



Continuity Cover

...for SMEs

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Introduction

Teed Business Continuity recognises that there are often significant challenges in implementing a Business Continuity Management (BCM) programme within SMEs. We have therefore created a business continuity package which addresses these challenges and aims to make business continuity simple, cost effective and value adding for small to medium sized organisations.

Building Resilience for SMEs

We have developed *Continuity Cover* specifically for SMEs to assist them in achieving business continuity competency through providing them with an expert, cost effective business continuity planning service. A *Continuity Cover* certificate is issued following implementation to demonstrate to stakeholders the level of preparedness achieved.

Continuity Cover uses a mix of our proven methods to create three standard packages which ensure that effective business continuity planning is achievable by all sizes of organisation.

Continuity Cover Packages – Key Feature Comparison				
Ref	Key Feature	Package 1	Package 2	Package 3
1	Fast Track BC Planning Workshop	✓	n/a	n/a
2	High Level Business Continuity Plan including incident management actions	✓	n/a	n/a
3	BCM Policy	✓	✓	✓
4	Incident Management Structure Defined	✓	✓	✓
5	Business Continuity Recommendations Report	✓	✓	✓
6	<i>Continuity Cover</i> Certificate	✓	✓	✓
7	One to One Interviews (instead of Workshop)	n/a	✓	✓
8	Detailed Business Continuity Plan including incident management, business recovery and resource recovery actions	x	✓	✓
9	Gap Analysis	x	✓	✓
10	Desktop Scenario Exercise	x	x	✓
11	Business Continuity Preparedness Rating	x	x	✓
	Number of consultant days spent on site	1	3	4
	Deliverables prepared by consultant off site	✓	✓	✓
	Cost (plus VAT) <i>rates include expenses</i>	£3,500	£6,000	£8,500

n/a = not applicable

Key Features Explained:

1/ Fast Track BC Planning Workshop (Package 1 only)

The fast track method is designed around getting the key people in a room for one day, during which they are taken through the business continuity project stages and thought process. Often best for smaller organisations, the participants must have sufficient knowledge and authority to make decisions on the order of priority of each business or service area and the level of acceptable risk exposure to the organisation.

2/ High Level Business Continuity Plan (Package 1 only)

A Business Continuity Plan is created stating the incident management actions required to contain the adverse situation and keep negative impacts within acceptable levels, including dealing with employees and communication with stakeholders. The Plan also notes the resource recovery requirements, priorities and timescales of the organisation and the critical activities which need to continue in order to minimise negative business impacts.

3/ BCM Policy (All Packages)

A brief, clear and concise business continuity management policy is defined which states the business continuity objectives, roles and responsibilities and the approach taken to manage business continuity within the organisation. This policy is a useful aid in describing the business continuity management process for clients and other stakeholders.

4/ Incident Management Structure Defined (All Packages)

A clear structure, together with roles and responsibilities, is defined for escalating and responding to adverse situations thus ensuring that an efficient, timely and effective response can be invoked to deal with potentially disruptive events.

5/ Business Continuity Recommendations Report (All Packages)

A recommendations report is produced detailing the actions required to take the organisation's business continuity preparedness to the next level of competence. In effect the report provides a road map for the organisation to use when driving forward any necessary improvements to its BCM capability.

6/ Continuity Cover Certificate (All Packages)

A *Continuity Cover Certificate*, valid for 1 year, is issued stating clearly the independently verified current state of business continuity preparedness within the organisation. This certificate can be used to verify the state of preparedness for stakeholders.

7/ One to One Interviews (Packages 2 & 3 only)

In more complex or larger businesses, one to one interviews with business area leaders are often the most appropriate approach. These interviews identify the impacts of disruption on the ability to continue with critical activities, referred to as a Business Impact Analysis (BIA). The focus on defined business continuity aims, set in the context of a worst case scenario, and supported by experienced facilitators, ensures that requirements remain commercially focussed on key business objectives.

8/ Detailed Business Continuity Plan (Packages 2 & 3 only)

As per Package 1 but the Plan also details the specific actions required to recover resources, continue critical activities following an incident and manage the recovery of each area of the business in an effective and prioritised manner.

