

SME Business Continuity Recovery Guide & Plan

Version: 1.0

Obsolete copies must be shredded.

PURPOSE

The purpose of this document is to provide the business with a framework for the recovery of business functions in the event of a major incident.

REVIEW

This document will be reviewed half yearly by the person responsible for Business Continuity within the company.

This person 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.

DISTRIBUTION

Continuity Command Team Members
The Executive
Divisional Business Continuity Co-ordinators

Version Control

Version	Date	Comment
1.0	Jan 2007	Full version

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**NOTE: The temptation to invoke recovery in "panic" mode has to be avoided and it is recommended that a decision to invoke the recovery elements of any business continuity plans should not be made until an assessment and outline recovery plan have been produced.
(See Incident Response Process – Section 3, page 10)**

1. Introduction

1.1 Overview

This document sets out the framework that will be used to facilitate recovery in the event of a major incident affecting any of the company's locations. The continuation of business is in the best interests of all stakeholders. However, the safety of employees, contractors and visitors must be considered first before any recovery action.

This framework should be used in conjunction with:

- The Business Continuity Plan that details the requirements of each particular business function at a location.

1.2 Definitions

An incident within this document is defined as:

- An event that has a significant impact (or the potential to have a significant impact) on our ability to continue normal operations, including:
 - An event or threat that is perceived externally to affect our normal operations
 - An event involving loss of life or threat to life
 - Denial of access to building premises
 - Loss of a major IT system or network infrastructure
 - Absence of a significant number of staff
 - Threat by a third party (usually with criminal intent)
 - A multiple occurrence of smaller problems that collectively constitute a risk to the business

It applies to incidents affecting premises, IT systems or personnel. It covers those operations of the company that the senior managers are responsible for, hereafter referred to as the Company.

1.3 Limitations

This framework does not deal with emergency procedures that will ensure evacuation of endangered buildings, responding to bomb threats or evacuation by the Police.

This document does not encompass a catastrophic regional or UK wide event, which makes the majority of the staff unavailable, in addition to the physical premises. This would fall under the definition of a 'Crisis'.

This framework deals with the recovery of critical business requirements in the immediate aftermath of a major incident. The long-term viability of a site (whether to repair, rebuild or find alternative permanent premises) and or the viability of an operation (does the business wish to continue with the operation at that location in the long-term) would be a strategic matter to be addressed by senior management.

2. Roles & Responsibilities

2.1 Strategy and Structures

The following system aims to reduce duplication of effort, clearly distinguishing strategic, tactical and operational roles, reducing layers of management / escalation. This model also aims to maximise use of the business expertise and the use of Seamless service provision for recovery.

The decision to invoke recovery plans is a business decision. Before initiating plans the business will be able to consider the possibility of workload switching, staff working from home etc. the decision process is detailed in the Incident Response Process.

Once an incident has been declared by the person responsible for Business Continuity, the Continuity Command Team will be formed. For location specific incidents a representative of this team should be sent to the incident site if deemed appropriate.

2.2 Control Structure

Strategic

Role

Whilst the Continuity Command Team will focus purely on recovery, the Executive will take a wider view. They will formulate long-term strategy, ensuring recovery can take place alongside normally business as usual activities. They will authorise the recovery plan for the specific recovery situation as provided by the Continuity Command Team (CCT), ensuring the CCT are empowered and have the resources to carry it out. Permanent (long-term) recovery of the affected site will be decided by the EEC.

Continuity Command Team (CCT) – Tactical

Composition and Role

This team will form the command and control element to facilitate recovery from a major incident, focusing on the needs of the business, their customers, suppliers and staff. All resources required and decisions (such as recovery site location, space allocations, availability time scales) will be managed by this team. This may involve prioritising the allocation of scarce resource which will be based on existing published documents (e.g. Recovery Plan, Critical Function List). This then 'frees up' the Business Recovery Team(s) to concentrate on supervising staff, communicating with key contacts, etc.

The full CCT should consist of people responsible for the following roles:

- Chair (Facilities Manager)
- Business Continuity
- IT
- Media Relations
- Internal Communications
- Human Resources

The responsibilities of each member of this team are detailed in the **Continuity Command Team Responsibilities** section of this document (Section 2.3).

Each individual business unit will have a recovery plan filed with the person responsible for business continuity. The local recovery plan will state the criticality of the business unit and describe the resources required for business continuance.

The local Office Manager as the nominated manager responsible for Health & Safety will ensure that all staff are safely evacuated from a building if required and will act as the contact point for the Emergency Services or other statutory agencies (e.g. HSE). For a prolonged evacuation the local Office Manager will liaise with other agencies to provide shelter if necessary until either re-occupation of the site or staff are sent home. The local Office Manager will liaise with the person responsible for internal communications to co-ordinate communication to staff.

