

Business Continuity Plan

Introduction

This plan is to be used to assist in the recovery of Accipio services in the event of a major disruption to the business. A major disruption is defined as a significant incident which threatens personnel, buildings or the operational structure of the business and requires special measures to be taken to restore things back to normal.

Aim

The aim of the plan is to set out the roles, responsibilities and actions to be taken by the business staff to re-instate the business following a major disruption

Objectives

The objectives of the plan are to

- To provide for continuity of the activities essential to the business.
- To reduce the disruption of clients, customers, employees, and services to an acceptable level.

Scope of the document

This plan sets out details of the recovery measures to be taken in the event of a major disruption to the business.

Potential threats to service

Area	Threat	Considerations
Workspace	<ul style="list-style-type: none">• Fire• Flood• Power loss	<ul style="list-style-type: none">• Office (though workers are primarily operating remotely)• Remote workspaces - skills distributed across the business to minimise the impact of disruption on an individual level• Not at risk from rivers• Alternative locations near the main office/remote working space• Identify alternative locations for WFH arrangements• Backup generator in the office, remote working spreads risk
IT Systems	<ul style="list-style-type: none">• Internet loss• Computer loss/theft/failure• Server attack	<ul style="list-style-type: none">• Cloud storage, multiple devices, backups• Office/home security• Internet security, VPN
Key Staff	<ul style="list-style-type: none">• Illness• Injury• Redundancy• Resignation	<ul style="list-style-type: none">• Multi-skilled staff, WFH policy• Employee wellbeing surveys• Back-up associates/contractors
Other	<ul style="list-style-type: none">• Overheard meetings• Information on screens/desk	<ul style="list-style-type: none">• Meeting rooms, phone booths private home office and secure calls• Clear desk policy, laptops closed, screen protectors

