

FICTIONAL WORKED EXAMPLE — NOT A REAL ORGANISATION. Riverside Precision Engineering Ltd is invented for demonstration. All data is illustrative. Every approval, audit and exercise result is **simulated** and marked [SIMULATED]; none took place. This is the **full planning pack**: the response plan together with the assessments, governance record and source references. This example shows how the product structures a plan. It is **not** a conformity assessment, certification, audit, or evidence of operational readiness.



CONTINUITY PLANNING AND ASSURANCE PACK

Riverside Precision Engineering Ltd (FICTIONAL EXAMPLE)

Business Continuity Plan — Riverside Precision Engineering Ltd

REVISION

**Revision 1 — Worked
example 1.0 — illustrative
data**

OWNER

**Operations Director
(fictional role holder: D.
Ashworth)**

NEXT REVIEW

2027-08-05

PREPARED

25/09/2026

DRAFT FOR REVIEW

Entries are user-supplied and require review, approval and exercising. This document does not demonstrate conformity or certification.

Executive summary

17 priority alerts · 1 information gap · 2 of 7 activities recorded as tested.

Checks of your recorded answers, not a certification or independent assessment of readiness.

Critical dependencies

- **Hurco 5-axis machining centre (aerospace cell)** (Equipment) — Replacement lead time 12 weeks; no second machine on site covers the aerospace envelope. Fallback: standing subcontract agreement with Calder Engineering (fictional), 48-hour mobilisation, aerospace approval held. Lead time far exceeds the 24-hour RTO, so the subcontractor is the only route that meets it.
- **Zeiss CMM and calibrated gauge set** (Equipment) — Replacement lead time 6 weeks; calibration house turnaround 10 working days. Fallback: manual calibrated gauge set on site covers dimensional release for simpler parts, not full first-article reports.
- **ERP/MRP system (cloud, supplier-hosted)** (System) — Supplier states RTO 4 hours and RPO 1 hour in contract. NOT independently verified by us — see improvement action. Fallback: daily export of open orders and the traceability index to the site safe USB.
- **Compressed air plant** (Equipment) — Replacement lead time 2 weeks; no redundant compressor. Fallback: local hire compressor available within 24 hours — quoted only, not contracted.
- **Certified aerospace alloy stock** (Supply) — Replenishment lead time 8 weeks from the single approved mill; no approved second source. Fallback: four weeks of buffer stock held for the aerospace programme, which does not cover the full lead time.
- **CNC programmers (3 staff)** (People) — Six months to train a replacement to aerospace standard. Fallback: two of three are cross-trained on the aerospace cell; the subcontractor can program to drawing at lower efficiency.
- **Three-phase power supply** (Utility) — Utility restoration target 24 hours. Fallback: hire generator sized for office and inspection only — the machining centres cannot run on it. This is a known uncovered dependency.
- **Riverside Works site (Flood Zone 2)** (Premises) — Rebuild or relocation measured in months. Fallback: subcontract partner plus customer-agreed rescheduling. No alternative site is secured — the largest open assumption in this plan.

Priority risks

- **Aerospace cell machining** — Expected recovery takes 48 hours against a 24 hours target.
- **Hurco 5-axis machining centre (aerospace cell)** — Recorded single point of failure: fallback notes exist; confirm whether an independent, tested alternative is available.
- **Zeiss CMM and calibrated gauge set** — Recorded single point of failure: fallback notes exist; confirm whether an independent, tested alternative is available.
- **ERP/MRP system (cloud, supplier-hosted)** — Recorded single point of failure: fallback notes exist; confirm whether an independent, tested alternative is available.
- **Compressed air plant** — Recorded single point of failure: fallback notes exist; confirm whether an independent, tested alternative is available.
- **Certified aerospace alloy stock** — Recorded single point of failure: fallback notes exist; confirm whether an independent, tested alternative is available.

- **CNC programmers (3 staff)** — Recorded single point of failure: fallback notes exist; confirm whether an independent, tested alternative is available.
- **Three-phase power supply** — Recorded single point of failure: fallback notes exist; confirm whether an independent, tested alternative is available.
- **Riverside Works site (Flood Zone 2)** — Recorded single point of failure: fallback notes exist; confirm whether an independent, tested alternative is available.
- **Failure of the 5-axis machining centre** — Calculated critical rating from your selected likelihood (4) and consequence (4), score 16. Review the recorded treatment and remaining exposure.
- **Cyber incident disabling the ERP/MRP system** — Calculated critical rating from your selected likelihood (3) and consequence (5), score 15. Review the recorded treatment and remaining exposure.
- **Loss of the certified alloy supply** — Calculated high rating from your selected likelihood (3) and consequence (4), score 12. Review the recorded treatment and remaining exposure.
- **Flooding of the Riverside Works site** — Calculated high rating from your selected likelihood (2) and consequence (5), score 10. Review the recorded treatment and remaining exposure.
- **Commercial Manager** — Commercial Manager is named against 9 roles across this plan (activity owner, recovery solution owner, dependency owner, action owner, and others). If they are unavailable, several parts of the plan may be affected at once — this is a concentration risk, not just a busy person.
- **Quality Manager** — Quality Manager is named against 8 roles across this plan (activity owner, recovery solution owner, dependency owner, action owner, and others). If they are unavailable, several parts of the plan may be affected at once — this is a concentration risk, not just a busy person.
- **Production Supervisor** — Production Supervisor is named against 7 roles across this plan (activity owner, recovery solution owner, dependency owner). If they are unavailable, several parts of the plan may be affected at once — this is a concentration risk, not just a busy person.
- **Operations Director** — Operations Director is named against 13 roles across this plan (activity owner, recovery solution owner, dependency owner, risk owner, and others). If they are unavailable, several parts of the plan may be affected at once — this is a concentration risk, not just a busy person.

Information gaps

- **Download a backup** — No backup has been downloaded from this computer. This plan currently exists in only one place.

Actions

- **Close the 24-hour gap between the aerospace recovery target and 48-hour subcontract mobilisation** — owner: Operations Director, due 2026-11-30
- **Refresh the offline contact list monthly and verify it in each exercise** — owner: Commercial Manager, due 2026-10-15
- **Add customer delivery addresses to the daily offline export** — owner: Commercial Manager, due 2026-10-31
- **Independently test restoration of the ERP/MRP system rather than relying on the supplier statement** — owner: Operations Director, due 2027-01-31
- **Secure an alternative site arrangement or accept and document the flood exposure** — owner: Managing Director, due 2027-03-31
- **Approve a second certified alloy source** — owner: Quality Manager, due 2027-02-28

1. Purpose and scope

INCLUDED SERVICES, TEAMS AND LOCATIONS

All manufacturing, quality and despatch operations at the Riverside Works site (Unit 4, Riverside Industrial Estate), covering the aerospace subassembly programme, contract machined components, the calibration and inspection service, and prototype and toolmaking. Includes the 14 production staff, 4 quality staff, 3 CNC programmers and the 5-person office team.

EXCLUSIONS AND REASONS

The separate Eastgate trading subsidiary and its distribution warehouse are out of scope; they operate independent systems and have their own arrangements. Product design consultancy delivered from customer sites is excluded because delivery does not depend on the Riverside Works site.

LEGAL, REGULATORY AND CONTRACTUAL OBLIGATIONS — SUMMARY

The plan is shaped by four obligations recorded in the register below: the aerospace supply contract (liquidated damages from day 4 of late delivery; disruption notifiable within 24 hours), the customer quality approval (complete traceability and certification release records, lapses reportable), health and safety duties that continue unchanged during disruption, and data protection duties that apply equally when working from offline exported copies.

DOCUMENT CONTROL AND ACCESS

This plan is stored in KYRON BCP on the Operations Director device, with an exported copy held offline on the site safe USB and a copy at the Managing Director home address. Version 1.0 is the worked example baseline.

Continuity objectives

OBJECTIVE TITLE

Hold the aerospace weekly delivery slot through any single equipment failure

SPECIFIC — WHAT EXACTLY, FOR WHICH SERVICE OR ACTIVITY?

Maintain delivery of the contracted aerospace subassembly slot when any one machine tool is lost.

MEASURABLE — HOW WILL YOU KNOW IT HAS BEEN ACHIEVED?

Zero missed contracted slots attributable to single equipment failure.

ACHIEVABLE — WHY IS THIS REALISTIC WITH THE RESOURCES AND AUTHORITY YOU ACTUALLY HAVE?

Standing subcontract with Calder provides approximately 60% of cell output within 48 hours.

RELEVANT — WHY DOES THIS MATTER TO THIS ORGANISATION'S CONTINUITY SPECIFICALLY?

The aerospace programme is 46% of turnover and carries delivery penalties from day 4.

TIME-BOUND — BY WHEN?

In force from March 2026, reviewed annually.

OBJECTIVE TITLE

Restore order visibility within 4 hours of losing the ERP/MRP system

SPECIFIC — WHAT EXACTLY, FOR WHICH SERVICE OR ACTIVITY?

Re-establish the ability to see and promise the current week of orders.

MEASURABLE — HOW WILL YOU KNOW IT HAS BEEN ACHIEVED?

Order visibility restored within 4 hours in exercise conditions.

ACHIEVABLE — WHY IS THIS REALISTIC WITH THE RESOURCES AND AUTHORITY YOU ACTUALLY HAVE?

Daily USB export plus a standalone laptop.

RELEVANT — WHY DOES THIS MATTER TO THIS ORGANISATION'S CONTINUITY SPECIFICALLY?

Scheduling is the first activity to fail and everything queues behind it.

TIME-BOUND — BY WHEN?

Tested at least annually from May 2026.

OBJECTIVE TITLE

Protect certification and traceability integrity in every disruption

SPECIFIC — WHAT EXACTLY, FOR WHICH SERVICE OR ACTIVITY?

No part is released without complete traceability, whatever the disruption.

MEASURABLE — HOW WILL YOU KNOW IT HAS BEEN ACHIEVED?

Zero release exceptions raised in internal audit.

ACHIEVABLE — WHY IS THIS REALISTIC WITH THE RESOURCES AND AUTHORITY YOU ACTUALLY HAVE?

Paper traceability file and buffer stock already in place.

RELEVANT — WHY DOES THIS MATTER TO THIS ORGANISATION'S CONTINUITY SPECIFICALLY?

A traceability lapse makes stock unsaleable and is reportable to the customer.

TIME-BOUND — BY WHEN?

Continuous; audited annually.

2. Activation and immediate response

ACTIVATION TRIGGERS AND THRESHOLDS

Any manager may declare an incident. The Operations Director confirms it and takes incident lead, or the Managing Director if unavailable.

WHO ACTIVATES THE PLAN AND THEIR DEPUTY?

Operations Director may commit up to £25,000 and invoke the subcontract. Above that, or for any customer concession or public statement, the Managing Director decides.

TEAM MOBILISATION AND FALLBACK MEETING POINT

Call the incident lead, then the Quality Manager and Production Supervisor. Meet in the front office, or by phone if the site is unavailable.

