

# Planning a Business Continuity Exercise

A Suffolk Resilience Business Continuity Forum Event

BT Adastral Park  
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**Rick Thornton**

Business Continuity Manager

**Lesley Fayers**

Business Continuity Officer

**Chris Blackman**

Senior Emergency Planning Officer

Suffolk Joint Emergency Planning Unit



# Time Table

1. Why run an exercise?
2. What sort of exercises are there?
3. Who should participate?
4. What should you test?
5. Case study from Willis
6. How do you build a test scenario?

## Format:

Presentations and participation

Why run an exercise

And

What sort of exercises are there?

# Why run an exercise?

## Validation –

Have you written the right plans?  
Do they match the critical activities  
or key threats?

## Verification –

Is the content right in the plan?  
Is it set out in logical order with the  
information you need?



## Test –

Challenges your assumptions  
Make sure the chosen actions work  
Mistakes can be identified

# Wider benefits run an exercise

- It raises awareness of the BC process throughout the organisation.
- Improves staff confidence.
- It develops team work.
- Shows due diligence.
- Commercial benefit.
- Any other benefits you can think of?

# What sort of exercises are there?

	Type	Technique	Process	Participants	
<b>High</b>  <b>Frequency</b>	Desk Check	<ul style="list-style-type: none"> <li>•Audit</li> <li>•Validation</li> <li>•Verification</li> </ul>	Review and challenge the contents of the plan	<ul style="list-style-type: none"> <li>•Author of plan</li> <li>•Independent checker</li> </ul>	<b>Low</b>  <b>Complexity</b>
	Walkthrough Plan and/or infrastructure		Extended Desk Check to check interaction and the roles of participants	<ul style="list-style-type: none"> <li>•Author of plan</li> <li>•Main participants</li> </ul>	
	Simulation	<ul style="list-style-type: none"> <li>•Scenario</li> <li>•Free play</li> <li>•Controlled</li> <li>•Time-lapse</li> <li>•Unannounced</li> <li>•Live</li> <li>•Tabletop</li> <li>•Individual</li> </ul>	Incorporates associated plans: <ul style="list-style-type: none"> <li>•Business</li> <li>•Site/ Buildings</li> <li>•Communication</li> <li>•Public Relations</li> <li>•ITDR</li> <li>•BCM Resource Recovery Supplies</li> </ul>	<ul style="list-style-type: none"> <li>•Main participants</li> <li>•Facilitator</li> <li>•Observers</li> <li>•Co-ordinators</li> <li>•Umpires</li> </ul>	
	Functions	<ul style="list-style-type: none"> <li>Component(s)</li> <li>Integrated Component(s)</li> </ul>	Moves to and recreates one or a number of business functions at an alternative pre-planned site.	<ul style="list-style-type: none"> <li>•Employees and staff in specific business area</li> <li>•Facilitator</li> <li>•Co-ordinators</li> <li>•Observers</li> <li>•BC resource recovery providers</li> </ul>	
	Full Plan		Close down of entire site/ building and relocation of work	<ul style="list-style-type: none"> <li>•All employees and staff</li> <li>•Facilitator</li> <li>•Co-ordinators</li> <li>•Umpires</li> <li>•Observers</li> <li>•BC resource recovery providers</li> </ul>	<b>High</b>

# What sort of exercises are there?

Discuss in your table groups: 20 minutes

What sort of exercise would be suitable for your respective organisations?

Have you tested any of your plans so far? If so, which ones. Discuss with the group what was involved.



# Who should participate?

- Planners

- Observers and Facilitator

- Players

- Crisis Management Team

- Senior management team not already in the CMT

- Any people who are named in the plan as having a role to play

Different people for different plans



# What should you test?

- Have a test schedule and list the plans to test and the timescales to run the exercises.
- Written plans or emergency procedures
- Communication plans
- Call tree procedures
- Team plans

<u>Threat</u>	Exercise	Real event	Date	Post Exercise		
Loss of staff				Y	Y	Y
Loss of key partner						
Loss of access to remote complex						
Loss of utilities						
Loss of utilities at Records Office						
Loss of transport (potential cause fuel)						
Loss of access to data						

# Building a test scenario

- Before you start
  - A test exercise should be the culminating exercise
  - Get senior management support
  - Define the aim (clear & concise), scope & objectives
  - Get it in people's diaries early
  - Form an exercise planning group
  - Make sure those taking part have had exposure to the plan and have an understanding of business continuity.

# Building a test scenario

- Choosing the scenario
  - Make it realistic, interesting & demanding
  - Exercise injects - think carefully about the response inject actions may prompt
  - Work out a inject timetable/sequence of events – consider time lapse/jump
  - Keep it within the capabilities of the people taking part
  - Consider any health & safety aspects

# Building a test scenario

Discuss in your table groups: 15 minutes

- What sort of scenarios could you use for an exercise to test loss of building?
- What sort of injects could you use?
- What other props could you use?
- What could you do to make it realistic?

# Running an Exercise

- Hold a pre exercise briefing for participants & DI staff
- Make sure everyone has the correct information according to whether they are a player or Directing Staff – “Exercise Instruction”
- Ensure exercise Directing Staff keep the exercise on track/time & only intervene when really necessary
- Communication between exercise Directing Staff is important particularly during a live exercise

# Holding a debrief

- Hot debrief
  - At the end of the exercise after a short break
  - Keep it constructive
  - Don't make anyone look at fault
  - Ask for typed up notes from observers
  - Thank everyone for their involvement



# Holding a debrief

- Cold debrief
  - Held some weeks later using typed up reports
  - Outcome should be lessons identified to improve the plan, amend any errors (contact numbers out of date etc) or on running future exercises
  - Plan should be updated as a result
  - Thank everyone for their input

# Next Forum Event

## **Business Impact Assessment**

**8<sup>th</sup> April 2010 09:45 – 12:45**

**Willis, Friars St, Ipswich, IP1 1TA**

- Identifying functions and threats.
- Data gathering methods.
- BIA methodology.

# Questions?

Templates and downloads can be found on our web site

[www.suffolkresilience.com](http://www.suffolkresilience.com)

Click on business continuity

**Rick Thornton – 01473 260439**

[Rick.thornton@suffolk.gov.uk](mailto:Rick.thornton@suffolk.gov.uk)

**Lesley Fayers – 01473 264099**

[lesley.fayers@suffolk.gov.uk](mailto:lesley.fayers@suffolk.gov.uk)