

Northern Cape Provincial Department of Transport, Safety and Liaison



Business Continuity Plan

Managers must keep a copy of this document at home.

**Additional copies are available in the emergency boxes
located at the [Transport, Safety and Liaison] office**

January 2022

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Document Approval

Name	Designation	Signature	Date	Approval (Y/N)
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Mr. M. P. Dichaba	Head of Department		09/03/2022	Yes
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1. How to use this document

This document has been developed to help the Departmental plan for times of crisis – it provides an example of a Business Continuity Plan, and it should keep any information relevant to the Department, adapt as necessary and delete anything that doesn't match the Department's needs.

Under each chapter heading it will be noted that a description in italics of what the section is intended to cover, then some sample text that can be adapted to match Department's needs – text under each heading is designed to be an example, and should be replaced by information relevant to the Department.

Wherever Department of Transport, Safety and Liaison appears in text it should be replaced with the name of your department. Wherever appears, you should replace it with the time frame after a disaster at which your business operations will be severely disrupted. Whenever [POSITION NAME] appears, replace it with the appropriate position title for your department.

Italicized text can be deleted once you've finished filling out the document.

2. Introduction

The business continuity plan has been developed to minimize disruption to the Department of Transport, Safety and Liaison services in times of crisis. It lays out what the business should do if normal business activities cannot be continued due to a disabling event such as loss of technology, the building or a large proportion of staff.

The business continuity plan:

- Realistically formalizes the actions you will need to take
- Minimises the downtime for the business
- Identifies business priorities so that if services are limited, they can be allocated effectively.

3. Priorities and responsibilities for Department of Transport, Safety and Liaison

What are your department's priorities when an emergency occurs? Think about your overarching priorities and the actions you'll take to achieve them, and add them to the 'General' box. In 'Critical business function', identify which functions you'll put effort into maintaining, either internally or for clients.

During an emergency these are the priorities and responsibilities for the Department of Transport, Safety and Liaison.

General	<p>All Department of Transport, Safety and Liaison staff are safe and accounted for.</p> <p>Department of Transport, Safety and Liaison manages the situation by ensuring that:</p> <ul style="list-style-type: none"> • Managers or others notify the Business Continuity Manager (BCM) immediately of business interruption issues • staff actions and priorities are consistent with overall business recovery strategy • there are manual workarounds for critical business processes • the public can be provided with fundamental services at an appropriate level
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Critical business function	<p>Critical business functions of the Department of Transport, Safety and Liaison:</p> <ul style="list-style-type: none"> • communications <ul style="list-style-type: none"> ○ set up a central area for Department of Transport, Safety and Liaison staff and key stakeholders and in time the public ○ ensure travelling staff know the extent of the emergency and have a contact number for the Department of Transport, Safety and Liaison's office • establish what electronic systems are available and set up for use • ascertain what business functions will be provided
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Civil
emergency

If you have a responsibility to clients during an emergency

In order to ensure the safety of our clients during a civil emergency, and continuing provision of services for them, ME] will [insert text here].

If you do not have responsibility for clients during an emergency

The Department of Transport, Safety and Liaison is not an Department which manages major resources essential for an effective response in the event of a civil emergency.

The Department of Transport, Safety and Liaison's objective during a civil emergency is the safety of its staff and the maintenance of the essential functions of the office.

4. Key risks and minimisation measures

1.1. Assumptions

Think about attributes of your department which could expose it to particular risks. Think about assumptions you've made about how you would handle a crisis, and what the implications are of those assumptions. And think about how long your business could be disrupted before it became a problem for you or your clients. Discuss below (these are just examples).

Because Department of Transport, Safety and Liaison operates from a single office, it is possible that the whole of the Department of Transport, Safety and Liaison's core business could be disrupted.

Business support system failure could disrupt business, but the assumption is that serious disruption is not likely to occur until at least after 24 hours. The business continuity plan takes this into account.

