



# BUSINESS

# CONTINUITY PLAN

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Any required changes to this plan, shall be notified to:

**Michael Campbell – Director, Fibre to the Home (FTTH) Deployment**

**SCCI Alphatrack Ltd/Alphatrack Systems Ltd**  
**Piper House**  
**14 West Place**  
**West Road**  
**Harlow**  
**Essex**  
**CM20 2GY**

## **INTRODUCTION**

Business Continuity Planning (BCP) is a management discipline that identifies potential threats to an organisation and the impacts to business operations that those threats, if realised, might cause. It provides a framework for building organisational resilience with the capability for an effective response that safeguards the interests of its key stakeholders, reputation, and value-creating activities.

BCP is a proactive process which identifies the key functions of an organisation, the likely risks to those functions and the potential impact of those risks upon the service. From this information can be developed plans and procedures which ensure continuity of key functions.

As SCCI Alphatrack Ltd and Alphatrack Systems Ltd are co-located in Piper House, Harlow, Essex, CM20 2GY, this plan exists to protect the business of both companies.

### **Why is BCP important?**

It is good business practice because:

- It makes businesses more resilient
- Businesses are able better to respond to disruptive events when they occur
- Many business disruptions start as a minor inconvenience and then grow into a full-scale emergency.
- An emergency shall be declared and the plan invoked just prior to/or when you can forecast it impacting your ability to continue your normal business functions.
- An emergency shall also be declared if it becomes apparent that an incident/future event or a threatened/planned incident could disrupt business continuity.

### **The Planning Process**

The BCP process is made up of three intrinsic parts; Business Impact Analysis, Hazard/Risk Analysis, Mitigation & Planning.

#### **Business Impact Analysis (BIA)**

Is a means by which risks to the continuity of a service may be identified, understood, and quantified?

#### **Hazard/Risk Analysis**

Hazards/Risks are identified, together with the impact on the Business. Mitigation is identified and put in place to pre-empt disruption and mitigation action taken at the time the hazard arises. For each hazard, lead personnel are identified.

#### **Mitigation**

Is a process by which risk can be reduced by lessening the likelihood of an event or the impact of an event, or both?

#### **Planning**

Is a process, by which actions and measures, which may be put in place to enable continuation of essential services during an incident, and recovery from the incident or disruptive event, are detailed, and exercised. It is a process of planning for and/or implementing controls to prevent or lessen impact and manage risks, by decreasing the potential for incidents or the affects thereof, which may result in failure to continue to offer an essential service or services. The plan shall be prepared by a senior member of staff who has sufficient knowledge and a full understanding of the business.

## AIMS AND OBJECTIVES OF THE BCP

The aim & objectives of the BCP is to:

- ensure the Company is able to cope with the effects of an emergency.
- define and prioritise the Critical Functions of the business
- analyse the risks to the Company
- detail the agreed response to an emergency
- identify Key Contacts during an emergency
- reduce the likelihood of a disruption occurring that affects the Company through a risk management process
- minimise the impact of that disruption should it occur
- protect staff and their welfare – ensure staff know their roles and responsibilities
- tackle potential failures within our supply chain
- preserve and maintain relationships with customers
- mitigate negative publicity
- safeguard our market share and/or competitive advantage
- protect our profits or revenue and avoid financial losses
- prevent or reduce damage to our reputation and image
- protect key business activities to ensure services are maintained
- enhance our ability to recover following a disruption to normal operating conditions

Notes:

- a) SCCIA/ASL have two main business locations in the London area, with several satellite facilities around the UK. Each has some spare capacity to accommodate additional staff, in case of emergencies.
- b) Back-Up of Computer data is controlled, by the Finance Manager (FM) by routinely backing-up all files onto an External disc drives. 5-disc drives are held in total.
- c) SCCIA/ASL IT Support Company (Readycrest) also back-up remotely on a nightly basis.

