



RISCAuthority

ROBUST V3 User Guide

User Guide for ROBUST V3 – Resilient Business Software Toolkit. A simple aid for the production of an effective Business Continuity Plan brought to you free of charge by RISCAuthority: promoting best practice in loss prevention and funded by a group of UK insurance companies.

Document Version 1.0



06/11/2012



Contents

1	Introduction	- 3 -
2	Acquiring ROBUST	- 3 -
3	Sources of help	- 3 -
4	What's new in Version 3?	- 3 -
5	Version 2 improvements	- 4 -
6	Configuring ROBUST to your business	- 4 -
6.1	Company structure	- 4 -
6.2	Roles and responsibilities of personnel	- 5 -
6.2.1	Business Continuity Manager (BCM)	- 5 -
6.2.2	Resilience Director	- 6 -
6.2.3	High Level Working Group Member (HLWGM)	- 6 -
6.2.4	Business Area Managers	- 6 -
6.2.5	Activity Owners	- 6 -
6.2.6	Strategic Resource Category Owner	- 6 -
6.2.7	Tactical Resource Recovery Owner	- 6 -
7	Understanding the ROBUST method for the production of a BCP	- 7 -
8	ROBUST: Population Walkthrough	- 10 -
8.1	Setting the Activity priority reporting level	- 10 -
8.2	Locating and re-locating the data directory	- 11 -
8.3	Pre-population	- 12 -
8.4	3 Stage Business Impact Analysis	- 16 -
8.5	Moderation	- 27 -
8.6	Issuing the Business Continuity Plan	- 30 -
8.7	Incident Management Plan Generation	- 32 -
8.8	Maintenance, Review, Rehearsal and upkeep	- 34 -
9	What next?	- 35 -
10	ROBUST future developments	- 35 -
	Annex A – ROBUST's menu structure	- 36 -

1 Introduction

ROBUST (Resilient Business Software Toolkit) is designed to help your business produce an effective Business Continuity Plan (BCP) simply and efficiently and to provide on-the-spot help when capability is lost through the embedded Incident Management Planner (IMP).

The development and support of ROBUST has been financed through RISC Authority enabling its free distribution to end-users in pursuit of a better prepared business environment within the UK. RISC Authority is funded by a group of UK insurance companies in pursuit of risk reduction through research, advice and best practice and is administered on their behalf by the Fire Protection Association (FPA). For further information see:

www.RISCAuthority.co.uk

www.thefpa.co.uk

The intention of this manual is simply to advise on the use of the ROBUST software. It does not attempt to describe the methods or benefits of Business Continuity to your business. This information may be found within additional documentation on the ROBUST website or from other organisations such as the Business Continuity Institute and current British Standards:

<http://www.thebci.org>

2 Acquiring ROBUST

ROBUST and all ancillary documentation may be downloaded entirely free of charge from <https://robust.riscauthority.co.uk>. In signing up to receive ROBUST you will be kept informed by email of all relevant changes to the software and supporting information. Installation is described in a separate document also available from the ROBUST website:

3 Sources of help

Aside from the guides already described help may be found within the ROBUST software:

- On the left hand side of each screen pertinent to the operation being undertaken on that screen.
- At the top right hand corner of every screen by clicking the ? icon. This plays a timed animation of the overall ROBUST process as a convenient aid-memoir.

and from the website via:

- Downloadable documentation
- FAQ's
- Email query from the members area

4 What's new in Version 3?

Since its launch in August 2009 ROBUST has achieved an extensive network of users around the UK and many other regions of the world. ROBUST Version 3 is the product of feedback received from users and RISC Authority's commitment to improve overall function and usability on regular basis.

Compatibility with existing user data has been retained to ensure a very simple and resilient upgrade path.

1. ROBUST is now equipped with filter 'Activity priority reporting level' which dramatically reduces the burden of data exchange and completion if set to 'High Priority Activities Only'. The reporting level may now be set by the user and all processes pertinent to lesser priority Activities and their dependant Resources are ignored. Business Continuity Planning generally focuses only on those Activities critical to the survival and ongoing viability of the business.
2. More informative interface for locating and moving the BCP data directories
3. The ability to print out a Microsoft Outlook style address book of all entered key contact details that support the Business Continuity Plan
4. The ability to open documents (generated and reference) from within the software
5. Software Version number is now given in the Home page header
6. Minor bug fixes
7. Compatibility with ROBUST Version 2 data maintained

We value all feedback on the use of ROBUST to help with its on-going development.

5 Version 2 improvements

The improvements are as follows:

1. Data file may now be stored on a server or NAS device rather than just on a local machine
2. Now compatible with 64 Bit Operating Systems
3. Improved support and error feedback for the 'Excel Staff Import Tool'
4. On-line updating of RISC Authority BC guides and Risk Control documents
5. Improved BIA guidance at all stages
6. Event log now included in Incident Management Plan Report
7. Improved formatting of BCP and IMP documents
8. Will now accommodate insurer reference documents
9. Minor Bug Fixes
10. Compatibility with ROBUST Version 1 data maintained

6 Configuring ROBUST to your business

As a prerequisite to using ROBUST it is first necessary to consider your:

- company structure
- roles and responsibilities of personnel

6.1 Company structure

ROBUST has been designed with SME businesses in mind yet is capable of dealing with relatively complex company structures. By configuring ROBUST to mimic the actual company structure bespoke Business Continuity Plans (BCPs) can be generated to support your business at all relevant levels.

The idealised company structure comprises:

Name	Filter	Other function
Company	Issue complete BCP for company	Start of Business Impact Analysis
Site	Issue BCP for each Site	
Department	Issue BCP for each Department	
Business Area	Issue BCP for each Business Area	
Business Stream	Issue BCP to each Business Stream	

Aside from 'Company', any number of the other filter categories may be created within ROBUST. These are shown schematically in Figure 1.

Where the company structure is very much simpler, then only one of each filter category needs to be created.

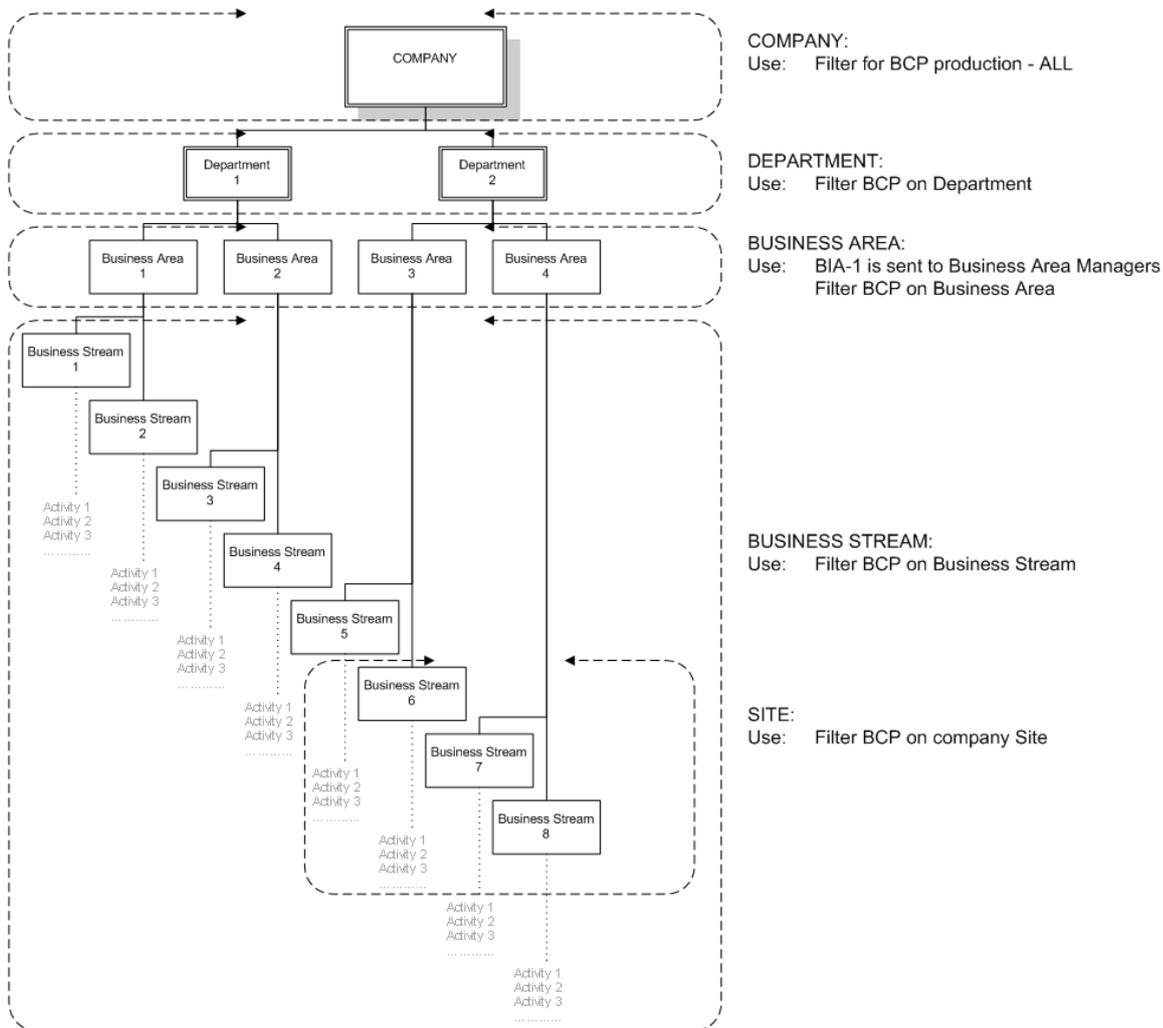


Figure 1 - Idealised company structure

6.2 Roles and responsibilities of personnel

In the early stages of configuring ROBUST you will be asked to populate the 'Staff Details' section with all personnel relevant to the production of the Business Continuity Plan. This can be done manually or via import using the supplied Microsoft Excel Spreadsheet.

Within ROBUST the role assignments required are as follows:

- Business Continuity Manager (BCM)
- Resilience Director (RD)
- High Level Working Group Members (HLWGM)
- Business Area Managers
- Activity Owners
- Strategic Resource Category Owners
- Tactical Resource Category Owners

All but the 'Activity Owners' should be known prior to commencing the population of ROBUST. These are described below.

6.2.1 Business Continuity Manager (BCM)

The Business Continuity Manager is responsible for the population of ROBUST in addition to its upkeep and ongoing maintenance. The ideal candidate for the position of BCP is an administrator who has a good understanding of the company's structure and key personnel. The Managing Director's PA or Company Secretary is often a good candidate.

Only one Business Continuity Manager is permitted within ROBUST.

6.2.2 Resilience Director

The Resilience Director has two key functions:

- Presides over the High Level Working Group (HLWG) during the Moderation process to confirm the priority assignments made for each Activity
- Leads the Incident Management Team (IMT) following an incident

The Resilience Director must possess a good overview of the Company's business, assets, and ambitions, and as such the role is often undertaken by the Managing Director.

Only one Resilience Director is permitted within ROBUST

6.2.3 High Level Working Group Member (HLWGM)

High Level Working Group members undertake the Moderation of the draft Business Continuity Plan under the direction of the Resilience Director to ensure the integrity of the priority assignments.

The High Level Working Group Members should have a good understanding of the Activities and associated Resource requirements pertinent to the area of the business they are representing and as such might typically be Department and Business Area heads.

There is no limit on the number of High Level Working Group Members permissible within ROBUST. The only criterion is that all areas of the company must be represented.

6.2.4 Business Area Managers

Business Area Managers are identified within ROBUST as a convenient starting point for beginning the Business Impact Analysis (BIA) process.

Upon receipt of the BIA-1 form the role of the Business Area Manager is to assemble a team to determine the key Activities undertaken, identify their dependent Resources, and assign ownership of the Activity to an Activity Owner and Business Stream.

6.2.5 Activity Owners

The role of the Activity Owner is to determine methods for the 'generic' recovery of the Activity if that capability is lost through damage of one or many of its dependent Resources. A 'Generic' recovery option is required to describe methods that may be more timely and suitable than awaiting the recovery of the damaged Resources: examples might include outsourcing or renegotiation.

There may be many Activity Owners within ROBUST with each Activity Owner owning many Activities. The Activity Owner is ideally someone who is intimately involved with the conduct or management of the Activity.

6.2.6 Strategic Resource Category Owner

Resources that underpin Activities are organised into categories that are fully editable within ROBUST. Pro-forma categories are provided such as Personnel, IT Equipment, Premises, Software & Data, Technical Support, Supply Chain etc. Each of the Resource categories must be owned by persons with Technical and Strategic responsibility, respectably.

The Strategic Resource Category Owner forms part of the Incident Management Team following an incident and is responsible for authorising the recovery and any associated funding.

The Strategic Resource Category Owner would ideally be sourced from a management role with budgetary spend authority.