1.2. Disaster events

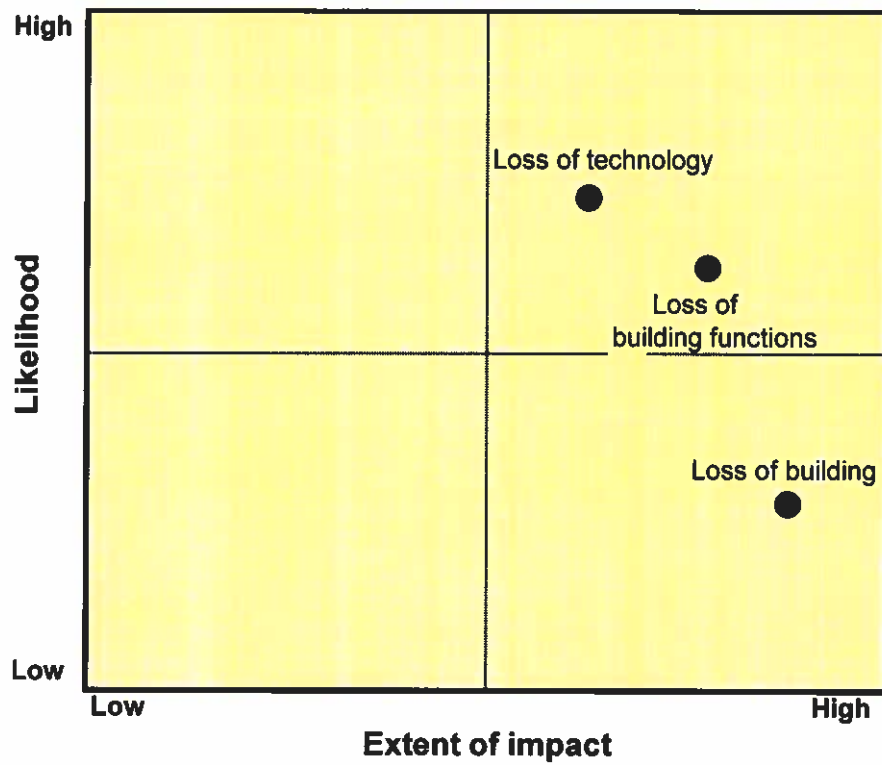
Have a think about the events that are most likely to occur and affect your department during a disaster. List the most important below (these are just examples).

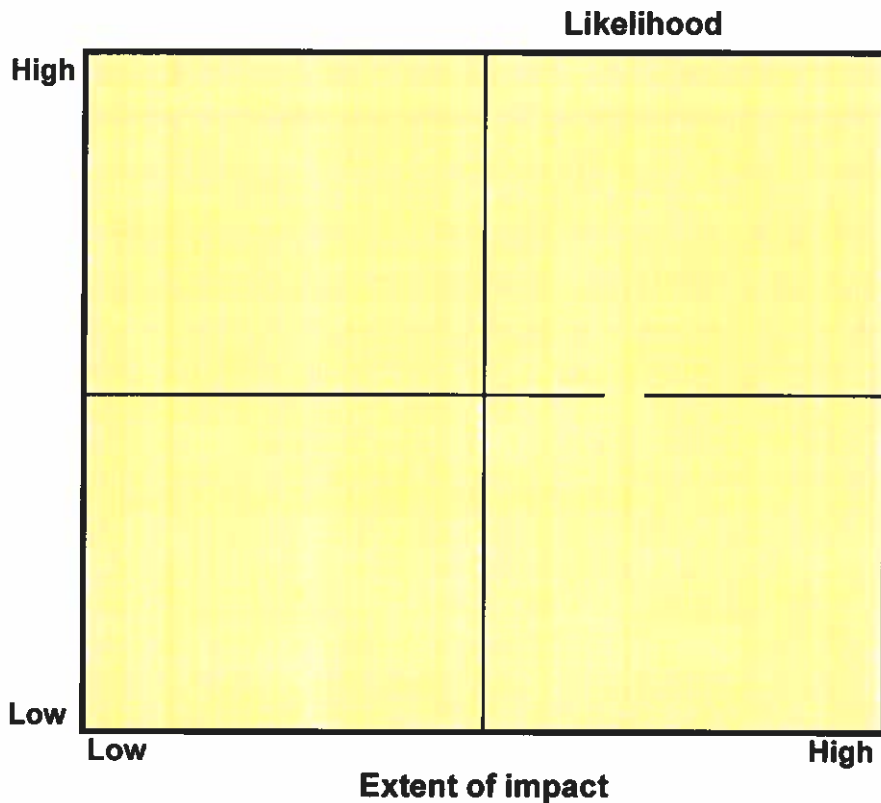
This plan concentrates on the events that are most likely to occur. These three events (in order of impact) are:

1. Loss of office building (e.g., earthquake, fire)
2. Loss of office building functions (e.g., electricity, gas, flood)
3. Loss of technology:
 - a. Payroll
 - b. Email
 - c. Network (including file and print) and remote access
 - d. Phones – landlines
 - e. Phones – mobile
 - f. Client/whanau management system
 - g. [other specialist applications]
 - h. Financial system
 - i. Website
 - j. Loss of building/functions

Think about the likelihood and effect of each of those and graph them below. The top graph show options which are just examples; add your own examples to the bottom graph then delete the top one.

The graph below shows the relative impact and likelihood of possible disaster events.





For each of your main risks, think about how you would respond, then draw up a table like that below. You will need to determine what constitutes a short-term and long-term interruption for your Department and add those in the spots where it says TIMEFRAME. Text below is just an example.

A **key risk** for staff is inability to access or leave the office building. Departure or access may be denied as a result of transport failure, nature (e.g. floods, earthquake), personnel or political reasons.

The **key response** for responding to inability to depart or access the building is outlined below. Specific instructions for particular issues are detailed in the specific business continuity plans (see Section 7).

Characteristics of interruption	Risk assessment rating	Action for short term interruption <i>(up to [TIMEFRAME])</i> <i>Recovery Location</i>	Action for long term interruption	
			More than 48 hours (less than 24 hours)	More than 48 hours
			Recovery location	Recovery location
No access to the Ocean Echo Building	High	This would be a civic emergency and beyond the business continuity plan		Staff to relocate to Padkamp recovery office
Staff unable to leave the office building	High			

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No access to the city or town the office and CBD	High	Staff work off-site or remain at home	Staff to off-site or remain at home
No access to the block on which office is located	med-low	Staff work off-site or remain at home	Staff to off-site or remain at home

1.2.1. Loss of technology

Think about the technology systems you have, the priority of the technology systems, and your tolerance for unavailability of each system. Think also about how regularly you back up data – if data loss occurred right before your next backup, how long would it have been since your last retrievable backup?

System	Tolerable outage	Tolerable data loss
Payroll	Two weeks	One week
Email	One day	One day
Network (including remote access)	One day	
File server/sharing	One day	One day
Phones (landline)	One day	One day
Phones (mobile)	One day	One day
Client management system	One week	One week
Financial system	One week	One week
Website	One day	One day

In section 7, look at individual recovery plans for each of these technologies.

5. Roles and responsibilities

Think about who will do what during an emergency. Fill in the table below with information relevant to your Department. The size of your Department may not warrant the number of roles, in which case you may wish to combine some responsibilities.

During an emergency these are the roles and responsibilities.

Role	Who	Responsibilities
Business Continuity Manager (BCM)	<i>Mr. P. Telekelo (HR manager) /backup postion</i>	<p>Contacting the Chief Review Officer at first knowledge of an emergency</p> <p>Arranging the initial meeting of the Emergency Decision Group (BCM, CRO and Technology Advisor) to:</p> <ul style="list-style-type: none"> • activate the Business Continuity Plan • undertake emergency tasks • Confirm critical business functions and business recovery location <p>Reinstating services at the Department of Transport, Safety and Liaison</p>
Chief Review Officer (CRO)	Mr. O. B. Vorster	<p>Contacting the BCM at first knowledge of an emergency</p> <p>Ratifying the decisions of the Emergency Decision Group</p> <p>Leading the Depapartment of Transport, Safety and Liaison Management team</p>
Business Recovery Office Manager	Mr. Thembekile Aaron	Co-ordinate the setting-up of the business recovery office along with the managers.
Technology Advisor	Mr. D. Peterson	Co-ordinate the managment of ICT BCP
Communication Contact Role	Mr. R. Andreas	<p>Communicating with:</p> <ul style="list-style-type: none"> • clients • stakeholders • media • <i>anyone else important to your Department</i>

6. Emergency recovery process

What procedures will you follow when an emergency happens? You should have a procedure for each of the headings below. Text in tables is an example.