## KEY PERSONNEL CONTACT LIST (KH INDICATES KEY HOLDER)

Name	Job Title	Location	Mobile No	e-mail
David Fogelman (DF)	CEO SCCI Group Ltd	Harlow (KH) Croydon (KH)	07974 566714	<a href="mailto:davidfogelman@sccigroup.com">davidfogelman@sccigroup.com</a>
Rob Wickings (RW)	MD SCCI Group Ltd	Harlow (KH)	07957 818292	<a href="mailto:robwickings@sccialphatrack.co.uk">robwickings@sccialphatrack.co.uk</a>
Paul Dellow (PD)	FD SCCI Group Ltd	Harlow (KH)	07957 607411	<a href="mailto:pauldellow@sccigroup.com">pauldellow@sccigroup.com</a>
Louise Hutchings (LH)	HR Director SCCI Group Ltd	Croydon (KH) Harlow	07789 680523	<a href="mailto:louisehutchings@sccialphatrack.co.uk">louisehutchings@sccialphatrack.co.uk</a>
Tracie Williams (TW)	MD LDTV	Croydon (KH)	07796 306174	<a href="mailto:TracieWilliams@lovedigitaltv.co.uk">TracieWilliams@lovedigitaltv.co.uk</a>
Steve Chesterman (SC)	Operations Director SCCIA/ASL	Harlow (KH)	07957 818310	<a href="mailto:stevechesterman@sccialphatrack.co.uk">stevechesterman@sccialphatrack.co.uk</a>
Simon Smith (SS)	Head of Supply Chain SCCI Group Ltd	Harlow (KH)	07980 710924	<a href="mailto:simon@fdist.co.uk">simon@fdist.co.uk</a>
Andy Holland (AH)	H&S Manager SCCI Group Ltd	Harlow (KH)	07769292841	<a href="mailto:Andyholland@sccialphatrack.co.uk">Andyholland@sccialphatrack.co.uk</a>
Michael Campbell (MC)	Director, Fibre to the Home (FTTH) SCCI Group Ltd	Harlow (KH)	0782551`8924	<a href="mailto:michael.campbell@sccialphatrack.co.uk">michael.campbell@sccialphatrack.co.uk</a>
Adam Ruggles (CH)	Service Manager SCCIA	Harlow (KH)	07957 818308	<a href="mailto:ARuggles@sccialphatrack.co.uk">ARuggles@sccialphatrack.co.uk</a>

<b>Critical Function:</b>	<b>COMMUNICATION</b>
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**EFFECT ON SERVICE:**

<b>Time</b>	<b>Affect on Service:</b>
First 24 hours	There may be longer delays than usual, in the Call Centre, and in answering emails. But the link to our other main business premises in Croydon will mitigate delays.
24 – 48 hours	Slight delays
Up to 1 week	None
Up to 2 weeks	None

**RESOURCE REQUIREMENTS FOR RECOVERY:**

<b>Time</b>	<b>No. of staff</b>	<b>Relocation?</b>	<b>Resources required</b>	<b>Data required</b>
First 24 hours	20 (Transfer)	Yes, or re-locate staff to Croydon. Or work from home	Office Space Telephones Computers	PM Data CRM Planning
24 – 48 hours	As Above	As Above	As Above	As Above
Up to 1 week	As Above	As Above	As Above	As Above
Up to 2 weeks	As Above	As Above	As Above	As Above

**ROLES & RESPONSIBILITIES:**

**Lead: Michael Campbell – Director, Fibre to the Home (FTTH) Deployment - SCCI Group Ltd**

**Backup: Andy Holland – H&S Manager SCCIA Group**

**1<sup>st</sup> Line Keyholder Piper House, Harlow : Adam Ruggles – Service Manager**

**2<sup>nd</sup> Line Keyholder Piper House, Harlow : Andy Holland – H&S Manager**

**1<sup>st</sup> Line Keyholder Croydon: Tracie Williams MD LDTV**

**2<sup>nd</sup> Line Keyholder Croydon: David Fogelman - CEO**

<b>Critical Function:</b>	<b>INSTALLATIONS &amp; MAINTENANCE</b>
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**AFFECT ON SERVICE:**

<b>Time</b>	<b>Affect on Service:</b>
First 24 hours	Some installations/maintenance visits may need to be re-scheduled
24 – 48 hours	A small number of installations/maintenance visits may need to be re-scheduled
Up to 1 week	None
Up to 2 weeks	None

**RESOURCE REQUIREMENTS FOR RECOVERY:**

<b>Time</b>	<b>No. of staff</b>	<b>Relocation?</b>	<b>Resources required</b>	<b>Data required</b>
First 24 hours	20 (Transfer)	Yes, or work from Home via secure VPN	Office Space Telephones Computers	Tesseract Service Data CRM Planning
24 – 48 hours	As Above	As Above	As Above	As Above
Up to 1 week	As Above	As Above	As Above	As Above
Up to 2 weeks	As Above	As Above	As Above	As Above

