

SHEET 1: BUSINESS IMPACT ANALYSIS (BIA)

List your Organisation's Key Functions in priority order – Use the guidance set out in sheet 2 overleaf to undertake a concise Business Impact Analysis of your organisation.

KEY FUNCTION:

PEOPLE	PREMISES	PROCESSES	PROVIDERS	PROFILE
Key Staff:	Buildings:	IT:	Reciprocal Arrangements:	Reputation:
Skills / Expertise / Training:	Facilities:	Documentation:	Contractors / External Providers:	Legal Considerations:
Minimum Staffing Levels:	Equipment / Resources:	Systems & Communications	Suppliers:	Vulnerable Groups:

SHEET 2: BY ANSWERING THE QUESTIONS SET OUT BELOW, COMPLETE THE CONCISE BUSINESS IMPACT ANALYSIS FOR YOUR ORGANISATION ON SHEET 1.

PEOPLE	PREMISES	PROCESSES	PROVIDERS	PROFILE
<p>Key Staff: Which staff do you require to carry out your key functions?</p>	<p>Buildings: Which locations do your organisation's key functions operate from? (Primary site, alternative premises)</p>	<p>IT: What IT is essential to carry out your key functions?</p>	<p>Reciprocal Arrangements: Do you have any reciprocal agreements with other organisations?</p>	<p>Reputation: Who are your key stakeholders?</p>
<p>Skills / Expertise / Training: What skills / level of expertise are required to undertake key functions?</p>	<p>Facilities: What facilities are essential to carry out your key functions?</p>	<p>Documentation: What documentation / records are essential to carry out your key functions, and how are these stored?</p>	<p>Contractors / External Providers: Do you tender key services out to another organisation? To whom and for what?</p>	<p>Legal Considerations: What are your legal, statutory and regulatory requirements?</p>
<p>Minimum Staffing Levels: What is the minimum staffing level with which you could provide some sort of service?</p>	<p>Equipment / Resources: What equipment / resources are required to carry out your key functions?</p>	<p>Systems & Communications What systems and means of communication are required to carry out your key functions?</p>	<p>Suppliers: Who are your priority suppliers and whom do you depend on to undertake your key functions?</p>	<p>Vulnerable Groups: Which vulnerable groups may be affected by failing to carry out key functions?</p>

SHEET 3: CONSIDERATIONS FOR INCREASING YOUR ORGANISATION'S RESILIENCE

PEOPLE	PREMISES	PROCESSES	PROVIDERS	PROFILE
<p>Key Staff: Can staff be contacted out of hours?</p> <p>Could extra capacity be built into your staffing to assist you in coping during an incident?</p>	<p>Buildings: Could you operate from more than one premises?</p> <p>Could you relocate operations in the event of premises being lost or if access to the premises was denied?</p>	<p>IT: Is data backed-up and are back-ups kept off-site?</p> <p>Do you have any disaster recovery arrangements in place?</p>	<p>Reciprocal Arrangements: Do you have agreements with other organisations regarding staffing, use of facilities in the event of an incident?</p>	<p>Reputational Damage: How could you reduce reputational damage to your organisation?</p> <p>How could you provide information to staff and stakeholders in an emergency (e.g. press release)?</p>
<p>Skills / Expertise / Training: Could staff be trained in other roles?</p> <p>Could other members of staff undertake non-specialist roles, in the event of an incident?</p>	<p>Facilities: Are any of your facilities multi-purpose?</p> <p>Are alternative facilities available in the event of an incident?</p>	<p>Documentation: Is essential documentation stored securely (e.g. fire proof safe)?</p> <p>Do you keep copies of essential documentation elsewhere?</p>	<p>Contractors / External Providers: Could you rely on alternative contractors or are you reliant on a single contractor?</p> <p>Do your contractors have contingency plans in place?</p> <p>Could your contractors be contacted in the event of an incident?</p>	<p>Legal Considerations: Do you have systems in place to log decisions; actions; and costs in the event of an incident?</p>
<p>Minimum Staffing Levels: What is the minimal staffing level you need to continue to deliver your key functions to an acceptable level?</p> <p>What measures could be taken to minimise impacts of staff shortfalls?</p>	<p>Equipment / Resources: Could alternative equipment / resources be acquired in the event of an incident / disruption?</p> <p>Could key equipment be replicated or do manual procedures exist?</p>	<p>Systems & Communications Are your systems flexible?</p> <p>Do you have alternative systems in place (manual processes)?</p> <p>What alternative means of communication exist?</p>	<p>Suppliers: Do you know of suitable alternative suppliers?</p> <p>Could key suppliers be contacted in an emergency?</p>	<p>Vulnerable Groups: How could vulnerable groups be contacted / accommodated in the event of an incident?</p>

SHEET 4: USING YOUR BUSINESS IMPACT ANALYSIS TO BUILD YOUR PLAN



	BIA Identifies your requirements for continuing your key functions	Business Continuity Plan Sets out how your requirements identified in the BIA can be achieved
PEOPLE	<ul style="list-style-type: none"> ○ Key staff ○ Key skills ○ Expertise / competence required ○ Minimum staffing levels required to continue / recover key functions 	<ul style="list-style-type: none"> ○ Notification / invocation procedure / protocol ○ Management structure for dealing with an incident ○ Information and advice to staff (response procedures) ○ Key staff / contact list (including out of hours details) ○ Multi-skill training in key areas ○ Reciprocal arrangements to cover staff shortfalls ○ Home working ○ Staff welfare issues
PREMISES	<ul style="list-style-type: none"> ○ Key facilities ○ Key equipment ○ Key resources ○ Specialist equipment ○ Security / restrictions ○ Alternative sites ○ Alternative facilities 	<ul style="list-style-type: none"> ○ Loss / damage assessment ○ Site security ○ Relocation arrangements / protocol ○ Inventories of equipment/ resources and details of how to recover these ○ Salvage, site clearance and cleaning arrangements
PROCESSES	<ul style="list-style-type: none"> ○ Key processes ○ Critical periods ○ Key IT systems / applications ○ Key documentation / data ○ Record keeping requirements ○ Key communication requirements 	<ul style="list-style-type: none"> ○ Action cards for recovery of key processes ○ Checklists ○ Copies / back-ups / safe storage (recovery procedure) ○ Contingency procurement arrangements ○ Documented manual procedures ○ Data recovery procedures
PROVIDERS	<ul style="list-style-type: none"> ○ Key dependencies (supply and receipt) ○ Key suppliers ○ Key contractors / service providers ○ Reciprocal arrangements in place with other organisations 	<ul style="list-style-type: none"> ○ Contact details for key providers / contractors / suppliers / support services ○ Alternative suppliers (required for key functions) ○ Alternative providers (required for key functions) ○ Resilience capability of suppliers / provider / contractors to business disruption
PROFILE	<ul style="list-style-type: none"> ○ Key stakeholders ○ Legal / statutory / regulatory requirements ○ Vulnerable groups 	<ul style="list-style-type: none"> ○ Communication strategy / plan / procedures ○ Stakeholder liaison (regulator, clients, unions) ○ Media liaison ○ Public information / advice ○ Notification of at risk groups / alternative care arrangements