
A decorative graphic on the left side of the slide, consisting of a series of vertical blue bars of varying heights connected by horizontal lines, resembling a stylized rail track.

How do you deliver a resilience programme within an organisation ?

A decorative graphic on the right side of the slide, identical to the one on the left, consisting of a series of vertical blue bars of varying heights connected by horizontal lines, resembling a stylized rail track.

RINA SINGH | RESILIENCE MANAGER



Resiliency through Relationships

NetworkRail



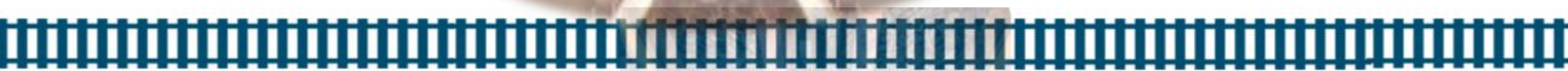
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THE RESILIENCE LANDSCAPE

Collaboratively harnessing skills across the business



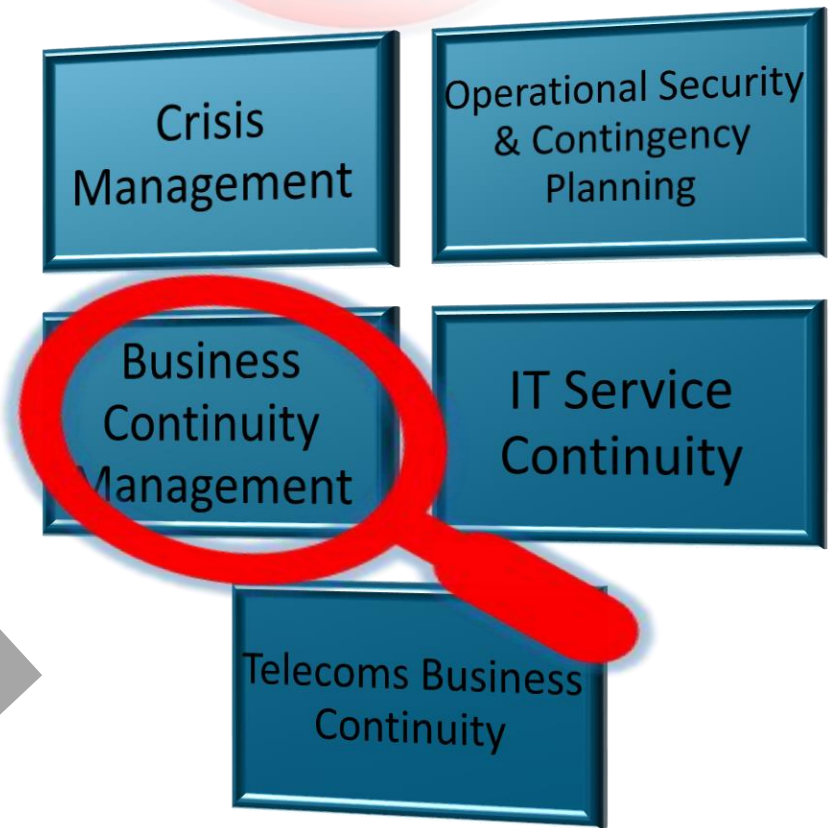
PREPARE & PROTECT



THE RESILIENCE LANDSCAPE



RESPOND & RECOVER



Network

A Closer Look



Business Continuity Management (BCM)



*Resiliency through
Relationships*

Why?

Previous Approaches did not work

- ✗ No central team with subject matter resource
- ✗ Developed a one size fits all framework
- ✗ Difficult for anyone to understand and own
- ✗ Focused primarily on Routes
- ✗ No interdependency between Routes and Central Services
- ✗ IA report – Unacceptable opinion





*Resiliency through
Relationships*

What?