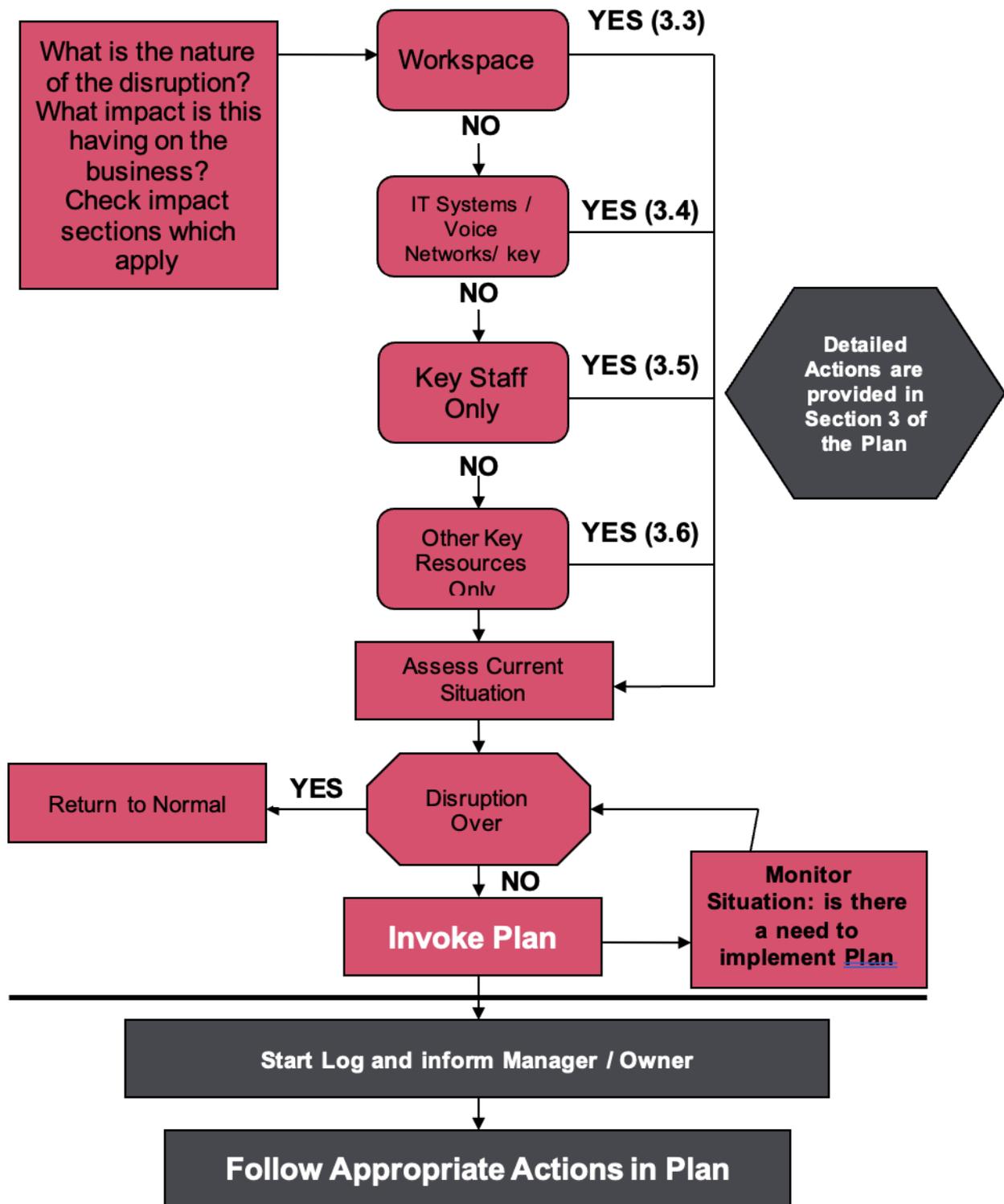
Recovery Objectives

Business activity restoration priorities have been identified against the following categories, consider the various activities your business undertakes, and which are the most time-sensitive needing to be restored first, this will help you plan to recover your activities

Priority	Services	Definition
High	<ul style="list-style-type: none">• Major disruption to service, e.g.• Total loss of service to a client's online platform• Total inability to provide training	Time-critical service needing to be restored within 0-1 hours
Medium	<ul style="list-style-type: none">• Potential impact on operational performance, e.g.• Partial loss of service to client platform• Total loss of service to the internal platform• Partial loss of training	Important service needing to be restored within: 1-24 hours
Low	<ul style="list-style-type: none">• Minor disruption/inconvenience to operational performance, e.g.• Partial loss of service to the internal platform	A service needing to be restored within 5 working days

Plan Activation Procedures

Plan activation process



Activation of plan

The Business Continuity Manager will be responsible for the activation of the Business Continuity Management Plan. At the point the plan is activated all staff, stakeholders and at-risk groups are to be informed. All will be contacted and advised of the current situation and what their role will be in the recovery phase. The initial attempt to contact each will be over email, and on the phone if confirmation of receipt has not been provided within 2 hours.

Key staff contact details are listed in Appendix A, and those of suppliers in Appendix B. Primary contacts in the distribution list at the start of this document.

Notification of a business interruption may originate from any source. It is envisaged however that it will come from site staff during occupation of premises, or from one of the emergency services during unoccupied periods.

The following activation sequence will normally be used when informing personnel of the activation of this plan:

- Standby phase
- Implement phase
- Stand Down phase

“Standby” will be used as an early warning of a situation which might at some later stage escalate and thus require implementation of this Plan. A “Standby” allows key officers time to think, brief staff, start a business interruption log and prepare for the deployment of resources should an “Implement” message be received. This is particularly important if an interruption occurs towards the end of office hours and staff may need to be asked to stay at work until the situation becomes clear. Resources are not normally deployed at this stage (although this will largely depend upon circumstances) and a “Stand Down” may follow this type of alert.

“Implement” will be used to request the immediate utilisation of staff and resources to activate the plan.

“Stand Down” will be used to signify the phased withdrawal of any services provided due to activation of the plan. The stand-down order will be given by the manager who will brief staff, stakeholders and customers as appropriate.

Workspace

Objective	Actions/considerations
1. Confirm the nature of the disruption	<ul style="list-style-type: none"> • What has happened? • When did it occur? • Are emergency services informed/on-site? • Is there access to online platforms? • Are IT systems and services still running? • Are any physical products affected? • Is site security impacted? • who else has been informed? • How potentially serious is it? • Are there any injuries?
<p>2. Decide whether the Business Continuity Management Plan should be invoked.</p> <p>The decision will be based on the information provided consideration should be given to the following:</p>	<ul style="list-style-type: none"> • How long systems will be unavailable • Whether systems affected are required to support the Time critical/important business activities • Whether the area is currently responding to external incident • Inform staff that the Business Continuity Management Plan is being invoked or put staff on standby or invoke agreed manual systems to ensure that the service can continue to operate • If the decision is made not to invoke the plan, continue to monitor the situation until such time as normal service is resumed
3. Communicate with staff	<ul style="list-style-type: none"> • If site evacuation is needed – Follow the site evacuation plan taking into account staff, customer and visitor safety. • Keep staff informed at assembly points until a decision has been made about whether the building is likely to become available again soon. • If the building will not be available, relocate identified key staff to the agreed alternative workspace (or arrange home/flexible working) and consider sending other staff home and tell them to await instructions. Remind them to check in with the manager at an agreed time. • Out of hours. If the disruption occurs outside office hours, staff communication will be coordinated by the manager or their designated staff member.

