BUSINESS CONTINUITY POLICY FOR

STONE ROWE BREWER LLP

ASSEMBLY POINT: **Church Street, outside Langton's Bookshop**

PLACE OF SAFETY: **Church Lane Car Park by ticket machine**

December 2010

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Stone Rowe Brewer LLP Policy Statement on Business Continuity Planning

- The objective of SRB's Business Continuity Planning programme is to provide the business with the capability to continue running its critical processes after the occurrence of a major incident affecting any of its offices in the UK

- The Principals support the Business Continuity Planning programme, regarding it as imperative in order to minimise financial loss, damage to reputation and loss of customer service in the event of an incident

- The Principals are responsible for:

  - Ensuring that each office has documented and tested procedures in place to enable it to respond to a major incident and to be able to recover its people, processes and technology in accordance with pre-determined recovery times

  - Keeping the business continuity plans up to date, through the implementation of a regular testing and maintenance programme;

  - Appointing a lead Principal who will be responsible for the effectiveness of the Business Continuity Plans

Signed: _____

John Andrews, Principal

Section 1: Objectives

The business continuity objective for SRB is to provide the partnership with the goals and associated recovery fundamentals to re-establish business operations following a major business interruption, leading up to a total loss of premises.

The Business Recovery Time Objectives (RTO) are defined as the maximum amount of time that a business function could go unperformed before significantly impacting the overall business objectives of the organisation.

The specific goals of the BCP are:

- To make and document as many decisions as possible before an incident occurs
- To identify key individuals who will manage the process of recovering and restoring the business after an incident
- To identify the teams that will complete specific activities necessary in this process
- To specify the business functions that are needed in order for the business to continue after an incident
- To outline the logistics of recovering business functions
- To catalogue possible third parties and resources that could assist in this process and ensure third parties have appropriate contingency preparations
- To establish the procedures necessary to obtain a fair and timely settlement with the insurance company
- To list essential equipment and tools, and provide procedures for their repair or replacement
- To agree strategies with third parties to cover their outages

Section 2: Scope

This plan deals with business continuity for the entire Partnership, but each location will have a separate section containing its particular recovery procedures and key contact details.

Section 3: Assumptions and exceptions

<u>Assumptions</u>

- The BCP will be based on documented conditions that are assumed to be true when planning

- There are no concurrent disasters being experienced in any other location outside the immediate geographical region

- The off-site storage facilities are intact and not impacted

- This plan is subject to a cyclical review and is updated in accordance with business objectives and the strategic direction

Exceptions

The BCP will not include:

- Recovery procedures for internal or external entities outside the organisation that the Partnership is dependent upon for support

- The Principals will identify support requirements and initiate the creation of Service Level Agreements (SLAs) for providing this support, however, the creation of recovery procedures for these entities is the responsibility of the service provider. SLAs will include acknowledgement and documentation of the level of service to be maintained during supplier outage and the procedures for liaison with the vendor to reconfigure services as appropriate. Additionally, SLAs will include details of how the vendor will support in the event of an incident such as providing application support and system recovery.

Section 4: Regulatory Compliance

4.1 The Solicitors Regulation Authority
SRB is regulated by The Solicitors Regulation Authority. As of October 2007, The Law Society (and now the Solicitors Regulation Authority) requires SRB to have a BCP in place.

4.2 External Accountants
Wilkins Kennedy, the external accountants, have been consulted regarding Business Continuity at SRB to ensure that the BCPs are developed to effectively comply with regulatory requirements.

4.3 Insurance Brokers
T L Dallas (City) Limited are the insurance brokers of SRB, and are therefore interested in Business Continuity planning at SRB. They are to be kept regularly informed of SRB's improved risk position, to ensure that this is reflected in the terms and conditions of the business interruption insurance coverage.

