

SITE SURVEY REPORT

Business Impact Analysis

Prepared for	Elmbridge Wholesale Foods Ltd
Date	14 Oct 2026
Site	Harrowfield Park, Swindon
Prepared by	J. Ashworth

FORM

Business Impact Analysis**1. Scope of the analysis**

Project	Harrowfield Park, Swindon: business impact analysis, distribution centre (completed example)
Site or premises address	Unit 4, Harrowfield Park, Swindon SN3
Organisation	Elmbridge Wholesale Foods Ltd
Location (GPS)	51.5690, -1.7312
Date of the analysis	14 Oct 2026
Completed by	J. Ashworth
BIA reference and version	BIA-EXAMPLE-SWI-03, version 2
Business unit, department or service analysed	Swindon distribution centre
Business continuity lead	J. Ashworth (health, safety and continuity lead)
Senior sponsor who approves the results	M. Pryce (operations director)
In scope	Order processing, chilled picking and despatch, and payroll at the Swindon site.
Out of scope, and why	Ambient warehouse and purchasing: analysed in the spring BIA and unchanged since.
Reason for this analysis	Review after a change to the service
Standard or framework you work to	Own continuity policy, written with ISO 22301 in mind
Next review due	30 Apr 2027

How this form scores impact. Each activity is rated 1 to 5 (1 Insignificant, 2 Minor, 3 Moderate, 4 Significant, 5 Catastrophic, the scale used in the NHS England BIA template) for four kinds of impact at 4 hours, 24 hours, 72 hours and 1 week. The form treats a rating of 4 or 5 as not acceptable. The first time point that reaches 4 sets the priority: 1 (4 hours) to 4 (1 week), and 5 if no rating reaches 4 within a week. The time points, the threshold and the priority bands are this form's own scoring, not a standard. Change your policy, not the ratings, if they do not fit.

This BIA supports a business continuity management system record. It does not certify conformity with ISO 22301 or any other standard.

2. Activities

Activities 1: Pick and despatch chilled orders

Activity	Pick and despatch chilled orders
Product or service it delivers	Next-day chilled deliveries to care homes and schools
Activity owner	D. Mensah (transport and despatch manager)
Deputy	L. Carver
Where it is done	Chilled hall and loading bays 1 to 4
Busy periods when disruption would hurt more	Monday and Thursday mornings, and the two weeks before Christmas.

Dependencies 1: Equipment or vehicle

Type	Equipment or vehicle
What it is	Six refrigerated delivery vans
Single point of failure?	No
Alternative or fallback	Two spare vans at the Chippenham depot; refrigerated hire agreement with a local hire firm.

Dependencies 2: IT system or data

Type	IT system or data
What it is	Warehouse management system (pick lists and labels)
Single point of failure?	Yes
Alternative or fallback	Printed pick lists from the 05:00 order report; handwritten labels.

Dependencies 3: Utility (power, water, gas)

Type	Utility (power, water, gas)
What it is	Mains power to the chilled hall
Single point of failure?	Yes
Alternative or fallback	None on site. Chilled stock can be held in the vans for a short time.
Single points of failure	2

This activity has a single point of failure. Record a fallback for it, or an action to remove it.

Financial impact after 4 hours	2 Minor
Financial impact after 24 hours	3 Moderate
Financial impact after 72 hours	4 Significant
Financial impact after 1 week	5 Catastrophic
Customer and service impact after 4 hours	4 Significant
Customer and service impact after 24 hours	5 Catastrophic
Customer and service impact after 72 hours	5 Catastrophic
Customer and service impact after 1 week	5 Catastrophic
Legal and regulatory impact after 4 hours	2 Minor
Legal and regulatory impact after 24 hours	3 Moderate
Legal and regulatory impact after 72 hours	4 Significant
Legal and regulatory impact after 1 week	4 Significant
Reputational impact after 4 hours	3 Moderate
Reputational impact after 24 hours	4 Significant
Reputational impact after 72 hours	5 Catastrophic
Reputational impact after 1 week	5 Catastrophic
Highest impact at 4 hours	4
At 24 hours	5
At 72 hours	5
At 1 week	5
Peak impact (1 to 5)	5
Priority (1 highest)	1
Impact becomes unacceptable	Within 4 hours
Maximum tolerable period of disruption (hours)	4
Recovery time objective (hours)	2
Recovery point objective (hours of data)	1
Staff normally doing this	14

Minimum staff to run it at the minimum level	6
Minimum acceptable level of service	Deliveries to care homes and schools only; restaurants moved to the next day.
Minimum premises, IT, information and supplies	Two loading bays, three vans, printed pick lists, a phone for each driver.
Workaround while normal resources are lost	Print pick lists from the 05:00 order report kept on the despatch office laptop; pick by hand with handwritten labels; drivers phone the office at each drop.
Workaround tested?	Not tested

The workaround has not been tested, so the RTO is an assumption. Plan an exercise.