IMMEDIATE RESPONSE ACTIONS

Make people and the area safe. Stop machines if there is any doubt. Account for everyone. Protect certified stock and traceability records. Then assess what is affected and for how long.

3. Response team and contacts

ROLE / RESPONSIBILITY

Incident lead / Operations Director

PRIMARY CONTACT

D. Ashworth (fictional)

TELEPHONE

01xxx 000 101

EMAIL

ops@riverside-precision.example

OTHER CONTACT DETAILS (OPTIONAL)

Not yet recorded

DEPUTY AND CONTACT DETAILS

P. Nkemelu, Managing Director, 01xxx 000 100

RESPONSIBILITIES AND AUTHORITY

Declares an incident, authorises subcontract invocation and spend to £25,000, approves customer communications.

COMPETENCE EVIDENCE

Completed incident-lead walkthrough 12 May 2026 [SIMULATED]

CONTACT DETAILS LAST CONFIRMED

2026-02-20

ROLE / RESPONSIBILITY

Managing Director

PRIMARY CONTACT

P. Nkemelu (fictional)

TELEPHONE

01xxx 000 100

EMAIL

md@riverside-precision.example

OTHER CONTACT DETAILS (OPTIONAL)

Not yet recorded

DEPUTY AND CONTACT DETAILS

D. Ashworth, Operations Director

RESPONSIBILITIES AND AUTHORITY

Approves spend above £25,000, customer concession requests and any public statement.

COMPETENCE EVIDENCE

Chaired the 12 May 2026 exercise [SIMULATED]

CONTACT DETAILS LAST CONFIRMED

2026-02-20

ROLE / RESPONSIBILITY

Quality Manager

PRIMARY CONTACT

S. Varga (fictional)

TELEPHONE

01xxx 000 102

EMAIL

quality@riverside-precision.example

OTHER CONTACT DETAILS (OPTIONAL)

Not yet recorded

DEPUTY AND CONTACT DETAILS

Trained inspection deputy, R. Cole

RESPONSIBILITIES AND AUTHORITY

Authorises certification release and holds or releases affected stock.

COMPETENCE EVIDENCE

Aerospace certification authority current; deputy trained 2026-01

CONTACT DETAILS LAST CONFIRMED

2026-02-20

ROLE / RESPONSIBILITY

Production Supervisor

PRIMARY CONTACT

M. Okonjo (fictional)

TELEPHONE

01xxx 000 103

EMAIL

production@riverside-precision.example

OTHER CONTACT DETAILS (OPTIONAL)

Not yet recorded

DEPUTY AND CONTACT DETAILS

Senior setter, J. Bright

RESPONSIBILITIES AND AUTHORITY

Re-sequences the schedule and calls the subcontractor under the standing agreement.

COMPETENCE EVIDENCE

Subcontract mobilisation walkthrough 12 May 2026 [SIMULATED]

CONTACT DETAILS LAST CONFIRMED

2026-02-20

ROLE / RESPONSIBILITY

Commercial Manager

PRIMARY CONTACT

L. Fenwick (fictional)

TELEPHONE

01xxx 000 104

EMAIL

sales@riverside-precision.example

OTHER CONTACT DETAILS (OPTIONAL)

Not yet recorded

DEPUTY AND CONTACT DETAILS

Operations Director

RESPONSIBILITIES AND AUTHORITY

Contacts customers, agrees revised delivery dates within contract terms.

COMPETENCE EVIDENCE

Holding-statement briefing 2026-03

CONTACT DETAILS LAST CONFIRMED

2026-02-20

ROLE / RESPONSIBILITY

Subcontract partner — Calder Engineering (fictional)

PRIMARY CONTACT

Account manager, Calder Engineering

TELEPHONE

01xxx 000 900

EMAIL

ops@calder-engineering.example

OTHER CONTACT DETAILS (OPTIONAL)

Not yet recorded

DEPUTY AND CONTACT DETAILS

Calder duty manager, 24-hour line

RESPONSIBILITIES AND AUTHORITY

External — accepts transferred machining work under the standing agreement.

COMPETENCE EVIDENCE

Aerospace approval held; 48-hour mobilisation commitment

CONTACT DETAILS LAST CONFIRMED

2026-02-20

ROLE / RESPONSIBILITY

ERP/MRP supplier support

PRIMARY CONTACT

Supplier service desk (fictional)

TELEPHONE

0800 000 000

EMAIL

support@erp-vendor.example

OTHER CONTACT DETAILS (OPTIONAL)

Not yet recorded

DEPUTY AND CONTACT DETAILS

Escalation to supplier account manager

RESPONSIBILITIES AND AUTHORITY

External — restores the hosted system under contracted RTO 4 hours.

COMPETENCE EVIDENCE

Contracted; restoration not independently tested by Riverside

CONTACT DETAILS LAST CONFIRMED

2026-02-20

4. Recovery priorities and instructions

Customer and supplier communication

PRODUCT / SERVICE AND SUPPORTING PROCESS

Not yet recorded

ACTIVITY OWNER

Operations Director

UNACCEPTABLE DISRUPTION POINT — MTPD

24 hours

RECOVERY TARGET — RTO

4 hours

MINIMUM ACCEPTABLE SERVICE LEVEL

Contact the aerospace customer and the top five accounts with a position and a next update time.

TOLERABLE DATA LOSS — RPO

PEOPLE, PREMISES, SYSTEMS AND OTHER RESOURCES

Contact list (offline copy), mobile phones, holding statement

DEPENDENCIES AND SUPPLIER COMMITMENTS

Mobile network, offline contact list

CHOSEN RECOVERY STRATEGY

Communicate early from an offline contact list.

PRACTICAL SOLUTION AND ORDERED RECOVERY ACTIONS

Contact the aerospace customer within 2 hours and the top five accounts within 4 hours using the offline contact list and the agreed holding statement.

SOLUTION OWNER

Operations Director

EXPECTED RECOVERY TIME

4 hours

DELIVERABLE CAPACITY AND EVIDENCE

All key accounts contacted within one working day.

RESOURCES AND SUPPLIER ASSURANCE

Offline contact list, mobile phones, holding statement

SELECTION, COST AND APPROVAL EVIDENCE

[SIMULATED APPROVAL] Management team, 18 March 2026

IMPLEMENTATION STATUS

Tested with evidence

WORK NEEDED TO MAKE THIS SOLUTION AVAILABLE

Contact list exported monthly to the site safe USB.

IMPLEMENTATION / TEST EVIDENCE

Communications cascade 21 July 2026 reached the aerospace customer in 35 minutes against a 2-hour target [SIMULATED EXERCISE RESULT]

Production scheduling and order management

PRODUCT / SERVICE AND SUPPORTING PROCESS

Not yet recorded

ACTIVITY OWNER

Commercial Manager

UNACCEPTABLE DISRUPTION POINT — MTPD

24 hours

RECOVERY TARGET — RTO

8 hours

MINIMUM ACCEPTABLE SERVICE LEVEL

Confirm and schedule the current week for the aerospace programme and the top ten part numbers.

TOLERABLE DATA LOSS — RPO

PEOPLE, PREMISES, SYSTEMS AND OTHER RESOURCES

Commercial Manager or Operations Director, ERP/MRP access, customer portal credentials, one laptop

DEPENDENCIES AND SUPPLIER COMMITMENTS

ERP/MRP (cloud), internet connectivity, customer EDI portals

CHOSEN RECOVERY STRATEGY

Continue from an offline copy while the system is unavailable.

PRACTICAL SOLUTION AND ORDERED RECOVERY ACTIONS

Work from the daily USB export of open orders on a standalone laptop; confirm the week by phone with the aerospace customer and the top five accounts.

SOLUTION OWNER

Commercial Manager

EXPECTED RECOVERY TIME

4 hours

DELIVERABLE CAPACITY AND EVIDENCE

Full order book visibility for the current week; invoicing pauses.

RESOURCES AND SUPPLIER ASSURANCE

Laptop with offline export, mobile phone, printed contact list

SELECTION, COST AND APPROVAL EVIDENCE

[SIMULATED APPROVAL] Management team, 18 March 2026

IMPLEMENTATION STATUS

Tested with evidence

WORK NEEDED TO MAKE THIS SOLUTION AVAILABLE

Daily automated export; verified weekly by the Commercial Manager.

IMPLEMENTATION / TEST EVIDENCE

Live restore test 9 June 2026 restored order visibility in 1h40 against a 4-hour objective [SIMULATED EXERCISE RESULT]

Certified material control and goods-in

PRODUCT / SERVICE AND SUPPORTING PROCESS

Not yet recorded

ACTIVITY OWNER

Quality Manager

UNACCEPTABLE DISRUPTION POINT — MTPD

3 days

RECOVERY TARGET — RTO

24 hours

MINIMUM ACCEPTABLE SERVICE LEVEL

Release already-inspected certified stock against the current aerospace slot.

TOLERABLE DATA LOSS — RPO

PEOPLE, PREMISES, SYSTEMS AND OTHER RESOURCES

Quality Manager or trained deputy, goods-in area, traceability records, certificates of conformity

DEPENDENCIES AND SUPPLIER COMMITMENTS

Certified alloy supplier, ERP traceability records, goods-in inspection equipment

CHOSEN RECOVERY STRATEGY

Fall back to the paper traceability file and buffer stock.

PRACTICAL SOLUTION AND ORDERED RECOVERY ACTIONS

Release already-inspected certified stock against the current slot using the paper traceability file; no new goods-in until records are available.

SOLUTION OWNER

Quality Manager

EXPECTED RECOVERY TIME

24 hours

DELIVERABLE CAPACITY AND EVIDENCE

Four weeks of certified buffer stock for the aerospace programme only.

RESOURCES AND SUPPLIER ASSURANCE

Paper traceability file, certificates of conformity, goods-in area

SELECTION, COST AND APPROVAL EVIDENCE

[SIMULATED APPROVAL] Management team, 18 March 2026

IMPLEMENTATION STATUS

Implemented, untested

WORK NEEDED TO MAKE THIS SOLUTION AVAILABLE

Traceability file printed weekly and held in the site safe.

IMPLEMENTATION / TEST EVIDENCE

Paper traceability file printed weekly; never exercised under disruption conditions.

Aerospace cell machining

PRODUCT / SERVICE AND SUPPORTING PROCESS

Not yet recorded

ACTIVITY OWNER

Production Supervisor

UNACCEPTABLE DISRUPTION POINT — MTPD

3 days

RECOVERY TARGET — RTO

24 hours

MINIMUM ACCEPTABLE SERVICE LEVEL

One shift per day on the aerospace cell producing the current slot part numbers.

TOLERABLE DATA LOSS — RPO

PEOPLE, PREMISES, SYSTEMS AND OTHER RESOURCES

5-axis machining centre, CNC programmer, certified stock, compressed air, coolant, power

DEPENDENCIES AND SUPPLIER COMMITMENTS

5-axis machining centre, compressed air plant, CNC programmers, three-phase power

CHOSEN RECOVERY STRATEGY

Transfer machining to a pre-approved subcontractor and retain inspection in house.

PRACTICAL SOLUTION AND ORDERED RECOVERY ACTIONS

Invoke the standing subcontract with Calder Engineering (fictional); transfer programs, offsets and certified stock; Riverside retains inspection and certification release.

