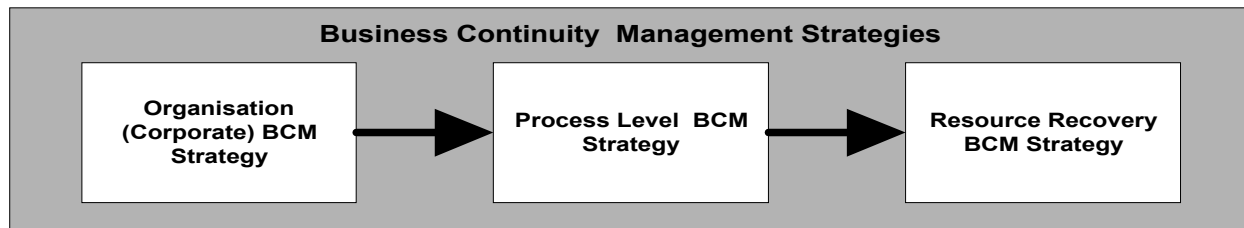


Stage 2: Business Continuity Management Strategies.



Introduction.

“Strategy” is a broad, all encompassing term. It usually refers to the formation of a vision and direction for an organisation; setting mission statements, identifying markets and objectives so that the *raison d'être* of the organisation can be achieved. In the context of Business Continuity Management (BCM) it concerns the determination and selection of alternative operating strategies to be used to maintain the organisations Mission Critical Activities. Experience and good practice clearly identifies that the early provision of an Organisational (Corporate) BCM Strategy will ensure BCM activities are aligned with and support the organisation’s overall Business Strategy.

There are three basic strategic Business Continuity Management models:

- **Active/Backup Model:** This traditional BCM model is based on an ‘active’ operating site with a corresponding backup site. This includes both data processing and operations. The model relies on relocating staff from the active to the backup site and maintaining backup copies of technology and data.
- **Active/Active (Split Operations) Model:** This emerging BCM model relies upon two or more widely separated (geographically) ‘active’ operational sites for Mission Critical Activities that inherently backup for one another.
- **Alternate Site Model:** This BCM model provides a variation of the ‘Active/Backup’ and ‘Active/Active’ models where a backup site periodically functions as the primary site for a period of time.

When developing an Organisation’s (Corporate) BCM Strategy there are three levels of strategic planning that need to be considered:

- Organisation (Corporate) BCM Strategy;
- Process Level BCM Strategy;
- Resource Recovery BCM Strategy.

The current business trend of developing a ‘virtual’ organisation raises a number of specific issues that concern the intra-organisation sourcing and outsourcing of Mission Critical Activities. In particular the dependencies and single points of failure; also the ability to provide alternative sourcing in the event of a catastrophic failure of a sourcing Mission

Critical Activity(ies) provider. This trend reinforces the need for the three levels of strategy and strategic planning for Business Continuity Management.

- **Organisation (Corporate) Business Continuity Management Strategy:** defines the highest level within which BCM activities are aligned. Experience identifies that it is usually developed as an “afterthought” by most organisations when a number of BCM approaches are already in existence and require to be incorporated in a cohesive and integrated BCM framework. The parameters regarding work area recovery must also be defined and agreed within this level of strategy. If the very future of an organisation depends of the timely provision of shared or subscription office accommodation then these risks must be understood and agreed at the highest level.
- **Process Level Business Continuity Management Strategy:** Most organisations have adopted the concept of defining their Mission Critical Activities in the context of products and services. This applies equally to the Mission Critical Activities of industrial or commercial industries e.g. financial sector. As a result Mission Critical Activities are not only products/services in their own right but also represent key systemic processes that are critical to the customer service and the stability of a particular industry itself. In that sense they perform a dual role. This differentiation is not only important to BCM but also provides a clear statement of significance to others areas of an organisation and also an industrial or commercial industry on a global basis.

Due to their very nature these Mission Critical Activities are so important that they justify their own BCM strategy and planning. An example of the need for a Process Level BCM Strategy is the Clearing House Automated Payments System (CHAPS) that provides for same-day, high-value, financial payments processing within the financial services sector. In consequence of the complexity and settlement coupling of CHAPS there is a specific and detailed BCM Strategy for the payments clearing system alone. A generic BCM strategy is simply not strong enough for a process where failure would cause severe liquidity problems and shake consumer confidence in the financial services industry.

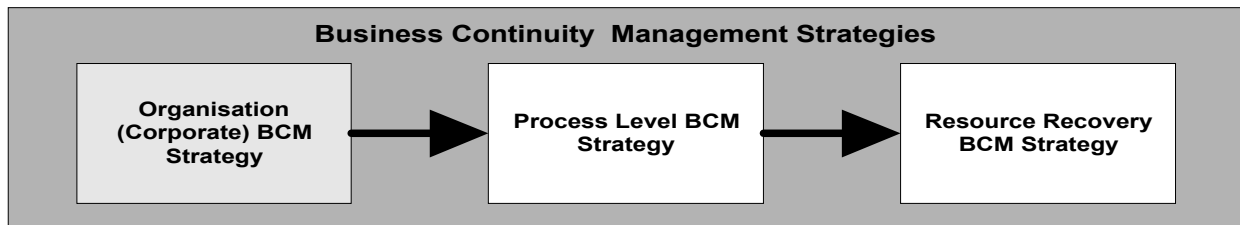
- **Resource Recovery Business Continuity Management Strategy:** defines the strategy to be employed for deploying appropriate resources as part of a Business Continuity Plan (BCP). This type of strategy provides the practical link between Business Impact Analysis (BIA) and the development of Business Continuity Plans.

