

Process: Enablers
Title: Business Continuity Plan

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Amey
SHEFFIELD HIGHWAYS MAINTENANCE PFI PROJECT
Business Continuity Plan

Purpose:

This Business Continuity Plan is a record of processes to ensure that the management of the commission delivers the client's requirements. It is a unique working document to provide guidance and direction for the effective management of the above commission.

The Business Continuity Plan identifies those practices, resources, activities, controls and procedures to be used on the commission to deliver client and stakeholders satisfaction and comply with the corporate management system.

Original Issue Date:
 Author by: Highways Maintenance Manager (Amey)

Original Issue Date:
 Owned by: Highway Manager (Amey)

Original Issue Date:
 Approved by: Project Director (Amey)

Original Issue Date:
 Authorised by: Quality Manager (Amey)

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RECORD OF REVIEW / REVISIONS

This Plan shall be reviewed at periods not exceeding six (6) months and updated accordingly. The reviews, including nil returns, shall be noted below.

Date	Topic of Change	Section(s) Changed	Rev No.	Approved	Reviewed
Jul 11	First Issue (ISRS Submission)	All	00	PD	HM

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Index of Revisions

Date	Part	Index	Identification
Oct 10	Part 1	Section 1 – Introduction	02
		1.1 – Pull-Out Guide to The Overall Process	01
		Section 2 – Initial Response Section	00
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		2.2 – Damage / Impact Assessment	00
		2.3 – Incident Decision Making Flowchart – Quick Guide	01
		2.4 – Incident Type / threat & Impacts	00
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		3.6 – Maintenance operations (Reactive Cat 1 defects)	00
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		3.12 – Maintenance Operations (Reactive Cat 1 defects)	00
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Please Note: The Business Continuity Plan is divided into three Parts and Appendix A & B, detailed below. To view the information required, please select the appropriate link:

PART 1

**Introduction
Initial Response
The Role of Gold, Silver, Bronze
Process Recovery**

PART 2

Reference Section

PART 3

Administration of the BCMP

APPENDIX A

INFORMATION ON 'SWINE FLU'

APPENDIX B

IT DISASTER RECOVERY PLAN

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Sheffield Highways Maintenance PFI Project

Business Continuity Plan

Part 1

Introduction, Initial Response & Process Recovery

**“Respond immediately, communicate effectively,
create time for recovery and provide continuity of
service”**

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Business Continuity Management Plan Part 1 - Contents Page

Section	Description	Page(s)
1	Introduction	
1.1	Pull-Out Guide to the Overall Process	
2	Initial Response	
2.1	Initial Response Flow Chart	
2.2	Damage / Impact Assessment Form	
2.3	Decision Making – Quick Guide	
2.4	Incident /Threat – Types and Impacts	
3.	Process Recovery	
3.1	Gold, Silver, Bronze Composition	
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3.4	How to use the Process Recovery Tables (Silver +)	
3.5	KEY PROCESS – Response to Emergencies	
3.6	KEY PROCESS – Maintenance of Operations (Cat 1 defects)	
3.7	KEY PROCESS – Financial Management and Business Systems	
3.8	KEY PROCESS – IT Systems and Software	
3.9	Bronze Level Response	
3.10	How to use the Process Recovery Tables (Bronze)	
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3.12	KEY PROCESS – Maintenance of Operations (Cat 1 Defects)	
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3.14	KEY PROCESS – IT Systems and Software	
3.15	Key Contractors' Information	

Section	Description	Page(s)
4	Staff Loss	
4.1	Introduction	
4.2	Responses to Staff Loss	
4.3	Pandemic Threat Vaccinations/Anti-virus	
4.4	Further risk mitigation measures	
5	Gold, Silver, Bronze	
5.1	Gold, Silver, Bronze Structure	
5.2	Gold, Silver, Bronze Team Composition	

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PART 1

SECTION 1

INTRODUCTION

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1. Introduction

Some disruption is likely to occur during the normal operation of any business and will, on most occasions, be resolved within the standard operational framework. However, there could be a more significant potential impact arising from outcome-based threats such as:

- **Building Loss**
- **Building Denial**
- **Phone Loss**
- **Data Comms Loss** - used to refer to items such as fax, email, operational and business specific applications.
- **System Failure** - relates to any error occurring on the Sheffield operating and systems environment that should be managed out and brought back on line by Amey staff.
- **Group Systems Failure** - relates to any error occurring on Amey Group IT Systems and software, which will affect all the local Amey Contract Sites. These errors will be managed by Amey Group IT, with the help of local Amey support where applicable.
- **Power Loss**
- **Staff Loss** – this includes losses resulting from pandemic influenza.

Amey is inherently resilient due to the fact that its services are delivered from a number of offices and depots throughout the City of Sheffield. However, to provide demonstrable robustness and give confidence in its ability to ensure operational continuity, Amey has developed a recovery strategy to be implemented should any of the threats outlined above occur. This strategy is defined in this Business Continuity Plan (BCP).

This plan identifies the likely threats or events which would impact on Amey's ability to deliver key processes as required under the Contract, and details the actions necessary to maintain or restore those key processes.

Key Processes

There are seven core processes vital to the successful operation of the Sheffield PFI Commission. Of these seven, four are critical (or key processes) which need to be maintained / provided with the highest priority:

- **Response to Emergency Incidents**
- **Maintenance Operations (Reactive Category 1 Defects)**
- **Financial Management and Business Systems**
- **IT Systems and Software (Amey)**

While still important, 'Routine and Cyclic Maintenance' and 'Planned Scheme Delivery' are not considered critical to keeping the Project Network operational. Recovery Time Objective Tables for these processes are available in the main BCP Part 2.

In most instances, situations will be resolved by sound management and decision-making at the Section or Area Level. These levels are sometimes characterised as Bronze and Silver. In very infrequent circumstances it may be necessary to invoke all the provisions of this Plan, including

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implementation of a Gold Control or strategic decision-making capability. For a full explanation of Gold/Silver/Bronze levels, see BCP Part 1, Section 5.

The Sheffield PFI Senior Management Team are the owners of the business continuity management process and will appoint staff from within the Contract area and other areas (as appropriate); key contractors; and stakeholders, to support the effective operation, maintenance and testing of the Plan.

In any business continuity emergency, the 'Initial Response' procedure in BCP Part 1, Section 2 (below) should be activated.

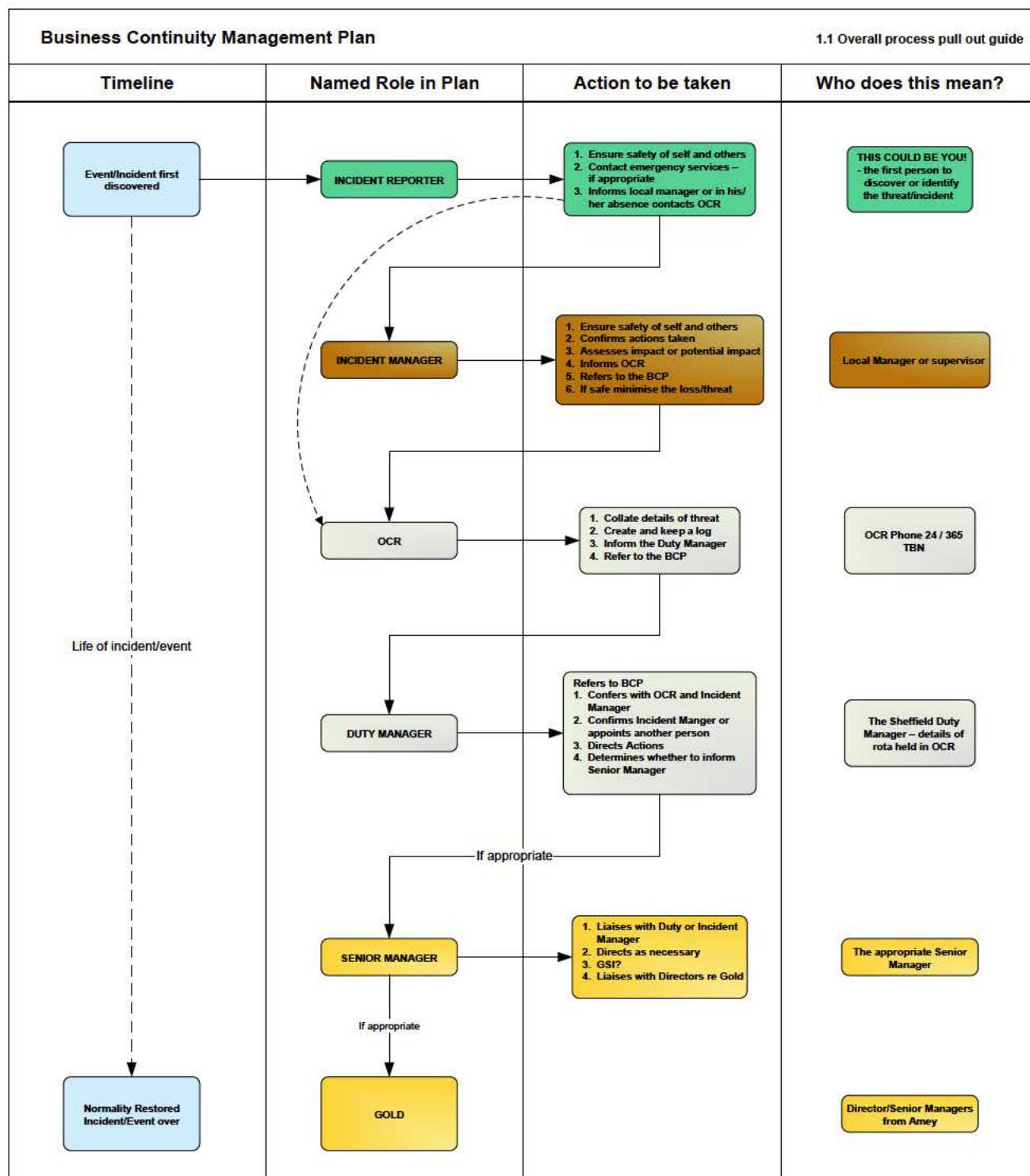
To keep the Plan straightforward, key staff are referred to by job title. For current job holders and contact details please refer to BCP Part 2, Reference Section.

This document is intended as a resource for anyone who is called upon to take action to respond to a "Business Continuity" event. The reader should locate the pages that are appropriate to the individual the circumstances, extract them from the plan, and use them to make notes and prompt actions.

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PART 1

SECTION 2

INITIAL RESPONSE

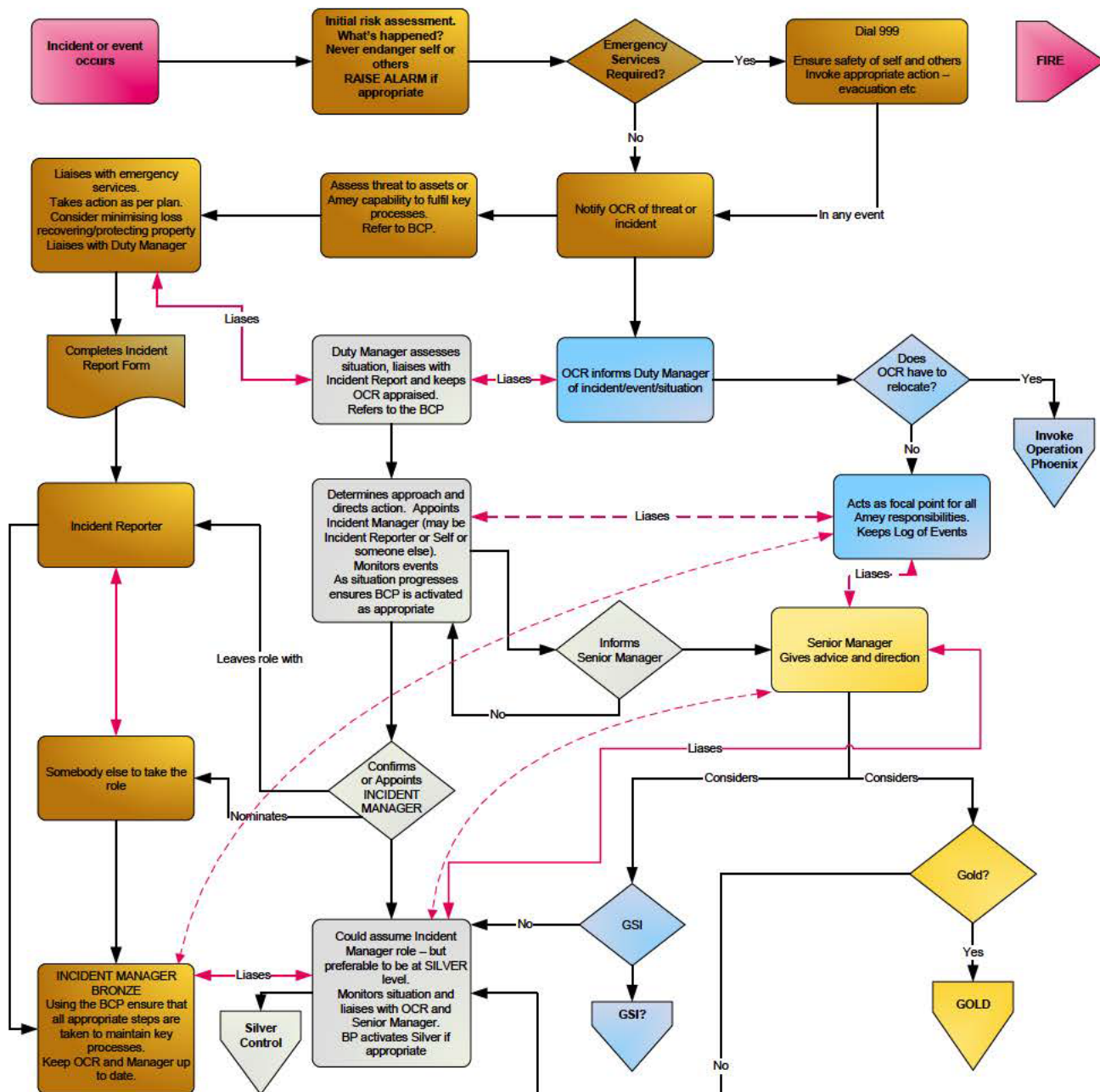
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ONGOING ACTIVITY
 Monitor Threat Levels, weather conditions and other potentially impactful events
 RISK ASSESSMENT – Does Amey need to take any measure? EG place call-out staff on heightened alert?

SHEFFIELD PFI
 Business Continuity Plan
 2.1 Initial response flow chart

KEY	Incident reporter/ Incident Manager actions	OCR actions	Duty Manager actions	Senior Manager actions
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2.2 *Damage / Impact Assessment*

Please note that the entire damage assessment process should be viewed as reiterative throughout the duration of the incident. The crisis situation will not necessarily remain static, and actions may be required in the middle of the crisis that were not obvious at the beginning (ie GSI status).

1. The designated Incident Manager appointed for the incident will assess the initial damage and the extent of the incident (NB: In the event of the Incident Manager being delayed in arriving at the incident site, the person who discovered the incident may be requested to undertake the following damage assessment and report to the OCR).
2. Please complete the initial damage assessment form overleaf and feed the information back to the OCR/Duty Manager/Senior Manager.

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Business Continuity Plan

Date & Time Incident Occurred	Location of Incident
-------------------------------	----------------------

What has happened?

Geographical Areas of Impact:

Potential/Actual Operational Areas of Impact:

Size of Area Affected:

Number of People Estimated to be Involved/Affected	Forecast Duration of Incident
--	-------------------------------

Any potential additional seasonal impact, ie Winter, Flooding, etc?

Is this Incident a GSI (Group Significant Incident)? Yes / No / Unclear at present (delete)

Other General Information and Notes:

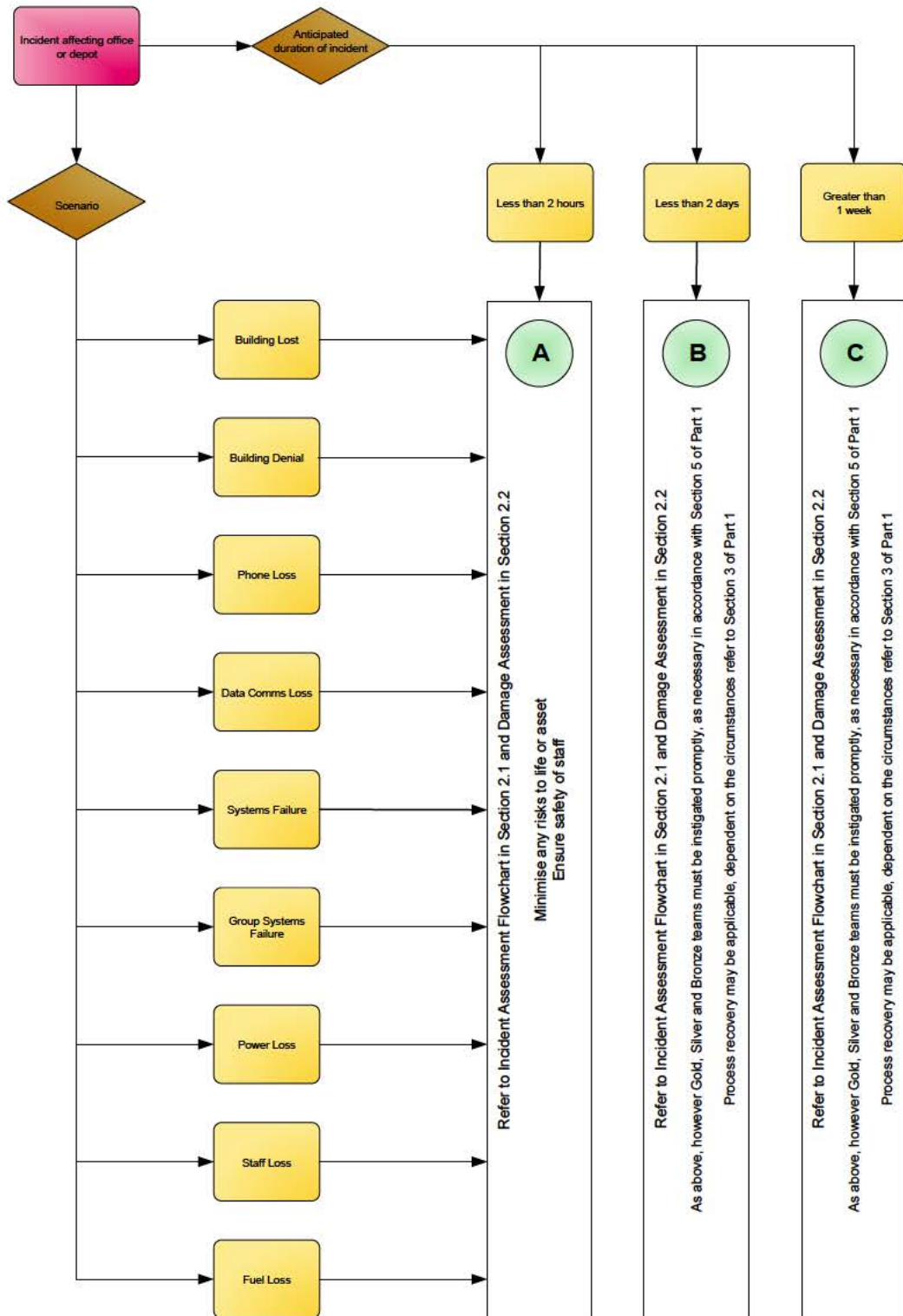
Date & Time of Assessment	Completed by:
---------------------------	---------------

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2.3 Incident Decision Making Flowchart – Quick Guide

Incident Decision Making Flowchart – Quick Guide



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2.4 Incident Type / Threat & Impacts

All incidents have been categorised under the following main headings: Building Loss; Building Denial; Phone Loss; Data Communications Loss; Systems Failure; Group Systems Failure; Power Loss; Staff Loss; and Fuel Shortage/ Vehicle Loss.