4.4 Data Protection Act
Emergency contact information for employees is made available to BCP co-ordinators for the sole purpose of making contact for legitimate business needs in the event of a declared disaster. Use of such data for any other purposes may be a criminal breach of the Data Protection Act 1998, and may result in Disciplinary action being taken.

Such data should be afforded appropriate levels of security at all times, including password protection of magnetic media and storage in a lockable filing cabinet for a hard copy version. It is the responsibility of the custodian of the data to ensure that the security is adequate.

Team Summary

Emergency Response Team (ERT)
Principal on site
Alastair Crowley

Damage Assessment Team (DAT)
Principal on site
Alastair Crowley

Crisis Management Team (CMT)
5 most senior Principals
Accounts Manager

Property Recovery Team (PRT)
Principal on site
Alastair Crowley

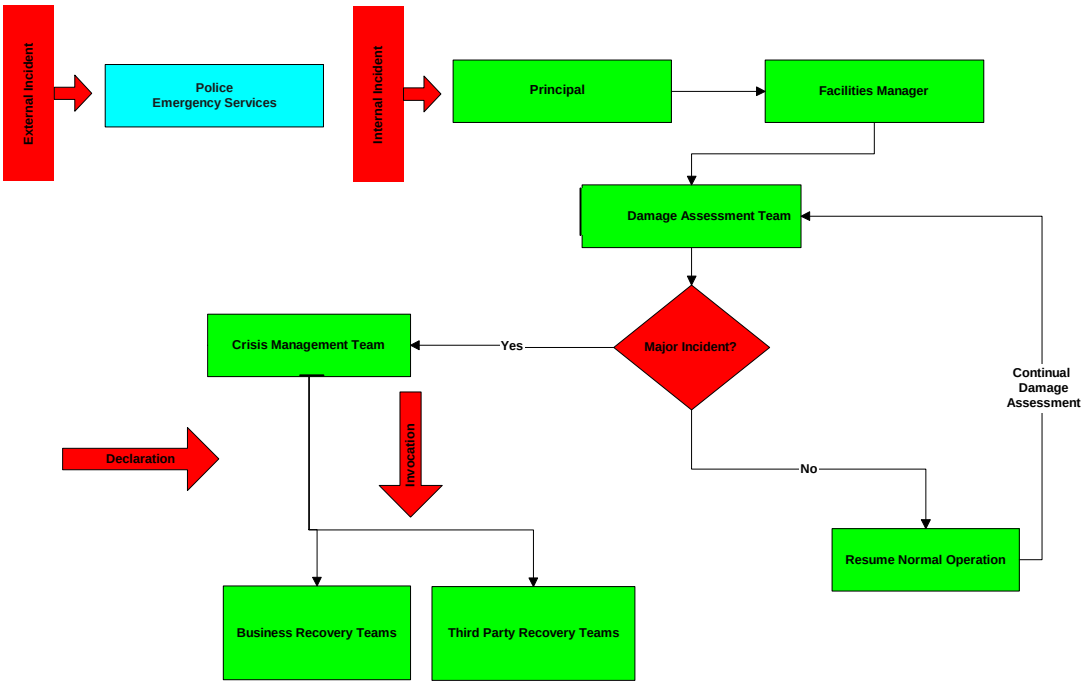
Third Party Recovery Team (TPRT)
Any third party organisation that
may be required to provide assistance
for resumption of business operations.
Likely to be co-ordinated through the PRT.

The detailed roles and responsibilities of these teams are outlined in the following sections.

Section 5: Emergency Response

5.1 Emergency response process

The following timeline indicates the series of steps that should take place in the period immediately following an incident:



You should ensure that you understand each step of the process clearly, and that you are aware of the different roles and responsibilities of each team.

5.2 Major incident

The following sections identify the actions to be taken immediately in the event of an incident. Events that would constitute a major 'incident' might include:

- Bomb explosion
- Fire or Flood
- Loss of power or water
- Bomb threat
- Civil unrest
- Serious theft / vandalism

Teams of key staff have specific responsibilities that allow for efficient communication and management during a business interruption / disaster. The purpose of these teams

is to co-ordinate the emergency response and recovery, providing for the safety of clients and staff and the protection of assets.