When developing any level of BCM Strategy there are a number of strategic options that must be considered. These include:

- **Do Nothing:** A low risk criticality and a 'do nothing' BCM strategy may be acceptable within and organisations risk appetite.
- **Processing Transfer:** The diversion of the Mission Critical Activity to another organisation or alternative part of the host organisation e.g. the high value/priority Bank Automatic Clearing Service (BACS) payments via CHAPS. Reciprocal agreements can work in some selected services but due diligence must be taken when establishing this type of arrangement. Such arrangements must be enforceable and subject to testing via Service Level Agreements (SLA's) or formal contracts.
- **Changing or Ending the Service, Product, Function or Process:** Deciding to change or end a service, product, function or process must be considered as part of the process strategy within the BCM process. This approach is most likely to be seen where a product has a limited life span.

- **Insurance** : Provides financial recompense/support in the event of loss. It does not provide protection against a loss of reputation, market share and/or shareholder value and/or damage to brand image. The organisation's brand image and reputation are generally recognised and frequently quoted as being of considerably higher value than all of the other organisation/business assets but are often overlooked in favour of short term financial loss. Most organisations will have an "increased cost of working" policy that will usually cover invocation costs of BCM solutions. In addition, Business Interruption insurance can be provided but this requires a detailed Business Impact Analysis to be regularly performed in order to evaluate correctly the level of insurance cover purchased.
- **Loss Mitigation:** The provision of risk control management (threats, impact and vulnerability) and action plans.
- **Business Continuity Management:** The improvement of an organisation's business resilience to the loss, disruption or interruption of its Mission Critical Activities their dependencies and single points of failure by providing for their continuation at an acceptable minimum level within the recovery time and recovery point objectives. This approach provides the three continuity strategies to enable an effective and fit-for-purpose BCM capability.

Organisation (Corporate) Business Continuity Management Strategy.



Introduction.

An Organisational (Corporate) BCM Strategy is key to positioning and advancing business continuity. Most organisations require BCM to be designed and implemented within its organisation design and structure i.e. a top-down framework where BCM policy and strategy provides vision and direction. An Organisational (Corporate) BCM Strategy is a living document that encompasses and unifies other BCM related activities.

In developing the Process Level and Resource Recovery BCM Strategies reference should be made to the Organisational (Corporate) BCM strategy as there are clear dependencies and a direct transition between the invocation of one and progression to other(s).

Purpose.

The purpose of an Organisational (Corporate) Business Continuity Management strategy is to provide a clearly defined and documented policy, framework and operational direction to ensure the resilience and continuance of an organisation's Mission Critical Activities their dependencies and single points of failure.

Outcomes.

The outcomes from an Organisation (Corporate) Business Continuity Management Strategy include:

- A clear statement of support for BCM by the organisation executive and senior management.
- The appointment of an executive member of the organisation's as accountable for BCM within the organisation.
- An effective and fit-for-purpose Organisation (Corporate) BCM Strategy.
- The development of an effective and fit-for-purpose Organisation (Corporate) Business Continuity Plan (BCP) and capability.
- The identification of key BCM roles, responsibilities and authorities.

- An Organisation Risk Appetite statement.
- A BCM Policy statement.
- The provision of fundamental BCM principles e.g. business risk stays with the business, and how they are to be consistently applied across the organisation.
- An operational BCM framework.
- Assurance that BCM is aligned and supports the overall, strategic aims and business strategies of the organisation.
- How BCM will prepare for key business, legislative and regulatory changes.
- The defining of the BCM relationship and synergies with security and facilities functions concerning emergency response/evacuation procedures and post-incident salvage and restoration
- How the organisation will define and manage its Mission Critical Activities their dependencies and single points of failure.
- That all intra-organisation sourced and outsourced Mission Critical Activities their dependencies and single points of failure must fall within the scope of the organisation's BCM programme.
- A Crisis Management framework and capability that will enable the management /co-ordination of a BCM event at an operational and/or corporate level.
- The organisational design, financial and other resource profiles and positioning of BCM practitioners within the organisation e.g. central “practice” approach vs. devolved deployment.
- The defining of the BCM relationship, positioning and synergies with other risk related functions e.g. Operational Risk management (ORM).
- The defining of the organisation's approach to intra-organisation and/or outsourced third party BCM resource and service specialists e.g. work area recovery including syndication ratios, exclusion zones, etc.
- The organisation's BCM Maintenance Programme.
- The organisation's BCM Exercising Programme.
- A BCM audit process.
- A BCM policy compliance process.
- A BCM assurance management process.
- A BCM Information System.

Components.