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9/ Gap Analysis (Packages 2 & 3 only)

The Gap Analysis identifies where the post incident activity levels or recovery timescales following a serious incident cannot be met by the current recovery capability. For each gap identified, at least one option is recommended to address the gap. Alternatively senior management may choose to accept the current risk exposure.

10/ Desktop Scenario Exercise (Package 3 only)

A half day focussed scenario exercise is a useful addition to any business continuity programme of activity. Key members of a defined response team are provided with a scenario depicting a disruptive event, tailored for their business. They are asked to talk through their actions, utilising their response plans to provide guidance on actions and communications.

Facilitators with experience in incident response and management provide challenging interjects, ensuring that participants are continuously challenged. A post exercise 'hot debrief' ensures that everyone has the opportunity to convey their views on the response and, inevitably, many lessons are learned. This is an excellent opportunity to gain buy-in from people throughout the business – in our experience there is always enthusiasm for business continuity once people have been involved in an exercise.

An exercise outcome report is produced to provide a record of the exercise together with a note of the lessons learned and actions arising.

11/ Business Continuity Preparedness Rating (Package 3 only)

Teed has developed an effective business continuity scoring methodology that allows organisations to benchmark their current exposure and motivates them to improve their preparedness on an ongoing basis.

A rating out of 10 is provided for the effectiveness of the planning in 5 key areas:

- People, Documentation, Solutions, Communication and Exposure

The rating out of a maximum potential score of 50 provides a clear indication of the areas that require focus in the future, i.e.:

Score (out of 50)	Business Continuity Preparedness
High: >40	Well prepared, not requiring business continuity focus
Moderate: 25-39	Some concerns, improvements to business continuity required
Low: <25	Significant exposure for organisation, immediate focus on business continuity required



Teed Business Continuity

Teed Business Continuity have been delivering effective business continuity management consultancy services since the late 1990s, working with numerous clients across a wide range of industries and sectors, including a number of leading organisations within each of the following:

- Oil & Gas
- Legal & Professional
- Manufacturing
- Engineering
- Technology & Telecommunications
- Retail & Distribution
- Leisure & Travel
- Food & Drink
- Transport
- Media
- Healthcare
- Education

Our main asset is our staff. Each of our consultants specialises within the field of business continuity and is a member of the Business Continuity Institute. Our high calibre consultants have gained other relevant experience during previous professions, including in the areas of incident management, information security, risk management, contingency planning and insurance broking.

As an independent consultancy, Teed provides advice which relates only to best practice and will always work with clients to find cost effective internal workarounds, contingencies and recovery strategies, before considering available third party solutions that will “fill the gaps”.

The experience gained by working with our diverse client base ensures that Teed consultants will almost certainly have already come across the challenges that you face. We recognise that there are issues specific to SMEs and can utilise lessons from numerous previous projects to ensure that BCM is implemented smoothly and efficiently.

Much of our approach is hinged on extremely strong facilitation – our consultants use a proven methodology backed up by a wealth of experience, not a ‘tick box’ approach. These skills not only ensure that information is valid, but that requirements are commercially justified. By working to a broad methodology, aligned with best practice and supported by strong facilitation, Teed projects are pragmatic and adaptable, thus ensuring that business continuity meets client needs.

Guide to Business Continuity Planning

Introduction

“Recent incidents have shown clearly the vast range of impacts emergencies can have on organisations across all sectors, affecting profits and operations.”

Head of the Cabinet Office Civil Contingencies Secretariat

Business continuity planning has been a recognised business practice for many years, but its importance has been heightened in recent times due to a variety of incidents such as the Carlisle floods, Buncefield explosion and London bombings. All of these have two major similarities – they were unexpected and they had a massive impact on many organisations.

In essence, business continuity planning ensures that your organisation can continue to undertake its critical activities following a significant disruption. This means that if you have a fire, flood or any other incident which denies you access to your premises or its contents you are still able to satisfy your key business objectives.

There are many benefits to a business continuity project. A tested plan will give you and your staff confidence that your business is resilient to major disruption. Many organisations are now requesting that their suppliers can demonstrate a level of competence in business continuity – ensuring that their own business continuity would not be threatened by the failure of a key supplier.

Insurers like business continuity too – many will offer significant reductions on business interruption premiums to businesses that can demonstrate their exposure is limited by effective planning. For those organisations with shareholders, business continuity is now expected as part of corporate governance requirements. Also the Civil Contingencies Act now places a statutory obligation on some public organisations to have effective business continuity plans in place and these public bodies are starting to look at their own suppliers.