4. Specific actions:	<ul style="list-style-type: none"> • Assess which employees need to be retained on office premises to maintain proforma • If the decision is to relocate key staff to the agreed alternative accommodation, alert the site (contact details in the table below) • Organise travel arrangements to an alternative venue (~10-minute walk, or taxi if many items are to be relocated or if mobility is affected), or to home • Senior staff to perform a full inventory of assets (digital and physical), and if possible and safe: salvage, clear or recover any items • Initiate recovery plans for any lost assets.
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	Service/activity	Staff to be relocated
Alternative accommodation Location*:	Fora, 9 Dallington Street	Fora, 9 Dallington Street
Contact name at Location:	*Concierge*	*Concierge*
Contact number:	020 7886 4050	020 7886 4050

*during home-working, individual arrangements will be made with staff for a secure, alternative arrangement.

IT systems and key data

Objective	Actions/considerations
1. Confirm the nature of the disruption	<ul style="list-style-type: none"> • What has happened? • When did it occur? • Which systems and/or services are affected? • How potentially serious is it? • What is the estimated duration of the problem? • Who else has been informed (media officer, communications, stakeholder)?
2. Decide whether the Business Continuity Management Plan should be invoked. The decision will be based upon the information provided consideration should be given to:	<ul style="list-style-type: none"> • How long systems will be unavailable • Whether systems affected are required to support the Time critical/important business activities • Whether the area is currently responding to external incident • Inform staff that the Business Continuity Management Plan is being invoked or put staff on standby or invoke agreed manual systems to ensure that the service can continue to operate • If the decision is made not to invoke the plan, continue to monitor the situation until normal service is resumed
3. Specific actions or considerations if the disruption is due to non-availability of IT systems/voice networks/key data	<ul style="list-style-type: none"> • Full inventory of key assets and processes - can BMS be followed and proforma attained • Rerouting of calls. • Accessing and making available critical data to key staff which has been protected • Working from a secondary location (9 Dallington Street) unaffected by the IT issue • If main landline(s) are lost revert to mobile phones and give number to key staff and stakeholders • Divert to secondary servers (AWS offer support) • If IT systems or other key processes are lost instigate disaster recovery plan • Data backed up externally

Key staff

Objectives	Actions/considerations
1. Confirm the nature of the disruption	<ul style="list-style-type: none"> • What has happened? • When did it occur? • Who and how many are affected? • Which systems and/or services are affected? • How potentially serious is it? • What is the estimated duration of the problem? • Who else has been informed (e.g., management; stakeholders)?

<p>2. Decide whether the Business Continuity Management Plan should be invoked.</p> <p>The decision will be based upon the information provided consideration should be given to:</p>	<ul style="list-style-type: none"> · How long staff will be unavailable · Whether the staff are required to support the critical/important business activities · Are there multi-skilled staff able (and available) to cover their roles? · Whether the area is currently responding to an external incident · Inform staff that the Business Continuity Management Plan is being invoked or put staff on standby or invoke agreed manual systems to ensure that the service can continue to operate · If the decision is made not to invoke the plan, continue to monitor the situation until such time as normal service is resumed.
<p>3. Specific actions or considerations if the disruption is due to non-availability of Key Staff</p>	<ul style="list-style-type: none"> · Change of job functions for some staff (to support the critical business activities - many members of staff are multi-skilled to support such scenarios - continually training in accordance with requirements) · Employ organisational associates (if unavailable, agency/contracted staff) · Offer overtime · Suspend less time-critical parts of the business · Consider outsourcing some services if possible until you are ready to restore them · Continue to monitor staff welfare · Offer home/flexible working arrangements if travel is affected

Other key resources

Objectives	Actions/considerations
<p>1. Confirm the nature of the disruption</p>	<ul style="list-style-type: none"> · What has happened? · When did it occur? · Which systems and/or services are affected? · How potentially serious is it? · What is the estimated duration of the problem? · Who else has been informed?
<p>2. Decide whether the Business Continuity Management Plan should be invoked.</p> <p>The decision will be based upon the information provided consideration should be given to:</p>	<ul style="list-style-type: none"> · How long resources will be unavailable · Whether the resources affected are required to support the critical/important business activities · Whether the area is currently responding to an external incident · Inform staff that the business continuity Management plan is being invoked or put staff on standby or invoke agreed manual systems to ensure that the service can continue to operate. · If the decision is made not to invoke the plan, continue monitoring the situation until normal service is resumed.
<p>3. Specific actions or considerations if the disruption is due to non-availability of key resources</p>	<ul style="list-style-type: none"> · Arrangements/contracts to hire/borrow/purchase replacement resources from suppliers · Protective measures for resources (backed up)

Supporting Information

Staff welfare

It must be recognised that a business interruption may also cause additional pressure on staff. Staff members need to be given clear direction about the priorities of the business, which can be achieved by having well-thought-out and implemented continuity strategies in place. Managers must ensure that they monitor staff more closely to ensure that their welfare is maintained (e.g., regular breaks due to increased intensity or pressure of work).