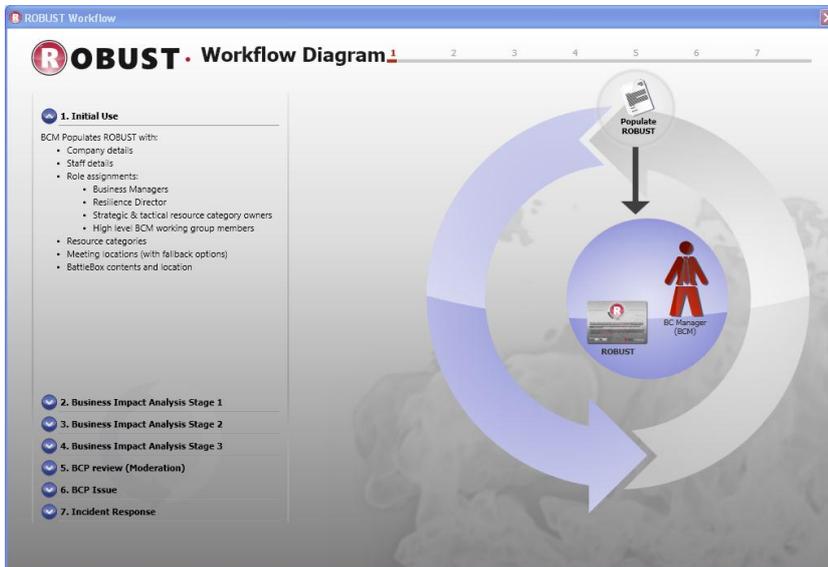
6.2.7 Tactical Resource Recovery Owner

The role of the Tactical Resource Category Owner is to provide 'Short term workaround' and 'Recovery' options for each Resource within their category. The Tactical Resource Category Owner also forms part of the Incident Management Team following an incident and is responsible for conducting the recovery.

The Tactical Resource Category Owner would normally have a job role coherent with the category they own i.e. Human Resources Manager might own the Resource Category 'Personnel'. The IT Manager might own the Resource categories 'Software & Data' and 'IT equipment' etc.

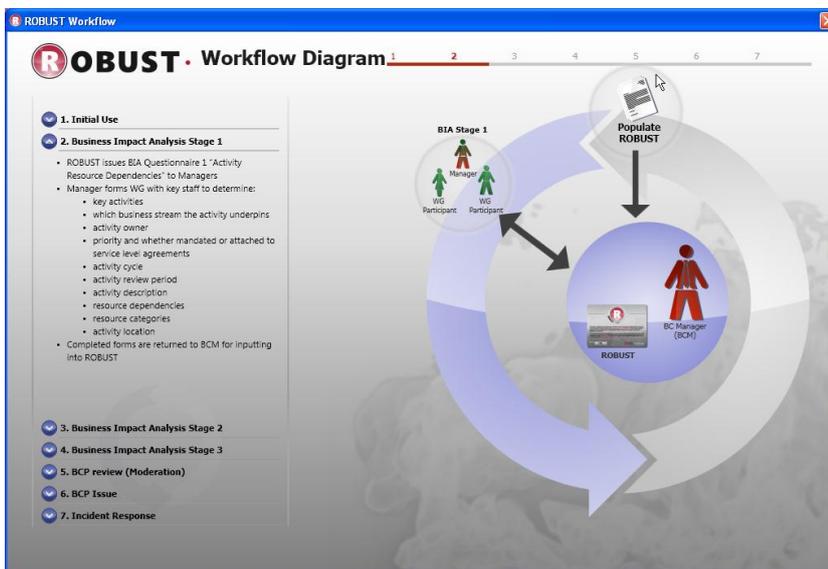
7 Understanding the ROBUST method for the production of a BCP

The following section provides a brief overview of the population process. A more detailed step-by-step description is given in the next section. All slides shown are embedded within the software as a timed animation and may be accessed from all screens by pressing the ? symbol in the top right hand corner.



Initial population:

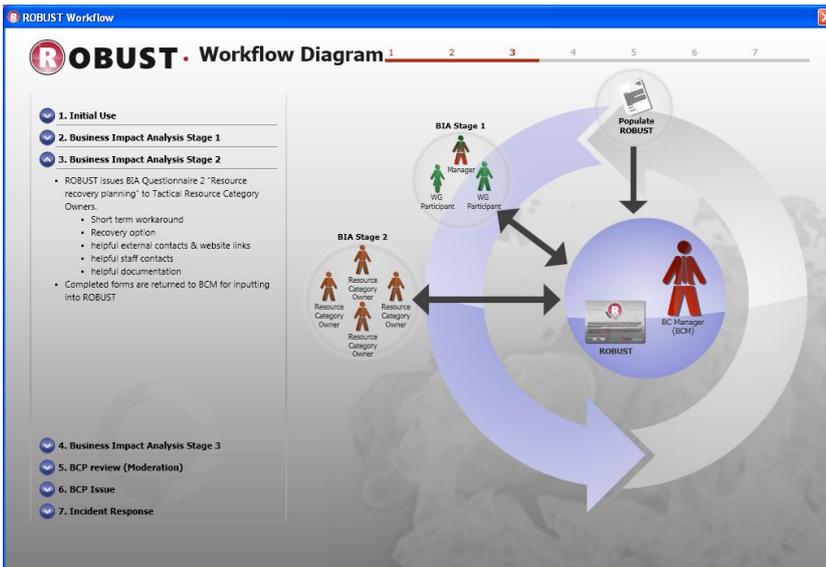
The Business Continuity Manager populates ROBUST with company, staff, and structure details.



Business Impact Analysis Stage 1:

The first part of the 3-stage Business Impact Analysis (BIA-1) commences with the issuing of forms to Business Area Managers to describe Activities and their dependant Resources.

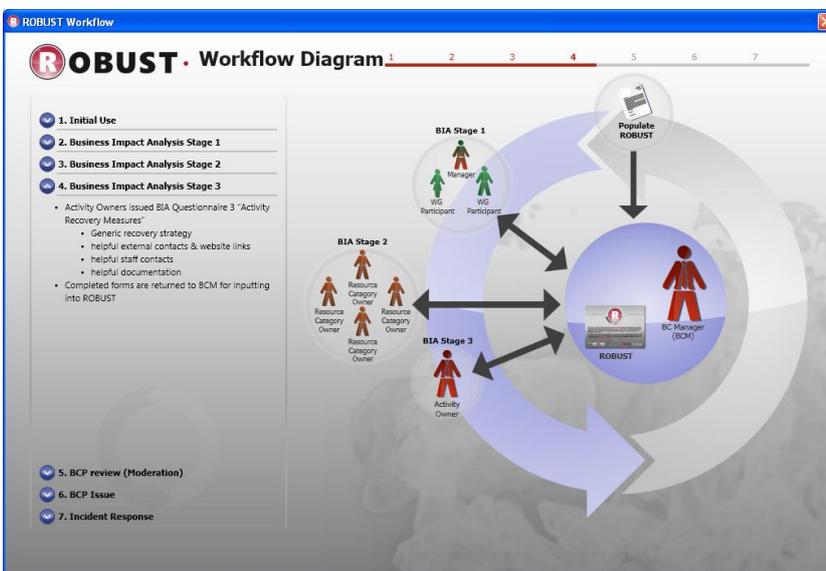
BCM inputs returned form data into ROBUST.



Business Impact Analysis Stage 2:

The second part of the 3-stage Business Impact Analysis (BIA-2) commences with the issuing of forms to Tactical Resource Category Owners to describe 'short term workaround' and 'recovery' options for Resources in their category.

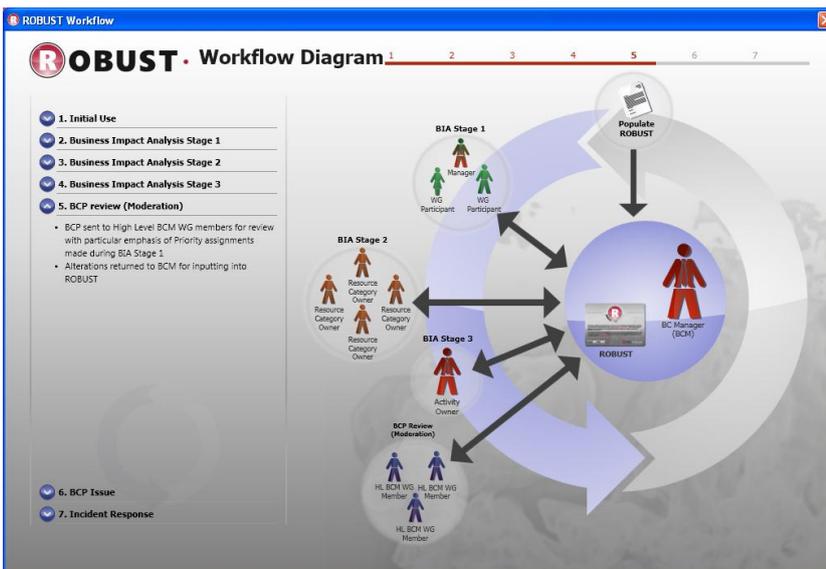
BCM inputs returned form data into ROBUST.



Business Impact Analysis Stage 3:

The third and final part of the 3-stage Business Impact Analysis (BIA-3) commences with the issuing of forms to Activity Owners to describe 'generic' recovery options for the Activities they own.

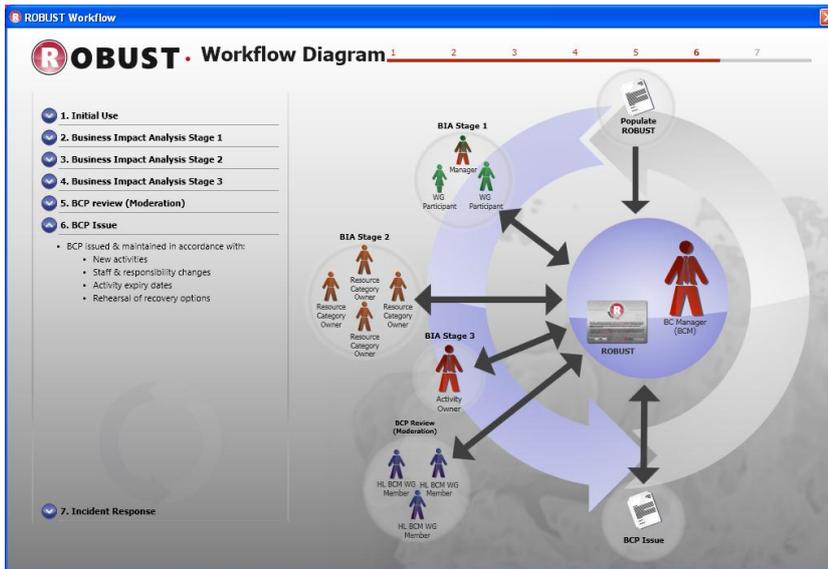
BCM inputs returned form data into ROBUST.



Moderation:

Following completion of the BIA ROBUST issues the Moderation Form to the High Level Working Group who, under the guidance of the Resilience Director, confirms the priority assignments for each Activity.

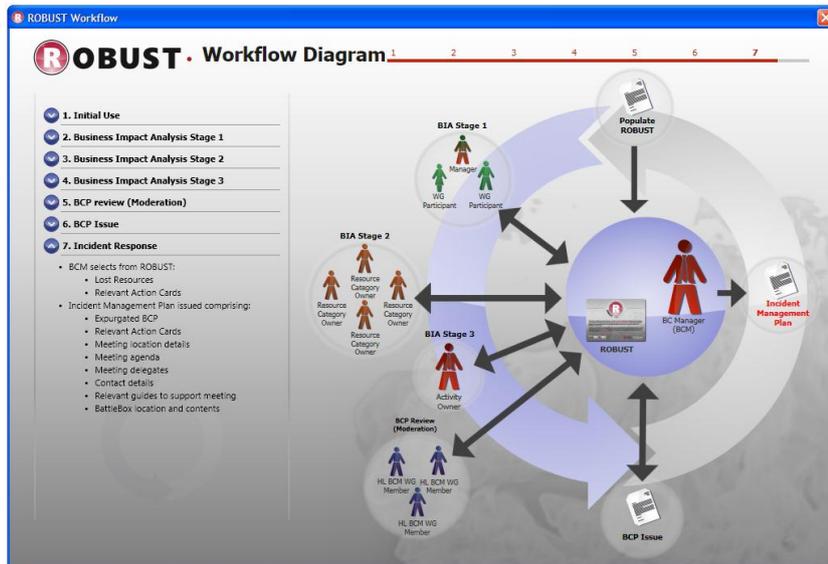
BCM inputs returned form data into ROBUST.



