



Business Continuity Planning for Sponsored Bodies - the Step by Step Approach

Second Stage Workshop – Business Continuity Strategy Formulation

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Gerry Boulton

Robin Moses



- Introduction
- The overall approach
- The second stage
 - identify and analyse all possible recovery strategy options per disaster/failure type, & recommend most cost-effective & realistic
 - exercise 1
 - identify business recovery organisation
 - exercise 2
- Evacuation policies – Chris Stevens, Superintendent of the Royal Collection, Hampton Court Palace
- The second stage - continued
 - identify logistical arrangements, resources and facilities required, business continuity plan structure, preparatory actions
 - confirm required risk reduction controls
 - produce strategy report and implementation plan
- Summary and next steps
- Open forum discussion
- “Surgeries”

The overall approach to business continuity planning





Second stage: business continuity strategy formulation – getting started

- Based on agreed business recovery requirements
- Identify, analyse and document ALL possible recovery strategy options:
 - for each business recovery requirement
 - to deal with deal with each type of potential disaster and failure
- Thus first need to consider which disasters and failures may apply to your organisation



Second stage: business continuity strategy formulation – commonly used list broad types disaster/failure (1)

- IT and data communications services failure - including:
 - IT general and bespoke applications
 - building LAN (s)
 - IT services (e.g. payroll, supplier payment)
 - IT support services (e.g. outsourced IT)
 - inter-building communications
 - other external communications services



Second stage: business continuity strategy formulation – commonly used list broad types disaster/failure (2)

- **voice communications failure** - including:
 - fixed line telephone services
 - mobile telephone services (if relevant)
 - pagers (if relevant)
 - facsimile machines (if relevant)
- **utility failure** (power, water, waste disposal, etc.)
- **building loss**
- **building access restrictions**
 - temporarily accessible but not usable
 - not accessible at all
- **staff unavailability**



Second stage: business continuity strategy formulation – disaster/failure ‘codes’

Code	Disaster/Failure Scenario
A	IT and data communications services failure
1	<i>IT general applications</i>
2	<i>IT bespoke applications</i>
3	<i>Building LAN(s)</i>
4	<i>IT services (e.g. payroll, supplier payment)</i>
5	<i>IT support services (e.g. outsourced IT)</i>
6	<i>Inter building communications</i>
7	<i>Other external communications services</i>
B	Voice communications failure
1	<i>Fixed line telephone services - internal</i>
2	<i>Fixed line telephone services - public</i>
3	<i>Mobile telephone services</i>
4	<i>Pager services</i>
5	<i>Facsimile machines</i>
C	Utility failure
D	Building loss
E	Building access restrictions
F	Staff unavailability



Second stage: business continuity strategy formulation – useful accumulation tables

Key Business Concerns	IMPACTS					Disaster Scenarios Related to Impacts
	Time period 1	Time period 2	Time period 3	Time period 4	Time period 5	

Personnel

Timescale	No. required to be in the office/workplace		No. who could work at home		TOTAL	
	period	cumulative	period	cumulative	period	cumulative

IT

Timescales	No. of desktops/laptops needed at alternative accommodation		No. of laptops needed for home working		TOTAL	
	period	cumulative	period	cumulative	period	cumulative

Voice

Timescales	No. of phones needed at the alternative accommodation		No. of mobiles/landlines needed for home working		TOTAL	
	period	cumulative	period	cumulative	period	cumulative



Second stage: business continuity strategy formulation – analysis of recovery options (1)

- Identify and analyse all possible recovery strategy options - for each business recovery requirement - for each potential disaster/failure type -
- For each requirement option:
 - analyse advantages, disadvantages and viability
 - then for viable options consider cost & nature & if appropriate/achievable in organisation's structure, culture and budget



Second stage: business continuity strategy formulation – analysis of recovery options (2)

- Recommend most cost-effective & realistic options for:
 - personnel
 - IT and data communications
 - voice communications (as relevant including mobile, pager and fax communications)
 - other non-IT equipment, facilities, services, collections (including environmental etc. conditions)
 - accommodation (including furniture, fittings, any special equipment, etc.)
 - recognising best strategy may be combination of several options

