



## Business Continuity Management

### Our Process

#### 1.1 Introduction

The definition of a disaster for the purposes of the consultancy services offered by Pentire Solutions Ltd is:

**“Any incident that causes a severe disruption to the organisation’s ability to function or to provide service to internal or external customers”**

or, put another way :

**“A severely disruptive incident that goes out of control at the least convenient moment”**

We believe that it is the responsibility of all senior management to ensure that the business and functions for which they are responsible have the ability to continue and maintain service following a disaster.

#### 1.2 Objective

The objective of the services being offered is to ensure that the customer is able to receive appropriate levels of support for each step of the development of their Business Continuity Management (BCM) strategy.

#### 1.3 Business Continuity Management : Considerations

We recommend that :

1.3.1 The Business Continuity Management (BCM) process should be driven from the top of the organisation and must become part of each business manager’s normal responsibilities. Therefore the process should ensure that all senior management

within the organisation are aware of the importance of BCM and why it is being established.

1.3.2 The organisation, or each operating unit within the Company, should develop, implement and maintain a Business Continuity Management process and plan(s) that will ensure that the following are achieved

- identify the impact of loss or disruption to the business and the potential exposures which may be present
- develop, maintain and test suitable business recovery planning for all business units
- regularly review the continuity requirements and planning to ensure that it reflects the needs of the business

1.3.3 The BCM process should, at a minimum, address the following:

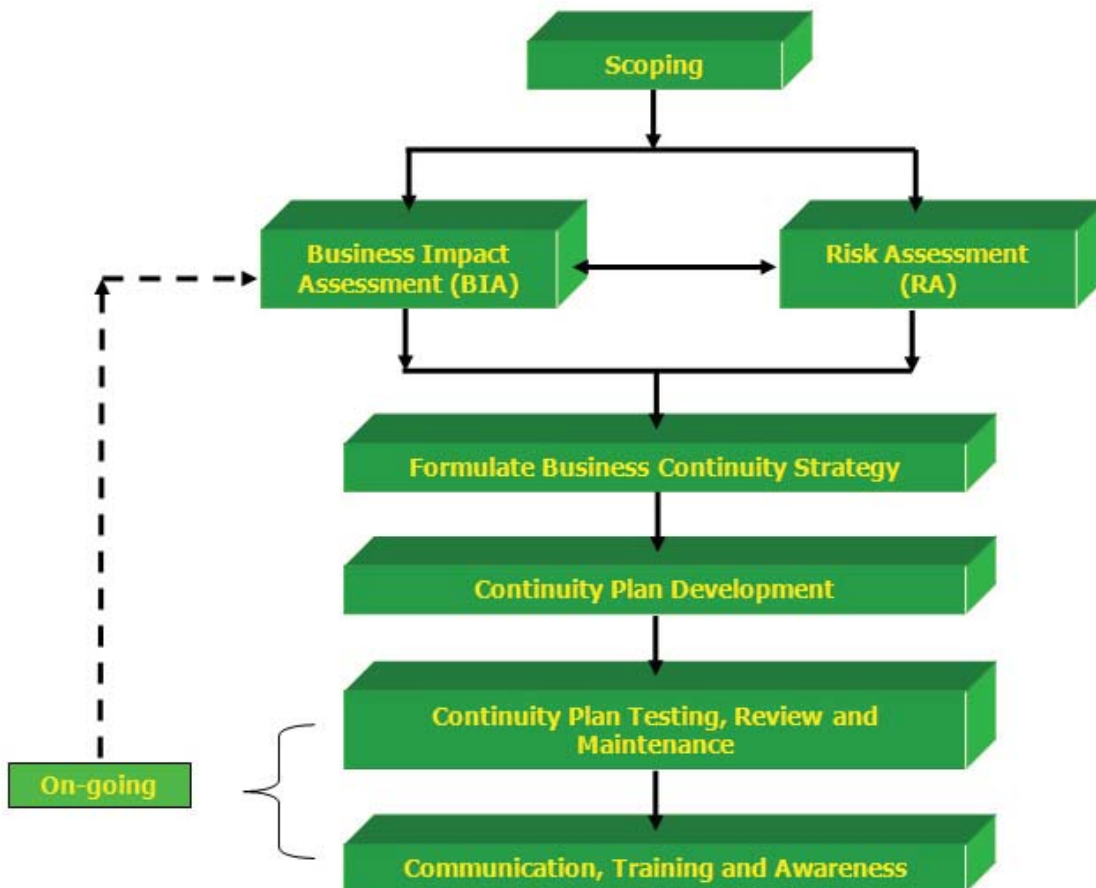
- staff safety, welfare and internal communications
- resumption of critical business functions
- meeting contractual obligations
- management of risk
- maintenance of client confidence and the reputation of the business (via external communications)