SOLUTION OWNER

Production Supervisor

EXPECTED RECOVERY TIME

48 hours

DELIVERABLE CAPACITY AND EVIDENCE

Approximately 60% of normal aerospace cell output.

RESOURCES AND SUPPLIER ASSURANCE

Subcontract agreement, program backups, transport of certified stock

SELECTION, COST AND APPROVAL EVIDENCE

[SIMULATED APPROVAL] Management team, 18 March 2026

IMPLEMENTATION STATUS

Implemented, untested

WORK NEEDED TO MAKE THIS SOLUTION AVAILABLE

Agreement signed; mobilisation walked through on paper only.

IMPLEMENTATION / TEST EVIDENCE

Subcontract agreement signed; mobilisation walked through on paper 12 May 2026 but never exercised end to end. Estimated 48 hours against a 24-hour target.

Inspection and certification release

PRODUCT / SERVICE AND SUPPORTING PROCESS

Not yet recorded

ACTIVITY OWNER

Quality Manager

UNACCEPTABLE DISRUPTION POINT — MTPD

3 days

RECOVERY TARGET — RTO

24 hours

MINIMUM ACCEPTABLE SERVICE LEVEL

Inspect and release the current aerospace slot and any overdue customer calibration.

TOLERABLE DATA LOSS — RPO

PEOPLE, PREMISES, SYSTEMS AND OTHER RESOURCES

CMM or calibrated manual gauges, Quality Manager or deputy, certification templates

DEPENDENCIES AND SUPPLIER COMMITMENTS

CMM, calibrated gauge set, quality records in ERP

CHOSEN RECOVERY STRATEGY

Fall back to manual calibrated gauges and defer first-article work.

PRACTICAL SOLUTION AND ORDERED RECOVERY ACTIONS

Use manual calibrated gauges for dimensional release of simpler parts; hold first-article and full inspection reports until the CMM is available.

SOLUTION OWNER

Quality Manager

EXPECTED RECOVERY TIME

24 hours

DELIVERABLE CAPACITY AND EVIDENCE

Routine release only; no first-article reports.

RESOURCES AND SUPPLIER ASSURANCE

Manual gauge set, certification templates, Quality Manager or trained deputy

SELECTION, COST AND APPROVAL EVIDENCE

[SIMULATED APPROVAL] Management team, 18 March 2026

IMPLEMENTATION STATUS

Implemented, untested

WORK NEEDED TO MAKE THIS SOLUTION AVAILABLE

Deputy trained and named; gauge set calibrated to November 2026.

IMPLEMENTATION / TEST EVIDENCE

Manual gauge release used routinely; not exercised as a CMM-loss scenario.

Despatch and delivery coordination

PRODUCT / SERVICE AND SUPPORTING PROCESS

Not yet recorded

ACTIVITY OWNER

Commercial Manager

UNACCEPTABLE DISRUPTION POINT — MTPD

3 days

RECOVERY TARGET — RTO

24 hours

MINIMUM ACCEPTABLE SERVICE LEVEL

Despatch the aerospace slot and any customer-critical orders.

TOLERABLE DATA LOSS — RPO

PEOPLE, PREMISES, SYSTEMS AND OTHER RESOURCES

Packing area, despatch paperwork, courier account, one vehicle

DEPENDENCIES AND SUPPLIER COMMITMENTS

Courier contracts, packing materials, despatch paperwork

CHOSEN RECOVERY STRATEGY

Despatch on paper using the standing courier account.

PRACTICAL SOLUTION AND ORDERED RECOVERY ACTIONS

Despatch from the packing area using printed paperwork and the courier account; prioritise the aerospace slot.

SOLUTION OWNER

Commercial Manager

EXPECTED RECOVERY TIME

24 hours

DELIVERABLE CAPACITY AND EVIDENCE

Full despatch capacity; slower booking.

RESOURCES AND SUPPLIER ASSURANCE

Printed despatch paperwork, courier account, company vehicle

SELECTION, COST AND APPROVAL EVIDENCE

[SIMULATED APPROVAL] Management team, 18 March 2026

IMPLEMENTATION STATUS

Implemented, untested

WORK NEEDED TO MAKE THIS SOLUTION AVAILABLE

Courier account on 24-hour call-off; paperwork printed weekly.

IMPLEMENTATION / TEST EVIDENCE

Paper despatch used occasionally; not exercised as a system-loss scenario.

General machining and finishing

PRODUCT / SERVICE AND SUPPORTING PROCESS

Not yet recorded

ACTIVITY OWNER

Production Supervisor

UNACCEPTABLE DISRUPTION POINT — MTPD

5 days

RECOVERY TARGET — RTO

2 days

MINIMUM ACCEPTABLE SERVICE LEVEL

Top ten part numbers by volume on the 3-axis mills.

TOLERABLE DATA LOSS — RPO

PEOPLE, PREMISES, SYSTEMS AND OTHER RESOURCES

3-axis mills, operators, tooling, compressed air, power

DEPENDENCIES AND SUPPLIER COMMITMENTS

3-axis mills, compressed air plant, tooling stock

CHOSEN RECOVERY STRATEGY

Re-sequence onto remaining capacity and reduce scope.

PRACTICAL SOLUTION AND ORDERED RECOVERY ACTIONS

Re-sequence onto the remaining 3-axis mills, top ten part numbers only; extend shifts by agreement.

SOLUTION OWNER

Production Supervisor

EXPECTED RECOVERY TIME

2 days

DELIVERABLE CAPACITY AND EVIDENCE

About 45% of normal output, top ten part numbers only.

RESOURCES AND SUPPLIER ASSURANCE

3-axis mills, tooling, overtime agreement

SELECTION, COST AND APPROVAL EVIDENCE

[SIMULATED APPROVAL] Management team, 18 March 2026

IMPLEMENTATION STATUS

Implemented, untested

WORK NEEDED TO MAKE THIS SOLUTION AVAILABLE

Tooling stock checked quarterly; overtime agreed in principle.

IMPLEMENTATION / TEST EVIDENCE

Re-sequencing has been done in normal operation but not exercised as a recovery arrangement.

5. Coordination, crisis leadership and reporting

COMMAND STRUCTURE AND PARTNER COORDINATION

Incident lead directs; Quality Manager holds certification authority; Production Supervisor runs the floor and the subcontract; Commercial Manager owns customer contact.

SITUATION REPORTING AND RESOURCE TRACKING

Short written situation note updated at least every 4 hours: what is affected, what is being done, what is decided, what is next and when.

CRISIS ESCALATION AND STRATEGIC DECISION PROCESS

For events affecting the aerospace programme or the whole site, the Managing Director chairs and the management team meets at least twice daily.

DECISION AND ACTION LOG ARRANGEMENTS

Decisions and times recorded in a numbered incident log by the incident lead, kept for review and for any customer or insurer discussion.

6. Communications

WHEN THIS COMMUNICATION IS USED

During an incident (warning and communication)

AUDIENCE

Aerospace prime contractor (contracted customer)

COMMUNICATION OWNER

Commercial Manager

INFORMATION AND ACTION NEEDED

Confirm what is affected, the slot at risk, what we are doing, and the next update time. Contract requires notification within 24 hours; our own target is 2 hours.

PRIMARY AND FALLBACK CHANNELS

Named buyer by phone, confirmed by email

FIRST UPDATE AND UPDATE FREQUENCY

Within 2 hours of declaring an incident

APPROVAL / COORDINATION ROUTE

Managing Director

WHEN THIS COMMUNICATION IS USED

During an incident (warning and communication)

AUDIENCE

Top five industrial customers

COMMUNICATION OWNER

Commercial Manager

INFORMATION AND ACTION NEEDED

Holding statement: what is affected, expected recovery window, revised delivery expectation.

PRIMARY AND FALLBACK CHANNELS

Phone from the offline contact list, then email

FIRST UPDATE AND UPDATE FREQUENCY

Within 4 hours

APPROVAL / COORDINATION ROUTE

Operations Director

WHEN THIS COMMUNICATION IS USED

During an incident (warning and communication)

AUDIENCE

All employees

COMMUNICATION OWNER

Operations Director

INFORMATION AND ACTION NEEDED

Safety instructions first, then what is happening, where to report and when the next update is due.

PRIMARY AND FALLBACK CHANNELS

On-site briefing; SMS cascade if the site is unavailable

FIRST UPDATE AND UPDATE FREQUENCY

Immediately, then every 4 hours

APPROVAL / COORDINATION ROUTE

Operations Director

WHEN THIS COMMUNICATION IS USED

During an incident (warning and communication)

AUDIENCE

Certified material supplier and subcontract partner

COMMUNICATION OWNER

Production Supervisor

INFORMATION AND ACTION NEEDED

Invoke or pre-alert the standing subcontract; confirm stock movement and programme transfer.

PRIMARY AND FALLBACK CHANNELS

24-hour line, confirmed in writing

FIRST UPDATE AND UPDATE FREQUENCY

Within 2 hours of deciding to invoke

APPROVAL / COORDINATION ROUTE

Operations Director

WHEN THIS COMMUNICATION IS USED

During an incident (warning and communication)

AUDIENCE

Insurer and, if flooding, the Environment Agency

COMMUNICATION OWNER

Managing Director

INFORMATION AND ACTION NEEDED

Notify loss or flood event and follow claim notification requirements.

PRIMARY AND FALLBACK CHANNELS

Broker telephone and policy notification address

FIRST UPDATE AND UPDATE FREQUENCY

Within 24 hours

APPROVAL / COORDINATION ROUTE

Managing Director

DRAFT HOLDING STATEMENT

Agreed holding statement: what has happened in plain terms, that safety comes first, what we are doing, and when the next update will come. No speculation about cause.

SPOKESPERSON, APPROVAL AND COORDINATION

Managing Director is the only spokesperson. No employee comments to media or on social media.

LISTENING, RUMOURS AND COMMUNICATION EFFECTIVENESS

Environment Agency flood alerts, supplier and courier notifications, and the ERP supplier status page are monitored by the Operations Director.

RECOVERY COMMUNICATIONS

Customers are told early and given a revised date they can rely on, rather than optimistic dates that slip again.

7. Welfare, stand-down and access

WELFARE AND SUSTAINED RESPONSE

Extended disruption may mean unusual hours and travel to the subcontractor site. Staff will be told what is expected, paid for additional hours, and not asked to work alone on machines out of hours. Anyone affected by a flood at home takes priority for time off.

STAND-DOWN AND RETURN TO NORMAL

Stand down when prioritised activities are running at agreed levels and the customer position is stable. Debrief within 10 working days; findings become improvement actions.

OFFLINE PLAN AND SUPPORTING PROCEDURES

Printed copy of this plan, the offline contact list, the paper traceability file and the USB order export are held in the site safe, with a second copy at the Managing Director home address.