1.3. Activate the Emergency Evacuation Procedures

When	Who	Procedure	Step	Action	Who/
As soon as you are informed of the emergency situation	The Business Continuity Manager (BCM)	The building is cleared of all staff using Emergency Evacuation Procedures	1.	Evacuate the building.	completed

1.4. Activate the Business Continuity Plan

When	Who	Procedure	Step	Action	Who/
As soon as you are informed of the emergency situation	The Business Continuity Manager (BCM) in conjunction with Chief Review Officer (CRO) if available	The BCM follows this procedure to activate and implement the BCP	1	Take details of the emergency from the initial call: <ul style="list-style-type: none"> • what has happened • access to the building 	completed

- who has been contacted (emergency services, key recovery teams, Department Managers)
 - details of any immediate injuries, etc to staff
- 2 Check that the Evacuation Procedures are underway and request regular updates are provided to the BCM

Activate the Business Continuity Plan (continued from previous page)

- 3 Convene a meeting of the Emergency Decision Group (BCM, CRO and Technology Advisor) which assesses the impact of the emergency on the business and decides the following:
 - activating the BCP
 - immediate emergency tasks (first hour's response)
 - determine the key business functions to carry out
 - agree the need and location of a business recovery office; assign role of Business Recovery Office Manager
 - assign individual to carry out the Communication Contact role
 - key staff members to remain on-site and agree actions for remaining staff
- 4 Advise managers of decisions made and have them relay the information to their staff members.
- 5 Contact staff members to take on the Business Recovery Office Manager and Communication Contact roles.
- 6 Ensure appropriate delegated authorities are in place.

1.5. Manage staff's immediate concerns (during business hours)

When	Who	Procedure	Step	Action	Who/ completed
You will need to manage your staff during an emergency to ensure they are safe, kept informed and scheduled for work or released to go home.	Mr. E. Apie – Acting CFO	[POSITION NAME] use the following procedures to manage staff after the Emergency Evacuation	1	Note the physical location of all staff - confirm who was due to work today, who is on leave, who is not accounted for.	completed
	Ms. A. Montwedi - BAS Controller. Mr. K. Paai – Manager Revenue. Ms. T. Mpisa – Budget	Procedures have been completed.			
	Mr. B. Marekwa – Persal Controller		2	Ensure that staff are congregated in a central location and have been given access to telephones to advise family they are safe. Check that food & beverages have also been provided.	
			3	Liaise with the Ms. G. Senye to organise private counselling and transport when and where necessary.	
			4	Send home those staff who are not required with instructions when they will be contacted to	

advise of any change and when/where to return to work.

- 5 Provide regular updates as advised by the BCM. (use staff call tree in section 9.1)

1.6. Letting staff know about the emergency (outside normal business hours)

There is a call tree that determines who calls who in an emergency – see 9.1. This tree shows the first contact point and all the contact points after that.

When	Who	Procedure	Step	Action	Who/ completed
Immediately after you have received a call from the CRO, all Senior Managers to contact their managers.	CRO to contact – All Senior Managers All senior managers to contact team members		1	Take all relevant details from the caller: what has happened? is there access to the building? who you need to contact and what information to relay?	completed
			2	Check the call tree to find out whom you need to contact. (use Staff call tree on page 33)	
			3	Make a list for each person that includes: <ul style="list-style-type: none"> • which staff you want at the business recovery office and staff you want on stand-by at home • what they must do • their intended role (if they don't already know) • your contact number / details for them in case they encounter any problems in carrying out what you have asked 	

- 4 Make the calls - passing on information prepared above (use Staff call tree in section 9.1)

7. Business recovery process

The business recovery process will be activated after the initial emergency response. You should have a procedure for each heading below. Text in tables is an example.

The processes listed below are for the business as a whole. For specific ICT processes (such as those for payroll, email, phones etc), see Section 7.

1.7. Set up the business recovery office (temporary off-site location)

The Department of Transport, Safety and Liaison may need to set up a business recovery office as a temporary place to carry out business following an emergency where access to the office is restricted for longer than one week.

