**Business Impact Analysis & Risk Assessment**

**{Service Area}**

|  |  |  |  |
| --- | --- | --- | --- |
| Directorate: |  | | |
| Service Area: |  | | |
| Service: |  | | |
| Service Manager: |  |  |  |
| Deputy: |  |  |  |
| Date: |  |  |  |
| Completed by: |  | | |
| Head of Service sign off: |  | | |

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# Background Information

Business Continuity Management (BCM) is a process which helps to identify and plan against risks that could affect the delivery of the company’s aim, objectives, its infrastructure and services. By completing a Business Impact Analysis (BIA) for your company/service area, this will set out details of critical activities and the resources required to deliver them. Your completed BIA will:

* Document the activities within your service and their criticality.
* Identify the resources required to deliver your activities, both in ‘business as usual’ and in crisis situations.
* Identify actual / any potential issues
* Identify action points for development, mitigation and contingency

This information will then feed into your Business Continuity plan to ensure that critical activities are resumed as quickly as possible and/or continue to be delivered during a disruption and help inform the business continuity response that will be required.

For support in completing this form please contact:

BC Lead for {Service Area}

{Name}

{Email}

{Phone No.’s}

Deputy BC Lead for {Service Area}

{Name}

{Email}

{Phone No.’s}

# Scope

This document does not consider the reputational risk to the council of any of this service area’s statutory obligations not being complied with. It provides clarity on what impacts a potential service disruption will have on customers (specifically vulnerable people) but does not determine the degree of negative publicity this could create. It is for management leads within your organisation to determine this along with the impact from other service areas as well in the assessment of reputational damage.

# 1: Service Overview:

## 1.1: What does the service area deliver? (Main objectives and purpose)

## 1.2: Who does the service area deliver services to?

## 1.3: List the key services within this area in order of priority

Consider processes that operate only during a crisis or business disruption (Crisis Management Support) or regulatory reporting.

|  |  |  |  |
| --- | --- | --- | --- |
| **Priority** | **Service and brief description** | **Impact to customer if service is disrupted \*** | **Statutory Duty Y/N** |
| **1** |  |  |  |
| **2** |  |  |  |
| **3** |  |  |  |
| **4** |  |  |  |

**\*** In particular consider the impact on priority suppliers, providers & partners, the risk of loss of life, reduced service to vulnerable people or significant financial or legal impacts.

## 1.4: Structure chart of service area

# 2: Recovery time objectives

Complete this section, for each service as listed in section 1.2. It is important to give these areas some thought because they will help you to determine the priorities for recovery and the order of recovery for your service activities.

* List the total number of staff who provides each service and state if they can work from home (WFH)
* Tick, where you consider serious impact will occur to your service, if you cannot carry out an activity, within the given timeframes (MTPD)
* Use the comments / justification section to identify the potential impacts if the activity is not carried out and why you have decided upon the’ impact over time rating’ that you have assigned. Include the minimum capacity or level of service that is acceptable (MBCO)
* Identify your Recovery Time Objective (RTO) for each activity, using Fig 1, below.
* Identify your critical activities, if you have any.

**MTPD**: The Maximum tolerable period of disruption is how long you have to get activities up and running before they become irrecoverable / cause any unacceptable consequences to service delivery. (This will be the timeframe you have ticked on Fig 2.1 where you consider serious impact will occur if you cannot provide the service) This could be loss of financial value or viability, breach of legal or regulatory obligations or damage to reputation or interested parties confidence.

**RTO**: The Recovery time objective is the time by which you aim to have your critical activities MBCO up and running before they cause serious impact to service delivery. (Use the table below to identify your recovery times)

**MBCO**: The minimum capacity or level of service or products that is acceptable to the organisation to achieve its business objectives during a disruption. (How many staff, what level of service)

**RPO:**  The point to which information used by an activity is restored to enable the activity to operate on resumption to pre-defined levels.

**Critical Activity**: If your team has a maximum tolerable period of disruption (MTPD) of 48hrs or less and/or if an activity of your team was not carried out within 24hrs it would cause irreparable damage to the authority. **Then your team has a critical activity.**

2.1: Complete this section, for **each service** as listed in section 1. This will help you to determine the priorities for recovery, the minimum resources required for recovery and the order of recovery for the different service activities. Duplicate table as necessary.

| **Service:** | | Impact over time: tick where you consider serious impact will occur if you cannot carry out the activity  **(MTPD)** | | | | | | **No of staff:**  **Out of hours provision:** |  | | **WFH Y/N** |  | **Critical activities** |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | |
| **Normal Place(s) of Work** |  | | | | **Is any aspect of service outsourced** |  |
| **Activities** | | **P1**  4 Hours | **P2**  24 Hours | **P3**  48 Hours | 1 Week | 2 Weeks | 1 Month | **RTO**\*  Timeframe to deliver MBCO | | **Comments/justification**  Potential impact from loss of activity at this timeframe | | | | |
| 1 |  |  |  |  |  |  |  |  | |  | | | | |
| 2 |  |  |  |  |  |  |  |  | |  | | | | |
| 3 |  |  |  |  |  |  |  |  | |  | | | | |
| 4 |  |  |  |  |  |  |  |  | |  | | | | |

