

Business Continuity Management

Business Continuity Plan

**Group Business Continuity Manager
August 2016**

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PRIVATE and CONFIDENTIAL

This document is intentionally unbranded to protect the security of the company and staff

Version Control

Date	Author	Revision Summary
24/08/2015	Mark Jackson	First draft
28/08/2015	Mark Jackson	Initial submission draft

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1. Introduction

1.1 Purpose

The purpose of this document is to establish documented procedures for responding to a business disruption. The Business Continuity Plan will provide support and guidance in management and communication of a disruption along with guidance for escalation of significant events ensuring continuity of business critical processes.

1.2 Background

The Business Disruption Incident Management Process is underpinned by a suite of plans including Gold, Silver, Bronze Plans, Emergency Response Plans (HR, IT, Property) and the Business Continuity Plans which are in place for all business units. This gives a tactical, strategic and operational management system for all types of business disruptions. The Gold, Silver and Bronze teams take responsibility for responding to events which cause or potentially cause significant business disruption.

It is the responsibility of the plan owner to ensure this document is kept up to date and that the plan contains relevant information relating to the resumption of their own business critical activities.

The plan should be stored securely both on and off site by all Business Response Team members and will be exercised in accordance with the Group Business Continuity Management Policy and Standards.

This Business Continuity Plan is structured to provide the following;

- Supporting information for localised business disruptions
- Communication details for key internal and external dependencies
- Escalation processes for events with the potential to cause a medium, high or significant level business disruption
- Roles and Responsibilities of the Business Response Team
- Actions to be taken when the plan is activated for a Property, People, IT, Suppliers or Other Business Disruption incident
- Supporting documentation for reporting an incident to the Group Business Continuity Manager for record keeping

2. Event Classification

There are 4 main types of incidents that can occur, loss of people, loss of premises, loss of IT and loss of key suppliers. The table below gives clear guidance as to what category a particular business disruption incident falls under in order to assist with what actions need to be taken

Severity level		1 - Low	2 - Medium	3 - High	4 - Significant
Response levels		Operational		Tactical	Strategic
BDIMT Response		BCP	Bronze	Silver	Gold
Impact Type	Business Critical Processes	Business critical processes are interrupted in one area or function	Business critical processes are interrupted in one subdivision	Business critical processes are interrupted in or across a subdivision or division	Business Critical Processes are interrupted Group wide, The Brand is threatened Threat to strategic objectives

	Finance	Direct or potential loss <1% (EBIDTA)	Direct or potential loss <1 - 5% (EBIDTA)	Direct or potential loss <5-10% (EBIDTA)	Direct or potential loss <10% (EBIDTA)
	Human Resources	Routine HR issues and/or short terms HR issues that do not impact business objectives	Localised HR issues with a potential to threaten business objectives	Widespread HR issues affecting single or multiple subdivisions or divisions	Significant HR issues directly affecting the brand, threatening strategic objectives and/or extreme distress to staff
	IT and Property	Short term impact affecting one business function or location	Disruption of BAU in a functional area impacting local business objectives	Widespread issues affecting single or multiple subdivisions or divisions	Widespread disruption which threatens the brand and/or strategic objectives
	Suppliers	Routine local supplier issues	Short term supplier issues potentially or directly impacting local business objectives	Medium term supplier issues potentially or directly impacting multiple divisional business objectives	Long term supplier failure threatening the brand and/or strategic objectives
	Regulatory and Contractual	Minor regulatory or contractual impact on business objectives	Localised regulatory or contractual issues with a potential to threaten business objectives	Widespread regulatory or contractual issues affecting single or multiple subdivisions or divisions	Significant regulatory or contractual impact on business objectives with regulator informed

3. Escalation Process and Actions

The diagram below depicts the process for escalation of different levels of Business Disruption



Action	Within 1 hours	Within 2 hours	Within 12 hours	Recurring Action
Assess the potential or actual business disruption using the event classification table (section 2)	X			X
Inform the Group BC Manager to determine severity level	X			
Inform IT, Property or HR contacts of business disruption incident	X			
Invoke relevant Business Disruption Incident Management team		X		
Obtain initial damage assessment and decide next steps and actions with BRT		X		
Record all decisions and actions on BC documentation (section 7)	X			X

Develop a task orientated recovery plan for return to BAU				X
Arrange a wash up and/or lessons learned session, record actions and update the plan as necessary		X		
Issue documentation to Group Business Continuity Manager for central recording			X	

4. Business Response Team Roles & Responsibilities

The members of the Business Response Team are detailed below. A deputy should be assigned for each primary role to ensure contact can be established for each area.

