

Schedule 4 Business Continuity Plan



MSP 104 LondonWaste Business Continuity Plan

1. Background

1.1 Policy

LondonWaste Ltd recognises that certain activities undertaken on their sites may, under extreme circumstances or in the event of the failure of a control system or following malicious interference, can disrupt business activities. With this in mind LondonWaste have created and can implement site specific response procedures designed to counter or mitigate the effects of any such incident or failure.

It is vital that the organisation has a clear and simple method by which it can quickly recognise a business continuity threat and act accordingly. It is better to over-react to serious incidents and then stand down members of staff than to under-react. The agreed escalation and invocation framework to be adopted and understood by all is set out in section 2.5.

1.2 Purpose & Scope

The purpose of this document is to assist LondonWaste to create an incident response structure that will enable an effective response & recovery from disruptions. The Company acknowledges that for any incident situation there should be a simple and quickly-formed structure that will enable the organisation to:

- Confirm the nature and extent of the incident
- Take control of the situation,
- Contain the incident, and
- Communicate with stakeholders

This document is not intended to be a prescriptive list of actions to take to manage an incident.

This document should be read in conjunction with the **Business Impact Analysis** which details the Mission Critical Activities.

1.3 Review and Change Control

Please detail all reviews made even if document is not amended. Amendments to this document are subject to the same change control that is imposed on all other LondonWaste documentation (refer to MSP 04). The only controlled copy of this document shall be retained on the intranet in electronic form. Additional copies will be retained at the Command Centres (available through the intranet, as separate electronic copy and as hardcopy). These will be reviewed periodically to make sure that they are current issue.

Version	By	Date	Comments
2	[REDACTED]	03/12/2010	Added additional phone numbers and changed Head of EC
3	[REDACTED]	12/04/2011	Reviewed EQS cleared up reference
4	[REDACTED]	23/10/2012	Incorporation of definitions (ex-MSP 20). Record of test exercises carried out. Review of roles and responsibilities.

1.4 Test Record

The business continuity plan must be tested periodically and record maintained of the scenario and persons involved in the test.

Date	Description of Test Exercise	Parties Involved in Test	Audited (reference)	Exercise Reviewed
02/08/2012	1. Dustcart has broken down on the up-ramp to the Energy Centre. 2. A LondonWaste vehicle has hit the Purchasing Manager's [REDACTED] car in the main entrance.	Management Planning Group (MPG). Apologies: [REDACTED] [REDACTED]	2012/10	02/08/2012

2. Incident Management Structure

2.1 Purpose

To form a viable management structure that can react as soon as possible to an incident. On forming, those present can take decisions to apply appropriate resources to deal with an event as it occurs (ideally to prevent it becoming a crisis). It is essential for this reason that the team be made up from individuals representing core areas of the organisation.

2.2 Structure

A three layer level of response is in place, all or part of which, can be deployed depending on the nature and scope of the incident. See Diagram below.

Management Planning Team (MPT)	Provides decisive and strategic direction. Holds ultimate responsibility. Represents the public face of the organisation. This may involve liaison with, or taking over an incident from, the Emergency Management Team. This team is made up of the senior managers of the organisation and those that would represent the organisation in the media.
Tactical Management Team (TMT)	Assumes full responsibility for co-ordinating incident management. Provides detailed direction to managers and staff to effectively manage the incident at an operational level. Takes direction from, reports up to and advises the MPT.
Operational Level	This is where the actions described in the Business Continuity Plan are actually carried out. People here are instructed and co-ordinated by the TMT. They are most likely to be "out-and-about" and "hands-on".

The Management Planning Group (MPG) becomes the Management Planning Team (MPT) when invoking the Business Continuity Plan.

2.3 Definitions

Critical Failure is defined as a situation where the Company's operation has been severely disrupted and it is essential to regain continuity of business. The Edmonton EcoPark is the centre of LondonWaste operations and administration and as such could be most vulnerable to the results of catastrophic plant or service failure, terrorist attack, plane crash, serious flooding or the effects of an epidemic or a pandemic etc.

