

# **Gold Team Plan**

**Owner: Chief Executive Officer**

**Author:**

## **PURPOSE**

The purpose of this plan is to provide the Company Gold Team (executive level emergency committee) with a framework for invocation and control of recovery of the business in the event of a disaster.

## **REVIEW**

This document will be reviewed annually by the Business Continuity Manager, or after material change (e.g. company restructure).

The Business Continuity Manager is responsible for keeping the information up to date.

## **INTERNAL DOCUMENT**

No confidential information is contained in this document. However, it should be retained securely when kept off-site and should not be passed to anyone external to the company without the permission of the owner or author.

## **DISTRIBUTION**

Gold Team Members and Deputies  
Silver Team Members and Deputies (for information)  
Silver Team Battleboxes



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## **PART 1 - INTRODUCTION**

### **1.1 STATEMENT OF PRINCIPLE**

In the event of an emergency the continuation of business is in the best interests of all stakeholders. For existing customers and our shareholders it is of paramount importance. All efforts will be devoted to ensuring continuation of priority tasks whilst recognising that the modern efficient working methods enable very limited manual workarounds and that the best long-term solution is to directly rectify the problem.

The safety of employees, contractors and visitors must be considered first before any recovery action. For employees it is accepted that flexible working may be required in order to best meet the recovery requirements and that this is also in the best long-term interest of the employees. Where at all possible, flexible working will be on a voluntary basis.

### **1.2 SCOPE**

This plan:

- Covers those operations of the Company that report to the Board.
- Is applicable wherever the incident occurs within Company operations.
- Provides the Gold Team with information on whether, and how, to invoke recovery of business critical systems and processes.
- Does not deal with the emergency procedures that will ensure evacuation of endangered buildings, responding to bomb threats or evacuation by the Police.
- Recognises that branches and major sites have their own sub-plans.

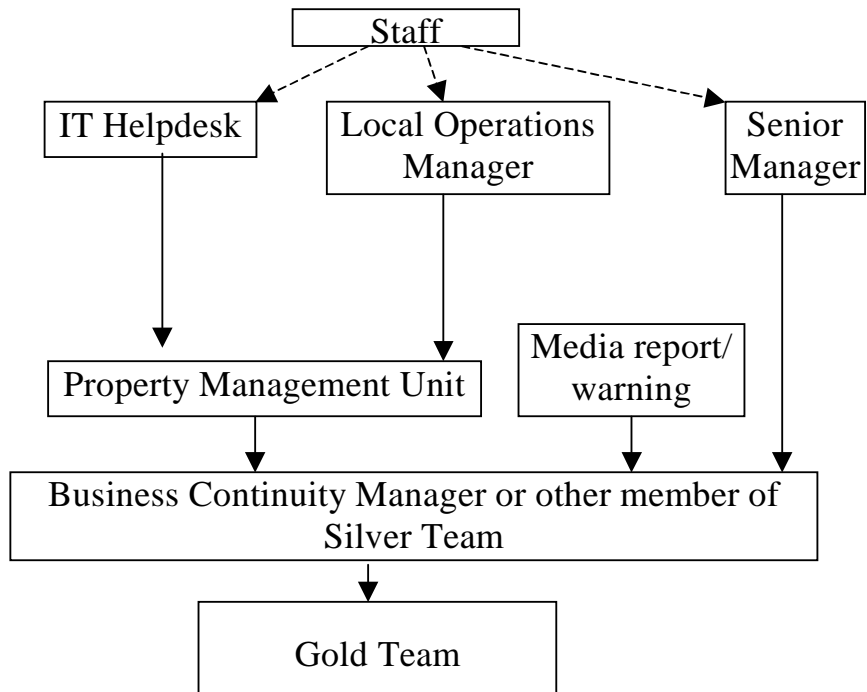
### **1.3 CRITERIA**

This plan will be invoked under any of the following situations: -

- An event that affects our ability to continue our normal operations
  - An event that is perceived externally to affect our normal operations
  - An event involving loss of life or threat to life
  - Absence of a significant number of staff
  - Threat by a third party (usually with criminal intent)
  - Loss of building premises
  - Loss of mainframe computer
  - Loss of a major system
  - Loss of network operation
  - A multiple occurrence of smaller problems that collectively constitute a risk to the business
  - Any occurrence deemed to be appropriate by the Business Continuity Team
- Where the impact is deemed significant.

The Gold Team Chairman is the ultimate decision maker and has authority to invoke this plan, usually based on a briefing from the Silver (Continuity Command) Team. This authority may be delegated to his deputy.

## PART 2 – GOLD TEAM (EMERGENCY COMMITTEE)



### 2.1 INITIAL ALERT

The diagram above shows the various routes by which an incident can be escalated through to the Silver (Continuity Command) Team and the Gold Team (Executive Emergency Committee).