In the event that an incident is 'major' in nature and likely to significantly impact the normal business operations, the full BCP will be invoked. The first point of contact will be the Principal on site, who will be responsible for initiating the Emergency Response.

5.3 Localised Incidents

The initial response procedure for a localised incident is identical for all locations irrespective of the time at which the incident occurs. The types of incident that could be considered localised include the following:

- Minor civil unrest
- Partial flood
- Theft
- Small fire
- Partial loss of water
- Partial loss of power
- Vandalism

In the event that an incident is localised in nature and can be contained to one site without significant impact upon business-as-usual, the first point of contact will be the Principal on site. Damage assessment will be undertaken and a decision taken on whether or not to escalate and invoke the full business continuity plan and what communication needs to be disseminated.

5.4 Incident alert and escalation procedures

If the incident occurs during working hours and the building cannot be occupied, then staff and clients/visitors will be evacuated to the assembly point initially and then to the Place of Safety. As soon as the evacuation has been instigated, the Principal on site should notify the Crisis Management Team.

If there is no prospect of an imminent return to normal operations, then the process of contacting all the Principals should be instigated by the Principal on site. As soon as all clients/visitors/staff have been collected, then the staff can be stood down and sent home.

Liaison with regulatory bodies, including The Solicitors Regulation Authority, should be initiated by the Principal on site or by the CMT, if appropriate.

If the incident occurs during non-working hours the call list will be invoked by the Principal on site. See Appendix 1 for Call List.

5.5 Evacuation procedures during working hours

In the event of an emergency, the alarm will sound and all personnel will be required to evacuate the building immediately. Each unit will be responsible for ensuring that all their staff are evacuated safely. Staff and clients/visitors will exit the building using the

main escape routes. Staff & clients/visitors will assemble in the designated assembly point. They should then proceed to the allocated Place of Safety.

5.6 Emergency response outside working hours

In the event of an emergency outside office hours, the emergency services will contact the Principal responsible for the site, who will attend the scene as soon as practicable. The Principal on site is also responsible for initiating the emergency notification procedures and business recovery procedures as required.

The Damage Assessment Team (DAT) will be alerted and they will report to the Principal on site as soon as practicable. The Principal on site and DAT will decide whether the Crisis Management Team (CMT) needs to be activated. The CMT will then report back to the Principals.

Access to the building will be prohibited until the incident is stood down and re-entry is authorised by the Emergency Services via the Principal on site. The Principal on site should stay on site to liaise with the Emergency Services. Personal safety should be maintained at all times.

5.7 Damage Assessment

The Damage Assessment Team (DAT) is made up of the Principal on site and the Facilities Manager. Damage Assessment Team members may be seconded by the CMT to the 'Immediate Action' or 'Restoration' Teams. It is responsible for the following:

- Travelling to the incident location as soon as practicable and in consultation with local and emergency services, conducting an initial damage assessment.
- Completing the Damage Assessment Checklist (See Appendix 2).
- Contacting the Crisis Management Team (CMT) and reporting (verbally and/or in person) the initial findings based on the damage assessment.
- Awaiting further instructions from the CMT.
- Monitoring the situation and reporting periodically to the CMT with ongoing damage assessment information.
- Standing down only when authorised to do so by the CMT.

