BCP01

Business Continuity and Disaster Recovery

Document Ref	BCP01	**Version**	3.0
Document Owner	Head of HSEQ	**Effective Date**	16/10/2026
Next Review Date	16/10/2027	**Applies To**	Bishopsgate Newco Ltd
Standards in Scope	ISO 9001:2015 (Cl. 6.1, 8.2.1); ISO 14001:2015 (Cl. 8.2); ISO 45001:2018 (Cl. 8.2)	**Status**	Live

1. Purpose

To ensure that Bishopsgate recovers as quickly and effectively as possible from an unforeseen disaster or emergency that interrupts normal business operations, so that critical functions return to normal service and customer service levels (KPIs) continue to be met. The plan uses the risk identification in section 6.3 to determine its requirements.

2. Scope

This plan applies to Bishopsgate only, at all Bishopsgate sites: London, Swindon, Thornhill, Tamworth, Warrington and Glasgow. It covers all essential and critical business activities, and sets out recovery plans for six scenarios: loss of a local warehouse or office; loss, damage or unavailability of IT or cloud services; interrupted fuel supply; large staff shortages; loss of delivery vehicles; and pandemic.

It does not cover Kammac Ltd sites or operations. Site fire evacuation and day-to-day emergency arrangements remain covered by the relevant site fire and security risk assessments; this plan covers the continuity and recovery of the business afterwards.

3. Definitions

Term	Meaning
Business Continuity Plan (BCP)	This document: the plan for keeping critical business functions running, or restoring them quickly, after an unforeseen disaster or emergency.
Crisis Communication Team	The team named on the Key Contact Sheet in section 6.10. It assesses an incident, decides the response and communicates it to staff, customers, the public and the media.
Call tree	A list in which each person contacts a set of colleagues, so that all relevant staff in each department are informed quickly.
Operations cockpit	The central operations control function through which jobs and deliveries are planned and monitored.
TMS	Transport Management System (Mandata), used to plan, book and track deliveries.
WMS	Warehouse Management System (Mandata), used to manage stock and warehouse activity.

Term	Meaning
GIT	Goods in transit.
POC / POD	Proof of collection / proof of delivery.
KPI	Key performance indicator: an agreed measure of customer service performance.

4. References

- ISO 9001:2015, Clause 6.1 – Actions to address risks and opportunities
- ISO 9001:2015, Clause 8.2.1 – Customer communication (contingency actions)
- ISO 14001:2015, Clause 8.2 – Emergency preparedness and response
- ISO 45001:2018, Clause 8.2 – Emergency preparedness and response
- Health and Safety at Work etc. Act 1974
- Management of Health and Safety at Work Regulations 1999 (Regulation 8 – Procedures for serious and imminent danger and for danger areas)
- Regulatory Reform (Fire Safety) Order 2005 (England and Wales); Fire (Scotland) Act 2005 and Fire Safety (Scotland) Regulations 2006 (Glasgow site)
- Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR)
- Working Time Regulations 1998, and the GB drivers' hours rules
- UK GDPR and Data Protection Act 2018 (personal data breach notification)

5. Responsibilities

Role	Responsibility
Chief Executive Officer	Approves and signs off this plan. Is a member of the Crisis Communication Team.
Crisis Communication Team	Assesses each incident, decides which staff are contacted and which recovery plan is invoked, and makes the final decision on the response, usually in consultation with customers and agencies such as the Road Haulage Association. Communicates with staff, customers, the public and the media. Ensures the wider issues in section 6.2 are covered and that the plan is maintained and updated as part of business as usual.
Operations Director	Primarily responsible, day to day, for business continuity planning for clients. Coordinates the response to interrupted fuel supply, staff shortages and loss of delivery vehicles, including sourcing support from suppliers, the parent company and subsidiaries.
Depot Managers	Includes warehouse and transport managers. Implement the recovery actions at their site: move stock and vehicles, redeploy staff, hold back non-urgent work and display the plan on site notice boards.
Customer Services	Take bookings by telephone and other media when systems are unavailable, and forward Customer Service numbers to mobile phones if phone lines are down.
IT Support	On-site IT support and the external IT consultancy (Transpeed). Restore data from back-up, replace damaged equipment and increase remote access capability.

