



# Business Continuity Plan

Policy quality checked by:  
Frano Lubura  
General Manager / Quality Representative

A handwritten signature in black ink, appearing to be 'FL', positioned to the right of the text identifying the General Manager.

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## Contents

Contents.....	2
Plan Objectives.....	3
Plan Structure .....	3
Group Structure .....	3
Resource Structure .....	3
Redundancy System .....	4
Office Infrastructure .....	4
Remote Management Infrastructure .....	4
Systems and IT infrastructure .....	4
Communications Infrastructure .....	5
Escalation .....	5
Action Plan summary.....	5
Loss of Data – timeframe 1hr .....	6
Financial loss (major customer not paying) – timeframe 3 months.....	6
Loss of key staff due to sudden resignation & long term illness – Timeframe 48hrs.....	6
Loss of office premises or inability to use premises due to climatic conditions – Timeframe 2 hrs..	6
Loss of reputation – Timeframe 1 week .....	7
Business continuity strategy summary.....	7
SSGC Director Sign off.....	8

<b>Web Address:</b>	Version: 3.2
<i>Page 2 of 8</i>	Author: Antony Monaghan
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## Plan Objectives

The objectives of the Business Continuity (BC) Plan are:

- To state the constituent elements of the BC Plan
- To detail the requirements for each element
- To deliver an explicit standard from which to manage BC Planning Execution measure Customer Complaints

## Plan Structure

- Company Structure
- Resource Structure
- Redundancy
- Accountability
- Resilience Test

## Group Structure

SSGC’s BC Policy covers all Business operation and Service Centre Support to include the Corporate Function.

The current office infrastructure is as follows:

- Head Office – Swindon
- Control Room - Swindon
- Remote working – Director
- Remote working - Management

## Resource Structure

The following resource structure is covered by the BC plan:

- Office Infrastructure
- Management Structure
- Systems and IT Infrastructure
- Communications Infrastructure

<b>Web Address:</b>	Version: 3.2
<i>Page 3 of 8</i>	Author: <i>Antony Monaghan</i>
<i>Internal \ Private</i>	

## Redundancy System

The Group's BC plan relies on redundant systems with rapid switch capability. The system is simple robust and is configured to provide two levels of redundancy:

### Office Infrastructure

SSGC has developed a secure cloud based critical systems infrastructure. This allow encrypted access through remote systems and lift and shift capability of the Office infrastructure. In addition, support vacant offices have been identified and a retainer placed to allow immediate access. This vacant property moves as properties are occupied.

Therefore, in the event of major incident in the head office the following switch over will be carried out by the Production Manager:

- Head Office – Move to vacant property
- Control – Outsource to retained third party service provider
- Directors – remote access – no action required
- Management - remote access – no action required

### Remote Management Infrastructure

Each remote worker classified Manager/Director carries spare devices to allow access to business-critical systems in the event of a local emergency. The lift and shift capability of the systems infrastructure simply requires the Manager to move location. In the event that the local Manager is not able to move then operation responsibility passes to the nearest operation manager and work is prioritised through discussions with the Board or production manager.

In the event of a wider emergency The Board will direct portfolio take-on. In their absence the Production Manager has been empowered to instruct transfer.

### Systems and IT infrastructure

The primary systems of the SSGC are web based and hosted off site with further off site back up. All primary users have been equipped with remote access.

The following systems are web based with contingent back up (off site) from host location:

- Accounting System
- CRM System
- Production System
- Time and Attendance System
- Quality review system
- Customer satisfaction system
- Satellite Tracking System

<b>Web Address:</b>	Version: 3.2
<i>Page 4 of 8</i>	Author: Antony Monaghan
<i>Internal \ Private</i>	

If the corrective action fails to meet Client expectations then amendments to the project should be raised, a new project plan developed and Client sign-off obtained upon completion.

### Communications Infrastructure

SSGC locations have fixed, web based and mobile telephone infrastructure and fax to email service. All telephones can be switched remotely to either of the other locations.

All mobile staff are equipped with:

- Mobile Telephones
- Laptop with mobile data card
- Reserve mini laptop

Telephone, push email and laptops all use different suppliers allowing individual users redundancy in communications.

### Escalation

The Escalation process aligns with the line management accountabilities. Regional management is affected by the Director who have primary sign off for infrastructure and systems switch.

It the event of a national emergency then centralised communication to all staff will be conducted through the mass text system and email.