5.8 Crisis Management

This section describes the roles and responsibilities of the Crisis Management Team (CMT) and their actions in the event of an incident. The CMT consists of the five most senior Principals and the Accounts Manager. The Crisis Management Team have the following responsibilities:

- Declaring the situation a Crisis, and announcing invocation of the recovery plans.
- Managing and overseeing the recovery effort, regarding people, facilities and technology
- Managing all Media and Press relations regarding the incident (including spokespeople)

- Making quick financial decisions regarding the impact of the incident on the business, and signing off any major new costs that may be incurred
- Advising on employee rights in emergency situations, dealing with any employee issues (eg counselling)
- Managing internal communications
- Reassessing the situation on a regular basis
- Conducting post-event evaluation

5.9 Command Centre

The CMT will be based in the home of one of the five most senior Principals for the duration of the recovery period. The CMT will perform the majority of its BCP roles and responsibilities at this location for the initial period.

If appropriate, the CMT may be set up at a location, more appropriate to the handling of the incident, such as any office of the Partnership unaffected by the crisis.

5.10 Team Roles and Responsibilities

This section describes the responsibilities that the team within the site should take. They link directly to the procedures in the next section.

Principal on site responsibilities:

- Ensure that all clients/visitors and staff are evacuated and are safe and accounted for, if the incident is during normal hours.
- Initiate the Damage Assessment Team.
- Liaise with the Crisis Management Team.
- Communicate emergency and business recovery actions to staff team.
- Start and maintain an incident log, ensuring that all relevant details and decisions are accurately recorded in a timely manner.
- Act as the contact point for resolution of issues and communication regarding the incident and recovery process.
- Provide updates concerning the recovery status to the CMT.
- Cancel appointments and meetings, or request assistance to do so.
- Refer to the BCP for guidance.
- Participate in post-incident review and evaluation activities.

Staff team responsibilities:

- Effect a safe and orderly evacuation, following the instructions of the Principal on site.
- Participate in the recovery of the site, as required.
- Remain calm and keep up to date with information regarding the incident and what is required of staff.
- Complete an incident report as soon as is practicable after the incident, and pass to the Principal on site.

5.11 Employee notification procedures – out of working hours

The table below describes the procedure for contacting employees and should be used in conjunction with the call lists for each location. Please ensure the procedures are

correctly followed; they ensure that ALL employees are contacted and know what to do and where to go.

The Call List will also be a means of keeping track of your results as you proceed through your calls. It will be used later for reconciling information.

It is the Principal on site's responsibility to ensure that Call Lists and contact details are kept up to date and accessible in the event of an incident. This information will be critical to the successful handling of any incident.

The call list for your location is contained at Appendix 1.

Call List Procedures:

	Procedures	**Who**
1	Call all parties that are assigned to you until you have completed your list.	Principal on site or his/her secretary.
2	If someone is unavailable and has calling responsibilities, call their alternate and advise them that you have been unable to reach the primary contact, and that they have been assigned to take on roles and responsibilities of that person.	
3	Continue on through your list until you have tried to contact every one.	
4	Try calling each of the unavailable individuals a maximum of 3 times at 10-minute intervals.	
5	If, after this time, they are still unavailable you should note their name and mark them as 'non-contactable' on your report.	
6	**Reporting Results** Report your status keeping a log of who has been contacted and who still needs to be advised	Principal on site or his/her secretary.

Section 6: Business Recovery Strategy and procedures

6.1 Overview of the Partnership's offices

The Partnership has four offices in Church Street, namely Stone House, Pineoak House, The Courtyard and The Cottage. The number of people varies from approximately 25 at Stone House to 4 in The Cottage.

The offices normally operate from 0800-1800 hours, although staff often work outside of these hours.

The organisation at each office is normally structured as follows:

Principal
|
Assistant Solicitors
|
Secretarial support/trainees
|
Administration

6.2 Recovery Strategy and Recovery Time Objectives

The recovery strategy is to respond to the incident as effectively as possible in order to re-establish normal operations as soon as possible. It is recognised that some contingency arrangements may have to be put in place in the short term, depending on the nature of the incident arising.

