

Business Continuity Management

- BS 25999-1 is the British Standard for Business Continuity Management
- Business Continuity Management is the identification in advance, of the necessary actions and resources required to enable an organisation to manage a business critical incident so the impact can be minimised.

Business Continuity Management

1. Business Continuity policy and programme management
2. Understanding the organisation
3. Determining business continuity strategies
4. Develop and implement a business continuity response
5. Exercise, maintain and review plans
6. Embed business continuity into the organisations culture

Business Continuity Management

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1. Develop Business Continuity Policy and Programme Management

2. Understand the Organisation

3. Determine a Business Continuity Strategy

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5. Embed Business Continuity into the organisational culture

6. Test, Train, Audit & Maintain the Business Continuity response

Business Continuity Policy and Programme Management

- The policy sets out the businesses commitment that it places on business continuity and describes the scope and assigned responsibilities for this in the organisation.
 - This includes defining the team responsible to respond too and provide the lead in the event of an incident

Understanding the Organisation

- Questions to consider
 - What are the objectives of the organisation?
 - How are the business objectives achieved?
 - What are the products/services of the business?
 - Who is involved (both internally/externally) in the delivery of the products/services?
 - What are the time imperatives on their delivery?

Understanding the Organisation



Understanding the Organisation

- Business Impact Analysis;
 - Identifies, qualifies and quantifies the nature of the risk or threat
 - The likelihood or probability of an incident happening
 - The impact of the incident (it's consequences)
 - How long the business will be affected
 - How you would respond
 - The priority rating assigned to the areas of your business

Business Unit	Contact	Type / Threat / Nature of Risk	Triggers	Consequences	Priority Rating	Contractors Used	Further Action Required	By When

Business Impact Analysis

- Loss of building access
- Utility Service failures (electricity, gas or water supplies)
- Water leaks / flooding
- Gas leaks
- Structural damage
- IT equipment failures / telecom failure
- Fire, Flood, Terrorism
- Communication network failures both landlines and mobiles
- Extreme/severe weather interrupting business operations
- People issues and health and safety liabilities
- Flu Pandemic
- Fuel shortages
- Death or injury

Understanding the Organisation

- Risk Management;
 - Is the management of the key potential threats to the business in the achievement of its core business objectives



Determining Business Continuity Strategies

- Planning to maintain the organisations business activities and processes through an interruption
 - Strategies include;
 - Selection of alternative operating procedures to be used after an interruption to maintain or resume the organisations business activities and their dependencies (internal/external) to a priority and timetable determined in the BIA
 - Protection of vulnerabilities and failure points in business critical processes identified in the risk analysis
 - Recovery time for each business critical activity
 - Interdependencies of services, business processes, data and technologies
 - Resource requirements

Determining Business Continuity Strategies

- In the event of an incident the business will initially need key people (mainly due to their experience or knowledge) to undertake certain roles and duties
- These people must be clearly identified in advance
- Although not all staff will be initially involved, at a later stage staff may be called upon to assist
- It is really important everyone knows what is expected from them

Determining Business Continuity Strategies

- Unable to access premises or vital data (hard copy and electronic)
- Fire, explosion or water damage affecting parts or all of a premises or key data records
- Loss or resulting damage to your organisation's reputation
- Customers and or suppliers not being able to contact you, not able to pay you or suppliers not being paid
- Supply chain failures

Develop and Implement a Business Continuity Response

- The aim is to identify in advance the actions and resources needed to enable the organisation to manage a business critical incident
 - The management of an incident is a significant factor in the protection of an organisations brand and financial reputation from damage
- The business continuity plan pulls together the response of the organisation to a business critical incident
 - Dependant on the organisations size it maybe useful to have in place individual business unit plans

