

Business Impact Analysis & Continuity Resource Assessment

Location:
Division
Section
Classification

Contact/Title:
Alt Contact/Title
Reference:
Date:

Briefing Note

The purpose of the business impact analysis (BIA) is four fold:

1. To identify the business activities carried out by your Section. This includes identifying current resource requirements with consideration to people, premises, technology, information and supplies.
2. To identify the impacts upon the **organisation** should the section not be able to carry out these activities.
3. To identify which activities need to be maintained following an incident, how quickly they must be resumed and to what level they have to be maintained, the resource requirement needed to run these activities and any arrangements in place that may provide resilience.
4. To minimise discussions when an actual incident occurs by considering operational needs in advance.

The BIA will be completed through an interview process. There is no need to complete any of the form prior to the interview, although you may want to give some consideration to your sections needs in advance. The BIA form will be completed by the interviewer and sent to you to confirm your responses. Please be open and honest with your responses during the interview, the process is not a test and your responses will assist your section resume activities quickly and efficiently following an incident.

The form will assist you in determining any gaps in your continuity arrangements and identifying or enhancing strategies that will ensure operational resilience during an incident. In addition, your responses will be utilised by your management and by the BCM in assessing operational needs in the event of an incident.

All information contained in this BIA will be treated as confidential.

Document Status	
Effective Date	
Review Date	

Approved by:	
--------------	--

1.4 Activities

No:	Activity	Description	Key Timed Deliverables	Priority Score
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				

2. Threat Analysis

Likelihood and impact guidance use from FMS Risk Management

Activity	V Score	Loss of People		Loss of Premises		Loss of Technology		Loss of Information		Loss of Suppliers		Loss of Stakeholders	
		Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact
1													
2													
3													
4													
5													
6													
7													
8													
9													
10													

Likelihood=
4 Almost certain
3 Likely
2 Moderate
1 Unlikely
0 Rare

Impact =
4 Extreme
3 High
2 Medium
1 Low
0 Negligible

3. Impact Analysis, Single Points of Failure, Dependencies, MAO.

Activity :

	<4 hours	<1 Day	<3 Days	<1 Week	<1 Month	Comments
Staff						
Organisational Reputation						
Legal/Statutory						
Financial						
Organisations						
Customers						
Environment						

Consequence = 4 Extreme, 3 High, 2 Medium, 1 Low, 0 Negligible

Single Points of Failure:

--

Dependencies:

<i>For delivery of activities</i>	<i>Reliant on your product to deliver their activities</i>
Internal to Organisation	
External to Organisation	

Maximum Acceptable Outage (MAO):

4. Continuity Resource Analysis

Activity

Number of Staff for Normal Activity		Number of Staff to provide Minimal Service	
Locations for Activity		Possible Alternate Locations	

IT Software Requirements

Application	Requirement	RTO	RPO
Standard MDT Image			

IT Hardware Requirements

Item	Normal Quantity	Minimum Number Required	Comments
Workstations			

Non-IT equipment

Item	Normal Quantity	Minimum Number Required	Comments

Record requirements:

Records kept	Location	Storage	Criticality to service delivery

Suppliers:

Supplier	Impact	Contingency

Stakeholders:

Stakeholder	Influence	Impact of Loss

Other Information

--

5. Current Controls:

recovery point objective

RPO

point to which information used by an activity must be restored to enable the activity to operate on resumption

NOTE Can also be referred to as “maximum data loss”.

recovery time objective

RTO

period of time following an incident within which

- product or service must be resumed, or
- activity must be resumed, or
- resources must be recovered

NOTE For products, services and activities, the recovery time objective must be less than the time it would take for the adverse impacts that would arise as a result of not providing a product/service or performing an activity to become unacceptable.

maximum acceptable outage

MAO

time it would take for adverse impacts, which might arise as a result of not providing a product/service or performing an activity, to become unacceptable

NOTE See also maximum tolerable period of disruption.

maximum tolerable period of disruption

MTPD

time it would take for adverse impacts, which might arise as a result of not providing a product/service or performing an activity, to become unacceptable

NOTE See also maximum acceptable outage.

SOURCE: ISO 31000

6. Staff in Section:

Total Number of FTE to deliver normal service:

Full time staff:

Part time staff:

Contractors/Consultants:

Other:

7. Sign Off

Is there any known reason why the information above would be likely to change in the near future?	Yes/No	Details/Comments:			
Name and Title of Respondent:		Signature		Date:	

When considering the likelihood of an occurrence it is important to consider historic frequencies as well as scientific probabilities. The table below is the basis on which to score the likelihood, and for each category examples, which you may wish to consider. It is important however not to get too drawn into specific hazards and instead focus on the generic impact that could result.

	Rare	Unlikely	Moderate	Likely	Almost Certain
Likelihood	No likelihood of occurrence in the foreseeable future. May occur but probably never will.	Unlikely to occur within 3 years - e.g. knowledge or experience predicts this is unlikely to occur in the next 3 years. May occur only in exceptional circumstances	Possible to occur after next year- e.g. knowledge or experience predicts possible occurrence in the current planning cycle - between 1 year to 3 years Might occur at some time.	Likely to occur soon- e.g. knowledge or experience predicts likely to occur between 3 months to 1 year Will probably occur in most circumstances.	Certain to occur very soon - e.g. knowledge or experience predicts occurrence up to 3 months Expected to occur.