Business dependency register

DEPENDENCY NAME
Hurco 5-axis machining centre (aerospace cell)
TYPE
Equipment
SUPPORTED ACTIVITY
Aerospace cell machining
RESPONSIBLE OWNER
Production Supervisor
SINGLE POINT OF FAILURE?
Yes
ALTERNATIVE / COVER AND TEST EVIDENCE
Replacement lead time 12 weeks; no second machine on site covers the aerospace envelope. Fallback: standing subcontract agreement with Calder Engineering (fictional), 48-hour mobilisation, aerospace approval held. Lead time far exceeds the 24-hour RTO, so the subcontractor is the only route that meets it.
LAST REVIEWED
2026-02-20

DEPENDENCY NAME

Zeiss CMM and calibrated gauge set

TYPE

Equipment

SUPPORTED ACTIVITY

Inspection and certification release

RESPONSIBLE OWNER

Quality Manager

SINGLE POINT OF FAILURE?

Yes

ALTERNATIVE / COVER AND TEST EVIDENCE

Replacement lead time 6 weeks; calibration house turnaround 10 working days.
Fallback: manual calibrated gauge set on site covers dimensional release for simpler parts, not full first-article reports.

LAST REVIEWED

2026-02-20

DEPENDENCY NAME

ERP/MRP system (cloud, supplier-hosted)

TYPE

System

SUPPORTED ACTIVITY

Production scheduling and order management

RESPONSIBLE OWNER

Commercial Manager

SINGLE POINT OF FAILURE?

Yes

ALTERNATIVE / COVER AND TEST EVIDENCE

Supplier states RTO 4 hours and RPO 1 hour in contract. NOT independently verified by us — see improvement action. Fallback: daily export of open orders and the traceability index to the site safe USB.

LAST REVIEWED

2026-02-20

DEPENDENCY NAME

Compressed air plant

TYPE

Equipment

SUPPORTED ACTIVITY

Aerospace cell machining

RESPONSIBLE OWNER

Production Supervisor

SINGLE POINT OF FAILURE?

Yes

ALTERNATIVE / COVER AND TEST EVIDENCE

Replacement lead time 2 weeks; no redundant compressor. Fallback: local hire compressor available within 24 hours — quoted only, not contracted.

LAST REVIEWED

2026-02-20

DEPENDENCY NAME

Certified aerospace alloy stock

TYPE

Supply

SUPPORTED ACTIVITY

Certified material control and goods-in

RESPONSIBLE OWNER

Quality Manager

SINGLE POINT OF FAILURE?

Yes

ALTERNATIVE / COVER AND TEST EVIDENCE

Replenishment lead time 8 weeks from the single approved mill; no approved second source. Fallback: four weeks of buffer stock held for the aerospace programme, which does not cover the full lead time.

LAST REVIEWED

2026-02-20

DEPENDENCY NAME

CNC programmers (3 staff)

TYPE

People

SUPPORTED ACTIVITY

Aerospace cell machining

RESPONSIBLE OWNER

Production Supervisor

SINGLE POINT OF FAILURE?

Yes

ALTERNATIVE / COVER AND TEST EVIDENCE

Six months to train a replacement to aerospace standard. Fallback: two of three are cross-trained on the aerospace cell; the subcontractor can program to drawing at lower efficiency.

LAST REVIEWED

2026-02-20

DEPENDENCY NAME

Three-phase power supply

TYPE

Utility

SUPPORTED ACTIVITY

Aerospace cell machining

RESPONSIBLE OWNER

Operations Director

SINGLE POINT OF FAILURE?

Yes

ALTERNATIVE / COVER AND TEST EVIDENCE

Utility restoration target 24 hours. Fallback: hire generator sized for office and inspection only — the machining centres cannot run on it. This is a known uncovered dependency.

LAST REVIEWED

2026-02-20

DEPENDENCY NAME

Riverside Works site (Flood Zone 2)

TYPE

Premises

SUPPORTED ACTIVITY

Aerospace cell machining

RESPONSIBLE OWNER

Operations Director

SINGLE POINT OF FAILURE?

Yes

ALTERNATIVE / COVER AND TEST EVIDENCE

Rebuild or relocation measured in months. Fallback: subcontract partner plus customer-agreed rescheduling. No alternative site is secured — the largest open assumption in this plan.

LAST REVIEWED

2026-02-20

Planning record: governance and preparedness

ORGANISATION NAME

Riverside Precision Engineering Ltd (FICTIONAL EXAMPLE)

PLAN TITLE

Business Continuity Plan — Riverside Precision Engineering Ltd

PLAN OWNER

Operations Director (fictional role holder: D. Ashworth)

PLAN VERSION

1.0 — worked example, illustrative data only

EXECUTIVE SPONSOR

Managing Director (fictional role holder: P. Nkemelu)

INCLUDED SERVICES, TEAMS AND LOCATIONS

All manufacturing, quality and despatch operations at the Riverside Works site (Unit 4, Riverside Industrial Estate), covering the aerospace subassembly programme, contract machined components, the calibration and inspection service, and prototype and toolmaking. Includes the 14 production staff, 4 quality staff, 3 CNC programmers and the 5-person office team.

EXCLUSIONS AND REASONS

The separate Eastgate trading subsidiary and its distribution warehouse are out of scope; they operate independent systems and have their own arrangements. Product design consultancy delivered from customer sites is excluded because delivery does not depend on the Riverside Works site.

BUSINESS CONTEXT AND INTERESTED PARTIES

Riverside Precision is a 26-person precision machining business supplying aerospace, medical device and general industrial customers. Revenue is concentrated: the aerospace subassembly programme is 46% of turnover under a single long-term contract with delivery penalties. The site sits within 300 metres of the River Ashe and is in Flood Zone 2. Production depends on a small number of high-value machine tools and on certified material traceability.

STANDARDS OR GUIDELINES USED AS A BENCHMARK

This plan is structured against ISO 22301:2019 as a management-system framework and uses BCI Good Practice Guidelines 2018 for practical method. This is a structural alignment for planning purposes only. It is NOT a conformity assessment, it has not been audited, and nothing here should be read as certification or as evidence of conformity.

EXISTING POLICY AND RELATED POLICIES

No previous business continuity policy existed. A first policy was drafted for this plan.

POLICY AND LEADERSHIP COMMITMENT

Riverside Precision will maintain the capability to continue or promptly resume delivery of its prioritised products and services following disruption, protecting the safety of its people first and its contractual commitments to aerospace and medical-device customers second. The company commits to maintaining, exercising and reviewing these arrangements at least annually.

LEGAL, REGULATORY AND CONTRACTUAL OBLIGATIONS — SUMMARY

The plan is shaped by four obligations recorded in the register below: the aerospace supply contract (liquidated damages from day 4 of late delivery; disruption notifiable within 24 hours), the customer quality approval (complete traceability and certification release records, lapses reportable), health and safety duties that continue unchanged during disruption, and data protection duties that apply equally when working from offline exported copies.

HOW OBLIGATIONS ARE IDENTIFIED, ACCESSED AND KEPT CURRENT

Contract and regulatory obligations are reviewed by the Quality Manager each January and whenever a new customer contract is signed. Obligations with continuity implications are recorded in the obligations register in this plan.

PROGRAMME RESOURCES AND MILESTONES

Business continuity is managed as a standing item at the monthly management meeting. The Operations Director owns the programme; the Quality Manager maintains the documentation.

DOCUMENT CONTROL AND ACCESS

This plan is stored in KYRON BCP on the Operations Director device, with an exported copy held offline on the site safe USB and a copy at the Managing Director home address. Version 1.0 is the worked example baseline.

STEERING GROUP OR OVERSIGHT ARRANGEMENT

Management team (Managing Director, Operations Director, Quality Manager, Commercial Manager) acts as the continuity steering group.

WHAT MUST BE REPORTED TO SENIOR MANAGEMENT, AND HOW OFTEN

Any disruption expected to exceed 8 hours during a working week, or any event affecting the aerospace programme at all, is escalated immediately to the Operations Director.

CONSULTATION AND CHANGES MADE

[SIMULATED] Draft policy circulated to the management team and to the employee representative on 4 February 2026; three comments received on welfare arrangements and incorporated.

POLICY SIGN-OFF — ROLE AND DATE

[SIMULATED APPROVAL] Policy approved by the Managing Director on 18 February 2026. This is an illustrative approval recorded for the worked example; no real approval took place.

WHICH DIGITAL DEPENDENCIES NEED RECOVERY ARRANGEMENTS?

Yes

WHICH SUPPLIER COMMITMENTS NEED CONFIRMATION?

Yes

Legal, regulatory and contractual obligations register

OBLIGATION OR REQUIREMENT
Aerospace supply contract — delivery and notification
REGULATOR, AUTHORITY OR COUNTERPARTY
Customer (aerospace prime contractor, fictional)
JURISDICTION / TERRITORY
England and Wales — contract
OWNER
Commercial Manager
EVIDENCE REFERENCE
Signed supply agreement, clause 14 (delivery) and clause 22 (notification). Liquidated damages from day 4; disruption notifiable within 24 hours.
LAST REVIEWED
2026-01-15

OBLIGATION OR REQUIREMENT

Customer quality approval — traceability and certification release

REGULATOR, AUTHORITY OR COUNTERPARTY

Customer quality approval authority (fictional)

JURISDICTION / TERRITORY

England and Wales — contract and approval schedule

OWNER

Quality Manager

EVIDENCE REFERENCE

Approval schedule sections 4 and 7. Traceability and release records must be complete and retained; lapses are reportable to the customer.

LAST REVIEWED

2026-01-15

OBLIGATION OR REQUIREMENT

Health and safety duties to employees and visitors

REGULATOR, AUTHORITY OR COUNTERPARTY

Health and Safety Executive

JURISDICTION / TERRITORY

Great Britain

OWNER

Operations Director

EVIDENCE REFERENCE

Duties continue unchanged during disruption, including under temporary, reduced or rushed working arrangements.

LAST REVIEWED

2026-01-15

OBLIGATION OR REQUIREMENT

Protection of personal data in fallback working

REGULATOR, AUTHORITY OR COUNTERPARTY

Information Commissioner's Office

JURISDICTION / TERRITORY

United Kingdom

OWNER

Commercial Manager

EVIDENCE REFERENCE

Employee and customer personal data in the ERP and in offline contact lists must remain protected when working from exported copies.

LAST REVIEWED

2026-01-15

ENGAGING PEOPLE WITH CONTINUITY

Continuity is a standing item at the monthly management meeting and at the quarterly all-staff briefing. The employee representative was consulted on the policy and on welfare arrangements.

STAFF AWARENESS AND INDUCTION

All staff briefed on what to do in the first hour: make yourself and the area safe, report to the Production Supervisor or Operations Director, do not restart machines until told. Briefing repeated at induction.

COMPETENCE AND TRAINING PROGRAMME

Incident lead and deputy have walked through the plan. Quality deputy trained for certification release. Two of three CNC programmers cross-trained on the aerospace cell.

WELFARE AND SUSTAINED RESPONSE

Extended disruption may mean unusual hours and travel to the subcontractor site. Staff will be told what is expected, paid for additional hours, and not asked to work alone on machines out of hours. Anyone affected by a flood at home takes priority for time off.