What we set out to address



Fit for purpose BCM policy/standard



BCM risks identified (Resilience Risks)



Critical Services/Assets identified



Validated BCPs





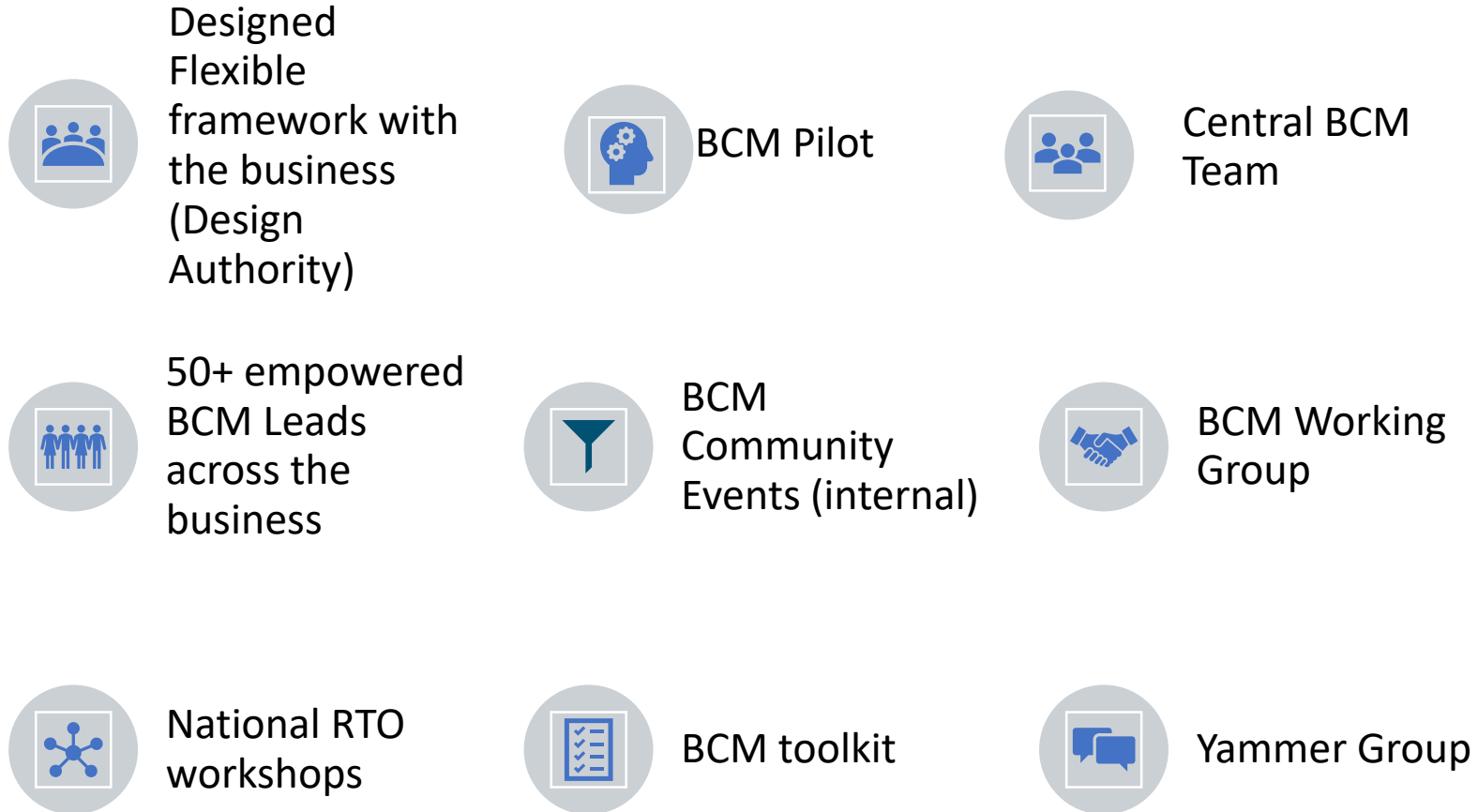
*Resiliency through
Relationship*

How?