Role	Responsibility
Head of HSEQ	Owns this document. Coordinates its distribution, annual review and testing, and advises on notifications to official bodies (the Health and Safety Executive under RIDDOR, and the Information Commissioner's Office for personal data breaches).
Public Relations Adviser (Bien Media)	External adviser. Supports the Crisis Communication Team with media and public communications.

6. Procedure

6.1 Emergency Response

6.1.1 Establish the size and type of the incident. *[Crisis Communication Team]*

6.1.2 Decide which staff are to be contacted and which staff are to travel to site. *[Crisis Communication Team]*

6.1.3 Hold the phone numbers of key staff on mobile phones, together with the numbers of key support services, for example security, plant hire, utilities, building services and subcontractors. *[Crisis Communication Team]*

6.1.4 Invoke call trees where necessary to contact further staff in each department. *[Crisis Communication Team]*

6.1.5 Travel to site and liaise with the emergency services and staff to establish site and staff safety, including whether it is safe to enter the building. *[Crisis Communication Team]*

6.1.6 Assess the scale of damage, agree the size and content of the recovery team and its responsibilities, and agree a common reporting line. *[Crisis Communication Team]*

6.1.7 Initiate the relevant recovery plan from sections 6.4 to 6.9. *[Crisis Communication Team]*

6.1.8 Notify official bodies where required, for example the Health and Safety Executive under RIDDOR. *[Head of HSEQ]*

6.1.9 Take photographic evidence before recovery work commences. *[Crisis Communication Team]*

6.2 Wider Incident Management and Maintenance of the Plan

6.2.1 Ensure the following issues are covered in addition to the detailed recovery plans in sections 6.4 to 6.9: *[Crisis Communication Team]*

- Salvage and disposal
- Personnel
- Public relations and client communication
- Insurance and financial matters
- Back-to-normal recovery planning
- Post-mortem review

6.2.2 Ensure the process is maintained and updated as part of business as usual, covering: *[Crisis Communication Team]*

- Education and awareness
- Training
- Review
- Change control
- Assurance

6.3 Risk Identification, Causation and Mitigation

The table below identifies potential risks that could arise at any given time. By identifying the possible causes, Bishopsgate can design effective mitigation strategies.

The diverse work profile, strategically located depots, access to vehicles and staff from the parent group, and web-based IT strategy give Bishopsgate time to recover and to continue to meet and exceed KPIs.

Impact of Risk	Cause	Risk Mitigation Strategies
Loss of storage or office facility	• Fire/arson • Flood • Explosion • Vandalism • Severe weather • Terrorism • Denial of entry (crime scene, asbestos, gas leak etc.) • Structural failure	• Security risk assessments • Security measures: CCTV, access control, intruder/fire alarm monitoring • Fire risk assessment • Storing sandbags and barriers • Routine structural checks and maintenance • 3–5 day freight service
Unavailability of IT / cloud	• Power failure • Virus threat/cyber security • Network failure • Damage to IT equipment • Data cables disturbed • Technical problem	• Back-up generator • Data back-up • Virus protection/firewall • Routine network maintenance • Staff have laptops so can work anywhere with power and internet • Booking data stored in the cloud • Telephone booking as back-up
Interrupted fuel supply	• Strike action • Sabotage • Terrorism • Explosion	• Storage of fuel • Reduce dependency on fuel • 3–5 day freight services • Multiple suppliers
Large staff shortages	• Pandemic • Strike action • Fuel shortages • Industrial action • Transport issues	• National and local pandemic plan • Capacity to work from home • Excellent working relations • Access to resources from parent company, subsidiaries and third parties • Agency labour

Impact of Risk	Cause	Risk Mitigation Strategies
Mass loss of delivery vehicles	• Explosion • Bomb threat • Traffic incident • Breakdown • Terrorism	• Insurance against damage or loss • Regular maintenance/replacement of vehicles • Vehicle rental relationships • 3–5 day freight services

Sections 6.4 to 6.9 cover each scenario and set out how Bishopsgate returns critical functions to normal service as soon and as effectively as possible. Each plan shows the effect on service as the scenario continues and worsens with time. Management and the recovery team are responsible for implementing and organising the actions needed to restore the service of prioritised critical functions.