BCP Issue:

Once the BCP is Moderated the plan may be issued. BCPs may be produced bespoke to:

- Company
- Site
- Department
- Business Area
- Business Stream



Incident Management Plan:

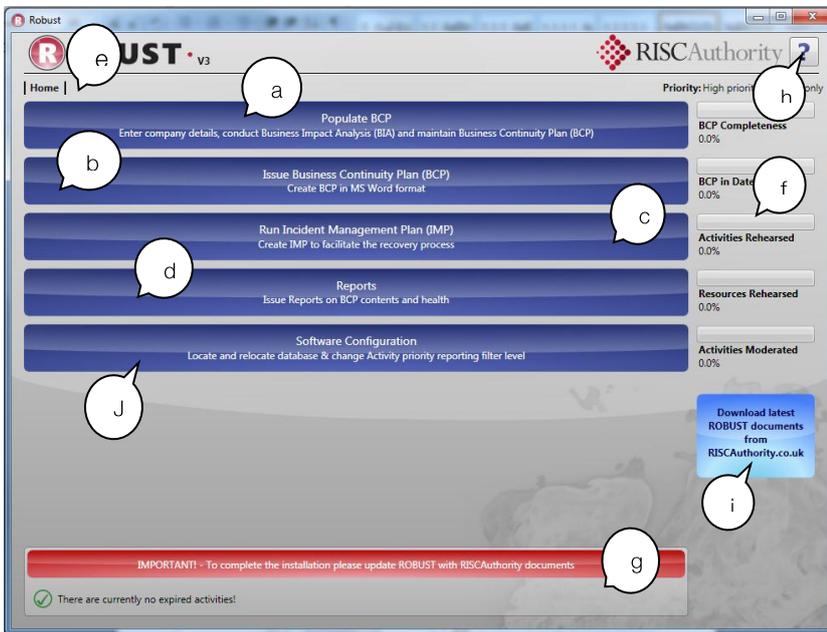
Following damage to Resources (or as part of a rehearsal), the Incident Management Plan (IMP) module will produce a comprehensive and bespoke suite of meeting notes to call together and support the Incident Management Team (IMT) to aid the recovery process.

The Incident Management Team comprises the Resilience Director, BCM, and Tactical and Strategic Resource Category Owners.

Through the ROBUST Menus all maintenance and upkeep tasks can be performed and the results of recovery rehearsals and periodic reviews recorded.

8 ROBUST: Population Walkthrough

This section describes the process of initial population of ROBUST using screenshots from the software. At all stages, some background analysis continuously 'ranks' Actives and their dependant 'Resources' in order of importance to your business. Every time lists are provided of 'Activities' or 'Resources' the most important ones will appear at the top of the list.

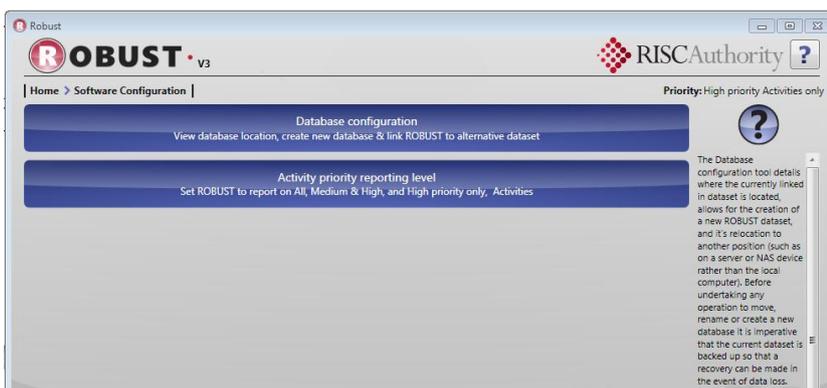


The ROBUST software Home Page provides:

- a. Button for initial set-up
- b. Button to issue the BCP
- c. Button to run IMP
- d. Button to run health-check reports
- e. Menu breadcrumb trail
- f. Key Performance Indicators
- g. Hot-linked ALERTS
- h. Animated HELP
- i. Document UPDATE button
- j. Software configuration button

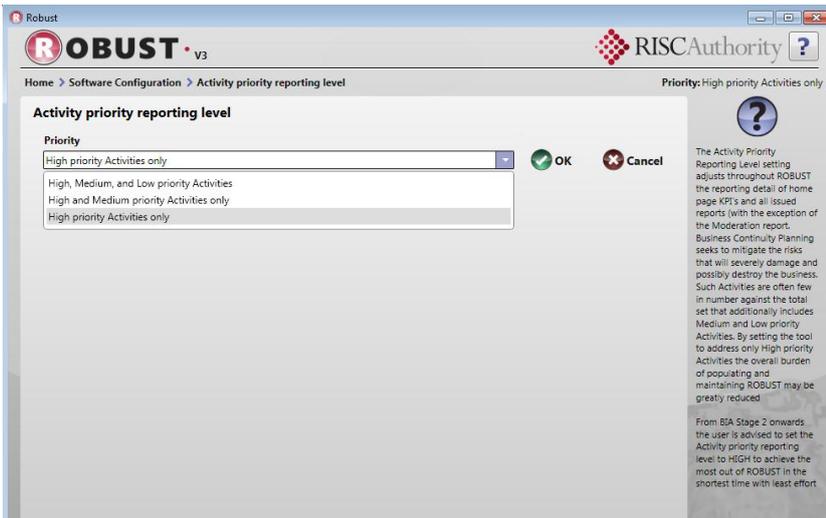
8.1 Setting the Activity priority reporting level

A newly introduced feature in Version 3 is the ability to set the software's reporting level in accordance with the allocated Activity priority. This selection propagates through all areas of the software in terms of data requests and reporting and can significantly reduce the amount of effort required to complete the process if only High priority activities are selected.



Software Configuration:
> Activity priority reporting level

Activity priority reporting level is accessed through the Software Configuration menu



**Software Configuration:
> Activity priority reporting level**

The user is asked to describe the reporting level for the software. By default this is set to 'High priority Activities only' which minimises the burden of completion whilst maintaining focus on critical Activities.

8.2 Locating and re-locating the data directory

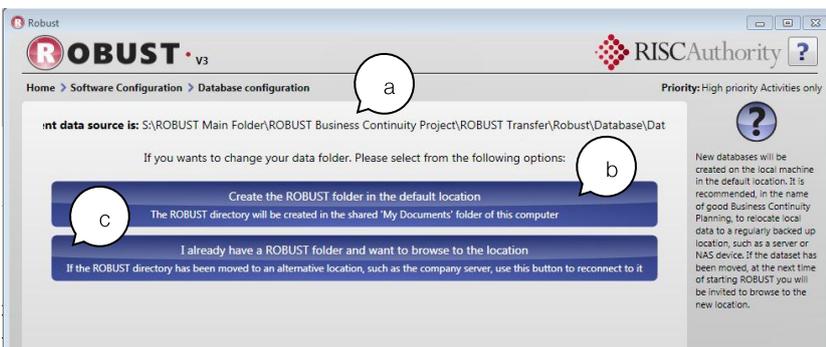
By default, the new data directory created upon software installation, named 'ROBUST', is located locally in the Shared section of the 'My Documents' folder of the computer's hard drive. It is better practice to relocate this directory to a back-up up or off-site location such as a server or NAS device. The process described below can also be used to re-connect to an existing dataset following software upgrade.

*** Before moving the data directory it is essential that a back-up is made to prevent data loss in the event of problems**



**Software Configuration:
> Database configuration**

Database configuration is accessed through the Software Configuration menu



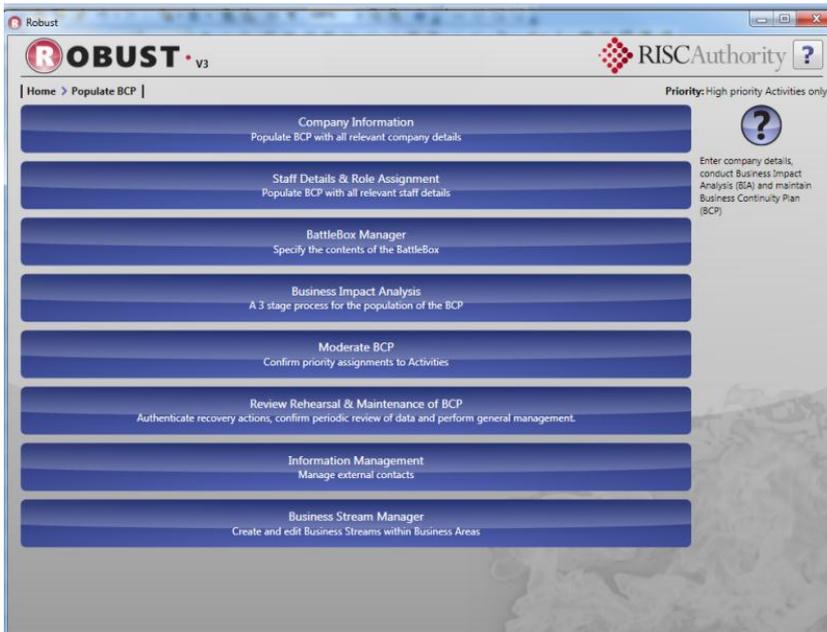
**Software Configuration:
> Database configuration**

- a. Path of currently used data directory
- b. Create a new data directory in the default location of 'My Documents' on the local computer
- c. Register the software to a pre-existing data directory, or one recently moved to an alternative location (such as a server or NAS device)

Note: if this screen comes up unexpectedly on launching the software it may be that the data directory is located on a device that requires an internet connection which is not currently available.

8.3 Pre-population

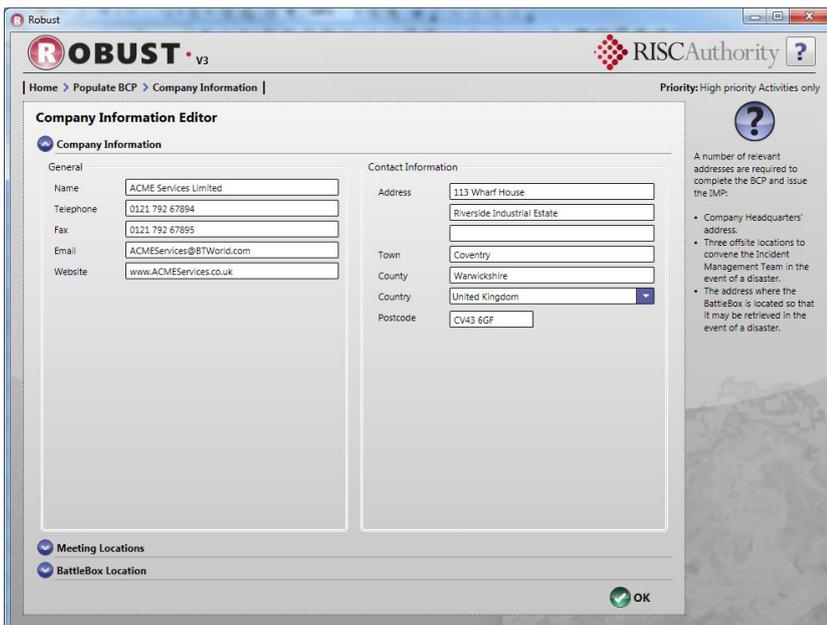
This section describes how ROBUST is initially configured to mimic your company's structure and staff roles.



Populate BCP:

Initial set-up requires the BCM to enter company and staff information against:

- Company Information
- Staff Details & Role Assignments
- BattleBox Manager



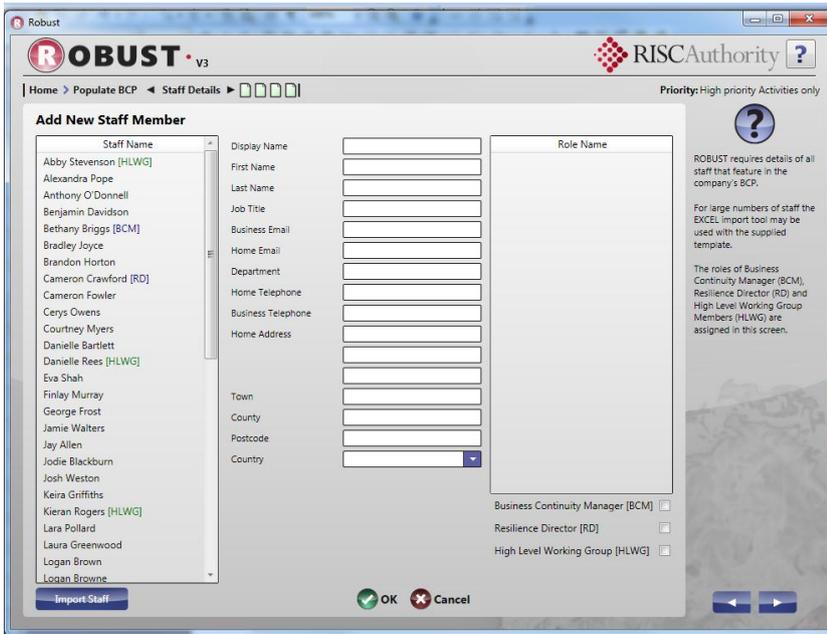
Populate BCP:

>Company Information

ROBUST uses concertina type menus to access multiple page within screens. These are accessed using the ↑ & ↓ icons.

BCM to input:

- Company address and contact information
- Meeting locations – options for 3 alternative meeting locations for the Incident Management Team to RV from which to orchestrate the recovery when denial of access is an issue.
- Location of the BattleBox



Populate BCP:

>Staff details and role assignments

>Staff Details

A wizard is used to populate the staff and structure details within ROBUST. Successive screens are accessed using the ← & → icons.

BCM to input:

- Staff details: Manually, or using the Microsoft Excel template provided.
- Staff roles
 - BCM
 - Resilience Director
 - High Level working Group Member

Note:

The following data is mandated for describing Staff for both manually inputted data and data uploaded using the Excel Import Facility (using the template provided in ROBUST's 'Internal Documents' directory).

