

## Develop, maintain and evaluate business continuity plans and arrangements

---

### 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 interruption or emergency.

This applies to any public, private or voluntary sector organisation which may be affected by business interruption or emergency, including emergency responders who need to maintain their own capabilities in the event of an emergency.

### Target group

This standard is recommended for those who are involved in the development, maintenance and evaluation of business continuity plans and arrangements. This includes managers in organisations and those with specific responsibility for coordinating business continuity arrangements.

## Develop, maintain and evaluate business continuity plans and arrangements

### Performance criteria

You must be able to:

1. consult with colleagues and other relevant partners in the development of plans and arrangements in accordance with organisational requirements
2. confirm the required aims, scope and objectives of plans and arrangements in accordance with organisational requirements
3. identify key products or services and supporting critical activities and resources in accordance with organisational requirements
4. assess the resilience of internal and external structures and processes in line with organisational requirements
5. identify and assess alternative strategies to mitigate effects of business interruption or emergencies in accordance with organisational requirements
6. develop plans and arrangements in accordance with the business continuity management life cycle
7. provide frameworks for management, co-ordination and control in accordance with organisational requirements including:
  - 7.1 procedures for determining when plans must be invoked
  - 7.2 roles and responsibilities of key people in the organisation
  - 7.3 prioritisation of organisational processes or services
  - 7.4 procedures for activating response arrangements
  - 7.5 provision of resources
  - 7.6 provision of resilient information and communications systems
8. balance resources committed to business continuity management against assessments of potential impacts of emergencies
9. present plans and arrangements in accordance with organisational requirements
10. encourage ownership of plans and arrangements at appropriate departmental levels in accordance with organisational requirements and guidelines
11. raise awareness of plans and arrangements in accordance with organisational requirements, with:
  - 11.1 senior managers
  - 11.2 decision makers
  - 11.3 relevant staff
  - 11.4 stakeholders
  - 11.5 the wider community
12. confirm provision of training for staff or other persons in accordance with organisational requirements
13. confirm provision of exercises to validate and practice plans and arrangements in accordance with organisational requirements
14. arrange for circulation of all or part of business continuity plans, in

Develop, maintain and evaluate business continuity plans and arrangements

---

- accordance with organisational requirements and guidelines
- 15. confirm that plans are reviewed and kept up to date, in accordance with organisational requirements, and:
  - 15.1 the potential impact of disruption or emergencies
  - 15.2 organisational changes
  - 15.3 lessons identified from incidents and exercises

Develop, maintain and evaluate business continuity plans and arrangements

---

## Knowledge and understanding

You need to know and understand:

1. current legislation, guidance and standards relevant to business continuity management
2. the legislation, regulations and related guidance relevant to information sharing
3. how to confirm aims, scope and objectives of business continuity plans and arrangements
4. the importance of involving relevant stakeholders in the planning process and recognising their requirements and expectations
5. the business continuity management life cycle
6. potential impact of emergencies on the organisation
7. how to conduct business impact analysis
8. roles and structure of local and regional forums for Integrated Emergency Management (IEM)
9. how to identify aspects of business continuity planning which can be addressed by training or exercising
10. how to plan for provision of relevant resources in the event of a business interruption or emergency
11. information needs following business interruptions or emergencies
12. how to identify critical and non-critical functions of the organisation
13. organisational structure, governance and business processes
14. organisational priorities for processes or service delivery
15. methods of raising awareness of business continuity plans and arrangements
16. the importance of obtaining ownership of plans and arrangements at the appropriate departmental level
17. the importance of developing a business continuity management culture within an organisation
18. how and why business continuity plans must be systematically reviewed

## Develop, maintain and evaluate business continuity plans and arrangements

### Behaviours

Listed below are the main generic behaviours which need to be applied. These are explicit/implicit in the detailed content of the standard and are listed here as additional information:

- 1 community minded
- 2 determined
- 3 open minded
- 4 realistic

### Skills

Listed below are the main generic skills which need to be applied. These are explicit/implicit in the detailed content of the standard and are listed here as additional information:

- 1 analysing
- 2 communicating
- 3 consulting
- 4 impact analysis
- 5 influencing
- 6 interpersonal
- 7 interviewing
- 8 negotiating
- 9 networking
- 10 organising
- 11 leadership
- 12 prioritisation
- 13 problem solving
- 14 project management
- 15 plan/report writing
- 16 strategy planning

### Glossary

Frequently used terms and how they should be interpreted in the context of the Civil Contingencies NOS:

#### **Business continuity plan**

A documented set of procedures and information intended to deliver continuity of critical functions in the event of a disruption.

#### **Business impact analysis**

A method of assessing the impacts that might result from an incident and the levels of resources and time required for recovery.

#### **Organisation**

## Develop, maintain and evaluate business continuity plans and arrangements

---

Public, private or voluntary bodies.

### Links to other NOS

This standard is linked to:

- 1 CCAB1 Anticipate and assess the risk of emergencies
- 2 CCAD2 Promote business continuity management
- 3 CCAE1 Create exercises to practice or validate emergency or business continuity arrangements
- 4 CCAE2 Direct and facilitate exercises to practice or validate emergency or business continuity arrangements
- 5 CCAF1 Raise awareness of the risk, potential impact and arrangement in place for emergencies

Develop, maintain and evaluate business continuity plans and arrangements

<b>Developed by</b>	Skills for Justice
<b>Version Number</b>	2
<b>Date Approved</b>	November 2014
<b>Indicative Review Date</b>	November 2019
<b>Validity</b>	Current
<b>Status</b>	Original
<b>Originating Organisation</b>	Skills for Justice
<b>Original URN</b>	SFJCCAD1
<b>Relevant Occupations</b>	Health, Public Services and Care; Public Service and Other Associate Professionals; Firefighters; Health Professionals; Police Officers; Public Services and Care; Public Services
<b>Suite</b>	Civil Contingencies
<b>Keywords</b>	anticipate; promote; create; facilitate; emergency plans; emergency; emergencies; emergency management