Head office switch is managed by the Production manager

### Action Plan summary

Loss of major client – Timeframe 3 months

A significant reduction in portfolio size poses a risk to SSGC. The following actions have been taken to ensure survival in the event of a reduction up to 50%. This would be enacted over a three-month period

1. Office Infrastructure
  - a. Rental agreements in place that allow for partial vacation or sub-let of head office
  - b. Critical systems web based hosted off site & remote access promoted for all key staff
2. Staff
  - a. Notice periods restricted to three months maximum
  - b. Bonus payment related to business performance
  - c. Reduce resources immediately
  - d. Maintain outsource agreement for labour to allow for corrective upscale

<b>Web Address:</b>	Version: 3.2
<i>Page 5 of 8</i>	Author: <i>Antony Monaghan</i>
<i>Internal \ Private</i>	

Policy 22 – Business Continuity Plan

- 3. Vehicles
  - a. Company cars minimised. Car allowances/mileage paid
- 4. Financial Management
  - a. Funds retained to ensure operation descaling can be completed with the cash flow available
  - b. Funding agreement in-place to allow for a three-month survival period

**Loss of Data – timeframe 1hr**

Whilst all business-critical systems are cloud based and hosted with insurance cover for data loss the following is on place

- 1. All critical data is backed up every 24hrs local.
- 2. Email are backed up centrally & locally
- 3. Archive folders are maintained

**Financial loss (major customer not paying) – timeframe 3 months**

In the event of a major customer not paying the following action are in place:

- 1. Financial stability of all client assessed and checked periodically (at least biannual)
- 2. Account limits restricted to balance sheet value
- 3. Collection process maintained to include T's & C's for all cost recovery
- 4. Escalation procedure and withdrawal of service policy in place
- 5. Relationship maintained with collection agency
- 6. Funding level for 90 days maintained

**Loss of key staff due to sudden resignation & long-term illness – Timeframe 48hrs**

To ensure continuity through loss of key staff the following action plan is in place:

- 1. Contractual obligations in place to allow for replacement during notice periods
- 2. Key personnel insurance for critical employees
- 3. Key accounts supported by 2nd tier manager
- 4. Key meeting attended by two Managers/Directors with known activity plans
- 5. CRM maintained with key notes and agreement
- 6. Consultancy retained

**Loss of office premises or inability to use premises due to climatic conditions – Timeframe 2 hrs**

The following actions will be in place on the event that access cannot be gained into the Office:

- 1. Business critical systems not tied to Office
- 2. Directors and Ops Managers to work from remotely
- 3. Control room function to move to retained outsource agreement

<b>Web Address:</b>	Version: 3.2
<i>Page 6 of 8</i>	Author: Antony Monaghan
<i>Internal \ Private</i>	

4. Scheduling, HR & Financial Management to move to retained vacant property

### Loss of reputation – Timeframe 1 week

It's critical that a good reputation is maintained however, in the event of reputation damage the following is in place:

1. Critical staff maintain good references and endorsements in social media – particularly LinkedIn
2. Conduct business ethically and deliver quality – this will minimise the risk of these events
3. Relationships maintained with key industry personnel to act as good reference sources
4. Maintain an annual awards focus with at least two 'finalist' endorsements & an ACS score within the top 5%
5. Maintain communication line with industry press and social media
6. In the event of a loss of reputation event take the following action:
  - a. Seek to isolate the event, pacify the source if possible
  - b. Use accreditations/awards to minimise the damage of the event
  - c. Create social media campaigns to ensure a balanced view
  - d. Consider industry press
  - e. Utilise our key contacts to reinstate our reputation

### Business continuity strategy summary


Our general strategy is to ensure that all critical components can shift easily to remote locations. In the event of an emergency the business should be able to ensure its client receive a seamless service whilst the emergency co-ordinators resolve the issue.

Our strategic statement for each business-critical item is:

- Systems – Use web-based solutions with remote access to relevant worker. Ensure mobile connectivity
- Office – Hot desk facilities available with an ERV available at a known vacant property
- Staff – Ensure contingency for upscale and down scaling. Maintain parallel relationships with consultants to cover the most technical positions
- Equipment – Adopt a policy of 2 is 1. Ensure each critical operator has a redundant set of devices should their main system fail
- Financial – Maintain sufficient funds to ensure continuity for three months. Ensure funding arrangements in place for emergencies

<b>Web Address:</b>	Version: 3.2
<i>Page 7 of 8</i>	Author: Antony Monaghan
<i>Internal \ Private</i>	

## SSGC Director Sign off

Name	David Stubbs
Position	Managing Director
Signature	
Date	08/01/2019

<b>Web Address:</b>	Version: 3.2
<i>Page 8 of 8</i>	Author: Antony Monaghan
<i>Internal \ Private</i>	