Second stage: business continuity strategy formulation – analysis of recovery options (3)



- Be careful of the ‘do nothing’ option
 - can be viable, but ...
 - must not be used as an excuse to do nothing
 - could in reality mean taking an unacceptable risk
 - if recommended must be formally documented and agreed by Chief Executive
- Examples of possible options and questions following

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Second stage: business continuity strategy formulation – examples of personnel related recovery options (1)

- Adverse effects on welfare of staff and public (in event of disaster)
 - a few options but full strategy must be included - only option ensure measures selected will be effective in short term and medium/long term
- Staff shortages
 - do nothing
 - re-deploy existing staff from elsewhere
 - re-employ former staff
 - use temporary staff
 - pay available staff to work additional hours
 - recruit new staff



Second stage: business continuity strategy formulation – examples of personnel related recovery options (2)

- **Transport failure**
 - do nothing
 - work at home
 - walk/bike to work
 - put up staff in hotels/flats
 - use pre-arranged bus/taxi service
 - install camp beds in office/workplace
- **Payment authorisation problems**
 - do nothing
 - finance officer/deputy work as normal
 - nominated payment representatives for each business function/area



Second stage: business continuity strategy formulation – examples of IT and data communications related recovery options (1)

- Unavailability of IT infrastructure (including data communications)
 - do nothing
 - salvage existing IT infrastructure
 - use laptops in stand-alone mode
 - utilise alternative desktop applications
 - lease/procure new IT infrastructure
 - arrange contingency IT service
 - arrange with suppliers for contingency stock of IT equipment/software etc. at short notice
 - maintain own contingency stock of IT equipment, software, etc.
 - provide resilient IT and/or data communications infrastructure



Second stage: business continuity strategy formulation – examples of IT and data communications related recovery options (2)

- Unavailability of e-mail
 - do nothing
 - use floppy discs and other media
 - revert to keyed and then printed messages and attachments
 - revert to pen and paper for messages and attachments
- Unavailability of access to information stored electronically
 - do nothing
 - revert to manual procedures, using hard copy printouts
- Unavailability of payment (including payroll) facilities
 - do nothing
 - repeat previous month's BACS tape
 - pay by manual methods



Second stage: business continuity strategy formulation – examples of IT and data communications related recovery options (3)

- **Unavailability of IT support service**
 - do nothing
 - provide temporary in-house support capability
- **Unavailability of data communications between locations**
 - do nothing
 - use Internet e-mail
 - use alternative routing/infrastructure
- **Unavailability of other external communications services**
 - do nothing
 - establish alternative access methods for remote access

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Second stage: business continuity strategy formulation – examples of voice (including mobile) communications related recovery options (1)

- **Unavailability of fixed line telephone services**
 - do nothing
 - use mobile phones (or pagers)
 - install duplicate links or services from alternative providers
 - arrange contingency with communications services provider
- **Unavailability of mobile services**
 - do nothing
 - spread mobile service over alternative mobile providers



Second stage: business continuity strategy formulation – examples of voice (including mobile) communications related recovery options (2)

- Unavailability of pager services
 - do nothing
 - use mobile services
- Unavailability of facsimile machines
 - do nothing
 - use e-mail
 - use post mail services



Second stage: business continuity strategy formulation – examples of other services related recovery options

- **Unavailability of /damage to ‘collection’ location**
 - do nothing
 - obtain guarantee of quick public safety organisation response and ability to ‘zone off’ areas to minimise damage
 - move ‘collection’ or parts thereof, and maybe related retail outlet facilities
- **Unavailability of access to ‘collection’ location**
 - do nothing
 - depending on projected time of no access, move collection or parts thereof, and maybe related retail facilities

Second stage: business continuity strategy formulation – examples of accommodation related recovery options (1)



• Unavailability of Accommodation Space

- do nothing
- use spare space in existing accommodation
- use space for key staff in existing accommodation and send other staff home
- use accommodation from other similar organisation, other government related organisation, or commercial sources
- arrange 'specialist' accommodation from commercial company
- use temporary accommodation
- use hotels
- work at home

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Second stage: business continuity strategy formulation – examples of accommodation related recovery options (2)