If you are called out in the middle of the night to find your only building burning to the ground, could you move staff to a suitable alternative location, communicate effectively with stakeholders, recover essential IT and data and identify key activities that need to be continued? Would your customers remain loyal? Or would they move to a competitor if you were unable to maintain an appropriate level of service?

SMEs are particularly exposed to disruption. For many, a single location, restricted cashflow, dependency on a few key people and intense competition mean that a disruption could easily turn into a catastrophe if not managed effectively.

Some reasons why you should develop Business Continuity Plans?

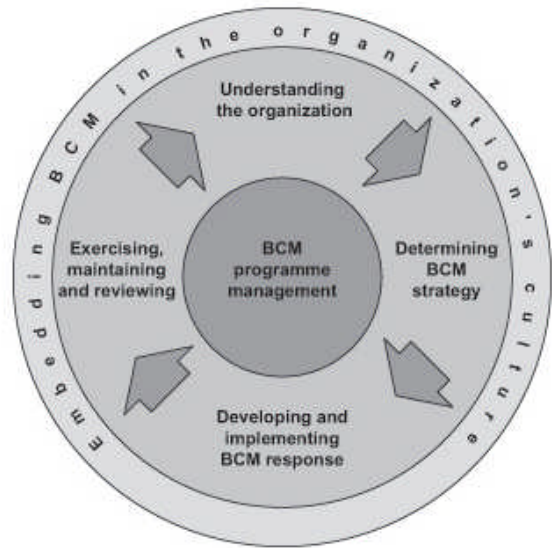
- To protect your business against unexpected disruptions
- To ensure critical activities can continue if a serious incident should arise
- To satisfy expectations of partners, clients and other stakeholders
- To protect your income streams and reputation
- To safeguard the health and safety of your workforce
- To minimise the cost of recovering from an incident
- To make your business stand out amongst competitors
- Because bad things can and do happen!
- Business continuity threats do not just include the obvious fire, flood and explosion, but could also be utility disruption, loss of IT systems and/or telephony failure, loss of critical data, documentation or specialist equipment, supply chain failure, loss of key personnel.
These threats can materialise for any number of reasons and disrupt your business if you are not prepared.

The Programme

According to the Code of Practice for Business Continuity Management (BCM) BS25999-1:2006, the process to develop an effective business continuity competency has six essential elements.

By implementing these elements through a business continuity programme of activity, it is possible to have confidence in your organisation's ability to withstand disruptive events.

Utilising this framework will confirm to your stakeholders that you are serious about business continuity and can continue to meet their expectations, no matter what.



Source: BS25999-1:2006

Programme Management

It is essential to have a high level commitment to a Business Continuity Management programme, with an appropriate senior manager taking responsibility for its implementation and ongoing management. By defining a policy, including business continuity aims, the programme becomes focussed on maintaining only those activities essential to satisfying stakeholders. Ensuring that the structure for the BCM activities is clearly laid out allows roles and responsibilities to be easily understood and acted upon.

Understanding Your Business

This is the most challenging aspect of any BCM programme, and requires skilful facilitation to remain commercially focussed and cost effective.

A business impact analysis defines the critical activities required to maintain continuity of core operations – i.e. what an organisation *must* keep doing in order to keep negative impacts within acceptable limits. The potential impacts of a disruption should also be assessed at this stage. Once defined, the maximum tolerable period of disruption for key activities can be ascertained as can the recovery priorities for the resources required to maintain them.

A business continuity threat analysis reviews these activities and resources to ensure that threats to them are understood and appropriately managed. This is fundamentally a focussed risk assessment – ensuring that the critical activities have an effective risk management approach based on the business impacts of their loss.

Developing BCM Strategy

The previous programme elements provide an understanding of the business impacts following a disruptive event and it is important to ensure that the worst case scenario is considered. Subsequent phases focus on building resilience and maintaining it.

