

BCM REQUIREMENTS

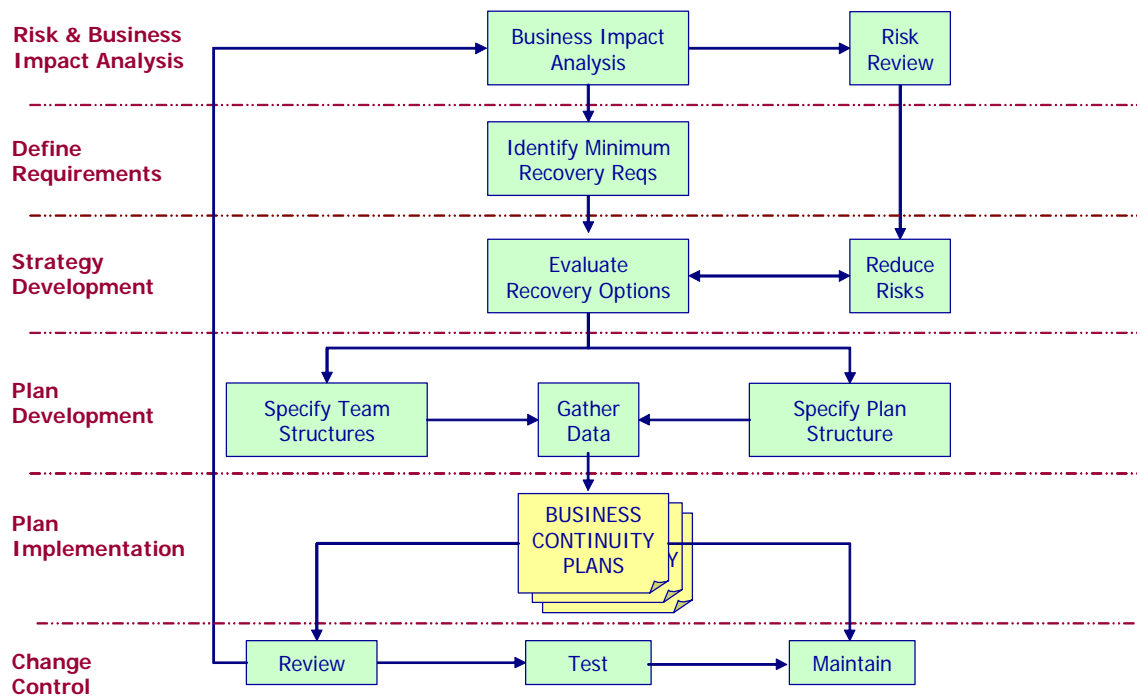
1. Phases

The diagram below illustrates the sequential phases of BCM implementation. To implement a full BCM solution from scratch is an arduous and time consuming task, especially when demands of the business occupy the available talent. Aqua offers a solution that can be matched to the life cycle status, talent available internally and the implementation timescales involved.

We can either take on the project full life cycle from Risk & Business Impact Analysis to Implementation or step in and out at any phase to assist the clients' BCM team.

Each phase requires an organisation to establish a set of templates, processes, training modules etc. A significant proportion of these 'products' are standard across all organisations. Thus, using aqua to run the project gives the clients access to an accumulated intellectual and artefact resource.

Aqua's templates and pre-structured processes enable a BCM team to accelerate implementation, whilst achieving 100% compliance with international regulations and guidelines. Our experts work with a wide variety of institutions in both Europe and the Middle East, often within highly secure environments such as the card payment sector where compliance with additional standards e.g. EMV are a pre-requisite.



2. Approach

2.1 Conduct Risk and Business Impact Analysis



The Risk and Business Impact Analysis phase would identify and quantify the particular threats and vulnerabilities to all the functional business lines. The report would assess the business impact and include recommendations as to the risk reduction measures that should be considered.

The main objective of this phase is to identify any 'single point of failure' (SPF) in the business processes, IT and premises infrastructure or services and to establish which business systems and services are critical to business continuity.

The objectives of the Risk and Business Impact Analysis are to:

- Identify and evaluate the extent of the threats and exposures that exist
- Assess the effectiveness of any existing counter-measures
- Document risk reduction recommendations
- Assess the consequential business impact
- Determine the Recovery Time Objectives (RTO)
- Define the minimum recovery resource and infrastructure requirements
- Develop an outline Business Continuity Management strategy and action plan
- Promote awareness of business risk and disaster contingency issues

Methodology

A Risk and Business Impact Analysis is conducted by means of a structured interview with representatives from each business, IT and support function. The purpose of this interview is to establish the key business processes and dependencies required to carry out each function, to identify what 'threats and exposures' currently exist and to establish the 'business impact' of not being able to conduct this function.

A BIA questionnaire customised to suit the specific requirements is based on a standard template. A review of the building / office security and a physical assessment of the IT and the premises infrastructure would be conducted as part of this phase.

Deliverables

The primary deliverable would be a Risk and Business Impact Analysis Report for all areas of business containing the following information:

- A management summary of the major risk and exposures
- An identification of the major business threats and exposures for each function (this would particularly highlight any 'single point of failure' that may exist)
- A list of risk reduction recommendations
- A business impact assessment
- A schedule of minimum recovery requirements by business function
- An outline Business Continuity Management 'Mission Statement' and strategy with recovery time objectives

Included in this phase is a meeting with senior management to discuss this report and to agree the BCM 'Mission Statement', strategy and the terms of reference for the subsequent project phases. It is recommended that a BCM Steering Committee be established.

Time Estimates

This phase of the project could take in the order of 1 to 2 weeks elapsed time to complete and is based upon the assumption that there would be a maximum of 8 interviews with department heads or key functional representatives and a maximum of 1 operational location to be considered within the Risk and Business Impact Analysis Report.



2.2 Plan Development

BCM Recovery Team Structure & Plan Templates

Discuss and agree a BCM Recovery Team structure and develop a standard plan template and associated documentation for each of the following recovery teams:

- Incident Alert Team
- Crisis Management Team (may be combined with the IAT)
- Information Technology
- Administration (Premises / Facilities)
- Business Functions (one for each function)
- Emergency Call List

Deliverables

- Customised company standard plan templates for each recovery team
- Review and agree templates and team members with Management
- Completed outline recovery plan for each business function
- Quality Assurance of each plan

2.3 Create Plan Development, Maintenance and Testing Guides, Train BCM Coordinator

Develop a Plan Development, Maintenance and Testing Guide for use by the Business Continuity Management Coordinator and Plan Owners.

Deliverables

- BCM Roles and Responsibility definitions
- Comprehensive Plan Development, Maintenance and Testing Guide
- Conduct training of nominated Business Continuity Management Coordinator