

<p>Issue No. 1</p> <p>Issue Date: February 2021</p>	<p style="text-align: center;"><u>Allied Access</u>  <u>(Allied Scaffolding Ltd &amp; Allied Mast Climbers &amp; Hoists Ltd)</u></p> <p style="text-align: center;"><u>Business Continuity &amp; Risk Management / Disaster Recovery Plan</u></p>	
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**Introduction**

In the event of an extraordinary event that potentially threatens the continuity of the business, this document has been prepared to:

1. Identify hazards.
2. Give them a risk rating (likelihood & effect)
3. Look at control measures & identify key information that is necessary to assist in ensuring control measures are effective.

To ensure as far as reasonably practicable the Directors of Allied Scaffolding Ltd have considered & taken the steps necessary to minimise the risk of business failure & the associated risks to Key Stakeholders (Shareholders, Employees, Suppliers, Government Departments etc.)

Part 1: Risk Assessment on Business Continuity & Risk Management.

Part 2: Details the key business contacts who will assist in different types of potential emergency to enable the Recovery Plan to be implemented effectively.

***Due to the importance of the Plan, a copy is to be kept off site (in safety deposit box at bankers) & the plan will be considered on an annual basis by Board of Directors.***

Document prepared by: Andrew Gaynor & Matthew Bracken

**Approved by Board of Directors**

Signed John Bracken; Chairman



Signed Matthew Bracken; Operations Director



Date approved;

25.02.2021.

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## **Part 1: Risk Assessment**

### **A. Hazards:**

- a. Death or incapacity of Principle (e.g., Chairman or Director).
- b. Fatality of employee of Allied Access (Allied Scaffolding Ltd. & Allied Mast Climbers & Hoists Ltd.).
- c. Fatality of 3<sup>rd</sup> party(i.es) as result of Allied Access (Allied Scaffolding Ltd. & Allied Mast Climbers & Hoists Ltd. failures (e.g., scaffold collapse, road traffic accident etc).
- d. Collapse of Major Scaffold /Mast Climber / Hoists Structure.
- e. Fire at Head Office in Oldham.
- f. Major Customer goes into liquidation / administration.
- g. Major Information Technology failure (e.g., due to server failure etc).
- h. Major Supplier goes into liquidation / administration.

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**B. Risk Rating:**

Hazard	Likelihood	Effect	Risk Rating (before controls)
Death or incapacity of Principle	Medium	High	High
Fatality of employee of Allied Access (Allied Scaffolding Ltd. & Allied Mast Climbers & Hoists Ltd.)	Low	High	Medium-High
Fatality of 3 <sup>rd</sup> party(i.es) as result of Allied Access (Allied Scaffolding Ltd. & Allied Mast Climbers & Hoists Ltd.) failures (e.g., scaffold collapse, road traffic accident etc.	Low	High	Medium-High
Collapse of Major Scaffold Structure.	Low	High	Medium-High
Fire at Head Office in Oldham.	Medium	High	Medium-High
Major Customer goes into liquidation / administration.	Medium	Medium	Medium
Major Information Technology failure (e.g., due to server failure etc).	Low	Medium	Low-Medium
Major Supplier goes into liquidation / administration.	Medium	Medium	Medium

