

Business Continuity Guidance

Define your organisation’s business **critical activities** in order of priority, with a maximum tolerable period of disruption stated for each. Analysis, planning and testing activity should be undertaken to ensure that the **resources** upon which these critical activities depend are fully understood and that appropriate mitigation actions have been taken. The following table shows the planning requirement and strategies that can be developed to minimise the impact of the loss of one or more resources.

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Resource Dependency	Planning Requirement	Strategy / Solution
Premises	Planning should assume that an incident can occur that causes the complete loss of any one premises and its contents.	⇒ <i>Alternate premises and contingencies need to be established that would allow critical business activities to recover quickly enough to ensure that operational and financial impacts are kept within acceptable levels.</i>
People	Plans should be in place to ensure that operations can continue should there be loss of key individuals, teams or contractors.	⇒ <i>Fully understand the minimum manning required to ensure essential skills and activities are maintained</i> ⇒ <i>Have a robust process for responding to an event that causes the unavailability of personnel</i>
Information	Protecting the confidentiality, integrity and availability of information is important for any company and business continuity planning should focus upon ensuring that the loss of any one source of documents, data or other information resource is sustainable.	⇒ <i>The business needs to define how much irretrievable loss of data / documentation is sustainable and implement measures to ensure that this will never happen.</i>
Technology	A statement of recovery should be provided to the business that clearly identifies the maximum potential outage for each IT or telecommunications service. This should meet or exceed the minimum service required to support business critical activities (as identified during a business impact analysis study).	⇒ <i>Resilience measures and recovery strategies should be implemented and tested by ICT departments to ensure that the minimum requirements will be satisfied in the event of loss of any one site or single point of failure.</i> ⇒ <i>Business departments should have workarounds or contingencies defined that will allow critical activities to continue at an acceptable level.</i>
Supply Chain	It is imperative that the dependence upon your key suppliers and contractors is fully understood and that appropriate measures are taken, where feasible, to ensure that your company’s operations are protected should your key suppliers suffer unexpected events.	⇒ <i>It is not enough simply to ask your key suppliers whether they have a business continuity plan.</i> ⇒ <i>You should involve the appropriate suppliers in a business continuity review process that identifies the “real risk” to your organization and identifies risk control and planning measures that can be taken to reduce your exposures to an acceptable level.</i>
Process	The complexity of the industry and its infrastructure means that there are a significant number of dependencies whose loss could have an impact upon your operational processes.	⇒ <i>Those dependencies that could cause an unacceptable impact to the continuity of your operations should be addressed through effective and interconnected business continuity, risk management and insurance programs.</i>

Teed Business Continuity Ltd

Contact: David Teed Tel: +44 (0)1786 406370 Mobile: +44 (0)7801 967697

Email: david@teed.co.uk

www.teed.co.uk

Based in Scotland, UK and currently working with oil & gas industry clients worldwide