2.3 Continuity Command Team Responsibilities

Each of the individual representatives on the CCT has the following primary focus but may be called upon to perform other activities within this team depending on the type and level of incident.

Chair

- Chair the Continuity Command Team meetings.
- Act as primary link to the Executive and brief the senior management.

Business Continuity

- Call-out and convene the Continuity Command Team.
- Liaise with the business areas affected via the Business Recovery Teams (this will normally be done using an 'on-site' representative of this team sourced from available command team deputies).
- Provide information about the plans and requirements of affected business areas to the team.
- Co-ordinate recovery actions of Business Recovery Teams.

Facilities Management

- Ensure required facilities are provided e.g. office equipment, catering, transport.
- Provide advice about building capabilities.
- Agree building recovery actions.

IT

- Ensure required IT systems are provided at alternate sites e.g. network connections, PC systems, servers. (Expected services and response of Seamless during an incident should be documented within Seamless contracts & SLAs.)
- Provide advice about IT capabilities.
- Agree IT recovery actions.

Media Relations

- Pro-actively manage messages and briefings given to the media and key stakeholders. Organise senior management approval and delivery of briefings as appropriate.
- Ensure other media teams in the company are kept informed and consistent communications are issued across the company.
- Provide advice about possible media response to planned actions.

Internal Communications

- Invoke any emergency methods of communicating to staff.
- Provide regular briefings to all staff/management via appropriate media e.g. e-mail, intranet.
- Ensure HR have appropriate information available to give to staff.

Human Resources

- Co-ordinate response to staff requests for help e.g. loss of keys.
- Arrange counselling for affected staff when necessary.
- Liaise with Casualty Bureau, Police Family Liaison Officers and relatives.
- Advise on temporary changes to HR policies e.g. shift working, overtime
- Liaise with staff representative bodies

2.4 Business Recovery Team Responsibilities

Each of the individual representatives on the BRT has the following primary focus but may be called upon to perform other activities within this team depending on the type and level of incident.

The Business Recovery Team may form naturally following the start of an incident (e.g. following evacuation for a fire), at the request of a member of the Continuity Command Team (e.g. following an incident out of hours) or at the request of the Team Leader in response to a developing situation.