The Silver (Continuity Command) Team is:

<b>SILVER TEAM</b>	<b>Members</b>	<b>Deputies</b>
<b>Facilities (link to Silver Team)</b>		
<b>Business Continuity Manager</b>		
<b>Head of IT</b>		
<b>Head of Media Relations</b>		
<b>Internal Comms Manager</b>		
<b>HR Strategy &amp; Policy</b>		

Whoever receives the initial alert will contact the rest of the Continuity Command Team to start the initial assessment of the incident.

## **2.2 ASSEMBLING THE GOLD TEAM**

The Chair of the Silver Team will, either immediately or following initial assessment by the Silver Team (depending on the nature and severity of incident), notify the Chair of the Gold Team (or in their absence a deputy), receive authorisation, and assemble the necessary Gold Team. Contact information is in the 'Emergency Contact List'.

The Business Continuity Manager will ensure the relevant documents are made available.

## **2.3 MEMBERS AND DEPUTIES**

<b>GOLD TEAM</b>	<b>MEMBERS</b>	<b>DEPUTIES</b>
<b>Chair</b>		
<b>Secretary</b>		
<b>Managing Director</b>		
<b>Ops, Business Continuity &amp; IT Director</b>		
<b>Finance Director</b>		
<b>Human Resources Director</b>		
<b>Facilities</b>		
<b>Health &amp; Safety</b>		
<b>Director of Marketing Strategy &amp; Communications</b>		

## **2.4 VENUE**

In order of preference:

## **2.5 RESPONSIBILITIES**

The responsibilities of the Gold Team are shown in the following table (page 8). The order of activities will need to be decided based on the particular nature and circumstances of the disruption.

- The primary responsibility will be to assess the business impact of a disruption and the implications of invoking recovery. The options are:
  - Do not invoke recovery. Take alternative action or stand down.
  - Invoke mainframe or network recovery (based on plans/assessment)
  - Invoke business recovery (based on premises plans)
  
- Premature invocation of recovery could be as costly as non-invocation. However, the Company can put our recovery suppliers Seamless Continuity on standby at no extra charge. The criteria for invocation are detailed in section 1.3.
  
- The current list of Critical Functions and Recovery Plan will be supplied by the Business Continuity Manager. These will be used by the Silver Team to recommend the prioritisation of recovery.

- A draft agenda for the first meeting of the Gold Team is attached as Appendix A. Information to assist with communication is attached as Appendices B & C.
- Head Office will need to be informed of any incident for which the Gold Team has been convened. For major incidents where the share price or overall reputation of the Group may be impacted the Crisis Management Plan will be invoked.
- After the first meeting, the Gold Team will stand down and reassemble as required to monitor recovery and resolve problems. When not in session the Committee will delegate responsibility for recovery to the Silver Team.
- A representative from each of the other business units can also be included in this process to ensure that all impacts and recovery options are considered. Dependent on the nature of any given incident the committee can agree to include greater representation or less as is appropriate.
- When the Committee is not in session, the Silver Team:
  - Keeps a log of decisions made and actions taken.
  - Co-ordinates the Local Recovery Command Teams across the Company.
  - Monitors milestones.
  - Resolves problems, including conflicts about facilities and resources.
- Each Division is responsible for the recovery of its own operations through the use of Local Recovery Command Teams with the Silver Team co-ordinating the overall recovery and provision of services from Facilities.

<b>RESPONSIBILITIES</b>				
<b>GOLD TEAM (EXECUTIVE EMERGENCY COMMITTEE)</b>				<b>SILVER TEAM</b>
<ul style="list-style-type: none"> <li>• Assess the Business Impact of a disruption, the implications of invoking recovery and escalate information               <ul style="list-style-type: none"> <li>• Review against Company Crisis Management Plans</li> </ul> </li> </ul>				<ul style="list-style-type: none"> <li>• Identify suitable control room</li> <li>• Ensure facilities and documents available</li> </ul>
<ul style="list-style-type: none"> <li>• Set up and occupy control room</li> </ul>				
<ul style="list-style-type: none"> <li>• Plan for recovery               <ul style="list-style-type: none"> <li>• Plan for communication - internal and external</li> </ul> </li> <li>• Invoke Divisional/Departmental Plans, as decided by the Committee               <ul style="list-style-type: none"> <li>• Invoke communications plan</li> </ul> </li> </ul>				
<b>Finance</b>	<b>Human Resources</b>	<b>Operations</b>	<b>Sales &amp; Marketing</b>	<b>Silver Team</b>
FINANCIAL CONTROL <ul style="list-style-type: none"> <li>• Provide necessary funding to enable recovery</li> </ul>	<ul style="list-style-type: none"> <li>• Account for staff</li> <li>• Supporting staff and next of kin.</li> <li>• Issue internal communications to staff</li> </ul>	<ul style="list-style-type: none"> <li>• Establish customer communication lines and appropriate staffing.</li> </ul>	MARKETING STRATEGY & COMMS <ul style="list-style-type: none"> <li>• Manage external comms plan</li> </ul> CUSTOMER RELATIONS <ul style="list-style-type: none"> <li>• Manage intermediary communications</li> </ul>	<ul style="list-style-type: none"> <li>• Advise Committee, based on familiarity with plans</li> <li>• Keep logs &amp; minutes</li> <li>• Security</li> <li>• Arrange alternative premises &amp; services</li> <li>• Invoke disaster recovery with Seamless if agreed</li> <li>• Obtain equipment as required</li> <li>• Support other business areas</li> <li>• Salvage &amp; Insurance</li> </ul>
<ul style="list-style-type: none"> <li>• Review actions               <ul style="list-style-type: none"> <li>• Continue to run own departments</li> </ul> </li> <li>• Consider medium and long-term reinstatement</li> </ul>				