The key components of an Organisation (Corporate) Business Continuity Management Strategy include:

- Purpose.
- Objectives.
- Scope.
- Risk Assessment
- Owner of Strategy.
- BCM policy statement.
- Operational BCM framework.
- Organisation design and structure for BCM.
- Roles, Accountabilities, Responsibilities and Authorities for BCM within the organisation.
- Focus on the BCM Mission Critical Activities and their dependencies.
- Sourcing of intra-organisation BCM solutions
- Sourcing of 3rd party BCM resource and service specialists.
- Crisis Management organisation and approach.
- BCM Exercising, Rehearsal and Testing programme.
- BCM maintenance.
- BCM assurance metrics and measures.
- BCM Audit, Policy Compliance, Assurance and Management Information System.
- Strategy document management.
- Definitions/Glossary of Terms (if necessary).

Methodologies/Techniques.

BUSINESS CONTINUITY MANAGEMENT - GOOD PRACTICE GUIDE

The methods, tools and techniques used to develop an Organisation (Corporate) Business Continuity Management Strategy include:

- A Strategy Planning Process Model.
- SWOT Analysis (Strengths/Weaknesses/Opportunities/Threats).
- Porter's Value Chain Analysis.
- PEST Analysis (Political/Environment/Social/Technical).
- Scenario planning.
- Cost Benefit Analysis.
- Stakeholder Analysis.
- Business Impact and Risk Assessment Quartile Matrix.
- Financial Management.
- Benchmarking (metrics and process).
- Current State Assessment 'Gap' Analysis.
 - Questionnaires
 - Scorecards
 - Interviews (structured and unstructured).

Process.

Whilst there are several strategic planning processes the method outlined within these guidelines is based on a generic Strategy Planning Process Model. The process includes the following stages:

- Form a BCM Strategy Planning Team.
- Identify the Organisation's Business Strategy, its objectives, targets, legal and regulatory requirements.
- Identify and document the organisation's Mission Critical Activities, their dependencies and single points of failure.
- Conduct a BCM current state assessment 'Gap' analysis to identify desired performance (target) with existing performance.
- Conduct a BCM SWOT Analysis to identify the organisation's BCM strengths and weaknesses; opportunities and threats.
- Generate BCM strategic options (engage a subject expert where appropriate).

- Evaluate (including a cost benefit analysis) the BCM strategy options to optimise effectiveness (fit-for-purpose) cost efficiencies (value based) and their alignment with the Organisation's Business Strategy.
- Provide a strategic evaluation report for the organisation's executive/senior management.
- Selection of the most fit-for-purpose and cost effective option(s) based on the organisation's risk appetite.
- Gain agreement, approval and 'sign-off' of the Organisation (Corporate) BCM Strategy (including the provision of financial and other resources) by the organisation's executive/senior management.
- Strategy implementation project and action plans.
- Ongoing monitoring, control, exercising, maintenance and review (including change management).

Frequency and Triggers.

Whilst all strategies should be reviewed on an on-going basis the frequency that an Organisation's (Corporate) BCM Strategy should be reviewed is dependent upon then nature, scale and complexity of the organisation based on its business risk profile, appetite and the environment in which it operates. Good practice indicates a review of the Organisation (Corporate) BCM Strategy should be carried out at least every 12 months unless:

- It is the Initial development and documentation of the strategy.
- The pace of business change is particularly aggressive.
- The initial outsourcing or intra-organisation sourcing of a Mission Critical Activity or dependency.
- A significant change in the key technology and/or telecommunications including systems and/or networks.
- There is a major business change that may include:
 - Business strategies or objectives.
 - BCM strategy or scope.
 - BCM solutions.
 - Location.
 - Large scale change in staff numbers, locations or office densities.
 - Key suppliers (intra-organisation sourcing and/or outsourced providers)
 - Post BCM event.
 - Process re-design.
 - New business line or product or service.
 - Merger.
 - Acquisition.
 - Significant change in the regulatory environment.

Participants.

The following roles or functions (not restrictive or exhaustive) are identified as being either responsible or accountable or should be either consulted or informed (RACI) in the planning and development of the Organisation (Corporate) BCM Strategy. The matrix process provides a process that can be used to indicate/identify the specific roles, functions and/or area of the organisation within each of the RACI categories.

Role or Function	R	A	C	I
	Responsible	Accountable	Consulted	Informed
Executive/Senior Business Management				
Operational Middle Management				
Operational Supervisors and Staff				
Risk Management				
Change Management				
Professional BCM practitioner				
Legal				
Finance				
Regulatory/Compliance/Audit				
Communications and Public Relations				
Telecommunications				
Technology				
Facilities/Property Management				
Human Resources.				
Suppliers of specialist BCM resources and services (intra-organisation and/or outsourced providers)				
Insurance				
Unions and Staff Associations				
Other specialist teams (e.g. Outsourcing, Project Management, etc)				
Subject Experts (where appropriate)				
Suppliers (intra-organisation and/or outsourced providers)				

Deliverable(s).

The deliverables of an Organisation (Corporate) Business Continuity Management Strategy include:

- A clearly defined and documented Organisation (Corporate) BCM Strategy approved and 'signed-off' by the organisation's executive/senior management.
- A clearly defined and documented BCM Policy approved and 'signed-off' by the organisation's executive/senior management.
- A clearly defined and documented Organisation BCM Framework approved and 'signed-off' by the organisation's executive/senior management.
- A clearly defined and documented Operational Crisis Management Framework approved and 'signed-off' by the organisation's executive/senior management.