1.3.4 Business continuity plan(s) should be reviewed and tested at least once every twelve months

### 1.4 Business Continuity Management : Supported Processes

Pentire Solutions Ltd provides direct support for the following key Business Continuity Management processes:

- Identifying the impact that disruption may have on the business, and the business objectives for recovery and continuity of critical processes (this is Business Impact Assessment – BIA)
- Identifying the potential exposures, or risks, that may exist to the organisation, their likelihood and their impact (this is Risk Assessment – RA) and formulating and documenting a business continuity strategy to meet business objectives and priorities
- Formulation of Business Continuity Management Strategies and Policies
- Developing business continuity planning
- Regular testing, review and maintenance of continuity plans to ensure they continue to reflect the Company’s strategies, policies, and business needs
- Support for the selection of specialised software for the development and maintenance of business continuity plans, where this may be beneficial to the client
- Periodic communication / information / training on Business Continuity to employees and involved third parties



## 2 Business Continuity Management : An Overview

### 2.1 Business Assessment

Primarily, Business Continuity Management (BCM) is about understanding the business and establishing what is vital for its on-going operation and survival. Therefore, it should be focused on “mission critical” activities. All internal and external dependencies that support mission critical functions (e.g. IT or sources of information) and external influences (e.g. regulatory requirements) which may affect them should be identified.

#### 2.1.1 Business Impact Assessment (BIA)

A Business Impact Assessment (BIA) will determine what would be the impact upon the organisation's operation(s) if critical processes and functions were severely disrupted, or lost. The BIA enables the organisation to focus risk assessments on key business elements, rather than having to carry out an organisation-wide analysis. The BIA process also reviews the impact sensitivity of each business function or process to disruption; this information helps to determine and prioritise the recovery and continuity objectives.

#### 2.1.2 Risk Assessment (RA)

Risk Identification and Assessment (RA) is used to determine the internal and external threats that could cause loss or disruption to the critical business processes, and their likelihood of occurrence.

### 2.2 Business Continuity Strategy

Findings from the BIA and RA should be combined to identify those areas where the initial business continuity planning must be concentrated. Having identified those

areas where the organisation is most at risk, decisions can be made about the need for corrective actions to be taken to remove, or reduce, the risks that may have been identified in the Risk Assessment.

The strategy should consider internal and external dependencies and will be the result of a review of the feasibility, potential effectiveness and costs of each corrective action option that may be identified during review discussions. These will vary in cost and resource effort required.

### 2.3 Business Continuity Plan Development

A business continuity plan should include:

- 1) Development of the detailed response to an incident
- 2) Formulation of plans that support the response to an incident and enable critical functions to continue to provide service (external / internal)

The degree of detail and flexibility of response of individual companies' plans will differ, largely dependent upon their size and the nature of their business.

The Business Continuity Plan should be produced on a plan structure that is suited to the organisation. There may be a requirement for divisional / location-based plans and it is important that these integrate into the high level plan for the organisation.

Where appropriate, the plan may be developed using specialised software.



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