Impact analysis and risk register

TERMS OF REFERENCE AND SCOPE OF THE ANALYSIS

Assess all four products and services, the five delivery processes and the activities that deliver them, at the Riverside Works site. Purpose is to set recovery priorities and test whether current arrangements meet them.

EXCLUDED FROM THE ANALYSIS, WITH JUSTIFICATION

Eastgate subsidiary and customer-site design consultancy excluded, as recorded in scope.

NOTES ON THE LEVELS OF ANALYSIS

Analysis taken to activity level, because recovery arrangements and resources are decided per activity rather than per service.

WILL YOU ANALYSE PROCESSES AS A SEPARATE LEVEL?

Yes

REASON FOR THAT DECISION

Processes were analysed separately because the same processes serve several products and services, and losing one process affects several of them at once.

EXISTING NOTES ON IMPACT TYPES AND THRESHOLDS

Five impact types are assessed for every product and service across five time bands (4 hours, 24 hours, 3 days, 1 week, 4 weeks), on a four-level scale (Minor, Moderate, Major, Severe). Severe is the point at which the impact is unacceptable. These bands and levels are this company's choice, confirmed by the management team; they are not prescribed by any standard.

RISK ASSESSMENT CRITERIA AND ACCEPTANCE AUTHORITY

Risks are rated by likelihood (1-5) and consequence (1-5), multiplied to a score, banded Critical 15+, High 10-14, Medium 5-9, Low below 5. Assessed with existing controls in place.

FINAL CONSOLIDATION OF THE ANALYSIS

Findings consolidated into the priority order shown in this plan: aerospace subassembly first, then contract machined components, then calibration and inspection, then prototype and toolmaking.

APPROVAL — PRODUCTS AND SERVICES ANALYSIS

[SIMULATED APPROVAL] Priority order of products and services confirmed by the management team, 18 March 2026.

APPROVAL — PROCESS ANALYSIS

[SIMULATED APPROVAL] Process analysis confirmed by the management team, 18 March 2026.

APPROVAL — ACTIVITY ANALYSIS

[SIMULATED APPROVAL] Activity recovery targets confirmed by the management team, 18 March 2026, with the aerospace cell gap recorded as accepted and open.

APPROVAL OF THE ANALYSIS AS A WHOLE

[SIMULATED APPROVAL] Business impact analysis approved by the Managing Director, 18 March 2026.

SHARING THE RESULTS AND RISK OUTCOMES

Shared with all managers and with the subcontract partner in summary form. Not shared with customers.

Impact types and unacceptable thresholds

IMPACT TYPE

Financial

UNACCEPTABLE THRESHOLD

Loss above £40,000, or any delivery penalty triggered under the aerospace contract

WHY THIS IS UNACCEPTABLE

Margins are thin and the aerospace contract carries liquidated damages from day 4 of late delivery.

IMPACT TYPE

Customer and contractual

UNACCEPTABLE THRESHOLD

Any missed aerospace delivery slot, or two consecutive late deliveries to any customer

WHY THIS IS UNACCEPTABLE

The aerospace programme is 46% of turnover under a contract with a 12-month exit clause for repeated failure.

IMPACT TYPE

Regulatory and certification

UNACCEPTABLE THRESHOLD

Any lapse in material traceability or certification release records

WHY THIS IS UNACCEPTABLE

Loss of traceability makes affected parts unsaleable and is reportable to the certifying customer.

IMPACT TYPE

Safety and welfare

UNACCEPTABLE THRESHOLD

Any injury, or staff unable to work safely on site

WHY THIS IS UNACCEPTABLE

Machine tools, compressed air and coolant present real hazards during disrupted or rushed working.

IMPACT TYPE

Reputation

UNACCEPTABLE THRESHOLD

Any customer-visible failure on a first-article or qualification build

WHY THIS IS UNACCEPTABLE

New programme wins depend on demonstrated reliability during qualification.

Products and services

PRODUCT OR SERVICE

Aerospace subassembly programme

GROUPING USED FOR ANALYSIS

Contracted programmes

PRIORITY ORDER

Not yet recorded

IMPACTS OVER TIME OF DELIVERY FAILURE

Delivery slots are fixed and a missed slot cannot be recovered within the contract month. Penalties begin at day 4.

UNACCEPTABLE DISRUPTION POINT — MTPD FOR THIS PRODUCT OR SERVICE

3 days

MINIMUM ACCEPTABLE LEVEL AND HOW IT WAS SET

A minimum of one shift per day on the aerospace cell, with certified inspection release, sufficient to hold the weekly slot.

PRODUCT OR SERVICE

Contract machined components

GROUPING USED FOR ANALYSIS

Contract manufacturing

PRIORITY ORDER

Not yet recorded

IMPACTS OVER TIME OF DELIVERY FAILURE

Industrial customers hold 3–5 days of buffer stock; beyond that their own lines stop.

UNACCEPTABLE DISRUPTION POINT — MTPD FOR THIS PRODUCT OR SERVICE

5 days

MINIMUM ACCEPTABLE LEVEL AND HOW IT WAS SET

Partial delivery of the top ten part numbers by volume, at full certification.

PRODUCT OR SERVICE

Calibration and inspection service

GROUPING USED FOR ANALYSIS

Service work

PRIORITY ORDER

Not yet recorded

IMPACTS OVER TIME OF DELIVERY FAILURE

Customers can defer calibration for about a week before their own quality systems flag overdue equipment.

UNACCEPTABLE DISRUPTION POINT — MTPD FOR THIS PRODUCT OR SERVICE

1 week

MINIMUM ACCEPTABLE LEVEL AND HOW IT WAS SET

Inspection and certification of customer-supplied parts only; in-house calibration may pause.

PRODUCT OR SERVICE

Prototype and toolmaking

GROUPING USED FOR ANALYSIS

Development work

PRIORITY ORDER

Not yet recorded

IMPACTS OVER TIME OF DELIVERY FAILURE

Development timelines have float; delay is damaging to reputation rather than immediately contractual.

UNACCEPTABLE DISRUPTION POINT — MTPD FOR THIS PRODUCT OR SERVICE

4 weeks

MINIMUM ACCEPTABLE LEVEL AND HOW IT WAS SET

Nothing beyond keeping customers informed and rescheduling agreed milestones.

Processes

PROCESS NAME

Order intake and production scheduling

PRODUCTS AND SERVICES THIS PROCESS DELIVERS

- Aerospace subassembly programme
- Contract machined components
- Calibration and inspection service
- Prototype and toolmaking

PROCESS OWNER

Commercial Manager

DEPENDENCIES, INCLUDING OUTSOURCED PARTS

ERP/MRP (cloud), customer EDI portals, scheduling spreadsheet

HOW DISRUPTION TO THIS PROCESS AFFECTS DELIVERY

Orders cannot be confirmed, scheduled or promised; the shop floor runs blind within one shift.

UNACCEPTABLE DISRUPTION POINT — MTPD FOR THIS PROCESS

24 hours

DURATION OR LEAD TIME

2:weeks

PROCESS OWNER CONFIRMATION OF ACCURACY

Yes

PROCESS NAME

Material control and certified goods-in

PRODUCTS AND SERVICES THIS PROCESS DELIVERS

- Aerospace subassembly programme
- Contract machined components

PROCESS OWNER

Quality Manager

DEPENDENCIES, INCLUDING OUTSOURCED PARTS

Certified alloy supplier, goods-in inspection, material traceability records in ERP

HOW DISRUPTION TO THIS PROCESS AFFECTS DELIVERY

Certified stock cannot be released to production; parts made without traceability are unsaleable.

UNACCEPTABLE DISRUPTION POINT — MTPD FOR THIS PROCESS

3 days

DURATION OR LEAD TIME

8:weeks

PROCESS OWNER CONFIRMATION OF ACCURACY

Yes

PROCESS NAME

CNC machining and finishing

PRODUCTS AND SERVICES THIS PROCESS DELIVERS

- Aerospace subassembly programme
- Contract machined components
- Prototype and toolmaking

PROCESS OWNER

Production Supervisor

DEPENDENCIES, INCLUDING OUTSOURCED PARTS

5-axis machining centre, 3-axis mills, compressed air, coolant, CNC programmers

HOW DISRUPTION TO THIS PROCESS AFFECTS DELIVERY

No parts are produced; all four products and services stall behind this step.

UNACCEPTABLE DISRUPTION POINT — MTPD FOR THIS PROCESS

24 hours

DURATION OR LEAD TIME

12:weeks

PROCESS OWNER CONFIRMATION OF ACCURACY

Yes

PROCESS NAME

Inspection, certification and release

PRODUCTS AND SERVICES THIS PROCESS DELIVERS

- Aerospace subassembly programme
- Contract machined components
- Calibration and inspection service

PROCESS OWNER

Quality Manager

DEPENDENCIES, INCLUDING OUTSOURCED PARTS

CMM, calibrated gauges, certification templates, Quality Manager or deputy

HOW DISRUPTION TO THIS PROCESS AFFECTS DELIVERY

Finished parts cannot be released; stock builds but nothing ships.

UNACCEPTABLE DISRUPTION POINT — MTPD FOR THIS PROCESS

24 hours

DURATION OR LEAD TIME

6:weeks

PROCESS OWNER CONFIRMATION OF ACCURACY

Yes

PROCESS NAME

Despatch and customer logistics

PRODUCTS AND SERVICES THIS PROCESS DELIVERS

- Aerospace subassembly programme
- Contract machined components
- Calibration and inspection service

PROCESS OWNER

Commercial Manager

DEPENDENCIES, INCLUDING OUTSOURCED PARTS

Courier contracts, packing area, despatch paperwork

HOW DISRUPTION TO THIS PROCESS AFFECTS DELIVERY

Certified parts sit on the bench and delivery slots are missed.

UNACCEPTABLE DISRUPTION POINT — MTPD FOR THIS PROCESS

3 days

DURATION OR LEAD TIME

1:weeks

PROCESS OWNER CONFIRMATION OF ACCURACY

Yes

ACTIVITY NAME

Production scheduling and order management

PRODUCT / SERVICE AND SUPPORTING PROCESS

Not yet recorded

ACTIVITY OWNER

Commercial Manager

PEAK PERIODS, BACKLOGS AND EXTRA WORK AFTER A DISRUPTION

Monday morning and month-end

IMPACT OVER TIME

Nothing can be promised, scheduled or invoiced. Within one shift the floor is working from memory.

UNACCEPTABLE DISRUPTION POINT — MTPD

24 hours

RECOVERY TARGET — RTO

8 hours

MINIMUM ACCEPTABLE SERVICE LEVEL

Confirm and schedule the current week for the aerospace programme and the top ten part numbers.