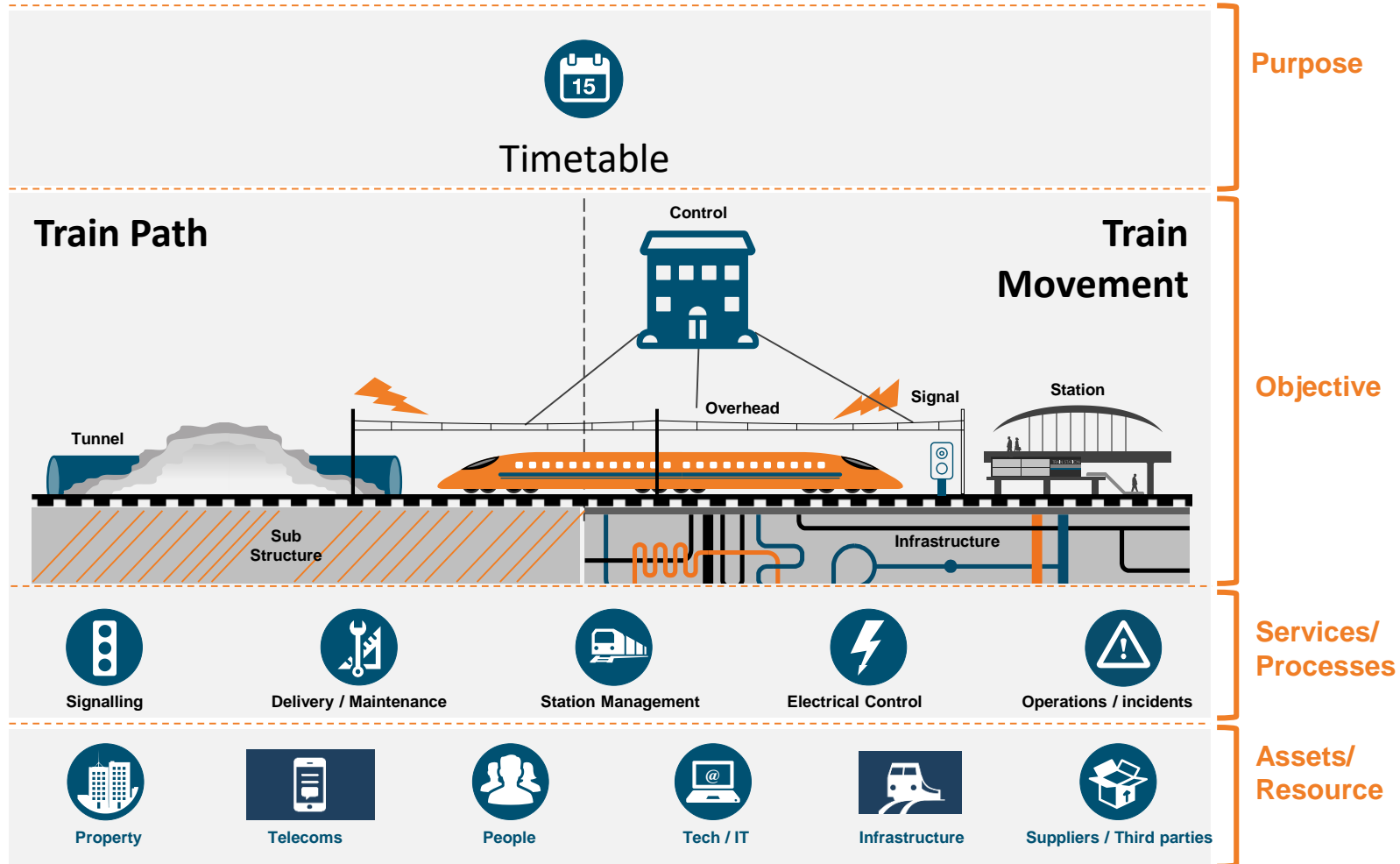
A Different
Approach



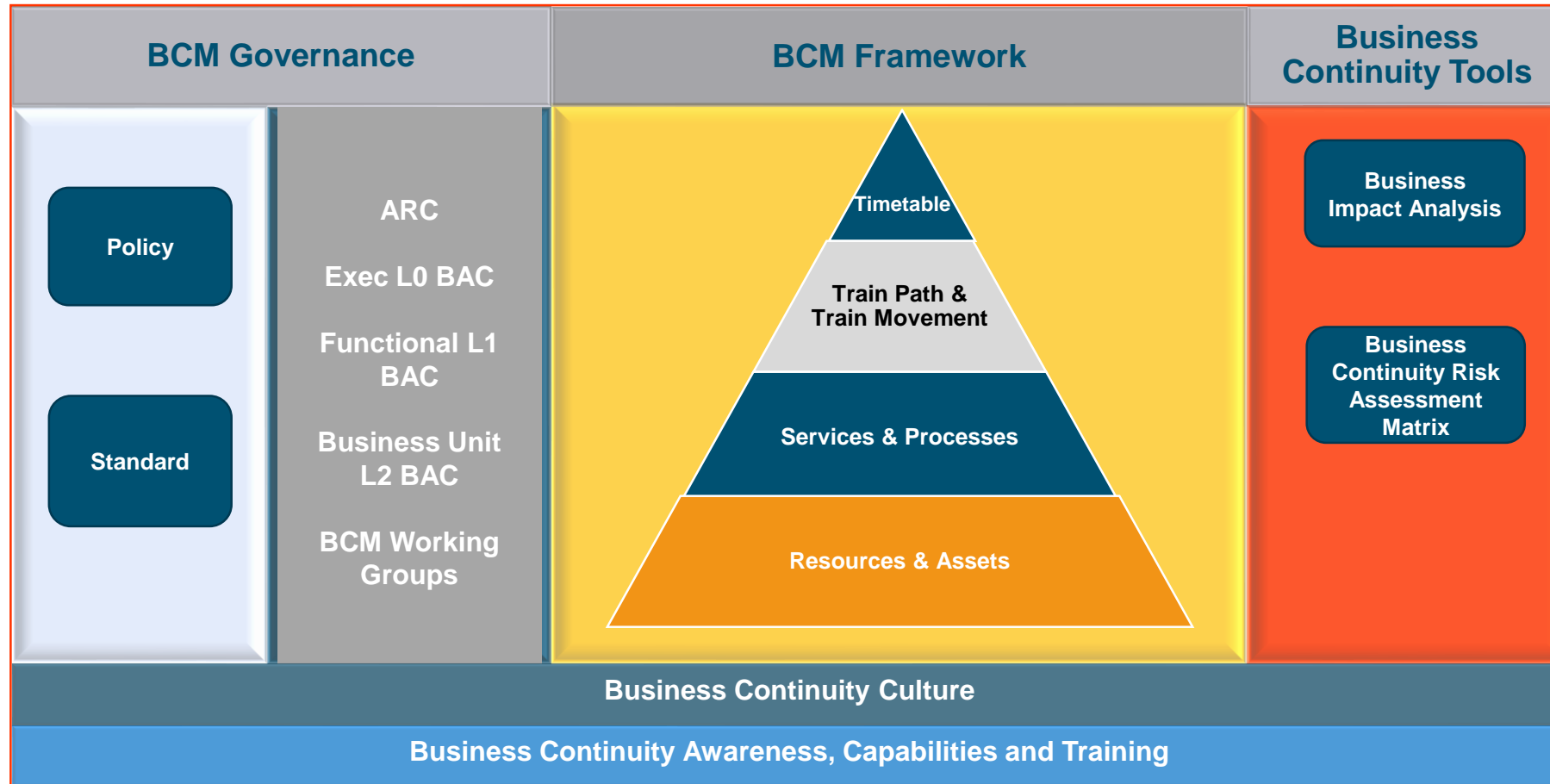
*Resiliency through
Relationships*



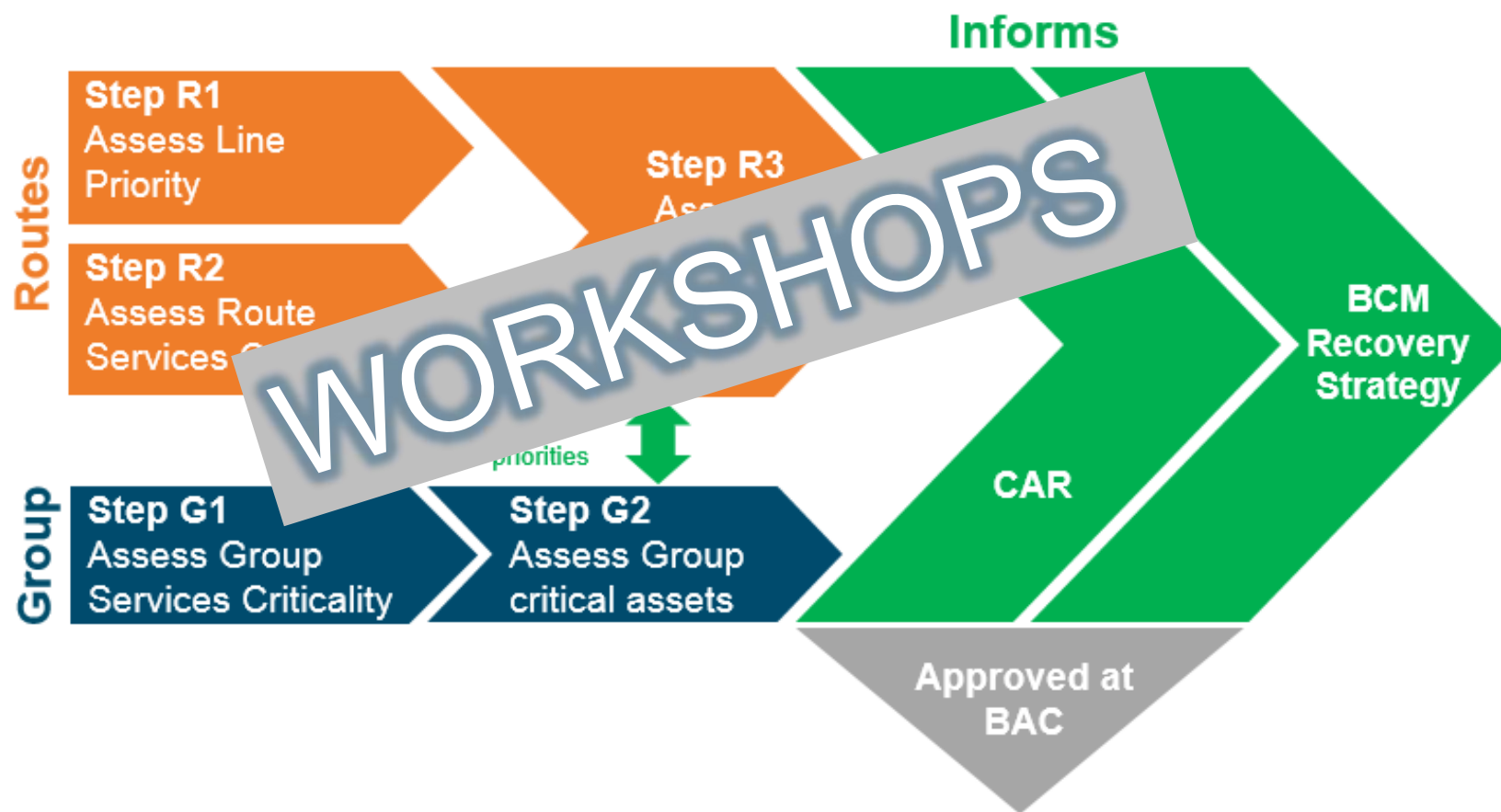
Business Continuity Scope



Business Continuity Framework



Delivering the programme



BCM Toolkit



Business Continuity
This group is set up to discuss all aspects of Business Continuity Management in Network Rail.

NEW CONVERSATIONS ALL CONVERSATIONS FILES SEARCH

Update Poll Praise

Share something with this group...

Singh Rina - March 5 at 11:02 AM from Desktop
BCM TOOLKIT: VALIDATION GUIDANCE OUT NOW!

We are pleased to share with you the guidance document for testing and validating your BCs. Use this handy guide in conjunction with Module 3 of the BCM e-learning and your BCM Leads Exercise Pack to plan and run your validation sessions.

Remember, this guidance is for you so if there is anything we can enhance/improve please email us or use the ideas/suggestions/tips to share please email us and we will include it.