Recovery time objectives are highlighted below:

Within working hours:

Day 1 Immediately

- Evacuate all clients/visitors/staff
- Re-deploy staff to other sites or send home – depending on nature of incident

Day 1 As soon as practicable

- Contact clients and advise if the site will be re-opening the following day.
- Advise of alternative arrangements if the site will not re-open. It may be possible to relocate to other offices or other local businesses by agreement.
- Contact staff to advise them where to report on the following day.
- Cancel any meetings, deliveries or other activities on the day of the incident, and for subsequent days as required.

Day 2 and beyond

- Contact clients and advise if the site will be re-opening the following day.
- Advise of alternative arrangements if the site will not re-open. It may be possible to relocate to other locations or other local sites, depending on the numbers involved.
- Contact staff to advise them where to report on the following day.

- Cancel any meetings, deliveries or other activities for subsequent days as required.

Outside working hours:

Immediately

- Attend site and liase with emergency services
- Initiate Damage Assessment Team
- Notify Crisis Management Team

As soon as practicable

- Notify staff and advise whether they should attend the site, re-deploy to other sites or remain at home – this will depend on nature of incident.
- Contact The Solicitors Regulation Authority and advise of the incident and that the site will be closed for the day.
- Advise of alternative arrangements, as the site will not be open. It may be possible to relocate to other sites or other local businesses by arrangement.
- Contact staff to advise them where to report on the following day.
- Cancel any meetings, deliveries or other activities on the day of the incident, and for subsequent days as required.

Day 2 and beyond

- Contact clients and advise if the site will be re-opening the following day.
- Advise of alternative arrangements if the site will not re-open. It may be possible to relocate to other sites.
- Contact staff to advise them where to report on the following day.
- Cancel any meetings, deliveries or other activities for subsequent days as required.
- Contact The Solicitors Regulation Authority and update them as to the position. Keep in contact on a regular basis.

6.3 Recovery procedures

Once the initial response to the incident as been activated – as per Section 5, it is important to start planning for the recovery phase. Depending on the information available from the Emergency Services and the Damage Assessment team, recovery plans can start to be drawn together.

It will be critical for the Principal on site to identify what activities can be undertaken at local level, and what additional support will be required from other sites. The recovery plan should consider the following elements:

- Roles and responsibilities for the recovery phase
- Contingency arrangements
- Steps to get the site back to full operation
- Communication to clients – both immediate and longer term
- Communication to staff – both immediate and longer term
- Resources required – both immediate and longer term
- Timescales
- Incident investigation and follow up

A suggested template for recovery planning is contained in Appendix 3.

An effective recovery plan can help protect SRB's company image, reputation and credibility, as well as reducing the potential loss of revenue to the Partnership.

6.3.1 Roles & responsibilities:
As part of the recovery planning process you need to clearly identify who is responsible for the different aspects of the recovery plan. Ensure that this is agreed at the outset, and subsequent recovery activity will be much more effective. Remember other sites are available to provide support and should be an integral part of the recovery plan.

6.3.2 Communication to clients:
It is vital in any incident that satisfactory communication is maintained with clients. This activity should be a high priority within the recovery plan. Ensure that up to date contact details are held to facilitate this process.

The Principals will be involved in approval of all external communication. They will also be responsible for all media communication. All media enquiries should be referred to a Principal.

6.3.3 Communication to staff:
The staff team have a key role to play in the recovery process, and it is your responsibility to ensure that they are kept informed of events, and that they know what is expected of them. Staff may be able to be deployed to other sites on a short-term basis. Make sure that staff are aware of this.

6.3.4 Resources required:
Any incident will place great demands on all the individuals affected. Make sure that you have appropriate levels of resources available to support you. For example, another Principal on site may be seconded to your site to support day-to-day operations while you are dealing with contingency arrangements. Remember to keep track of resources and the financial implications of decisions during the recovery phase.

6.3.5 Timescales:
Be realistic with the information you have, and clarify the impact on timescales, so that you can plan effectively. Certain courses of action will differ depending on the timescales for recovery, and these will be critical decisions.

