

# Business Continuity and Disaster Recovery

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Private and Confidential					
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# **Business Continuity and Disaster Recovery**

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## **Introduction**

The policy of Bishopsgate Specialist Installations & Logistics is to develop a comprehensive Business Continuity Plan (BCP). The objective being to ensure recovery as quickly and effectively as possible from an unforeseen disaster or emergency which interrupts normal business operations. It will contain a formal risk assessment in order to determine the requirements for the BCP. It will cover all essential and critical business activities.

The master copy of the BCP will be held centrally with copies distributed to the Crisis Coordination Team and notice boards in all locations.

## **Emergency Response Plan**

The Crisis Communication Team will establish:

- Size and type of incident.
- Which staff to be contacted.
- Which staff should travel to site.
- The Crisis Communication Team will hold details of key staff phone numbers on their mobile phones.
- Where necessary call trees will be invoked to contact further staff in each department.
- The Crisis Communication Team will hold numbers of key support services, e.g. security, plant hire, utilities, building services, subcontractors.
- The relevant staff will travel to site and liaise with emergency services and staff to establish:
  - Site and staff safety; is it safe to enter building? etc.
  - Scale of damage, size and content of recovery team, agree responsibilities and a common reporting line.
  - Initiate respective recovery plan, details in later sections.
  - Requirement to notify official bodies e.g. Health & Safety Executive.
  - Requirement for photographic evidence prior to recovery commencing.

It is the responsibility of the Crisis Communication Team to ensure the following issues are covered in addition to the detailed plans in later sections:

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- Salvage & Disposal
- Personnel
- Public Relations & Client Communication
- Insurance & Financial
- Back to normal recovery planning
- Post Mortem review

Finally, it is the responsibility of the Crisis Communication Team to ensure the process is maintained and updated as part of business as usual, the key elements being:

- Education & Awareness
- Training
- Review
- Change Control
- Assurance

## **Risk Identification, Causation, and Mitigation**

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The following table identifies potential risks that could arise at any given time. By identifying the possible causes, Bishopsgate is able to effectively design mitigation strategies.

The diverse work profile, strategically located depots, access to vehicles and staff from the parent group, and web based IT strategy gives us time to recover and to continue to meet and exceed KPI's.

<b>Impact of Risk</b>	<b>Cause</b>	<b>Risk Mitigation Strategies</b>
Loss of Storage or Office facility	Fire/arson Flood Explosion Vandalism Severe Weather Terrorism Denial of Entry (crime scene, asbestos, gas leak etc.) Structural Failure	Security Risk Assessments Security Measures: CCTV, access control, Redcare Fire Risk Assessment Storing Sand Bags and Barriers Routine Structural Checks and Maintenance 3-5 Day Freight Service
Unavailability of IT Equipment	Power Failure Virus Threat Network Failure Damage to IT Equipment Data cables disturbed	Back-Up Generator Data Back-Up Virus Protection/Firewall Routine Network Maintenance
Interrupted Fuel Supply	Strike Action Sabotage Terrorism Explosion	Storage of fuel Reduce dependency on fuel 3-5 Day Freight Services
Large Staff Shortages	Pandemic Strike Action Fuel Shortages Industrial Action Transport Issues Pandemic	National and Local Pandemic Plan Excellent working relations Access to WTG staff Agency Labour
Unavailability of Web Booking System	Technical Problem Power Failure Virus Threat	Booking Data Stored Off Site (Mandata Servers) Telephone booking as back-up Virus Protection/Firewall
Mass Loss of Delivery Vehicles	Explosion Bomb Threat Traffic Incident Breakdown Terrorism	Insurance against damage or loss. Regular maintenance of all vehicles. Vehicle Rental Relationships 3-5 Day Freight Services

The following plans cover each scenario that allows Bishopsgate to return critical functions back to normal service as soon and as effectively as possible. The effect of each scenario on Bishopsgate's service as each scenario continues and worsens with time, is shown. It is the responsibility of the management and recovery team to implement and organise the actions to be taken to restore the service of prioritised critical functions.

### **a. Loss of 'local' Warehouse/Office**

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Bishopsgate have a number of strategically located depots that could transfer the operations cockpit in extreme emergency situations. These are in the following locations:

- Glasgow**  
 Units 33+34 Baillieston  
 Distribution Centre,  
 Nurseries Road,  
 Glasgow, G69 6UL
- Tamworth**  
 Unit E1B Birch Coppice  
 Business Park  
 Dordon  
 Tamworth, B78 1SG
- Swindon**  
 Unit 1, Interface  
 Business Park  
 Wootton Bassett,  
 Swindon, Wiltshire  
 SN4 8QL
- Warrington**  
 Unit 1 Eagle Park Drive  
 Hawleys Lane  
 Warrington, WA2 8JA
- London**  
 Unit A, Premier Park,  
 Abbey Road,  
 Park Royal, London,  
 NW10 7NZ



London would be an ideal secondary location due to its size, loading capabilities and location near to the M4. This is reviewed regularly. Distance between data centres: Swindon & London 90 miles and 2 hours. Client services would not be affected.

