

# Abstract of the Good Practice Guide to... Business Continuity

The purpose of this Guide is to describe the general principles and practical application of Business Continuity Management, or BCM, to enable Facilities Managers to develop an understanding of the issues. The Guide is aimed at those with little, or no, previous knowledge of Business Continuity, although familiarity with the working environment and the culture in which Business Continuity is to be implemented is assumed.

The Guide starts by describing the six stages of the Business Continuity Management life cycle:-

- Establishing the BCM organisation
- Understanding the business
- Determining the BCM strategy
- Developing and implementing a BCM response
- Exercising, maintaining and reviewing the BCM arrangements
- Embedding BCM into the business culture

In establishing the BCM organisation it is emphasised that the BCM team must operate with the board's support and endorsement. The three principal tools for understanding the business are described, namely

- Business Impact Analysis
- Risk Assessment
- Continuity Requirements Analysis

This process leads to the Recovery Time Objective, the timescale within which an activity must be restored, and the Recovery Point Objective, the condition to which it must be restored, to enable business activities to be resumed. The Continuity Requirements Analysis quantifies the resources necessary to achieve the RPO within the RTO.

The Guide goes on to outline the various strategies that may be adopted to recover each activity; this defines what it is proposed to do. The next stage, developing and implementing a BCM response, describes the most detailed part, how the strategic issues would be addressed.

It is emphasised that no confidence can be placed in a recovery plan if it has not been exercised and the personnel had practice to gain the necessary competence, confidence and knowledge to act. The process for doing that is described.

The final stage describes embedding BCM into the business culture. This should lead to a common understanding of the value of Business Continuity Planning, ranging from board-level support to staff commitment to exercises.

The Guide contains eight Tables that provide templates for formulating a Business Continuity Strategy and recommends seventeen DOs and DON'Ts of good practice.

*For more information on good practice guides email series editor Bob Anderson at [psc@bifm.org.uk](mailto:psc@bifm.org.uk). Guides are free to BIFM members and retail at £10 per copy to non-members. To obtain a copy, email [gpg@redactive.co.uk](mailto:gpg@redactive.co.uk)*