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**C. Control Measures:**

Hazard	R. Rating	Description of Effect	Control Measures <i>(Primary responsibility for implementation will be the Board of Directors)</i>	Responsibility within Allied for each section.
Death / incapacity of Principle	High	The death / incapacity of a senior director can quickly lead to a loss of control & poor business decisions & lack of effective leadership. Important customer relations can be affected, and also the business can be carrying costs in sick pay and need to quickly find a replacement.	<p>Insurance Cover in the form of <b>Keyman Insurance</b> for the Managing Director will be taken out.</p> <p>Ensure there is an effective Board of Directors (minimum 3) with regular &amp; detailed Board Meetings with minutes.</p> <p>Ensure there is a good support system of advisors in terms of legal / safety / banking etc to assist less experience / new senior team.</p> <p>Re-establish the chain of command quickly through recruitment of a replacement (agency)</p> <p>Communicate with customers &amp; other stakeholders (staff)</p> <p>Ensure deputisation is included in documents such as IMS Manual.</p>	<p>Finance Director</p> <p>Operations Director</p> <p>Board of Directors</p> <p>Board of Directors</p> <p>Board of Directors</p> <p>Operations Director</p>
Fatality of employee of Allied Access (Allied Scaffolding Ltd. & Allied Mast Climbers & Hoists Ltd.) (as a result of accident at work e.g., fall from height, RTA)	Medium-High	<p>Prosecution of Company by HSE resulting in fines &amp; possibly director's prosecution.</p> <p>Loss of reputation &amp; effect on long term business sustainability.</p> <p>Insurance claim resulting in long term increased premiums</p>	<p>Clearly the main control measure would be to prevent fatality / major injury in the first place through robust Safety Management Systems &amp; ensuring all operatives trained &amp; competent in role being asked of them, specific Method Statements done, measures such as Safe Step in place to comply with Work @ Height Regulations etc.</p> <p>However, in the unlikely event of a major incident: Operations Director to immediately take charge of the situation &amp; liaise with Simian Risk Management (<b>Simon Hughes</b> or <b>Dave Randles</b>) who will actively</p>	<p>Operations Director working with HSEQ Manager &amp; Simian</p> <p>Operations Director (or deputy)</p>

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			<p>manage the situation &amp; deal with HSE, Police and other authorities.</p> <p>Insurance brokers to be contacted as soon as reasonably practical to ensure insurers can appoint a loss adjustor / investigator to assist in mitigating any liability.</p> <p>The Company will co-operate with the authorities with regard to dealing with the family of the person(s) killed.</p> <p>An investigation team will be put in place, and evidence is to be gathered including Witness Statements, Paperwork including Method Statements, Training records etc.</p> <p>In the event of HSE and / or Police formal interview of Director / Staff – Allied Access (Allied Scaffolding Ltd. &amp; Allied Mast Climbers &amp; Hoists Ltd.) to ensure person(s) are accompanied by legal representation.</p> <p>Allied will employ services of a Public Relations company to deal with negative media / customer fallout.</p>	<p>Finance Manager</p> <p>Operations Director</p> <p>Operations Director with Simian.</p> <p>Operations Director</p> <p>Board of Directors</p>
<p>Fatality of 3<sup>rd</sup> party(ies) as result of Allied Access (Allied Scaffolding Ltd. &amp; Allied Mast Climbers &amp; Hoists Ltd.) failures (e.g. scaffold collapse, road traffic accident etc.</p>	<p>Medium-High</p>	<p>Prosecution of Company by HSE resulting in fines &amp; possibly director's prosecution. Loss of reputation &amp; effect on long term business sustainability. Insurance claim resulting in long term increased premiums.</p>	<p>Control measures as above.</p>	
<p>Collapse of Major Scaffold / Mast Climber</p>	<p>Medium-High</p>	<p>Serious injury Prosecution of</p>	<p>Control measures as above. Also: Simian &amp; senior management</p>	<p>Operations Director</p>

