Business Continuity Policy Appendix C BIA practical guide

Not Protectively Marked

MSDC Business Continuity Planning - Practical Guide

Introduction
This guide has been developed to assist those who have been given the task of producing a Business Continuity (BC) plan. It is operationally focused and scaleable, so can be adapted to suit a large multi-functional area of business or a smaller unit. All the principals involved in developing a plan are the same.

The guidance in this document is a pared down practical view of BC, which can be studied by reading the International standard for BC, ISO22301 / 22313, BCI Good Practice Guide 2018 and Chapter 6 of the Emergency Preparedness Manual .

Assumptions
In developing this guide, several assumptions have been made:

1. The plan writer has relevant executive backing to complete the work.
2. The plan writer has received some training and understands the basic principles of Business Continuity.
3. The organisation has a BC strategy and set objectives.
4. The organisation has a BC policy that includes purpose and scope.

Summary
Working through this guide will produce a BC plan which must be validated with an exercise or activation before it can be considered relevant.

Business Impact Analysis (BIA)
The BIA is the key tool that will provide the information required to build a business continuity plan. It will provide a detailed understanding of how the business works, what its key activities are, principal suppliers, people and equipment.

How to start your BIA.

Activities Write down a list of activities that your unit or department carry out on a day to day basis. This list should include any activity that you are compelled to do by legislation. Try to get a consensus across your team; one person will not know everything.

Do not worry if the list becomes lengthy, the next part of the process will reduce it considerably.

	Activities for ....Unit / Dept
1	
2	
3	
4	
5	
6	
7	
8	
9	
10	

Impact of Loss over Time. In order to establish which of your activities is "time critical", the impact of their loss over time must be risk assessed. To do this, use the form below, and set the impact, **minimal**, **noticeable**, **major** or **disaster** against each activity and period. The period of time that you use is a judgement you must make based on the kind of activity. So if none of your activities are impacted after an hour of loss, then do not use that category, change it to one more relevant. **NB.** Whilst the list illustrated deals with operational impact, reputation and financial impact can also be considered.

	Activities for ....Unit / Dept	Operational				
		1 Hour	1 Day	3 Days	1 Week	2 Weeks
1	Activity 1	Minimal	Minimal	Major		
2	Activity 2	Noticeable	Major	Disaster		
3	Activity 3	Major	Disaster			
4	Activity 4	Minimal	Minimal	Minimal	Minimal	Major
5						
6						
7						
8						
9						
10						

As can be seen from the example above, the impact assessment will highlight those activities that are "time critical" to the organisation, and so will produce a priority list.
If any of the "time critical" activities are essential to the delivery of a key business service, then it will need a Business Continuity plan. It may well be that only one or two activities will fall into this category of needing a BC plan.

There will be some units whose loss may not impact the business for a week or more, but then become critical very quickly. A good example of this is the business pay run, which only becomes critical at certain times of the month, but will still require a plan.

Time Critical Activities. Now that a list of "time critical" activities has been generated, identify a minimum level of service to be delivered for each one. The minimum level of service is by definition less than day to day business, but ensures that the time critical activity is maintained. The recovery time objective is the time within which at least the minimum level of service will be resumed after a disruption.

	Time Critical Activities	Minimum Level of Service	Recovery Time Objective
1	E.g. Collect city residents recycle, garden and landfill dustbins once fortnightly. Required 16x staff 8x collection vehicles	Collect landfill dustbins only, once fortnightly. Required 8x staff 4x Collection vehicles.	24hrs
2			
3			
4			
5			
6			
7			
8			
9			
10			

Resources. For each of the time critical activities set out the resources required to deliver the minimum level of service after resumption. A common mistake is to add up all of the key staff for each activity and set that as a minimum, when in fact the same staff may carry out a number of activities.

	Time Critical Activities	
1	**Time Critical Activity Details**	
	How many staff required for minimum level of service	**Key Staff**
	Any key buildings required	**Building**
	Specialist Equipment, desks, computers, airwave, suppliers	**Equipment**
	Specialist vehicles	**Vehicles**
	Software applications key to delivery of activity	**IT Systems**
2		
		Key Staff
		Building
		Equipment
		Vehicles
		IT Systems
3		
		Key Staff
		Building
		Equipment
		Vehicles

Single Points of Failure. The BIA is likely to uncover unacceptable concentrations of risk, known as single points of failure. These can occur in the most unlikely of places, but most usually consists of key information or skills that reside in a single member of the team. This can easily be remedied by some additional training, or simply recording the knowledge in the BC plan, but can cause severe disruption if not dealt with.

Risk Assessment / Risk Reduction. Now that the time critical activities have been established, consider the risks to their delivery. The risks set out below are the most common, but in specialist roles, there may be others. Assess the impact on the activity against each risk to delivery.

Note that other areas of the organisation may be responsible for maintaining some of the services that you need on order to carry out your activities, so not all of the risk reduction will be for you to develop.

	Time Critical Activities	Risks to Delivery	Impact	Risk Control Measures in Place
1	**Time Critical Activity Details**	Loss of Access to Main Building		
		Substantial Reduction in Key Staff		
		Loss of IT systems, telephony, data,		
		Loss of Power, Water, Fuel, other suppliers		
		Other		
2	**Time Critical Activity Details**	Loss of Access to Main Building		
		Substantial Reduction in Key Staff		
		Loss of IT systems, telephony, data,		
		Loss of Power, Water, Fuel, other suppliers		
		Other		

Once all this information has been gathered, then a Business Continuity plan can be developed from it. Use the BC plan template in appendix D to produce your plan

MID SUSSEX
DISTRICT COUNCIL