- Unavailability of furniture and related office equipment
 - do nothing
 - salvage existing furniture and equipment
 - maintain supplier lists
 - arrange contingency stock with supplier
 - maintain own contingency stock



Second stage: business continuity strategy formulation – exercise 1

- Identify possible business continuity options and recommend preferred options for topics you have been given
- For each option identify the:
 - advantages of the option
 - disadvantages of the option
 - viability of the optionnoting any assumptions that you make
- document the preferred options and reasoning for their selection
- present your results

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Second stage: business continuity strategy formulation – exercise 1 – group allocations



- Group 1 (& Group 6): Personnel
- Group 2: Accommodation
- Group 3 (& Group 7): Other non-IT equipment, facilities, services, collections, etc.
- Group 4: IT and data communications
- Group 5: Voice communications

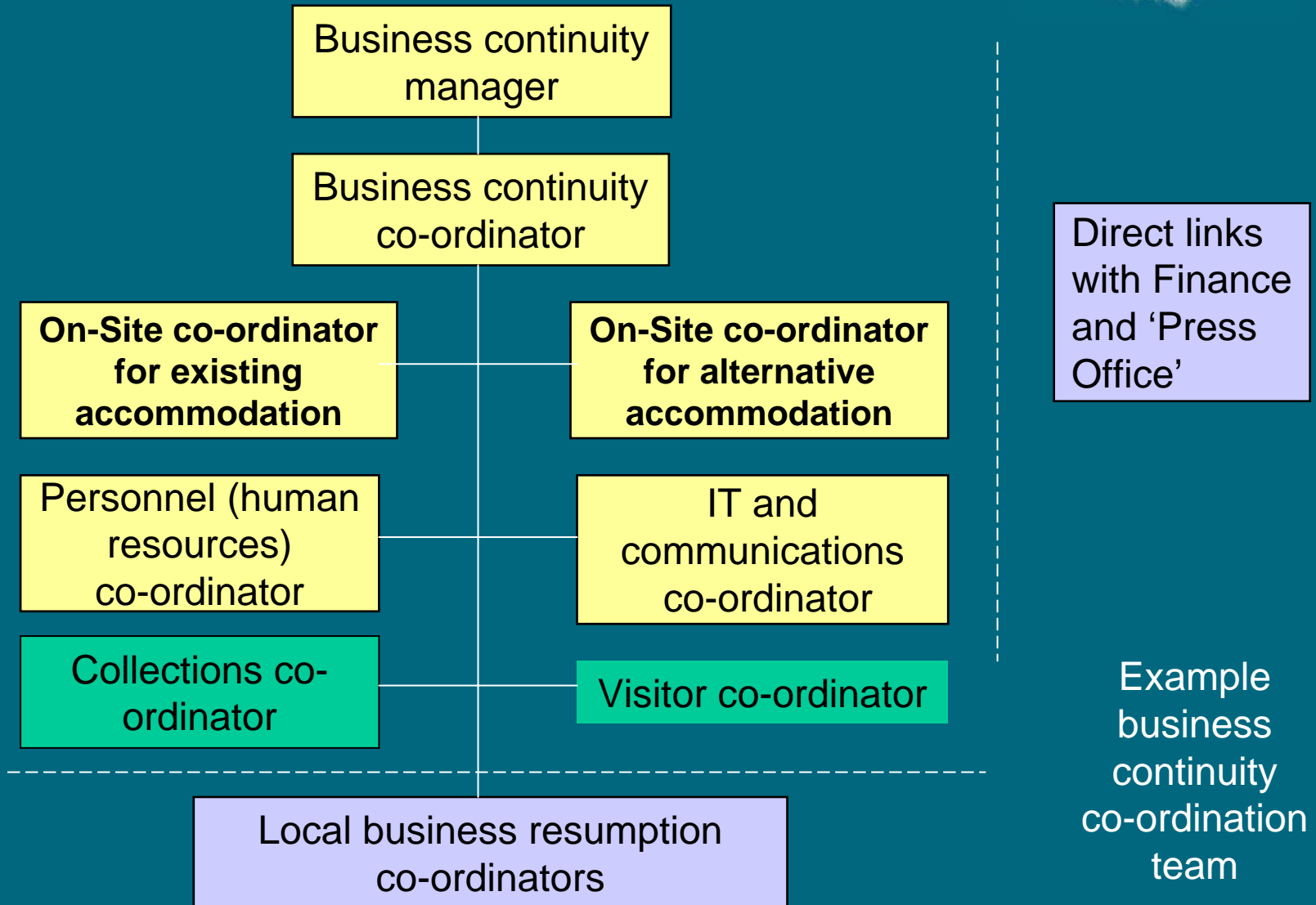


Second stage: business continuity strategy formulation -
exercise 1 answers

Boulton Museum Case study

- Exercise 1 – specimen answers
(copy later)

Second stage: business continuity strategy formulation – identify business recovery organisation (1)



Second stage: business continuity strategy formulation –
identify business recovery organisation (2)



- Business continuity co-ordination team:
 - invokes business continuity plan (s) and co-ordinates effective implementation
 - resolves issues arising
 - sanctions critical decisions, e.g. on use of alternative accommodation
 - ensures liaison with personnel responsible for finance issues, dealing with ‘press’ matters, and, if relevant, crisis management
- Any alert of potential disaster/failure must be notified to business continuity manager - who should report directly to the ‘Board’
- Business continuity manager - ultimate pan-organisation responsibility for any business continuity related decision – accepted by all senior managers



Second stage: business continuity strategy formulation
– exercise 2

- Consider and document the best business continuity organisation for the Boulton Museum:
 - produce diagram showing business continuity roles, and who should fulfil them



Second stage: business continuity strategy formulation -
exercise 2

Boulton Museum Case study

- Exercise 2 – specimen answers
(copy later)



Guest Speaker

The Rescue and Protection of Historic Artefacts in an Emergency Situation

Chris Stevens

Superintendent of the Royal Collection,
Hampton Court Palace



Second stage: business continuity strategy formulation –
identify logistical arrangements, resources and facilities
required

- Needed for successful activation of business continuity plan and include:
 - centres of operation for business continuity
 - management of post holder and contact details
 - public relations