Good Practice Evaluation Criteria.

The Good Practice evaluation criteria of an Organisation (Corporate) BCM Strategy includes:

- Does the organisation have a clearly defined and documented BCM Policy approved and 'signed-off' by the organisation's executive/senior management?
- Does the organisation have a clearly defined and documented Organisation (Corporate) BCM Strategy approved and 'signed-off' by the organisation's executive/senior management?
- Does the organisation have a clearly defined and documented standardised BCM Framework approved and 'signed-off' by the organisation's executive/senior management?
- Does the organisation have a clearly defined and documented standardised Operational Crisis Management Framework approved and 'signed-off' by the organisation's executive/senior management?
- Has the organisation appointed an executive member of the organisation as accountable for BCM within the organisation?
- Has the organisation identified key roles, responsibilities and authorities within its Organisation (Corporate) BCM Strategy?
- Are arrangements in place for key decisions to be made in the event of senior decision makers and management hierarchies being unavailable?
- Have the organisation's strategic BCM options been identified, clearly defined, documented and assessed?
- Does the organisation have a clearly defined process that must be employed to challenge and review the assumptions upon which the BCM strategy is based?

- Has a risk assessment been conducted and 'signed-off' in respect of each of the organisation's strategic BCM options?
- Does the risk assessment of each of the organisation's strategic BCM options clearly identify and document any residual risk?
- Does the Organisation's (Corporate) BCM Strategy address legal and regulatory issues?
- Does the organisation employ insurance as a key part of its Organisation (Corporate) BCM Strategy?
- Does the Organisation's (Corporate) BCM Strategy evaluate the application of its BCM options in respect of the component parts of the organisation structure e.g. departments, to maximise efficiency savings and economies of scale?
- Does the organisation have its IT and business as usual work area at two different locations?
- Does the Organisation's (Corporate) BCM Strategy clearly define and document an organisation risk appetite benchmark e.g. RTO of Mission Critical Activities and their dependencies?
- Have both technical (e.g. IT, telecommunications, work area recovery, specialist services) and non-technical (e.g. people and equipment) issues been considered within the Organisation's (Corporate) BCM Strategy?
- Has the primary and alternate sourcing (intra-organisation and or outsourcing providers) of Mission Critical Activities and their dependencies (products and services) been included in the Organisation's (Corporate) BCM Strategy?
- Has the sourcing (intra-organisation and/or outsourcing provider) of BCM specialist products and services been included within the Organisation's strategic BCM options?
- Is the Organisation's (Corporate) BCM Strategy clearly linked, aligned and support the overall strategic aims and business strategies/plan of the organisation?
- Does the Organisation's (Corporate) BCM Strategy have clearly defined Critical Success Factors?
- Have the risks associated with each BCM strategy option been assessed against the Business Impact Analysis?
- Has a cost benefit analysis of the BCM strategy options been prepared and presented to the organisation's executive/senior management?
- Does the organisation have clearly defined and documented strategy for dealing with the media during a BCM event?

- Does the organisation use the BCI BCM Good Practice Guidelines as a part of its strategy assurance process?
- Does the Organisation (Corporate) BCM Strategy process achieve the Organisation (Corporate) BCM outcomes set out in the Business Continuity Institute BCM Good Practice Guidelines?
- Does the Organisation (Corporate) BCM Strategy process provide the Organisation (Corporate) BCM Strategy deliverables set out in the Business Continuity Institute BCM Good Practice Guidelines?

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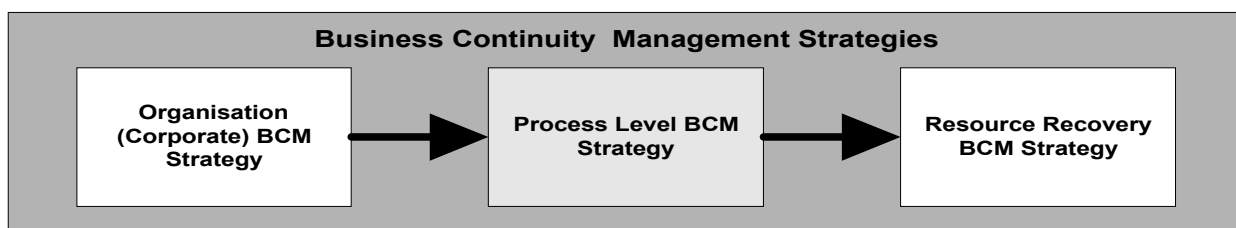
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Process Level Business Continuity Management Strategy.



Introduction.

Every organisation should, as a matter of good business practice, have defined and identified its Mission Critical Activities via a Business Impact Analysis. This maxim applies equally to the systemic Mission Critical Activities of industrial or commercial industries e.g. financial markets. Consequently, Mission Critical Activities are not only products/services in their own right but can also represent key systemic processes of an industry that are critical to customer service and the stability of a particular industry itself. In this sense they perform a dual role. The global nature of modern business; their (automated) processes, high reliance on technology, together with their coupling and complexity, illustrates the catastrophic potential and scale of the business impact consequent upon of the failure of

systemic Mission Critical Activities. This differentiation is not only important to Business Continuity Management but also provides a clear statement of significance to other areas of an organisation e.g. Audit, Operational Risk, Information Technology Security and also an industrial or commercial sector e.g. regulators and federal banks.