This categorisation will help you decide which actions to focus on in the Process Recovery in BCP Part 1, Section 3 and highlight if there are any specific incident requirements.

Potential Cause	Threat Category									QUALITY PLAN Reference to Method Statement or Procedure
	Building Loss	Building Denial	Phone Loss	Data Comms Loss	Systems Failure	Amey Group Systems Failure	Power Loss	Staff Loss	Fuel Shortage or Vehicle Loss	
Air accident in proximity	X	X	X	X	X	X	X	X	X	
Campaigners		X	X						X	
Chemical release		X	X					X	X	
Contamination – chemical or building fabric (eg asbestos)	X	X						X	X	
Disease / Sickness epidemic								X	X	
Evacuation due to nearby incident		X							X	
Explosion	X								X	
Fire (accidental or arson attack)	X								X	
Flood	X	X	X	X	X	X	X		X	
Gas leak		X							X	
Hostage taking		X						X		
Industrial action		X						X	X	

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Potential Cause	Threat Category									QUALITY PLAN Reference to Method Statement or Procedure
	Building Loss	Building Denial	Phone Loss	Data Comms Loss	Systems Failure	Amey Group Systems Failure	Power Loss	Staff Loss	Fuel Shortage or Vehicle Loss	
Key supplier failure										Process Implication
Letter or parcel bomb	X	X							X	
Major material or stock unavailability (eg national salt supply failure, national fuel crisis)										Process Implication
Pandemic		X						X		Refer to BCM Plan Reference Part 1 Section 4
Postal strike										Process Implication
Prolonged adverse weather – to include heat wave		X	X	X	X		X	X	X	
Road accident in proximity		X						X	X	
Service failure										Process Implication
Subsidence	X	X								
Suspect package		X							X	
Terrorist threat or attack	X	X							X	
Utility service failure			X	X	X		X		X	
Fuel Strike/Vehicle recall	X								X	

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PART 1

SECTION 3

PROCESS RECOVERY SECTION

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3.1 Gold, Silver and Bronze Role Composition

The type of incident and the potential seriousness of its impact upon the Service Provider will dictate the correct mobilisation level along the Bronze, Silver or Gold continuum. Most occurrences will not involve the instigation of a Gold control and in many; the role of Silver will be carried out by the OCR in consultation with the Duty Manager/Incident Manager.

Bronze Control – Their Role

Operation of Bronze Control – Actions	Completed / Delegated to:
Take instructions from the Silver team regarding main recovery objectives for each process (Refer to Part 1 Section 3 for translation of these actions)	
Bronze Control determine actions and deploy resources to meet the agreed Recovery Time Objectives (RTO) (refer to Part 1 Section 3 for translation of these actions)	
Provide progress reports to Silver Control at agreed intervals until incident closed	
Participate in the post incident debrief led by Gold Control	

3.2. Silver Level Response

The Silver team, via the Duty Manager/Incident Manager, take direct responsibility for allocating owners to each of the five key processes as listed on page 4, and for systematically working through the stages for full recovery. Refer to the appropriate spreadsheet(s) which identify the steps to be taken to restore/maintain each of the identified 5 key processes. The role of Silver level resource is detailed on the following table.

Silver Control – Their Role

Operation of Silver Control – Actions – SELECT ACTIONS APPROPRIATE IN THE CIRCUMSTANCES	
Actions for Duty Manager	Completed / Delegated to
Formally instigate the Silver and Bronze team structure.	
Coordinate and manage events on-site, communicating constantly with the appropriate staff.	
Liaise with Emergency Services, insurers, salvage teams, HR and other specialists involved with containment, recovery and restoration activities.	
Facilitate a 24/7 call procedure for the Incident Manger role early in the proceedings. Consideration should be given to providing a secondary shift for the role to ensure continuity of service throughout the incident.	
Assign members of staff to undertake the following role-specific actions, for example - HR manager action the Silver HR Checklist.	
Assign member of staff to begin Process Recovery: Part 1 Section 3.5 <u>Response to Emergency Incidents</u>	
Assign member of staff to begin Process Recovery: Part 1 Section 3.6 <u>Maintenance</u>	

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Operation of Silver Control – Actions – **SELECT ACTIONS APPROPRIATE IN THE CIRCUMSTANCES**

Operations (Reactive Category 1 defects)

Assign member of staff to begin Process Recovery: Part 1 Section 3.8 **Financial Management and Business Systems**

Assign member of staff to begin Process Recovery: Part 1 Section 3.9 **IT Systems and Software** (Amey)

Assign member of staff to begin non-key Process Recovery: Part 2 R7.1 **IT Systems & Software** and Part 2 R7.3 **Maintenance Operations - Routine and Cyclic**

Incident Duty Manager to meet Loss Adjuster on site (if applicable or unless Senior Manager directs otherwise)

Consider whether the affected buildings house non-Amey staff. If applicable ensure that relevant stakeholders are contacted and informed of the situation.

Consider the interface with local authorities and adjoining area networks. Ensure that contact is made with all relevant personnel and that information is fed through on a regular basis updating them of the situation.

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Operation of Silver Control – Actions - **SELECT ACTIONS APPROPRIATE IN THE CIRCUMSTANCES**

Actions for OCR, OCR Manager and Duty Manager	Completed / Delegated to
Ensure that there is a clear understanding of whether the incident is a GSI – this should be made clear by the Duty Manager at the time of reporting (see next two actions).	
If it is not a GSI maintain contact with Incident Reporter/Manager until incident is closed out, liaising with the Duty Manager where applicable.	
If incident is a GSI, the Duty Manager will discuss the need to invoke a formal Gold/Silver/Bronze Control, in consultation with a member of the Gold team.	
If Gold/Silver/Bronze Control is invoked establish and maintain regular communications with the Duty Manager and the Senior Manager throughout the incident, acting as instructed.	
Put advisory voice mail message on Emergency Contact Phone Number to warn of GSI (or other) incident.	
Contact all office / depot receptions to give them a standard message to relay to people calling in to inform them of the situation.	
Consider recording a message on the emergency phone number (predefined number) to inform staff of the situation and any relevant actions that they should take regarding coming to work / staying at home etc.	
Actions for HR Business Partners (Amey) - SELECT ACTIONS APPROPRIATE IN THE CIRCUMSTANCES	Completed / Delegated to
Contact the Amey HR Manager (who may be part of the Gold team), who will direct your actions and priorities. Maintain channel of communication throughout incident.	
Communicate to all staff the nature and impact of the incident, and any relevant instructions such as alternative working arrangements. A variety of mediums should be used, such as telephone and group email. (If mobile communications fail, consider using staff movement sheets to identify their locations, and appropriate landline numbers on which to contact them).	
Provide counselling and support to staff as required. Additional specialists may be called in by the HR Manager to support this activity.	
Actions for Communications Officer	Completed / Delegated to
Liaise with Amey Group Communications Manager and Gold team.	
Take instructions and liaise with Gold team in relation to Media communications in light of the Political and Strategic recovery objectives.	
Actions for Managers of the following areas Needs, Solutions, Delivery, Operations, Emergency Response, Construction, Enabler, Finance - SELECT ACTIONS APPROPRIATE IN THE CIRCUMSTANCES	Completed / Delegated to
Check whether there are any Planned Schemes near to the incident location that may cause adverse or further traffic disruption. If there is an immediate impact on the local traffic then consider removing all / part of the TM on a planned scheme to assist traffic flow in a major incident. (Consider a Health and Safety risk assessment and also the decision-making of Gold control / Incident Manager).	
Work with the Senior Manager and the Incident Manager to determine Silver level recovery objectives for Bronze to activate (Refer to Part 1 Section 3 for actions to be completed).	

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Operation of Silver Control – Actions - **SELECT ACTIONS APPROPRIATE IN THE CIRCUMSTANCES**

Following instruction from the Senior Manager, communicate individual process recovery objectives (as applicable) with the Bronze team (Refer to Part 1 Section 3 for actions to be completed).

Participate in the post-incident debrief led by Gold Control.

3.3 Gold Level Response

During those events which have the greatest impact on Amey's capability to deliver Services, the Gold team are responsible for making the strategic and political decisions throughout the process restoration phase. They will act as a key communications link with the Authority and external stakeholders. The Gold Senior Manager may assist the Silver Team in translating the Gold decisions into Silver recovery time objectives, if required.

The role of the Gold Level resource is detailed below.

Gold Control – Their Role

Following categorisation of incident type, damage assessment and initial response, the following teams should begin mobilisation with the following priorities and tasks:

Gold Control discharges the following strategic and political responsibilities:

- Formally instigating the Gold, Silver, Bronze structure
- Overall control and management of the incident
- Liaison with Amey (including Ferrovial Services if applicable) Boards of Directors
- Media communication
- Sheffield City Council senior contract management communication and management
- Stakeholder communication and management
- Confirmation of appointment of a Senior Manager
- Liaison with Amey Group Insurance Manager for legal notifications, security advice, immediate salvage operations, and liaison with Insurers and Loss Adjusters.

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Operation of Gold Control – Senior Manager Actions – Select the actions appropriate depending on the event	
Action for Senior Manager	Completed / Delegated to
Act as the primary resource for communication facilitation between Gold and Silver teams (If mobile communications fail, consider using staff movement sheets to identify their locations, and appropriate landline numbers on which to contact them).	
Provide direction to the Silver Manager in liaising with Emergency Services, insurers, salvage teams, HR and other specialists involved with containment, recovery and restoration activities.	
Facilitate a 24 / 7 call procedure for the Senior Manger role early in the proceedings. Consideration should be given to providing a secondary shift for the role, to ensure continuity of service throughout the incident.	
Receive the initial damage assessment from site, acting as appropriate.	
Work with the Silver Manager and the relevant operational personnel to determine Silver level recovery objectives for Bronze to activate (Refer to Part 1 Section 3 for actions to be completed).	
Senior Manager liaises throughout with Silver Manager on all aspects of process recovery.	
Provide regular progress reports to Gold Control at agreed intervals until incident is closed.	

Operation of Gold Control Team – Action – Select the actions appropriate depending on the event	
Actions for the Amey Managing Director, Amey Business Director and Amey Project Director	Completed / Delegated to
Liaise closely with Senior Manager contact and determine strategy.	
Be aware of the Silver and Bronze team structure.	
Invoke Conference Call and request Gold team members' participation immediately (see Part 2).	
Contact the Authorities Representative to inform them of the situation; maintain ongoing communication with them throughout the crisis resolution process.	
Inform all relevant stakeholders of the incident (see Part 2 for contact details).	
When applicable, make decisions about the strategic and political direction of the response by the Silver and Bronze teams, and communicate this with the relevant members of staff.	
Receive regular updates from Silver Control of incident progress and review forward strategy.	
Ensure continual (24/7) availability of Gold Control resource until it is agreed with SCC (if appropriate) and Silver Control that Gold Control can stand down. Consideration should be given to providing a secondary shift for the role, to ensure continuity of service throughout the incident.	
(After incident) Receive debrief from Senior Manager including lessons learnt	
(After incident) Lead debrief and record areas of best practice observed and lessons learnt from the incident. Build these into the continual improvement cycle.	

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Operation of Gold Control Team – Action – Select the actions appropriate depending on the event	
Actions for Amey Group Communications Manager – Select the actions appropriate depending on the event	Completed / Delegated to
Through the GSI process / instigation of the Gold team, the Amey Group Communications Manager will receive notification of the incident / threat.	
Amey establish the external communications strategy in relation to the incident, including agreement on data feed to SCC Press Offices.	
Liaise with Communications Officer for local knowledge / information.	
Amey uses Headline Communications in the Yorkshire region for external Communications. Group Communications is additionally supported by Burson-Marseller, our corporate PA/PR agency.	
Actions for Amey Group Insurance Manager	Completed / Delegated to
Currently with Amey to decide what actions need to be taken.	
Actions for Amey HR	Completed / Delegated to
Contact Amey and coordinate their actions to provide support to ensure staff communication re: alternative working arrangements, counselling and support to staff and family as required.	

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3.4 How to use the Process Recovery Tables: (Silver +)

The following steps are cyclic. If the situation does change, the process should be rerun to determine whether actions previously deemed unnecessary are now required or vice versa.

The reader should extract the process recovery table for each of the appropriate key processes threatened (3.5 – 3.9).

Step 1:	Select threat type(s) and highlight column(s) (Incident Manager/Duty Manager)
Step 2:	Consider whether or not current ticked actions are required to maintain/restore the process or to meet political and strategic objectives passed down from Gold Control Team (by the Senior Manager)
Step 3:	Assess Maximum Tolerable Outage (MTO) column and amend as necessary
Step 4:	Assign an owner to each Recovery Time Objective (RTO)
Step 5:	Pass information to Bronze Team Leader(s) for action
Step 6:	Bronze Team Leader(s) reports progress back up to Incident Manager/Duty Manager at intervals pre-agreed in Step 3
Step 7:	Duty Manager/Senior Manager reports progress to Gold Control Team

Silver Definitions

MTO	Maximum Tolerable Outage (MTO) - this is the time frame during which a recovery must become effective, before an outage compromises the ability of the organisation to achieve its business objectives and therefore has the potential to threaten its short- or long-term survival
RTO	Recovery Time Objective (RTO) - Complete the given task in a defined timeframe
Tier 1	Olive Grove Contract Headquarters and depot
Tier 2	Ecclesfield and Eyre Lane
Tier 3	N/A

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3.5. Response to Emergency Incidents

TIER 1 = Olive Grove	TIER 2 = Ecclesfield, Eyre Lane	TIER 3 = N/A
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Identify building/depot tier and threat work down column allocating actions as necessary in the circumstances

Process Overview

The highways infrastructure is a dynamic transportation environment where emergencies can and do occur. When an incident is reported the Operational Control Room (OCR), mobilise one of the purpose-designed Incident Support Unit (ISU) vehicles to provide first response. The OCR will liaise with the Authority and Emergency Services (as appropriate to the incident) to provide effective and efficient incident management. There is an escalation process where by the Incident Management Objectives are not met. Incident Planning Managers / Duty Managers may become involved.