Uses an alternative site?	No
Assumptions and evidence	Ratings agreed with D. Mensah on 14 October. Customer impact is 4 within 4 hours because care homes have no chilled stock buffer. Finance not yet consulted on the financial figures.

Activities 2: Process customer orders

Activity	Process customer orders
Product or service it delivers	Orders from the web portal, phone and email
Activity owner	R. Okoro (customer service manager)
Deputy	T. Haines
Where it is done	First floor office
Busy periods when disruption would hurt more	Order cut-off at 14:00 each day.

Dependencies 1: IT system or data

Type	IT system or data
What it is	Web order portal (hosted by a supplier)
Single point of failure?	No
Alternative or fallback	Orders taken by phone and email onto the order template.

Dependencies 2: Telephony

Type	Telephony
What it is	Hosted phone system

Single point of failure?	No
Alternative or fallback	Calls diverted to customer service mobiles.

Dependencies 3: Supplier or outsourced service

Type	Supplier or outsourced service
What it is	Portal hosting company
Single point of failure?	No
Alternative or fallback	Phone and email orders.
Supplier contact or contract reference	Contract HOST-EXAMPLE-22
Supplier recovery time stated in the contract	8 hours
Single points of failure	0
Financial impact after 4 hours	2 Minor
Financial impact after 24 hours	3 Moderate
Financial impact after 72 hours	4 Significant
Financial impact after 1 week	5 Catastrophic
Customer and service impact after 4 hours	3 Moderate
Customer and service impact after 24 hours	4 Significant
Customer and service impact after 72 hours	5 Catastrophic
Customer and service impact after 1 week	5 Catastrophic
Legal and regulatory impact after 4 hours	1 Insignificant
Legal and regulatory impact after 24 hours	1 Insignificant
Legal and regulatory impact after 72 hours	2 Minor
Legal and regulatory impact after 1 week	3 Moderate
Reputational impact after 4 hours	2 Minor
Reputational impact after 24 hours	3 Moderate
Reputational impact after 72 hours	4 Significant
Reputational impact after 1 week	5 Catastrophic
Highest impact at 4 hours	3

At 24 hours	4
At 72 hours	5
At 1 week	5
Peak impact (1 to 5)	5
Priority (1 highest)	2
Impact becomes unacceptable	Between 4 and 24 hours
Maximum tolerable period of disruption (hours)	24
Recovery time objective (hours)	8
Recovery point objective (hours of data)	1
Staff normally doing this	9
Minimum staff to run it at the minimum level	4
Minimum acceptable level of service	Orders from existing customers only, by phone and email.
Minimum premises, IT, information and supplies	Four laptops with the order template, two mobiles with the customer list, access to the stock report.
Workaround while normal resources are lost	Staff work from home on company laptops. Phone and email orders are keyed into the order template and uploaded when the portal is back.
Workaround tested?	Tested in an exercise
When	17 Sep 2026
Uses an alternative site?	Yes
Alternative site	Chippenham depot meeting room
Alternative site location (GPS)	51.4612, -2.1179
Assumptions and evidence	Exercise on 17 September: orders kept flowing after 90 minutes. Supplier recovery time of 8 hours taken from the hosting contract.

Activities 3: Payroll

Activity	Payroll
Product or service it delivers	Weekly pay for warehouse staff, monthly pay for office staff
Activity owner	S. Whitlock (finance manager)
Deputy	None named
Where it is done	Finance office

Busy periods when disruption would hurt more

Thursday for the weekly pay run; the last working day of the month.

Dependencies 1: IT system or data

Type	IT system or data
What it is	Payroll software and bank upload
Single point of failure?	No
Alternative or fallback	Payroll bureau can run a copy of last week's pay.

Dependencies 2: People or skills

Type	People or skills
What it is	One trained payroll clerk
Single point of failure?	Yes
Alternative or fallback	None. The finance manager has not run a pay run.
Single points of failure	1

This activity has a single point of failure. Record a fallback for it, or an action to remove it.