Major Failure is defined as a situation where part of the Company's operation is suspended as a result of a major failure in plant or service provided. Although the EcoPark is the centre of LondonWaste operations and administration, the outlying business premises contribute to the commercial viability of the Company.

2.4 Incident Classification

Code	Implications on Business
	Insignificant outcome, unlikely to affect site operations.
	An event that results in minor damage to an area, or plant.
	Temporary closure of an area, or isolation of plant, which does <u>not</u> affect the operation.
	Temporary closure of plant, or loss of equipment, which adversely affects the operation.
	Total closure of the plant. Loss of critical equipment, without which the plant cannot function for a significant period.

2.5 Potential Impact Rating

Impact	Event	Insignificant	Minor	Significant	Major	Critical
Business Interruption	██████████	No need to invoke the Business Continuity Plan				
	██					
	██████████					
	██████████					
	██████					
	██████					
	██████████					
Security Breach	██████████					
Regulations	██████████					
Business Interruption	██████████					



2.6 Escalation Framework

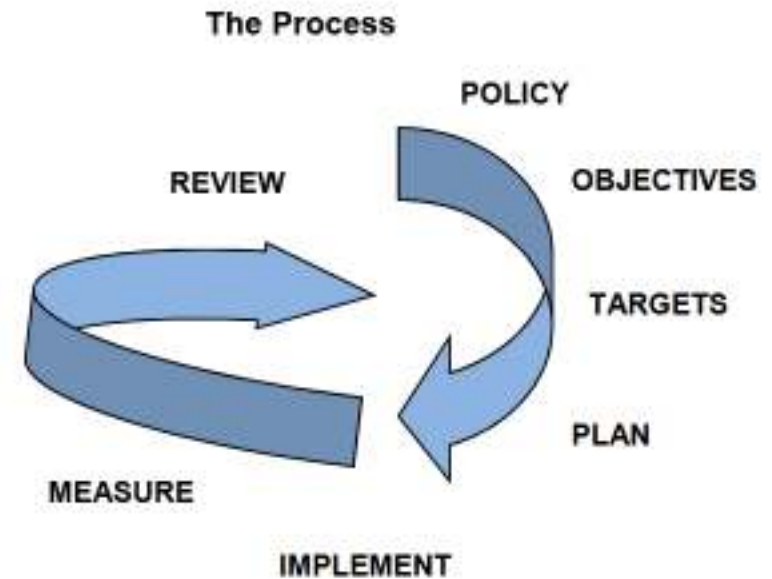
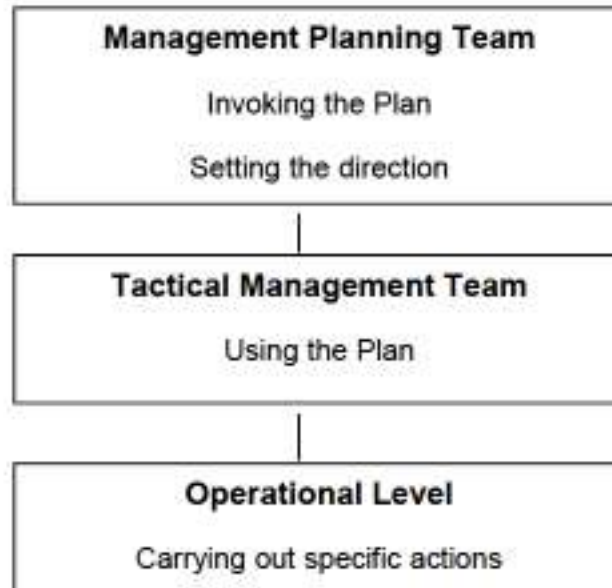
IMPACT	LEVEL 1	LEVEL 2	LEVEL 3
Health & Safety	Minor H&S issue. No Emergency Services involvement.	Significant H&S issue. Emergency Services are called to site	Major/critical H&S issue.
Regulations	Minor regulatory breach.		Major regulatory breach.
Business Interruption	Local interruption to business.	Process interruption. Significant interruption to business.	Major/critical disruption to business. Significant damage to reputation.
Media	No media involvement.	Trade/Local/National media involvement.	National/International media involvement.
Utilities	Utilities interruption.		
Security			Security breach.
Financial Impact	No serious financial impact.	Financial impact on business possible.	Significant financial impact on business possible. Major/critical fraud.
PROCESS			
Action Initiated by:	Site Manager	Business Unit Head	Management Planning Team
Tactical Management Team	Supervisors and local labour force initially.	Business Unit Head to form team.	Management Planning Team to form team.
Invoke Plan(s):	Bronze	Silver and Bronze	Gold, Silver and Bronze

