

Business Impact Analysis

Introduction

Business Impact Analysis (BIA) is an important and regular part of the Business Continuity Management work cycle. Each part of the business needs to review their BIA annually or after significant change (e.g. company or divisional re-structure).

Objective

The aim of this BIA is to gather together an overall view of what time critical functions need to be recovered, in what order, within what timescales and how many staff are required, in the event of a disaster. The output from the analysis is a priority listing of critical functions that can be used by the Crisis Management Team (CMT) during an incident to ensure resources are being directed at the most appropriate areas. The analysis also feeds into our overall recovery strategy and plans for ensuring the necessary resources (particularly people, work transfer, work area recovery and IT services) are being provided on an ongoing basis.

Scope

The BIA will be completed across all of the Companies various locations.

Method

The BIA will be performed by each location completing the attached BIA Questionnaire. Please note that although the Senior Business Contact is expected to co-ordinate the return, the best people to complete the questionnaire may well be first level and/or middle management. To help improve consistency across each location the Business Continuity Manager/Director will review all returns and may ask for further clarification of the returns.

When completing the questionnaire, please note only one front sheet needs to be filled in. The second sheet is specific to a function, so will need to be duplicated and one sheet for each function identified should be completed. Guidelines to help completion are provided on the last page of this document.

All the completed questionnaires will be collated and a summary BIA report created which will also identify any functions or general processes that are Mission Critical Activities for the overall Company's recovery strategy. These should be reflected in your Business Continuity Plans, which will need updating later this year.

Timescales

The BIA Questionnaire must be completed annually.

BIA (Business Impact Analysis) Questionnaire

Branch	
BC Co-ordinator	
Man. Director / Snr. Man	
Completion Date	

List of functions in area as documented in BCPs. (Please complete a function sheet for each of these)	

Please include any other notes or comments (not covered in the function sheets) you feel may be helpful in prioritising the recovery of functions in this Location.

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BIA Questionnaire (Function Sheet)

Function	
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Description

Frequency of work. When do items of work to be processed come into this function? (Select most appropriate)	Daily Monthly Quarterly Mixed Ad-hoc
Length of activity. What is the SLA for processing an individual piece of work, or generally how long does each piece of work take? (Select most appropriate)	Same day Several days 1-2 weeks 1-2 months >2 months varies
Peak periods. Are there any specific peak periods or deadlines for the work of the function? (Select most appropriate)	None Month end Quarter end Year end Market influenced
Legal/Regulatory requirement. Is this function a legal or regulatory requirement?	YES / NO

Impact

Can work be transferred across sites either within the function at other locations or to similar functions in other locations?	YES / NO				
Any specialist skills or qualifications required (e.g. Underwriters), other than general experience of the job or our systems?	YES / NO				
Would the absence of a small number (i.e. 1-3) of key roles stop the operation of this function?	YES / NO				
For the given scenario of not being able to enter the office, please rate the impact on the service this function supplies to its customers and the company, if that scenario existed for the given time periods. Use a scale of 0 to 4 (as defined in the guidance).					
Scenario	Time Critical Impact				
	0-1 day	1-3 days	3-7 days	1-2 wks	2-4 wks
Denial of access to office					

Resources

How many staff are employed by this function (FTEs), at which locations?		Minimum number of staff required to recover critical operations				
Location (Building & Town/City)	Normal FTEs	After 24hrs	After 3 dys	After 1 wk	After 2 wks	After 4 wks

Guidance for completion of the BIA questionnaire

What is a Function?

For the purposes of Business Impact Analysis a function is a high level process or team that you would plan to recover as one unit. This should either match the functions as documented in the recovery plans for the Division, or if at a higher level the relationship between functions and teams in recovery plans should be easily documented. For example, in Legal Services the functions may be High Risk Casework, Helpdesk, Key Strategic Projects, Secretarial/Operational Support.

Where the same function (or very similar) is performed at different locations, complete one function sheet or consolidate returns into one sheet.

Impact

If there are periods (e.g. month end) where the timescales/workload are different to other times, please document these in the function description area. However, when assessing the impacts, complete the boxes based on the impact for a period of normal operation.

Impact assessments should assume that no recovery facilities (e.g. alternative buildings) are available. For a multi-sited function the impact should be based on considering the largest single site in isolation.

Impact scale 0-4

0 = **None**. No impact on function.

1 = **Slight**. The impact is noticeable only internally. The effects (inefficiencies, overtime for certain staff, idle time for others and general lack of co-ordination and control) are felt primarily within the division. Negligible financial impact.

2 = **Important**. The impact is noticeable but easily manageable e.g. service to customer is restricted or delayed beyond normal service levels. Inefficiencies, poor management control and general decline in effectiveness begins to occur. Customers begin to suffer, although not to the extent that lasting damage is done to customer relationships. Less significant regulatory breaches. Minor financial impact.

3 = **Significant**. The impact would require careful management with some damage at an individual customer/stakeholder level e.g. loss of business. Business dealings with customers and/or suppliers are dramatically disrupted. Significant adverse comment in national press. Significant regulatory breaches with possible fines. Substantial financial impact on Towergate Partnership as a whole.

4 = **Critical**. Impact on the company's operational performance. Action required by the Directors to protect the company. Major impact on the company's reputation or brand, which might be long lasting and/or difficult to overcome. Major fines or regulatory restrictions imposed. Serious threat to the financial condition of the company.

(NB: Financial impact includes overtime and additional working costs to recover the business, not just lost business.)

Location

The site the function resides in e.g. ABC House, Cardiff. Alternatively, one of the following descriptions can be used: Branches, Regional Offices, Home based.

FTE = Full Time Equivalent

The number of full time staff required if all part time staff are replaced by full time staff.

Normally part time staff are counted as 0.5 FTE, so if an area has 8 full time staff and 4 part time the FTE is 10.

Minimum number of staff required to recover critical operations

The number of staff required to keep the priority tasks running and contain the level of impact to 1 or 2 (as described above). The advisory levels of staff needed, as a percentage of FTEs are given below. Recovery to 100% of FTE count is expected by the end a month.

Impact	After 1 day	After 3 days	After 1 week	After 2 weeks	After 4 weeks
1	5	7.5	10	12.5	15
2	10	15	20	25	30
3-4	20	30	40	50	60