 - emergency transport arrangements
 - emergency purchasing and expenditure control
 - personnel remuneration policies
 - security during a disaster or failure



Second stage: business continuity strategy formulation –
identify business continuity plan structure

- How business continuity plan (s) should be structured and managed



Second stage: business continuity strategy formulation – identify preparatory actions in support of strategy - examples

- Specific personnel named for business continuity organisation roles - details promulgated by Chief Executive
- All staff records up-to-date and key information suitably backed up and stored securely
- Investigate whether existing government sponsored or contracted counselling and support service, and if not make arrangements
- Business continuity team member meets with representatives from:
 - business areas
 - finance
 - personnel/human resources
 - collections
- Service providers asked for their business continuity plans



Second stage: business continuity strategy formulation –
other key tasks

- Confirm risk reduction controls
- Produce strategy report and implementation plan for supporting measures and controls, and obtain 'Board level' sign-off

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Second stage: business continuity strategy formulation - summary

- Visible senior ('Board level') management backing at outset for business continuity programme & then key documents from the various stages
- Senior management aware & reminded of importance of an effective business continuity programme & consequences if not in place ... & indeed that effective business continuity management a strategic issue
- All business areas & related senior personnel involved, particularly to ensure all key areas covered
- Senior business managers have sufficient understanding and acceptance of the business recovery requirements, otherwise the business continuity strategy will be inaccurate, & either excessive or inadequate
- Results from second stage signed off by senior ('Board' level) management
- **Above all that it is kept simple!**



Second stage: business continuity strategy formulation - next steps

- Consider all possible recovery options - using the form & guidance (step by step) – and document and agree recommendations
- Consider, document and agree the:
 - required business recovery organisation
 - logistical arrangements, resources and facilities
 - business continuity plan structure
 - preparatory actions
 - final risk reduction controls report
- Produce the:
 - (1) business continuity strategy report, and (2) implementation plan for agreed risk reduction controls and business continuity plan supporting measures and controls
- Time for completion & resolving queries
- Obtain 'Board' level sign-off
- Next workshop – business continuity plan production – 27th April 2006



Second stage: business continuity strategy formulation

- Open forum discussion