Review Points:	2 hours after Plan(s) have been initiated and then every 2 hours until business returns to normal.	2 hours after Plans have been initiated and then every 2 hours until business returns to normal.	2 hours after Plans have been initiated. Then every 2 hours on first day and then daily (minimum) until business returns to normal operations.
Reporting to:	Business Unit Head	Directors	Board
Action to be taken if further Escalation:	If situation escalates or looks like it could last longer than 24 hours, proceed to Level 2.	If situation escalates or looks like it could last longer than 72 hours, proceed to Level 3.	

2.7 Strategy

Notes:

The Management Planning Team and the Tactical Management Team may be located together if the incident is small scale and local in nature then the two teams may be amalgamated.



2.8 Roles & Responsibilities

The table below shows the responsibilities of members of the **Management Planning Team**.

Management Planning Team

Name	Role	Special Responsibilities	Deputy
██████████	Managing Director		██████████
██████████	Finance Director		██████████
██████████	Technical Director	Energy Centre Operations	Shift Charge Engineer
██████████	Head of Waste & Recycling	Waste & Recycling Operations	██████████
██████████	Head of Human Resources	Employee issues	████████████████████
██████████	Chief Information Officer	IT/Telecoms Issues	██████████
██████████	Purchasing Manager	Procurement	██████████
██████████	External Communications Manager	Press, PR, Stakeholder liaison	
██████████	Asst. Company Secretary	Insurance	██████████
██████████	Group Financial Controller	Finance, Record Keeping	██████████
██████████	Head of Commercial Development	Customers Liaison	██████████