Ref	THREAT TYPE																				Response to Emergency Incidents Process Recovery Time Objective	Action: ✓ or ×	Maximum Tolerable Outage (Amend as appropriate)	Action Owner	Comments	
	Building Loss Tier 1	Building Loss Tier 2	Building Loss Tier 3	Building Denial Tier 1	Building Denial Tier 2	Building Denial Tier 3	Phone Loss Tier 1	Phone Loss Tier 2	Phone Loss Tier 3	Data Comms Loss Tier 1	Data Comms Loss Tier 2	Data Comms Loss Tier 3	Systems Failure	Systems Failure (Group)	Power Loss Tier 1	Power Loss Tier 2	Power Loss Tier 3	Staff Loss Tier 1 (>10%)	Staff Loss Tier 2 (>10%)	Staff Loss Tier 3 (>10%)						Fuel Shortage or Vehicle Loss
1	✓	×	×	✓	×	×	✓	×	×	✓	×	×	✓	✓	✓	×	×	✓	×	×	×	Restore functionality of OCR		Immediately		
2	✓	✓	×	✓	✓	×	✓	✓	×	×	×	×	×	×	×	×	×	×	✓	×	✓	Ensure ISU crews are operational and full network coverage		Immediately		
3	✓	✓	×	✓	✓	×	✓	✓	×	✓	✓	×	✓	✓	×	×	×	✓	✓	×	×	Invoke manual recording procedures, eg ISU incident data recording		Immediately		
4	✓	✓	×	✓	✓	×	×	×	×	✓	✓	×	✓	✓	×	×	×	×	×	×	×	Restore access to the Network Contingency Plan		Immediately		
5	✓	×	×	✓	×	×	×	×	×	✓	×	×	✓	×	×	×	✓	✓	×	×	×	Ensure that Masternaut is functional, if it is not, identify an alternative communication resource		Immediately		
6	✓	✓	×	✓	✓	×	×	×	×	✓	✓	×	✓	✓	×	×	×	×	×	×	✓	Contact Silver Winter Service Resource to initiate recovery of BCP Process Part 1 - Section 3.7 (Winter Service)		Immediately		
7	✓	×	×	✓	×	×	✓	✓	×	×	×	×	×	×	×	×	✓	✓	×	×	×	Invoke emergency contact arrangement with key contractors (Two Way Process): Veolia, Traffic Signals, Plant Suppliers		15 Minutes		
8	✓	×	×	✓	×	×	✓	✓	×	×	×	×	×	×	×	×	✓	✓	×	×	×	Invoke emergency contact arrangement with key contractors (Two Way Process): surfacing contractor and line markings contractor		30 Minutes		
9	✓	×	×	✓	×	×	✓	×	×	✓	×	×	✓	✓	×	×	×	×	×	×	×	Relocate OCR resources to alternative available offices		1 Hour		
10	✓	×	×	✓	×	×	✓	✓	×	×	×	×	×	×	×	×	✓	✓	×	×	×	Invoke emergency contact arrangement with key contractors (Two Way Process): mobile crane resources, traffic management, temporary barrier contractor		1 Hour		
11	✓	×	×	✓	×	×	✓	✓	×	×	×	×	×	×	×	×	✓	✓	×	×	×	Facilitate key contractors (Veolia) arrival on site, action includes: Contacting them, Traffic Management, On-Site coordination, and Liaison with key contractor's key contact		2 Hours		

3.5 Response to Emergency Incidents

Process: Enablers
 Title: Business Continuity Plan

Mandatory	Process
Generic	
Contract Specific	
Guidance	

Ref	THREAT TYPE																			Response to Emergency Incidents Process Recovery Time Objective	Action: ✓ or ×	Maximum Tolerable Outage (Amend as appropriate)	Action Owner	Comments		
	Building Loss Tier 1	Building Loss Tier 2	Building Loss Tier 3	Building Denial Tier 1	Building Denial Tier 2	Building Denial Tier 3	Phone Loss Tier 1	Phone Loss Tier 2	Phone Loss Tier 3	Data Comms Loss Tier 1	Data Comms Loss Tier 2	Data Comms Loss Tier 3	Systems Failure	Systems Failure (Group)	Power Loss Tier 1	Power Loss Tier 2	Power Loss Tier 3	Staff Loss Tier 1 (>10%)	Staff Loss Tier 2 (>10%)						Staff Loss Tier 3 (>10%)	Fuel Shortage or Vehicle Loss
12	✓	✓	×	✓	✓	×	✓	✓	×	×	×	×	×	×	×	×	×	✓	✓	×	×	Coordinate necessary internal resources getting on-site – Internal Specialist Resources		4 Hours		
13	✓	×	×	✓	×	×	✓	✓	×	×	×	×	×	×	×	×	×	✓	✓	×	×	Facilitate key contractors' (surfacing contractor, soft estate maintenance contractor, Traffic Signals, plant supplier, temporary barrier contractor) arrival on site, action includes: Making contact with them, traffic management, on-site coordination, and liaison with key contractors' key contact.		4 Hours		
14	✓	×	×	✓	×	×	✓	✓	×	×	×	×	×	×	×	×	×	✓	✓	×	×	Facilitate key contractors' (Traffic Management, Line Markings Contractor) arrival on site, action includes: Contacting them, Traffic Management, on-site coordination, and Liaison with key contractors' key contact.		6 Hours		
15	✓	×	×	✓	×	×	✓	✓	×	×	×	×	×	×	×	×	×	✓	✓	×	×	Facilitate key contractor's (line markings contractor) arrival on site, action includes: Making contact with them, Traffic Management, on-site coordination, and liaison with key contractor's key contact.		8 Hours		
16	✓	✓	×	✓	✓	×	✓	✓	×	×	×	×	×	✓	✓	×	×	✓	✓	×	×	Ensure that mobiles and landlines are functional, if they are not, identify alternative communication resources.		12 Hours		
17	×	✓	×	×	✓	×	×	✓	×	×	✓	✓	×	×	×	×	×	✓	×	×	×	Determine requirement for redeploying staff from planned schemes.		12 Hours		
18	✓	×	×	✓	×	×	✓	✓	×	×	×	×	×	×	×	×	×	✓	✓	×	×	Facilitate key contractors' (mobile crane, bridge supports) arrival on site, action includes: Making contacting with them, Traffic Management, on-site coordination, and liaison with key contractors' key contact		24 Hours		
19	×	✓	×	×	✓	×	×	×	×	×	×	×	×	×	✓	×	×	×	✓	×	✓	Co-ordinate necessary resources getting on-site – fuel		24 Hours		
20	×	✓	×	×	✓	×	×	×	×	×	✓	✓	✓	✓	×	✓	×	×	×	×	✓	Relocate operational staff, such as ISU drivers, to available offices		Next Working Day		
21	✓	✓	×	✓	✓	×	×	×	×	✓	✓	×	✓	✓	✓	×	×	✓	✓	×	×	Restore back log of data (following IT Systems restoration)		TBA		

3.5 Response to Emergency Incidents

Process: Enablers
 Title: Business Continuity Plan

Mandatory	Process
Generic	
Contract Specific	
Guidance	

3.6. Maintenance Operations (Reactive, Category 1 Defects)

TIER 1 = Olive Grove	TIER 2 = Ecclesfield, Eyre lane	TIER 3 = N/A
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Identify building/depot tier and threat work down column allocating actions as necessary in the circumstances

Process Overview

Category 1 Defects require prompt attention because they represent an immediate or imminent hazard or because there is a risk of short-term structural deterioration. If practicable they will be made safe at the time of inspection. The initial response is defined as the completion of making safe and/or temporary repair of a Cat 1 Defect within a maximum of 24-hours from initial report/identification.

Ref	THREAT TYPE																			Maintenance Operations (Reactive Category 1 Defects)	Action: ✓ or ✗	Maximum Tolerable Outage (Amend as appropriate)	Action Owner	Comments		
	Building Loss Tier 1	Building Loss Tier 2	Building Loss Tier 3	Building Denial Tier 1	Building Denial Tier 2	Building Denial Tier 3	Phone Loss Tier 1	Phone Loss Tier 2	Phone Loss Tier 3	Data Comms Loss Tier 1	Data Comms Loss Tier 2	Data Comms Loss Tier 3	Systems Failure	Systems Failure (Group)	Power Loss Tier 1	Power Loss Tier 2	Power Loss Tier 3	Staff Loss Tier 1 (>10%)	Staff Loss Tier 2 (>10%)						Staff Loss Tier 3 (>10%)	Fuel Shortage or Vehicle Loss
1	✓	✓	✗	✓	✓	✗	✗	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✓	✗	✓	Ensure functionality of ISU crews.		Immediately		
2	✓	✓	✗	✓	✓	✗	✓	✓	✗	✓	✓	✗	✓	✓	✓	✗	✓	✓	✗	✓	Contact Silver IT and Emergency Incident Resources to initiate recovery of BCP Processes (Response to Emergency Incidents) Part 1 – Section 3.5 and (IT Systems and Software) Part 1 – Section 3.9.		Immediately			
3	✓	✗	✗	✓	✗	✗	✓	✓	✗	✓	✗	✗	✓	✗	✓	✗	✓	✓	✗	✗	Ensure that Mobiles and Masternaut are functional, if they are not, identify alternative communication resources.		Immediately			
4	✓	✓	✗	✓	✓	✗	✓	✓	✗	✗	✗	✗	✗	✗	✗	✗	✓	✓	✗	✗	Invoke emergency contact arrangement with key contractors (two-way process): Traffic Signals, plant suppliers, surfacing contractor.		15 Minutes			
5	✓	✓	✗	✓	✓	✗	✓	✓	✗	✗	✗	✗	✗	✗	✗	✓	✓	✗	✗	Invoke emergency contact arrangement with key contractors (two-way process): soft estate maintenance contractor, TVCB Provider, line markings contractor.		30 Minutes				
6	✓	✗	✗	✓	✗	✗	✓	✗	✗	✓	✗	✓	✓	✓	✗	✗	✓	✗	✗	✗	Restore functionality of OCR.		1 Hour			
7	✓	✓	✗	✓	✓	✗	✓	✓	✗	✗	✗	✗	✗	✗	✗	✗	✓	✓	✗	✗	Invoke emergency contact arrangement with key contractors (two-way process): Traffic Management (long-term), temporary barrier provider.		1 Hour			
8	✓	✓	✗	✓	✓	✗	✓	✓	✗	✓	✓	✗	✓	✓	✓	✗	✓	✓	✗	✗	Invoke manual recording procedures eg defect recording.		1 Hour			

3.6 Maintenance Operations

Process: Enablers
 Title: Business Continuity Plan

Mandatory	Process
Generic	
Contract Specific	
Guidance	

Ref	THREAT TYPE																			Maintenance Operations (Reactive Category 1 Defects)	Action: ✓ or ✗	Maximum Tolerable Outage (Amend as appropriate)	Action Owner	Comments		
	Building Loss Tier 1	Building Loss Tier 2	Building Loss Tier 3	Building Denial Tier 1	Building Denial Tier 2	Building Denial Tier 3	Phone Loss Tier 1	Phone Loss Tier 2	Phone Loss Tier 3	Data Comms Loss Tier 1	Data Comms Loss Tier 2	Data Comms Loss Tier 3	Systems Failure	Systems Failure (Group)	Power Loss Tier 1	Power Loss Tier 2	Power Loss Tier 3	Staff Loss Tier 1 (>10%)	Staff Loss Tier 2 (>10%)						Staff Loss Tier 3 (>10%)	Fuel Shortage or Vehicle Loss
9	✓	✗	✗	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✓	✓	✗	✗	Facilitate key contractors' (surfacing contractor, soft estate maintenance contractor, Traffic Signals, line markings contractor) arrival on-site, action includes: Making contact with them, traffic management, on-site coordination, and liaison with key contractors' key contact.		2 Hours		
10	✓	✗	✗	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✓	✓	✗	✗	Facilitate key contractors' (plant supplier) arrival on site, action includes: Contacting them, Traffic Management, on-site coordination, and liaison with key contractors' key contact.		2 Hours		
11	✓	✗	✗	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✓	✓	✗	✗	Facilitate key contractors' (TVCB Provider, Temporary Barrier Contractor) arrival on site, action includes: Making contact with them, Traffic Management, on-site coordination, and liaison with key contractors' key contact		6 Hours		
12	✓	✗	✗	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✓	✓	✗	✗	Facilitate key contractor's (Traffic Management) arrival on site, action includes: Contacting them, Traffic Management, On-Site coordination, and Liaison with key contractor's key contact		6 Hours		
13	✗	✓	✗	✗	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗	✓	✗	✗	✗	✓	✗	✗	Ensure that Landlines are functional, if they are not, identify alternative communication resources		12 Hours		
14	✓	✓	✗	✓	✓	✗	✓	✓	✗	✓	✓	✗	✓	✓	✓	✗	✗	✗	✓	✗	✗	Ensure that Fax and Email are functional, if they are not, identify alternative communication resources		24 Hours		
15	✓	✓	✗	✓	✓	✗	✓	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗	✓	✓	✗	✓	Co-ordinate necessary resources getting on-site – Fuel.		24 Hours		
16	✗	✓	✗	✗	✓	✗	✗	✗	✗	✗	✓	✗	✓	✓	✗	✓	✗	✗	✗	✗	✗	Reallocate resources to ensure staff cover for all shifts.		Next Working Day		
17	✗	✓	✗	✗	✓	✗	✗	✗	✗	✗	✓	✗	✓	✓	✗	✓	✗	✗	✗	✗	✓	Relocate operational staff to available offices by next working day.		Next Working Day		
18	✗	✓	✗	✗	✓	✗	✗	✗	✗	✗	✓	✗	✓	✓	✗	✓	✗	✗	✓	✗	✗	Contact Silver Finance Resource to initiate recovery of BCP Process (Financial Management and Business Systems) Part 1 Section 3.8.		3 Days		

3.6 Maintenance Operations

Process: Enablers
 Title: Business Continuity Plan

Mandatory	Process
Generic	
Contract Specific	
Guidance	

Ref	THREAT TYPE																			Maintenance Operations (Reactive Category 1 Defects)	Recovery Time Objective	Action: ✓ or ×	Maximum Tolerable Outage (Amend as appropriate)	Action Owner	Comments			
	Building Loss Tier 1	Building Loss Tier 2	Building Loss Tier 3	Building Denial Tier 1	Building Denial Tier 2	Building Denial Tier 3	Phone Loss Tier 1	Phone Loss Tier 2	Phone Loss Tier 3	Data Comms Loss Tier 1	Data Comms Loss Tier 2	Data Comms Loss Tier 3	Systems Failure	Systems Failure (Group)	Power Loss Tier 1	Power Loss Tier 2	Power Loss Tier 3	Staff Loss Tier 1 (>10%)	Staff Loss Tier 2 (>10%)							Staff Loss Tier 3 (>10%)	Fuel Shortage or Vehicle Loss	
19	✓	✓	×	✓	✓	×	×	×	×	×	✓	×	✓	✓	✓	×	✓	✓	×	×	×	×	Restore ability to view network inventory.		3 Days			
20	✓	✓	×	✓	✓	×	×	×	×	×	✓	✓	×	✓	✓	×	×	×	×	×	×	×	Regain access to Financial Management Processes.		7 Days			
21	✓	×	×	✓	×	×	✓	✓	×	×	×	×	×	×	×	×	×	✓	✓	×	×	×	Facilitate key contractors' (Other Relevant Suppliers) arrival on site, action includes: Contacting them, Traffic Management, on-site coordination, and liaison with key contractors' key contact.		N/A			
22	✓	✓	×	✓	✓	×	×	×	×	×	✓	✓	×	✓	✓	×	✓	✓	×	×	×	×	Restore back log of data (following IT Systems restoration).		N/A			

Process: Enablers
 Title: Business Continuity Plan

Mandatory	Process
Generic	
Contract Specific	
Guidance	

3.7. Financial Management and Business Systems

TIER 1 = Olive Grove	TIER 2 = Ecclesfield, Eyre lane	TIER 3 = N/A
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Identify building/depot tier and threat work down column allocating actions as necessary in the circumstances

Process Overview

An essential element of effective service delivery is robust business management systems and processes. For the Sheffield PFI Project the administrative centre is the Olive Grove office, supported by the local depot structure. The Commercial Director is the head of financial and commercial contract management. The activities of the team encompass financial, commercial and general administration of the contract.

Ref	THREAT TYPE																				Financial Management and Business Systems Recovery Time Objective	Action: ✓ or ×	Maximum Tolerable Outage (Amend as appropriate)	Action Owner	Comments
	Building Loss Tier 1	Building Loss Tier 2	Building Loss Tier 3	Building Denial Tier 1	Building Denial Tier 2	Building Denial Tier 3	Phone Loss Tier 1	Phone Loss Tier 2	Phone Loss Tier 3	Data Comms Loss Tier 1	Data Comms Loss Tier 2	Data Comms Loss Tier 3	Systems Failure (AM)	Systems Failure (Group)	Power Loss Tier 1	Power Loss Tier 2	Power Loss Tier 3	Staff Loss Tier 1 (>10%)	Staff Loss Tier 2 (>10%)	Staff Loss Tier 3 (>10%)					
1	✓	✓	×	✓	✓	×	✓	✓	×	✓	✓	×	✓	✓	✓	×	✓	✓	×	×	Relocate financial and business management staff to available offices		Next Working Day		3.8 Financial Management & Business Systems
2	✓	✓	×	✓	✓	×	✓	✓	×	✓	✓	×	✓	✓	✓	×	✓	✓	×	×	Restore the ability to be able to collate contract costs and liabilities		Next Working Day		
3	✓	✓	×	✓	✓	×	✓	✓	×	✓	✓	×	✓	✓	✓	×	✓	✓	×	×	Contact Silver IT Resource to initiate recovery of BCP Process (IT Systems and Software) Part 1 – Section 3.9		Next Working Day		
4	✓	✓	×	✓	✓	×	✓	✓	×	✓	✓	×	✓	✓	✓	×	✓	✓	×	×	Restore ability to produce requisitions, accruals and payments		4pm on critical days (or within 1 Day)		
5	✓	✓	×	✓	✓	×	✓	✓	×	✓	✓	×	✓	✓	✓	×	✓	✓	×	×	Restore back log of data (prior to IT Systems restoration)		Determined by incident		
6	✓	✓	×	✓	✓	×	✓	✓	×	✓	✓	×	✓	✓	✓	×	✓	✓	×	×	Have mail redirected by Royal Mail		1 Week		

Process: Enablers
 Title: Business Continuity Plan

Mandatory	Process
Generic	
Contract Specific	
Guidance	

3.8. IT Systems and Software

TIER 1 = Olive Grove	TIER 2 = Ecclesfield, Eyre Lane	TIER 3 = N/A
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Identify building/depot tier and threat work down column allocating actions as necessary in the circumstances

Process Overview

The provision of an IT infrastructure is critical to the successful functioning of operations and business processes. A dedicated IT team provide support to Sheffield to maintain close liaison with Amey Group, the Authority and other service providers for applications and systems hosted external to the Contract area.