TOLERABLE DATA LOSS — RPO

PEOPLE, PREMISES, SYSTEMS AND OTHER RESOURCES

Commercial Manager or Operations Director, ERP/MRP access, customer portal credentials, one laptop

PROCESSES THIS ACTIVITY IS PART OF

- Order intake and production scheduling

PRODUCTS AND SERVICES THIS SUPPORTS

- Aerospace subassembly programme
- Contract machined components
- Calibration and inspection service
- Prototype and toolmaking

OWNER CONFIRMATION OF ACCURACY

Yes

DEPENDENCIES AND SUPPLIER COMMITMENTS

ERP/MRP (cloud), internet connectivity, customer EDI portals

ACTIVITY NAME

Certified material control and goods-in

PRODUCT / SERVICE AND SUPPORTING PROCESS

Not yet recorded

ACTIVITY OWNER

Quality Manager

PEAK PERIODS, BACKLOGS AND EXTRA WORK AFTER A DISRUPTION

Ahead of each aerospace build slot

IMPACT OVER TIME

Certified stock cannot be released; anything made without traceability is scrap.

UNACCEPTABLE DISRUPTION POINT — MTPD

3 days

RECOVERY TARGET — RTO

24 hours

MINIMUM ACCEPTABLE SERVICE LEVEL

Release already-inspected certified stock against the current aerospace slot.

TOLERABLE DATA LOSS — RPO

PEOPLE, PREMISES, SYSTEMS AND OTHER RESOURCES

Quality Manager or trained deputy, goods-in area, traceability records, certificates of conformity

PROCESSES THIS ACTIVITY IS PART OF

- Material control and certified goods-in

PRODUCTS AND SERVICES THIS SUPPORTS

- Aerospace subassembly programme
- Contract machined components

OWNER CONFIRMATION OF ACCURACY

Yes

DEPENDENCIES AND SUPPLIER COMMITMENTS

Certified alloy supplier, ERP traceability records, goods-in inspection equipment

ACTIVITY NAME

Aerospace cell machining

PRODUCT / SERVICE AND SUPPORTING PROCESS

Not yet recorded

ACTIVITY OWNER

Production Supervisor

PEAK PERIODS, BACKLOGS AND EXTRA WORK AFTER A DISRUPTION

Weekly slot, Tuesday to Thursday

IMPACT OVER TIME

The contracted delivery slot is missed; penalties begin at day 4 and the account is at risk.

UNACCEPTABLE DISRUPTION POINT — MTPD

3 days

RECOVERY TARGET — RTO

24 hours

MINIMUM ACCEPTABLE SERVICE LEVEL

One shift per day on the aerospace cell producing the current slot part numbers.

TOLERABLE DATA LOSS — RPO

PEOPLE, PREMISES, SYSTEMS AND OTHER RESOURCES

5-axis machining centre, CNC programmer, certified stock, compressed air, coolant, power

PROCESSES THIS ACTIVITY IS PART OF

- CNC machining and finishing

PRODUCTS AND SERVICES THIS SUPPORTS

- Aerospace subassembly programme

OWNER CONFIRMATION OF ACCURACY

Yes

DEPENDENCIES AND SUPPLIER COMMITMENTS

5-axis machining centre, compressed air plant, CNC programmers, three-phase power

ACTIVITY NAME

General machining and finishing

PRODUCT / SERVICE AND SUPPORTING PROCESS

Not yet recorded

ACTIVITY OWNER

Production Supervisor

PEAK PERIODS, BACKLOGS AND EXTRA WORK AFTER A DISRUPTION

Continuous

IMPACT OVER TIME

Industrial customers exhaust buffer stock at 3–5 days and their lines stop.

UNACCEPTABLE DISRUPTION POINT — MTPD

5 days

RECOVERY TARGET — RTO

2 days

MINIMUM ACCEPTABLE SERVICE LEVEL

Top ten part numbers by volume on the 3-axis mills.

TOLERABLE DATA LOSS — RPO

PEOPLE, PREMISES, SYSTEMS AND OTHER RESOURCES

3-axis mills, operators, tooling, compressed air, power

PROCESSES THIS ACTIVITY IS PART OF

- CNC machining and finishing

PRODUCTS AND SERVICES THIS SUPPORTS

- Contract machined components
- Prototype and toolmaking

OWNER CONFIRMATION OF ACCURACY

Yes

DEPENDENCIES AND SUPPLIER COMMITMENTS

3-axis mills, compressed air plant, tooling stock

ACTIVITY NAME

Inspection and certification release

PRODUCT / SERVICE AND SUPPORTING PROCESS

Not yet recorded

ACTIVITY OWNER

Quality Manager

PEAK PERIODS, BACKLOGS AND EXTRA WORK AFTER A DISRUPTION

End of each build slot

IMPACT OVER TIME

Finished parts cannot be released. Stock builds and nothing ships.

UNACCEPTABLE DISRUPTION POINT — MTPD

3 days

RECOVERY TARGET — RTO

24 hours

MINIMUM ACCEPTABLE SERVICE LEVEL

Inspect and release the current aerospace slot and any overdue customer calibration.

TOLERABLE DATA LOSS — RPO

PEOPLE, PREMISES, SYSTEMS AND OTHER RESOURCES

CMM or calibrated manual gauges, Quality Manager or deputy, certification templates

PROCESSES THIS ACTIVITY IS PART OF

- Inspection, certification and release

PRODUCTS AND SERVICES THIS SUPPORTS

- Aerospace subassembly programme
- Contract machined components
- Calibration and inspection service

OWNER CONFIRMATION OF ACCURACY

Yes

DEPENDENCIES AND SUPPLIER COMMITMENTS

CMM, calibrated gauge set, quality records in ERP

ACTIVITY NAME

Despatch and delivery coordination

PRODUCT / SERVICE AND SUPPORTING PROCESS

Not yet recorded

ACTIVITY OWNER

Commercial Manager

PEAK PERIODS, BACKLOGS AND EXTRA WORK AFTER A DISRUPTION

Thursday and Friday

IMPACT OVER TIME

Certified parts sit on the bench and booked delivery slots are missed. Because despatch serves the aerospace programme, its tolerance cannot exceed that programme's 3-day MTPD.

UNACCEPTABLE DISRUPTION POINT — MTPD

3 days

RECOVERY TARGET — RTO

24 hours

MINIMUM ACCEPTABLE SERVICE LEVEL

Despatch the aerospace slot and any customer-critical orders.

TOLERABLE DATA LOSS — RPO

PEOPLE, PREMISES, SYSTEMS AND OTHER RESOURCES

Packing area, despatch paperwork, courier account, one vehicle

PROCESSES THIS ACTIVITY IS PART OF

- Despatch and customer logistics

PRODUCTS AND SERVICES THIS SUPPORTS

- Aerospace subassembly programme
- Contract machined components
- Calibration and inspection service

OWNER CONFIRMATION OF ACCURACY

Yes

DEPENDENCIES AND SUPPLIER COMMITMENTS

Courier contracts, packing materials, despatch paperwork

ACTIVITY NAME

Customer and supplier communication

PRODUCT / SERVICE AND SUPPORTING PROCESS

Not yet recorded

ACTIVITY OWNER

Operations Director

PEAK PERIODS, BACKLOGS AND EXTRA WORK AFTER A DISRUPTION

Immediately on any disruption

IMPACT OVER TIME

Customers learn of failure from a missed delivery rather than from us, which is what damages the relationship.

UNACCEPTABLE DISRUPTION POINT — MTPD

24 hours

RECOVERY TARGET — RTO

4 hours

MINIMUM ACCEPTABLE SERVICE LEVEL

Contact the aerospace customer and the top five accounts with a position and a next update time.

TOLERABLE DATA LOSS — RPO

PEOPLE, PREMISES, SYSTEMS AND OTHER RESOURCES

Contact list (offline copy), mobile phones, holding statement

PROCESSES THIS ACTIVITY IS PART OF

- Order intake and production scheduling

PRODUCTS AND SERVICES THIS SUPPORTS

- Aerospace subassembly programme
- Contract machined components
- Calibration and inspection service
- Prototype and toolmaking

OWNER CONFIRMATION OF ACCURACY

Yes

DEPENDENCIES AND SUPPLIER COMMITMENTS

Mobile network, offline contact list

WHAT THIS RISK THREATENS

Not yet recorded

SCENARIO / RISK

Failure of the 5-axis machining centre

AFFECTED ACTIVITY AND RESOURCES

Not yet recorded

SOURCE AND EDITION

Management workshop, 3 March 2026 [SIMULATED]

RISK OWNER

Operations Director

LIKELIHOOD, CONSEQUENCES AND EVALUATION

Not yet recorded

EXISTING CONTROLS AND RESIDUAL RISK

Planned maintenance to schedule; condition monitoring on spindle hours; critical spare tooling held. No standby machine.

TREATMENT, DUE DATE AND ACCEPTANCE

Subcontract to Calder Engineering within 48 hours; reschedule non-aerospace work behind the slot.

ASSESSED PRIORITY (MANUAL)

Not yet recorded

LIKELIHOOD

4

CONSEQUENCE

4

OVERRIDE THE CALCULATED RATING

Not yet recorded

WHY YOU ARE OVERRIDING THE CALCULATED RATING

Not yet recorded

CALCULATED RATING

Critical (likelihood 4 × consequence 4 = 16)

SCORING BASIS

Assessed with existing controls in place

WHAT THIS RISK THREATENS

Not yet recorded

SCENARIO / RISK

Cyber incident disabling the ERP/MRP system

AFFECTED ACTIVITY AND RESOURCES

Not yet recorded

SOURCE AND EDITION

Management workshop, 3 March 2026 [SIMULATED]

RISK OWNER

Operations Director

LIKELIHOOD, CONSEQUENCES AND EVALUATION

Not yet recorded

EXISTING CONTROLS AND RESIDUAL RISK

Supplier-managed backups and MFA; staff phishing briefing annually. We have not tested restoration ourselves.

TREATMENT, DUE DATE AND ACCEPTANCE

Work from the daily USB export of open orders and traceability index; paper routing cards for the current slot.

ASSESSED PRIORITY (MANUAL)

Not yet recorded

LIKELIHOOD

3

CONSEQUENCE

5

OVERRIDE THE CALCULATED RATING

Not yet recorded

WHY YOU ARE OVERRIDING THE CALCULATED RATING

Not yet recorded

CALCULATED RATING

Critical (likelihood 3 × consequence 5 = 15)

SCORING BASIS

Assessed with existing controls in place

WHAT THIS RISK THREATENS

Not yet recorded

SCENARIO / RISK

Loss of the certified alloy supply

AFFECTED ACTIVITY AND RESOURCES

Not yet recorded

SOURCE AND EDITION

Management workshop, 3 March 2026 [SIMULATED]

RISK OWNER

Operations Director

LIKELIHOOD, CONSEQUENCES AND EVALUATION

Not yet recorded

EXISTING CONTROLS AND RESIDUAL RISK

Four weeks of buffer stock; quarterly supplier review. Single approved mill only.

TREATMENT, DUE DATE AND ACCEPTANCE

Draw on buffer stock; request customer concession to re-sequence the programme while a second source is approved.