## **APPENDIX A - DRAFT AGENDA FOR GOLD TEAM**

To be present:

Chief Executive Officer (Chair)  
Executive Secretary  
Divisional Managing Director  
Ops., Business Continuity Director  
Human Resources Director  
Finance Director  
Director of Marketing Strategy & Communications  
Facilities Representative  
Health & Safety Representative

1. Report on incident
2. Damage assessment for critical business systems and support services
3. Confirmation of actions taken so far
4. Making safe and secure
5. Plans for recovery
6. Plans for communication
  - Internal
  - External
  - Business partners
  - Regulators
  - Other Company Business Units
7. Summarise decisions and actions
8. Time and place of next meeting

## **APPENDIX B - INTERNAL COMMUNICATION**

### **CONTACT BETWEEN GOLD TEAM MEMBERS**

A booklet containing emergency contact numbers for all Committee Members and other priority contacts is issued (for ease of maintenance and privacy) as a separate item.

### **CONTACTING**

**Phone for XXXX XXXX – 99999 999999 at Head Office**  
**24 hour Group Emergency Number – 11111 111111**

The most up to date details for contacting the centre are held in the document that is issued by the Business Continuity Manager. The current issue is dated xx<sup>th</sup> Jan 2007.

The following information should be considered for inclusion:

- Date
- Event
- Action taken so far
- Staff casualties
- Damage to property
- Effect on business
- Assistance required
- Expected time of next report
- Information on any press releases

This list is for guidance and should not be considered a minimum or maximum.

### **PUBLICATION OF INFORMATION**

Minutes from the Gold Team meeting should follow the agenda in Appendix A and be circulated on e-mail and any other agreed circulation list (for example specialists). Consideration will be given to publication on the Intranet. Hard copy minutes to Gold Team members should follow as soon as possible.

E-mail should be the prime means of internal communication. The initial news of the disruption will be communicated to Directors of Division and there after by managers and supervisors to staff. The message will be based on the information provided to the Head Office (see above). If e-mail is not available the Silver Team will establish a communication mechanism based on a cascade using phones, messengers or any other means available.

## APPENDIX C - COMMUNICATION GUIDELINES

### CONSIDER COMMUNICATIONS TO

#### External

- Regulators
- Media
- Public
- Policy Holders
- Business Partners

#### Internal

- Head Office
- Subsidiary Companies and Branches
- Managers
- Employees
- Specialists
- Legal
- Compliance
- Other Internal Business Continuity Team's
- Other Company Business Units

### CONTENT OF COMMUNICATIONS

Communications should be:

- Clear and concise
- Truthful
- Recognise the problem if it exists
- Open
- Sympathetic

## **APPENDIX D - SEAMLESS LOCATIONS**

### **Milton Keynes**

Unit B, Kudos,  
14 Davy Avenue,  
Milton Keynes  
MK5 8NL

### **Gloucester**

Unit 1330  
Montpelier Court  
Gloucester Business Park  
Gloucester  
GL3 4AB

### **Wakefield**

Unit 1  
Calder Business Park  
Denby Dale Road  
Wakefield  
West Yorks  
WF2 7AR

### **Stockport**

Unit 7a  
The Embankment Business Park  
Heaton Mersey  
Stockport  
SK4 3GN

### **Whitstable**

Ground Floor  
Towergate House  
Chaucer Business Park  
Whitstable  
CT5 3RR

### **Poole**

Unit a  
Acorn Business Park  
Ling Road  
Poole

### **London**

40 Mitre Street  
London  
EC3A 5BZ

### **Colchester**

The Octagon  
Middleborough  
Colchester  
CO1 1TG