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/ Hoist Structure		<p>Company by HSE resulting in fines &amp; possibly director's prosecution.</p> <p>Labour costs for dismantling / re-erecting. Loss of scaffolding materials due to damage</p> <p>Loss of reputation &amp; effect on long term business sustainability.</p> <p>Personal &amp; business insurance claim resulting in long term increased premiums.</p> <p>Customer claim for liquidated damages through delays to project.</p>	<p>team to take charge of safe dismantle of collapsed structure, so that operatives are not put at risk whilst dismantling an unsafe structure.</p> <p>Insurance Broker to be kept informed at all times so expenditure on safe dismantle &amp; re-erection of a scaffold / mast climber / hoist is documented and recovered through insurance policy.</p>	
Fire at Head Office in Oldham	Medium-High	<p>Fatality of staff</p> <p>Loss of critical business information affecting ability to meet contractual obligations (sub-contracts, HMRC, PAYE / VAT) and ensure debts are known &amp; can be recovered.</p>	<p>Contract with reputable supplier for a Fire Alarm System to be in place at all times. Regular servicing of same to take place, and robust systems for ensuring information can be readily provided to the Fire Brigade on persons inside the building. Fire extinguishers to be in place / maintained etc.</p> <p>Cleaning to be done on a daily basis, so that waste does not accumulate that could cause a fire.</p> <p>All electrical systems to be maintained as required by regulations, and Calibration of this to be on Athena Calibration System so this is not missed.</p> <p>Holker Cloud Backup.</p> <p>Contract to be in place with IT provider so that IT system can be</p>	<p>Operations Director</p> <p>Office Manager</p> <p>Office Manager</p> <p>Finance Manager</p> <p>Finance Manager</p>

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			<p>back up &amp; running within 48 hours.</p> <p>Important contractual information to be scanned so that part of back up.</p> <p>Key business information (as Part 2 below) to be kept in fireproof safes &amp; register of contents to be kept by PA to Directors.</p>	<p>Quantity Surveyor</p> <p>Finance Manager</p>
<p>Major Customer goes into liquidation / administration.</p>	<p>Medium</p>	<p>Short term impact on cash-flow may lead to short-fall of cash that results in Allied being unable to continue trading.</p> <p>Long-Term: loss of future sales resulting in downturn of business that makes continued operation unsustainable.</p>	<p>It is critical to ensure Key Customers are regularly checked (N2 Checks), with monitoring through press of Key Customers.</p> <p>Credit Risk Insurance will be in place.</p> <p>Debtor control to be managed by Finance Manager so that there are weekly debtor &amp; cash flow meetings, to ensure sufficient headroom to deal with a short-term loss of revenue.</p> <p>ASL must ensure turnover is spread across a number of key clients so that no customer represents more than 25% of the Allied's turnover to ensure over both short term &amp; long-term AA can withstand customer liquidation.</p>	<p>Operations Director &amp; Finance Manager.</p> <p>Finance Manager</p> <p>Finance Manager</p> <p>Operations Director</p>
<p>Major Information Technology failure (e.g., due to server failure etc)</p>	<p>Low-Medium</p>	<p>See (Fire @ Head Office) above</p>	<p>Ensure written contract in place with supplier for IT Disaster Recovery.</p>	<p>Finance Manager</p>
<p>Major Supplier (using Ladlaw as example) goes into liquidation / administration.</p>	<p>Medium-High</p>	<p>Possible short-term inability to process wages / invoices. Longer term impact on CRM systems, and business ability to operate effectively</p>	<p>Ensure there is a written agreement in place to access and use the source codes for the software, so Allied can employ a 3<sup>rd</sup> party software company to maintain the system.</p>	<p>Finance Manager</p>

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**Section 2: Key Business Information**

**As relates to Risk Assessment above**

<b>Hazard</b>	<b>Key Information</b>	<b>Details &amp; Location</b>
Death / incapacity of Principle	Insurance Policy  Board Room Minutes  List of Key Advisors  Senior Manager Recruitment Firm  Job Descriptions / Contracts / IMS	See below
Fatality of employee of Allied Access (Allied Scaffolding Ltd & Allied Mast Climbers & Hoists Ltd.) (as a result of accident at work e.g., fall from height, RTA)	Contracts of Employment  Integrated Management System  Job Specific Safety Plan (Method Statement)  Employee / Personnel Records  Witness Statements / Photographic Records  Safety Advisor Contact Details  Insurance Policy & Broker contact details	See below
Fatality of 3 <sup>rd</sup> party(i.es) as result of Allied Access (Allied Scaffolding Ltd & Allied Mast Climbers & Hoists Ltd.) failures (e.g. scaffold / mast climber / hoist collapse, road traffic accident etc	As above.	
Collapse of Major Scaffold / Mast Climber / Hoist Structure	Contact Details for Safety Advisor  Insurance Policy & Broker contact details	See below
Fire at Head Office in Oldham	Insurance Policy & Broker contact details (Loss Recovery Insurance Policy Applies)  IT supplier details	See below
Major Customer goes into liquidation / administration.	Sub-contracts relevant to customer as ASL will need to negotiate with administrator and submit claim.  Associated documents such as invoices / applications	See below