Financial impact after 4 hours	1 Insignificant
Financial impact after 24 hours	1 Insignificant
Financial impact after 72 hours	2 Minor
Financial impact after 1 week	3 Moderate
Customer and service impact after 4 hours	1 Insignificant
Customer and service impact after 24 hours	1 Insignificant
Customer and service impact after 72 hours	1 Insignificant
Customer and service impact after 1 week	1 Insignificant
Legal and regulatory impact after 4 hours	1 Insignificant
Legal and regulatory impact after 24 hours	2 Minor
Legal and regulatory impact after 72 hours	3 Moderate
Legal and regulatory impact after 1 week	4 Significant
Reputational impact after 4 hours	1 Insignificant

Reputational impact after 24 hours	2 Minor
Reputational impact after 72 hours	3 Moderate
Reputational impact after 1 week	4 Significant
Highest impact at 4 hours	1
At 24 hours	2
At 72 hours	3
At 1 week	4
Peak impact (1 to 5)	4
Priority (1 highest)	4
Impact becomes unacceptable	Between 72 hours and 1 week
Maximum tolerable period of disruption (hours)	120
Recovery time objective (hours)	120

The recovery time objective is not shorter than the maximum tolerable period of disruption. Set a shorter RTO that leaves time to complete recovery (DWP business impact analysis guide).

Staff normally doing this	2
Minimum staff to run it at the minimum level	1
Minimum acceptable level of service	Pay everyone the same as last week, correct the differences later.
Minimum premises, IT, information and supplies	One trained person, payroll software, the bank upload.
Workaround while normal resources are lost	Ask the payroll bureau to repeat last week's pay file and correct it the following week.
Workaround tested?	No workaround

The workaround has not been tested, so the RTO is an assumption. Plan an exercise.

Assumptions and evidence	The bureau option is in their terms but has never been used. RTO set equal to the MTPD by the owner; to be revisited.
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3. Summary and review

Activities analysed	3
Priority 1 or 2 (unacceptable within 24 hours)	2

RTO not shorter than MTPD	1
Workarounds not tested	2
Single points of failure	3
Highest peak impact	5
Recovery order agreed	1. Chilled picking and despatch. 2. Customer orders. 3. Payroll.
Every activity has a named owner who agreed the ratings	Acceptable
Financial ratings checked with finance	Action needed
What needs doing, or why not checked	Financial ratings for chilled despatch not yet checked with finance. S. Whitlock to review by 30 October.
Legal, regulatory and contract duties checked with whoever holds them	Acceptable
IT has confirmed it can restore the systems within each RTO	Action needed
What needs doing, or why not checked	IT has not confirmed the 2-hour RTO for printing pick lists if the warehouse system is down.
Key suppliers' own recovery times are known and fit the RTOs	Acceptable
Busy periods and seasonal peaks considered	Acceptable
Dependencies between activities recorded	Acceptable
Single points of failure have a fallback or an action	Action needed
What needs doing, or why not checked	Payroll depends on one clerk and the chilled hall has no backup power. Actions below.
Results compared with the current business continuity plan	Acceptable
Results approved by the senior sponsor	Not checked
What needs doing, or why not checked	To go to M. Pryce once the actions are done.
Review checks needing action	3
Acceptable	6
Not checked	1

4. Actions and approval

Items needing action	4
Result	Action needed before the results are approved

Actions 1: Set a payroll RTO shorter than the 120-hour MTPD (72 hours proposed) and train the finance manager to run a pay run.

Action	Set a payroll RTO shorter than the 120-hour MTPD (72 hours proposed) and train the finance manager to run a pay run.
Priority	Before approval
Who will do it	S. Whitlock
Due by	6 Nov 2026
Status	Open

Actions 2: Test the printed pick list workaround in a 2-hour exercise with the 05:00 report.

Action	Test the printed pick list workaround in a 2-hour exercise with the 05:00 report.
Priority	Within 1 month
Who will do it	D. Mensah
Due by	13 Nov 2026
Status	In progress

Actions 3: Get a quote for a generator connection for the chilled hall.

Action	Get a quote for a generator connection for the chilled hall.
Priority	Before the next review
Who will do it	Facilities, K. Brennan
Due by	29 Jan 2027
Status	Open
Actions still open	3
Decision	Approved once the listed actions are done
Date of the next review	30 Apr 2027

Summary for the sponsor

Three activities analysed. Chilled despatch is priority 1: care homes feel it within 4 hours. Orders are priority 2 and the workaround was proven in September. Payroll RTO equals its MTPD and relies on one person; fix both before approval.

Business continuity lead name

J. Ashworth

Business continuity lead signature

J. Ashworth

Senior sponsor name

M. Pryce

Senior sponsor signature

M. Pryce