\*Fig 1: Use the table below to help you identify your Recovery Time Objective (RTO) for the above activities. (This is a guide only)

|  |  |  |  |
| --- | --- | --- | --- |
| If your MTPD IS: | Your RTO will be: | Then you have: | Priority |
| 4 Hours | Continuous | Critical activity | 1 |
| 24 Hours | 4 Hours | Critical activity | 2 |
| 48 Hours | 24 Hours | Critical activity | 3 |
| 1 Week | 48 Hours | Non- Critical activity |  |
| 2 Weeks | 1 Week | Non- Critical activity |  |
| 1 Month | 2 weeks | Non- Critical activity |  |

# 3: Resource Requirements

Complete this section, for **each service** as listed in section 1. Duplicate table as necessary.

**List the resources required to restore a service and the timescales they are needed by. This will help to ensure that you have available / or can quickly obtain the resources needed to restore the service in the event of a disruption. Please do this for each service as listed in your key service area list in section 1.**

* Please note staff numbers are cumulative
* Workstations includes, desk, networked PC/ Laptop and Telephone
* Indicate the impact upon the service if the resource is not available- Low / Medium/High
* What mitigation do you have in place if the resource is not available?

**NB**: Time scales should reflect your RTO’s as above. For example if your RTO is 48 hours, then that is when you need your minimum resources in place by and indicates the MBCO

| **Service 1** | **Timeframe required by** | | | | | | **Impact upon the activity** | | | **Minimum level of resource required within the RTO** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Resource type** | **P1**  4 Hours | **P2**  24 Hours | **P3**  48 Hours | 1 Week | 2 Weeks | 1 Month | Low | Med. | High |
| Premises (see S.8) |  |  |  |  |  |  |  |  |  |  |
| Staff (see S.5) |  |  |  |  |  |  |  |  |  |  |
| IT Systems & software (see S.4) |  |  |  |  |  |  |  |  |  |  |
| Workstations (see S.8) |  |  |  |  |  |  |  |  |  |  |
| Mobile Phone (see S.8) |  |  |  |  |  |  |  |  |  |  |
| Other (specialist equipment) (see S.6) |  |  |  |  |  |  |  |  |  |  |
| Stakeholder support (see S.6) |  |  |  |  |  |  |  |  |  |  |
| Other i.e Financial, Transportation & Logistics |  |  |  |  |  |  |  |  |  |  |

# 4: IT & Critical Documents

Consider all of the IT you depend upon and when you need them by. This will enable IT to identify a Disaster Recovery Action Plan. The RPO is the point to which information used by an activity is restored to enable the activity to operate on resumption to pre-defined levels.

| **Please list ALL IT applications and software that you use to provide your service (s)** | **Activities** | **Recovery Point Objective (RPO)** | | | | | | **Additional Comments**  **(outlining the minimum acceptable capacity in terms of resources)** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **P1**  4 Hours | **P2**  24 Hours | **P3**  48 Hours | 1 Week | 2 Weeks | 1 Month |
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List any critical documents (process crib sheets) or sites your team uses and the location where stored / file path

|  |  |
| --- | --- |
| **Document Name** | **Location** |
|  |  |
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# 5: Single points of failure

Identify any ‘single points of failure’ so adequate contingency measures can be put in place. Details from this section will help formulate the HR Strategy. Contact information should also be included in your Business Continuity Plan.

|  |  |  |  |
| --- | --- | --- | --- |
| **Person Responsible** | **Resource / Key Skills** | **Back up Arrangements in place** | **Suggestions for improving resilience** |
|  |  |  |  |
|  |  |  |  |
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# 6. Emergency Response Arrangements

Staffing requirements to assist corporate or multi-agency response during disruptions, major incidents or declared emergencies.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Name** | **Contact Details** | **Role** | **Command Support Cell** | **Information Requirements** | **Training in date (Y/N)** |
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# 7: Dependencies & Interdependencies

Identify the people/specialist equipment that your service area depends upon to deliver your service activities (dependencies) and also who relies on your service being delivered successfully (dependents). This enables contingency arrangements to be set up as appropriate e.g. who needs to be informed if your service activities are not available? Details from this section will help formulate the Priority Supplier, Provider & Partner Strategy. Contact information should also be included in your Business Continuity Plan.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Key Activity** | **Who are you dependent / reliant on?** | **What for?** | **Describe the impact if lost?** | **Internal / External** | **Do they have a BCP (Y/N)** | **Alternative Supplier**  **(Y/N)** | **Survival time without service/ support** |
|  |  |  |  |  |  |  |  |
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# 8: Time Specific Deliverables

There may be aspects of your service that are more crucial at certain periods e.g. End of Year, Statutory reporting periods. Please indicate these below.

|  |  |  |  |
| --- | --- | --- | --- |
| **Service/ Activity** | **Key Deliverable** | **Day and Time Due** | **Impact if not delivered** *(*Low/Medium/High + rationale) |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

# 9: Key Threats

Complete this table for your service area. What service activities are affected, what mitigation do you have in place?