When	Who	Procedure	Step	Action	Who/
As soon after the emergency as possible, following instruction from the BCM	Business Recovery Office Manager	Co-ordinate the setting up of the Business Recovery Office with the senior managers and staff	1	Work with real estate companies to rent temporary office space for all staff.	completed

- 2 Gather the staff members from each of the departments that will be setting up in the business recovery office.
- 3 Check that resources are available for use by the departments and make necessary allowances if not all resources are available. Where required arrange for the purchase of items.
- 4 Allocate resources to each of the departments. Assign designated work areas and stations for each department.
Label each workstation with the staff name.
- 5 Co-ordinate the setting up of computer equipment and phones. Prevent any safety hazards (e.g. tripping on loose cabling).
- 6 Obtain contact numbers for each department and circulate to the Communication Contact.
- 7 Co-ordinate the orientation of staff to their new environment.

1.8. Communication priorities and processes

Communication is essential to business recovery. It ensures that:

- the status and progress is reported through to the BCM and Business Recovery Office Manager

- the stakeholders are kept informed of the progress in resuming business operations
- The Department of Transport, Safety and Liaison staff are kept informed of the progress in resuming business operations via their managers.

When	Who	Procedure	Step	Action	Who/ completed
Immediately	The Communication Contact Role		1	Receive confirmation of the business recovery location and go directly to the location.	completed
			2	Provide regular recovery status information to CRO, particularly what the Department of Transport, Safety and Liaison services are available and where, and those services not available and an anticipated recovery time.	

Communication Priorities and Processes (continued from previous page)

- One day later
 - 3 Set up the alternative phone links for the Department of Transport, Safety and Liaison and have a staff member staffing the phone or ensure all callers receive a recorded message advising that the office is closed and anticipated reopening.
- One day later
 - 4 Contact major external stakeholders and Departments to establish communication.
- As required
 - 5 Handle calls from stakeholders, and media as received.

1.9. Reinstate services at the office

When you can return to the office, you'll need to set everything up again. Determine who will have responsibility for what, and when, and fill in the table below (text provided is an example).

When	Who	Procedure	Step	Action	Who/
Once access and services at the office are available	BCM		1	Ensure all insurance needs have been covered	completed

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- 2** **Ensure that the usability of the office will still meet the needs of the Department of Transport, Safety and Liaison standards.**
- 3** **Assess the technology requirements to reinstate services at the office.**
- 4** **Assess furniture and fixture needs for the reinstatement of services in the office**
- 5** **Ensure all health and safety requirements are in place.**
- 6** **Ensure all general offices services are in place.**
- 7** **Arrange for staff to return to the office**

8. Business continuity plans for ICT

Which ICT capabilities are vital to your department? You should have already listed these in section 3.2.1.

What could happen to them during a disaster, and what would you do if they were lost in the short- or long-term? Think about what constitutes a short- and long-term outage for your department. Fill in text for each of the sections relevant to your Department. Add new tables for any important applications not covered here – those below are just examples.

1.10. Payroll

Core business functions	Characteristics of interruption	Short term (Up to one week)	Long term (More than two weeks)
Payroll	No access to building & no access Payroll system.	Arrange with the the Provincial Treasury to arrange with the Bank to process the same payments as the previous pay run.	Technology Advisor to arrange for Payroll software & backups to be installed on a standalone PC.
	Access to building but no access to Payroll system	Arrange with the Provincial Treasury to arrange with the Bank to process the same payments as the previous pay run.	Technology Advisor to arrange for Payroll software & backups to be installed on an alternative PC.
BAS	No access to building & no access to BAS system.	Arrange with the Provincial Treasury to arrange to process BAS transactions.	System Administrator / Technology Advisor to arrange with Provincial Treasury for BAS access for all users. BAS software and backups to be installed.