Document available below and on the BCM Hub site under guidance.

For support on planning your exercise you can contact us via the BCM Hub site or contact the Resilience Manager or the central BCM inbox.

<https://rbfinance.hub.networkrail.co.uk/sites/>

Item / Process	Service/Process Description	Impact	Service	Resil	Time Critical	Process Criticality	RTO	Resilience / Workaround Notes
Business continuity	Ensure the delivery of 272 business plan to meet time, cost, quality and business objectives.	2	1	2	2	2	2 months	Impact based on Reputation: Joint also safety in an incident. Shared concern amongst customers due to our inability to deliver work in this field. Workaround: New program of project managers would need to be recruited into the organisation. This could be done through either upskilling existing staff or bringing in external resource. It may be able to take on some of this work on a short-term basis, until this tool kit.
Continuance of STE	Provide leadership and governance across STE services, projects and national change programmes	2	1	2	2	2	2 months	Impact based on Finance: Projects primarily out of governance and published. Workaround: Same as above.
project management	Lead the progression of							

1	2	3	4	5
Potential of a single major injury to five major injuries (Between 1 - 3 rail) Adverse environmental impacts that can be internally addressed but require follow up investigation.	Unplanned disruption on any one route and/or Suburban - low passenger (10-25K) / low freight volumes and 1 or impacts category D station.	Between 3% and 7% of allocated budget or £20M-£250M.	Extensive prolonged diverse national reporting and public disputes with key stakeholders, including Government departments or TOC/ROCs. Potential for significant changes imposed on NS, prosecution likely with potential prison terms for executives.	Failure adversely affects railway infrastructure reliability over the next 3-4 performance years. Band 2 of CR.
Potential of between two and 10 fatalities (between 2-10 FWS).	Unplanned disruption on multiple routes or a route with high passenger (20 - 50K) / high freight volumes and/or key freight route and / or impacts category C station.	Between 7% and 10% of allocated budget or £20M-£250M.	Extensive prolonged diverse national reporting and public disputes with key stakeholders, including Government departments or TOC/ROCs. Potential for significant changes imposed on NS, prosecution likely with potential prison terms for executives.	Failure adversely affects railway infrastructure reliability over the next 3-4 performance years. Band 2 of CR.
Potential of between five major injuries and two fatalities (Between 5 - 2 FWS). Significant damage to the environment with regulatory impact.	Unplanned disruption on any one route and/or Suburban - low passenger (10-25K) / low freight volumes and 1 or impacts category D station.	Between 3% and 7% of allocated budget or £20M-£250M.	Extensive prolonged diverse national reporting and public disputes with key stakeholders, including Government departments or TOC/ROCs. Potential for significant changes imposed on NS, prosecution likely with potential prison terms for executives.	Failure adversely affects railway infrastructure reliability over the next 3-4 performance years. Band 2 of CR.
Potential of over 10 fatalities (10 FWS). Catastrophic and long term environmental damage resulting in protests / lobbying. Forces a Licence Condition Review.	Unplanned disruption on multiple routes with very high passenger volumes (>50K) and/or key freight route and / or impacts category A station.	Greater than 10% of allocated budget or >£250M.	Extensive prolonged diverse national reporting and public disputes with key stakeholders, including Government departments or TOC/ROCs. Potential for significant changes imposed on NS, prosecution likely with potential prison terms for executives.	Failure adversely affects railway infrastructure reliability over the next 3-4 performance years. Band 3 of CR.

Network Rail Business Continuity Plan 'x' Group Function

This section details the immediate actions that should be taken when an incident occurs:

- Invocation and Notification
- Communications
- Roles & responsibilities (Task Cards)
- Incident Coordinator
- Incident Director
- Incident Management Team

This section details the Priority Services/Assets and their workaround actions:

- Identify priority services and assets
- Asset recovery cards

Indices include all templates, agendas and that you might need:

- 1 - Contacts Directory
- 2 - Situation Report Template
- 3 - Actions & Decision Log
- 4 - Incident Management Team Agenda
- 5 - Post Incident Review
- 6 - Incident Checklist

Business Continuity Management (BCM) E-learning Module 1 Out Now

The BCM team are pleased to launch the first in a series of BCM e-learning modules.

