AD PUNCTUM | Project Management

BUSINESS CONTINUITY

Keeping The Business Running Despite Disruption

BUSINESS CONTINUITY PLANNING

WHEN

When we think our business has grown to such an extent that problems with stop us operating for anything more than a short period will damage our relationship with our customers and future business prospects

WHY

Because we want to understand and overcome the following:

Which parts of the business are least able to overcome disruption

What types of event will cause most damage to us

HOW

By creating a plan for each department to keep operating in disruptive conditions

By looking at which department plans are most complicated

EXAMPLE SITUATIONS TO COVER

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Disruption Of Staff Or Suppliers

- Strikes / lockouts / sit-ins by our workforce or supplier's
- Supplier commercial dispute
- Supplier bankruptcy / exit from certain business lines
- Transportation / commuting problems

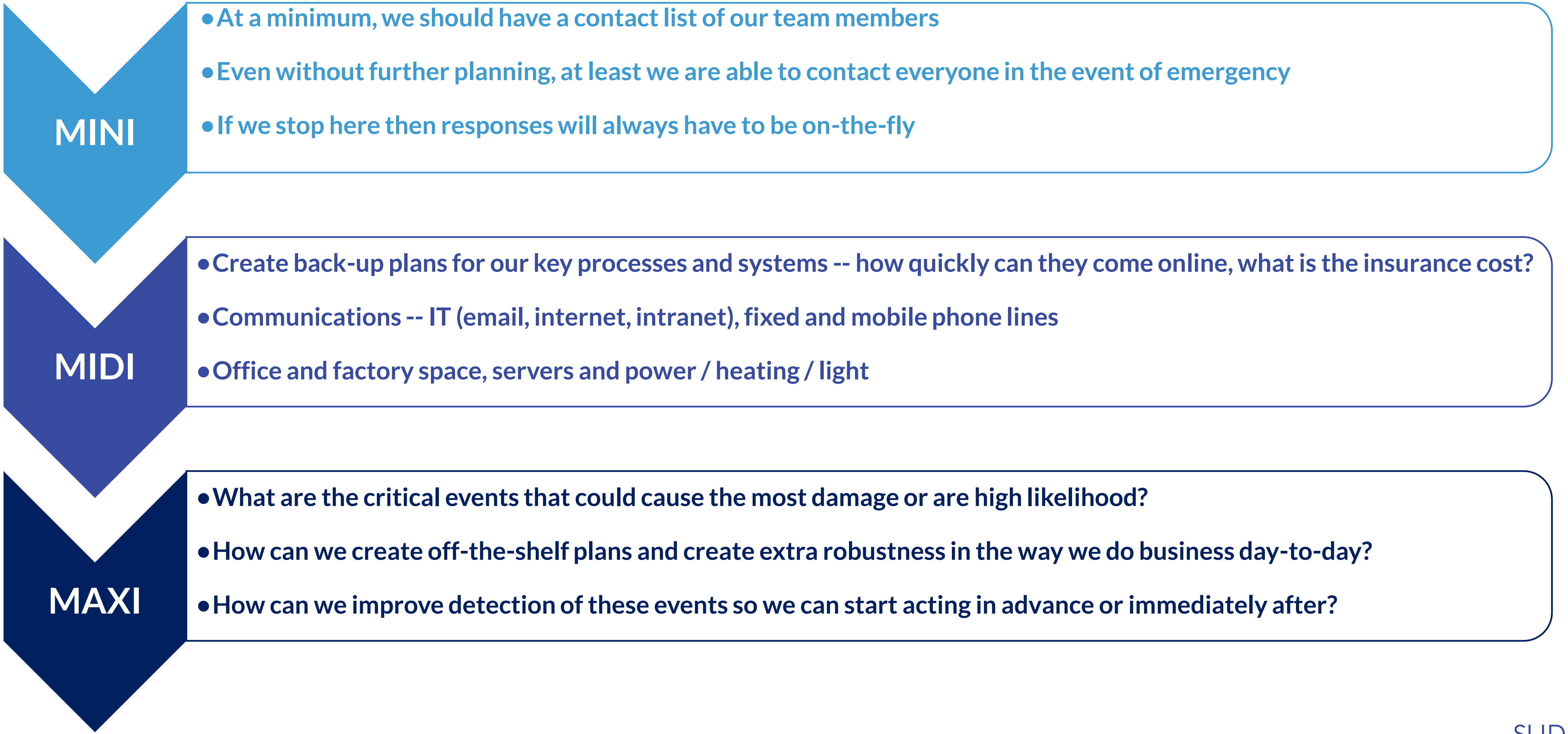
Workplace Incidents

- Severe accidents causing shutdown whilst investigation takes place
- Fire / flooding at our premises
- Loss of services (e.g. telecoms / power / water)

Force Majeure

- Short term political changes (e.g. emergency visa restrictions)
- Severe weather / Earthquakes
- Pandemic outbreak
- War

HOW FAR DO WE GO?



MINI

- At a minimum, we should have a contact list of our team members
- Even without further planning, at least we are able to contact everyone in the event of emergency
- If we stop here then responses will always have to be on-the-fly

MIDI

- Create back-up plans for our key processes and systems -- how quickly can they come online, what is the insurance cost?
- Communications -- IT (email, internet, intranet), fixed and mobile phone lines
- Office and factory space, servers and power / heating / light

MAXI

- What are the critical events that could cause the most damage or are high likelihood?
- How can we create off-the-shelf plans and create extra robustness in the way we do business day-to-day?
- How can we improve detection of these events so we can start acting in advance or immediately after?

CONTINUITY PLAN ELEMENTS

Back-Up Systems / Supplier / Office Plan

Probability Assessment

Emergency Communications (Employee and Suppliers) Plan

Cost To Maintain & Use Back-Ups

Planning To Restore "Normal" Services As Quickly As Possible

Emergency Ordering And Payment Processes

List Of "Insurance" Suppliers And Budget

CREATING THE CONTACT LIST

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1