ASSESSED PRIORITY (MANUAL)

Not yet recorded

LIKELIHOOD

3

CONSEQUENCE

4

OVERRIDE THE CALCULATED RATING

Not yet recorded

WHY YOU ARE OVERRIDING THE CALCULATED RATING

Not yet recorded

CALCULATED RATING

High (likelihood 3 × consequence 4 = 12)

SCORING BASIS

Assessed with existing controls in place

WHAT THIS RISK THREATENS

Not yet recorded

SCENARIO / RISK

Extended power outage at the Riverside Works

AFFECTED ACTIVITY AND RESOURCES

Not yet recorded

SOURCE AND EDITION

Management workshop, 3 March 2026 [SIMULATED]

RISK OWNER

Operations Director

LIKELIHOOD, CONSEQUENCES AND EVALUATION

Not yet recorded

EXISTING CONTROLS AND RESIDUAL RISK

Surge protection and UPS on servers and inspection only. No generator sized for machining.

TREATMENT, DUE DATE AND ACCEPTANCE

Move inspection and despatch to generator supply; machining pauses; escalate to subcontract if beyond 24 hours.

ASSESSED PRIORITY (MANUAL)

Not yet recorded

LIKELIHOOD

2

CONSEQUENCE

4

OVERRIDE THE CALCULATED RATING

Not yet recorded

WHY YOU ARE OVERRIDING THE CALCULATED RATING

Not yet recorded

CALCULATED RATING

Medium (likelihood 2 × consequence 4 = 8)

SCORING BASIS

Assessed with existing controls in place

WHAT THIS RISK THREATENS

Not yet recorded

SCENARIO / RISK

Loss of key CNC programmers

AFFECTED ACTIVITY AND RESOURCES

Not yet recorded

SOURCE AND EDITION

Management workshop, 3 March 2026 [SIMULATED]

RISK OWNER

Operations Director

LIKELIHOOD, CONSEQUENCES AND EVALUATION

Not yet recorded

EXISTING CONTROLS AND RESIDUAL RISK

Two of three cross-trained; programs and offsets backed up nightly.

TREATMENT, DUE DATE AND ACCEPTANCE

Subcontractor programs to drawing; reduce to the top ten part numbers.

ASSESSED PRIORITY (MANUAL)

Not yet recorded

LIKELIHOOD

3

CONSEQUENCE

3

OVERRIDE THE CALCULATED RATING

Not yet recorded

WHY YOU ARE OVERRIDING THE CALCULATED RATING

Not yet recorded

CALCULATED RATING

Medium (likelihood 3 × consequence 3 = 9)

SCORING BASIS

Assessed with existing controls in place

WHAT THIS RISK THREATENS

Not yet recorded

SCENARIO / RISK

Flooding of the Riverside Works site

AFFECTED ACTIVITY AND RESOURCES

Not yet recorded

SOURCE AND EDITION

Management workshop, 3 March 2026 [SIMULATED]

RISK OWNER

Operations Director

LIKELIHOOD, CONSEQUENCES AND EVALUATION

Not yet recorded

EXISTING CONTROLS AND RESIDUAL RISK

Flood plan and sandbag store; equipment raised on plinths where practical;
Environment Agency alerts subscribed.

TREATMENT, DUE DATE AND ACCEPTANCE

Evacuate to safety, protect records and certified stock, invoke subcontract and customer rescheduling. No alternative site secured.

ASSESSED PRIORITY (MANUAL)

Not yet recorded

LIKELIHOOD

2

CONSEQUENCE

5

OVERRIDE THE CALCULATED RATING

Not yet recorded

WHY YOU ARE OVERRIDING THE CALCULATED RATING

Not yet recorded

CALCULATED RATING

High (likelihood 2 × consequence 5 = 10)

SCORING BASIS

Assessed with existing controls in place

Recovery design

CONTINUITY CAPABILITY YOU ALREADY HAVE

Before this plan: a standing subcontract with Calder Engineering, four weeks of certified buffer stock, supplier-managed ERP backups, nightly program backups, and a manual gauge set. No documented recovery targets, no exercises, no offline order export.

CONSOLIDATED RESOURCE REQUIREMENTS

Solutions were chosen to reuse what already existed wherever possible. The only genuinely new arrangements are the daily offline export and the monthly contact-list refresh.

BUDGET AND PROCUREMENT REQUIREMENTS

Approximately £4,200 a year: offline export tooling and licences, additional calibration, exercise time. Generator hire and an alternative site are costed but not committed — see improvement actions.

Plan development and agreement

CONSULTATION ON THE DRAFT PLAN AND STRUCTURE

[SIMULATED] Draft plan reviewed by the management team and the employee representative, March 2026.

AGREEMENT OF THE RESPONSE STRUCTURE

[SIMULATED APPROVAL] Response structure approved by the Managing Director, 18 March 2026.

Exercises, assessment and improvement

HOW EACH MEASURE IS PRODUCED

Performance measured by exercise results against stated objectives, by time to contact the aerospace customer, and by the number of open improvement actions past their due date.

WHO PRODUCES THE MEASURES, AND WHO REVIEWS THEM

Operations Director collects; management team reviews monthly.

WHEN MEASURES ARE TAKEN, AND WHEN THEY ARE JUDGED

Monthly at the management meeting; fully at the annual management review.

WHAT THE LATEST RESULTS SHOW

A measure is judged met only where an exercise or a real event demonstrated it, not where an arrangement merely exists.

WHERE THE RESULTS ARE KEPT

Exercise reports, incident logs, contact-list refresh records, calibration certificates.

WHAT GETS CHECKED OVER

Evaluates the continuity arrangements for all four products and services at the Riverside Works site.

WHEN THIS CHECKING HAPPENS

Annual evaluation each August, ahead of the management review.

WHAT PROMPTS A CHECK OUTSIDE THE SCHEDULE

Also triggered by any incident, any change to the aerospace contract, any loss of a single-point dependency, or any change of site.

HOW YOU CHECK SUPPLIERS AND PARTNERS CAN STILL DELIVER

Calder Engineering mobilisation commitment is contractual but has not been exercised end to end. ERP supplier RTO is contractual but untested by us. Both are recorded as open assumptions.

WHAT THE LAST CHECK FOUND, AND WHAT CHANGED

August 2026 evaluation: arrangements effective for equipment and system failure; not demonstrated for premises loss; supplier-stated recovery times not independently verified.

EXERCISE PROGRAMME AND COVERAGE

At least three exercises a year: one desktop scenario, one technical restore test, one communications cascade. A flood walkthrough is added for 2026.

CAPABILITY ASSESSMENT METHOD AND EVIDENCE

Capability assessed against the recovery targets in this plan, using exercise evidence rather than the existence of an arrangement.

PERFORMANCE MEASURES

Three of four planned exercises held; two of three objectives demonstrated; six improvement actions open, none yet overdue.

MAINTENANCE AND CHANGE TRIGGERS

Changes to products, customers, equipment, site or key staff trigger a review of this plan.

PLANNING A CHANGE — PURPOSE AND LIKELY EFFECTS

Planned changes are assessed for continuity impact before they happen. The possible aerospace volume increase from Q1 2027 will be assessed before it is accepted.

PLANNING A CHANGE — RESOURCES AND WHO IS RESPONSIBLE AFTERWARDS

Operations Director assesses continuity impact; Managing Director decides.

NEXT REVIEW DATE

2027-08-05

REVIEWER / APPROVAL AUTHORITY

Managing Director (fictional role holder: P. Nkemelu)

REVIEW DECISION AND EVIDENCE REFERENCE

[SIMULATED APPROVAL] Plan version 1.0 approved by the Managing Director on 5 August 2026. This is illustrative example data; no real approval took place.

Internal audit

Planned, independent checking of whether these arrangements are being followed and are working. It is not an exercise, and it is not the management review recorded below.

WHAT GETS CHECKED, HOW OFTEN, AND WHO RUNS IT

Internal audit of the continuity arrangements once a year, timed before the management review.

WHAT EACH CHECK IS MEASURED AGAINST, AND WHAT IT COVERS

Audited against this plan and the company quality manual.

WHO CARRIES OUT THE CHECKS, AND HOW YOU KEEP THEM OBJECTIVE

Audit carried out by the Quality Manager, who does not own most of the arrangements but does own certification release. That overlap is a limitation to address, not a settled position; an external reviewer is being considered for 2027.

WHO RECEIVES THE RESULTS, AND WHERE THEY ARE KEPT

Findings reported to the management team and carried into the management review.

HOW FINDINGS ARE PUT RIGHT, AND HOW THE FIX IS CONFIRMED

Audit findings become improvement actions with owners and dates, tracked monthly.

INTERNAL AUDIT SUMMARY

[SIMULATED] Internal audit held 22 July 2026. Three findings: contact list not refreshed, aerospace recovery target not met by the subcontract arrangement, ERP restoration not independently tested. All raised as improvement actions.

Exercises

EXERCISE TITLE / SCENARIO

Desktop walkthrough — loss of the 5-axis machining centre

EXERCISE DATE

2026-05-12

EXERCISE LEAD AND PARTICIPANTS

Operations Director

EXERCISE TYPE

Desktop / tabletop

STATUS

Completed

OBJECTIVES AND SUCCESS CRITERIA

Test the decision to invoke the subcontract, the order of communications, and whether the aerospace slot can be held.

EXERCISE SAFEGUARDS AND STOP CRITERIA

Desktop only; no interruption to production and no safety exposure.

OBSERVED RESULTS AND EVIDENCE

[SIMULATED EXERCISE RESULT — illustrative, no real exercise took place]

Subcontract decision taken at 55 minutes against a 2-hour target. Two gaps found: the offline contact list was six weeks out of date, and mobilisation to first cut was estimated at 48 hours against a 24-hour recovery target. Both raised as improvement actions.

EXERCISE TITLE / SCENARIO

Live restore test — order visibility from the USB export

EXERCISE DATE

2026-06-09

EXERCISE LEAD AND PARTICIPANTS

Commercial Manager

EXERCISE TYPE

Live / technical test

STATUS

Completed

OBJECTIVES AND SUCCESS CRITERIA

Prove the current week of orders can be seen and promised from the offline export on a standalone laptop within 4 hours.

EXERCISE SAFEGUARDS AND STOP CRITERIA

Performed outside production hours on a spare laptop; no live system changes.

OBSERVED RESULTS AND EVIDENCE

[SIMULATED EXERCISE RESULT — illustrative] Order visibility restored in 1 hour 40 minutes, inside the 4-hour objective. The export did not include customer delivery addresses, so despatch could not have proceeded from it; raised as an improvement action.

EXERCISE TITLE / SCENARIO

Communications cascade test

EXERCISE DATE

2026-07-21

EXERCISE LEAD AND PARTICIPANTS

Commercial Manager

EXERCISE TYPE

Call cascade

STATUS

Completed

OBJECTIVES AND SUCCESS CRITERIA

Confirm the aerospace customer and top five accounts can be reached within target from the offline list.

EXERCISE SAFEGUARDS AND STOP CRITERIA

No production impact; customers told in advance it was a test.

OBSERVED RESULTS AND EVIDENCE

[SIMULATED EXERCISE RESULT — illustrative] Aerospace customer reached in 35 minutes. Two of the five industrial accounts had changed their primary contact. Contact list refresh raised as an improvement action.