- Display Name
- First Name
- Last Name
- Job Title
- Department

Import will fail if this data is not complete for all provided staff names

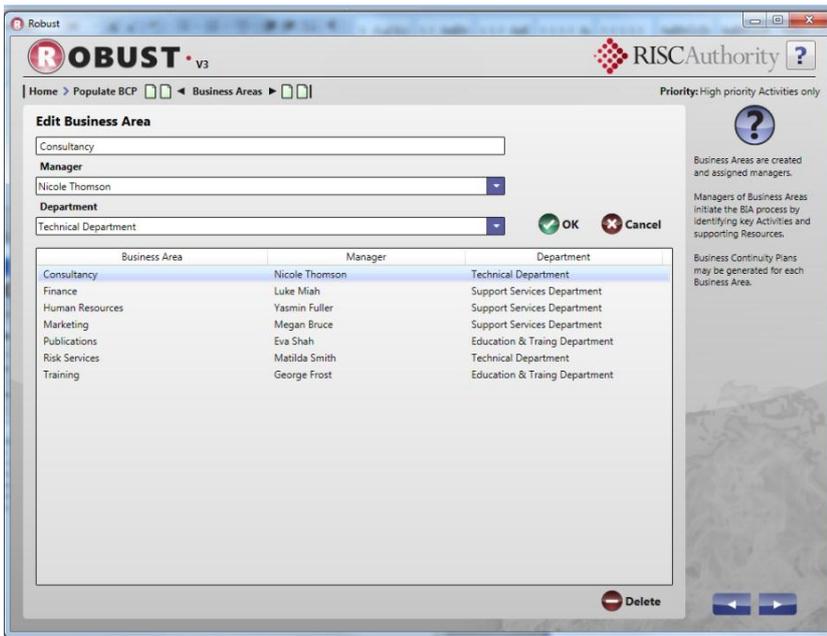


Populate BCP:

>Staff details and role assignments

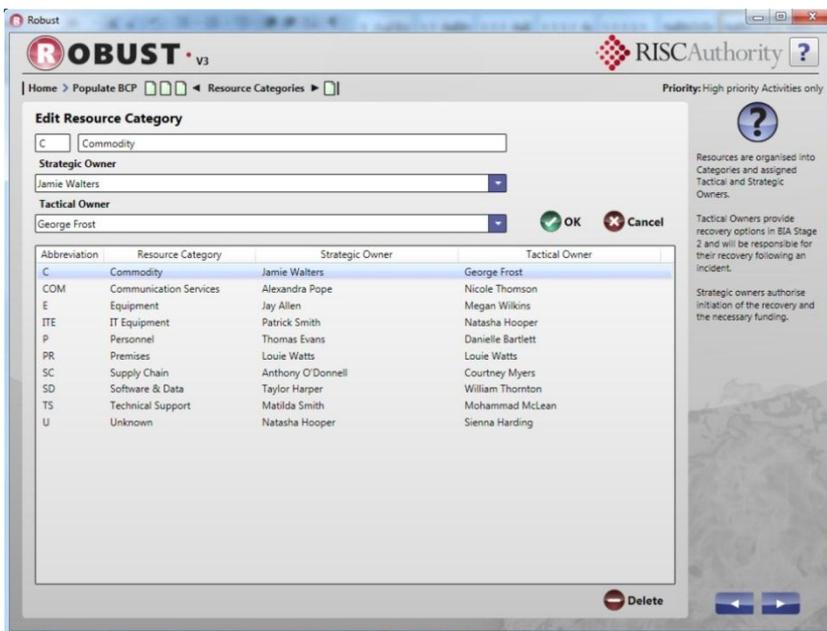
>Add New Department

BCM to input Department details as described in Section 6.1



Populate BCP:
 >Staff details and role assignments
 >Edit Business Areas

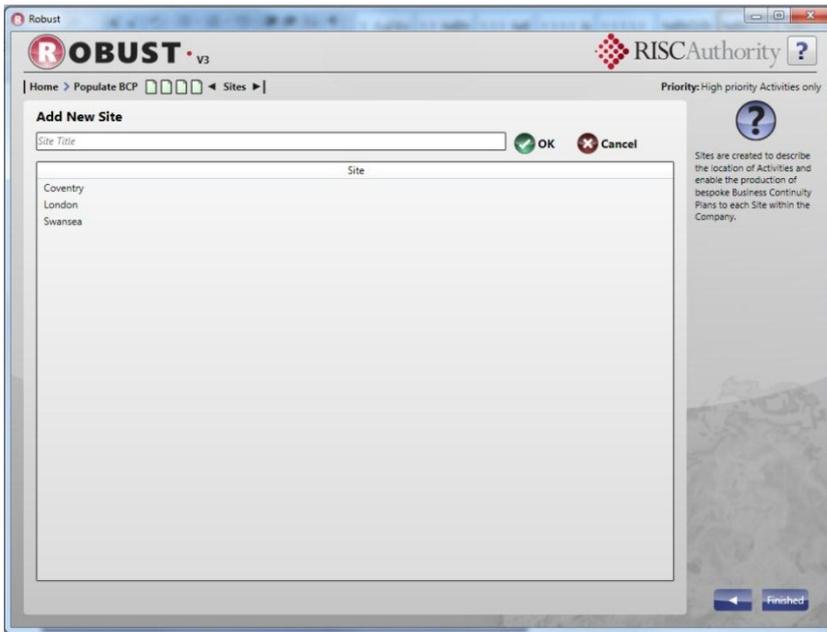
BCM to input Business Area details as described in Section 6.1



Populate BCP:
 >Staff details and role assignments
 >Edit Resource Category

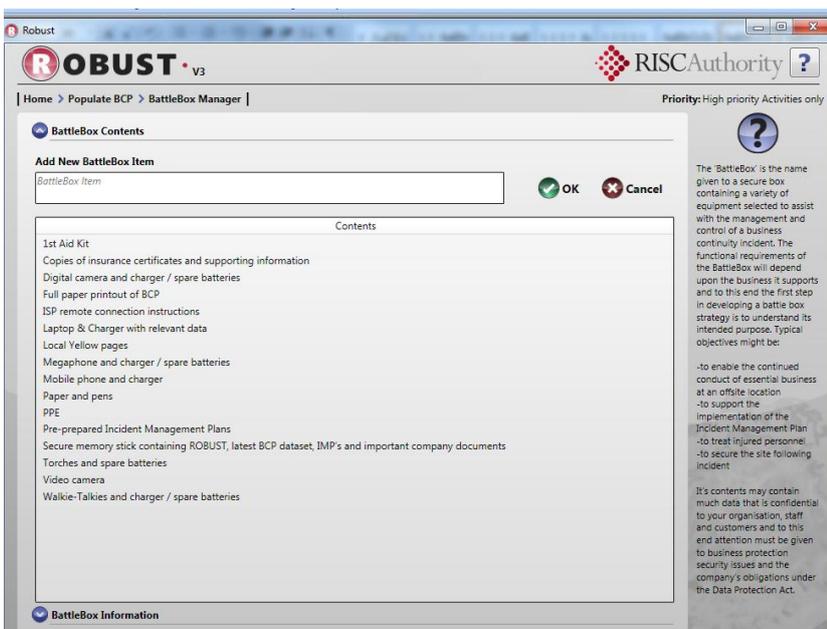
BCM to:

- Amend Resource Categories to fit their business model if required
- Allocate Strategic owner to each category as described in Section 6.2
- Allocate Tactical owner to each category as described in Section 6.2



Populate BCP:
 >Staff details and role assignments
 >Add New Site

BCM to input company Site details as described in Section 6.1



Populate BCP:
 >BattleBox Manager

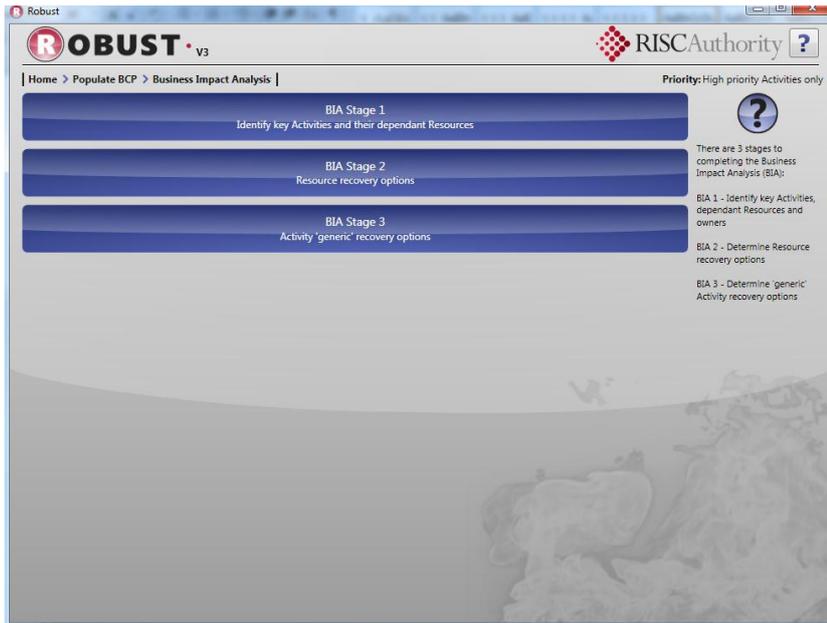
The BattleBox is a suite of equipment and information usually held in a secure off-site location that can help in the recovery process particularly when denial of access is part of the incident.

BCM to populate the BattleBox accordingly.

Location and review information may be entered in the 2nd screen: BattleBox Information.

* *The contents of the BattleBox is often developed over time as the plan is developed and results of recovery rehearsals are known.*

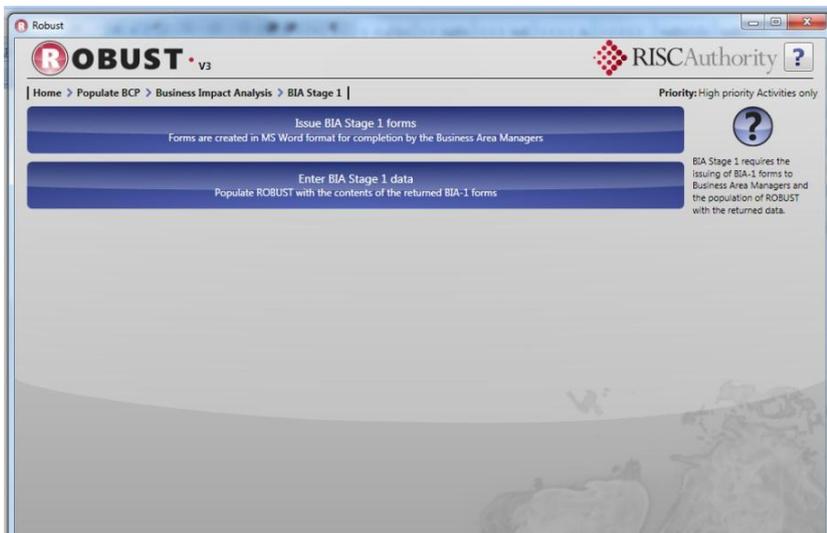
8.4 3 Stage Business Impact Analysis



Populate BCP: >Business Impact Analysis

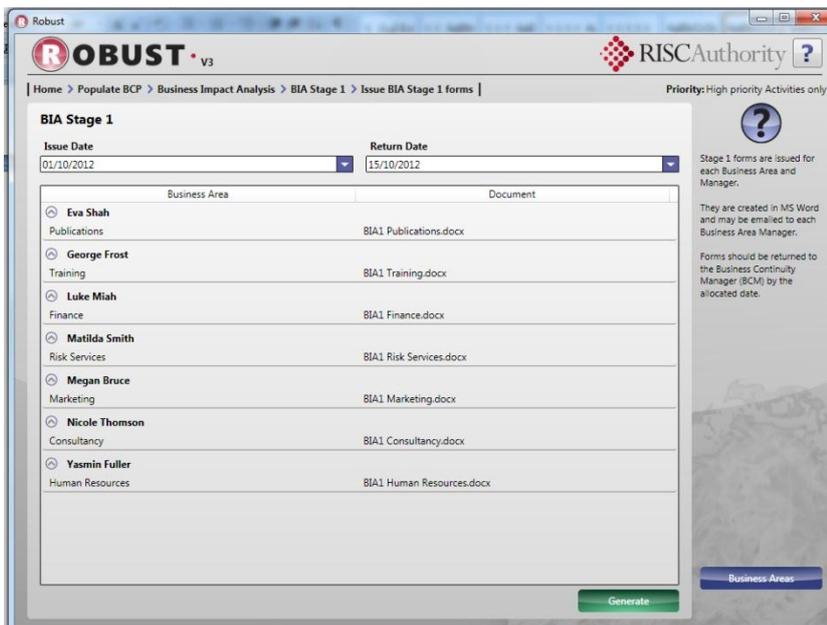
The Business Impact Analysis is a 3 stage process and on each stage the same process is followed:

1. ROBUST issues customised BCM form for completion by relevant person (Business Area Manager [BIA-1], Tactical Resource Category Owner [BIA-2], Activity Owner [BIA-3]).
2. Completed forms are returned to BCM within allocated timeframe
3. BCM enters data into ROBUST



Populate BCP: >Business Impact Analysis >BIA Stage 1

BCM starts the BIA-1 forms issue process by pressing the top button.