Ref	THREAT TYPE																	IT Systems and Software	Action: ✓ or ✗	Maximum Tolerable Outage (Amend as appropriate)	Action Owner	Comments					
	Building Loss Tier 1	Building Loss Tier 2	Building Loss Tier 3	Building Denial Tier 1	Building Denial Tier 2	Building Denial Tier 3	Phone Loss Tier 1	Phone Loss Tier 2	Phone Loss Tier 3	Data Comms Loss Tier 1	Data Comms Loss Tier 2	Data Comms Loss Tier 3	Systems Failure (AM)	Systems Failure (Group)	Power Loss Tier 1	Power Loss Tier 2	Power Loss Tier 3						Staff Loss Tier 1 (>10%)	Staff Loss Tier 2 (>10%)	Staff Loss Tier 3 (>10%)	Fuel Shortage or Vehicle Loss	Recovery Time Objective
1	✓	✓	✗	✓	✓	✗	✓	✓	✗	✓	✓	✗	✗	✗	✓	✓	✗	✗	✗	✗	✗	✗	Restore functionality of landlines through liaison with BT, or other relevant service provider		1 Hour		
2	✓	✓	✗	✓	✓	✗	✓	✓	✗	✓	✓	✗	✓	✓	✓	✓	✗	✓	✓	✗	✗	✗	Restore Amey systems environment: Power, SAP, Group Run Systems		6 Hours		
3	✓	✓	✗	✓	✓	✗	✓	✓	✗	✓	✓	✗	✓	✓	✓	✓	✗	✗	✗	✗	✗	✗	Restore Amey operating environment: Desktops and Terminal Server		Next Working Day		
4	✓	✓	✗	✓	✓	✗	✓	✓	✗	✓	✓	✗	✓	✓	✓	✓	✗	✗	✗	✗	✗	✗	Restore Amey systems environment: Email, Internet, Intranet		Next Working Day		
5	✓	✓	✗	✓	✓	✗	✓	✓	✗	✓	✓	✗	✓	✓	✓	✓	✗	✓	✗	✗	✗	✗	Relocate affected staff to available offices		Next Working Day		
6	✓	✓	✗	✓	✓	✗	✓	✓	✗	✓	✓	✗	✓	✓	✓	✓	✗	✗	✗	✗	✗	✗	Restore Amey operating environment: LAN		2 Days		
7	✓	✓	✗	✓	✓	✗	✓	✓	✗	✓	✓	✗	✓	✓	✓	✓	✗	✓	✓	✗	✗	✗	Restore Amey systems environment : Confirm		3 Days		
8	✓	✓	✗	✓	✓	✗	✓	✓	✗	✓	✓	✗	✓	✓	✓	✓	✗	✓	✓	✗	✗	✗	Restore Amey systems environment		1 Day		
9	✓	✓	✗	✓	✓	✗	✓	✓	✗	✓	✓	✗	✓	✓	✓	✓	✗	✓	✓	✗	✗	✗	Restore Amey systems environment: Masternaut, Timesheets, Oracle SAP		7 Days		
10	✓	✓	✗	✓	✓	✗	✓	✓	✗	✓	✓	✗	✗	✗	✗	✗	✗	✓	✓	✗	✗	✗	Restore ability to perform ongoing server maintenance		7 Days		

3.9 IT Systems & Software

Process: Enablers
Title: Business Continuity Plan

Mandatory	Process
Generic	
Contract Specific	
Guidance	

3.9. Bronze Level Response

There are seven core processes vital to the successful operation of the Sheffield PFI Project. Four of these are critical (or key processes) and need to be maintained/ provided with the highest priority:

- Response to Emergency Incidents;
- Maintenance Operations (Reactive Category 1 Defects)
- Financial Management and Business Systems
- IT Systems and Software (Amey)

A number of the following Recovery Time Objectives (RTO) will require communication with key contractors, their contact details can be found in Part 1 - Section 3.17.

3.10 How to use the Process Recovery tables: (Bronze)

The following steps are cyclic. If the situation does change, the process should be rerun to determine whether actions previously deemed unnecessary are now required, or vice versa.

The reader should extract the process recovery table for each of the appropriate key processes threatened 3.12 – 3.16.

Step 1:	Silver RTO's decisions are passed to Bronze Team Leader(s) for operational action.
Step 2:	On the Process Recovery tables, tick relevant Silver 'Action' and amend MTO Times as instructed by Incident Manager.
Step 3:	Decide which Bronze sub-objectives should or should not be actioned to achieve the 'Main RTO'.
Step 4:	Amend sub-objective MTO Times as necessary to achieve 'Main RTO' within specified target. (These sub-objectives are listed in MTO order, and unless amended it is advisable to carry them out in that order).
Step 5:	Assess resource requirements on each sub-objective to ensure that minimum 'Immediate' requirements are met.
Step 6:	Assign an action owner for each sub-objective.
Step 7:	Bronze Team Leader(s) reports progress back up to Lead Manager at intervals pre-agreed in Step 1.

Definitions

MTO	Maximum Tolerable Outage (MTO) - this is the time frame during which a recovery must become effective before an outage compromises the ability of the organisation to achieve its business objectives and therefore has the potential to threaten its short- or long-term survival.
RTO	Recovery Time Objective (RTO) - complete the given task in a defined time frame.
Tier 1	Olive Grove Project Head Office and depot
Tier 2	Ecclesfield and Eyre lane depots
Tier 3	N/A

Process: Enablers
 Title: Business Continuity Plan

Mandatory	Process
Generic	
Contract Specific	
Guidance	

Use this form to highlight the actions allocated to you and to make notes if you wish

3.11. Response to Emergency Incidents

Process Overview

The highways infrastructure is a dynamic transportation environment where emergencies can and do occur. When an incident is reported, the Operational Control Room (OCR) mobilise one of the purpose designed Incident Support Unit (ISU) vehicles to provide first response. The OCR will liaise with the Authority and Emergency Services (as appropriate to the incident) to provide effective and efficient incident management.

Ref	Action : ✓ or ×	Response to Emergency Incidents Process Recovery Time Objective	Maximum Tolerable Outage (Amend as appropriate)	Resource	Resource Requirements							Action Owner	Additional Information	Comments
					Immediate	1 Day	2 Days	1 Week	2 Weeks	1 Month	Normal			
1 Restore the functionality of the OCR														
1.1		OCR or Equivalent	Immediately	People	2	4	6	9	9	9	9		<ul style="list-style-type: none"> - The OCR must be constantly operational, even if in a reduced format. - This must include basic communications facilities. - Two people are required to manage incoming and outgoing call simultaneously. - Resource requirements do not include OCR Manager or Deputy, so there is some spare capacity. - Whilst on-duty OCR staff commute from Olive Grove to fallback location during relocation, off-duty OCR operatives can be called in to field calls and set up OCR in the new location. This allows the on-duty operatives to commute more freely. 	
1.2		OCR Emergency Box	Immediately	Emergency Box	1	1	1	1	1	1	1		<ul style="list-style-type: none"> - Box to be transported to the OCR fallback location, unless duplicate is available there. 	
2 Ensure ISU crews are operational														
2.1		Fully equipped ISU Vehicles or equivalent	Immediately	ISU	2	2	3	3	3	3	3		<ul style="list-style-type: none"> - 1 ISU vehicle is taken to include, vehicle, staff and full TM resources. - Ensure that the ISU crews provide total network coverage, plugging gaps in service provision where necessary. 	
3 Invoke manual recording procedures, eg ISU incident data recording														
3.1		Follow paper logging / recording process if electronic has failed	Immediately	N/A	1	1	1	1	1	1	1		<ul style="list-style-type: none"> - Follow pre-defined manual process to ensure flow of data is seamless. 	
4 Restore access to the Network Contingency Plan														
4.1		Network Contingency Plan (NCP)	Immediately	Plan	1	1	1	1	1	1	1		<ul style="list-style-type: none"> - NCP will provide contact details and procedures to be followed. - NCP should be available on Service Quality Plan as well as a hard copy and CD in the OCR. A copy also sits with key members of senior staff, including the Emergency Response Manager and in the Emergency Box in the OCR. 	
5 Ensure that Masternaut is functional, if it is not, identify an alternative communication resource														
5.1		Communication Channel – Masternaut	Immediately	N/A	-	-	-	-	-	-	-		<ul style="list-style-type: none"> - It is important to have one method of communication up and running immediately following an incident, a second form of communication is desirable within 1 hour. 	
6 Contact Silver Winter Service Resource to initiate recovery of BCP Process 4.1.3 (Winter Service)														
6.1		Contact Silver Winter Service Resource to initiate recovery of BCP Process (Winter Service) Part 1 – Section 3.7	Immediately	Mobile	1	-	-	-	-	-	-		<ul style="list-style-type: none"> - Refer to the Severe Weather Process if the Emergency Incident occurs in bad weather. 	
7 Invoke emergency contact arrangement with Key Contractors (Two Way Process)														
7.1		Veolia to be available	15 Minutes	Mobile	1	-	-	-	-	-	-		<ul style="list-style-type: none"> - To ensure that contact can be made by either party throughout the incident. - Refer to Part 2 – Reference Section for key contractors' contact details 	
7.2		Siemens Services Ltd to be available	15 Minutes	Mobile	1	-	-	-	-	-	-			
7.3		Plant Supplier to be available	15 Minutes	Mobile	1	-	-	-	-	-	-			
8 Invoke emergency contact arrangement with Key Contractors (Two Way Process): AI														

Process: Enablers
 Title: Business Continuity Plan

Mandatory	Process
Generic	
Contract Specific	
Guidance	

Ref	Action : ✓ or ×	Response to Emergency Incidents Process Recovery Time Objective	Maximum Tolerable Outage (Amend as appropriate)	Resource	Resource Requirements							Action Owner	Additional Information	Comments
					Immediate	1 Day	2 Days	1 Week	2 Weeks	1 Month	Normal			
8 Invoke emergency contact arrangement with Key Contractors (Two Way Process): AI														
8.1		Surfacing Contractor to be available	30 Minutes	Mobile	1	-	-	-	-	-	-		- To ensure that contact can be made by either party throughout the incident. - Refer to Part 2 - Reference Section for key contractor's contact details	
8.2		Arboriculture Contractor to be available	30 Minutes	Mobile	1	-	-	-	-	-	-			
8.3		Line Marking Ltd Contractor to be available	30 Minutes	Mobile	1	-	-	-	-	-	-			
9 Relocate OCR resources to alternative available offices														
9.1		Refer to staff relocation plan	1 Hour	People	2	6	6	9	9	9	9		- Move OCR staff according to pre-defined office plan in the event of one depot being affected. Require 2 standard desktops immediately at OCR fall back location.	
9.2		Consider transport and logistics of moving people from one site to another	1 Hour	N/A	-	-	-	-	-	-	-		- Whilst on-duty OCR staff commute from Olive Grove to fall back location during relocation, off-duty OCR operatives can be called in to field calls and set up OCR in the new location. This allows the on-duty operatives to commute more freely.	
10 Invoke emergency contact arrangement with Key Contractors (Two Way Process)														
10.1		Mobile Crane Resource required (Suppliers) / Bridge supports	1 Hour	Mobile	1	-	-	-	-	-	-		- To ensure that contact can be made by either party throughout the incident. - Refer to Part 2 Reference Section for key contractor's contact details	
10.2		Traffic Management (Long Term)	1 Hour	Mobile	1	-	-	-	-	-	-			
11 Facilitate Key Contractors arrival on site, action includes: Contacting them, Traffic Management, On-Site coordination, and Liaison with Key Contractors key contact														
11.1		Veolia to be available	2 Hours	N/A	Determined by key contractors in relation to incident.								- Resource requirements will be determined by the key contractors in relation to their skill base and the size of the incident; we require enough resource to mitigate the hazard. - The fact that a disaster has happened does not affect the ability of a Sub Contractor to get his resource to the incident; this is tied into the individual Sub Contractor's BCP. - Refer to Part 2 - Reference Section for key contractor's contact details	
12 Coordinate necessary internal resources getting On-Site – Internal Specialist Resources														
12.1		Internal Specialist Resources ie Structural Engineers, Environmental Team etc	4 Hours	People	-	-	-	-	-	-	-		- Specialist resources may be required from time to time to attend emergency incidents; rota needs to be in place.	
13 Facilitate Key Contractors arrival on site, action includes: Contacting them, Traffic Management, On-Site coordination, and Liaison with Key Contractors key contact														
13.1		Surfacing Contractor to be available	4 Hours	N/A	Determined by Sub-contractor in relation to incident.								- Resource requirements will be determined by the key contractors in relation to their skill base and the size of the incident; we require enough resource to mitigate the hazard. - The fact that a disaster has happened does not affect the ability of a Sub Contractor to get his resource to the incident; this is tied into the individual Sub Contractors BCP. - Refer to Part 2 - Reference Section for key contractor's contact details	
13.2		Arboriculture Contractor to be available	4 Hours	N/A	Determined by Sub-contractor in relation to incident.									
13.3		Siemens Services Ltd to be available	4 Hours	N/A	Determined by Sub-contractor in relation to incident.									
13.4		Plant Supplier to be available	4 Hours	N/A	Determined by Sub-contractor in relation to incident.									
14 Facilitate Key Contractors arrival on site, action includes: Contacting them, Traffic Management, On-Site coordination, and Liaison with Key Contractors key contact														
14.1		Traffic Management (Long Term) to be available	6 Hours	N/A	Determined by Sub-contractor in relation to incident.								- Basic TM support is carried by ISU vehicles, where there are greater TM requirements the time lag will be slightly longer.	
15 Facilitate Key Contractors arrival on site, action includes: Contacting them, Traffic Management, On-Site coordination, and Liaison with Key Contractors key contact														
15.1		Line Marking Contractor to be available	8 Hours	N/A	Determined by Sub-contractor in relation to incident.								- Resource requirements will be determined by the key contractors in relation to their skill base and the size of the incident; we require enough resource to mitigate the hazard. - The fact that a disaster has happened does not affect the ability of a Sub	

Process: Enablers
 Title: Business Continuity Plan

Mandatory	Process
Generic	
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Ref	Action : ✓ or ×	Response to Emergency Incidents Process Recovery Time Objective	Maximum Tolerable Outage (Amend as appropriate)	Resource	Resource Requirements							Action Owner	Additional Information	Comments
					Immediate	1 Day	2 Days	1 Week	2 Weeks	1 Month	Normal			
												Contractor to get his resource to the incident; this is tied into the individual Sub Contractor's BCP. - Refer to Part 2 - Reference Section for key contractor's contact details		
16		Ensure that Mobiles Landlines are functional, if they are not, identify alternative communication resources												
16.1		Communication Channel - Mobiles	12 Hours	Mobiles	-	-	-	-	-	-	-	-	- It is important to have one method of communication up and running immediately following an incident, a second form of communication is desirable within 1 hour.	
16.2		Communication Channel – Landline	12 Hours	Landline	-	-	-	-	-	-	-	-	- Landline facility to be available for Managers / Office based. BT lines to be transferred. - As above.	
17		Determine requirement for redeploying staff from Planned Schemes												
17.1		Planned Scheme Delivery - staff relocation rotas	12 Hours	Rota	Respond as required.								- Up to date rotas available to be able to divert resources from planned schemes.	
18		Facilitate Key Contractors (Mobile Crane, Bridge Supports) arrival on site, action includes: Contacting them, Traffic Management, On-Site coordination, and Liaison with Key Contractors key contact												
18.1		Mobile Crane Resource required (Suppliers) / Bridge supports	24 Hours	N/A	Determined by Sub-contractor in relation to incident.								- Resource requirements will be determined by the key contractors in relation to their skill base and the size of the incident; we require enough resource to mitigate the hazard. - The fact that a disaster has happened does not affect the ability of a Sub Contractor to get his resource to the incident; this is tied into the individual Sub Contractors BCP. - Refer to Part 2 - Reference Section for key contractors contact details	
19		Co-ordinate necessary resources getting On-Site – Fuel												
19.1		Resources - Fuel	24 Hours	Fuel	-	-	-	-	-	-	-	-	- Vehicles will carry some surplus, and fuel will be available in the initial period in the event of a shortage.	
20		Relocate operational staff, such as ISU drivers, to available offices												
20.1		Move staff according to pre-defined office plan in the event of one depot being affected	Next working Day	Staff	To be determined by Lead Manager at time.								- Initially require 3 standard desk tops on day one.	
20.2		Consider transport and logistics of moving people from one site to another	Next working Day	N/A	-	-	-	-	-	-	-	-	- There may be transport issues with moving evacuated people from depots as vehicles may not be available or quarantined. This could potentially lead to staff loss on top of the original scenario.	
21		Restore back log of data (following IT Systems restoration)												
21.1		Resource plan for back log management	TBA	People	-	-	-	-	-	-	-	-	- To be determined by volume of data and duration of systems loss.	
22		Identify an alternative communication resource												
22.1			N/A		-	-	-	-	-	-	-	-	- This action is out of the control of Amey, Police will activate in an emergency but at some stage Airwave will be available. - It is important to have one method of communication up and running immediately following an incident, a second form of communication is desirable within 1 hour. - Refer to Part 2 - Reference Section for Emergency Phone List details	

Process: Enablers
 Title: Business Continuity Plan

Mandatory	Process
Generic	
Contract Specific	
Guidance	

Use this form to highlight the actions allocated to you and to make notes if you wish

3.12. Maintenance Operations (Reactive Category 1 defects)

Process Overview

Category 1 Defects require prompt attention because they represent an immediate or imminent hazard or because there is a risk of short-term structural deterioration. If practicable they will be made safe at the time of inspection. The initial response is defined as the completion of making safe and/or temporary repair of a Cat 1 Defect within a maximum of 24 hours from initial report/identification.

