

The **co-operative**

Business Continuity Overview

Stephen Blanchard
Business Continuity
Support Manager



Operational Risk

What is Business Continuity?

Business Continuity Management (BCM) is a holistic process that identifies potential threats to an organisation and the impacts to business operations that those threats, if realised, might cause. It provides a framework for building organisational resilience with the capability for an effective response that safeguards the interests of key stakeholders, reputation, brand and value-creating activities.

(BCI GPG 2010)

The Business Continuity Cycle

- An iterative management system
- Integrated within organisation



BC Policy, Programme, and Culture

- Clear roles, responsibilities and authorisation
- A managed programme
- Integrated with the organisations overall strategy and day to day management
- Supported by training, ownership, and awareness

Understanding the organisation

Business Impact Analysis

- Identifies, quantifies and qualifies the business impacts of a loss, interruption or disruption of business activities

Risk Assessment

- Evaluating threats to identify measures that can be put in place to reduce the likelihood of interruption

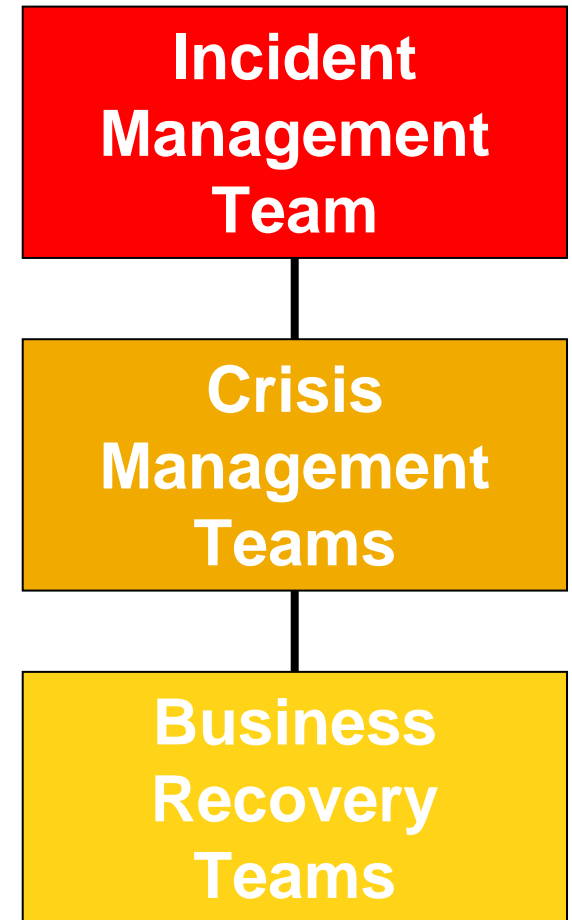
Determining Strategy, Developing a response

Identify Recovery Strategy

- Cost effective protection
- Continued delivery of products and services within an appropriate timescale

Practical Response

- Escalation process and response structure
- Lines of communication
- Actions to resume interrupted activities



What constitutes an incident?

Business Interruption Incidents: October 2008 – March 2009

Extreme Weather	42
Bomb Scare	39
Flood / Water Damage	20
Civil Disturbance	4
Fire	72
Earthquake	2
Explosion	9
Gas Leak	41
Hacking	1
HazMat Incident	30
H5N1 Outbreak	11
Industrial Action	2
Power Failure	27
Public Network Failure	19
Terror Alert/Attack	2
IT Systems Failure	50
Malicious Software	19
Vandalism	1
Other	4

Exercise, maintain, review and audit

- Test, test, and test again
- Monitor adequacy, maintain and improve

Summary

- An integrated management system to **continue business**
- Tends to focus:
 - On the impact to the business rather than cause of the impact
 - More on response/recovery than prevention
 - More on business as usual rather than projects
 - Practical solutions to continue or recover key functions

Some thoughts

- Are Business Continuity and Risk Management merely two sides of the same coin separated by definition?
- Are there opportunities for:
 - improved integration?
 - economies of scale?
 - shared intelligence?