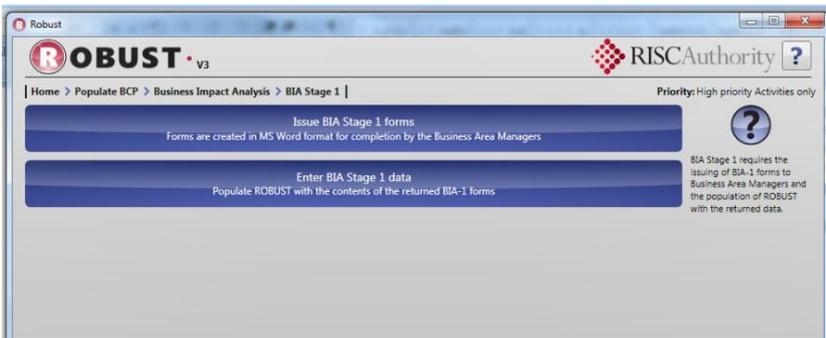


Populate BCP: >Business Impact Analysis >BIA Stage 1 >Issue BIA Stage 1 forms

The screen displays the files that will be generated for electronic distribution for completion by the Business Area Managers.

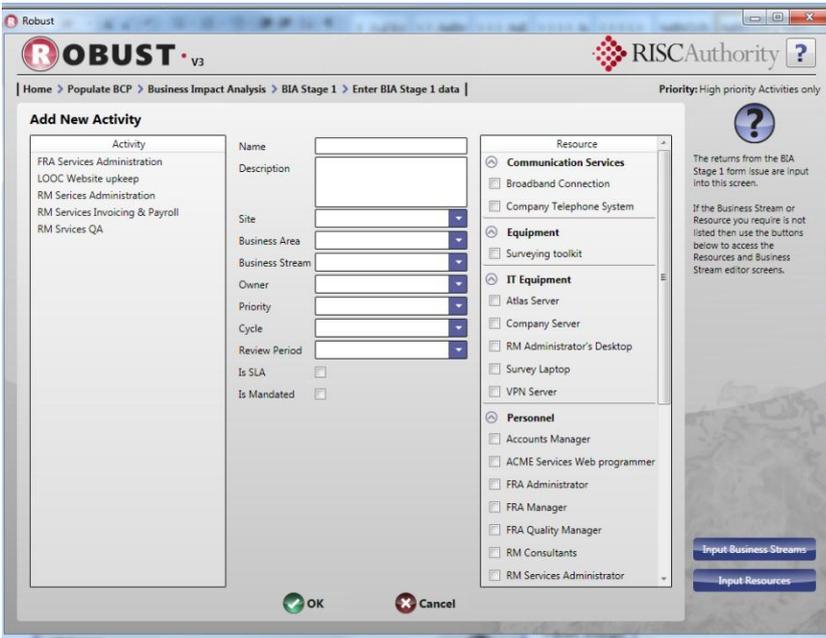
BCM creates the documents by pressing the 'Generate' button having set the 'Issue' and 'Return by' dates.

If all Business Areas are not present, a hot link button is provided through to the Business Area Manager screen.



Populate BCP:
>Business Impact Analysis
>BIA Stage 1

Having received back the completed forms the BCM enters the data using the 'Enter BIA Stage 1 data' button.

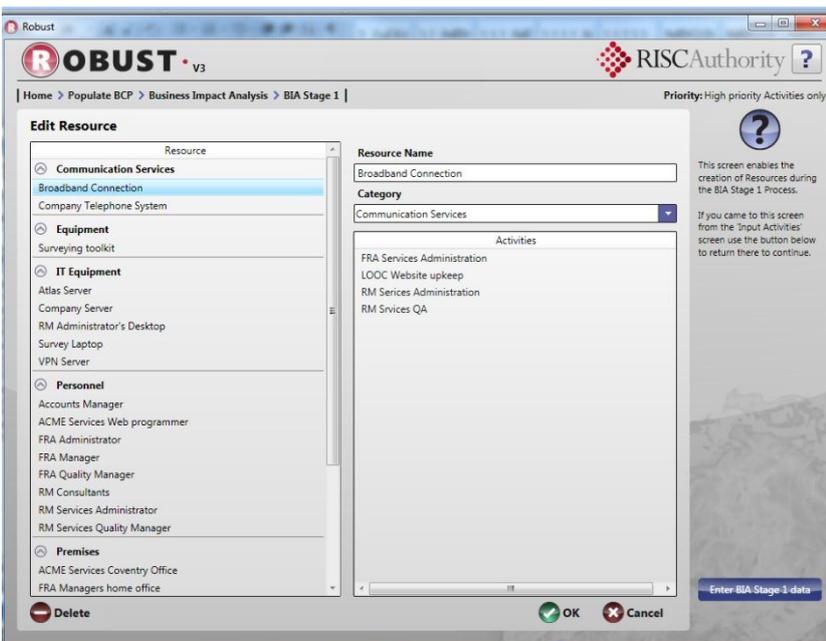


Populate BCP:
>Business Impact Analysis
>BIA Stage 1
>Enter BIA Stage 1 data

At the point of 1st population no Resources or Business Streams will have been defined. Top populate these use the hot-link keys provided. A return key to this menu is provided from each one.

BCM enters all data to describe the contents of the returned forms.

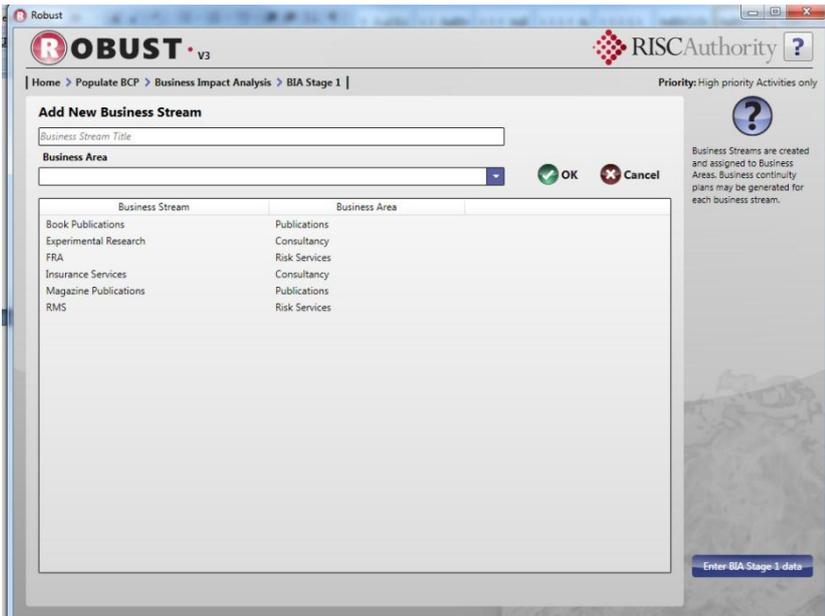
** Care will be required to identify that the same Resource does not appear a number of times having been described using different terminology by each Business Area Manager. Where there might be confusion the relevant Resource Category Owner should be consulted.*



Populate BCP:
>Business Impact Analysis
>BIA Stage 1
>Input Resources

The hot-link button to Input Resources enables the creation of new Resources and their allocation to the appropriate Resource Category.

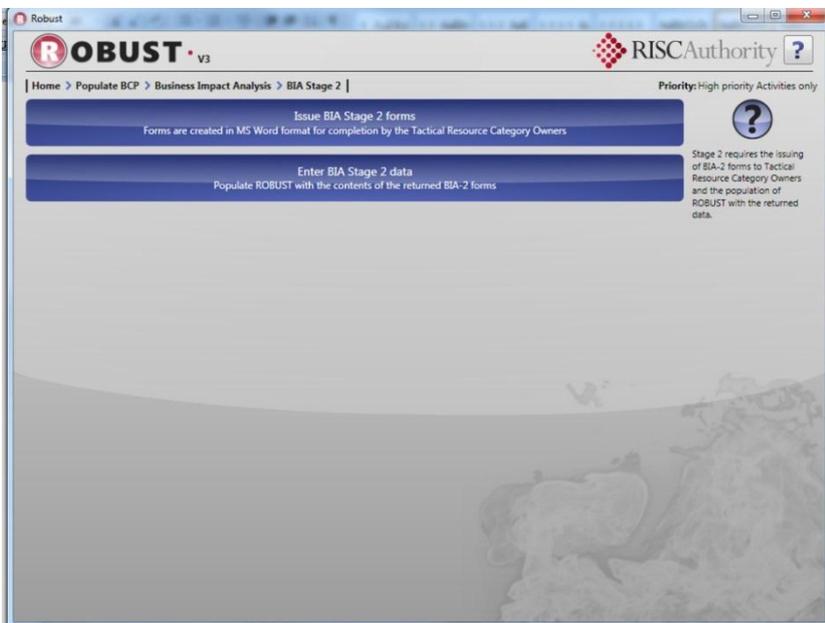
A hot-link to return the user to the BIA Stage 1 data entry screen is provided. Data is preserved during the navigation away and return.



Populate BCP:
>Business Impact Analysis
>BIA Stage 1
>Input Business Streams

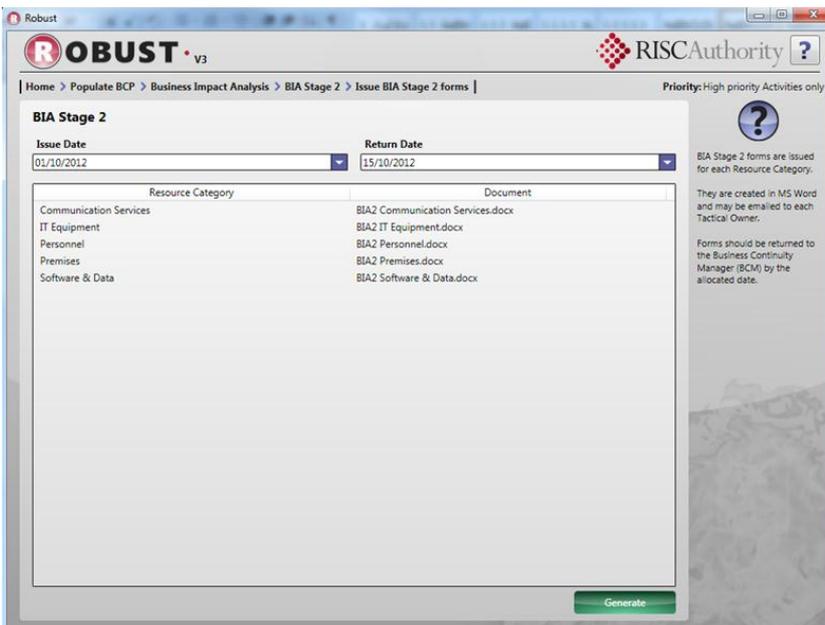
The hot-link button to Input Business Streams enables the creation of new Business Streams and their allocation to the appropriate Business Area.

A hot-link to return the user to the BIA Stage 1 data entry screen is provided. Data is preserved during the navigation away and return.



Populate BCP:
>Business Impact Analysis
>BIA Stage 2

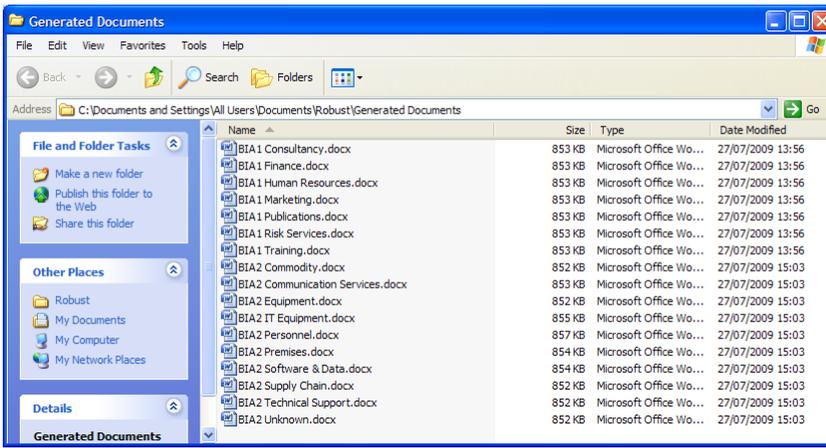
Having completed the BIA Stage 1 process the BIA Stage 2 may be initiated. BCM starts the BIA-2 forms issue process by pressing the top button.



Populate BCP:
>Business Impact Analysis
>BIA Stage 2
>Issue BIA Stage 2 forms

The screen displays the files that will be generated for electronic distribution for completion by the Tactical Resource Category Owners.

BCM creates the documents by pressing the 'Generate' button having set the 'Issue' and 'Return by' dates.



- Populate BCP:**
- >Business Impact Analysis
 - >BIA Stage 2
 - >Issue BIA Stage 2 forms

Generated documents are placed in the Shared 'Generated Documents' sub folder on the computer's hard drive (see Installation Guide).

Filenames start with BIA2 followed by the Resource Category description.



BUSINESS IMPACT ANALYSIS QUESTIONNAIRE

STAGE 2: RESOURCE RECOVERY OPTIONS

Business Impact Analysis (BIA) is one of the primary stages in the development of a Business Continuity Plan designed to ensure the prioritised and timely recovery of vital Processes in the event of denial of use or access to facilities. This is the 2nd Stage of a three part process to populate the RISCAuthority's Business Continuity Software Tool (ROBUST) with all necessary information to produce the Business Continuity Plan (BCP) and Incident Management Plan (IMP).