Examples of Mission Critical Activities at an organisation level (services/products) and/of a systemic nature at both a national and international level include:

- Financial payments processing and clearing.
- Just In Time (JIT) supply chain.
- Data Centres.
- Call Centres.

Due to the very nature and significance of these Mission Critical Activities (processes) each must have its own recovery strategy. This provides a clear statement of how the organisation/industry will provide protection and BCM that reflects both types of Mission Critical Activity.

In determining the Process Level BCM Strategies reference must be made to the Organisation (Corporate) BCM Strategy as they have a direct relationship.

Purpose.

The purpose of a Process Level Business Continuity Management Strategy is to provide a documented framework from which a Resource Recovery BCM Strategy, Business Continuity Plans and a resultant BCM capability can be developed for one or a number of organisational or industry systemic Mission Critical Activities and/or their dependencies and single points of failure.

Outcomes.

The outcomes from a Process Level Business Continuity Management Strategy include:

- An effective and fit-for-purpose Process Level BCM Strategy(ies).
- An effective and fit-for-purpose Business Continuity Plan (BCP) for each organisation and/or industry systemic Mission Critical Activity, dependency and single point of failure.
- Agreed principles to be applied when developing Resource Recovery BCM Strategies and Business Continuity Plans for each Mission Critical Activity, dependency and single point of failure.
- The agreed relationship and positioning against the organisation's/industry's Crisis Management process.
- Linkages into the Organisation's/Industry's Crisis Management capability

- Reinforcement that the organisation/industry has the capability to define and manage its Process Level Mission Critical Activities their dependencies and single points of failure.
- An organisation/industry Mission Critical (Process) Activity Risk Appetite statement.
- Compliance with legal and/or regulatory requirements.

Components.

The key components of a Process Level Business Continuity Management Strategy include:

- Purpose.
- Objectives.
- Scope.
- Risk Assessment.
- Owner of Strategy
- Policy Statement
- Process System Map/Outline of Organisation/Industry (systemic) Mission Critical Activities and their dependencies.
- Process Strategy.
- Roles, Accountabilities, Responsibilities and Authorities.
- Systemic Risk considerations.
- Assurance metrics and measurements.
- Finance and resource considerations.
- Crisis Management
- Crisis Management escalation process and control diagram (flowchart).
- Document management.
- Definitions/Glossary of Terms.

Methodologies/Techniques.

The methods, tools and techniques used to development of a Process Level Business Continuity Management Strategy include:

- End-to-End (E2E) Service and Product Process Mapping.
- A Strategic Planning Process Model.
- Current State Assessment 'Gap' Analysis.
- PEST Analysis (Political, Economic, Social and Technical).
- Porter's Value Chain.
- SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats)
- Systemic Business Impact Analysis and Risk Assessment.
- Business Impact Analysis and Risk Assessment Quartile Matrix.
- Stakeholder Analysis.
- Scenario Planning.
- Crisis Management.
- Cost Benefit Analysis.

Process.

Whilst there are several strategic planning processes the method outlined within these guidelines is based on a generic Strategy Planning Process Model. The process includes the following stages:

- Form a BCM Strategy Planning Team.
- Using the results from the Business Impact Analysis and Risk Assessment identify the organisation product/service and industry systemic Mission Critical (Process Level) Activities their dependencies and single points of failure.
- Conduct an organisation/industry BCM current state assessment 'Gap Analysis' to identify desired performance (target) with existing performance.
- Conduct a BCM SWOT Analysis to identify the organisation's/industry's Business Continuity Management strengths, weaknesses, opportunities and threats.
- Generate Business Continuity Management (Process Level) Strategy options (engage a subject expert where appropriate).
- Evaluate (including a cost benefit analysis) the Business Continuity Management (Process Level) Strategy options to optimise effectiveness (fit-for-purpose) and cost efficiencies (value based).

- Provide a strategic evaluation report for the organisation's executive/senior management.
- Selection of the most fit-for-purpose and cost effective option(s) based on the organisation's and/or industry's risk appetite.
- Gain agreement and approval of the Process Level BCM Strategy (including the provision of financial and other resources) by the organisation's executive/senior management/industry regulator.
- Strategy implementation project and action plans.
- Ongoing monitoring, control, exercising, maintenance and review (including change management).

Frequency and Triggers.

Whilst all strategies should be reviewed on an on-going basis the frequency that a Process Level BCM Strategy should be reviewed is dependent upon then nature, scale and complexity of the organisation based on its business risk profile, appetite and the environment in which it operates. Good practice indicates a review of the Process Level BCM Strategy should be carried out at least every 12 months unless:

- It is the Initial development and documentation of the strategy.
- The pace of business change is particularly aggressive.
- The initial outsourcing or intra-organisation sourcing of a Mission Critical Activity or dependency.
- A significant change in the key technology and/or telecommunications including systems and/or networks.
- There is a major business change that may include:
 - Business strategies or objectives.
 - BCM strategy or scope.
 - BCM solutions.
 - Location.
 - Large scale change in staff numbers, locations or office densities.
 - Key suppliers (intra-organisation sourcing and/or outsourced providers)
 - Post BCM event.
 - Process re-design.
 - New business line or product or service.
 - Merger.
 - Acquisition.
 - Significant change in the regulatory environment.