EXERCISE TITLE / SCENARIO

Flood response walkthrough

EXERCISE DATE

2026-09-15

EXERCISE LEAD AND PARTICIPANTS

Operations Director

EXERCISE TYPE

Desktop / tabletop

STATUS

Planned

OBJECTIVES AND SUCCESS CRITERIA

Walk through evacuation, protection of certified stock and records, and customer rescheduling for a Flood Zone 2 event.

EXERCISE SAFEGUARDS AND STOP CRITERIA

Desktop only.

OBSERVED RESULTS AND EVIDENCE

Not yet held — scheduled for 15 September 2026.

Improvement actions

FINDING AND CORRECTIVE ACTION

Close the 24-hour gap between the aerospace recovery target and 48-hour subcontract mobilisation

WHAT CAUSED IT

The recovery target was set from the customer contract; the subcontractor mobilisation time was accepted without testing whether it met that target. The two were never compared until the 12 May 2026 walkthrough.

WHETHER THE SAME WEAKNESS EXISTS ELSEWHERE

Yes — the same reasoning applies to General machining and finishing, where the 2-day target has also never been proven end to end.

ACTION OWNER

Operations Director

DUE DATE

2026-11-30

STATUS

Open

CLOSURE EVIDENCE AND VERIFICATION

Desktop walkthrough 12 May 2026 [SIMULATED]; timing check in this plan flags achievable 48 hours against RTO 24 hours.

FINDING AND CORRECTIVE ACTION

Refresh the offline contact list monthly and verify it in each exercise

WHAT CAUSED IT

The export was set up once and never scheduled. Nobody owned the refresh, so it aged six weeks.

WHETHER THE SAME WEAKNESS EXISTS ELSEWHERE

Yes — the same single-export-never-refreshed pattern applies to the printed traceability file.

ACTION OWNER

Commercial Manager

DUE DATE

2026-10-15

STATUS

Open

CLOSURE EVIDENCE AND VERIFICATION

Desktop walkthrough 12 May 2026 and communications cascade 21 July 2026
[SIMULATED]

FINDING AND CORRECTIVE ACTION

Add customer delivery addresses to the daily offline export

WHAT CAUSED IT

The export was specified around order visibility for scheduling; despatch was not considered when its contents were agreed.

WHETHER THE SAME WEAKNESS EXISTS ELSEWHERE

Yes — worth checking whether the export also omits anything inspection needs.

ACTION OWNER

Commercial Manager

DUE DATE

2026-10-31

STATUS

Open

CLOSURE EVIDENCE AND VERIFICATION

Live restore test 9 June 2026 [SIMULATED]

FINDING AND CORRECTIVE ACTION

Independently test restoration of the ERP/MRP system rather than relying on the supplier statement

WHAT CAUSED IT

The contracted RTO of 4 hours was taken from the supplier contract and recorded as though it were verified capability.

WHETHER THE SAME WEAKNESS EXISTS ELSEWHERE

Yes — the same applies to any supplier-stated recovery time in this plan.

ACTION OWNER

Operations Director

DUE DATE

2027-01-31

STATUS

Open

CLOSURE EVIDENCE AND VERIFICATION

Dependency register entry for the ERP/MRP system records that restoration has not been tested by us.

FINDING AND CORRECTIVE ACTION

Secure an alternative site arrangement or accept and document the flood exposure

WHAT CAUSED IT

No alternative premises has ever been sought; the plan relies on subcontracting and customer rescheduling for an event that could stop the site for months.

WHETHER THE SAME WEAKNESS EXISTS ELSEWHERE

No — specific to premises.

ACTION OWNER

Managing Director

DUE DATE

2027-03-31

STATUS

Open

CLOSURE EVIDENCE AND VERIFICATION

Flooding risk assessed High (2x5=10); dependency register records no alternative site secured.

FINDING AND CORRECTIVE ACTION

Approve a second certified alloy source

WHAT CAUSED IT

Single approved mill accepted historically on price and quality; the 8-week lead time exceeds the four weeks of buffer stock held.

WHETHER THE SAME WEAKNESS EXISTS ELSEWHERE

No.

ACTION OWNER

Quality Manager

DUE DATE

2027-02-28

STATUS

Open

CLOSURE EVIDENCE AND VERIFICATION

Dependency register: 8-week lead time against 4 weeks of buffer stock.

Management review

A record that management reviews took place and what they concluded (ISO 22301 9.3). It is not an approval by this software, and it is not evidence that the management system conforms — that requires an independent assessment.

WHEN LEADERSHIP REVIEWS THE ARRANGEMENTS

Management review annually each August, chaired by the Managing Director.

DATE OF THE REVIEW

2026-08-05

WHO TOOK PART

Managing Director, Operations Director, Quality Manager, Commercial Manager, Production Supervisor

PERIOD COVERED

March to July 2026

CHAired BY

Managing Director

WHAT HAPPENED TO THE ACTIONS FROM LAST TIME

First review of this plan; no prior actions carried forward.

WHAT HAS CHANGED AROUND THE ORGANISATION

Aerospace customer signalled a possible volume increase from Q1 2027, which would tighten the weekly slot further.

PERFORMANCE AND TRENDS

Three exercises held against a plan of four. Order visibility restored in 1h40 against a 4-hour objective. Aerospace customer contacted in 35 minutes against a 2-hour target.

WHAT EXERCISING AND CHECKING SHOWED

Desktop walkthrough 12 May 2026; live restore test 9 June 2026; communications cascade 21 July 2026. Flood walkthrough scheduled 15 September 2026. [ALL SIMULATED]

WHAT THE IMPACT ANALYSIS AND RISK WORK SAYS NOW

Impact assessment reviewed; MTPDs unchanged. Risk register reviewed; machining-centre failure and cyber incident both remain Critical.

WHAT OTHERS HAVE TOLD YOU

Aerospace customer expects notification within 24 hours; employees asked for clearer welfare arrangements during extended disruption.

RISKS OR ISSUES NOT PROPERLY DEALT WITH BEFORE

Flooding of the site remains High with no alternative premises secured. Power supply cannot support machining under generator.

NEAR-MISSES AND DISRUPTIONS: WHAT WAS LEARNED AND WHAT WAS DONE

One four-hour ERP outage in June 2026 recovered by the supplier within contract; offline export was not needed but was not tested at the time either.

WAYS THE ARRANGEMENTS COULD BE MADE BETTER

Cross-train a third CNC programmer on the aerospace cell; consider a shared standby machine arrangement with Calder.

CHANGES NEEDED TO HOW CONTINUITY IS MANAGED

Recovery target for aerospace cell machining to be either met by a faster arrangement or formally revised with the customer.

WHAT WAS DECIDED

[SIMULATED APPROVAL] Plan version 1.0 adopted as the baseline. Six improvement actions approved with named owners and dates. Aerospace recovery-target gap accepted as an open risk until November 2026, with the customer to be informed at the next contract review.

CHANGES TO WHAT THE ARRANGEMENTS COVER

None. Eastgate subsidiary remains out of scope.

WHAT MUST NOW BE UPDATED

Update the dependency register once the ERP restoration test is complete.

CHANGES TO PROCEDURES AND CONTROLS

Offline contact list refresh moved to a monthly scheduled task with a named owner.

HOW YOU WILL CHECK THAT CONTROLS ARE EFFECTIVE

Controls judged effective for equipment and system failure; not yet demonstrated for premises loss.

WHO OWNS THE FOLLOW-UP

Operations Director

FOLLOW-UP ACTIONS AND DATES

Actions reviewed at the monthly management meeting; next full review August 2027.

WHO WAS TOLD THE OUTCOME, AND HOW

Summary circulated to all staff 12 August 2026 [SIMULATED]

WHERE THE FULL RECORD IS KEPT

Management review minutes 2026-08-05 [SIMULATED]

Management checks

Checks on the management content of this plan. They look for answers that do not sit together — not for missing optional fields — and they are not a measure of compliance or adequacy.

No management checks outstanding.

For human review

These are not faults. Only a person can judge them.

- Management review dated 2026-08-05 — check the evidence reference points to a record a reader could find.
- Check that what your last review of plans and capability found has actually been acted on.

Guidance crosswalk and evidence

BCI Good Practice Guidelines 2018

PP1–PP6; supplied addendum — Six linked stages; impact analysis, recovery solutions, usable plans and validation.

The 2018 edition and its supplied addendum form this app's selected roadmap. No BCI endorsement or certification is implied.

Review notes: Not yet recorded

ISO 22300:2021

Clause 3.1 — Consistent use of continuity, recovery, incident and risk terminology.

Help text is written in plain English; consult the licensed source for formal definitions.

Review notes: Not yet recorded

ISO 22301:2019

4–7; 8.2–8.6; 9–10 — Scope, leadership, objectives, competence, BIA, solutions, response, exercises, review and correction.

This is a planning crosswalk, not a complete clause-by-clause conformity assessment.

Review notes: Not yet recorded

ISO 22320:2018

5.2–5.3; 6.2–6.3 — Command roles, incident objectives, shared situation reports, resources and partner coordination.

Requires operational procedures and demonstrated coordination beyond written entries.

Review notes: Not yet recorded

ISO 22325:2016

4–6 — Assessment scope, evidence collection, findings and improvement actions.

No ISO capability level is calculated by this app. A separate evidence-based assessment is needed.

Review notes: Not yet recorded

ISO 22361:2022

5–9 — Crisis escalation, strategic leadership, decisions, welfare, communication and learning.

A crisis can extend beyond service recovery; retain leadership judgement and strategic review.

Review notes: Not yet recorded

ISO 31000:2018

5; 6.2–6.7 — Risk criteria, analysis, evaluation, treatment, ownership, consultation and review.

Local evidence and agreed acceptance criteria drive decisions; consider each country and location in scope.

Review notes: Not yet recorded

GCS Emergency planning framework (2018)

Plan; Rehearse; Implement; Maintain; Evaluate; Recover — Audiences, messages, channels, spokespeople, reporting, feedback and recovery communication.

Optional communications reference originating in the UK. Use transferable communication practices only; it does not impose national requirements.

Review notes: Not yet recorded

Outstanding planning checks

Automated checks identify missing entries and selected inconsistencies. They do not assess evidence quality or complete regulatory coverage.

- Certified material control and goods-in: recovery solution not recorded as tested with evidence.
- Aerospace cell machining: solution exceeds the recovery target.
- Aerospace cell machining: recovery solution not recorded as tested with evidence.
- General machining and finishing: recovery solution not recorded as tested with evidence.
- Inspection and certification release: recovery solution not recorded as tested with evidence.
- Despatch and delivery coordination: recovery solution not recorded as tested with evidence.
- Open improvement: Close the 24-hour gap between the aerospace recovery target and 48-hour subcontract mobilisation
- Open improvement: Refresh the offline contact list monthly and verify it in each exercise
- Open improvement: Add customer delivery addresses to the daily offline export
- Open improvement: Independently test restoration of the ERP/MRP system rather than relying on the supplier statement
- Open improvement: Secure an alternative site arrangement or accept and document the flood exposure
- Open improvement: Approve a second certified alloy source

Roadmap: BCI GPG 2018 and supplied supporting guidance. Check applicable editions and jurisdiction before approval. The full planning pack contains the source crosswalk.