This stage requires **RESOURCE CATEGORY OWNERS (Tactical)** to populate each Resource with:

- Short term work-around options (STWA)
- Full recovery options (REC)
- Supporting information to aid the recovery process
 - o Internal contacts: Company staff who may support the recovery of this resource
 - o External contacts & websites i.e.:
 - Technical Support Companies
 - Outsourcing organisations
 - Supply & leasing companies
 - Local business property leasing agents etc.
 - Hosting organisations
 - o Documentation (reference documentation (internal) will need to be supplied to the BCM in pdf format)
 - Company documentation: i.e. Company handbook, Equipment manuals, Supplier Contracts, Customer Contracts, SLA's etc
 - RISCAuthority supplied documentation (a list of RISCAuthority guides is available from the BCM): i.e. Risk Control documents, Recovery Documents etc.

The ACTIVITIES underpinned by each RESOURCE are shown in the 'Associated Activities' cell.

EXAMPLE WORKAROUND & RECOVERY OPTIONS FOR RESOURCE CATEGORIES		
	STWA	REC
COMMODITY:	Deplete stock / Outsource business / Alternatively source / 3 rd party purchase	Restock
COMMUNICATION SERVICES:	Divert to mobile phones / Home phones or computers / Deploy virtual office service provider / Deploy service level agreements	Repair / Replace
EQUIPMENT:	Hire / Change process / Reallocate priorities / Renegotiate service level agreements / Deploy backup	Repair / Replace / Outsource process
IT EQUIPMENT:	Deploy backup hardware / Externally host / Forward data traffic to working location / Use Webmail	Repair / Replace equipment and recover data from Backups
PERSONNEL:	Temporary reallocation of current workforce / Sub-contract	Deploy succession plan / Retrain / Promote / Employ replacement
PREMISES:	Work from home / Deploy alternative site / Temporary share with neighbour / Temporary outsource of business / Switch production	Recover site / Move to new premises / Re-allocate business
SUPPLY CHAIN:	Alternative sourcing through pre-agreed arrangements / Deploy emergency stock / Use Supply Chain's BCP	Query Supply Chain's BCP / Seek alternative provider
SOFTWARE & DATA:	Deploy data services locally with most recent backup / Work from backups / Keep paper trail for later updating / Deploy alternative recording systems	Restore data & software from most recent backup and update with missing data from paper trail
TECHNICAL SUPPORT:	Use alternative provider / Engage consultant	Renew Technical Support
TRANSPORT	Hire / Outsource delivery / Post	Repair / Replace

- Populate BCP:**
- >Business Impact Analysis
 - >BIA Stage 2
 - >Issue BIA Stage 2 forms

The 1st page of the BIA-2 form provides all information required by the Tactical Resource Category Owner to complete the BIA-2 form together with guidance on typical strategies within each of the default Resource Categories.

Resource Cat.	IT Equipment	RC Owner	Natasha Hooper	Issued	27/07/2009	Return by	10/08/2009
---------------	--------------	----------	----------------	--------	------------	-----------	------------

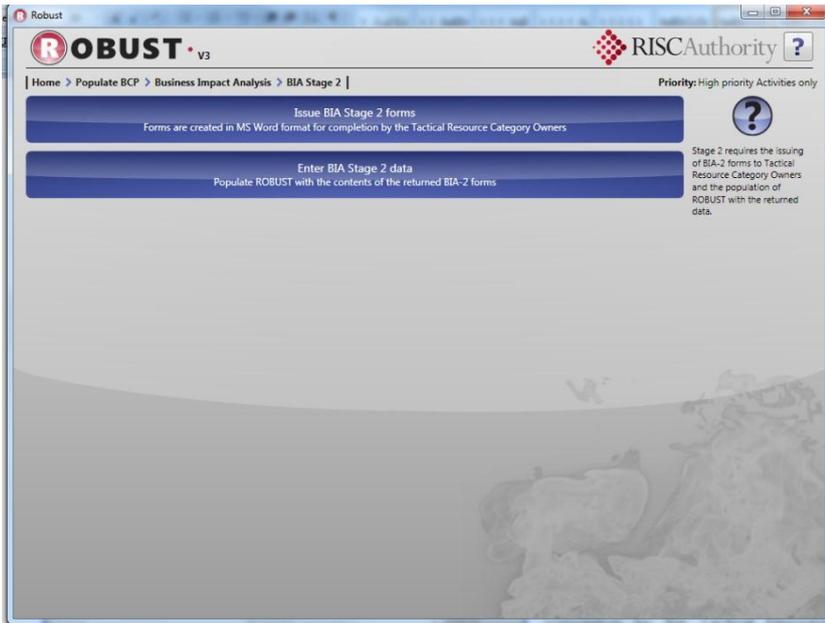
- Populate BCP:**
- >Business Impact Analysis
 - >BIA Stage 2
 - >Issue BIA Stage 2 forms

The table may be completed electronically using Microsoft Word, or manually. Forms are returned to the BCM within the time frame allocated at the top of the form.

Resource name	Company Server		
Rank	Short Term Work-Around	Recovery Option	
1 of 5			
Supporting Information			
Relevant Staff	External Contacts & Websites	Documentation	
Associated Activities	FRA Services Administration RM Services Invoicing & Payroll LOOC Website upkeep		

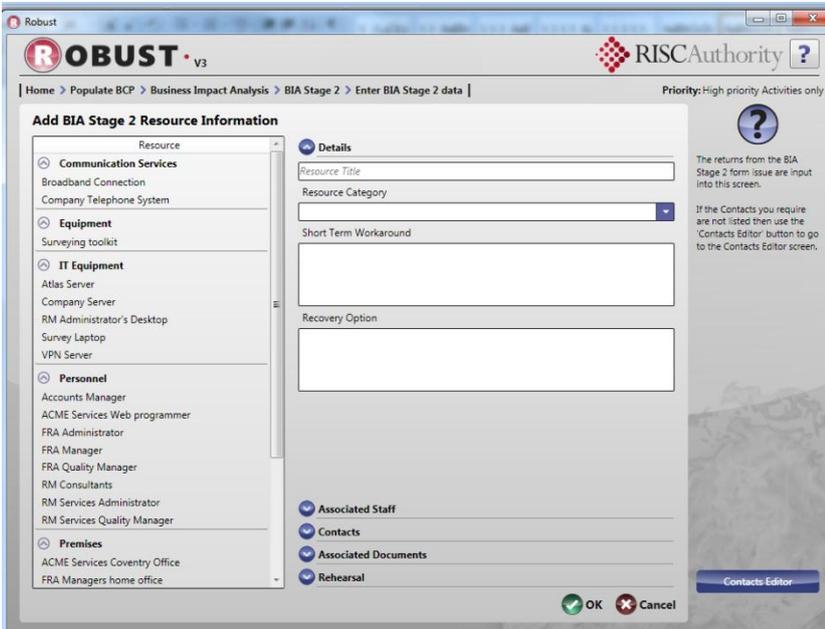
Resource name	Atlas Server		
Rank	Short Term Work-Around	Recovery Option	
2 of 5			
Supporting Information			

Relevant Staff	External Contacts & Websites	Documentation	
Associated Activities	FRA Services Administration		



Populate BCP:
 >Business Impact Analysis
 >BIA Stage 2

Having received back the completed forms the BCM enters the data using the 'Enter BIA Stage 2 data' button.

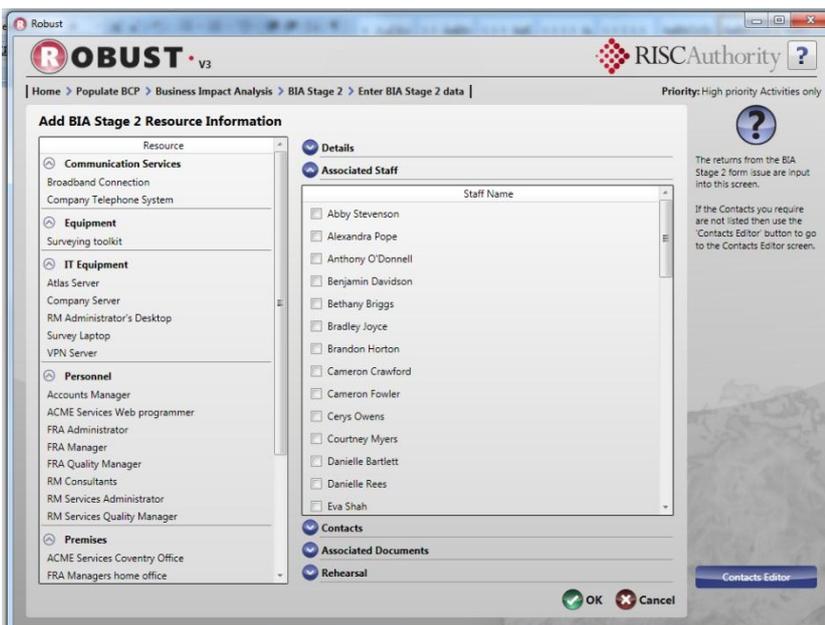


Populate BCP:
 >Business Impact Analysis
 >BIA Stage 2
 >Enter BIA Stage 2 data
 >Menu: Details

BCM enters all data to describe the contents of the returned forms by selecting the Resource from the right hand field and filling in all relevant details in the left hand concertina menus.

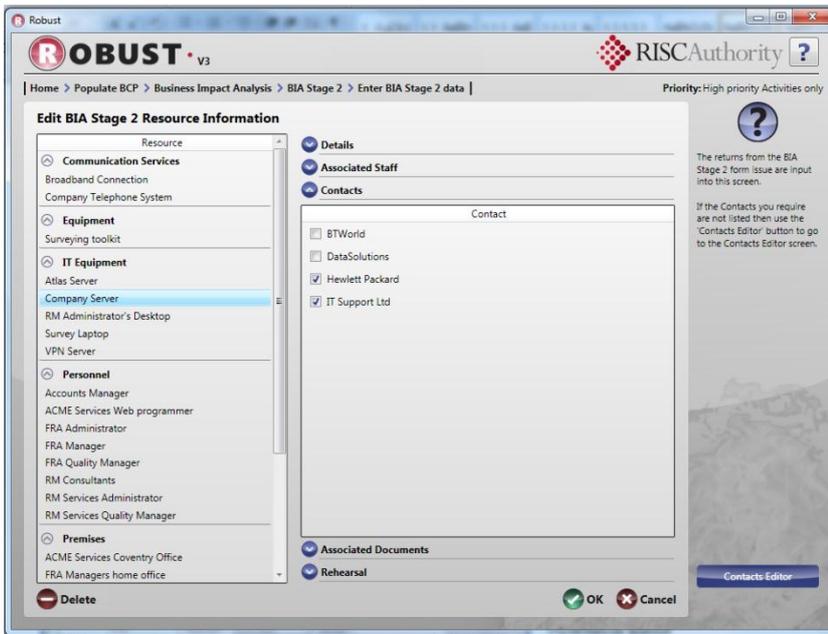
Up to 6000 characters are permitted to describe recovery options.

* The Rehearsal sub-menu is not populated as part of the BIA-2 process.



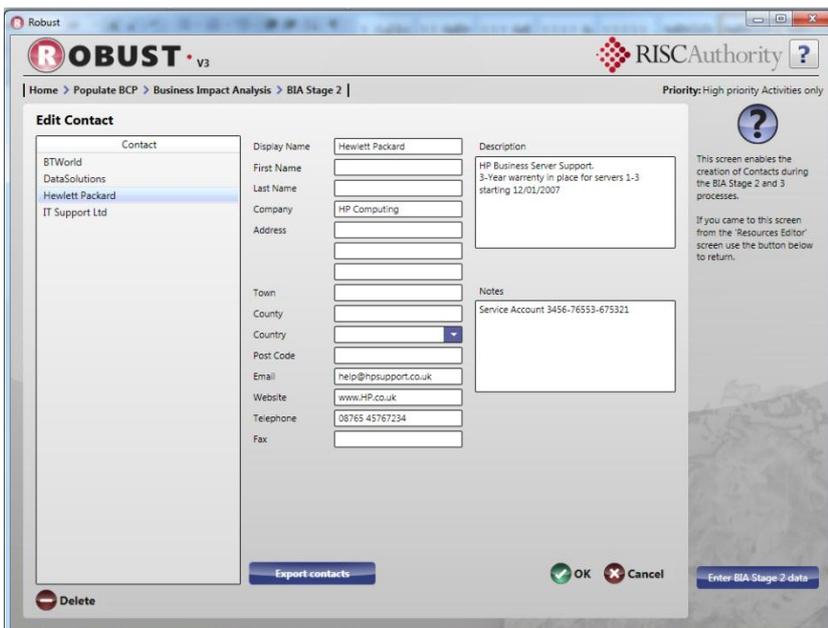
Populate BCP:
 >Business Impact Analysis
 >BIA Stage 2
 >Enter BIA Stage 2 data
 >Menu: Associated Staff

Staff pertinent to the recovery of the selected Resource are inputted by simply ticking the 'check box' against their name.



- Populate BCP:**
- >Business Impact Analysis
 - >BIA Stage 2
 - >Enter BIA Stage 2 data
 - >Menu: Contacts

At the point of 1st population no Contacts will have been defined. To populate Contacts use the hot-link key provided. A return key to this menu is provided.