Staff should be aware of what their role is when a major disruption occurs. Clear and concise communication with staff is pivotal to having an organised response. Staff must be made aware of what communication methods are going to be used so they can find out the latest information if they are going to be working from home or in a different location than normal. If staff are to be working from a different location, ensure that they know where the location is (provide a map and or directions if necessary) and they can get there and get access.

Communicating with staff

During office hours

If the disruption occurs during office hours, then staff can be communicated with via briefings from managers (virtual if necessary) and electronically by instant messaging and email.

Out-of-office hours

The manager of the business or the designated staff member will keep staff up to date by the following methods:

- Telephoning staff and passing on essential information.
- Mobile phone text/messaging cascade of information if appropriate.
- Email to staff that have access to external email as appropriate.
- Face-to-face as appropriate.

Staff should be given the opportunity to feedback on any comments they may have after the response phase and the service has returned to normal. This may be in the form of a structured debrief or more informally.

Managers who suspect that staff members have suffered undue stress or even trauma from the business disruption must consider providing assistance for those staff who have been affected.

Public information

In the event of a major disruption to the business, the business communications officer must be contacted to inform them of what has happened, the estimated length of the disruption, and the possible impacts of the disruption.

Plan Maintenance Procedures

The author of the plan is responsible for reviewing contact lists every 6 months and plan must be reviewed annually. Ultimately the plan owner is responsible for ensuring the plan is up to date and exercised and all audit requirements have been met.

Plan validation and training schedule

Awareness training for staff to make sure they all know what to do and who will be involved. All are inducted on business continuity strategy and safety measures upon joining, and this training is scheduled to re-occur annually, or upon changes to the plan, to maintain awareness of key issues.

Disaster Recovery Plan for Digital Services

In the event of a disaster pertaining to a specific digital service, be that a service used exclusively by Accipio staff, or a serviced deployment of a client, the following process will be enacted to ensure a swift return to normality and resumption of service.

This plan shall follow the recovery objectives defined in Section 2 of this document.

AWS monitoring and backup retention are in place for all instances as set up through the configuration process, as is uptime monitor, which will notify in the case of any site becoming unreachable.

Inform the named administrator of the account

This is to ensure communication with the client or internal team that uses the service, to provide updates on progress resolving the issue, and when normal service can be resumed. This is only needed in the case where the source of the issue is not the named admin.

Assess AWS monitoring

This is to diagnose the cause of the issue, in the first instance, a reboot of the EC2 and RDS will solve most issues. If this doesn't resolve the issue, and a redeployment is necessary, proceed to 6.3 and redeploy a recent copy.

Redeploy a recent copy of the service

All services adhere to the backup retention process. This means that at least one week's worth of versions are retained for all services. If a redeployment is required, determine which aspect of the service needs to be restored - the EC2 volume, the database or both. Then contact one of the named AWS administrators (Sascha Benson Cooper, or Edward McLaughlin - contact details available in this document) who will perform the restoration.

Appendix A – Staff Names and Numbers

Name	Job title	Office contact	Mobile contact (+44)
Protected data	Director	02071172690	

Appendix B – Supplier Contacts

Organisation	Contact Name	Job Title	Office Hours Contact	Contact No.
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Appendix C – Resource Requirements for resuming delivery of RED and AMBER services and activities

Staff:	1 from Digital (S. Benson-Cooper, E. McLaughlin, Imtiaz Haque, Patrick Cremen, B. Cass, C. Pratt) and 1 from Leadership/Insights (S. Lea, G. McMullan, N. Defraigne, S. Benson-Cooper, Wendy Hall, M. Ellis, T. Simpson, J. Adams)
Agreed Accommodation	Location: Fora, 9 Dallington Street Contact Name Concierge Contact Number 020 7866 4050
Systems (IT & IS):	Personal computer, internet access
Hard Data:	None - backed up online

Other Resources:	None
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🕒 Revision #11

★ Created 3 January 2024 16:15:27 by Seán Lea

✎ Updated 8 March 2024 15:31:10 by Seán Lea