6.4 Loss of a Local Warehouse or Office

Bishopsgate has a number of strategically located depots that could take over the operations cockpit in extreme emergency situations:

Depot	Address
Glasgow	1 Belgrave Street, Bellshill Industrial Estate, Bellshill, North Lanarkshire, ML4 3NP
Tamworth	Unit E1B, Birch Coppice Business Park, Dordon, Tamworth, B78 1SG
Swindon	Unit 1, Interface Business Park, Wootton Bassett, Swindon, Wiltshire, SN4 8QL
Warrington	Bridge Street, Golborne, Warrington, WA3 3PX
London	Unit A, Premier Park, Abbey Road, Park Royal, London, NW10 7NZ
Thornhill	[Address to be confirmed]

In the case of fire, flood or collapse, GIT stock is naturally kept to a minimum because goods flow through the warehouse.

6.4.1 Move stored items to the nearest geographical warehouse location alongside the delivery fleet, so that vehicles are where they are required and stock is in a secure, usable location. *[Depot Managers]*

6.4.2 Relocate staff to other offices, or have key staff work from home. The key functions (Mandata TMS and WMS, and email) are accessible to key workers. *[Crisis Communication Team]*

Time	Potential Effect on Service
First 24 hours	• Move to the nearest depot by geographical location • More staff needed to complete the move of goods
24 – 48 hours	• Larger delivery distance for moved stock increases delivery times • More staff and overtime required to deliver all goods on time • Possible failed deliveries
Up to 1 week	• Increased fuel dependency due to extra mileage covered • Higher wage costs due to hotel bills or transport costs • Stock lost would need replacing
Up to 2 weeks	• Pressure on the location to operate effectively over longer periods

6.5 Loss, Damage or Unavailability of IT or Cloud

6.5.1 Retrieve back-up data from the cloud. *[IT Support]*

6.5.2 Replace any damaged IT equipment. *[IT Support]*

6.5.3 Resolve the issue as soon as possible to avoid excessive downtime. *[IT Support]*

6.5.4 Transfer data by email, or take bookings by telephone. *[Customer Services]*

6.5.5 Use the on-site IT support and the consultancy agreement with Transpeed for additional cover where needed. *[Operations Director]*

6.5.6 Where personal data may have been lost, accessed or disclosed (for example following a cyber attack), assess whether it is a reportable personal data breach and, if it is, report it to the Information Commissioner's Office within 72 hours of becoming aware of it. *[Head of HSEQ]*

Time	Potential Effect on Service
First 24 hours	• Customer Service numbers forwarded to mobile numbers if phones are down • Bookings completed through Customer Services by telephone • Use of other media to capture bookings on the TMS • Use Excel back-up job/stock data • Existing jobs planned using job sheets • Implement use of paper POC/POD • Implement use of paper warehouse pick
24 – 48 hours	• Repairing/replacing damaged equipment
Up to 1 week	• Potential loss of a large number of deliveries
Up to 2 weeks	• Loss of customers to competitors • Cut staff levels due to a drop in bookings

6.6 Interrupted Fuel Supply

6.6.1 Reduce dependency on fuel so that stored reserves last through the period of shortage. *[Operations Director]*

6.6.2 Work with clients to extend delivery windows to maximise the utilisation of vehicles. *[Depot Managers]*

6.6.3 Contact the multiple suppliers Bishopsgate uses to optimise the resources available. *[Operations Director]*

Time	Potential Effect on Service
First 24 hours	• Reduce dependency on fuel as much as possible • Only complete time-sensitive deliveries
24 – 48 hours	• Plan to complete important or urgent jobs only • Reduce staffing levels to align with the reduction in deliveries
Up to 1 week	• Stop taking new bookings from new clients as fuel reserves get low, to maintain services with the existing client base
Up to 2 weeks	• Continue to source new supplies from the supplier or additional sources, and keep in constant contact with clients