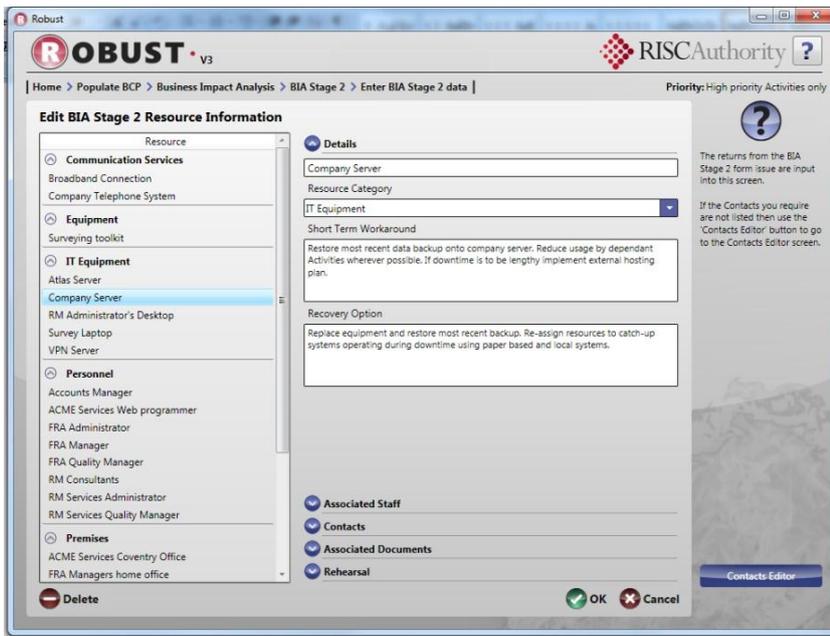


- Populate BCP:**
- >Business Impact Analysis
 - >BIA Stage 2
 - >Contacts Editor

Contacts are entered through the contacts editor and may comprise full address details, web sites, and email.

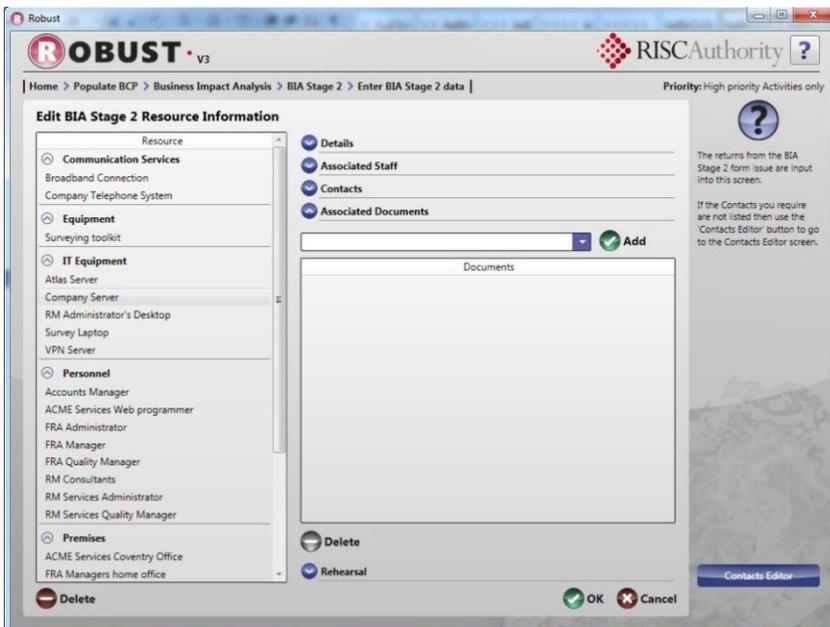
Aside from 'Display Name' the only compulsory field is 'Description'.

Once the missing Contact is entered the BIA-2 data entry screen may be accessed using the return hot-link provided.



- Populate BCP:
- >Business Impact Analysis
 - >BIA Stage 2
 - >Enter BIA Stage 2 data
 - >Menu: Contacts

Contacts pertinent to the recovery of the selected Resource are selected by ticking the appropriate 'Check Box'.



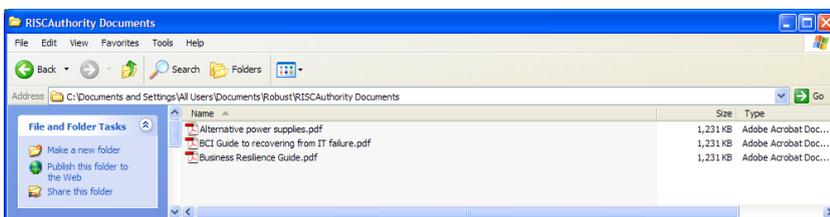
- Populate BCP:
- >Business Impact Analysis
 - >BIA Stage 2
 - >Enter BIA Stage 2 data
 - >Menu: Associated documents

At the point of 1st population there mayno documents available for referencing to the Resource recovery.

These are held in two shared subdirectories:

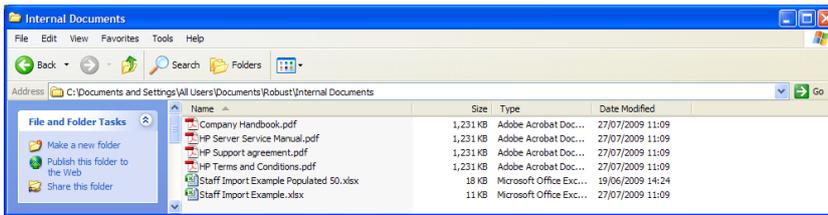
- RISCAuthority Documents
- Internal Documents

Any documents (PDF's) placed in these subdirectories will become available for referencing.



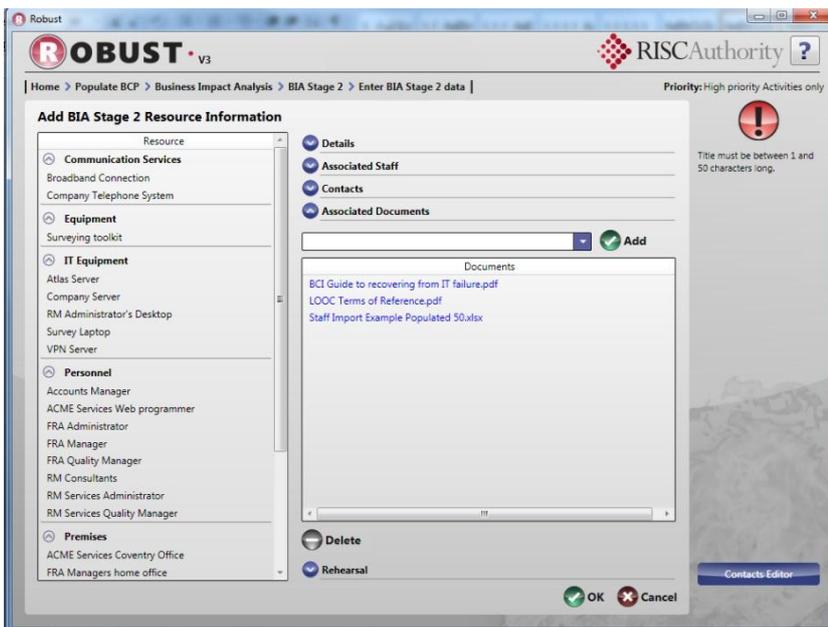
- Populate BCP:
- >Business Impact Analysis
 - >BIA Stage 2
 - >Enter BIA Stage 2 data
 - >Menu: Associated documents

A wide variety of RISCAuthority documents pertinent to loss mitigation are made freely available from the ROBUST website for download. These documents can be placed in this sub directory for future referencing.



- Populate BCP:**
- >Business Impact Analysis
 - >BIA Stage 2
 - >Enter BIA Stage 2 data
 - >Menu: Associated documents

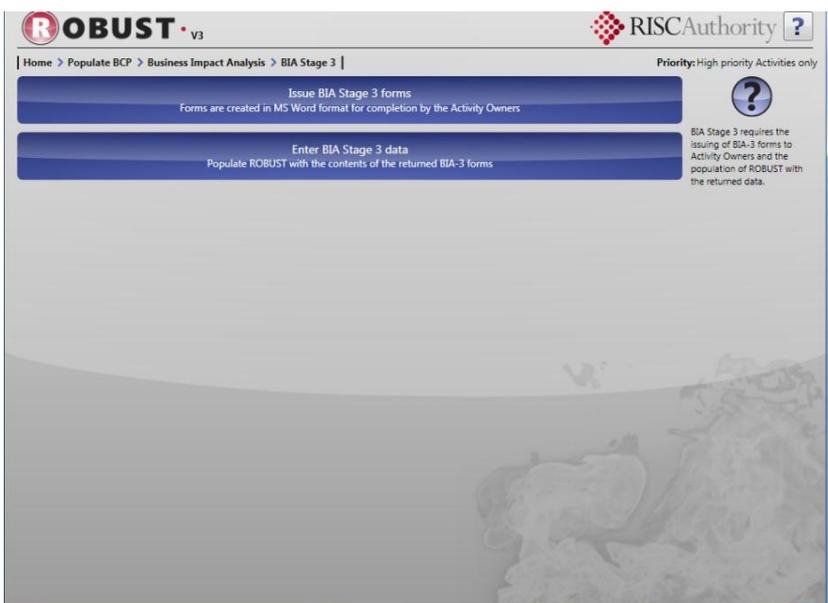
Internal company documentation, such as company handbooks, insurance certificates, operations manuals etc. can be placed in this subdirectory to make them available for cross referencing within the BCP.



- Populate BCP:**
- >Business Impact Analysis
 - >BIA Stage 2
 - >Enter BIA Stage 2 data
 - >Menu: Associated documents

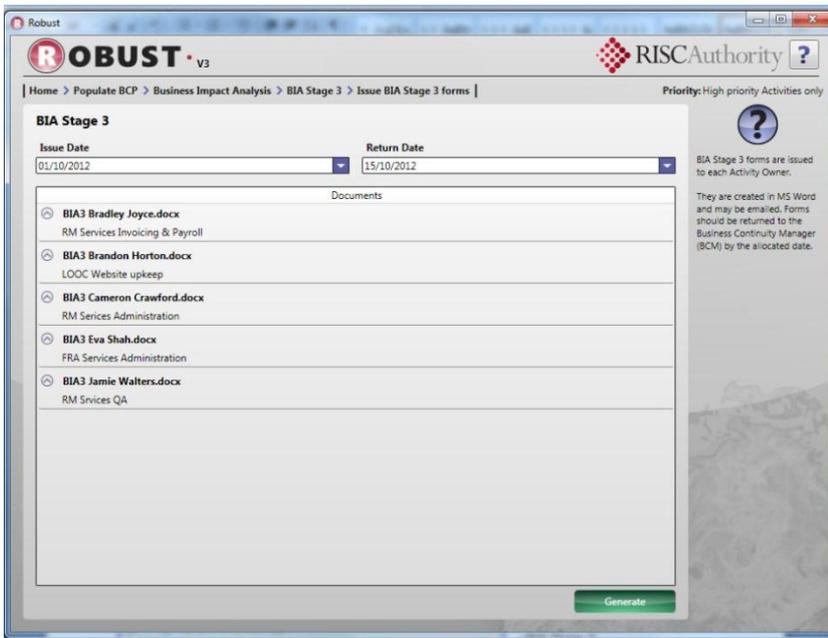
Once populated the documents held on the computer's hard drive are visible in the drop down menu and will be displayed in BLUE.

If the document is not available on the hard drive its name may still be typed in and will be displayed in BLACK.



- Populate BCP:**
- >Business Impact Analysis
 - >BIA Stage 3

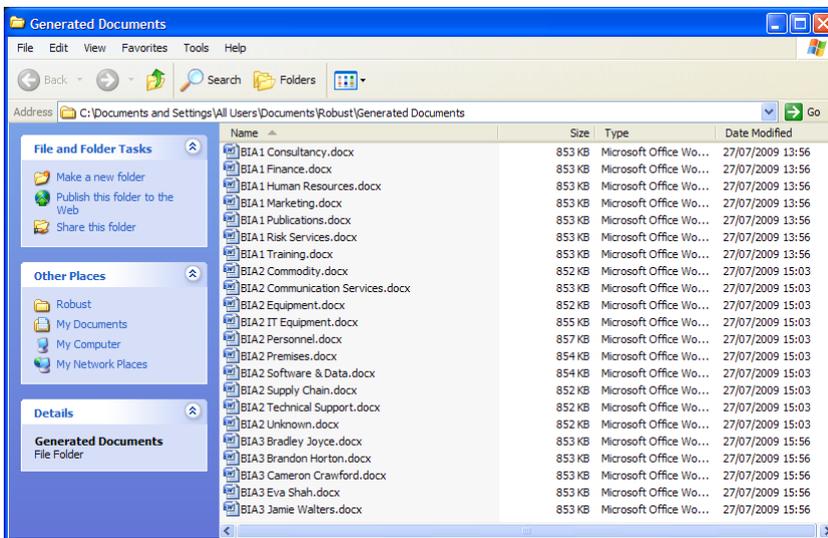
Having completed the BIA Stage 2 process the BIA Stage 3 may be initiated. BCM starts the BIA-3 forms issue process by pressing the top button.