Ref	Action: ✓ or ✗	Maintenance Operations (Reactive Category 1 defects) Recovery Time Objective	Maximum Tolerable Outage (Amend as appropriate)	Resource	Resource Requirements							Action Owner	Additional Information	Comments
					Immediate	1 Day	2 Days	1 Week	2 Weeks	1 Month	Normal			
1													Ensure functionality of ISU crews	
1.1		Fully-equipped ISU Vehicles or equivalent to action Temporary Hazard Mitigation	Immediately	ISU	2	2	3	3	3	3	3		- 1 ISU vehicle is taken to include, vehicle, staff and full TM resources. - Includes Safety Patrols, and reaction to Cat 1 Defects.	
2													Contact Silver IT and Emergency Incident Resources to initiate recovery of BCM Processes (Response to Emergency Incidents) Part 1 – Section 3.5 and (IT Systems and Software) Part 1 – Section 3.9	
2.1		Contact Silver IT Resource to initiate recovery of BCM Process (IT Systems and Software) Part 1 – Section 3.9	Immediately	Mobile	1	-	-	-	-	-	-			
2.2		Contact Silver Emergency Incident Resources to initiate recovery of BCM Process (Response to Emergency Incidents) Part 1 – Section 3.5.	Immediately	Mobile	1	-	-	-	-	-	-			
3													Ensure that Mobiles and Masternaut are functional, if they are not, identify alternative communication resources	
3.1		Communication Channel: Mobiles	Immediately	Mobiles	-	-	-	-	-	-	-		- It is important to have one method of communication up and running immediately following an incident, a second form of communication is desirable within 1 hour.	
3.2		Communication Channel: Masternaut	Immediately		-	-	-	-	-	-	-		- As above.	
4													Invoke emergency contact arrangement with Key Contractors (Two Way Process)	
4.1		Siemens Services Ltd to be available	15 Minutes	Mobile	1	-	-	-	-	-	-		- To ensure that contact can be made by either party throughout the incident - Refer to Part 2 - Reference Section for key contractor's contact details	
4.2		Plant Supplier to be available	15 Minutes	Mobile	1	-	-	-	-	-	-			
4.3		Surfacing Contractor to be available (including provisions of Asphalt / Concrete)	15 Minutes	Mobile	1	-	-	-	-	-	-			
5													Invoke emergency contact arrangement with Key Contractors (Two Way Process)	
5.1		Arboriculture Contractor to be available	30 Minutes	Mobile	1	-	-	-	-	-	-		- To ensure that contact can be made by either party throughout the incident - Refer to Part 2 - Reference Section for key contractor's contact details.	
5.2		TVCB Contractor to be available (Varioguard - concrete blocks)	30 Minutes	Mobile	1	-	-	-	-	-	-			
5.3		Line Marking Contractor to be available	30 Minutes	Mobile	1	-	-	-	-	-	-			
6													Restore functionality of OCR	
6.1		OCR or Equivalent	1 Hour	People	2	4	6	9	9	9	9		- The OCR must be constantly operational, even if in a reduced format. - This must include basic communications facilities. - Two people are required to manage incoming and outgoing call simultaneously. - Resource requirements do not include OCR Manager or Deputy, so there is	

Process: Enablers
 Title: Business Continuity Plan

Mandatory	Process
Generic	
Contract Specific	
Guidance	

Ref	Action: ✓ or ✗	Maintenance Operations (Reactive Category 1 defects) Recovery Time Objective	Maximum Tolerable Outage (Amend as appropriate)	Resource	Resource Requirements							Action Owner	Additional Information	Comments
					Immediate	1 Day	2 Days	1 Week	2 Weeks	1 Month	Normal			
												some spare capacity.		
6.2		OCR Emergency Box	1 Hour	Emergency Box	1	1	1	1	1	1	1		- While on-duty OCR staff at Olive Grove to fall back location during relocation, off-duty OCR operatives can be called in to field calls and set up OCR in the new location. This allows the on-duty operatives to commute more freely. - Box to be transported to the OCR fall back location, unless duplicate is available there.	
7		Invoke emergency contact arrangement with Key Contractors (Two Way Process)												
7.1		Traffic Management (Long Term) to be available	1 Hour	Mobile	1	-	-	-	-	-	-		- To ensure that contact can be made by either party throughout the incident - Refer to Part 2 - Reference Section for key contractor's contact details	
8		Invoke manual recording procedures eg Defect recording												
8.1		Follow paper logging / recording process if electronic has failed eg Confirm, or 3 rd Party Accidents	1 Hour	Access	-	-	-	-	-	-	-		- Follow pre-defined manual process to ensure flow of data is seamless.	
9		Facilitate Key Contractors arrival on site, action includes: Contacting them, Traffic Management, On-Site coordination, and Liaison with Key Contractors key contact												
9.1		Surfacing Contractor to be available (including provisions of Asphalt / Concrete)	2 Hours	N/A	Determined by key contractors in relation to incident.								- Resource requirements will be determined by the key contractors in relation to their skill base and the size of the incident; we require enough resource to mitigate the hazard. - The fact that a disaster has happened does not affect the ability of a Sub Contractor to get his resource to the incident; this is tied into the individual Sub Contractors BCP. - Refer to Part 2 - Reference Section for key contractor's contact details.	
9.2		Soft Estate Maintenance Contractor to be available	2 Hours	N/A	Determined by key contractors in relation to incident.									
9.3		Siemens Services Ltd to be available	2 Hours	N/A	Determined by key contractors in relation to incident.									
9.4		Line Markings Contractor to be available	2 Hours	N/A	Determined by key contractors in relation to incident.									
10		Facilitate Key Contractors arrival on site, action includes: Contacting them, Traffic Management, On-Site coordination, and Liaison with Key Contractors key contact												
10.1		Plant Supplier to be available	2 Hours	N/A	Determined by key contractors in relation to incident.								- Resource requirements will be determined by the key contractors in relation to their skill base and the size of the incident; we require enough resource to mitigate the hazard. - The fact that a disaster has happened does not affect the ability of a Sub Contractor to get his resource to the incident; this is tied into the individual Sub Contractors BCP. - Refer to Part 2 - Reference Section for key contractor's contact details.	
11		Facilitate Key Contractors arrival on site, action includes: Contacting them, Traffic Management, On-Site coordination, and Liaison with Key Contractors key contact												
11.1		TVCB Provider to be available (Varioguard - concrete blocks)	6 Hours	N/A	Determined by key contractors in relation to incident.								- Resource requirements will be determined by the key contractors in relation to their skill base and the size of the incident; we require enough resource to mitigate the hazard. - The fact that a disaster has happened does not affect the ability of a Sub Contractor to get his resource to the incident; this is tied into the individual Sub Contractors BCP. - Refer to Part 2 Reference Section for key contractor's contact details	
12		Facilitate Key Contractors arrival on site, action includes: Contacting them, Traffic Management, On-Site coordination, and Liaison with Key Contractors key contact												
12.1		Traffic Management (Long Term)	6 Hours	N/A	Determined by key contractors in relation to incident.								- Basic TM support is carried by ISU vehicles, where there are greater TM requirements the time lag will be slightly longer.	
13		Ensure that Landlines are functional, if they are not, identify alternative communication resources												
13.1		Communications - Landline	12 Hours	Landline	-	-	-	-	-	-	-		- Landline facility to be available for Managers / Office based. BT lines to be transferred. - As above.	
14		Ensure that Fax and Email are functional, if they are not, identify alternative communication resources												

Process: Enablers
 Title: Business Continuity Plan

Mandatory	Process
Generic	
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Ref	Action: ✓ or ✗	Maintenance Operations (Reactive Category 1 defects) Recovery Time Objective	Maximum Tolerable Outage (Amend as appropriate)	Resource	Resource Requirements							Action Owner	Additional Information	Comments
					Immediate	1 Day	2 Days	1 Week	2 Weeks	1 Month	Normal			
14.1		Communications - Fax	24 Hours	Fax	-	-	-	-	-	-	-		- Capacity needs to be restored quickly, its urgency will be dependent on the telecommunications available at the time of an incident.	
14.2		Communications - Email	24 Hours	Email	-	-	-	-	-	-	-		- Capacity needs to be restored quickly - its urgency will be dependent on the telecommunications available at the time of an incident.	
15		Coordinate necessary resources getting On-Site – Fuel												
15.3		Resources - Fuel	24 Hours	Fuel	-	-	-	-	-	-	-		- Vehicles will carry some surplus, and fuel will be available in the initial period in the event of a shortage.	
16		Reallocate resources to ensure staff cover for all shifts												
16.1		Network Inspectors / ISU Resource Profile	24 Hours	People	6	12	14	14	14	14	14		- Need to ensure that staff rotas are in place to ensure constant presence on site, even if on reduced gang levels.	
17		Relocate operational staff to available offices by next working day												
17.1		Move staff according to pre-defined office plan in the event of one depot being affected	Next working Day	Staff	To be determined by Incident Manager at time.									
17.2		Consider transport and logistics of moving people from one site to another	Next working Day	N/A	-	-	-	-	-	-	-		- There may be transport issues with moving evacuated people from depots as vehicles may not be available or quarantined. This could potentially lead to staff loss on top of the original scenario.	
18		Regain Access to Programming of Reactive Cat-1 Defect Work												
18.1		Programming	3 Days	N/A	-	-	-	-	-	-	-		- Access to programming of Reactive Cat 1 defect work.	
19		Restore ability to view network inventory												
19.1		Inventory	3 Days	N/A	-	-	-	-	-	-	-		- Access to Inventory Information	
20		Contact Silver Finance Resource to initiate recovery of BCM Process 4.1.4 (Financial Management and Business Systems)												
20.1		Contact Silver Finance Resource to initiate recovery of BCM Process (Financial Management and Business Systems) Part 1 – Section 3.8	7 Days	Mobile	-	-	-	1	-	-	-		- Paper records can be kept in the interim period and will be invoked immediately (see action 8).	
21		Facilitate Key Contractors (Other Relevant Suppliers) arrival on site, action includes: Contacting them, Traffic Management, On-Site coordination, and Liaison with Key Contractor's key contact												
21.1		Other relevant Suppliers	N/A	Mobile	1	-	-	-	-	-	-			
22		Restore back log of data (following IT Systems restoration)												
22.1		Resource plan for backlog management	See IT	People	-	-	-	-	-	-	-		- To be determined by volume of data and duration of systems loss	

Process: Enablers
 Title: Business Continuity Plan

Mandatory	Process
Generic	
Contract Specific	
Guidance	

Use this form to highlight the actions allocated to you and to make notes if you wish

3.13. Financial Management and Business Systems

Process Overview

An essential element of effective service delivery is robust business management systems and processes. For the Sheffield PFI Project the administrative centre is Olive Grove office. The Commercial Director is the head of financial contract management.

Ref	Action: ✓ or ✗	Financial Management and Business Systems Recovery Time Objective	Maximum Tolerable Outage (Amend as appropriate)	Resource	Resource Requirements							Action Owner	Additional Information	Comments
					Immediate	1 Day	2 Days	1 Week	2 Weeks	1 Month	Normal			
1 Relocate financial and business management staff to available offices														
1.1		Staff relocation plan	Next Working Day	People	3	3	5	10	26	26	26		<ul style="list-style-type: none"> - Move staff according to pre-defined office plan in the event of one depot being affected. - Initially require 3 standard desk tops on Day One - This only covers the business team who are unable to work from home. 	
1.2		Consider transport and logistics of moving people from one site to another	Next working Day	N/A	-	-	-	-	-	-	-		<ul style="list-style-type: none"> - There may be transport issues with moving evacuated people from depots as vehicles may not be available or quarantined. This could potentially lead to staff loss on top of the original scenario. 	
2 Restore the ability to be able to collate contract costs and liabilities														
2.1		Relocate to an appropriate Amey Office	Next Working Day	N/A	-	-	-	-	-	-	-		<ul style="list-style-type: none"> - Follow pre-defined manual process to ensure flow of data is seamless. - First week of the month is critical for SAP (for Internal systems.) 	
2.2		Request copies of subcontract payment certificates from head office.	2 Weeks										<ul style="list-style-type: none"> - If the crisis extends beyond a 2 week period copies of subcontract payment certificates would need to be requested from Head Office to allow payments to progress. 	
3 Contact Silver IT Resource to initiate recovery of BCP Process (IT Systems and Software) Part 1 – Section 3.9														
3.1		Contact Silver IT Resource to initiate recovery of BCP Process (IT Systems and Processes) Part 1 – Section 3.9	Next Working Day	Mobile	-	1	-	-	-	-	-		<ul style="list-style-type: none"> - Regain ability to use standard systems, desktops and software - Financial Manager to liaise with IT Manager to facilitate. 	
4 Restore ability to produce requisitions, accruals and payments using														
4.1		Identify 2 Critical members of staff for Apps and Certs posting (one for contractor side, one for Amey)	4pm on critical days (or within 1 Day)	People	1	3	3	10	26	26	26		<ul style="list-style-type: none"> - Critical staff are assumed to have all key skills of regular users. - Identify staff, in shifts if applicable, who are available and trained to be able to manage the financial management process throughout the disaster period. - Days 1, 2 and 15 of every month are critical. 	
4.2		Move 2 Critical members of staff for Apps and Certs posting (one for contractor side, one for Amey)	4pm on critical days (or within 2 Day)	People	-	-	-	-	-	-	-		<ul style="list-style-type: none"> - Move critical staff to an office location with facility to carry out their work - Identify safest and most useable depot / office location for critical staff to be transferred into. - Days 1, 2 and 15 of every month are critical 	
5 Restore back log of data (prior to IT Systems restoration)														
5.1		Resource plan for back log management	Determined by incident	People	-	-	-	-	-	-	-		<ul style="list-style-type: none"> - To be determined by volume of data and duration of systems loss 	

Process: Enablers
Title: Business Continuity Plan

Mandatory	Process
Generic	
Contract Specific	
Guidance	

Ref	Action: ✓ or ✗	Financial Management and Business Systems Recovery Time Objective	Maximum Tolerable Outage (Amend as appropriate)	Resource	Resource Requirements							Action Owner	Additional Information	Comments
					Immediate	1 Day	2 Days	1 Week	2 Weeks	1 Month	Normal			
6		Have mail redirected by Royal Mail												
6.1		Contact Royal Mail to have mail redirected to selected office	1 Week	Post	-	-	-	1	1	1	1			

Process: Enablers
 Title: Business Continuity Plan

Mandatory	Process
Generic	
Contract Specific	
Guidance	

Use this form to highlight the actions allocated to you and to make notes if you wish

3.14. IT Systems and Software

Process Overview

The provision of an IT infrastructure is critical to the successful functioning of operations and business processes. An IT team provide support to the Sheffield PFI Project, maintain close liaison with Amey Group, the Authority and other service providers for applications and systems hosted external to the contract area.

Ref	Action: ✓ or ✗	IT Systems and Software Recovery Time Objective	Maximum Tolerable Outage (Amend as appropriate)	Resource	Resource Requirements							Action Owner	Additional Information	Comments
					Immediate	1 Day	2 Days	1 Week	2 Weeks	1 Month	Normal			
1 Restore functionality of landlines through liaison with BT, or other relevant service provider														
1.1		Contact BT, or other service provider to facilitate recovery	1 Hour	Landlines	1	1	1	1	1	1	1			
2 Restore Amey systems environment: Power, SAP, Group Run Systems														
2.1		Ensure an uninterrupted power supply to Amey offices	6 Hours	Generator	-	-	-	-	-	-	-		- Back Up generators	
2.2		Systems requirement - SAP to be available and in use within Sheffield	6 Hours	SAP	-	-	-	-	-	-	-		- Refer to Amey IT Disaster Recovery Plan (Appendix B) and ensure that skill base is mobile. - If Sheffield are unable to access SAP, resources can be diverted to Oxford or another location where the facility to input data is available.	
2.3		Liaise with Amey Group in Maidenhead to ensure effective recovery of group run systems.	6 Hours	Mobile	-	-	-	-	-	-	-		- Communicate with Amey Group, feeding information to them and acting upon instructions received to bring back up the Amey Group network - Refer to the Amey Group Plan for individual actions.	
3 Restore Amey operating environment: Desktops, WHQUALITY PLAN Server, Terminal Server														
3.1		Standard Desktop required	Next Working Day	Desktop	0	3	10	20	30	30	30		- Immediately require 3 standard desk tops on Day One.	
4 Restore Amey systems environment: Email, Internet, Intranet														
4.1		Email Availability (Exchange Server Sheffield)	Next Working Day	Exchange Server	-	-	-	-	-	-	-			
4.2		Intranet and Internet Availability	Next Working Day	Intranet	-	-	-	-	-	-	-		- For example for Vaisala and Winter Reporting.	
5 Relocate effected staff to available offices														
5.1		Staff relocation plan	Next Working Day	People	To be determined by Lead Manager at time.								- Move staff according to pre-defined office plan in the event of one depot being affected. - Initially require 3 standard desk tops on day one - This only covers the business team who are unable to work from home.	
5.2		Consider transport and logistics of moving people from one site to another	Next Working Day	N/A	-	-	-	-	-	-	-		- There may be transport issues with moving evacuated people from depots as vehicles may not be available or quarantined. This could potentially lead to staff loss on top of the original scenario.	
6 Restore Amey operating environment: LAN & WAN														
6.1		Amey LAN & WAN	2 Days	LAN	-	-	-	-	-	-	-		- Initially contact Amey IT helpdesk on 01252 533633.	
7 Restore Amey systems environment : SBS														
7.1		Systems requirement - Confirm	3 Days	Confirm	-	-	-	-	-	-	-		- Refer to Amey IT Disaster Recovery Plan - 3 day maximum timescale so that the 7 day defect target will not be compromised	
8 Restore Amey systems environment: SRW														
8.1		Systems requirement - SRW	4 Days	SRW	-	-	-	-	-	-	-		- Refer to Amey IT Disaster Recovery Plan	

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Ref	Action: ✓ or ✗	IT Systems and Software Recovery Time Objective	Maximum Tolerable Outage (Amend as appropriate)	Resource	Resource Requirements							Action Owner	Additional Information	Comments
					Immediate	1 Day	2 Days	1 Week	2 Weeks	1 Month	Normal			
		available											- If Sheffield are unable to access SRW, resources can be diverted to Oxford or another location where the facility to input data is available.	
9	Restore Amey systems environment: Masternaut, Timesheets, Oracle SAP													
9.1		Systems requirement – Masternaut	7 Days	Masternaut	-	-	-	-	-	-	-		- Restore upload facility - Refer to Amey IT Disaster Recovery Plan - GPS Dependency.	
9.2		Timesheets / Access Database available	7 Days	Timesheets Database	-	-	-	-	-	-	-		- Refer to Amey IT Disaster Recovery Plan - Timesheets are critical to our invoicing procedures, as we are reliant on the time worked by our staff to invoice the client - Paper systems could be used but may be cumbersome and time consuming for anything longer than one week.	
9.3		Oracle SAP to be available	7 Days	Oracle	-	-	-	-	-	-	-		- Refer to Amey IT Disaster Recovery Plan - If Sheffield are unable to access Oracle, resources can be diverted to any Amey location where the facility to input data is available - Working Day 1, 2 and 15 must be available, all other days are non critical.	
10	Restore ability to perform on-going server maintenance													
10.1		Regain access to building											- This should not be carried out unless the building has been confirmed as safe - An escort into the building may be necessary - Consider re-routing the server to a more accessible location.	