Participants.

The following organisation/industry roles or functions (not restrictive or exhaustive) are identified as being either Responsible or Accountable or should be either Consulted or Informed (RACI) in the planning and development of the Process Level BCM Strategy. The matrix process provides a process that can be used to indicate/identify the specific roles, functions and/or area of the organisation within each of the RACI categories.

Role or Function	R	A	C	I
	Responsible	Accountable	Consulted	Informed
Executive/Senior Business Management				
Operational Middle Management				
Operational Supervisors and Staff				
Industry Regulators (as appropriate)				
Industry stakeholders				
Risk Management				
Change Management				
Professional BCM practitioner				
Legal				
Finance				
Regulatory/Compliance/Audit				
Communications and Public Relations				
Telecommunications				
Technology				
Facilities/Property Management				
Human Resources.				
Suppliers of specialist BCM resources and services (intra-organisation and/or outsourced providers)				
Insurance				
Unions and Staff Associations				
Subject Experts (where appropriate)				
Suppliers (intra-organisation and/or outsourced providers)				

Deliverables.

The Process Level Business Continuity Management Strategy deliverables include:

A clearly defined and documented Process Level BCM Strategy(ies) that is agreed and 'signed-off' by the organisation's executive/senior management and/or industry regulator.

Good Practice Evaluation Criteria.

The Good Practice evaluation criteria of a Process Level Strategy includes:

- Does the organisation/industry have a clearly defined and documented Process Level BCM Strategy?
- Does the Process Level BCM Strategy clearly define and document an organisation's/industry's risk appetite benchmark based on the RTO of Mission Critical Activities and their dependencies?
- Does the organisation/industry have a clearly defined and documented Process Level BCM Policy?
- Does the organisation/industry have a clearly defined and documented standardised operational Process Level BCM Strategy Framework?
- Does the organisation/industry have a clearly defined and documented standardised operational Crisis Management Framework?
- Has the organisation/industry identified key roles, accountabilities, responsibilities and authorities within its Process Level BCM Strategy?
- Has a Business Impact Analysis identified all the organisation/industry Mission Critical Activities (Process Level) their dependencies and single points of failure?
- Have all the Process Level BCM Strategy options been identified, clearly defined, documented and assessed for each organisation/industry Mission Critical Activity?
- Have the risks associated with each optional Process Level BCM Strategy been assessed against the Business Impact Analysis?
- Has a cost benefit analysis of the Process Level BCM Strategy options been prepared and presented to the organisation's executive/senior management and/or industry regulator?
- Has a risk assessment been conducted and 'signed-off' in respect of each of the organisation's/industry's strategic BCM options?
- Does the risk assessment of each of the organisation's/industry's strategic BCM options clearly identify and document any residual risk?
- Have the selected Process Level BCM strategies been fully evaluated to ensure they are fit-for-purpose and capable of working within the required timescales?
- Does the Process Level BCM Strategy address legal and regulatory issues?
- Does the organisation have a clearly defined process that must be employed to challenge and review the assumptions upon which the Process Level BCM Strategy is based?
- Does the organisation/industry have a clearly defined, documented and fit-for purpose Process Level BCM Strategy for each organisation/industry Mission Critical Activity that

has been agreed and 'signed-off' by the organisation's executive/senior management and/or industry regulator?

- Does the organisation/industry use the Business Continuity Institute Good Practice Guidelines as a part of its Process Level BCM Strategy assessment process?
- Have both technical (e.g. IT, telecommunications, work area recovery, specialist services) and non-technical (e.g. people and equipment) issues been considered within the Process Level BCM Strategy?
- Has the primary and alternate sourcing (outsourcing and/or internal sourcing) of products and services been included within the Process Level BCM Strategy?
- Is each organisation/industry Process Level Mission Critical Activity undertaken in a minimum of two geographically separate locations?
- Are each of the organisation's/industry's Process Level Mission Critical Activity systems mirrored and not located at the primary process location(s)?
- Is there a recovery location(s) available for each organisation/industry Process Level Mission Critical Activity?
- Are live organisation/industry Mission Critical Activity systems connected to the business continuity recovery location?
- Does the Mission Critical Activity recovery location have the same technology and telecommunication connectivity to stakeholders e.g. suppliers, as the business as usual location.
- Is a 'live' exercise i.e. Mission Critical Activity run live as business as usual for one week, carried out at the business continuity recovery location every six months?
- Is the six monthly 'live' BCM exercise co-ordinated, integrated and linked with other organisations/industry stakeholders and regulators?
- Does the organisation/industry use the BCI BCM Good Practice Guidelines as a part of its strategy assurance process?
- Does the Process Level Strategy process achieve the Process Level Strategy outcomes set out in the Business Continuity Institute BCM Good Practice Guidelines?
- Does the Process Level Strategy process provide the Process Level Strategy deliverables set out in the Business Continuity Institute BCM Good Practice Guidelines?