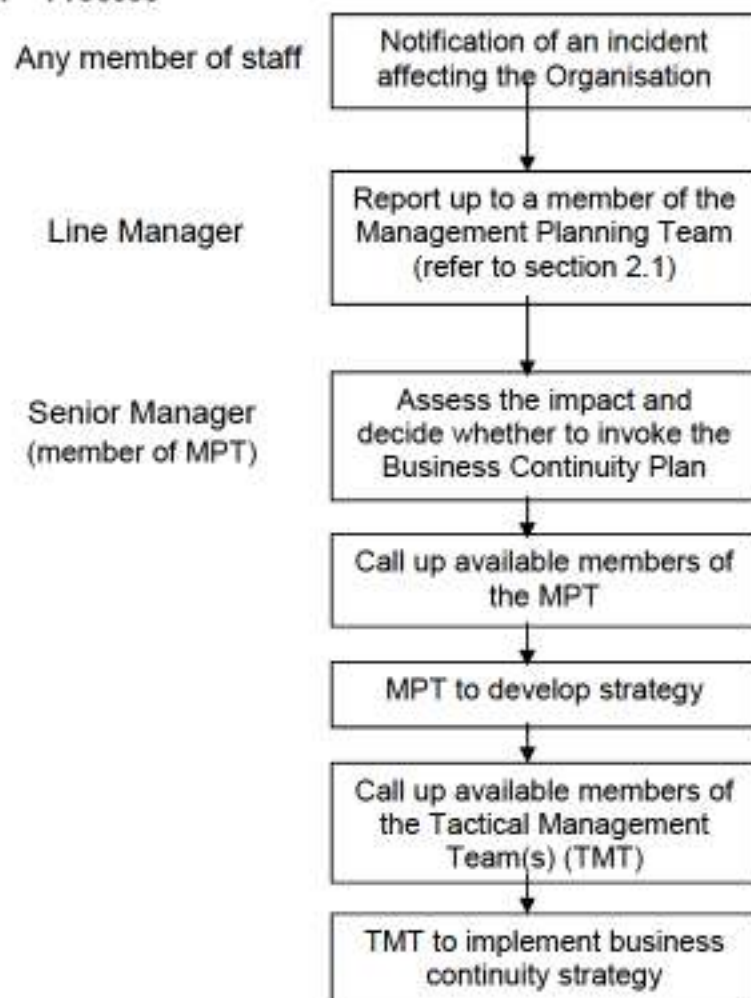
2.9 The Command Centre

	First Choice	Second Choice
Nominated Strategic Centre	Projects Portacabin (100 metre exclusion zone)	South Weighbridge (200 metre exclusion zone)
Capacity (persons)	20	5
Computer Equipment Held in Room	CCTV Access 3 PC's/Printers Access to SCADA system	CCTV Access 1 PC/Printer Access to SCADA system
ICT Network Points in Room	Additional internet access Phonelines	

Other Specialist Equipment Held if Necessary (e.g. Digital TV & Radio, fax)	Communication Radios Megaphone 4 set of extra PPE: Hard hat, Hi-Vis Jacket Touch Light	Communication Radios Megaphone
Status of Command Centre (Red, Amber or Green)	Green	Green

3. Incident Escalation and Invocation

3.1 Process



All staff have a responsibility to notify their line manager, or other appropriate manager, if they feel the organisation's ability to operate effectively may be in compromised.

Line managers have a responsibility to notify senior management, if they feel the organisation's ability to operate effectively may be in danger or there may be a need to invoke Response Plans. This should then be escalated until a member of the Strategic Direction Team is informed.

All members of the Management Planning Team have the authority to compel all other members of the team (or their deputies) to meet as soon as is reasonable to discuss an incident, or the threat of an incident, which could force Response Plans to be invoked.

Refer to Appendix A – Contact Details

Record findings on Invocation Plan – Checklist (section 3.4)

Refer to Appendix A – Contact Details
(compile list of contact numbers)

Record findings on TMT Implementation – Checklist (section 3.5)

3.2 Invocation Plan – Checklist (to be filled in by the MPT)

No	Action	Completed By
1.	Decide on location of control centre. Call up other members of the Management Planning Team (MPT) and get them to come to the control centre.	
2.	Determine nature of incident and extent of impact on services. Record findings on the Incident Assessment Form (Appendix B).	
3.	Decision taken to invoke Business Continuity Plan.	
4.	Ensure we have identified priorities.	
5.	Identify which Response Plans are to be invoked.	
6.	Alert Tactical Management Team(s) (TMT) that Management Planning Team is meeting.	
7.	Consider implementation of communications plan (internal and external). Refer to Checklist given in Appendix C for guidance. Consider media management plan.	
8.	Contact and brief TMT(s) as per specific Response Plans – face to face if possible.	
9.	Agree a time for next meeting and follow on meetings and briefing and reporting into incident log. Agree monitoring process for plan implementation and frequency of reports to MPT.	
10.	Identify recovery objectives and timescales to achieve them.	
11.	Identify not only the priorities for recovering mission critical services, but also consider the unaffected mission critical services which may need protecting/sustaining while effort is focused on recovery	
12.	Identify any other key documents and files that may be essential to the operation (refer to Appendix D).	
13.	Review progress to planned objectives and targets - TPT & TMT(s) together.	
14.	On conclusion of incident stand down TMT(s) and instigate the lessons learnt review.	

3.3 TMT Implementation – Checklist (to be filled in by the TMT)

Note – the detailed actions for service recovery pertinent to the incident are set out in the relevant Business Continuity Response Plan.