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Core business functions	Characteristics of interruption	Short term (Up to one week)	Long term (More than two weeks)
	Access to building & no access to BAS system.	Arrange with the Provincial Treasury to arrange to process BAS transactions.	System Administrator / Technology Advisor to arrange with Provincial Treasury for BAS access for all users. BAS software and backups to be installed.
LOGIS	No access to building & no access to LOGIS system.	Arrange with the Provincial Treasury to arrange to process LOGIS transactions.	System Administrator / Technology Advisor to arrange with Provincial Treasury for LOGIS access for all users. LOGIS software and backups to be installed.
	Access to building & no access to LOGIS system.	Arrange with the Provincial Treasury to arrange to process LOGIS transactions.	System Administrator / Technology Advisor to arrange with Provincial Treasury for LOGIS access for all users. LOGIS software and backups to be installed.
NLTIS	No access to building & no access NLTIS system.	Users to access the system remotely as it is a web base system.	System Administrator / Technology Advisor to arrange remote access for all users.
	Access to building but no access to NLTIS system	Users to access the system remotely as it is a web base system.	System Administrator / Technology Advisor to arrange remote access for all users.

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Core business functions	Characteristics of interruption	Short term (Up to one week)	Long term (More than two weeks)
ABDNORMAL LOADS	No access to building & no access ABDNORMAL LOADS system.	Users to access the system through the mainframe at the CSIR.	System Administrator / Technology Advisor to arrange access for all users through the mainframe at CSIR.
	Access to building but no access to ABDNORMAL LOADS system	Users to access the system through the mainframe at the CSIR.	System Administrator / Technology Advisor to arrange access for all users through the mainframe at CSIR.
ENATIS	No access to building & no access ENATIS system.	Users to access the system through the mainframe at the NDOT.	Users to access the system through the mainframe at the NDOT.
	Access to building but no access to ENATIS system	Users to access the system through the mainframe at the NDOT.	Users to access the system through the mainframe at the NDOT.

1.11. Email

Core business functions	Characteristics of interruption	Short term (Up to one week)	Long term (More than two weeks)
<i>Delivery of email</i>	No access to building and Exchange server down	<p>Technology Advisor will advise ISP (Actrix).</p> <p>Accounts will be setup for accessing email via webmail if the outage is extended.</p> <p>(After 5 days of holding email, Actrix return email to sender.)</p> <p>(Domain Control services on Exchnage server automaticaly taken over by BDC on the Terminal Server)</p> <p>Use laptops and PCs at home to access webmail accounts.</p>	<p>Collect backup tapes from off site storage.</p> <p>Purchase/borrow server and rebuild.</p>

Core business functions	Characteristics of interruption	Short term (Up to one week)	Long term (More than two weeks)
<i>Delivery of email</i>	Access to building but Exchange server down	<p>Technology Advisor will advise ISP (Actrix).</p> <p>Accounts will be setup for accessing email via webmail if the outage is extended.</p>	<p>Collect backup tapes from off site storage.</p> <p>May choose to "POP" email direct to laptops and PCs if delays getting replacement server running.</p> <p>Repair existing or purchase new server and rebuild.</p>
<i>Delivery of email</i>	No access to building and firewall down - Email, VPN and Internet access unavailable	<p>Technology Advisor will advise ISP (Actrix).</p> <p>Accounts will be setup for accessing email via webmail if the outage is extended.</p> <p>Use laptops and PCs at home to access webmail accounts.</p>	<p>If firewall destroyed, purchase and set up new firewall.</p> <p>The implementation of the new firewall will have to wait until access to the building has been restored.</p>
<i>Delivery of email</i>	Access to building but firewall down - Email, VPN and Internet access unavailable	Technology Advisor will contact IT suppliers to install a temporary replacement firewall.	Repair existing or purchase new firewall and rebuild.

Network (including file & print) & remote access

Core business functions	Characteristics of interruption	Short term (Up to [TIMEFRAME])	Long term (More than [TIMEFRAME])
<i>Email, accounting, Client/whānau management & general business applications</i>	No access to building but servers operating.	Technology Advisor to contact all IT suppliers. IT provide support remotely. IT assist staff to access network remotely.	Work offsite. Temporary IT systems will be arranged at business recovery office if necessary.
<i>Accounting, Client/whānau management & general business applications</i>	No access to building and Terminal Server not running. There will be no access to shared drives, print services or [Specialist & financial system]/[Specialist application].	Technology Advisor to contact all IT suppliers. IT provide support remotely. If the server cannot be fixed remotely there is no access to shared drives, print services or [Specialist & financial system]/[Specialist application].	The implementation or repair of the Terminal Server will have to wait until access to the building has been restored. If all servers are running except the Terminal Server, at some stage a decision may be made to purchase & setup all the services at the business recovery office.