6.7 Staff Shortages

6.7.1 Redeploy staff between depots. *[Depot Managers]*

6.7.2 Redeploy staff from the parent company and subsidiaries. *[Operations Director]*

6.7.3 Use warehouse staff, first-line supervisors, management and employment agencies that specialise in providing qualified crews. *[Depot Managers]*

6.7.4 Ask remaining staff who are willing to work longer hours to cover absentees, within the limits of the Working Time Regulations 1998 and, for drivers, the GB drivers' hours rules. *[Depot Managers]*

Time	Effect on Service
First 72 hours	• Existing staff will be stretched but will cope if they postpone low-priority work • Plan for cover on following days
72 hours – 1 week	• Redeploy staff between depots • Cover absentees with temporary staff
Up to 1 week	• Higher wage costs due to temporary replacements • Mixed crews: trained, experienced staff backed up by those drafted in from other areas • Plan ad hoc training for key tasks
Up to 2 weeks	• Redeploy management to support

6.8 Loss of Delivery Vehicles

6.8.1 Call in hire vehicles as a short-term replacement. *[Depot Managers]*

6.8.2 Transfer vehicles from the parent company, subsidiaries or third parties to Bishopsgate. *[Operations Director]*

6.8.3 Bring older vehicles currently out of use back into service to cover the shortage, once they have been checked as roadworthy and insured and, where required, covered by the operator's licence. *[Depot Managers]*

Time	Effect on Service
First 24 hours	• Day-to-day effort to meet the contingency plan
24 – 48 hours	• Temporary replacement using hire and older vehicles
Up to 1 month	• Enter into longer-term hire or lease agreements to satisfy demand

6.9 Pandemic Planning

During a widespread pandemic of a disease such as avian flu or COVID-19, Bishopsgate has a number of ways to safeguard employees and maintain its service level. Bishopsgate takes advice from a number of sources, primarily UK Government updates (including the UK Health Security Agency), but also the Chartered Institute of Logistics and Transport and the Road Haulage Association. Bishopsgate is confident that it will receive good, professional advice early that is focused on its industry.

Bishopsgate has a mix of work that allows non-urgent jobs to be held back for up to 10 days in some instances. Staff may be absent from work through flu-like symptoms or because they are providing support and care to children or affected family.

6.9.1 Invoke these pandemic arrangements when sickness and absence across the whole workforce rises above 20%, or earlier depending on the advice received from the Government. *[Crisis Communication Team]*

6.9.2 Prioritise 'live' jobs by using warehouse staff, first-line supervisors, management and employment agencies that specialise in providing qualified crews. *[Depot Managers]*

6.9.3 Redeploy staff between depots to cover absentees. *[Depot Managers]*

6.9.4 Increase remote access capabilities to avoid staff coming into contact with disease. *[IT Support]*

6.9.5 Allow staff to work from home to avoid the spread of disease to the entire workforce. *[Crisis Communication Team]*

6.9.6 Use conference-call technology for meetings instead of face-to-face meetings. *[Crisis Communication Team]*

6.9.7 Hold back non-urgent jobs, for up to 10 days where the mix of work allows. *[Depot Managers]*

6.9.8 Ask remaining staff who are willing to work longer hours to cover absentees, within the limits of the Working Time Regulations 1998 and, for drivers, the GB drivers' hours rules. *[Depot Managers]*

Time	Effect on Service
First 24 hours	• No real effect on service – office staff can work from home • Plan for likely staff shortages
24 – 48 hours	• Cover absent staff using temporary employees or existing employees working longer hours • Cut down human contact between staff and customers • Avoid hospital-based deliveries