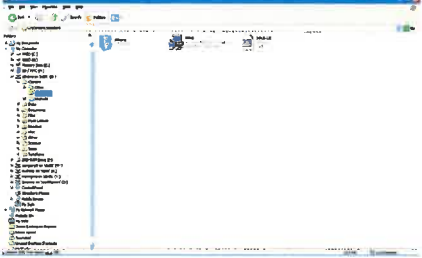
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	for payment & payments received.	
Major Information Technology failure (e.g. due to server failure etc)	IT supplier details	See below
Major Supplier goes into liquidation / administration.	Written Agreement with Supplier regarding access to source codes etc.  Have alternate supplier agreements in place for all major products / services (e.g. tube hire, MEWPs etc).	See below

**Key Business Information: (a) Information Technology**

Critical to the business are the Business Information Software (Athena by Ladlaw) and Accounting Software (Exchequer by IRIS). In addition the company uses these on a Local Area Network using a Microsoft OEM License by IT Provider. In addition there are other application used such as Adobe Acrobat, Microsoft Office etc.

Communication is provided by an Internet Service Provider (detailed below), and mobile & land line provider (detailed below)

Title	Description	Where is information stored?	Who is responsible for information?	Other information
Microsoft OEM License	License for Server	Website – <a href="https://eopen.microsoft.com/ENdefault.asp">https://eopen.microsoft.com/ENdefault.asp</a> Disks – fire proof safe	Holker IT	Username: <a href="mailto:administrator@allied-dev.co.uk">administrator@allied-dev.co.uk</a> Password: 01282418855
Microsoft Office 365	Software	Online subscription	Holker IT	0333 305 2020
Amyuni PDF converter (20 user professional license)	Software	Disk – fire proof safe License: Allied Developments (M/Cr) Ltd	Allied	
AV Defender	Software	Cloud	Holker	Finance Manager
Athena Office Management System	Software	 See G. Drive on Server	Holker  (Craig Harrison – Ladlaw)	0333 305 2020
Exchequer	Accounting Software	See X Drive on Server	IRIS	0344 225 1525
Payroll	Payroll Software	See X Driver on Server	IRIS	0344 225 1525

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**Key Business Information: (b) Written Documentation**

Critical to the business are;

Title	Description	Reference Number(s)	Where is information stored?	Who is responsible for information?	Notes
Insurance Policies and historic records  Employees Records	Insurance Documents: Employers Liability Public Liability Motor Insurance Keyman Insurance Critical Illness Cover	Various	Electronically against Supplier Record & paper copies. Insurance Broker also holds insurance information.	Finance Manager	Copy to Managers Driver / Disaster Recovery Plan / Scanned Docs
Statutory Records			Physical Copies in FD office	Finance Manager	Ditto
Company Registration Certificates	Certificate		In frame on office walls		Ditto
Hire Purchase Agreements	For vehicles		Finance Managers Office	Finance Manager	Ditto
Lease Agreements			Finance Managers Office	Finance Manager	Ditto
Bank Loan Agreements	Overdraft & loan agreements		Chairman Safe	Finance Manager	Ditto
Accounting Records			Iris Exchequer – electronically	Finance Manager	Physical copies off accounts kept by FD
HMRC Records	Online documents submitted		Electronic copy to be taken & physical copies held in Finance Managers Office.	Finance Manager	Copy to Managers Driver / Disaster Recovery Plan / Scanned Docs