No	Action	Completed By
1a	On receipt of the message from the Management Planning Team (MPT) invoking a Business Continuity Plan, meet at command centre to be directed by the MPT.	
1b	Open an incident log (see Appendix E).	
2a	Ensure you have a clear situation report from the MPT. Team briefing to be led by MPT.	
2b	Read through relevant Recovery Strategies and Response Plans. Identify items for action that fall within remit and authority.	
2c	Agree plan with timescales, milestones and responsible person for each action. Log decisions taken.	
2d	Identify issues for escalation to MPT (e.g. financial requirements and communication with media etc).	
2e	Issue instructions to managers and staff at the appropriate operational level to ensure that actions identified are implemented.	
3	Agree reporting channels, frequency of meetings and additional team members required and agencies involved.	
4	Agree time to meet with the MPT.	
5	Report and review progress to planned objectives and targets -TPT & TMT(s) together.	
6	TMT to review implementation plan with Operational Level who are carrying out specific actions.	

Appendix A – Contact Details

Management Planning Team		
Role	Mobile No.	Work No.
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

Tactical Management Team plus relevant others			
Contact Name and Role	Work No.	Mobile No.	Home No.

Appendix B – Incident Assessment Form

This table is to be used by the Management Planning Team (maybe with input from the Tactical Management Team) for completing an initial assessment of which mission critical activities have been impacted and the likely duration of the impact.

Priority Order	Mission Critical Activity	Accountability for Mission Critical Activity	Other Key Activities & Functions Affected	Nature of Impact	Duration
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					

11					
12					

Note: Columns 2 and 3 should be populated from the Business Impact Assessment in advance of an incident.

Appendix C – External Communication

Organisation	Contact Name & Address	Title	Contact Telephone Number(s)
Key External Stakeholders			
Local Media	Contact Information Contained in Silver Plan		
Key partner / supplier	Contact Information Contained in Silver Plan		
Emergency Services			
Fire Brigade			
Local Police	Edmonton Police Station		0300 123 1212
Staff Welfare			
Trauma / Counselling Agencies	Contact Information Contained in Silver Plan		
Local Hotels	██████████ ██████████		██████████
Coach / Taxi firms	██████████		██████████
Disaster Recovery			
Insurance Brokers	██████████ ██████████ ██████████	██████████ ██████████	██████████ ██████████
		██████████ ██████████	██████████ ██████████
		██████████ ██████████	██████████
Insurance	██████	██████████	██████████ ██████████

Appendix D – Key Documents and Files

ID Reference	SILVER PLAN Description	Issue	Electronic copy retained by	Hardcopy retained in	Document Owner
MSP 105A	[REDACTED]	2	MSM	Command Centres	CIO
MSP 105B	[REDACTED]	2			
MSP 105C	[REDACTED]	1			
MSP 105D	[REDACTED]	1			
MSP 105E	[REDACTED]	2			
MSP 105F	[REDACTED]	2			
MSP 105G	[REDACTED]	2			
MSP 105H	[REDACTED]	3			
MSP 105J	[REDACTED]	3			
MSP 105K	[REDACTED]	3			
MSP 105L	[REDACTED]	2			
	BRONZE PLAN Description				
MSP 106A	[REDACTED]	2	MSM	Command Centres	CIO
MSP 106B	[REDACTED]	2			
MSP 106C	[REDACTED]	2			
MSP 106D	[REDACTED]				
MSP 106E	[REDACTED]	3	MSM	Command Centres	CIO
MSP 106F	[REDACTED]	4			
MSP 106G	[REDACTED]				
MSP 106H	[REDACTED]	3	MSM	Command Centres	CIO
MSP 106J	[REDACTED]	3			
MSP 106K	[REDACTED]	3			
MSP 106L	[REDACTED]	1			
MSP 106M	[REDACTED]	2			
	[REDACTED]				
	[REDACTED]				

Appendix E – Record of Key Actions taken

Entry No.	Date	Time	Action / Decision Taken	Costs * Incurred	Initials

APPENDIX F - Associated Documents: None