

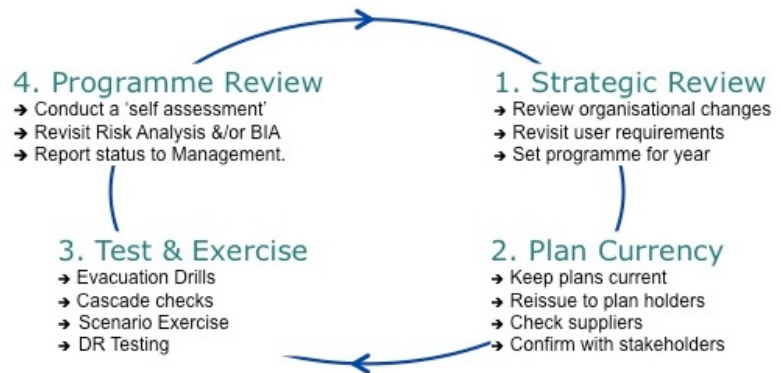
Managing Business continuity through the seasons.

To every thing there is a season, and a time to every purpose under the heaven. *Ecclesiastes 3*.
And it's no different for Business Continuity Managers (BCMs). There's a time ...

- A time to set goals.
- A time to amend.
- A time to test.
- A time to review.

Business Continuity Managers are charged with the responsibility for keeping plans and solutions up to date and exercised. The effort in implementing Business Continuity solutions and documenting plans and procedures is of little benefit if such solutions and procedures are not appropriately maintained.

You should establish an annual maintenance life cycle that closely resembles:



1. Strategic Review

The Incident Management Team (IMT) should meet annually at the start of each year to discuss organisational changes, assess the status of the BIA and agree a programme of works for the coming year.

2. Plan Currency

Business Continuity Plans should be reviewed and updated at least twice yearly or on demand if there is a significant organisational change. Key suppliers' contingency arrangements should be reconfirmed.

3. Test & Exercising

As part of an ongoing commitment to Business Continuity Planning, you should adopt an annual Test Programme that requires each business location to conduct, at a minimum:

- Two building evacuation **DRILLS**
- One cascade call **EXERCISE**
- One scenario **REHEARSAL**
- A **TEST** of the Disaster Recovery capability.





The first three tests are 'generic' as they are repeated exercises. The fourth, DR Testing, is 'specific' as the scope will change on each occasion.

4. Programme Review

At the end of each year, the IMT led by the BCM should assess the year’s achievements and discuss issues arising and lessons learnt. This process will then inform the next year’s Strategic review. A short report to the Management Team should be prepared.

In our experience most firms experience a lull during the summer months and Business Continuity Planning efforts pick up again in the autumn. Thus most annual cycles will run from, say, September through August.

See below for how this might look in the calendar.

	<p>AUTUMN</p> <p>CONDUCT STRATEGIC REVIEW</p> <p>REVIEW BIA & RISK ASSESSMENT</p> <p>UPDATE PLANS (1)</p>	<ul style="list-style-type: none"> ● Set Goals ● Plan updates & reissue. ● Book DR testing slot(s).
	<p>WINTER</p> <p>COMMENCE TEST & EXERCISE PROGRAM</p>	<ul style="list-style-type: none"> ● Drills & cascade checks. ● Plan scenario exercise.
	<p>SPRING</p> <p>UPDATE PLANS (2)</p> <p>CONTINUE TEST PROGRAM</p>	<ul style="list-style-type: none"> ● Plan updates & reissue ● Minor team(s) Scenario Exercise ● Conduct DR Test
	<p>SUMMER</p> <p>COMPLETE TEST PROGRAM</p> <p>CARRY OUT PROGRAMME REVIEW</p>	<ul style="list-style-type: none"> ● Key Team Scenario Exercise ● BIA/RA revisit ● Assess programme performance

If you wish to learn more about this process and how we might help, please do not hesitate to call us on 020 7353 9498.