**ROLES & RESPONSIBILITIES:**

**Lead: Steve Chesterman- Operations Director SCCIA/ASL**

**Backup: Adam Ruggles – Service Manager SCCIA**

**1<sup>st</sup> Line Keyholder Piper House, Harlow: Adam Ruggles – Service Manager SCCIA**

**2<sup>nd</sup> Line Keyholder Piper House, Harlow : Andy Holland – H&S Manager SCCIA Group**

**1<sup>st</sup> Line Keyholder Croydon: Tracie Williams MD LDTV**

**2<sup>nd</sup> Line Keyholder Croydon: David Fogelman - CEO**

<b>Critical Function:</b>	<b>SUPPLY CHAIN</b>
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**AFFECT ON SERVICE:**

<b>Time</b>	<b>Affect on Service:</b>
First 24 hours	None
24 – 48 hours	A small number of installations/maintenance visits may need to be re-scheduled
Up to 1 week	A small number of installations/maintenance visits may need to be re-scheduled
Up to 2 weeks	A small number of installations/maintenance visits may need to be re-scheduled

**RESOURCE REQUIREMENTS FOR RECOVERY:**

<b>Time</b>	<b>No. of staff</b>	<b>Relocation?</b>	<b>Resources required</b>	<b>Data required</b>
First 24 hours	3 (Transfer)	Yes, or work from Home via secure VPN	Office Space Telephones Computers	PM Data CRM Planning
24 – 48 hours	As Above	As Above	As Above	As Above
Up to 1 week	As Above	As Above	As Above	As Above
Up to 2 weeks	As Above	As Above	As Above	As Above

**ROLES & RESPONSIBILITIES:**

**Lead: Simon Smith – Head of Supply Chain SCCIA Group**

**Backup: Steve Chesterman – Operations Director SCCIA/ASL**

**1<sup>st</sup> Line Keyholder Piper House, Harlow: Adam Ruggles – Service Manager SCCIA**

**2<sup>nd</sup> Line Keyholder Piper House, Harlow : Andy Holland – H&S Manager SCCIA Group**

**OPERATIONAL LEVEL –SHORT TERM (TRANSACTIONAL)**

- Regular Inventory v Demand analysis (conducted 3 times per week)
- Frequent supplier engagement: Meetings and electronic communication with Strategic partners supplying strategic & bottleneck procurements to discuss, amongst other aspects, security and continuity of supply therefore mitigating / negating risks to product flow, business performance and achievement of business objectives.

**HAZARD ANALYSIS TABLE**

**RISK MATRIX SCORE:**

Severity	Likelihood					
	Rare	Unlikely	Possible	Likely	Certain	
	Weight	1	2	3	4	5
Slight Effect	1	1	2	3	4	5
Minor Effect	2	2	4	6	8	10
Localised Effect	3	3	6	9	12	15
Major Effect	4	4	8	12	16	20
Extreme Effect	5	5	10	15	20	25

Risk Level	
Low	1 - 4
Medium	5 - 9
High	10 - 16
Very High	17 - 25

**Key: DF = David Fogelman : RW = Rob Wickings : Andy Holland : MC = Michael Campbell : SS = Simon Smith : LH = Louise Hutchings : TL = Tanja Lindsay**

Hazard	Impact	S	L	R	Mitigation in Place	S	L	R	Further Mitigation possible	Overall Risk
<b>FLOODING</b>	Electrical systems IT Systems Telephone Systems Materials Stock	3	3	9	Daily Off-site back-ups of servers. Stock held at other business locations Regular inspections of premises through using walk through and periodic audits Regular servicing of boilers, air conditioning units Back up of key client information Arrange Emergency repair works <b>(AH)</b> MPLS system in place Local back up each night Table Top exercise with Managers	3	2	6	Establish areas within the premises that can still be worked in and set up facility for displaced staff to perform duties. <b>(BCP Committee)</b>  Talk Tech to re-direct phone lines to other business locations. Transfer key personnel to one of the other business locations.  Remove any stock not damaged to safe location <b>(SS)</b> Shadow back up of systems	Low
<b>IT FAILURE</b>	CRM systems Planning systems Management Systems Accounting Systems	5	3	15	Services can be hosted from Croydon site CRM data stored on a secure "Hosted" server Mirror server in operation Daily Off-site back-ups 6-hour Un-interruptible power supply for server Shadow Back up Local Back up MPLS	5	2	10	IT Support Company <b>(Readycrest)</b> back up remotely on a daily basis. Four hour call out and fix from Readycrest. Replacement server if required <b>(MC)</b> Readycrest to purchase additional hardware and set up at required location <b>(MC)</b> Initiate key service contracts, life critical systems such as Fire and EL must be prioritised <b>(SK)</b>	Medium

