regulatory	2
Physical Infrastructure	1
Systems Infrastructure	4

Section 5 – Workflow
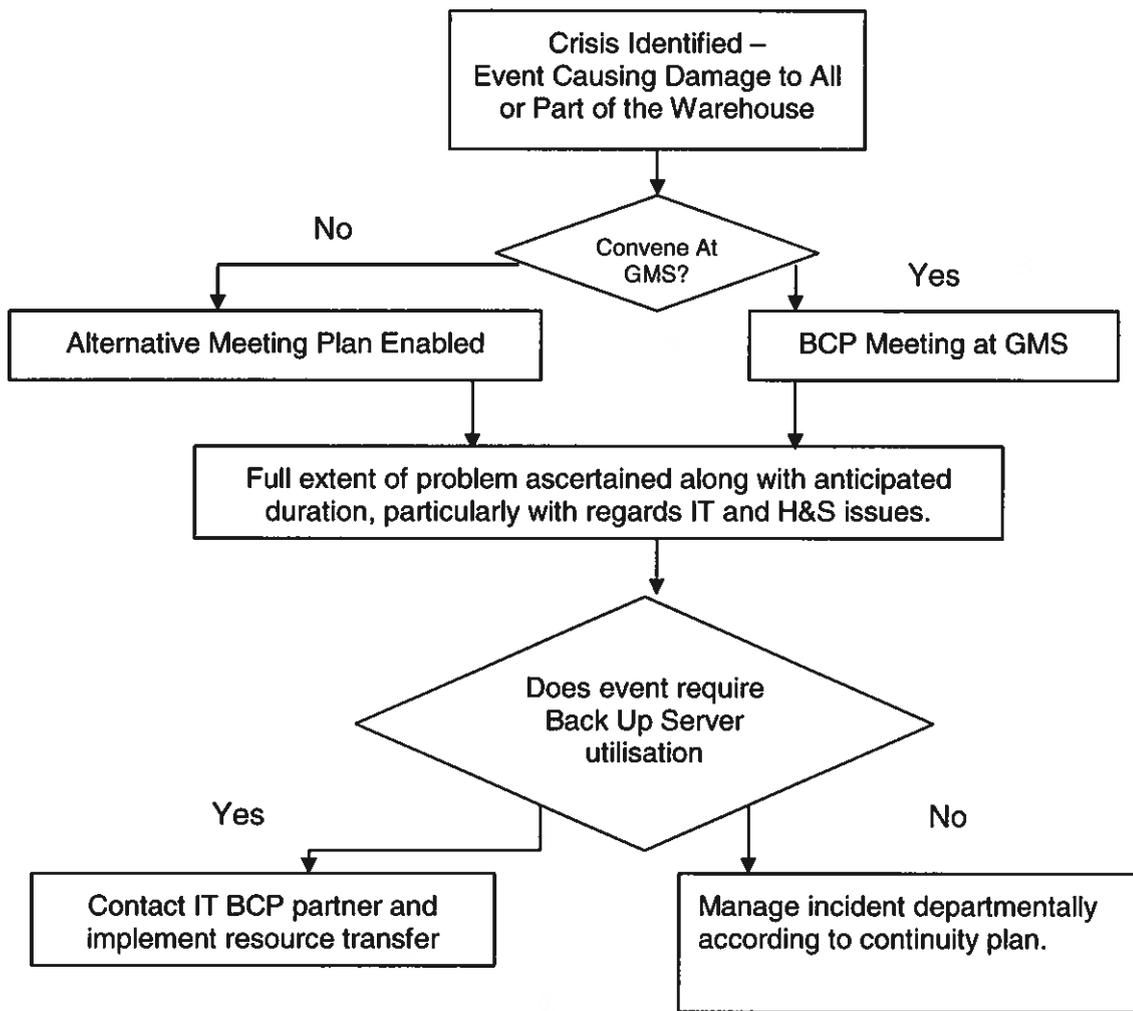
```
                    ┌─────────────────────────┐
                    │   Crisis Identified –    │
                    │ Event Causing Damage to All │
                    │  or Part of the Warehouse │
                    └─────────────────────────┘
                                │
                                ▼
          No              ◇ Convene At ◇        Yes
    ┌──────────────────┐    ◇  GMS?  ◇    ┌──────────────────┐
    │ Alternative      │                   │ BCP Meeting at GMS │
    │ Meeting Plan     │                   └──────────────────┘
    │ Enabled          │                            │
    └──────────────────┘                            │
                    │                               │
                    ▼                               ▼
    ┌───────────────────────────────────────────────────┐
    │ Full extent of problem ascertained along with      │
    │ anticipated duration, particularly with regards IT │
    │ and H&S issues.                                    │
    └───────────────────────────────────────────────────┘
                                │
                                ▼
                    ◇ Does event require ◇
                    ◇   Back Up Server   ◇
                    ◇    utilisation     ◇
       Yes                                      No
    ┌──────────────────────────┐    ┌──────────────────────────────┐
    │ Contact IT BCP partner   │    │ Manage incident departmentally │
    │ and implement resource   │    │ according to continuity plan.  │
    │ transfer                 │    └──────────────────────────────┘
    └──────────────────────────┘
```

Physical Interruptions to External Supplies

#	Description	Owner	Time Scale
1	Full audit of cause of incident, implications for recently processed work and likely duration of event.	IT Manager	Day 1
2	Full assessment of Health & Safety implications to be obtained from ops including actions required to facilitate operational functionality.	Ops Manager	Day 1
3	Begin implementing above with external emergency power supplies (generators for offices, gas for FLTs etc)	Ops Manager	Day 1
4	Review areas likely to be affected by incident in line with current activity and organise resource accordingly and in line with continuity plans.	Ops Manager	Day 1
5	Assess impact on client campaigns and implement strategy of contacting clients.	Client Services	Day 1
6	Ensure the cause of the issue has been ascertained and where possible contact supplier and seek financial redress.	Financial Controller	Day 1 - 2
7	All departments to be prepared to fall back to manual processes for activity that is usually carried out electronically.	BCP Team	Day 1 - Ongoing
8	Ongoing reviews of H&S in areas affected including temperatures, light and water availability.	Ops Manager	Ongoing

Section 7 – Utility Emergency Contacts

Electricity
Powergen – Account No 1296 7527 2950
0800 1954141
Gas
Powergen – Account No 1202 4363 16
0800 111999
Water
United Utilities– Account No 4083733028
0845 7462200
BT – Our Acct LC23552258M051R7
Faults 154
Service Enquiries 0800 777666
CCT – Daniel Taylor – 07736 692053
Oxleigh House
540 Bristol Business Park
Coldharbour Lane
Bristol
BS16 1EJ

Section 8 – List of Alternative Suppliers

Heating, Lighting, Power
Rapid Heatbusting – Air Conditioning & Heating Equipment Hire
Tel 0800 8046161
Tel 0161 8882323
Fax 0161 8882255

Nationwide Services – Heating, Humidifier, Lighting Equipment Hire
Tel 08700 600385
Tel 08701 660111

Aggreko – Generator, Light, Heating Equipment Hire
Broadway Industrial Estate
Hyde
Cheshire, SK14 4QY
United Kingdom
Tel: 08458 24 7 365
Fax: 01543 437772
National Rental Centre
Tel 0845 247365 **Toilets**
Portable Conveniences

Tel 01254 200181 Fax
01254 777787
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