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Heating	Heating System layout				Ditto
Investors in People	IIP Certificates			HSEQ Manager	Ditto
Leases	Lease for Littlebank Street, Oldham  Lease for Preston Depot  Lease St. Helens		Thompson & Cooke, Solicitors 12 Stamford Street Stalybridge, Cheshire SK15 1LA 0161 338 2614		Ditto
Goods Vehicles Operators Licence			Finance Managers Office safe.	Finance Manager / Online	Ditto
Environmental Evaluation	Asbestos amended cert for Moorhey Street office	Certificate No. RGB/14557	Finance Managers Office safe.		Ditto
Passwords	Server Password Exchequer Password - individual HMRC		Finance Managers Office safe.		Ditto  Finance Manager
IT Passwords					
CITB – Construction Skills Grants Website	Your Employer ID is your CITB- Construction Skills Registration No.	Password: e2C9ldk8	Grant User name: 1589074 Password: aslOL4 1JA		Training Manager
ASL Government Gateway User ID no.	TCM91D73SPLL	Government Gateway password d14l4tnmwy11	asl OL4 1JA		Carl Bracken – Administrator
ADM Government Gateway User ID No.	9636 5487 1788	Government Gateway password q1hr2epq8dj5	aslOL4 1JA		Carl Bracken – Financial Director
HMCS – Her Majesty's Courts Service	Money claim online	Customer ID Allied 0425	Password: Aspenhumu5 82		Carl Bracken

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<p>HMRC</p>	<p>VAT user name and password</p>	<p>User Name          Allied Developments          34JS99M8WGH          B</p>			
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**Key Business Information: (c) Key Suppliers**

Supplier Type	Supplier Name	Contact Name	Contact Number(s)	Responsible for?	Other information
Bank	HSBC	Mr. Andrew J Holgate	Mobile – 07796 700 364 Tel – 08455879006	Business Accounts, Trade Services	4 Hardman Square Spinningfields Manchester M3 3EB
Romero	Insurer	Mr Chris Readman	0113 281 8110	Insurances for Motor Fleet and Liability Insurance	Must retain paperwork for 50 years
Safety Advisors	Simian Risk	Mr Simon Hughes	07702 829 603	Safety, Training & Access	Consultants
Auditors	Hoffman Consultants LLP	Mr. Steve Hoffman	Mobile – 07785 725 125	Yearly Accounts	8 Sewer Street Warrington WA1 1EG
I.T. Support	Holker IT	Mr James McHugh	01282 859 806	Network Support	<a href="mailto:helpdesk@hnws.co.uk">helpdesk@hnws.co.uk</a> New Terminal Server IP Address: 10.0.1.204
Ladlaw Software	Ladlaw	Mr. Craig Harrison	Craig Harrison - mobile number 07980 179 689		
Telephone (landlines) & Broadband line	EE	Accounts Manager Alex Barron	07507 221 448		Communication via telephone.
Internet	Keeley Travis	Martin Clarke	0161 683 4247		
Mobile Phones	EE	Accounts Manager Alex Barron	07507 221 448		
Security Alarm System	ADT		P.O. Box 128, Salford,	Fire and Security	Contract No. 100-00-221-46