6.3.6 Incident investigation and follow up
Follow up and analysis of every incident is vitally important to ensure that learning points are captured and to try and prevent any similar incidents happening in the future. See Appendix 4 for greater detail.

Step 1	Complete your own incident reports and documentation.	Principal on site	Immediate
Step 2	Gather incident reports from all staff and any other witnesses to the incident. Take photographs if appropriate.	Principal on site	As soon as possible

Step 3	Hold a wash up meeting to ensure all information is captured as soon as possible.	Principal on site	Within 1 week
Step 4	Produce a summary incident report, identifying key learning points, with recommendations for improvement. Review the effectiveness of plans & procedures.	Principal on site	Interim within 2 weeks Final within 1 month
Step 5	Review incident report and actions arising. Amend BCP and other documentation as required. Allocate responsibility and timescales.	All Principals	Within 2 months
Step 6	Review progress at regular intervals	All Principals	Quarterly

6.4 Third Parties

This section should contain any contractual arrangements that have been made with third parties for emergency and recovery situations. These should be updated by the Principals locally as required.

A contact list of suppliers should be maintained as part of the BCP. This should be updated regularly.

Any contact with external agencies must be agreed with the Crisis Management Team to ensure clarity in communication with them.

IT recovery support (if applicable) will be co-ordinated by the Accounts Manager and Chris Cocker of TCW.

If you have any questions on this document please contact the Principal on site.

Appendices

Appendix 1 Call List
Appendix 2 Damage Assessment Checklist
Appendix 3 Recovery Plan Template
Appendix 4 Incident Follow up
Appendix 5 Useful Contact Numbers – Quick Reference

Appendix 1

Call List

An up to date copy of the Call List is held by each Principal and Head of Department.

Appendix 2

Damage Assessment Checklist

Date	
Assessment carried out by	
Time	

Building Details
Address

Principal

Telephone
Mobile
Facsimile

Nature of disruption

- ☐ Bomb
- ☐ Bomb Threat
- ☐ Flood
- ☐ Power grid outage
- ☐ Telephone exchange failure
- ☐ Terrorism
- ☐ Other:
- ☐ Civil Disturbance
- ☐ Fire
- ☐ Gas mains leak
- ☐ Substation outage
- ☐ Sabotage
- ☐ Water mains leak

Type of damage

Overall severity rating ☐ None ☐ Slight ☐ Bad ☐ Total loss
Input received from

Total access denied to building ☐ Yes ☐ No (detail below)

Ground Level			Upper Level		
External			Other		

Access to be re-established ☐ 2 hrs ☐ 4 hrs ☐ 8 hrs ☐ 1 day ☐ 1 wk ☐ >1 wk

Ground Floor

Access available ☐ Yes ☐ No (detail below)

☐ Manager office ☐ Kitchen

☐ Other

Main site usage to be re-established ☐ 2 hrs ☐ 4 hrs ☐ 8 hrs ☐ 1 day ☐ 1 wk ☐ >1 wk

Floor severity rating ☐ None ☐ Slight ☐ Bad ☐ Total loss

Facilities available

Air conditioning/Heating/Ventilation	☐ Yes	☐ No
Toilets	☐ Yes	☐ No
Computers	☐ Yes	☐ No
Electricity	☐ Yes	☐ No
Fax	☐ Yes	☐ No
Kitchen	☐ Yes	☐ No
Gas	☐ Yes	☐ No
Printers	☐ Yes	☐ No
Telephones	☐ Yes	☐ No
Water	☐ Yes	☐ No

Restoration required ☐ Yes (detail below) ☐ No – business can resume when building access is granted

Detail restoration _____

_____

_____

_____

Input received from _____

_____

_____

Upper Floor(s)

Access available	☐ Yes	☐ No (detail below)				
Main business usage	☐ Manager office		☐ Kitchen	☐ Other		
Access to be re-established	☐ 2 hrs	☐ 4 hrs	☐ 8 hrs	☐ 1 day	☐ 1 wk	☐ >1 wk