- Move stored items to 'other' warehouse locations alongside delivery fleet; so that vehicles are where they are required and stock is in secure usable location.
- In case of fire, flood or collapse GIT stock is naturally kept to a minimum as goods flow through the warehouse.
- Bishopsgate can either relocate staff to 'other' offices or key staff can work from home. Key functions: Mandata TMS & WMS, e-mail are all accessible for key workers.

Time	Effect on Service:
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First 24 hours	<ul style="list-style-type: none"> <li>• Move from Acton to Swindon warehouse</li> <li>• More staff needed to complete the move of goods</li> </ul>
24 – 48 hours	<ul style="list-style-type: none"> <li>• Larger delivery distance for moved stock to travel increasing delivery times.</li> <li>• More staff and overtime required to deliver all goods on time</li> <li>• Possible failed deliveries</li> </ul>
Up to 1 week	<ul style="list-style-type: none"> <li>• Increased fuel dependency due to extra mileage covered</li> <li>• Higher wage cost due to hotel bills or transport costs</li> <li>• Stock lost would need replacing</li> </ul>
Up to 2 weeks	<ul style="list-style-type: none"> <li>• Pressure on Swindon warehouse to operate effectively over longer periods</li> </ul>

### b. Loss, Damage or Unavailability of IT equipment

- Restore back-up data stored off site.
- Replace any damaged IT equipment.
- Resolve issue as soon as possible to avoid excessive downtime.
- Back Up service capability = 100% of existing. We can operate from back up seamlessly within 30 minutes of main server failure.

Time	Potential Effect on Service:	Bishopsgate's Resolution
First 24 hours	<ul style="list-style-type: none"> <li>• No bookings can be taken</li> <li>• No customer services team</li> </ul>	<ul style="list-style-type: none"> <li>• Customer Service numbers forwarded to mobile numbers if phones are down</li> <li>• Existing jobs planned using job sheets</li> </ul>
24 – 48 hours	<ul style="list-style-type: none"> <li>• Bookings now taken over the phone</li> <li>• Manually completed job sheets produced</li> </ul>	<ul style="list-style-type: none"> <li>• Repairing/Replacing damaged equipment</li> </ul>

### c. Interrupted Fuel Supply

- Reduce dependency on fuel to ensure stored reserves last during time of shortage.
- Prioritise 'live' jobs by utilising our warehouse staff, first line supervisors, management, and employment agencies that specialise in providing qualified crews.
- Work with clients to extend delivery window to maximise utilisation of vehicles

Time	Effect on Service:
First 24 hours	<ul style="list-style-type: none"> <li>• Reduce dependency on fuel as much as possible</li> <li>• Only complete time sensitive deliveries</li> </ul>
24 – 48 hours	<ul style="list-style-type: none"> <li>• Plan to complete important or urgent jobs only</li> <li>• Reduce staffing levels to align with reduction in deliveries</li> </ul>
Up to 1 week	<ul style="list-style-type: none"> <li>• Stop taking new bookings from new clients as fuel reserves get low to maintain services with existing client base.</li> </ul>
Up to 2 weeks	<ul style="list-style-type: none"> <li>• Continue to source new supplies from supplier or additional sources and keep in constant contact with client</li> </ul>

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### d. Staff Shortages

- Redeploy staff between depots such as Acton and Swindon.
- Redeploy staff from parent company: WTG or Moves
- Remaining staff willing to work longer hours (within working time directive) to cover absentees.

Time	Effect on Service:
First 72 hours	<ul style="list-style-type: none"> <li>• Existing staff will be stretched but will cope if they postpone work of low priority.</li> <li>• Plan for cover on following days</li> </ul>
72 – 1 week	<ul style="list-style-type: none"> <li>• Redeploy staff between depots</li> <li>• Cover absentees with temporary staff</li> </ul>
Up to 1 week	<ul style="list-style-type: none"> <li>• Higher wage costs due to temporary replacements</li> <li>• Mixed crews; trained experienced staff backed up by WTG staff</li> <li>• Plan Ad Hoc training for key tasks.</li> </ul>
Up to 2 weeks	<ul style="list-style-type: none"> <li>• Redeploy management to support</li> </ul>

### e. Unavailability of Web Booking System

- Mandata has full back up service with 'remote' server in remote location > 40 miles from main server
- Data can be transferred via e-mail
- Telephone bookings can be taken by Customer Services team.
- Bishopsgate has IT support on site and consultancy agreement for cover with Transpeed

Time	Effect on Service:
First 48 hours	<ul style="list-style-type: none"> <li>• Bookings completed through Customer Services via telephone</li> <li>• Bookings completed via fax</li> <li>• Use of other media to capture bookings on TMS system</li> </ul>
Up to 1 week	<ul style="list-style-type: none"> <li>• Potential loss of large number of deliveries</li> </ul>
Up to 2 weeks	<ul style="list-style-type: none"> <li>• Loss of customers to competitors</li> <li>• Cut staff levels due to drop in bookings</li> </ul>