Loss of People

Widespread loss of people may be through industrial action, disease epidemics, and disruption to transport etc. In addition, absence of a key member of staff could have a disproportionate effect on the functioning of the service.

Loss of Premises

Factors to consider when assessing the likelihood of loss of premises include, the risk of flooding, fire, or perhaps external factors such as local hazardous sites, which may impede your ability to access your site.

Loss of Technology

Modern offices rely heavily on the use of computers and technology for data processing, internet, email, telephones and numerous other specialist tasks. In many instances IT facilities are centrally controlled, and systems are in place to facilitate damage limitation and system recovery. But consider the factors local to yourself for instance non-centrally supported / provided technology, and specialist equipment, and contracts which may be in place to support these.

Loss of Information

Information can be stored in many formats including paper, CD, DVD or other electronic devices, however all these are subject to risks including viruses, fires etc. Consider how your critical information is kept and how vulnerable this is?

Loss of Supplies

Some services rely heavily on suppliers for goods or services and it is important to have considered their reliance and own business continuity arrangements. The likelihood of their loss will likely be increased by company takeover, financial difficulties or simply the vulnerability factors outlined here.

Loss of Stakeholders

Stakeholders have a vested interest in the service provided and this could range from those who provide funding, support or other key resource for the delivery. If your service is dependent upon such stakeholders it is important to consider the viability of them to continue this support, or to withdraw it.

Generic Impact Scale

Description	Impact Descriptor
No discernible disruption to activity - No impact on customer services. Consequences are not important or not material.	Negligible
Minor disruption to activity - No noticeable impact on customer services. Consequences are somewhat important.	Low
Some disruption to activity - Minor impact on customer services. Consequences are important and significant.	Medium
Noticeable disruption to activity - would affect customers (loss of service no more than 48 hours). Consequences are very serious and very significant.	High
Major disruption to activity - serious damage to ability to service customers (loss of service for more than 48 hours). Consequences are extremely serious or catastrophic.	Extreme

Impact Scale by Category

		Negligible	Low	Medium	High	Extreme
Category	Staff	No noticeable effect.	Low effect on staff morale, stress, sickness and absence. Affects seen at section level only.	Medium effect on staff morale, stress, sickness and absence. Affects seen at section level.	High effect on staff morale, stress, sickness and absence. Affects seen at Division.	Very high effect on staff morale, stress, sickness and absence. Affects seen across FMS
	Reputation	No or minimal effect of reputation. Resolved through day-to-day management.	Minor isolated concerns from the public, customers or key stakeholders.	Significant and sustained public, client/stakeholder concern.	Major loss of confidence by key stakeholders including possible political intervention. FMS or Director subject to formal inquiry.	Abolition of the FMS Inability to deliver on mission and objectives or government agreed outcome.
	Legal/ Statutory	No effect.	Some evidence to believe that any of the following may occur: - Risk of a claim for financial compensation - Risk of prosecution - Risk of judicial review or public inquiry.	Reasonable evidence to believe that any of the following may occur: - Risk of a claim for financial compensation - Risk of prosecution - Risk of judicial review or public inquiry.	Significant evidence to believe that any of the following may occur: - Risk of a claim for financial compensation - Risk of prosecution - Risk of judicial review or public inquiry.	Inevitable that one of the following will occur: - Risk of a claim for financial compensation - Risk of prosecution - Risk of judicial review or public inquiry.
	Financial	No or small financial loss that can be absorbed by the section.	Some financial loss requiring reprioritisation and/or reallocation of available funds. <\$AMOUNT	Financial loss requiring the curbing of non-critical programs. Significant over-expenditure. \$AMOUNT	Financial loss requiring temporary suspension of programs. \$AMOUNT	Major financial loss resulting in the inability to fund core programs. above \$_ AMOUNT
	Customer	Negligible impact on service provision.	Part of Forecast Service impacted. Customers inconvenienced.	multiple Forecast service impacted. Significant inconvenience.	Entire Forecast Service impacted. Continuing difficulties in servicing customers over a prolonged period (1 - 2 days)	Greater than single office (section service provision) impact. Long term (>2 days) disruption or permanent loss of capability to provide core services.

	Environmental	No or insignificant unintended impact on the environment	<p>Minor local environmental damage.</p> <p>Detectable effects on the natural, built environment, and resource use, with high potential for recovery.</p>	<p>Moderate local environmental damage.</p> <p>Detrimental impact to the natural, built environment, and resource use with limited potential for recovery</p>	<p>High local or some wider environmental damage.</p> <p>Damaging impact to the natural and built environment, and resource use with a little potential for recovery</p>	<p>Very high local or high wider environmental damage.</p> <p>Severe damaging impact to the natural and built environment, and resource use with a low or nil potential for recovery</p>
--	----------------------	--	---	---	--	--