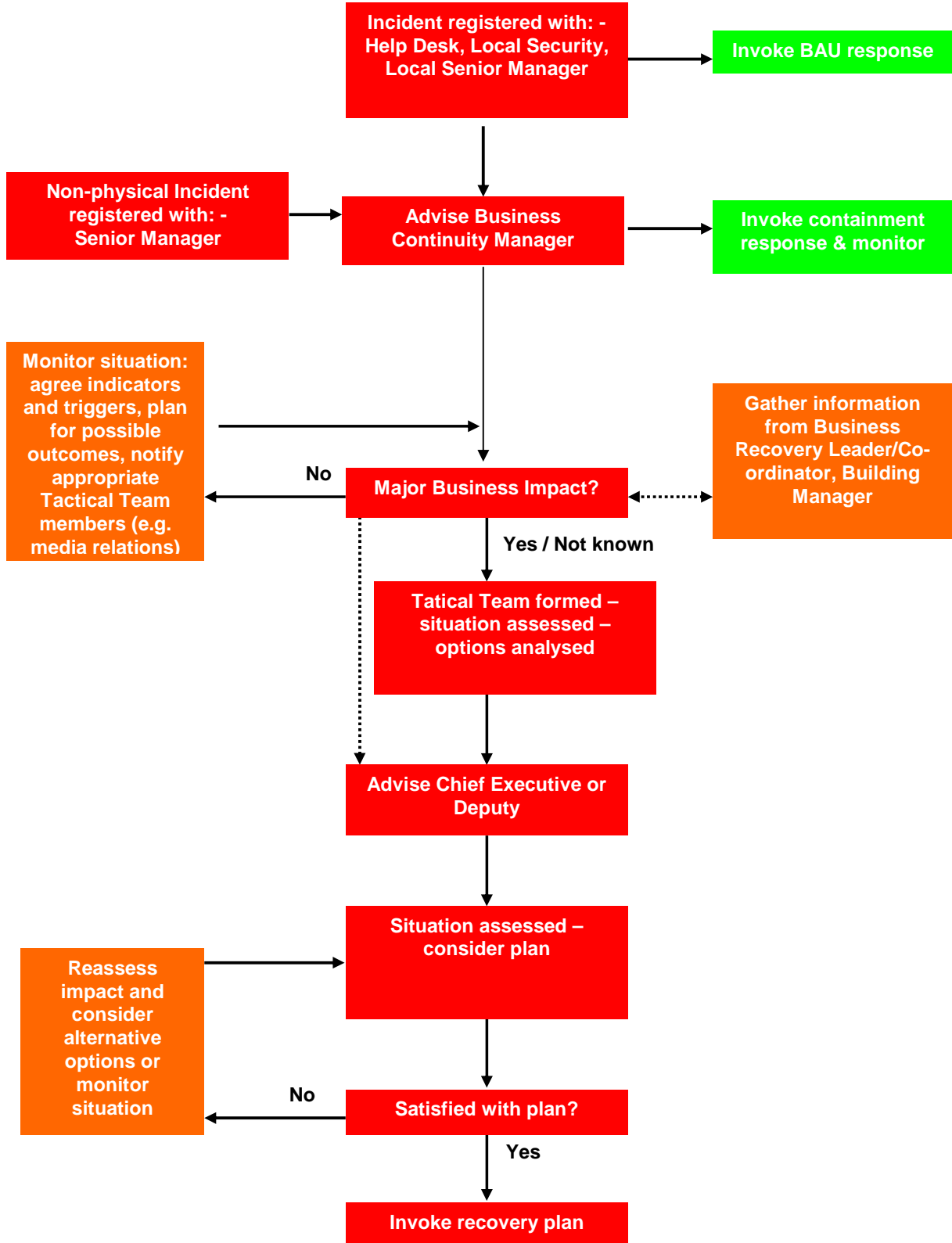
Team Leader

- Chair the team meetings.
- Invoke pre-planned short term/immediate response actions (e.g. emergency call plans, work transfer).
- Contact and convene the team
- Act as primary contact point for the Continuity Command Team and any Recovery teams.
- Collate recovery requirements and feed through to Continuity Command Team.
- Provide meeting facilities for the team.
- Cascade briefings to affected staff.
- Confirm recovery requirements based on plans and current work position.
- Organise staffing for recovery actions.
- Prioritise work to be performed as part of recovery actions.

3. Incident Response

3.1 Incident Response Process

The flowchart below shows the main steps in assessing and responding to an incident in a simple and generic form.



Appendix A – Seamless Recovery Invocation

Should the Continuity Command Team decide to invoke or put Seamless on standby the following should be contacted:-

Tel: 01245 399566 mon –fri 8am -6pm
0870 777 1599 out of hours

Informing them that you wish to invoke the Disaster Recovery agreement and give them the following details:-

The name of your company.

Your name and the contact number that you can be obtained on.

Which Recovery Site you require use of.

The number of positions you require.

What time you intend arriving at the premises and who will be the primary contact when staff arrive.

This will ensure that the correct equipment and functionality is available on you occupying the recovery site.

Business Continuity Plan

*INSERT COMPANY NAME
& ADDRESS HERE*

Date of issue eg [12th Sept 2006]

This document expires on (13th February 2007).

Obsolete copies must be shredded.

This plan has been completed by

This information is collected and held for the specific staff administration purpose of Business Continuity plans. It will only be used in the event of an emergency situation affecting the Company. The data will be held securely and only accessed and disclosed as required by the operation and invocation of Business Continuity plans. Persons listed have a right of access to any personal data held by the above noted company.

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1 **Continuity Command Team**

Name	Recovery Function	Telephone Number
	Recovery Manager	Bus: Mobile: Home:
	Recovery Co-ordinator	Bus: Mobile: Home:
		Bus: Mobile: Home:
		Bus: Mobile: Home:
		Bus: Mobile: Home:
		Bus: Mobile: Home:
		Bus: Mobile: Home:

The Continuity Command team will meet at :-

(Please put the address where you will meet here)

Staff to await instructions from the Continuity Command Team if incident occurs during normal office hours and meet in the first instance at :-

(Put staff meeting place here taking into account fire/bomb evacuation points)

If incident occurs outside normal office hours staff to remain at home until contacted by a member of the Continuity Command Team.

3 Recovery Site Location(s) and Requirements

Recovery Site Location(s)

Preferred recovery site(s):
eg

1/ SEAMLESS Continuity site at :-

Requirements for recovery site location

(E.G. computer, Microsoft Office, Intranet, Outlook, Lotus Notes etc.,)

SPECIAL SOFTWARE REQUIRED	SPECIAL HARDWARE REQUIRED
[TEAM NAME]	
[TEAM NAME]	

4 Key Files

These could be Paper or IT files or other medium e.g. microfiche, CD-ROMs, etc.
Please indicate whether files are required Immediately or Long Term
If there is back up or files are required immediately it is particularly important to state their **FULL** location.

Key File Description	Location	Reqd I or L	Back up Medium
[Team Name]			
[Team Name]			

5 Key Contacts

Organisation	Address	Contact Name(s)	Contact details	
			Tel: Fax: Email:	
			Tel: Fax: Email:	
			Tel: Fax: Email:	
			Tel: Fax: Email:	
			Tel: Fax: Email:	
			Tel: Fax: Email:	
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