Business Response Team			
Role	Responsibilities	Primary	Deputy
BRT Manager/Deputy	<ul style="list-style-type: none"> • Activate the BRT • Invoke Business Continuity Plan • Escalate and Communicate with Bronze/Silver/Gold Team as necessary • Chair BRT meetings • Assign a member to complete and Business Disruption Documentation (See Section 7) • Ensure all life safety procedures are executed • Ensure effective communications to staff and key stakeholders 	Mark Jackson 07807905884 Teleconference number: 08444737373 Pin 796397	Andrew Smith 07884266651

	<ul style="list-style-type: none"> • Contact Group Business Continuity Manager to inform of disruption and send records following closedown of BRT • Chair wash ups and lessons learned sessions 		
BRT Members	<ul style="list-style-type: none"> • Attend BRT meetings and provide support to the BRT Manager throughout the disruption • Monitor disruption and provide timely updates to BRT Manager • Ensure all communications are carried out quickly and efficiently • Provide necessary support to staff and escalate any concerns • Attend wash up and lessons learned sessions 	Rachel Gates 07581157600 Adam Joines 07793003903 Anna Meade 07779629408 John Bennett 07956558216	

5. Actions for Business Disruption

5.1 Standard Actions

It is the responsibility of the BRT manager to ensure the following actions are carried out and issues recorded.

BRT Recovery Actions		Timescale to be met	Completed Checklist
	Standard Actions		

<ul style="list-style-type: none"> ● Upon discovery of an Business Disruption Incident, escalate to the relevant team as per section 3 of this plan ● Ensure all life safety procedures are executed ● Alert all members of the Business Response Team and convene if necessary ● Determine method, location and time of first BRT meeting and issue invite ● Obtain initial damage assessment and decide next steps and actions with BRT ● Ensure Business Disruption documentation completed including Business Disruption Incident Assessment, Actions log and record all decisions made ● Escalate information to Group Business Continuity Manager and Bronze, Silver, Gold teams as necessary ● Contact and inform and critical internal and external dependencies ● Confirm any necessary workspace, systems or resource requirements ● Develop a task orientated recovery plan for return to BAU ● Arrange a wash up and/or lessons learned session, record actions and update the plan as necessary ● Share documentation with Group Business Continuity Manager for central recording 	<p>1 Hour</p> <p>1 Hour</p> <p>1 Hour</p> <p>1 Hour</p> <p>2 Hours</p> <p>Ongoing</p> <p>1 Hour</p> <p>2 Hours</p> <p>4 Hours</p> <p>4 Hours</p> <p>Post event</p> <p>Post event</p>	
Specific Business Function Actions		
<p><u>1. High risk - Immediate escalation:</u></p> <p>1.1 Loss of broadcast including broadcast links to US and/or Chalfont</p> <p>1.2 Loss of broadcast equipment: matrix, vision mixers</p> <p>1.3 Loss of IT systems: telephony, payment gateway, UKS failure, Amber</p> <p>1.4 Loss of building: Eagle Road, Trescott, Ivy House, Oxleasow Road, or minor units 37 & 43</p> <p>1.5 Loss of power</p>		

<p>1.6 Loss of air-conditioning in CAR 1.7 Fire 1.8 Bomb threat</p> <p>2. <u>Medium risk – escalate as soon as known:</u></p> <p>2.1 Severe Weather 2.2 Loss of water 2.3 Loss of Assay office service 2.4 Disease 2.5 Executive travel 2.6 Loss of key personnel 2.7 Loss of UPS and or generator</p> <p>3. <u>Low risk – escalate as soon as known</u></p> <p>3.1 Legal action 3.2 Loss of payroll system (does this need to be in here?) 3.3 Loss of vendor/supplier 3.4 Loss of incoming product transportation</p>		
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5.2 Action per event