Develop and Implement a Business Continuity Response

- Scope of the Business Continuity Plan
 - Media management
 - Critical documents
 - Un/Supported IT
 - Standby locations
 - Resources requirements
 - Plan distribution
 - Testing, maintenance and updating of plans
 - Suppliers BCP's
 - Appendices e.g.:
 - Logs
 - Plans/maps etc.
 - Authority levels
 - Insurance info
- How to use the plan
- Invoking the plan
 - Who will do it?
 - Under what circumstances?
- Key Contacts:
 - BCM team/deputies
 - Contact details inc. names, (landline, fax & mobile phone no's), addresses)
 - Other key personnel
 - Contractors / Suppliers

Develop and Implement a Business Continuity Response

Service: _____ Priority Rating: _____



Business Continuity Plan

(Enter name of Service Here)

Head of Service / Senior Manager _____

Responsible Assistant Director _____

Introduction to Service (Brief description of functions, statutory duties etc.)

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Current Location _____

Operating Hours _____

Key contact details

Name	Job Title	Office	Home	Mobile

Key Information - What would your minimum requirement be to continue to provide your service

No. of Staff in Team		No. of Faxes required	
No. of PCs required		No. of B/W Printers Required	
No. of Phones Required			

Special Equipment Required

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Key ICT Services – essential to the function of your service (X)

Adult Education (Admin PCs)	FIS & FIS Web services	Office Automation
Care First21 (CRMS Residual)	Grounds Maintenance	CHMS
Electors	HR(TOPS)	Symology
E-mail	Legal	TROVE
Internet & Intranet	Libraries	Uniform
EMS & EMS Web Services	Network Services	Voice (Telephony)

Alternative Accommodation / Continuity Location (Recovery Site)

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Version 1: (Date here)

Page: 1

Review Date: here

Service: _____ Priority Rating: _____

List Specialised IT Software not supported by Steris

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Critical Documents (list any critical paper documents here)

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Key Customers	Methods used by Customers to Contact the Service

Details of Key Contractors / Suppliers

(Confirm that your Contractor's have Business Continuity Plans and verify they are up to date)

Company Name	Contact Details / Other information

Actions that could be taken to reduce the Identified risks

Risk	Action required	By	Completed

Plan Distribution List

Copy No.	Name	Location
1		
2		
3		
4		

Plan Amendment Record

Date	Amendment Details	Amended by

Version 1: (Date here)

Page: 2

Review Date: here

Develop and Implement a Business Continuity Response

Business Continuity.....

- Not an add on, but part of every day activities
- Becomes second nature in how the business operates
- Partners, stakeholders, suppliers and contractors recognise the importance of continuity management and so provide assurance through having robust plans
- Build and embed continuity management into how organisation's work

Things can and do go wrong - a few examples

- **April 2000** - Unexploded WW 2 bomb found during the construction of the **Broadway Square**
- Evacuation of the Civic Offices, Police Station, CineWorld, Riva Bingo, the Swallow Hotel and the Broadway Shopping Centre for 2 days.
- Cost - Loss of 2 days work and severe inconvenience.

BEXLEYHEATH: Residents and businesses ask 'Who pays the costs?'

Town brought to halt by unexploded bomb

by LINDA PIPER

BUSINESSES, police and Bexley Council have been left counting the cost of the discovery of an unexploded Second World War bomb in Bexleyheath.

The final figure will almost certainly be into six figures.

Town centre shops lost nearly two days taking on what should have been one of the busiest weeks of the year.

Both Bexley Council's civic offices and the police station

were also evacuated and CineWorld, Riva Bingo and the Swallow Hotel were closed.

The Broadway Shopping Centre evacuated 11,000 staff and shoppers and 306 vehicles within 20 minutes, but 150 cars remained stranded in its car park. Its car parking takings alone were down £5,000.