Hazard	Impact	S	L	R	Mitigation in Place	S	L	R	Further Mitigation possible	Overall Risk
<b>LOSS OF ELECTRICITY</b>	IT Systems Telephone systems H&S of Staff	4	2	8	Key staff to work remotely ( <b>Line Managers</b> ) Critical hardware transferred to local office space Available hardware transferred to local office space identified ( <b>Committee</b> ) Initiate key service contracts, life critical systems such as Fire and EL must be prioritised ( <b>BP</b> ) Additional power generation to operate critical functions provided by Links Truck generators ( <b>RW</b> )	4	1	4	If loss is likely to continue for more than 2 hours, phone lines will be re-directed, and staff transferred to other business locations to handle enquiries ( <b>SK</b> )	Low
<b>FIRE</b>	All areas	5	3	15	Smoke detectors throughout buildings. Daily Off-site back-ups of servers Walk through inspections and regular audit of premises ( <b>AH</b> ) No smoking except in designated smoking areas ( <b>Committee</b> ) Waste storage kept away from premises ( <b>AH</b> ) PAT testing of all electrical items and removal of service ( <b>AH</b> ) Combustible material to minimum ( <b>ALL</b> ) Lines can be converted to IP on the computer network	5	2	10	IT Support Company ( <b>Readycrest</b> ) back up remotely on a daily basis. Services can be hosted from Croydon site CRM data stored on a secure "Hosted" server Mirror server in operation Daily Off-site back-ups 6 hour Un-interruptible power supply for server Shadow Back up Local Back up MPLS Initiate key service contracts, life critical systems such as Fire and EL must be prioritised ( <b>BP</b> ) Tesseract System loaded to cloud Dormant versions to sit on the servers at Croydon.	Low
<b>LOSS OF STAFF (E.G. PANDEMIC)</b>	Service Delivery Installation & Repairs	3	2	6	Staff trained in multiple disciplines Managers capable of operational activity Optimum capacity for engineers @ 80% (additional capacity allowance) Early identification of possible pandemic (bird flu, norovirus, Coronavirus etc) and communication to all staff ( <b>LH</b> )	3	1	3	Mobilise head-office engineering staff Prioritise work-load – life/safety critical first Use Approved sub-contractor network ( <b>Line Managers</b> )	Low/Medium
<b>LOSS OF SUPPLY</b>	Service Delivery Installation & Maintenance	4	1	8	Alternative suppliers identified for all products ( <b>SS</b> ) Secondary supply list ( <b>SS</b> ) Two suppliers for most stock line where possible ( <b>SS</b> )	4	1	4	Contact alternative Approved Suppliers and arrange for deliveries ( <b>SS</b> ) Use workshop to repair/remanufacture where appropriate ( <b>Line Managers</b> ) Contracts with single stock supplier ( <b>SS</b> )	Low
<b>ADVERSE WEATHER</b>	Service Delivery Installation & Maintenance H&S of staff	5	2	10	Provide regular updates to staff in regards to potential inhibitive or dangerous weather ( <b>HR</b> ) Use local engineers to contract area to avoid excessive travel ( <b>Engineering Managers</b> ) Build in allowance for bad weather delays into programme H&S training for staff ( <b>AH</b> ). Monitor weather forecast and provide hardware to key staff to work from home ( <b>MC</b> )	5	1	5	Send weather warnings to staff and remind them of potential H&S issues ( <b>AH</b> ) Use vehicle trackers to identify local engineers ( <b>Engineering Managers</b> ) Advise client and resident of possible delays and develop recovery plan ( <b>Committee</b> ) Prioritise work-load – life/safety critical first ( <b>BP</b> )	Low