High risk - Immediate escalation:

Loss of broadcast including broadcast links to US and/or Chalfont

- Engineering team to be informed immediately.
- Engineer or competent person to check monitoring station in CAR at transmission rack for loss of signal at various stages to determine whether problem is internal or external.
- If ERS router fails this can be replaced with cold spare
- If problem internal – engineering team to respond and perform workaround.
- If problem external – engineering team to communicate and offer assistance to IT support and/or Arqiva/Encompass/Olypusat/Ocean Communications until problem resolved.

Loss of broadcast equipment: matrix, vision mixers

- Engineering team to be informed immediately.
- Shift engineer or engineering manager to perform workaround if possible whilst faulty equipment is swapped out/bypassed/repaired.
- Impact is dependant on the equipment lost. In a worst case scenario where the vision mixer is lost we can go to single camera and perform manual patching. Alternatively move to less important studio (Gemcollector, Lounge etc.)

Loss of IT systems

- CC telephony – Contact service provider to report fault, switch to back up 3CX system

- Payment gateway - as we only process payments at Midnight this would not affect our ability to process orders, only charge and refund them. Payment gateway is highly unlikely to go down as they would lose large amounts of money. Worst case scenario and the gateway is down for multiple days we can process credit cards manually through PayPal.
- UKS - Depending on nature of outage either use redundant links. Currently backups are kept in UKS. This should be changed.
- Amber - Amber outages could be due to too many reasons to be practical to list. Worst case scenario is DB is corrupted. We would restore from offsite backup. All servers are in redundant pairs for resiliency.

Loss of power - Contact power supplier, ensure generator has enough diesel

Loss of air-conditioning in CAR – contact Enege, buy portable aircon units, fans, shut down unnecessary equipment (IT)

Fire

In the event of a fire follow normal evacuation procedures, if building is uninhabitable action plans per site listed below:

Eagle Road

Studios – a) If available Ivy house studios to be used for potentially two channels b) suitable alternative premises to be found and purchased (e.g. Move to rented studio with uplink facility.) c) (if a or b not feasible/available) meetings between engineering team and building team to plan construction of new studios if required. Broadcast system design and production needs to be agreed on if it differs from original designation. Equipment ordered and system design draft drawings to be approved. Cable schedules started by ourselves or third party (Squallstar). Initial installation of inter-area cabling begun. Installation of studio equipment begun, configuration and commissioning to follow

Office based staff are able to work from: Ivy House, home, system access will need to be considered

Warehouse – New stock would still carry on as normal, have suppliers and Assay hold onto it and trickle feed in units 43 and 37, secure temporary warehouse, secure bin locations, set up IT procedure and printers, move staff over

Trescott – as per Eagle Road warehouse bar goods in which could be held by transport company

Ivy House – work from home, system access to be considered

Oxleasow Road – CC take over desks at ER and run off 3CX system, ER office staff work from home, system access, HR/Finance work from home

Minor units 37 & 43 – N/A as not business critical

Bomb threat

Evacuation as per fire but if actual explosion damage see fire actions.

Medium risk – escalate as soon as known

Severe Weather – as per fire actions if a site becomes inaccessible.

Loss of water – contact service provider, provide bottles water, provide portable ablutions (stationed in car park)

Loss of Assay office service – Use Sheffield / London / Edinburgh for short term loss. Major loss we could assay at source by sponsoring a UK assay office to open a branch in Jaipur etc

Disease – report to NHS and follow guidelines, as per fire actions if site becomes inaccessible

Loss of UPS and or generator

If UPS fails, it should automatically switch to bypass, if manual switch to external maintenance bypass is necessary, it may be that much of the building equipment powers down (due to the loss of power during the switch to maintenance bypass). If this event occurs, engineers or competent person to methodically power equipment back on, restoring transmission as first priority, then contact Power Control Ltd (PCL) to send 24 hour emergency engineer to site for assessment and solution. Loss of generator should not cause major emergency, although PCL to be contact immediately and emergency engineer support requested as per loss of UPS.