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3.15. Key Contractors' Information

Amey's supply chain, and the supply chain's ability to respond in a timely manner, contributes significantly to Amey's recovery and process restoration following a crisis event.

To be finalised and updated during Mobilisation.

Sub Contractor Name	Work Type	Contact	Phone & Fax Number

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PART 1

SECTION 4

LOSS OF STAFF

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4. Loss of Staff

4.1 Introduction

The Business Continuity Plan (BCP) considers that loss of staff is a generic threat to operations. A loss of staff for whatever reason will have an impact on Amey's ability to deliver its obligations under the Contract. On a normal day a small number of staff could be absent from work for any one of a multiplicity of reasons. However, events may occur which result in an increased number of people not being available for work. These include widespread sickness, industrial action, disruption of public transport, and extreme weather.

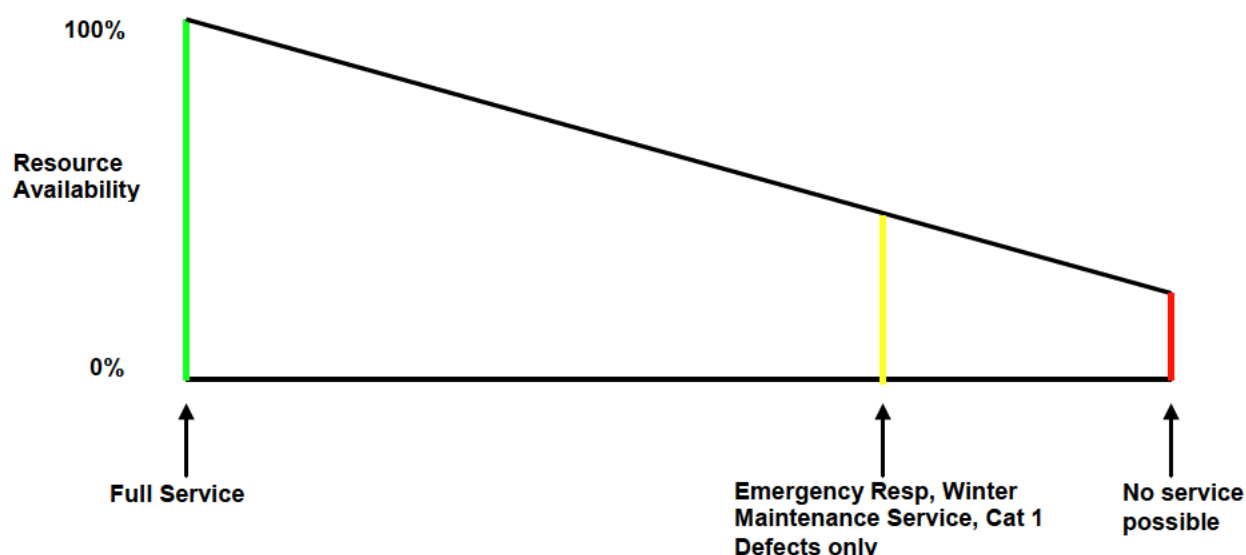
4.2 Responses to Staff Loss

Actions to alleviate the situation outlined above are limited and depend upon the actual circumstances, but may include:

- i. Obtaining staff from elsewhere (another contract, agency, mutual aid)
- ii. Focus the remaining staff on the key processes, or prioritised schemes.
- iii. Prioritisation of the key processes.

4.2.1 Resources

The resource and service profile as a staff loss event takes progressive hold in an area is illustrated schematically (not to scale). Please note - this is for illustrative purposes only, and the exact locations of each line should not be read into. The last three processes Amey will concentrate its resources on are Emergency Response, Responding to Cat 1 Defects and provision of a Winter Maintenance Service.



4.2.2 Prioritisation

It is proposed that as staff losses increase, Amey will consider the scaling down of operational performance and Contract compliance, without incurring an unacceptable risk to the safety of the Project Network or travelling public. Typically this would involve:

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- Reduction of operational service down to: Emergency Response, Cat 1 Defect action and Winter Maintenance Service (depending on season).
- Identification of priority routes providing a clear priority to the order in which Emergency Response, Cat 1 Defect action and Winter Maintenance Services (depending on season) would be progressively withdrawn, as resources become unavailable.
- Within Cat 1 Defect action, reclassify Cat 1 action to focus on potholes with barrier repairs taking a secondary priority. Agree extended response times.
- The patrol and inspection of 'designated' non-key routes at reduced frequency.
- Set against this is the likelihood that in a genuine national emergency there may be restrictions on travel that would produce a reduction in demand for specific services.

4.2.3 Planned Schemes

Close down non-essential works on Project Network; make safe and set up traffic management arrangements. Continue patrols of these schemes.

4.2.4 Key Staff and Succession Planning

There are staff across the business who possess specific expert knowledge or experience, or who are expected to take mission critical management decisions, to help ensure that Amey as an organisation continues to deliver to the client. In some cases, the loss of one member of staff with a key role might have a proportionately greater impact than one who does not. Moreover, some staff might only have a key role at a specific time of the month or year (for example financial returns).

Such key members of staff should be identified and suitable arrangements put in place to manage their loss with minimum disruption to the business. This could include nominating a dedicated replacement (and ensuring that he or she has all necessary executive functions signed over in the event of absence) or ensuring that the key deliverables of the absent member of staff are officially handed over to another department.

4.2.5 Flexible Resources and Multi-skilling

Gritter fleet drivers/operators

A number of key staff are trained and certificated as competent to act as backup. The core competences achieved are HGV2, gritter operation and route knowledge. This will be further reviewed with the objective of identifying additional staff (professional, administrative or operatives) who could be trained during the summer period to provide further contingency.

The 'national reserve' should be called upon, however if the event is a pandemic, restrictions in geographical movement may be imposed to reduce the risk of spread of the pandemic or mutual aid, making such an option of limited value. Additionally, resource availability due to pandemic effects is also likely to be limited. Use of suitably competent subcontractors would be equally restricted.

ISUs

The principle is to redeploy staff from planned scheme works and TM activities to provide backup and/or replacement ISU teams. Consideration is being given to a programme to provide basic ISU training and competence. Professional staff could also be trained, for example, staff available following suspension of works on planned schemes.

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Planning Manager Operation

Attendance at incidents will be part of the continuing emergency response requirement and to provide this there is a requirement for the provision of Planning Manager Operation. A principle similar to that for ISUs is proposed, namely the deployment of staff with appropriate qualifications released from planned scheme work.

Staff Rotation

Some staff rotation is currently in place. Enhancement to this should be considered to provide additional flexibility.

4.2.6 Working Arrangements

- Home working arrangements and home picking up/dropping off for ISU and mobile-based staff to minimise larger group contact
- Restrict meetings to those that are deemed essential. Use of television / video conferencing as an alternative to large group meetings
- 'Crowd style' gatherings (social events etc) to be avoided.

4.2.7 Key Contractors

Amey should actively engage its key contractors in the Business Continuity management (BCM) process. Key contractors should be made aware of the threat and Amey's preparations for this threat. Amey should be equally aware of how the key contractors intend to continue to deliver in the event of significant staff loss. The impact of contract staff absence will support Amey's plans to determine the likely levels of service that can be provided for the client as an event runs its course.

4.3 Pandemic Threat

4.3.1 Vaccination

Vaccination will only be possible once the strain of has been isolated and an appropriate drug synthesised. There will then be a time lag of up to six months before a vaccine can be produced in sufficient quantities for widespread use. Even then, considering that effective vaccination will require two or three doses, it is unlikely that mass vaccination will be undertaken; the Government, acting through Primary Care Trusts is therefore likely to administer vaccines according to need, targeting essential workers first. The likely order of vaccination will therefore be Health Care workers at most risk of infection, Essential Service Workers, Clinical High-Risk Groups, Closed Communities and the General Population. Amey should consider early clarification through the Authority whether any of its staff qualify as 'Essential Service Workers' and obtain formal agreement that they will be vaccinated in order to ensure Service Delivery.

4.3.2. Antivirals

Antiviral drugs may be effective in limiting the spread of a pandemic and/or protecting people from infection actually taking hold (typically if they are administered within 48 hours of symptoms occurring). However, there are limited stocks of antivirals, their exact performance against a new strain of influenza is not known and there may be side-effects in those who take them. As with vaccination policy, Amey should consider a request for antivirals through the Authority, backed by a formal agreement as necessary.

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4.3.3 Business Continuity in Amey

The BCP lists Loss of Staff as one of the generic threats to the delivery of operations. Staff loss could be as a result of industrial action but is most likely to be as a result of sickness. All organisations have a background level of sickness which is covered by overtime of inbuilt resilience.

The greatest threat, to operations is posed by the onset of a pandemic. The BCP contains the most recent Government guidance regarding all present pandemic threats. Amey constantly monitors the threat levels and take action based on current advice.

Amey has had a business continuity and interruption policy for some years and this is now supported by a robust approach to the formal implementation of systematic risk management through a business continuity management framework.

4.3.4 Context

BCM is predominately focused on the mitigation of risk to the operational business, generated by one of the following threats:

- Building/asset denial of access or use
- Building/asset loss
- Telecoms failure
- IT or systems failure
- Power loss or failure
- Loss of staff
- Key supply chain partner failure or loss.

The BCM plan consequently addresses management through the crisis and emergency phases, followed by the restoration of the service to its normal status. In the case of a pandemic it is important to address what is in principle the opposite cycle: the progressive degradation of service through both geographical containment and the reduction of available resource. It is assumed therefore, that in the case of a pandemic the operational environment will be one where:

- Geographical movement of staff is severely restricted
- Inter-depot transfer and support will be at best unlikely, if not impossible
- There will be a progressively reducing resource base to provide an operational service.
- National and local emergency plans will further influence the scope of operations.

4.3.5 Interface with Emergency Planning

Part of the operational contract support documentation covers emergency planning, and each contract has in place a formal emergency plan. It should be noted that there is a clear and deliberate interface between the emergency plan and specific pandemic action planning. Furthermore, it is anticipated that in the event of a pandemic the Civil Contingencies Act 2004 will be used by both national and local government, and the Emergency Services to provide a governing framework.

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4.3.6 References

Reference should be made to the following guidance documents:

1. "Influenza Pandemic Plan. The Role of WHO and Guidelines for National and Regional Planning" (April 1999), published by the World Health Organisation, Department of Communicable Disease Surveillance and Response.

Refer to <http://www.who.int/emc> for more information.

2. "Civil Contingencies Act 2004: a short guide", published by the Cabinet Office (Civil Contingencies Secretariat).

3. "Swine Flu latest from the NHS" website provided by NHS @ <http://www.nhs.uk/conditions/pandemic-flu/Pages/Introduction.aspx>

Additional Information on Swine Flu can be found in Appendix A.

4.4. Further Risk Mitigation Measures

4.4.1 Communications

Activate Gold/Silver/Bronze control communication arrangements as per BCM to support prioritisation. (Include linkage with key contractors and the Authority within these arrangements). Through the Gold/Silver/Bronze control framework establish a minimum twice-daily update and review between Gold and Silver control, the Authority, and Emergency Services. Key objectives:

- Pandemic status
- Road network condition
- Route status
- Route closures required
- Specific actions for designated priority routes
- Resources
- Urgent actions for next 24 hours
- Priority actions anticipated for next seven days.

4.4.2 Travel

Measures should be considered to limit all but necessary work travel. Staff should be advised to avoid high-risk holiday destinations where infection has been confirmed. The DH will confirm what the high-risk locations are and can be expected to issue further guidance on travel to them once a pandemic emerges.

4.4.3 Social Interventions

The DH lists a range of measures referred to as 'Social Interventions' that could be used to limit spread of a pandemic. These include regularly cleaning hands and workspaces with alcohol wipes, not touching the nose, eyes and mouth and practising good respiratory hygiene. Facemasks may also be used to limit the spread of droplets. However, the specification of masks must be checked before purchase and issue to check that they comply with guidance from the DH. Moreover, the wider implications of mask use should be considered - for example, when to wear them, how use is

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enforced/regulated and whether indeed masks might do more to spread fear than actually limit the spread of a pandemic.

4.4.4 Communications

A communication strategy should be developed in the run-up to a known threat, in order to keep the workforce informed while maintaining a balance between informing and unnecessarily frightening staff. The subject of communication could include the latest DH guidance on travel and social interventions and any updates in company policy relating to staff absence and meetings.

4.4.4 Absence Policy

It is predicted that, over a three-month period, up to 25% of the working population will be absent from work for five to eight working days as a result of Pandemic Influenza; peak absenteeism could be around 10% for one to two weeks after the Pandemic has been in the UK for approximately two months. In addition, these rates will be further increased by:

- Staff requesting leave to look after sick family members/relatives.
- Staff requesting compassionate leave due to bereavement.
- Staff requesting leave to look after children during school closures. School closures are a measure being considered in order to limit the spread of the Pandemic.
- Staff staying away from work through fear of infection.
- Staff being unable to get to work if their primary means of travel is public transport. Public transport is predicted to be severely depleted during a Pandemic.

Given the accepted planning assumptions, Amey should predict staff absence levels based on its current workforce numbers. Amey also possesses a workplace absence calculator for that has been developed by the Staffordshire Health Economy. This should be accompanied by a review by HR of how staff absence will be managed. This should aim to limit transmission of the virus and accept the wider need for absence (for example, by encouraging sick leave as soon as symptoms emerge) whilst striving to maintain an agreed level of service delivery with the client.

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PART 1

SECTION 5

GOLD, SILVER AND BRONZE COMPOSITION

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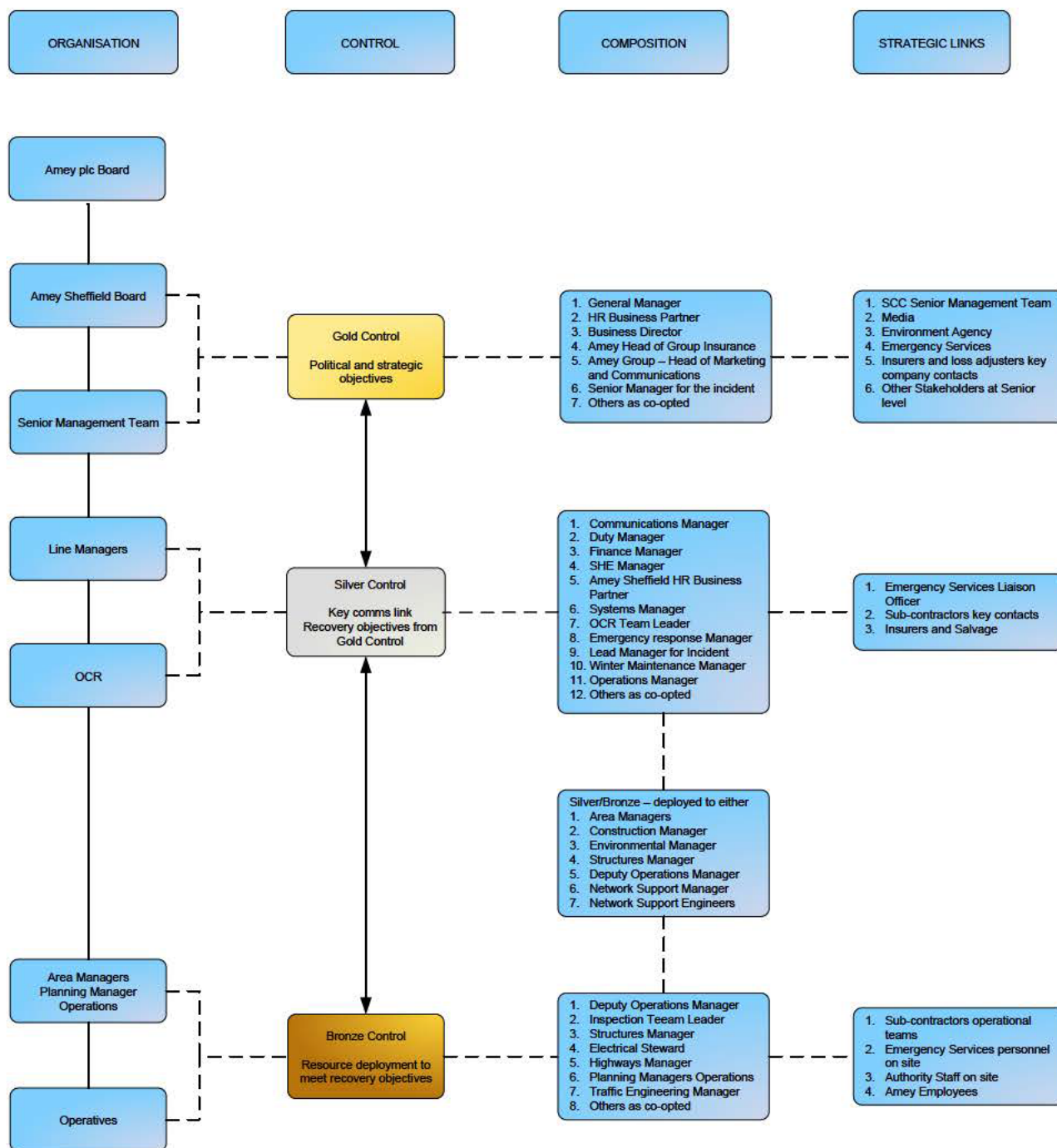
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5. Gold, Silver And Bronze Team and Role Definition

5.1 Gold, Silver, Bronze Structure

Gold, Silver and Bronze Team, and Role Definition

Gold, Silver, Bronze Structure



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5.2 Gold, Silver and Bronze Team Composition

5.2.1. Gold Control – Composition

Gold Control will typically comprise a core team of Senior Managers from Amey, and will be instigated in consultation with the Duty Manager and the Senior Manager for the incident. It may be appropriate to incorporate relevant operational expertise from Silver level (ie Structures, IT etc) depending on the situation.