What are the key threats to this service? Please list them in numerical, priority order.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Key Threats** | **Critical activities with greatest impact** | **Mitigation in place** | **Other Mitigation Possible** | **Priority**  **Order** |
| 9.1 Loss of Key Staff and Skills Link to HR Strategy)   * Industrial Action * Severe Weather * Pandemic, * Recruitment (failure of). * Transport / Travel Disruption * Fuel shortages |  |  |  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Key Threats** | **Critical activities with greatest impact** | **Mitigation in place** | **Other Mitigation Possible** | **Priority**  **Order** |
| 9.2 Loss of Building (Link to Premise Strategy)   * Council Offices * Public access locations * Fire / Flood * Severe Weather * Structural damage * Bomb / terrorism * Denial of access * Loss of utilities |  |  |  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Key Threats** | **Critical activities with greatest impact** | **Mitigation in place** | **Other Mitigation Possible** | **Priority**  **Order** |
| 9.3 Loss of I.T. Link to IT Strategy)  **Short Term:** 3 Hours -1 Day  **Long Term:** More than 1 Day   * Power Outage * Fire / Flood * Severe Weather * Software Failure * Hardware Failure * Loss of Website |  |  |  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Key Threats** | **Critical activities with greatest impact** | **Mitigation in place** | **Other Mitigation Possible** | **Priority**  **Order** |
| 9.4 Loss of Fuel Linked to HR & IT Strategies   * Industrial action * Severe weather * War, terrorism |  |  |  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Key Threats** | **Critical activities with greatest impact** | **Mitigation in place** | **Other Mitigation Possible** | **Priority**  **Order** |
| 9.5 Loss of Telecommunications. Link to IT Strategy)   * Email * Mobile Phone * VOIP * Fixed Landlines * Teams |  |  |  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Key Threats** | **Critical activities with greatest impact** | **Mitigation in place** | **Other Mitigation Possible** | **Priority**  **Order** |
| 9.6 Loss of Key Partner or supplier (Link to Priority Supplier, Provider & Partner Strategy)   * Transport / travel disruption * Contamination * Technical breakdown * Contractual Issues * Industrial Action * Insolvency |  |  |  |  |

#### Responding to a BC Incident

Should an incident or disruptive event affect the company and the delivery of services the following process will need to be undertaken.

Identifying who within your team will take responsibility for reporting the impact on your service delivery is something that should be considered in advance. Please list below the details of staff who could be contacted to complete a Service Impact Assessment.

|  |  |  |
| --- | --- | --- |
| **Name** | **Contact Details** | **Service Area** |
|  |  |  |
|  |  |  |
|  |  |  |

Please refer to Appendix A for the Service Impact Assessment and ensure that this is submitted to your BCP Lead or deputy.

BCP Lead - {Name} BCP Lead Deputy - {Name}

{Email {Email}

{Contact Phone No.} {Contact Phone No.}

## Appendix 1 – Service Impact Assessment Form

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Service Impact Assessment Form** | | | | | |
| **Service Area:** |  | | | **Date:** |  |
| **Contact:** |  | **Telephone/Mobile:** |  | | |
| **Overall Status:**  (select only one which best describes your services current position) | Green | Amber | Red | | |
| Service operating at a level of ‘business as usual’ and can deliver its services adequately. | Service operating below advisable levels, critical service delivery being prioritised. Minimum standards are being met. | Service operating at a greatly reduced level. Resources directed to maintaining critical services. Risk of minimum standards not being met. | | |

Specific service impacts

Please describe the impact on your critical activities being experienced due to the incident.

|  |  |  |
| --- | --- | --- |
| **Critical activities** | **RAG Status (Red, Amber or Green)** | **Impact / issues being experienced** |
|  |  |  |
|  |  |  |
|  |  |  |
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|  |  |  |

Do you require any additional resources at this time to enable a critical activities to keep operating at an acceptable level?

If yes, list them below (e.g. Staff, specific skills, equipment, premises etc.)

|  |  |  |
| --- | --- | --- |
| **Service Area/Critical activities** | **Resource Required** | **Timescale** |
|  |  |  |
|  |  |  |
|  |  |  |

Can you provide mutual aid to other service areas if required?

If yes, what could you provide and for how long? {e.g. staff (approx. numbers), premises (location, type, capacity), equipment (mobiles, laptops etc.)}

|  |  |  |  |
| --- | --- | --- | --- |
| **From Service Area** | **Mutual Aid Resource** | **To Service Area** | **Timescale & Duration** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |