
Overview

This standard is about developing, maintaining and evaluating business continuity plans to ensure that organisations continue to exercise core functions in the event of a business disruption or emergency. It is based upon a standard originally developed by Skills for Justice – CCAD1.

This standard is relevant to managers and leaders with specific responsibility for developing, maintaining and evaluating business continuity plans for their organisation.

This standard links closely with *CFAM&LBB1 Manage risks to your organisation*.

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Develop, maintain and evaluate business continuity plans and arrangements

Performance criteria

- You must be able to:*
- P1 Engage appropriate people in your organisation and other key stakeholders in developing business continuity plans and arrangements.
 - P2 Confirm the required aim, scope and objectives of business continuity plans and arrangements.
 - P3 Identify key products or services and the critical activities and resources that support them.
 - P4 Evaluate the resilience of the structures and processes of the organisation and of relevant external organisations.
 - P5 Identify and assess alternative strategies to mitigate the effects of business disruption or emergencies.
 - P6 Develop business continuity plans and arrangements that are capable of mitigating the effects of business disruption or emergencies effectively.
 - P7 Provide a framework for business continuity management, co-ordination and control including:
 - P7.1 procedures for determining when the business continuity plan must be invoked
 - P7.2 roles and responsibilities of key people in the organisation
 - P7.3 prioritisation of organisational processes or services
 - P7.4 procedures for activating response arrangements
 - P7.5 provision of resources (eg people, premises, technology, equipment)
 - P7.6 provision of resilient information and communications systems.
 - P8 Ensure the resources committed to business continuity management are proportionate to the potential impact of business disruption or emergencies.
 - P9 Present business continuity plans and arrangements clearly, concisely and in ways that promote understanding.
 - P10 Encourage the ownership of business continuity plans and arrangements at the appropriate departmental level.
 - P11 Communicate business continuity plans and arrangements clearly to

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people within the organisation and other key stakeholders.

- P12 Ensure provision of appropriate training for relevant staff or other persons.
- P13 Ensure provision of exercises to validate and practice business continuity plans and arrangements.
- P14 Review business continuity plans systematically and in response to organisational changes, changes to the potential impact of disruption or emergencies and lessons identified from incidents and exercises.

Knowledge and understanding

You need to know and understand:

- K1 How to engage appropriate people in your organisation and other key stakeholders in developing business continuity plans and arrangements.
- K2 Current legislation, guidance and standards relevant to business continuity management.
- K3 The legislation, regulations and related guidance relevant to information sharing.
- K4 How to confirm the aim, scope and objectives of business continuity plans and arrangements.
- K5 The importance of involving relevant stakeholders in the business continuity planning process and recognising their requirements and expectations.
- K6 The potential impact of disruption or emergencies on the organisation.
- K7 How to analyse the impact of disruptions or emergencies on the business.
- K8 Local arrangements for managing emergencies.
- K9 How to identify aspects of business continuity planning which can be addressed by training or exercising.
- K10 How to plan for provision of relevant resources in the event of a business disruption or emergency.
- K11 The information needs following a business disruption or emergency.
- K12 How to identify critical and non-critical functions of the organisation.
- K13 The organisation's structure, governance and business processes.
- K14 The organisation's priorities for processes or service delivery.
- K15 Methods of raising awareness of business continuity plans and arrangements.
- K16 The importance of obtaining ownership of plans and arrangements at the appropriate level.
- K17 The importance of developing a business continuity management culture within an organisation.
- K18 How and why business continuity plans must be systematically reviewed.

Behaviours

When performing to this standard, you are likely to demonstrate the following behaviours:

- 1 Respond promptly to crises and problems with a proposed course of action
- 2 Present information clearly, concisely, accurately and in ways that promote understanding
- 3 Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
- 4 Watch out for potential risks and hazards
- 5 Protect your own and others' work against negative impacts
- 6 Focus personal attention on specific details that are critical to achieving successful results
- 7 Develop systems to gather and manage information and knowledge effectively, efficiently and ethically
- 8 Create a sense of common purpose
- 9 Identify the strengths, weaknesses, opportunities and threats to current and future work
- 10 Identify systemic issues and seek to mitigate their impact on performance
- 11 Anticipate likely future scenarios based on a realistic analysis of trends and developments
- 12 Test a variety of options before taking a decision

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Skills

When performing to this standard, you are likely to demonstrate the following skills:

- Analysing
- Communicating
- Consulting
- Evaluating
- Influencing
- Interviewing
- Leadership
- Negotiating
- Networking
- Planning
- Presenting Information
- Prioritising
- Problem solving
- Reporting
- Thinking Strategically

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Developed by CFA Business skills @ work

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation CFA Business skills @ work

Original URN CFAM&LBB2

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; evaluate; business continuity; plans and arrangement