Core business functions	Characteristics of interruption	Short term (Up to [TIMEFRAME])	Long term (More than [TIMEFRAME])
<p><i>Accounting, Client/whānau management & general business applications</i></p>	<p>Access to building but Terminal Server not running.</p> <p>There will be no access to shared drives, print services or [Specialist & financial system]/[Specialist application].</p>	<p>Technology Advisor to contact IT suppliers to attempt repair of server</p> <p>Until the server can be fixed or replaced, configure the standby server ([server name]) to run terminal services (gives access to [Specialist & financial system]/[Specialist application]), printing & backups. Limited shared drives may be made available.</p> <p>IT assist staff to access the new configuration.</p>	<p>If the Terminal Server is unrepairable, purchase a new server.</p> <p>Implement the new/repaired Terminal Server.</p>

1.12. Phones – landlines

Core business functions	Characteristics of interruption	Short term (Up to [TIMEFRAME])	Long term (More than [TIMEFRAME])
<i>Phone calls</i>	No access to building and phone system down	<p>Contact telco and phone system suppliers</p> <p>Phone system suppliers to attempt remote repair but unlikely as phone system must be running for remote access to work.</p> <p>Arrange for the telco to setup diversions of main number (includes all DDIs) to a mobile phone or to a landline in the business recovery office</p>	<p>If phone system is unrepairable, purchase a new system.</p> <p>The implementation or repair of the phone system will have to wait until access to the building has been restored.</p> <p>Arrange for telco to remove the phone diversions</p>

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Core business functions	Characteristics of interruption	Short term (Up to [TIMEFRAME])	Long term (More than [TIMEFRAME])
	Access to building but phone system down	<p>Contact telco and phone system suppliers</p> <p>Phone system suppliers to attempt repair.</p> <p>In the meantime, calls will automatically divert to the red emergency analogue phone at reception.</p> <p>Install a temporary phone system</p>	<p>If phone system is unrepairable, purchase a new system.</p> <p>Implement the new/repared phone system.</p> <p>Arrange for telco to remove the phone diversions</p>

1.14. [Specialist application] and accounting systems

Core business functions	Characteristics of interruption	Short term (Up to [TIMEFRAME])	Long term (More than [TIMEFRAME])
Accounting, Client/whānau management	No access to the building and [Specialist & financial system]/[Specialist application] not working	<p>Technology Advisor to contact IT suppliers ([names of supply orgs]).</p> <p>IT suppliers to attempt remote repair of SQL server.</p>	<p>If SQL server is unrepairable, purchase a new server.</p> <p>Collect backup tapes from off site storage.</p> <p>The repair of the SQL Server will have to wait until access to the building has been restored or [Specialist & financial system]/[Specialist application] will be implemented on a new/borrowed server in the business recovery office.</p>
	Access to the building, but [Specialist & financial system]/[Specialist application] not working	Technology Advisor to contact IT suppliers to attempt repair of SQL Server	<p>If SQL server is unrepairable, purchase a new server.</p> <p>Implement [Specialist & financial system]/[Specialist application] on the new/repaired SQL Server.</p>

1.15. Website

Core business functions	Characteristics of interruption	Short term (Up to [TIMEFRAME])	Long term (More than [TIMEFRAME])
Website	Website not working	Technology Advisor to contact website suppliers ([names of supply orgs]). Website suppliers to attempt repair of website.	If website is unrepairable, work with current or new suppliers to recreate website from backups or redevelop

9. Emergency delegations list

Fill in figures in the table below – adapt positions to suit your Department.