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			Manchester M5 2WX – 0870 607 0801		
Fire Alarm System	Aarhus Fire Protection Ltd		0161 767 8715		<a href="mailto:carl@aarhusfire.co.uk">carl@aarhusfire.co.uk</a> Unit 12 Pilsworth Industrial Estate, Pilsworth BL9 8RE
Legal Advisors (Safety Matters)		Simian Risk	0845 602 2418		hello@simian-risk.com
Legal Advisors (Employment Matters)	HR Intergrated Solutions	Heather Hayes	Mobile 07850987111		h.hayes@hrisltd.co.uk
Legal Advisors (Leases)	Thompson & Cooke	Mr. Craig Maher	0161 338 2614		12 Stamford Street Stalybridge Cheshire, SK15 1LA
System Scaffold	Layher	Mr. Sean Pike	01462 475 100	Supply of scaffolding materials	sean.pike@layher.co.uk
Hire & Sale of Scaffolding	George Roberts	Mr. George Roberts	0151 524 24	Supply of scaffolding materials	<a href="mailto:george.roberts@scaffoldingsales.com">george.roberts@scaffoldingsales.com</a>

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**D. Section 2: Disaster Recovery Plan – Risk Assessment**

**Digital Information**

Title	Description	Where is information stored?	Who is responsible for information?
IT R.A.	Business Continuity of IT Systems	Back up Disk – Managers/Risk Management  Copy – fireproof safe	Operations Director

Information Technology Risk Assessment					ITRA-01	
Task/Activity: Business Continuity of I.T. Systems						
Hazard	Hazardous Effect	Severity x Probability = Risk			Control Measure	Residual Risk
Fire causes loss of Intranet IT system & telephone system	Business unable to function, and communicate with customers etc.	High	Medium	High	<ul style="list-style-type: none"> <li><input type="checkbox"/> Proper Fire Risk Assessment to be implemented &amp; separate control measures e.g. fire fighting equipment, trained fire marshals regular electrical audits.</li> <li><input type="checkbox"/> If fire does occur ensure IT maintenance supplier is well prepared to deal with such an emergency – an agreed plan should be in place.</li> <li><input type="checkbox"/> Make back up disks on a daily basis &amp; keep these off site.</li> <li><input type="checkbox"/> Keep major software disks off site (in secure place – fire proof safe).</li> <li><input type="checkbox"/> Have Disaster Recovery Plan in place to ensure there is a clear plan for getting the business operating effectively – temporary offices, telephone system &amp; lines, IT system, etc</li> </ul>	Low
Theft of I.T. Equipment (Server)	Business unable to function, and communicate with customers etc.	Medium	Medium	Medium	<ul style="list-style-type: none"> <li><input type="checkbox"/> Server to be kept in secure room within Office, and locked at all times.</li> <li><input type="checkbox"/> Access to Server Room to be restricted &amp; keys only to nominated key holders.</li> <li><input type="checkbox"/> Ensure software is kept separately to hardware so that new server can be rebuilt within 24 hours.</li> <li><input type="checkbox"/> Have maintenance agreement in place with supplier who can provide replacement hardware within 24 hours &amp; provide engineers to re-build software.</li> </ul>	Low



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Breach of Security – viruses cause System failure	Temporary Business interruption	Med.	High	High	<input type="checkbox"/> Ensure anti-virus software is installed and up to date at all times. <input type="checkbox"/> Train staff in simple security measures regarding emails / attachments / passwords etc. <input type="checkbox"/> Ensure back up procedure adopted as above.	Low
Breach of Security – loss of confidential data.	Undermine customer relationships through undercutting etc	High	Low	Med.	<input type="checkbox"/> Ensure anti-virus software installed & up to date at all times. <input type="checkbox"/> Train staff in simple security measures. <input type="checkbox"/> Ensure nominated person manages Users so any ex-employees are removed from system & cannot gain access remotely. <input type="checkbox"/> Operate high level security software for systems such as Terminal Services or Blackberry Devices – such as V.P.N., and Certification is required as standard.	Low
Loss of Power	All computers temporarily off line causing business interruption.	Medium	Med.	Medium	<input type="checkbox"/> Ensure U.P.S. are in place and checked regularly as part of maintenance contract with IT support supplier.	Low
Assessors Name: CBracken	Date: 2 <sup>nd</sup> June 2016	Revision Date:			Overall Risk =	Low

