Business Impact Analysis

Company:			
Business Area:			
Department:			
Manager:		Tel No.	
Deputy:		Tel No.	
Date:		Due for review:	
Completed by:			
Top Level Management sign off:			

Contents

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, this will set out details of critical activities and the resources required to deliver them. Your completed BIA will:

- Document the activities within your company 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.

Scope

This document does not consider the reputational risk to the company of any of it's statutory obligations not being complied with (if applicable). It provides clarity on what impacts a potential service disruption will have on customers but does not determine the degree of negative publicity this could create.

1: Company Overview:

1.1: <u>What does the company supply/deliver? (Main objectives and purpose)</u>

1.2: <u>Who is this service/product delivered to?</u>

1.3: List the key business activities within this service in order of priority

Priority	Activity and brief description	Impact to customer if service is disrupted *	Statutory Duty Y/N

* In particular consider the impact on critical stakeholders, the risk of loss of life, reduced service to customers or significant financial or legal impacts.

1.4: <u>Structure chart of Company</u>

2: Recovery time objectives

Complete this section, for each team activity 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 services/products.

- List the total number of staff who provides this service and state if they can work from home (WFH)
- Tick, where you consider serious impact will occur to your service/product, if you cannot carry out an activity, within the given timeframes.
- 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
- Identify your Recovery Time Objective (RTO) for each activity, using Fig 1, below.
- Identify your critical activities/products, 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 the company. (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/product)

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

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

2.1: Complete this section, for **each team activity** 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

Company:		Impact over time: tick where you consider serious impact will occur if you cannot carry out activity						No of staff: Ooh provision:		WFH Y/N		Critical Activity	
								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	MTPD	RTO	**Comments/justification** Potential impact from loss of service at this timeframe			
1													
2													
3													
4													
5													

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

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 team activity** as listed in section 1**.** Duplicate table as necessary.
List the resources required to restore an activity 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 activity in the event of a disruption. Please do this for each activity as listed in your key business activities list in section 1.

- Please note staff numbers are cumulative
- Workstations includes, desk, networked PC/ Laptop and Telephone
- Indicate the impact upon activity 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.

Activity: 1.	Timeframe required by						Impact upon the function			Resilience strategy in place if resource is not available
Resource type	**P1** 4 Hours	**P2** 24 Hours	**P3** 48 Hours	1 Week	2 Weeks	1 Month	Low	Med.	High	

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LRF Template

Activity: 2.	Timeframe required by						Impact upon the function			Resilience strategy in place if resource is not available
Resource type	P1 4 Hours	P2 24 Hours	P3 48 Hours	1 Week	2 Weeks	1 Month	Low	Med.	High	

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Activity: 3.	Timeframe required by						Impact upon the function			Resilience strategy in place if resource is not available
Resource type	P1 4 Hours	P2 24 Hours	P3 48 Hours	1 Week	2 Weeks	1 Month	Low	Med.	High	

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Activity: 4.	Timeframe required by						Impact upon the function			Resilience strategy in place if resource is not available
Resource type	P1 4 Hours	P2 24 Hours	P3 48 Hours	1 Week	2 Weeks	1 Month	Low	Med.	High	

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4: ICT & Critical Documents

Consider all of the ICT you depend upon and when you need them by. This will enable the company to identify a Disaster Recovery Action Plan.

Activities	Please list ALL IT applications and software that you use to provide your service	Recovery Point Objective (RPO)						Additional Comments
		P1 4 Hours	P2 24 Hours	P3 48 Hours	1 Week	2 Weeks	1 Month	

List any critical documents or sites your team uses and the location where stored / file path

Document Name	Location

5: Single points of failure

Identify any 'single points of failure' so adequate contingency measures can be put in place.

Person Responsible	Resource / Key Skills	Back up Arrangements in place	Suggestions for improving resilience

6: Dependencies & Interdependencies

Identify the people/specialist equipment that your service area depends upon to deliver your service/product activities (dependencies) and also who relies on your activity 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 Stakeholder Strategy.

Key Activity	Who are you dependent / reliant on?	What for?	Describe the impact if lost?	Internal / External

7: 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.

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

8: Key Threats

Complete this table for your company. 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 Function with greatest impact	Mitigation in place	Other Mitigation Possible	Priority Order
8.1 Loss of Key Staff and Skills • Industrial Action • Severe Weather • Pandemic, • Recruitment (failure of). • Transport / Travel Disruption • Fuel shortages				

Key Threats	Critical Function with greatest impact	Mitigation in place	Other Mitigation Possible	Priority Order
8.2 Loss of Building - Warehouse/Office - Public access locations • Fire / Flood • Severe Weather • Structural damage • Bomb / terrorism • Denial of access • Loss of utilities				

Key Threats	Critical Function with greatest impact	Mitigation in place	Other Mitigation Possible	Priority Order
8.3 Loss of I.C.T. **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 Function with greatest impact	Mitigation in place	Other Mitigation Possible	Priority Order
8.4 Loss of Fuel • Industrial action • Severe weather • War, terrorism				

Key Threats	Critical Function with greatest impact	Mitigation in place	Other Mitigation Possible	Priority Order
8.5 Loss of Telecommunications. • Email • Mobile Phone • VOIP • Fixed Landlines • Teams				

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Key Threats	Critical Function with greatest impact	Mitigation in place	Other Mitigation Possible	Priority Order
8.6 Loss of Key Partner or supplier (Link to Stakeholder Strategy) • Transport / travel disruption • Contamination • Technical breakdown • Contractual Issues • Industrial Action • Insolvency				

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