



MANCHESTER BUSINESS CONTINUITY FORUM
BUSINESS CONTINUITY WHATEVER THE DISRUPTION

BUSINESS IMPACT ANALYSIS

[example template]

[Name of Service/Organisation]

[Date of Report]

Disclaimer

This template is provided as general information about carrying out a Business Impact Analysis. It is not intended to replace detailed guidance and planning specific to you and your business/organisation. You should consider whether you need to obtain this. To the extent permitted by law, Manchester City Council and Manchester Business Continuity Forum excludes any liability arising from the use of this template either in part/full.

CONTENTS:

	ITEM	PAGE
1	BIA Information: <ul style="list-style-type: none">• Dates• Document controls• BIA Sign Off• Date of next BIA Review	
2	Business/Service contact information	
3	Service structure: <ul style="list-style-type: none">• Structure chart• Staff and location details	
4	Stakeholders & Dependencies Analysis	
5	Critical Functions Analysis <ul style="list-style-type: none">• Overall goal of business/service• Functions involved• Impact of individual business functions• Vital resources for individual business functions	
6	Single Points of Failure for Business/ Service	
7	Key Timed Deliverables for Business/Service	
8	Risk Assessment <ul style="list-style-type: none">• General risk management approach• Management of high risks	
9	Business Continuity Planning <ul style="list-style-type: none">• Business Continuity Planning• Business Continuity Plan Testing• Additional Business Continuity Support	
10	Recommendations	

Section 1: BIA INFORMATION AND DOCUMENT CONTROLS

[This section captures basic information about the BIA process, such as who was involved, document control and sign off details]

Date of BIA	<i>Date created.</i>
Unique BIA Reference Number	<i>This is important in helping you identify each BIA that is carried out in your organisation and helps you to manage the BIA's in future.</i>
Version number & type (e.g. draft, final etc)	<i>This is important as you should review your BIA frequently and the information in it. If a number of people are involved in the process, tracking which is the current version can be useful.</i>
File path/location	<i>Details of where this document is stored.</i>
Date of BIA Review	<i>Details of when this BIA is due to be reviewed.</i>

DETAILS OF STAFF INVOLVED IN BIA PROCESS

Name	Role	Tel No.
	<i>E.g. Director, Head of Service</i>	

DOCUMENT CONTROL

[You can use this section to track amendments to your BIA data if you wish]

Date	Revision/Amendment Details & Reason	Author

BIA SIGN OFF

Are any changes expected in the service that might impact on the BIA data?	If Yes, please give further details <i>This might include things like a forthcoming restructure, acquisition of a new premises etc that might prompt the BIA to be updated before the next scheduled review.</i>		
Name and Title of Officer signing off BIA:	<i>The BIA should be signed off by a suitably senior person in the service/organisation.</i>		
Signature		Date	

Section 2: SERVICE CONTACT INFORMATION

[The following information is important because it can provide you with a lot of the data that will be needed when you populate your Business Continuity Plan.]

[Add more lines if you need them, and change the headings if they are not appropriate to your organisation e.g. if your organisation has a different structure to the one listed.]

Name of Service	
Name of Department	
Name Of Directorate	
Name and contact details of Senior Manager	
Name and contact details of Deputy Manager	
Alternative Service Contact (1)	
Alternative Service Contact (2)	

Section 3: SERVICE STRUCTURE

STRUCTURE CHART

[Please insert current departmental/organisational structure chart, (if available) which shows the location of the service/team to other services/teams operated. Alternatively you could give a brief description of the position of this service in the departmental structure. The reason for gathering this information is that it ensures that information for a particular aspect of your organisation is not forgotten in error as you go through the BC Planning process.]

STAFF NUMBERS AND LOCATIONS

[Give details of locations from which your business/service(s) is/are delivered or managed and the approximate numbers of staff based in each location. (Add/delete additional rows as required). Please also indicate whether staff could work remotely and whether arrangements to do so are already in place.]

[Information like this is useful because it can help identify alternative premises or ways of working that might be available to your organisation, particularly if it operates from more than one building. If you have more than one site, you might want to think about multiple business continuity plans that are site-specific.]

	Location	Building owner (if known)	Shared building? Y/N	Number of staff based in /working from location	Number of staff that could work remotely/ from home	Number of staff that can work at an alternative site	Details of alternative working arrangements that are in place
1.		<i>The responsibility for relocation might change depending on whether you own/manage your building</i>	<i>Your plans might need to be coordinated with other organisations or with the requirements of the building owner e.g. fire evacuation procedures</i>				
2.							
3.							
4.							



Section 4: STAKEHOLDERS & DEPENDENCIES

[Taking into account the above information, you now need to identify who you depend upon to deliver your service functions (dependencies) and also who relies on your function being delivered successfully (dependents). This enables contingency arrangements to be set up as appropriate e.g. who needs to be informed if the functions are not available? Do you need to check the contingency arrangements of your key supplier(s) to ensure they can continue to meet your needs in the event of an incident affecting them? If you have more than one key supplier, they each need to be considered separately in the table below.]

Stakeholder Name <i>[amend/add to as required]</i>	Internal	External	Relationship to function (tick all that apply)			Comments e.g. if relevant for a particular function in the business
			Dependency (Required for delivery of function)	Dependent (Depends on delivery of function)	Interested Party (Needs to be informed)	
Board						
Industry regulator						
Service Users/Customers						
Accountant						
Key supplier(s)						



Section 5: CRITICAL FUNCTIONS ANALYSIS

SERVICE/DEPARTMENT/BUSINESS AIM

[What is/are the main aims/overall goal(s) of your business/service? What is your mission statement/ your main purpose?]

E.g. A charity working with homeless people might have as its aim:

To improve the lives of homeless people in Manchester.

CRITICAL FUNCTIONS/ACTIVITIES

[What functions in your business/service are involved in delivering this overall aim? What is the outcome/end result of the function being delivered? Think of a function as being an aspect of your whole business that, combined with other functions enables the overall aim to be achieved]

Ref	Function Name <i>(Add additional rows if required)</i>	Outcome of function being delivered	Priority Rating (to be completed following impact assessment)
F1	<i>E.g. Telephone Advice Line</i>	<i>Information to homeless people on accommodation and benefits</i>	
F2	<i>E.g. Residential hostel accommodation</i>	<i>Temporary home for homeless people</i>	
F3			
F4			
F5			
F6			



IMPACT ASSESSMENT

*[This section asks you to describe the impact of **not** delivering each of the business functions you identified above. If your organisation has more than 1 critical function/activity, complete additional continuation sheets for each function.]*

F1: <i>[Insert the name of a function as detailed above e.g. Telephone Advice Line]</i>							Priority Rating: <i>[You need to decide how you rate priorities in your organisation and what each category means. This will be different for all organisations. You might choose to have High Medium Low or a numbering system e.g.1-4. Priority in the BIA sense means: in the event of a disruption, which services need to be prioritised for recovery and which could wait? So, you might decide that 'High' should be recovered in 1 day, 'Medium' in 1 week, 'Low' in one month etc]</i>
Specific Impact of Disruption <i>[The categories here are just suggestions and you will need to change them to meet your needs. What is useful is to assess each function against the same impact headings]</i>	Impact over time : Tick where & when you consider serious impact will occur <i>[The times below are just a suggestion and you will need to change them to meet your needs]</i>						Comments/justification (where an impact over time has been identified) <i>[Give some further information about why you have decided upon the ' impact over time rating' that you have assigned.]</i>
	1hr	3hrs	1 day	3 days	1week	1month	
Security & Safety			x				<i>Many of our calls are crisis calls e.g. from people with nowhere to stay that night and we are the only helpline that provides advice on homelessness</i>
Reputation					x		
Negligible/None	x	x					
Financial Loss			x				<i>Funding agreement based on number of calls answered</i>
Legal Issues/Regulatory Impact							
Customer/Client Impact							



RECOVERY TIME OBJECTIVES AND RECOVERY POINT OBJECTIVES

[This section asks you to identify the 'Recovery Time Objectives' (RTO) and the 'Recovery Point Objectives' (RPO) for each business/service function. It is important to give these areas some thought because they will help you to determine the priorities for recovery, the minimum resources required for recovery and the order of recovery for the different functions.]

Function	Recovery Time Objective	Comments
<i>Insert the name of a function, as detailed above</i>	<i>This is the boundary of time within which a business function must be accomplished to avoid the unacceptable consequences associated with a disruption (this does not include the resources that are required).</i>	

[For the different systems used by your organisation, it useful to consider the RPO. This describes the point in time to which data must be restored in order to be acceptable to the owner(s) of the processes supported by that data. This is often thought of as the time between the last available backup and the time a disruption could potentially occur. The RPO is established based on the agreed tolerance for loss of data or re-entering of data.]

Function	Recovery Point Objective				Comments
	B	R	K	F	
<i>Insert the name of a function, as detailed above</i>					← Choose the most appropriate response

KEY	
B	Last back-up (generally the previous close of business)
R	Replication (intraday)
K	Last KeyStroke (realtime)
F	Functionality only (data backup not required)

RESOURCE REQUIREMENTS

[This section asks you to list the resources required to restore a function against what you normally use. Then, when you are planning you can ensure that you have available or can quickly obtain the resources that are needed to restore the function. It is useful to communicate any relevant findings of this section with IT service providers (either internal or external) to help specify your technology requirements and the service levels you would expect in a recovery situation. You can add/remove resource types according to the needs of your organisation.]

Resource Type	Normal Requirement	Requirement by timescale in the event of a disruption						Impact upon the function if this resource is unavailable.			What kind of contingency arrangement is in place to manage the loss of the resource? Write the word Formal/Informal/None as appropriate
		1hr	3hrs	1 day	3 days	1week	1month	Low	Medium	High	
Staff	<i>E.g. 30</i>	7	15	25	30	30	30			X	<i>E.g. agreement with temp agency to supply staff within 3 hours</i>
Buildings (e.g. for delivery of frontline service)											
Work station (Desk, PC & Telephone)	<i>E.g.30</i>	0	0	1	1	1	5	X			<i>E.g. All staff set up to work from home</i>
Specialist IT applications (please specify)											
Specialist equipment											
Data											
Internet Access											
Networked PCs											
Laptops											
Landlines											
Mobile Phones											
Fax Machine											
Work Vehicles											
Office Space (e.g. customer reception points, trading premises, storage space)											
Car Parking											



Section 6: SINGLE POINTS OF FAILURE

[This section asks you to identify any 'single points of failure' for your organisation so adequate contingency measures can be put in place. Using the information in the resources and stakeholder sections indicate any factors that, if they were not available would mean that your service could not operate.]

Name of Function	Responsible Person	Resource e.g. specially trained staff, a supplier, a piece of equipment etc that the function could not operate without	Back up arrangements in place (state whether formal or informal)	Suggestions for improving resilience
<i>E.g. telephone contact centre</i>	<i>Joe Bloggs</i>	<i>Switchboard System</i>	<i>Recovery site options identified</i>	<i>Enter into formal agreement with recovery site operator</i>
<i>E.g. telephone contact centre</i>	<i>John Smith (internal IT support)</i>	<i>Specially trained staff</i>	<i>Using an External Agency to identify staff with the same areas of expertise</i>	<i>Training for other internal IT staff. The production of guidance notes to share knowledge internally.</i>



Section 7: KEY TIMED DELIVERABLES

*[There may be aspects of your service that are essential and **must** be delivered; these functions may also be more crucial at certain times of the month/year etc. Please indicate below where there are any such requirements. This helps identify where you might want to see recovery priorities focused and/or changed in your BC plan. Examples might include where there is a statutory duty for you to deliver a service or an activity that only takes place at a certain time of year and to **not** deliver these duties would create a serious issue for your organisation to cope with.]*

Key Deliverable	Function responsible for key deliverable <i>(as listed in impact assessment)</i>	Day and Time Due	Impact if <u>not</u> delivered <i>(Low/Medium/High + rationale)</i>

[You may only wish to complete Section 8 and Section 9 if they are relevant to the structure of your organisation.]



Section 8: RISK ASSESSMENT

[The purpose of this section is to link business continuity planning with existing risk management in your organisation. Have you forgotten to deal with any risks? Do any risks present a business continuity issue? For example, you may have identified that a key risk for your organisation is the fact that your office is based near a flood area. Your business continuity strategy might be to regularly check flood alerts and organise measures that protect the building if a flood is expected.]

DETAILS OF THE ORGANISATION'S RISK ASSESSMENT AND MANAGEMENT APPROACH

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HIGH RISKS: LIST THE RISKS THAT HAVE BEEN IDENTIFIED AS HIGH FOR YOUR ORGANISATION/DEPARTMENT AND HOW THESE HAVE BEEN MANAGED OR TREATED

Your risk register reference	Description of risk	Details of how the risk has been managed/treated

[OR attach a copy of your risk register if it is available or if you have completed one.]



Section 9: BUSINESS CONTINUITY PLANNING

[One of the main purposes of completing a BIA is to identify areas where your overall business continuity strategy (not just the plan) needs attention. This section captures your current position in relation to business continuity planning and might highlight steps you could take to increase your resilience.]

WHAT IS THE CURRENT POSITION WITH BUSINESS CONTINUITY PLANNING IN THE SERVICE?

(e.g. plan up to date, needs revision etc)

WHAT IS THE CURRENT POSITION WITH BUSINESS CONTINUITY PLAN TESTING/EXERCISING IN THE ORGANISATION?

(e.g. date plan test carried out, recommendations implemented etc)

IS THERE ANY ADDITIONAL/SPECIFIC BUSINESS CONTINUITY PLANNING SUPPORT REQUIRED?

(e.g. specialist support, training etc)



Section 10: RECOMMENDATIONS

[If you are using this template in your organisation, please remember to delete this page when completing your Business Impact Analysis (BIA)!]

- This template is provided as general information about completing a business impact analysis only. It is therefore important that the template is adapted to meet the needs of each individual organisation.
- If your organisation is based at multiple locations, it may be useful to undertake multiple business impact analyses. This will enable your organisation to assess the impact of business disruption at each site, since there is likely to be variance in the types of issues, staff, resources, functions etc at the different locations.
- Once your BIA has been completed, it may be useful to agree the review process. Senior Management should be involved in reviewing the BIA within a specific timescale. This ensures that:
 - a) Any excesses are moderated e.g. 'under-selling' or 'over-selling' certain functions in terms of their importance
 - b) Relative priorities are considered
 - c) A priority list for the whole organisation is agreed
 - d) A timetable for Business Continuity Planning can be produced
- In the 'sign-off' stage of the BIA, IT requirements should also be discussed i.e. the required timescales for recovery of key IT systems. Both the organisation and the IT provider need to have a clear understanding of timescales and expectations so that a mutual agreement can be developed.
- A completed BIA document needs to be reviewed annually or more frequently if circumstances in the organisation change e.g. a change of location, personnel or processes.