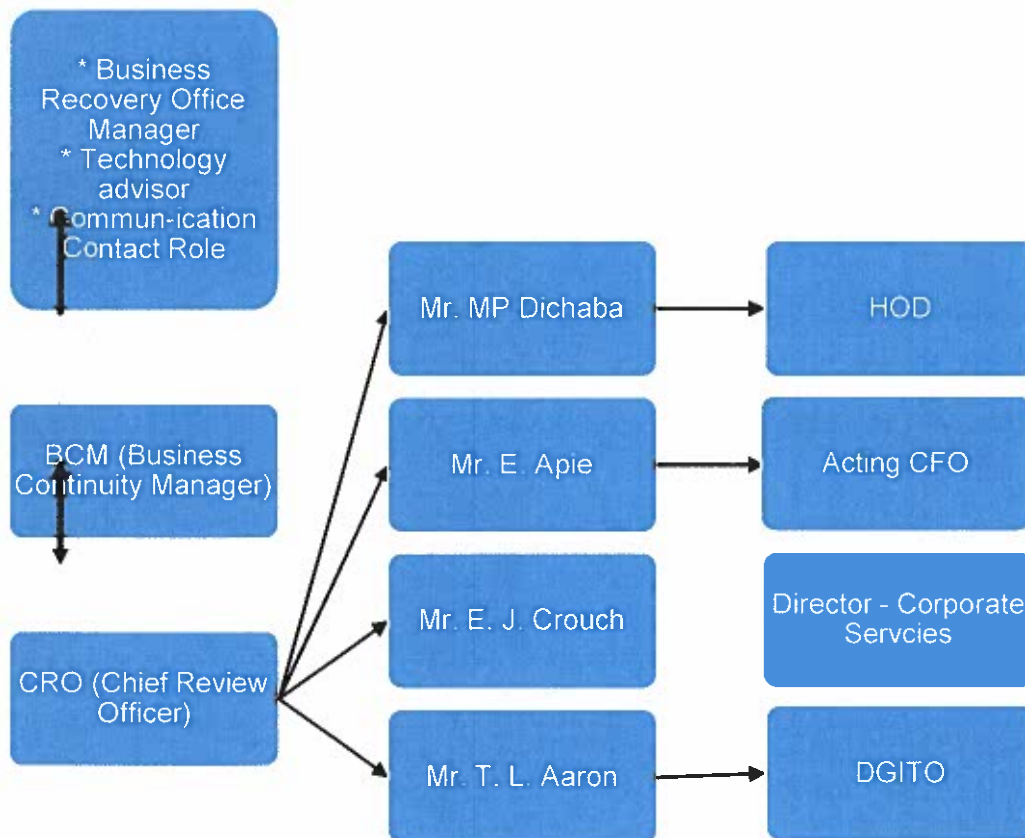
Delegations will be sought to ensure emergency expenditure can be approved by:

Position	Level of Authority
Mr. M. P. Dichaba - HOD	Accounting Officer
Mr. E. Apie – Acting CFO	Chief Financial Officer
Mr. E. J. Crouch – Director – Corporate Services	Head of Corporate Services
Mr. T. L. Aaron – Deputy Director	DGITO

10. Contact lists

1.16. Staff call tree

The flow chart below describes who is responsible for calling who, in the event of an emergency and to keep in contact with staff. Someone should hold each of the positions in the left-hand boxes; the other boxes should be filled in to suit your department, making sure all staff are accounted for.



1.17. Staff, supplier, and stakeholder contact lists

You should keep lists of everyone you will need to contact in an emergency, including staff, suppliers, stakeholders and clients. They may be stored in a spreadsheet (as suggested below) or some other way. Record here where the lists will be kept, and attach copies of the list to this document. A shared drive accessible remotely – particularly if the information is stored 'in the Cloud' – is ideal.

You should have a regular process of distributing the list or reminding others where it's stored (e.g. emailing it around, as suggested below).

An example of how you could record this information is given below. Update it with your own system.

The staff, supplier, client and stakeholder contact lists will be maintained by the Receptionist and Executive Manager.

The contact lists are kept in a single spreadsheet on the I drive, in the following location:

- I:_RECEPTION_Contact Lists

The file is called:

- Contact Details.xls

The spreadsheet has four sheets

1. Staff
2. Suppliers
3. Clients
4. Stakeholders

Every two months, at the beginning of the month, the Receptionist will email the spreadsheet to all staff and the Department of Transport, Safety and Liaison consultants to both their Department of Transport, Safety and Liaison and personal email addresses.