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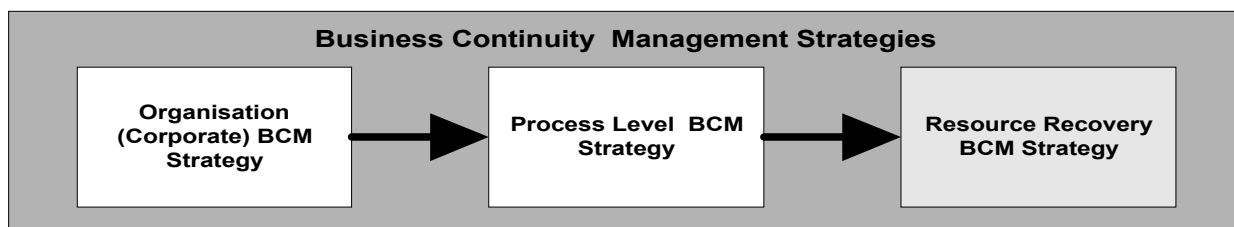
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Resource Recovery Business Continuity Management Strategy.



Introduction.

The Resource Recovery Business Continuity Management Strategy will of necessity have a major influence on the Business Continuity Plan for each Mission Critical Activity its dependencies and single points of failure. It is directly linked to the Business Impact Recovery Resource Analysis (BIRRA) that forms a part of the Business Impact Analysis (BIA) e.g. if work area recovery is necessary, then the strategy must evaluate and document the specific parameters for:

- “Dedicated” work area - scale, location and nature (in-house or third-party)
- “Syndicated or Subscription” work area - scale, subscription ratio, exclusion zone, etc
- “Business Response/Cold” work area - scale, subscription ratio, exclusion zone, etc
- “Mobile Recovery” solutions - Build time, scale, subscription ratio, exclusion zone, etc

In determining the Resource Recovery BCM Strategy reference must be made to both the Process Level BCM Strategy(ies) and the Organisation (Corporate) BCM Strategy.

Purpose.

The purpose of a Resource Recovery Business Continuity Management Strategy is to provide a predetermined level of resources within a Business Continuity Plan (BCP) to enable the implementation of the Organisation (Corporate) BCM Strategy and Process Level BCM Strategy.

Outcomes.

The outcomes of a Resource Recovery Business Continuity Management Strategy include:

- The identification of effective and fit-for-purpose resource recovery solutions for the restoration of the minimum level of acceptable functionality of each disrupted, interrupted or lost Mission Critical Activity its dependencies and single points of failure
- A framework that clearly identifies and sets out time criticalities, resources and actions to enable the development of a Business Continuity Plan and capability to achieve the prioritised BCM recovery profile of Mission Critical Activities their

dependencies and single points of failure within their Recovery Time (RTO) and Recovery Point Objectives (RPO).

Components.

The key components of a Resource Recovery Business Continuity Management Strategy include:

- Purpose.
- Objectives.
- Scope (based on Process Level BCM Strategy).
- Risk Assessment.
- Strategy owner.
- Roles, Responsibilities, Accountabilities and Authorities.
- Resource Recovery Strategies.
- Solution Suppliers (intra-organisation sourcing and/or outsourced specialist providers)
- Solutions, timescales and costings.
- Crisis Management.
- Financial and other resources.
- Assurance metrics and measurements
- Definitions/Glossary of Terms.
- Document management.

Methodologies/Techniques.

The methods, tools and techniques to develop a Resource Recovery Business Continuity Management Strategy include:

- End-to-End (E2E) service/product process mapping.
- BCM Solutions:
 - Work Area Recovery.
 - IT Disaster Recovery(ITDR)
 - Data Recovery (all media)
 - Telecommunications Recovery.

- Staff Relocation.
 - Ship-in-Services.
 - Damage Assessment.
 - Restoration.
 - Salvage.
 - Security.
 - Shared Services (e.g. HR, Facilities).
- Suppliers of BCM specialist resource and/or services (intra-organisation and/or outsourced providers).
 - Business Impact Resource Recovery Analysis (BIRRA).
 - Crisis Management.
 - Benchmarking (metrics and process).
 - Stakeholder analysis.
 - Cost benefit analysis.
 - Current state assessment 'Gap' Analysis.
 - SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats).
 - Porter's Value Chain.
 - A Strategy Planning Process Model.

Process.

Whilst there are several strategic planning processes the method outlined within these guidelines is based on a generic Strategy Planning Process Model. The process includes following stages:

- Identify the Organisation's (Corporate) BCM Strategy and the organisation's/industry's Process Level BCM Strategies; their objectives, targets, legal and regulatory requirements.
- Conduct a BCM current state assessment 'Gap' analysis to desired performance (target) with existing performance capability (current state assessment).
- Conduct a BCM SWOT Analysis to identify the organisation's BCM strengths, weaknesses, opportunities and threats.
- Generate BCM solution options (engage subject expert where appropriate)
- Evaluate (including cost benefit analysis) the BCM solution options to optimise effectiveness (fit-for-purpose), cost efficiencies and their alignment with both the

Organisation (Corporate) and Process Level BCM Strategies. This may require a further input from a subject expert where appropriate.