Gold Control will assume the lead role in setting strategic and political objectives for recovering normal operational service throughout the incident.

Note: Gold and Silver Controls will continue operation until the Gold Control team and the Authority agree that the incident no longer warrants these arrangements to be in place.

Following close out of the incident, Gold Control will lead a full review noting areas of best practice and improvement opportunities observed through its duration.

5.2.2. Silver Control – Composition

The Silver team will provide a key communications link between all levels of response, and set the process recovery objectives under the direction of Gold control. See Process Recovery Part 1 - Section 3.2 for more details.

Note: Gold and Silver Controls will continue operation until agreed by the Gold Control team and the Authority that the incident no longer warrants these arrangements to be in place.

5.2.3. Silver / Bronze Control – Composition

Specific roles are dedicated to Silver and Bronze Teams. In addition, there are a number of roles that, dependent upon the nature and severity of the incident, can be appointed to form part of either the Silver or Bronze Control teams. The Incident Manager will make any such change clear to individuals.

ALL STAFF AND ORGANISATION CONTACT DETAILS CAN BE FOUND AT THE BEGINNING OF THE REFERENCE SECTION (PART 2 – SECTION R1).

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Sheffield Highways Maintenance PFI Project

Business Continuity Plan

Part 2

Reference Section

**“Respond immediately, communicate effectively,
create time for recovery and provide continuity of
service”**

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Business Continuity Management Plan Part 2 – Reference Section

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R1 Amey – Contact Numbers

R1.1 Gold Control Contact Details

Job Title / Role	Job Holder	Mobile Contact	Office Contact	Deputy Job Holder	Office Contact	Mobile Contact	
Sheffield Project Director	[REDACTED]	[REDACTED]	TBN	TBM	TBN	TBN	
Board Managing Director		TBN	TBN	TBN	TBN	TBN	
Business Director		[REDACTED]	TBN	TBN	TBN	TBN	
HR Business Partner		TBN	TBN	TBN	TBN	TBN	
Amey Group - Head of Marketing Communications		[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Amey Head of Group Insurance and Risk Management		[REDACTED]	[REDACTED]	[REDACTED]	TBN	TBN	TBN

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R1.2 Silver Control Contact Details

Job Title / Role	Job Holder	Mobile Contact	Office Contact	Deputy Job Holder	Office Contact	Mobile Contact
Regional Communication Manager	TBN	TBN	TBN	TBN	TBN	TBN
Duty Manager	Refer to Amey OCR Rota Database					
Commercial Director	TBN	TBN	TBN	TBN	TBN	TBN
Safety, Health and Environment Manager	TBN	TBN	TBN	TBN	TBN	TBN
Sheffield HRBP	TBN	TBN	TBN	TBN	TBN	TBN
MIS Manager	TBN	TBN	TBN	TBN	TBN	TBN
OCR (Primary)	TBN	TBN	TBN	TBN	TBN	TBN
OCR (Secondary)	TBN	TBN	TBN	TBN	TBN	TBN
Highways Manager	TBN	TBN	TBN	TBN	TBN	TBN
Network Director	TBN	TBN	TBN	TBN	TBN	TBN
Operations Director	TBN	TBN	TBN	TBN	TBN	TBN

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R1.3 Silver / Bronze Control Contact Details

Job Title / Role	Job Holder	Mobile Contact	Office Contact	Deputy Job Holder	Office Contact	Mobile Contact
Highways Maintenance Manager	TBN	TBN	TBN	TBN	TBN	TBN
Structures Manager	TBN	TBN	TBN	TBN	TBN	TBN
Powered Apparatus Manager	TBN	TBN	TBN	TBN	TBN	TBN
Streetscene Manager	TBN	TBN	TBN	TBN	TBN	TBN
Construction Manager	TBN	TBN	TBN	TBN	TBN	TBN
Community Services Manager	TBN	TBN	TBN	TBN	TBN	TBN
Environmental Manager	TBN	TBN	TBN	TBN	TBN	TBN
Grounds Maintenance Manager	TBN	TBN	TBN	TBN	TBN	TBN
Depot Manager	TBN	TBN	TBN	TBN	TBN	TBN
Network Manager	TBN	TBN	TBN	TBN	TBN	TBN

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R1.4 Bronze Control Contact Details

Job Title / Role	Job Holder	Mobile Contact	Office Contact	Deputy Job Holder	Office Contact	Mobile Contact
Inspections Manager	TBN	TBN	TBN	TBN	TBN	TBN
Structures Maintenance Manager	TBN	TBN	TBN	TBN	TBN	TBN
Electrical Maintenance manager	TBN	TBN	TBN	TBN	TBN	TBN
Highways Maintenance Manager	TBN	TBN	TBN	TBN	TBN	TBN
Street Cleaning Senior Supervisor	TBN	TBN	TBN	TBN	TBN	TBN
Arboricultural Technical Manager	TBN	TBN	TBN	TBN	TBN	TBN
ISU Supervisor	TBN	TBN	TBN	TBN	TBN	TBN
Highway Supervisor	TBN	TBN	TBN	TBN	TBN	TBN
Inspections Manager	TBN	TBN	TBN	TBN	TBN	TBN

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R2 Stakeholder Contact Details: To Contact in an Emergency

LOCAL AUTHORITIES		
Name	Address	Phone Number
Sheffield City Council	Town Hall Pinstone Street Sheffield S1 2HH	0114 273 4567
Barnsley Metropolitan Borough Council	Town Hall Barnsley South Yorkshire S70 2TA	01226 770 770
Rotherham Metropolitan Borough Council	Civic Building Walker Place Rotherham South Yorkshire S65 1UF	01709 382 121
Doncaster Council	PO Box 257 The Council House College Road Doncaster South Yorkshire DN1 1BR	Customer services 01302 736 000 Out of hours emergencies 01302 341 628
Sheffield City Council	Sheffield City Council Town Hall Pinstone Street Sheffield S1 2HH	0114 27 34567
LOCAL AUTHORITIES - ADJACENT AREAS		
High Peak Borough Council	Buxton Town Hall Market Place Buxton Derbyshire SK17 6EL	0845 129 7777 or 01298 284 000
Derbyshire Dales District Council	Town Hall Bank Road Matlock Derbyshire DE4 3NN	01629 761 100
North East Derbyshire District Council	Council House Saltergate Chesterfield Derbyshire S40 1LF	01246 231 111
Bolsover District Council	Sherwood Lodge Bolsover S44 6NF	01246 242 424
Bassetlaw District Council	Queens Buildings Potter Street Worksop	01909 533 533

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	Nottinghamshire S80 2AH	
North Lincolnshire Council	Pittwood House Ashby Road Scunthorpe North Lincolnshire DN16 1AB	01724 296 296 Out of hours emergency 01724 276 444
East Riding of Yorkshire Council	County Hall Beverley HU17 9BA	01482 393 939
Selby District Council	Civic Centre Portholme Road Selby North Yorkshire YO8 4SB	Switchboard 01757 705 101 Out of hours emergency 01757 706 291
Wakefield Council	Town Hall Wood Street Wakefield WF1 2HQ	08458 506 506
Kirklees Council	Civic Centre 3 Market Street Huddersfield West Yorkshire HD1 1WG	01484 221 000
Chesterfield Borough Council	Town Hall Rose Hill Chesterfield Derbyshire S40 1LP	01246 345 345
POLICE AUTHORITIES		
South Yorkshire Police	South Yorkshire Police Headquarters Snig Hill Sheffield S3 8LY	0114 220 2020
POLICE AUTHORITIES - ADJACENT AREAS		
Humberside Police Headquarters	Humberside Police Headquarters Priors Police Station Priors Road Hull HU5 5SF	0845 60 60 222
North Yorkshire Police	North Yorkshire Police Police Headquarters Newby Wiske Hall Northallerton North Yorkshire DL7 9HA	0845 60 60 247
West Yorkshire Police	West Yorkshire Police HQ PO Box 9 Wakefield	0845 6060606

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	WF1 3QP	
Greater Manchester Police	Greater Manchester Police P.O. Box 22 Manchester M16 0RE	0161 872 5050
Derbyshire Constabulary	Derbyshire Constabulary Butterley Hall Ripley Derby DE5 3RS	0345 1 23 33 33
Nottinghamshire Police	Force Headquarters Sherwood Lodge Arnold Nottingham NG5 8P	0300 300 99 99
British Transport Police (Rail)	North Eastern Area Headquarters West Gate House Grace Street Leeds LS1 2RP	0800 40 50 40
FIRE AND RESCUE SERVICES		
South Yorkshire Fire & Rescue	South Yorkshire Fire & Rescue 197 Eyre Street Sheffield S1 3FG	0114 272 7202
FIRE AND RESCUE SERVICES - ADJACENT AREAS		
West Yorkshire Fire and Rescue Service	West Yorkshire Fire and Rescue Service Oakroyd Hall Bradford Road Birkenshaw West Yorkshire BD11 2DY	01274 682311
North Yorkshire Fire and Rescue Service	North Yorkshire Fire and Rescue Service Headquarters Thurston Road Northallerton North Yorkshire DL6 2ND	01609 780150
Humberside Fire & Rescue Service	HQ Summergroves Way Kingston Upon Hull HU4 7BB	01482 565333
Nottinghamshire Fire and Rescue Service	Nottinghamshire Fire and Rescue Service Headquarters Bestwood Lodge Arnold	0115 967 0880

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	Nottingham NG5 8PD	
Derbyshire Fire & Rescue Service	DFRS headquarters The Old Hall Burton Road Littleover Derby DE23 6EH	01332 771221
AMBULANCE SERVICES		
Yorkshire Ambulance Service	Yorkshire Ambulance Service NHS Trust Headquarters Springhill Brindley Way Wakefield 41 Business Park Wakefield WF2 0XQ	0845 124 1241
AMBULANCE SERVICES - ADJACENT AREAS		
East Midlands Ambulance Service NHS Trust	East Midlands Ambulance Service NHS Trust Trust Headquarters 1 Horizon Place Mellors Way Nottingham Business Park Nottingham NG8 6PY	0115 884 5000
North West Ambulance Service NHS Trust	North West Ambulance Service NHS Trust Regional Headquarters Ladybridge Hall Chorley New Road Bolton BL1 5DD	01204 498400
North East Ambulance Service NHS Trust	NEAS Headquarters Bernicia House Goldcrest Way Newburn Riverside Newcastle Upon-Tyne NE15 8NY	0191 430 2000
AIR AMBULANCE SERVICES		
Yorkshire Air Ambulance	Cayley House 10 South Lane Elland, HX5 0HQ	01422 237900
AIR AMBULANCE SERVICES - ADJACENT AREAS		

Process: Enablers

Mandatory

Process

Generic

Title: Business Continuity Plan

Contract Specific

Guidance

Lincolnshire & Nottinghamshire Air Ambulance	<i>Nottingham Office</i> Unit 2 Chase Park Daleside Road Nottingham NG2 4GT	0115 9412255
Derbyshire, Leicestershire and Rutland Air Ambulance (DLRAA)	Derbyshire, Leicestershire and Rutland Air Ambulance (DLRAA) The Old Courthouse 18-22 St Peter's Churchyard Derby DE1 1NN	08454 130999
North West Air Ambulance charity	North West Air Ambulance charity North Mersey Business Centre Woodward Road Knowsley L33 7UY	0800 587 4570
Great North Air Ambulance Service	Great North Air Ambulance Service, Head Office, Northumberland Wing, The Imperial Centre, Grange Road Darlington, DL1 5NQ	01325 487 263
OTHER ASSOCIATIONS		
Road Haulage Association (RHA)	www.rha.uk.net midlands-western@rha.uk.net m.farmer@rha.uk.net (Regional Director r.devenish@rha.net	0117 950 3600
Heavy Transport Association	www.hta.uk.net	01829 771 774
Freight Transport Association	www.fta.co.uk	08717 112 222
Telephone Communication: BT	HEAD OFFICE & GOODS IN/DISPATCH National Logistics Centre (NLC Wingates Industrial Park Westhoughton Bolton BL5 3XU	0800 800 151
Water: Yorkshire Water	Western House, Halifax Road, Bradford, BD6 2SZ	0845 1242424
Gas: Northern Gas Network	1100 Century Way Thorpe Park Business Park Colton	All General Enquiries: 0845 6340508 Gas Emergencies: 0800

Process: Enablers

Mandatory

Process

Generic

Title: Business Continuity Plan

Contract Specific

Guidance

	Leeds West Yorkshire LS15 8TU	111 999
Electricity: Yorkshire Electricity & National Grid	Wetherby Road Scarcroft Leeds West Yorkshire LS14 3HS	YE: 0800 668 877 NG: 0800 404090
Robin Hood Airport	Robin Hood Airport Doncaster Sheffield Heyford House First Avenue Doncaster DN9 3RH	0871 220 2210
National Rail	Network Rail Kings Place 90 York Way London N1 9AG	0845 7114141
Environment Agency	Incident Communications Centre	0800 807 060
Highways Agency	Lateral Building 8 City Walk Leeds LS11 9AT	0300 123 5000
MET Office	Fitzroy Road Exeter Devon EX1 3PB	0870 9000100
LOCAL FACILITIES		
<i>Sheffield Motorpoint Arena</i>	Motorpoint Arena, Broughton Lane, Sheffield S9 2DF	0114 256 2002
Lakeside Sports Complex	Lakeside Sports Complex LLP Keepmoat Stadium Stadium Way DONCASTER DN4 5JW	01302 762560
Simply Skate arena	Simply skate arena Chesterton road Eastwood trading estate Rotherham S65 1SU	01709 833001
Don Valley Stadium	Worksop Road, South Yorkshire, Sheffield S9 3TL	0114 223 3600
Meadowhall Centre Ltd	Meadowhall Centre Ltd Management Suite 1 The Oasis Meadowhall Centre Sheffield	0114) 256 8800

Process: Enablers

Mandatory

Process

Generic

Title: Business Continuity Plan

Contract Specific

Guidance

	S9 1EP England	
Claremont Hospital	Claremont Hospital 401 Sandygate Road Sheffield South Yorkshire S10 5UB	01142 632110
Charles Clifford Dental Hospital	Charles Clifford Dental Hospital 76 Wellesley Road Sheffield South Yorkshire S10 2SZ	01142 717800
Sheffield Children's Hospital	Sheffield Children's Hospital Western Bank Sheffield South Yorkshire S10 2TH	01142 717000
Weston Park Hospital	Weston Park Hospital Whitham Road Sheffield South Yorkshire S10 2S	01142 265000
Beighton Community Hospital	Beighton Community Hospital Sevenairs Road Sheffield South Yorkshire S20 1NZ	01142 716500
Mount Vernon Hospital	Mount Vernon Hospital Mount Vernon Road Barnsley South Yorkshire S70 4DP	01226 730000
Birkdale Clinic (Rotherham) Ltd	Birkdale Clinic (Rotherham) Ltd Clifton Lane Rotherham South Yorkshire S65 2AJ	01709 828928
Doncaster Royal Infirmary	Doncaster Royal Infirmary Armthorpe Road Doncaster South Yorkshire DN2 5LT	01302 366666
Montagu Hospital	Montagu Hospital Adwick Road Mexborough South Yorkshire S64 0AZ	01709 585171
Rotherham District General Hospital	Rotherham District General Hospital Moorgate Road Rotherham South Yorkshire S60 2UD	01709 820000
Doncaster & South Humber Healthcare NHS Trust	Doncaster & South Humber Healthcare NHS Trust St. Catherines Hospital Tickhill Road	01302 796000

Process: Enablers

Mandatory

Process

Generic

Title: Business Continuity Plan

Contract Specific

Guidance

	Doncaster South Yorkshire DN4 8QN	
Doncaster & Southhumber Trust	Doncaster & Southhumber Trust Swallownest Court Aughton Road Sheffield South Yorkshire S26 4TH	01142 872570
Barnsley Community & Priority Services NHS Trust	Barnsley Community & Priority Services NHS Trust 7 Keresforth Cl Barnsley South Yorkshire S70 6RS	01226 777865
Department Of Psychological Medicine	Department Of Psychological Medicine Pogmoor Road Barnsley South Yorkshire S75 2EP	01226 777783
Barnsley Community & Priority Services N H S Trust	Barnsley Community & Priority Services N H S Trust Dept Of Psychological Medicine 118 Gawber Road Barnsley South Yorkshire S75 2PS	01226 730000
Doncaster Central P C T	Doncaster Central P C T St. Catherines Hospital Tickhill Road Doncaster South Yorkshire DN4 8QN	01302 796456
Royal Hallamshire Hospital	Royal Hallamshire Hospital Glossop Road Sheffield South Yorkshire S10 2JF	01142 711900
Northern General Hospital	Northern General Hospital Herries Road Sheffield South Yorkshire S5 7AU	01142 434343
Kendray Hospital	Kendray Hospital Doncaster Road Barnsley South Yorkshire S70 3RD	01226 730000

Process: Enablers
Title: Business Continuity Plan

Mandatory	Process
Generic	
Contract Specific	
Guidance	

R3. Conference Call Facilities

A 24 / 7 Conference Call facility (video or voice/telephone) is available through Amey VMeeting Services on 0845 365 1800 or email vmeeting@amey.co.uk. These facilities can be used by Gold team members to coordinate initial responses and brief members.