Module 1 focuses on implementing BCM in projects and business units.

Module 2 looks at implementing BCM in projects and business units.

Module 3 looks into the methods of Validating Business Continuity Plans (2016).

Every time : <https://learning.networkrail.co.uk/course/>

view page#5-208

Working for you

Business Continuity Management Toolkit

Completing your Asset Recovery Cards: Routes/Groups

Classification: INTERNAL
Type: GUIDANCE
Version Control

Version	Date	Owner	Author	Change Reason	Test	Next Review
0.1	20/01/2016	Mark Jones	LO	Updated Process from legacy document and to include	Dark	
0.2	22/01/2016	Mark Jones	LO	Revised: Comments added and revised change make	Dark	
0.3	24/01/2016	Mark Jones	LO	Revised: Comments added and revised change make	Dark	
0.4	26/01/2016	Mark Jones	LO	Revised: Comments added and revised change make	Dark	
0.5	28/01/2016	Mark Jones	LO	Revised: Comments added and revised change make	Dark	
0.6	30/01/2016	Mark Jones	LO	Revised: Comments added and revised change make	Dark	

Asset Recovery Card #1

Action	Person responsible	RTO
Immediate Response Actions	Person responsible	RTD
Workaround Actions	Person responsible	Third Party Responsibility/Contact
Recovery Actions	Person responsible	Third Party Responsibility/Contact

Outputs

✓ BCM Pilot Success


 BCM Implemented across the business


 Full BCM lifecycle adopted in 12 months

 Critical services identified

 Critical assets identified

 Dependency mapping on-going

 Plans developed (300 plus critical assets)

 Plans Tested (21 department level – Dec 2018)





*Resiliency through
Relationships*

Beyond BAU

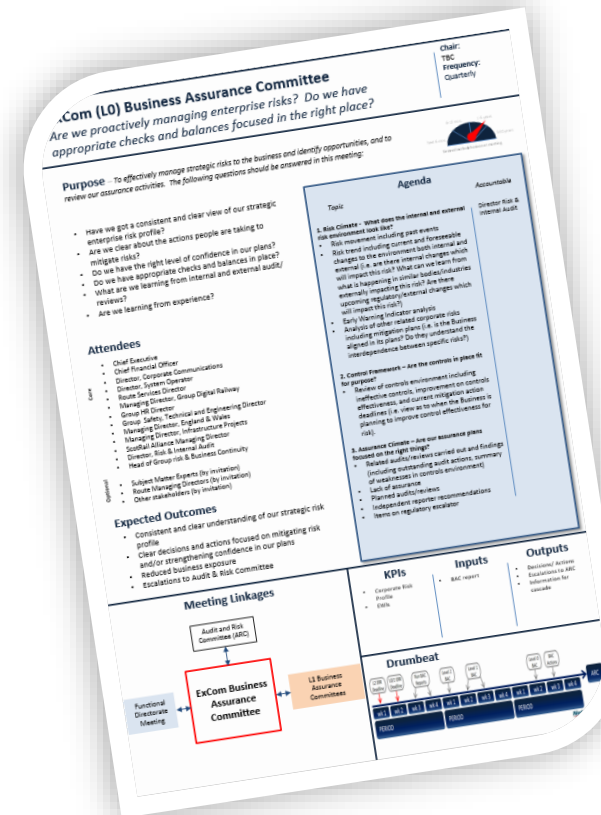
Business Integration

Overall Performance and Governance Monitoring through Business Assurance Committees

Integrating:

- Risk Management
- BCM
- Assurance Activities

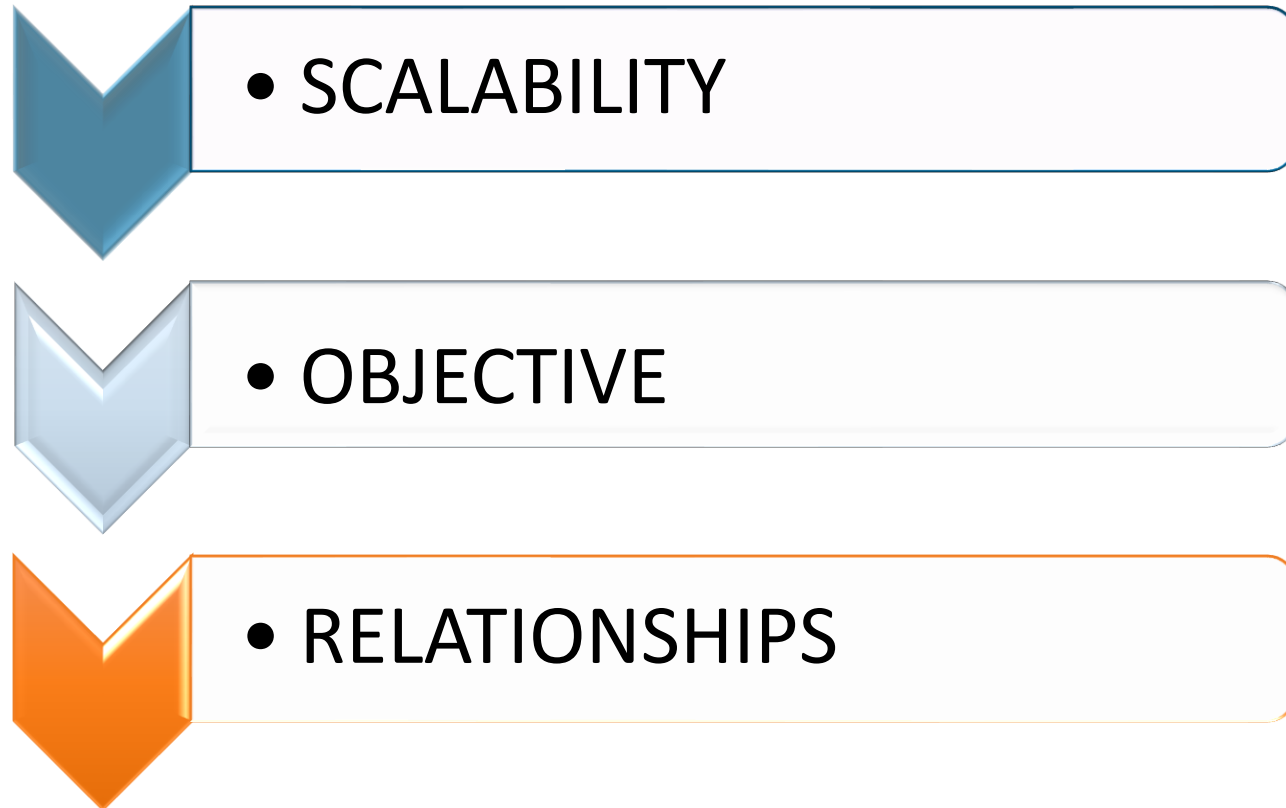
BAC meetings



BCM informing the resilience landscape

-  Policy and standard followed by all
-  Closer Integration across business
-  Constant process
-  Culture Shift / People/ Relationship Focused
-  Supports Corporate Risks
-  Lessons learned shared
-  Plans developed & Tested – ongoing schedule
-  Insurance Premiums reflected

So, how **DO YOU** deliver a resilience programme within **YOUR** organisation ?



Winners!

Business Continuity Awards 2019

It is with the greatest pleasure to let you all know that we were successful at the CIR Business Continuity Awards last night. Network Rail won the 'Best Transformation' award.

This is a fantastic achievement and has only been possible due to all of the effort from the BCM leads across the business and the BCM team. This could not have been achieved without the positive engagement and support from RMDs, Directors, DRAMs, RAMs, Team leaders etc. the list goes on.

We would like to take this opportunity to send you all a huge thank you. This is definitely an award won by Network Rail as a whole.

Please pass on my congratulations and thanks to all those who have been involved!

Helen Hunter-Jones - Head of Group Risk and Business Continuity





Rina Singh, MBCI

Resilience Manager at Network Rail



Resiliency through Relationships



rina.singh@networkrail.co.uk



+ 44 (0) 7971 6160 19