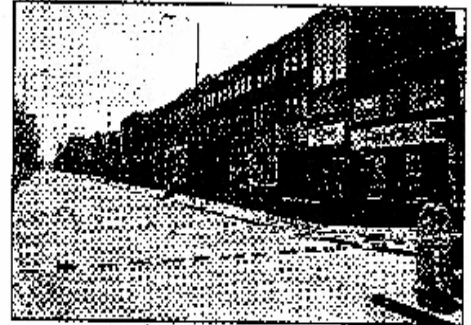
Bexley Council says the cost of lost work at the civic offices, transport for evacuees, food and facilities for more than 150 evacuated people, and extra support staff, will come to a "substantial amount" - a bill which will probably have to be paid for by the council.

The police, too, deployed hundreds of officers to keep the town centre sealed off and help with the evacuation of residents and the town centre. That bill is likely run into thousands of pounds, too.

Some businesses will have insurance cover for their loss.

For developers Bride Hall, the discovery of the bomb has added to its construction costs. As the bomb disposal team was working on the bomb, the delivery of all the steel needed for the construction had to be turned away.

But, with the site given the all-clear last year by a Royal Ordnance survey team, some people are asking who should foot the bill?



• A deserted Bexleyheath Broadway at the height of the bomb alert

ALL PICTURES IN PROGRESS



• Major Bob Tonkin with the type of Second World War fuse which had to be drilled out of the bomb



• Stanley Hudson, 83, and his wife Phyllis 86, of Latham Road saw German bombers fly over their home during the Second World War. Sixty years later they relax in a rest centre at Towstey Grammar School where one of those bombs is defused

Things can and do go wrong - a few examples

- Housing and Training Trust, **London, SE1** - 2.00am, **Saturday 10th September 2005**, major fire in server room
- Cost - 5 months disruption, damaged reputation, unable to operate effectively and £3m less than recoverable from insurers.

Things can and do go wrong - a few examples

- Buncefield Oil Depot - 6.03am Sunday **11th December 2005**, explosion and fire in surrounding vicinity including a large business park and a housing estate - Major incident reported widely in the national and international media.
- Cost - Financial £ ????millions, economic, political and environmental.
- Major IT service provider. Head Office on a business park seriously damaged as a result of the Buncefield incident.
Cost - Loss of building, severe damage and disruption, £???
- Within 24 hrs, 95% of 400 staff successfully relocated and working as normal.

Things can and do go wrong - Buncefield Oil Depot



Things can and do go wrong - The Costs



Cost - It affected 630 businesses in the adjoining business park employing some 16,500 people.

Cost - The premises of 20 businesses were completely destroyed, 60 were seriously damaged and some 4000 employees were affected.



Things can and do go wrong - a few examples

- Southend on Sea Borough Council - Civic Centre, **Friday 19th May 2006**, offices evacuated, 15 staff taken ill.
- Cost - Offices closed until the all clear was given on the following Monday, two disrupted marriage ceremonies, widely reported on television and in the press.



Exercising, Maintaining and Reviewing Plans

- Exercising
 - Enables you to;
 - Learn what to do if you have to invoke the plan
 - Practice what to do before it occurs
 - Simulate experiences in a safe environment
 - Experience using your plan
 - Identify changes needed in your plans

Exercising, Maintaining and Reviewing Plans

- Maintenance;
 - Maintaining plans ensures they remain current and “fit for purpose”
- Review;
 - Auditing plans provides opportunities for self assessment and independent reviews against defined standards and policies
 - Gains assurance from contractors and suppliers that they have their own Business Continuity Plans
 - Do your contractors and suppliers maintain and test their plans and do they have them audited?

Embedding Business Continuity into the organisations culture

- Assessing Business Continuity awareness and training
 - Define current awareness levels
- Develop Business Continuity within the organisations culture
 - Design and deliver education, training and awareness taking into account different learning styles for staff
 - » Staff/team meetings, staff development/business planning days
 - » Briefings & published guidance, targeted presentations
 - » Use of newsletters, staff magazines, master classes and training
 - » E-Learning power point presentation
- Monitor cultural awareness
 - Review the awareness campaign to identify any identified necessary changes

Questions?

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