Further details about the Video Conferencing can be accessed through AmeyWorld using the link below:

<http://ameyworld.ameygroup.int/YourTools/VMeetingVideoConferencing/How.aspx>

R4. Sheffield PFI Salvage Plan

Principle: There should be nothing in the building that as an imperative you have to get out – if it is that important there should be a duplicate stored elsewhere in an identified secure location. However, it is recognised pragmatically that, providing it is safe to do so, a salvage operation should be undertaken to recover critical documentation and equipment. Salvage operations must only commence on the authorisation of the Emergency Services or Group Insurance Manager. Instruction to enter the premises will be given by the Senior Manager.

The salvage plan should list IN PRIORITY ORDER those items that are to be recovered. Items to be included are:

- Server Backup tapes (Backup taken five days per week)
- Any other backup tape

Process: Enablers
 Title: Business Continuity Plan

Mandatory	Process
Generic	
Contract Specific	
Guidance	

Use this form to highlight the actions allocated to you and to make notes if you wish

R5.2 - Amey Group IT Bronze Process Recovery

Ref	Action : ✓ or ×	Group IT Systems and Software Recovery Time Objective	Maximum Tolerable Outage (Amend as appropriate)	Resource	Resource Requirements							Action Owner	Additional Information	Comments
					Immediate	1 Day	2 Days	1 Week	2 Weeks	1 Month	Normal			
1														
1.1		Email & Data Centre – Power	Immediate	Power	-	-	-	-	-	-	-			
1.2		Helpdesk Facility	Immediate	People	6	6	6	14	14	14	14			
1.3		ERP System (SAP) Power	Immediate	Power	-	-	-	-	-	-	-			
1.4		Resources – Ensure IT and Systems specialist available in the event of an incident and thereafter.	Immediate	People	2	2	2	2	2	2	2			
2														
2.1		Data Centre Network	2 Days	Network	-	-	-	-	-	-	-			
2.2		Networks	2 Days	Network	-	-	-	-	-	-	-			
2.3		ERP System (SAP) - Servers	2 Days	Server	-	-	-	-	-	-	-			
2.4		ERP System (SAP) - Network	2 Days	Network	-	-	-	-	-	-	-			
2.5		Email - Servers	2 Days	Server	-	-	-	-	-	-	-			
2.6		Data Centre - Servers	2 Days	Server	-	-	-	-	-	-	-			
2.7		Email - Network	2 Days	Network	-	-	-	-	-	-	-			
2.8		Mobile Phones – Telephone availability	2 Days	Mobile Phones	-	-	-	-	-	-	-			
2.9		PC availability – dedicated Business Continuity resource	2 Days	Desktop or laptop	-	10	20	30	30	30	30			
2.10		Server availability – dedicated Business Continuity resource	2 Days	Server	-	1	2	2	Normal					
2.11		Backups available	2 Days	Tape, DVD or other storage medium	1	-	-	-	-	-	-			

Process: Enablers
 Title: Business Continuity Plan

Mandatory	Process
Generic	
Contract Specific	
Guidance	

5.3 - Maintenance Operations (Routine and Cyclic)

TIER 1 = Olive Grove	TIER 2 = Ecclesfield, Eyre lane	TIER 3 = Nil
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Identify building/depot tier and threat work down column allocating actions as necessary in the circumstances

Silver Process Recovery

Process Overview: Maintenance Operations (Routine and cyclic) – process is non critical in an emergency. A significant part of Amey operations involves the delivery of planned maintenance and inspection tasks. Detailed planning arrangements support timely and effective service provision.

Ref	THREAT TYPE																		Maintenance Operations (Routine and Cyclic) Recovery Time Objective	Action: ✓ or ×	Maximum Tolerable Outage (Amend as appropriate)	Action Owner		
	Building Loss Tier 1	Building Loss Tier 2	Building Loss Tier 3	Building Denial Tier 1	Building Denial Tier 2	Building Denial Tier 3	Phone Loss Tier 1	Phone Loss Tier 2	Phone Loss Tier 3	Data Comms Loss Tier 1	Data Comms Loss Tier 2	Data Comms Loss Tier 3	Systems Failure	Systems Failure (Group)	Power Loss Tier 1	Power Loss Tier 2	Power Loss Tier 3	Staff Loss Tier 1 (>10%)					Staff Loss Tier 2 (>10%)	Staff Loss Tier 3 (>10%)
1	✓	×	×	✓	×	×	✓	✓	×	×	×	×	×	×	×	×	✓	✓	×	×	Contact key contractors to reschedule planned work load		2 Hours	
2	✓	✓	×	✓	✓	×	✓	✓	×	×	×	×	×	×	✓	✓	×	×	×	×	Ensure that fax is functional, if it is not, identify alternative communication resources		6 Hours	
3	✓	✓	×	✓	✓	×	✓	✓	×	✓	×	×	✓	✓	✓	×	✓	✓	×	×	Ensure that Landlines, Masternaut and Mobiles are functional, if they are not, identify alternative communication resources		12 Hours	
4	✓	✓	×	✓	✓	×	×	×	×	✓	✓	×	✓	✓	✓	×	×	×	×	×	Ensure that email is functional, if it is not, identify alternative communication resources		24 Hours	
5	×	✓	×	×	✓	×	×	×	×	×	✓	×	✓	✓	×	✓	×	×	×	×	Relocate routine and cyclic staff to available offices by next working day (if required)		Next Working Day	
6	×	✓	×	×	✓	×	×	×	×	×	×	✓	✓	×	✓	×	×	✓	×	×	Restore ability to carry out Safety Patrols and Inspections		2 Days	
7	✓	✓	×	✓	✓	×	×	×	×	×	✓	×	✓	✓	×	✓	✓	×	×	×	Restore ability to view network inventory		3 Days	
8	✓	✓	×	✓	✓	×	✓	✓	×	×	×	×	×	×	✓	×	✓	✓	×	×	Coordinate necessary resources getting on-site – Labour, Materials, Fuel, Plant		3 Days	
9	✓	✓	×	✓	✓	×	×	×	×	✓	✓	×	✓	✓	✓	×	×	×	×	×	Contact Silver Finance Resource to initiate recovery of BCM Process 4.1.4 (Financial Management and Business Systems)		4 Days	
10	×	✓	×	×	✓	×	×	×	×	×	✓	×	✓	✓	×	×	×	✓	×	×	Restore availability of access to programming of work		4 Days	
11	✓	✓	×	✓	✓	×	×	×	×	✓	✓	×	✓	✓	✓	×	✓	✓	×	×	Restore back log of data (following IT Systems restoration) - To be determined by volume of data and duration of systems loss		N/A	

Process: Enablers
 Title: Business Continuity Plan

Mandatory	Process
Generic	
Contract Specific	
Guidance	

Use this form to highlight the actions allocated to you and to make notes if you wish

R5.4 - Maintenance Operations (Routine and Cyclic) Bronze Process Recovery

Ref	Action: ✓ or X	Maintenance Operations (Routine and Cyclic) Recovery Time Objective	Maximum Tolerable Outage (Amend as appropriate)	Resource	Resource Requirements							Action Owner	Additional Information	Comments
					Immediate	1 Day	2 Days	1 Week	2 Weeks	1 Month	Normal			
1														
Contact Key Supply Chain Partners to reschedule planned work load														
1.1		Supply Chain Partners	2 Hours	Mobile	-	-	-	-	-	-	-		- Invoke emergency contact arrangements (Two way process) - To ensure that contact can be made by either party throughout the incident Refer to Section 4.3 for Key Contractors contact details	
2														
Ensure that Fax is functional, if it is not, identify alternative communication resources														
2.1		Communications - Fax	6 Hours	Fax	-	-	-	-	-	-	-		Distribution list is approximately 100 fax machines.	
3														
Ensure that Landlines, Masternaut and Mobiles are functional, if they are not, identify alternative communication resources														
3.1		Communications - Landline	12 Hours	Landline	-	-	-	-	-	-	-		- BT lines to be transferred. - As above	
3.2		Communications - Masternaut	12 Hours	Masternaut	-	-	-	-	-	-	-		- As above	
3.3		Communications - Mobiles	12 Hours	Mobiles	-	-	-	-	-	-	-		- As above	
4														
Ensure that Email is functional, if it is not, identify alternative communication resources														
4.1		Communications - Email	24 Hours	Email	-	-	-	-	-	-	-		- As above	
5														
Relocate routine and cyclic staff to available offices by next working day (if required)														
5.1		Move staff according to pre-defined office plan in the event of one depot being affected	Next working Day	Staff	To be determined by Lead Manager at time.									
5.2		Consider transport and logistics of moving people from one site to another	Next working Day	N/A	-	-	-	-	-	-	-		There may be transport issues with moving evacuated people from depots as vehicles may not be available or quarantined. This could potentially lead to staff loss on top of the original scenario.	
6														
Restore ability to carry out Safety Patrols and Inspections														
6.1		Safety Patrols and Inspections	2 Days	People and Vehicles	-	2	10	10	10	10	10		- Restore staff and vehicles - Recording of data - Inspections need to be fairly consistent, to ensure that we are not putting ourselves in libellous situation in relation to claims by road users, ie potholes.	
7														
Restore ability to view network inventory														
7.1		Inventory	3 Days	N/A	0	0	0	1	1	1	1		Access to Amey and key contractors inventory is required to enable work to be programmed efficiently.	
8														
Coordinate necessary resources getting On-Site – Labour, Materials, Fuel, Plant														
8.1		Resources - Labour	3 Days	People	0	1	1	1	1	1	1			
8.2		Resources - Materials	3 Days	Materials	0	0	0	1	1	1	1		This refers to Amey Materials, not key contractors	
8.3		Resources - Fuel	3 Days	Fuel	-	-	-	-	-	-	-		Vehicles will carry some surplus, and fuel will be available in the initial period in the event of a shortage.	
8.4		Resources - Plant	3 Days	Plant	0	0	0	1	1	1	1		This refers to Amey Plant, not key contractors	
9														
Contact Silver Finance Resource to initiate recovery of BCM Process 4.1.4 (Financial Management and Business Systems)														
9.1		Contact Silver Finance Resource to initiate recovery of BCM Process (Financial Management and Business Systems) Part 1 – Section 3.8	4 Days	N/A	0	0	1	1	1	1	1			

Process: Enablers
Title: Business Continuity Plan

Mandatory	Process
Generic	
Contract Specific	
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Ref	Action: ✓ or ✗	Maintenance Operations (Routine and Cyclic) Recovery Time Objective	Maximum Tolerable Outage (Amend as appropriate)	Resource	Resource Requirements							Action Owner	Additional Information	Comments
					Immediate	1 Day	2 Days	1 Week	2 Weeks	1 Month	Normal			
10		Restore availability of access to Programming of work												
10.1		Regain access to Programme	4 Days	N/A	0	0	1	1	1	1	1		The Rolling Programmes of Routine and Cyclic Work to be accessible to identify critical activities and slack	
11		Restore back log of data (following IT Systems restoration)												
11.1		Resource plan for backlog management	To be determined by volume of data and duration of systems loss	People	-	-	-	-	-	-	-		Resource plan for backlog management - In accordance with priority of data Process for back log management needs to be clearly defined.	

Process: Enablers
Title: Business Continuity Plan

Mandatory	Process
Generic	
Contract Specific	
Guidance	

R6. Supporting Documentation Reference Table

Supporting Document	Location
Amey Business Service BCP	ABS-H&S-04-08/01/04
Amey Plc Insurance Policy	PLC-INS-001-002
Amey Group IT Acceptable Use Policy	PLC-IT&IS-004
Contact details for Salt Suppliers - Salt Union (SAP) (see Network Contingency Plan Contact Lists)	Severe Weather Plan
Contact Details of the MET Office	Severe Weather Plan
Contact Details of Vaisala	Severe Weather Plan
Gold Silver Bronze resource lists	NCP / BCM Plan
Gritting plans	Severe Weather Plan
GSI Definition and Procedure	Amey Group Procedure on reporting of Group Significant Incidents document reference PLC - HSE - 750
Information on level of stock held in depots	Quinton drive – Winter Gritting Sheets
Network Contingency Plan	Quality Plan, Hard Copy & CD
Paper proformas for all processes manual data collection requirements	Quality Plan
Salt Stock Management	Salt Union
Site Specific Procedures for the NCC	Quality Plan and Hard Copy
Severe Weather Process	Severe Weather Plan
Severe Weather Plan	Quality Plan + Hardcopy
Influenza Pandemic Plan	World Health Organisation, http://www.who.int/emc
Civil Contingencies Act 2004: a short guide	Cabinet Office, Civil Contingencies Secretariat
24 / 7 Call-out rota	OCR Database
24 / 7 Contact data from Sub Contractor	OCR Database
Swine Flu information	Refer Appendix A

Process: Enablers

Title: Business Continuity Plan

Mandatory	Process
Generic	
Contract Specific	
Guidance	

R7. Sheffield Organisational Structure

To be created during Mobilisation.

Process: Enablers

Title: Business Continuity Plan

Mandatory	Process
Generic	
Contract Specific	
Guidance	

Sheffield Highways Maintenance PFI Project

Business Continuity Plan

Part 3

Administration of the Plan

**“Respond immediately, communicate effectively,
create time for recovery and provide continuity of
service”**

Process: Enablers

Title: Business Continuity Plan

Mandatory	Process
Generic	
Contract Specific	
Guidance	

Business Continuity Plan

Part 3 - Contents Page

Administration of the BCP

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Process: Enablers
Title: Business Continuity Plan

Mandatory	Process
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PART 3

SECTION A1

Maintenance and Audit

Process: Enablers
Title: Business Continuity Plan

Mandatory	Process
Generic	
Contract Specific	
Guidance	

A.1 Maintenance and Audit

A1.1 Maintenance and Review

The Sheffield PFI operates in a dynamic environment. To ensure that the Business Continuity Plan (BCP) continues to reflect the requirements of the Contract and the operational environment it needs to be current, accurate and complete. In addition, the Plan requires regular testing and auditing to give confidence in its ability to support recovery in the event of an incident. The BCP will be reviewed annually or more frequently, should major changes to the organisation, Authority/Contract requirements or the infrastructure maintained and serviced, occur.

A1.2 Audit

Audit of the business continuity arrangements supports effective business continuity capability. Audit has the following functions:

- Validation of compliance with Amey Crisis Management and Business Continuity Policy (Amey Group Document reference PLC – EXEC - 033)
- Review of the continuity solutions in place
- Confirmation that effective testing of the Business Continuity Plan is in place
- Identification of nonconformities and the agreement of effective resolution
- Identification of areas of best practice that can be shared across Amey contracts
- Identification of opportunities to improve the effectiveness and deployment of the Business Continuity Plan.

Process: Enablers

Title: Business Continuity Plan

Mandatory	Process
Generic	
Contract Specific	
Guidance	

The following provides an outline of a typical audit programme. As the BCP is progressively deployed across the Sheffield PFI the audit programme will be developed and refined.

BCM Plan Element	Frequency
Part 1 Section 1, 2, 3 – operation and compliance	Six-monthly audit of one of the sections. The entire plan will therefore be covered in a two-year period.
Part 1 Section 4, 5 – operation and compliance	
Part 3 & 4 Sections 5, 6, 7 – operation and compliance	
Part 2 Reference Section	
Ensure service level agreements with supply chain match BCP Recovery Time Objectives	Six monthly
Contact Details Brief for supply chain partners to be updated and redistributed (See reference section for	Six monthly
Compliance with Amey Business Continuity Policy	Annual
Review of tests, lessons learned and best practice to share with other Amey Areas	Annual
Review of the continuity solutions in place and compliance with the Business Continuity Plan	Annual

Process: Enablers
Title: Business Continuity Plan

Mandatory	Process
Generic	
Contract Specific	
Guidance	

PART 3

SECTION A2

TESTING AND TRAINING

Process: Enablers

Title: Business Continuity Plan

Mandatory	Process
Generic	
Contract Specific	
Guidance	

A.2 Testing and Training

The fundamental principle of training and testing will be to use scenarios derived from potential threats to the operation and service delivery of the Sheffield PFI. This method is preferred to formal lecture-style training. Successful use of the Business Continuity Plan is reliant on its practicality and ease of use in crisis type circumstances. Training through scenarios is consequently considered to be the most effective means of raising awareness.

A3.1 Test

The capability of Amey to react to an incident that threatens continuity of its operations is achieved through a structured test programme. The objective of the test programme is:

- To evaluate Amey current competence in managing business continuity
- To identify areas where information is missing or inaccurate
- To identify areas for improvement
- To draw attention to assumptions requiring validation
- To give staff confidence in the use of the Business Continuity Plan
- To heighten the awareness of business continuity planning across the Contract area
- To test and confirm the effectiveness and timeliness of the restoration procedures.

Testing can encompass the following scenarios:

- Real-time or live simulation testing of elements of the plan, eg by invoking an IT application shutdown or unavailability / loss of salt barn
- Desktop exercise
- Full test of plan
- Integrated test with the Authority and/or key contractors.

Representatives of the Emergency Services, insurers, Group Communications teams and other specialists/professionals may also be involved by invitation.

Process: Enablers

Title: Business Continuity Plan

Mandatory	Process
Generic	
Contract Specific	
Guidance	

Test Process Overview

1	Agree scope and objectives
2	Assign staff for the test
3	Carry out risk assessment to minimise the risk to live operations
4	Conduct the test
5	Record results
6	Report test and results, clearly stating nonconformities, areas of best practice, improvements and recommendations arising
7	Follow through closing out nonconformities and implementing improvements and recommendations
8	Identify where best practice identified can be deployed across the organisation

Test Frequency

The overall business continuity capability of the Sheffield PFI will be tested at least annually. This may comprise of a single coordinated event or be delivered via a number of elemental tests throughout the year. A test programme will be defined and issued annually.