Even if you don't create a plan, it is key to have a contact list so at least people can be informed of the plan

Covers all team members and should include relevant personal details, but be careful about privacy and PII*

2

Define responsibility for using the contact list

Who decides that there is an emergency?

What happens if they are unavailable?

3

Create the sustainability:

Plan for periodic refresh

Testing plan (check that the details are correct)

* PII = Personally Identifiable Information

USING THE CONTACT LIST

CHECK OK

Call each person -- are they okay?

IF NOK…

What help do they need?

How long will it take for them to become okay? (assume a long time if inappropriate to ask)

How does this impact the plan (what can they no longer do)?

IF OK…

Do they know what their designated role is?

Do we need them to do anything additional?

Do they have the resources they need to hand?

Do they need to do anything at this time? How to stay in touch?

CREATING THE BACK-UP PLAN

- Understand the key services and assets we rely on (telecoms, buildings)

- If they were unavailable, could we quickly resource or would we be stuck?
  - If yes, create response plan (e.g. list of alternate suppliers and set-up steps)
  - If no, investigate asset / service duplication (e.g. on-site generators)

- What types of event are the key assets susceptible to?
  - Example failure mode: critical IT equipment has a specialist sprinkler system in case of fire, but floors above do not and it could get flooded if they go off

- What is the cost / benefit of reducing the probability or severity of these events?
  - It may be that a permanent fix is too expensive but creating a high quality plan with retained emergency providers for fast response is not

CHOOSING THE RIGHT DEPTH OF PLAN

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Having a good and up-to-date contact list is the minimum we should do

If an emergency caused us to work in an unconventional way (e.g. temporary offices), how much would it hurt our business?

If it is “a lot”, we should create back-up plans

How much time and money can we afford to spend on continuity plans?

High quality plans will need time and money spent on them

WHAT DOES IT TAKE?

- Data On Who Does What And Which Assets Are Key
- Thinking About Failure Modes For Our Business
- Look At Ways To Keep Our Business Running
- Buy-In To The Trade-Offs Within The Plan
- Spending To Lower The Risk Of Certain Events Or Duplicate Key Assets
- Time To Create And Update The Plan

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Publication Number: 17B-BRG-P000019