Strike - Hire temp staff

HSE shutdown – as per fire actions if site becomes inaccessible

Robbery – contact police, as per fire actions if site inaccessible, delay shipping for temporary closures like crime scene investigation

Low risk – escalate as soon as known

Legal action – involve legal service providers

Loss of payroll system - Off site back up essential . If safe , any computer and any location will do .

Loss of vendor/supplier – engage back up suppliers, list all suppliers in point 6

Loss of incoming product transportation – Brinks and Fedex – arrange alternative suppliers - UPS

6. Internal and External Dependencies

Use this page to document your internal and external dependencies plus contact details to ensure communication processes are effective. Ensure this page is updated regularly

Internal/External	Business Area/Supplier	Reason for dependency	Contact Name	Contact Details
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All external	Kingdom Security	Security	Derek Barnard	07876747332
	3P	Consumables	Richard Tyler	01623633301
	Jewelpak	Consumables	Daniel Feng	Hong Kong (852)2417 3445
	Callstream	Phone system	Dan Whitehouse	08445577800
	ETS	Phone system	Emergency number	033006601100
	CRTPL	Product	Sharmil Mathur	+911414018507
	Barclays	Banking	Alan Wright - manager	07775544139
			David Wright - relationship support manager	07917504713
	Paypal	Payments		08003587911
	Royal mail	Carriage	Lee Gratton	07710347857
	DPD	Carriage	Claire Nicholas	07769742936
	P2P	Carriage	Mark Jackson	07872111815
	BT	Telephony	Emergency number	08701923501
	Eezi Peel	Consumables	Cliff	01543454111
	Central IT	IT services	Emergency number	01527406138
	Arqiva	Broadcast	Geraldine Cox	07966172522
	E-response	Recruitment	Tina White	0152766688
	Pertemps	Recruitment	Paul Russel	07436792921
	Dish	US Broadcast	Mark Bradley	001 (919) 295-4221
	Direct	US Broadcast	Mark Bradley	001 (919) 295-4221
	Ofcom	Broadcast	Laura Hogbin	02077834118
	Borri	UPS	Craig Goss	01246431431
	Enegen	Air-conditioning (CAR)	Mick Paling	07973833679
	Arqiva account manager (non emergency)	Broadcast TX	Vicky redstone	01494878297
	Red Bee TX suite	Freeview TX		02084955155
	Red Bee MCR	Freeview TX		02084955445
	Red Bee (on call mobile)	Freeview TX		07832447467

	Arqiva Chalfont MCR	Satellite TX		01494871612
				01494871613
				01494878641
	Arqiva Feltham MCR`	Satellite TX		02084840750
	Encompass MCR	Freeview TX		02071316281
	Ocean communications NOC	US TX		0015618013282
	DirectTV BOC	US TX (cable)		0013109648015
	Dish BOC	US TX(satellite)		0013076335254
	Squallstar	Broadcast cabling		01527502312 (workshop)
				01214453762 (HQ)
	Brinks	Product carriage	Dakar Shami	02070671991
	Fedex	Product carriage	Stephen Boswell	07787294149
	6DG	UKS	Emergency number	08450041333

7. Documentation Templates

7.1 Actions & Decisions Log

Ensure this is sent to the Group Business Continuity Manager at closure of the Business Disruption

BRT Meet Date & Time		Chair		Attendees	
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Overview of Business Disruption					
Actions					
Number	Action	Update	Owner	Target Date	Complete
Decisions					Date taken

7.2 Business Disruption Incident Assessment

Please complete this to maintain a master list of Business Disruption Incident information and issue to the Group Business Continuity Manager

Date & Time of Incident	Business Disruption Incident Description	Severity Level (Severe/High/Medium/Low)	Resolution	Time of Incident Closure