Hazard	Impact	S	L	R	Mitigation in Place	S	L	R	Further Mitigation possible	Overall Risk
<b>FINANCIAL/ ECONOMIC ISSUES (BAD DEBT/POOR CASH FLOW)</b>	Payment of suppliers Payment of staff, Service delivery, Installation & Maintenance	4	3	12	Monthly management accounting Robust credit check facilities ( <b>TL</b> ) Target “good” payers (e.g. RSLs) ( <b>TL</b> ) No over-reliance on large customers (<5% turnover) SAGE Data – backed up at Croydon location	4	1	4	Invoke approved £500K overdraft limit from bank ( <b>PD</b> ) Call on cash reserves ( <b>PD</b> ) Approach owner/major shareholder for cash loan ( <b>DF</b> ) Additional SQL	Low
<b>THEFT / VANDALISM</b>	Service Delivery Installation & Maintenance	3	2	6	Intruder alarm regularly maintained ( <b>AH</b> ) Maintained CCTV system Vehicle trackers Identify any loss of business critical or sensitive information and address controlling this ( <b>MC</b> ) SAGE Data – backed up at Croydon location Additional SQL Tesseract System loaded to cloud Dormant versions to sit on the servers at Croydon	3	1	3	Identification of stolen equipment and claim raised with insurers ( <b>AH</b> ) Allocation of engineer to form 2 man crew ( <b>Engineering Manager</b> )	Low
<b>DISRUPTION TO TRANSPORT / FUEL SHORTAGE</b>	Service Delivery Installation & Maintenance	5	2	10	Prioritise work-load – life/safety critical first ( <b>BP</b> ) Removal of additional / less economical vehicles from fleet ( <b>SK</b> ) Work carefully planned to minimise excess miles, engineers only work in local areas ( <b>Engineer Managers</b> ) Keep abreast of developments within local / national news ( <b>ALL</b> )	5	1	5	Review setting up secured fuel supply and temporary diesel storage tanks ( <b>AH / MC</b> ) Increase two-man crews / Raise overtime allowances to cope with fewer vehicles ( <b>Board</b> )	Low
<b>LINE OUTAGE</b>	Service Delivery Installation & Maintenance	5	4	20	Leased line MPLS Automatic switch to ADSL Revert to manual switch by manual configuration ( <b>RW</b> )	5	2	10		Medium

**CRITICAL FUNCTION PRIORITY LIST**

<b>Priority</b>	<b>Critical Function</b>
1	Phone systems
2	IT Systems
3	Engineer's Schedules
4	Warehouse Systems
5	Supply Chain
6	Accounts
7	
8	
9	
10	

**This list can be used during an emergency to assist our decision making when compiling an Action Plan as to which function needs to be reinstated first.**

**TYPICAL EMERGENCY RESPONSE CHECKLIST**

<b>1. Start a log of actions taken:</b>	
<b>2. Liaise with Emergency Services:</b>	
<b>3. Identify any damage:</b>	
<b>4. Identify Functions disrupted:</b>	
<b>5. Convene Response / Recovery Team:</b>	
<b>6. Provide information to staff:</b>	
<b>7. Decide on course of action:</b>	
<b>8. Communicate decisions to staff and business partners:</b>	
<b>9. Provide public information to maintain reputation and business:</b>	
<b>10. Arrange a Debrief:</b>	
<b>11. Review Business Continuity Plan:</b>	

**TYPICAL LOG SHEET**

<b>Date</b>	<b>Time</b>	<b>Information / Decisions / Actions</b>	<b>Initials</b>

**DISTRIBUTION**

<b>Copy No.</b>	<b>Name</b>	<b>Job Title</b>	<b>Location</b>
001	Hugo Mackenzie Smith	Group Chairman	Harlow
002	David Fogelman	Group CEO	Harlow /Croydon
003	Rob Wickings	Group MD	Harlow
004	Paul Dellow	Group FD	Harlow
005	Louise Hutchings	Group HRD	Harlow/Croydon
006	Tracie Williams	MD LDTV/Evident Software	Croydon
007	Steve Chesterman	Operations Director SCCIA/ASL	Harlow
008	Simon Smith	Head of Supply Chain	Harlow
009	Andy Holland	Health & Safety Manager	Harlow
010	Mike Campbell	Director Fibre to the Home (FTTH)	Harlow
011	Adam Ruggles	Service Manager	Harlow
012	Tanja Lindsay	Finance Manager	Harlow