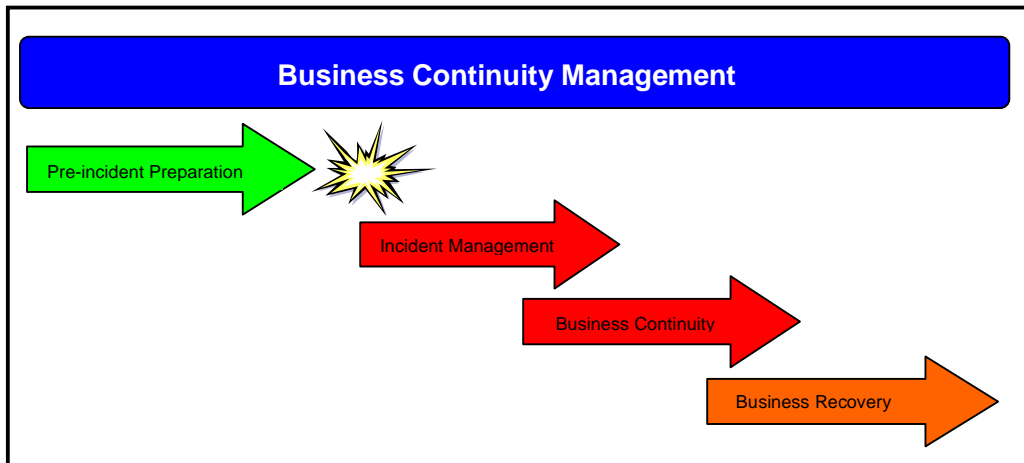
There are many different products available to ensure business resilience, including emergency office accommodation available with varying amounts of notice; back-up IT infrastructure that can be brought to you with little or no notice; and resilient hosted systems able to switch from primary to back-up at the flick of a switch. These products are relevant for different organisations and the business impact analysis will assist greatly in the cost-benefit studies required prior to committing funding.

More often, SMEs can develop in-house workarounds and contingencies that do not require further procurement. For example, if an organisation has been denied access to its building, critical staff may be able to work from home until alternative premises are sourced and ready for occupancy. For a manufacturing organisation, agreements with local companies could ensure that priority work can continue to go ahead.

Developing & Implementing BCM Response

The BCM response brings together all of the work completed up until now in a structure that allows the effective response to any incident. It is important to create a generic response, as the response needs to be appropriate even for events that you cannot predict. After all, who would have predicted that a tornado would have damaged homes in London in December 2006 to the extent that they required demolition?

Teed Business Continuity advocates a four phase approach to the BCM response, as shown in the diagram below:





Continuity Cover

Pre-incident Preparation

- Incorporates the elements of understanding your business, developing BCM strategy and the development and documentation of appropriate plans

Incident Management

- Provides a structure and defines priorities for the management of incidents, including escalation, an Incident Management Team and roles and responsibilities

Business Continuity

- Defines priorities and resource requirements to ensure that critical activities can continue at levels agreed during the business impact analysis

Business Recovery

- This phase focuses on recovering back to business as usual, re-instating premises and infrastructure to a normal working state

Response plans are the key deliverables in a business continuity programme and the plans documented for incident management, business continuity and business recovery are those referred to at the time of disruption. They therefore need to be up-to-date, easy to use and accessible – there is no point in having a plan if it is in a filing cabinet inside the building that cannot be accessed!

Exercising, Maintaining & Reviewing

In order to 'prove' any business continuity plan it must be exercised. There are various levels of exercise from a *walk through*, which reviews interactions between business areas, to full *live play*, where all practical elements of a plan are tried out in real life. The most appropriate exercise depends on the organisation and its resource dependencies, although a *desk top* scenario based exercise usually succeeds in meeting testing objectives.

As with all live documents, it is important to put a regime in place to maintain and review the plans and associated documentation. The frequency and depth of reviews can vary according to the organisational style, but maintenance must ensure that all information is up-to-date and accurate. Ownership of the continuity plans by a single, identified individual is usually the best method of assuring this.

Embedding BCM in the Organisation's Culture

Business continuity is not the sole preserve of those called on to be part of an Incident Management Team, or those given the task of maintaining the plans. To be effective, it is essential that all staff are aware of their responsibilities in a crisis. This ensures that staff know where to go, what to do and who to communicate with in a crisis – a key part of regaining control.

As businesses evolve and grow, their priorities change. By ensuring that business continuity is fully embedded into change management, these changes can accurately be reflected in the continuity planning.