Floor severity rating ☐ None ☐ Slight ☐ Bad ☐ Total loss

Facilities available

Air conditioning/Heating/Ventilation	☐ Yes	☐ No
Toilets	☐ Yes	☐ No
Computers	☐ Yes	☐ No
Electricity	☐ Yes	☐ No
Faxes	☐ Yes	☐ No
Kitchen	☐ Yes	☐ No
Gas	☐ Yes	☐ No
Printers	☐ Yes	☐ No
Telephones	☐ Yes	☐ No
Water	☐ Yes	☐ No

Restoration required ☐ Yes (detail below) ☐ No – business can resume when building access is granted

Detail restoration

_____
_____
_____
_____
_____

Input received from

_____
_____
_____

Appendix 3

Recovery Plan Template

Date:	**Recovery Plan Name:**		
Process & activities	**Action Needed by Who**	**Impact**	**Priority**
Provision of basic utilities: • Gas • Water • Electricity • Heating			
Provision of Systems: • Telephone • Fax • Computer			
Access to site: • Contingency arrangements • Liaison with neighbours • Security			
Provision of staff: • Who • When • Where • How • Communication plan			
Provision of supplies & other services: • Food • Water • Equipment • Other			
Financial resources: • What			

• Who • How • When			
Property: • What • Who • When • How • Landlord liaison • Insurance			
Health & Safety: • What • Where • How • Who			
Customer Liaison: • What • Who • When • Why • How			
Recovery process: • Next update of plan • Inform CMT • Liaison with Emergency Services • Liaison with TCW (re IT and web site / archiving)			
Support needed: • Other sites • Head Office			

Appendix 4

Incident Follow Up (template available)

Step 1	Complete your own incident reports and documentation: Include timing of events Take photographs Draw sketches if needed	Principal on site	Immediate
Step 2	Gather incident reports from all staff and any other witnesses to the incident: Take photographs if appropriate. Make sure reports are signed Ask for further information if initial reports are not clear	Principal on site	As soon as possible
Step 3	Hold a 'hot' wash up to ensure all information is captured as soon as possible: Ensure all key people are present Hold the meeting as soon as possible Allocate a note taker so that you can concentrate on chairing the meeting	Principal on site	Within 1 week
Step 4	Produce a summary incident report: Identifying key learning points Recommendations for improvement. Review the effectiveness of plans & procedures.	Principal on site	Interim within 2 weeks Final within 1 month
Step 5	Review incident report and actions arising: Amend BCP and other documentation as required. Allocate responsibility and timescales.	All Principals	Within 2 months
Step 6	Review progress at regular intervals	All Principals	Quarterly

Appendix 5

Useful Contact Numbers – Quick Reference
(Remember to review and update these numbers regularly.)

Company Name	Contact Name	Telephone Number	Address
TCW	Chris Cocker Julian Cocker	01932 252520 07957 441104 07712 826736	Brassey House, New Zealand Avenue, Walton-on-Thames, KT12 1QD
The Solicitors Regulation Authority		0870 606 2555	Ipsley Court, Berrington Close, Redditch B98 0TD
British Gas	Emergencies Business	0800 111 999 0800 652 4040	
EDF (Electricity)	Emergencies Business	0800 783 8866 0800 056 5366	
Bistech		01202 863200	137 Victoria Road, Ferndown, Dorset BH22 9HX
SOS	Support -	01225 787700 01225 787717	2 Widcombe Parade, Bath, BA2 4JT
Office Team		020 8744 3415	Unit 4, 500 Purley Way, Croydon, Surrey CR0 4NZ
Visualfiles		0113 226 2020	
Kingfisher Intruder Alarms		01252 710809	1 Riverside Park, Farnham, Surrey GU9 7UG
Chubb Fire Alarms		01932 785588	Chubb House, Staines Road West, Sunbury, TW16 7AR