6.10 Crisis Communications

The Crisis Communication Team is responsible for communicating any incident that has occurred, or is occurring, to staff within Bishopsgate, to customers, and to the general public or relevant media. In any crisis the team is notified and given responsibility to best communicate and implement Bishopsgate's continuity plan. The plan is a guide: ultimately, the Crisis Communication Team makes the final decision, usually in consultation with customers and agencies such as the Road Haulage Association. The priority when reacting to a crisis is as follows:

6.10.1 Ensure the safety of the workforce, vehicles and property. *[Crisis Communication Team]*

6.10.2 Develop a plan to assist anyone or anything affected. *[Crisis Communication Team]*

6.10.3 Communicate with employees. *[Crisis Communication Team]*

6.10.4 Communicate with those indirectly affected, i.e. customers and suppliers. *[Crisis Communication Team]*

6.10.5 Communicate with Melanie Bien at Bien Media (public relations) for media and public communications. *[Crisis Communication Team]*

Key Contact Sheet – Crisis Communication Team

Contact	Office Number	Mobile Number	Useful Information
Patrick Delahunty	N/A	07543 635545	Chief Executive Officer
Jake Bloch	N/A	07709 430262	Operations Director
Tom Fowler	01695 727272	07385 410970	Head of HSEQ
Janusz Sosnierz	0203 7256205	07979 243546	London Depot Manager
Eddie Hanratty	0141 7732266	07899 060777	Glasgow Depot Manager
Barrie Freeman	0161 6676180	07770 347352	Warrington Depot Manager
Ed Godwood	01827 908290	07557 885379	Tamworth Depot Manager
David Jackson	07793 859010	07774 621083	Swindon Warehouse Manager Thornhill Warehouse Manager
Melanie Bien – Bien Media	020 3771 4141	07875 175357	Public Relations

The Operations Director is primarily responsible for business continuity planning for clients on a day-to-day basis.

6.11 Distribution, Review and Testing

6.11.1 Hold the master copy of this plan centrally, with copies distributed to the Crisis Communication Team and displayed on notice boards at all locations. *[Head of HSEQ]*

6.11.2 Review this plan every 12 months, or sooner following an incident or a significant change to the business. *[Head of HSEQ]*

6.11.3 Test this plan regularly to identify any gaps or errors and to improve its performance, and record the outcome. *[Crisis Communication Team]*

7. Records

- Master copy of this plan, and the copies held by the Crisis Communication Team and on site notice boards
- Key Contact Sheet and call trees (section 6.10)

- Photographic evidence of damage, taken before recovery commences
- Notifications to official bodies (RIDDOR reports to the Health and Safety Executive; personal data breach reports to the Information Commissioner's Office)
- Contingency paperwork used during an IT outage: job sheets, paper POC/POD, paper warehouse pick and Excel back-up job/stock data
- Post-mortem review following an incident
- Records of plan reviews and tests (see also the Revision History below)

8. Related Documents

- Site security risk assessments
- Site fire risk assessments

Revision History

Version	Date	Author	Summary of Changes
3.0	26/09/2026	Tom Fowler	• Re-issued in the QMS policy template; front page removed • Final sign-off changed to Patrick Delahunty, Chief Executive Officer (previously Tim Bloch, Managing Director) • Key Contact Sheet updated for Patrick Delahunty's role; Thornhill added to sites • "Crisis Communication Team" used consistently throughout • Added: UK legislative references (section 4); personal data breach step (6.5.6); working time and drivers' hours limits (6.7.4, 6.9.8); vehicle checks (6.8.3) • Pandemic advice sources updated: UK Health Security Agency added; Business Link and Transport Focus removed
2.0	13/03/2025	DG	Previous issue. Signed off by Tim Bloch, Managing Director.

Approval and Sign-off

This plan has been reviewed and is approved for issue.

Name	Patrick Delahunty	Position	Chief Executive Officer
Signature		Date	16/10/2026