- Provide a strategic evaluation report for organisation's executive/senior management.
- Selection of the most fit-for-purpose and cost effective option(s) based on the organisation's and/or industry's risk appetite.
- Gain agreement and the organisation's executive/senior management 'sign-off' of the Resource Recovery BCM Strategy report (including the provision of financial and other resources).
- Strategy implementation project and action plans (including the development of Business Continuity Plans).
- Ongoing monitoring, control, exercising, maintenance and review (including change management).

Frequency and Triggers.

Whilst all strategies should be reviewed on an on-going basis the frequency that a Resource Recovery BCM Strategy should be reviewed is dependent upon then nature, scale and complexity of the organisation based on its business risk profile, appetite and the environment in which it operates. Good practice indicates a review of the Resource Recovery BCM Strategy should be carried out at least every 12 months unless:

- It is the Initial development and documentation of the strategy.
- The pace of business change is particularly aggressive.
- The initial outsourcing or intra-organisation sourcing of a Mission Critical Activity or dependency.
- A significant change in the key technology and/or telecommunications including systems and/or networks.
- There is a major business change that may include:
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 - BCM solutions.
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 - Large scale change in staff numbers, locations or office densities.
 - Key suppliers (intra-organisation sourcing and/or outsourced providers)
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 - Process re-design.
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Role or Function	R	A	C	I
	Responsible	Accountable	Consulted	Informed
Executive/Senior Business Management				
Operational Middle Management				
Operational Supervisors and Staff				
Professional BCM practitioner				
Legal				
Finance				
Regulatory/Compliance/Audit				
Telecommunications				
Technology				
Facilities/Property Management				
Human Resources.				
Suppliers of specialist BCM resources and services (intra-organisation and/or outsourced providers)				
Human Resources				
Purchasing				
Security				
Relationship Management				
Insurance				
Unions and Staff Associations				
Subject Experts (where appropriate)				
Suppliers of business services and products (intra-organisation and/or outsourced providers)				

Deliverables.

The deliverables of a Resource Recovery Business Continuity Management Strategy include:

- A clearly defined and documented Resource Recovery Business Continuity Strategy agreed and 'signed-off' by the organisation's executive/senior management.

Good Practice Evaluation Criteria.

The Good Practice evaluation criteria of a Resource Recovery Business Continuity Management Strategy includes:

- Does the organisation have a clearly defined, documented Resource Recovery BCM Strategy approved and 'signed-off' by the organisation's executive/senior management?
- Have the key roles, accountabilities, responsibilities and authorities within the Resource Recovery BCM Strategy been clearly defined and documented?
- Are arrangements in place for key decisions to be made in the event of senior decision makers and management hierarchies being unavailable?
- Has a cost benefit analysis of the Resource Recovery BCM Strategy options been prepared and presented to the organisation's business executive/senior management?
- Have the Resource Recovery BCM options been identified, clearly defined, documented and assessed?
- Have the selected resource recovery strategies been fully evaluated to ensure they are fit-for-purpose and capable of working within the required timescales?
- Has a risk assessment been conducted and 'signed-off' in respect of each of the Resource Recovery BCM options?
- Does the risk assessment of each of the Resource Recovery BCM options clearly identify and document any residual risk?
- Does the Resource Recovery BCM Strategy address legal and regulatory issues?
- Does the organisation have a clearly defined process that must be employed to challenge and review the assumptions upon which Resource Recovery BCM Strategy is based?
- Does the organisation employ insurance as a key part of its Resource Recovery BCM Strategy?
- Does the Resource Recovery BCM Strategy evaluate the application of its BCM options in respect of the component parts of the organisation structure e.g. departments, to maximise efficiency savings and economies of scale?

- Does the Resource Recovery BCM Strategy clearly reflect the Organisation (Corporate) and Process Level BCM risk appetite benchmark e.g. RTO, RPO and LBC of Mission Critical Activities and their dependencies?
- Have both technical (e.g. IT, telecommunications, work area recovery, specialist services) and non-technical (e.g. people and equipment) issues been considered within the Resource Recovery BCM Strategy?
- Have the primary and alternate sourcing (intra-organisation and/or outsourcing) of products and services been included within the Resource Recovery BCM Strategy?
- Has the sourcing (intra-organisation and/or outsourcing) of BCM specialist products and services been included within the Resource Recovery BCM options?
- Does the business manager/owner of each of the organisation's Mission Critical Activities and their dependencies have a Resource Recovery BCM Strategy to achieve the RTO, RPO and LBC of their Mission Critical Activity(ies) and their dependency(ies).
- Does the Resource Recovery BCM Strategy incorporate the Business Impact Resource Recovery Analysis (BIRRA) from the Business Impact Analysis?
- Has the organisation committed financial and other resources to implement the Resource Recovery BCM Strategy?
- Does the organisation use the Business Continuity Institute BCM Good Practice Guidelines as a part of its strategy assurance process?
- Does the Resource Recovery Strategy process achieve the Resource Recovery Strategy outcomes set out in the Business Continuity Institute BCM Good Practice Guidelines?
- Does the Resource Recovery Strategy process provide the Resource Recovery Strategy deliverables set out in the Business Continuity Institute BCM Good Practice Guidelines?

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