### f. Loss of Delivery Vehicles

- Hire vehicles called in as short-term replacement
- Transfer vehicles from WTG fleet to Bishopsgate
- Use more vehicles to satisfy load requirements
- Older vehicles currently out of use brought back into service to cover shortage

Time	Effect on Service:

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First 24 hours	<ul style="list-style-type: none"><li>• Day to day effort to meet contingency plan.</li></ul>
24 – 48 hours	<ul style="list-style-type: none"><li>• Temporary replacement using hire and old vehicles</li></ul>
Up to 1 month	<ul style="list-style-type: none"><li>• Enter into longer term hire or lease agreements to satisfy demand</li></ul>

### **g. Critical Function (major Event) Priority List**

Priority	Critical Function	Recovery Time
1	Storage of Customers Stock	4 Hours
2	Delivery fulfilment	4 Hours
3	Booking of Deliveries	2 Hours
4	Planning of Delivery Vehicles	4 Hours
5	IT Support	2 Hours

### **h. Pandemic Planning**

During a situation where there is a wide-spread pandemic of a disease such as Avian Flu Bishopsgate have a number of ways to safeguard employees and our service level. Bishopsgate subscribe to a number of publications that would assist including the Chartered Institute of Logistics & Transport Focus, Road Haulage Association updates and Business Link. We are confident that we will receive good and professional advice early that is focussed on our Industry.

This business continuity plan would come into effect when sickness and absence across the whole workforce fell below 15%. This may be brought forward depending upon the advice received from the Road Haulage Association. During a pandemic Bishopsgate would:

- Prioritise 'live' jobs by utilising our warehouse staff, first line supervisors, management, and employment agencies that specialise in providing qualified crews.
- Redeploy staff between depots to cover absentees
- Increase remote access capabilities to avoid staff coming in contact with disease.
- Allow well staff to work from home to avoid spread to entire workforce.
- Implement conferencing call technology used for meetings instead of face-to-face.

In addition, Bishopsgate enjoys a mix of work that allows non-urgent jobs to be held back up to 10 days in some instances.

Staff would be absent from work due to having flu like symptoms or having to provide support and care to children or affected family. To cover this shortage in staff Bishopsgate will use remaining staff willing to work for longer hours to cover absentees.



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<u>Time</u>	<u>Effect on Service:</u>
First 24 hours	<ul style="list-style-type: none"> <li>• No real effect on service</li> <li>• Plan for likely staff shortages</li> </ul>
24 – 48 hours	<ul style="list-style-type: none"> <li>• Cover absent staff using temporary employees or existing employees working for longer hours</li> <li>• Cut down human contact between staff and customers</li> <li>• Avoid hospital based deliveries</li> </ul>
Up to 1 week	<ul style="list-style-type: none"> <li>• Well staff working from home may be less efficient but can be redeployed back on the front line post illness and immune</li> </ul>

### **i. Crisis Communications**

The crisis communication team is responsible for communicating any incident that has occurred or is occurring not only to the staff within Bishopsgate, but to our customers as well as the general public or relevant media. In the case of any crisis the team should be notified and given the responsibility to best communicate and implement Bishopsgate’s continuity plan. The plan is there as a guide but ultimately it is the crisis team that makes the final decision, usually on consultation with customers and agencies such as the Road Haulage Association. The priority when reacting to a crisis proceeds as follows:

1. Ensure the safety of work force, vehicles and property.
2. Develop a plan to assist anyone/anything affected.
3. Communicate with employees.
4. Communicate with those indirectly affected i.e. customers and suppliers
5. Communicate with Sean Moloney at elabor8, PR.

### **Key Contact Sheet – Crisis Communication Team**

<b>Contact</b>	<b>Office Number</b>	<b>Mobile Number</b>	<b>Useful information</b>
Tim Bloch	01793 859 010	07976 942902	Managing Director
Jake Bloch	0208 2676203	07709 430262	Operations Director/IT Manager
Patrick de la Hunty	01793 859010	07543 635545	Director of Service
Janusz Sosnierz	0203 7256205	07979 243546	London Depot Manager
Eddie Hanratty	0141 7732266	07899 060777	Glasgow Depot Manager
Martin Gorman	0161 6676181	07919 331186	Warrington Depot Manager
Rory Hadley	01827 908290	07821 437070	Tamworth Depot Manager
Mark Dowling	01793 859010	07717 780196	Swindon Warehouse Manager
Melanie Bien – Bien Media	020 3771 4141	07875 175357	Public Relations

## Business Continuity and Disaster Recovery

The Director of Service and Operations Director are primarily responsible for Business Continuity Planning on a 'day to day' basis for Clients.

### j. Testing

Service Level	Daily	Monthly	Quarterly	Annually
Staff Availability	√	√		√
Vehicle Availability	√	√		√
Property Availability	√			√
WebView & IT Specific	√			
Communications & PR				√
General IT Capability	√	√		
Fuel				√
Pandemic Planning	√			√
Contact Matrix	√		√	

Signed:  .....

**Tim Bloch, Managing Director**

**Date:** .....24/10/19.....