- Populate BCP:
- >Business Impact Analysis
 - >BIA Stage 3
 - >Issue BIA Stage 3 forms

The screen displays the files that will be generated for electronic distribution for completion by the Activity Owners.

BCM creates the documents by pressing the 'Generate' button having set the 'Issue' and 'Return by' dates.



- Populate BCP:
- >Business Impact Analysis
 - >BIA Stage 3
 - >Issue BIA Stage 3 forms

Generated documents are placed in the Shared 'Generated Documents' sub folder on the computer's hard drive (see Installation Guide).

File names start with BIA3 followed by the Activity Owner's name.



**BUSINESS IMPACT ANALYSIS QUESTIONNAIRE
STAGE 3: ACTIVITY RECOVERY OPTIONS**

Business Impact Analysis (BIA) is one of the primary stages in the development of a Business Continuity Plan designed to ensure the prioritised and timely recovery of vital Activities in the event of denial of use or access to facilities. This is the 3rd Stage of a three part process to populate the RISCAuthority's Business Continuity Software Tool (Robust) with all necessary information to produce the Business Continuity Plan (BCP) and Incident Management Plan (IMP).

This stage requires **ACTIVITY OWNERS** to identify and describe:

- Generic Activity recovery procedures
- Supporting information to aid the recovery process
 - Internal contacts: Company staff who may support the recovery of this Activity
 - External contacts & websites i.e.:
 - Technical Support Companies
 - Outsourcing organisations
 - Supply & leasing companies
 - Local business property leasing agents etc.
 - Hosting organisations
 - Documentation (reference documentation (internal) will need to be supplied to the BCM in pdf format)
 - Company documentation: i.e. Company handbook, Equipment manuals, Supplier Contracts, Customer Contracts, SLA's etc
 - RISCAuthority supplied documentation (a list of RISCAuthority guides is available from the BCM): i.e. Risk Control documents, Recovery Documents etc.

Once this information has been submitted ROBUST shall generate the BCP which shall be delivered to the HIGH LEVEL WORKING GROUP for moderation prior to publication.

The Resources underpinning each Activity are shown in the 'Associated Resources' cell.

EXAMPLE 'GENERIC' RECOVERY OPTIONS FOR ACTIVITIES

The provision of a 'generic' recovery option enables solutions to be provided that are not linked to the recovery of the RESOURCE(S) that are damaged. This is particularly important where the RESOURCE Short-Term Workaround and Recovery options described in BIA-2 cannot be made in a sufficiently timely manner to achieve the Business Continuity objectives.

'Generic' Recovery options are often of a more strategic nature and might include:

- Outsource affected ACTIVITY to a 3rd Party Supplier or competitor through pre-agreed and possibly reciprocal arrangements
- Change the means by which the ACTIVITY is undertaken such that the Broken RESOURCES are no longer part of the ACTIVITY
- Re-locate ACTIVITY to an alternative existing site
- Provide alternative product / service to customer that is satisfactory to their needs for the duration of the recovery period
- Re-negotiate service level agreements and contracts to reduce consequences and preserve customer relationship / provide compensation

If there is no 'generic' alternative recovery method required than is already stated for each associated RESOURCE then under 'Generic Recovery Strategy for ACTIVITY' please input 'Recover in accordance with Resource recovery options'.

- Populate BCP:
- >Business Impact Analysis
 - >BIA Stage 3
 - >Issue BIA Stage 3 forms

The 1st page of the BIA-3 form provides all information required by the Activity Owner to complete the BIA-3 form together with examples of 'Generic' Recovery Options.

Activity Owner	Bradley Joyce	Date of issue	27/07/2009	Return by	10/08/2009
Activity Name RM Services Invoicing & Payroll					
Owner	Bradley Joyce	Rank	1 of 1		
Priority	High	Mandated	No	SLA	Yes
Activity Cycle	Monthly	Review period	12 months		
Activity description					
Invoicing of RM customers and payment of consultants					
Generic Recovery Strategy for Activity					
Supporting Information					
Relevant Staff	External Contacts & Websites		Documentation		
Associated Resources					
Accounts Manager ACME Services Coventry Office ATLAS Software Company Server SAGE Accounts Software SAGE Job Costing Software					

- Populate BCP:**
- >Business Impact Analysis
 - >BIA Stage 3
 - >Issue BIA Stage 3 forms

The table may be completed electronically using Microsoft Word, or manually. Forms are returned to the BCM within the time frame allocated at the top of the form.

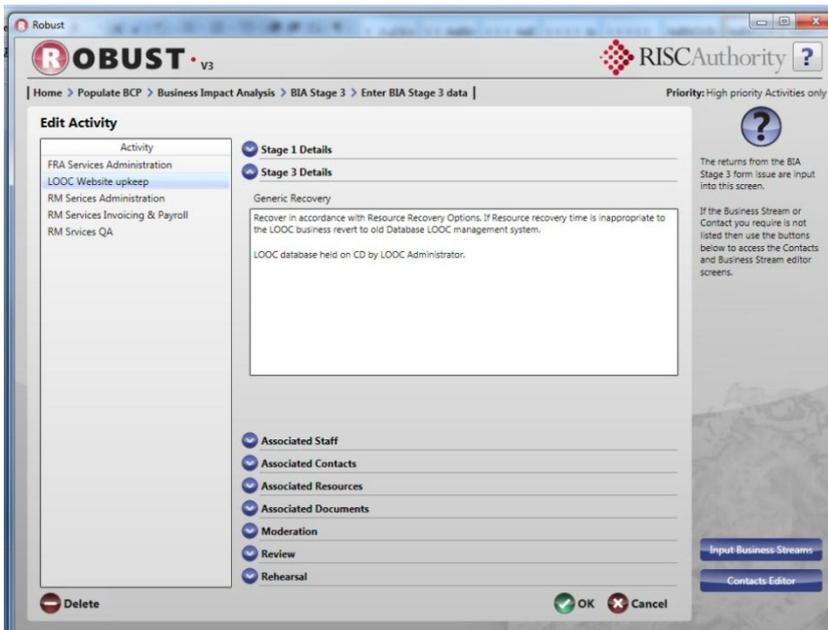
- Populate BCP:**
- >Business Impact Analysis
 - >BIA Stage 3

Having received back the completed forms the BCM enters the data using the 'Enter BIA Stage 3 data' button.

- Populate BCP:**
- >Business Impact Analysis
 - >BIA Stage 3
 - >Enter BIA Stage 3 data
 - >Menu: All sub-menus

BCM enters all data to describe the contents of the returned forms by selecting the Resource from the right hand field and filling in all relevant details in the left hand concertina menus.

* The Moderation, Review and Rehearsal sub-menus are not populated as part of the BIA-3 process.

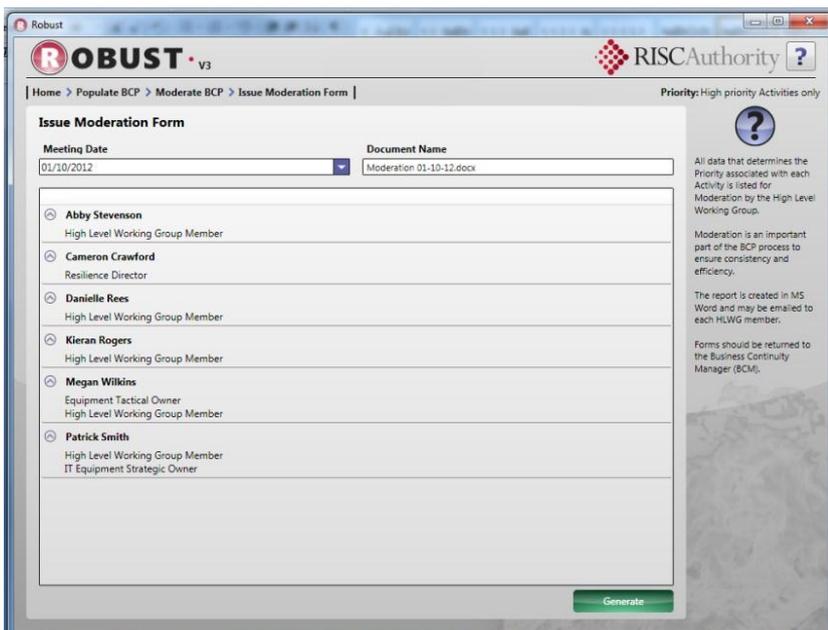


- Populate BCP:
- >Business Impact Analysis
 - >BIA Stage 3
 - >Enter BIA Stage 3 data
 - >Menu: Stage 3 Details

Up to 6000 characters are permitted to describe the 'Generic' recovery option.

Associated Staff, Associated Contacts, and Associated Documents sub menu are populated as for BIA-2.

8.5 Moderation



- Populate BCP:
- >Moderate BCP

Having completed the BIA the results must be Moderated by the High Level Working Group to ensure that Activity priorities are correctly described.

The Moderation process follows the same format as each BIA Stage comprising:

- Form issue by BCM
- Completion of form by HLWG
- Entry of form data by BCM

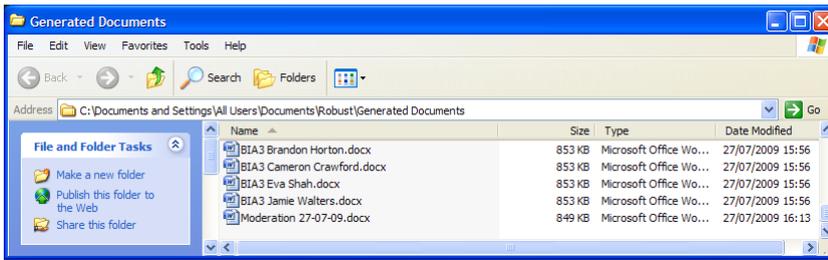
The Moderation form is initiated by the BCM by pressing the 'Issue Moderation Form' button.



- Populate BCP:
- >Moderate BCP
 - >Issue Moderation Form

The screen displays the staff and their roles who will be participating in the Moderation meeting.

BCM creates the documents by pressing the 'Generate' button having set the 'Meeting Date' and 'Document Filename'.



Populate BCP:
 >Moderate BCP
 >Issue Moderation Form

The generated document is placed in the Shared 'Generated Documents' sub folder on the computer's hard drive (see Installation Guide).

The default filename starts with 'Moderation' followed by the proposed meeting date.

Populate BCP:
 >Moderate BCP
 >Issue Moderation Form

The 1st page of the Moderation form:

- Details who needs to attend the Moderation meeting
- Provides all information required by the HLWG to complete the Moderation form.

RISC Authority **ROBUST**
BCP Moderation
 Moderation meeting date: 27/07/2009

During the three stages of the Business Impact Analysis (BIA) core company ACTIVITIES have been identified and prioritised in terms of their importance to underpinning the business. The PRIORITY of each ACTIVITY was set during BIA Stage 1 by the BUSINESS AREA MANAGER and MODERATION is the process by which these are confirmed as correct, or changed to an alternative value by the RESILIENCE DIRECTOR and members of the HIGH LEVEL WORKING GROUP. The PRIORITY associated with each ACTIVITY requires a judgement to be made which requires a high level view of the company, its business, and its resources. For a small company the BUSINESS AREA MANAGER may be well placed to correctly determine this value. However, for larger companies, particularly ones which may operate from many sites across which there is duplication of function that the BUSINESS AREA MANAGER may be unaware of, the judgement of someone with a broader understanding of the (whole) company operations may be required. This is the job of the HIGH LEVEL WORKING GROUP, under the guidance of the RESILIENCE DIRECTOR.

The following form requires the HIGH LEVEL WORKING GROUP to confirm or moderate the original assignments for:

Title	Description		MEETING ATTENDEES										
Activity Cycle	This describes how often the Activity takes place and indicates, the urgency with which it must be recovered and the acceptable 'outage' time												
Activity Priority	<table border="1"> <tr> <td>HIGH</td> <td>An Activity that is critical to the operation of the business area / organisation / department etc. that requires 100% availability</td> <td>Resilience Director</td> <td>Cameron Crawford</td> </tr> <tr> <td>MED</td> <td>A non-critical but important Activity to the operation of the business area / organisation / department etc.</td> <td rowspan="2">High Level Working Group members</td> <td>Abby Stevenson Danielle Rees Kieran Rogers Megan Wilkins Patrick Smith</td> </tr> <tr> <td>LOW</td> <td>An Activity that is not critical to the operation of the business area / organisation / department etc.</td> </tr> </table>	HIGH	An Activity that is critical to the operation of the business area / organisation / department etc. that requires 100% availability	Resilience Director	Cameron Crawford	MED	A non-critical but important Activity to the operation of the business area / organisation / department etc.	High Level Working Group members	Abby Stevenson Danielle Rees Kieran Rogers Megan Wilkins Patrick Smith	LOW	An Activity that is not critical to the operation of the business area / organisation / department etc.		
HIGH	An Activity that is critical to the operation of the business area / organisation / department etc. that requires 100% availability	Resilience Director	Cameron Crawford										
MED	A non-critical but important Activity to the operation of the business area / organisation / department etc.	High Level Working Group members	Abby Stevenson Danielle Rees Kieran Rogers Megan Wilkins Patrick Smith										
LOW	An Activity that is not critical to the operation of the business area / organisation / department etc.												
Mandated (Y/N)	If the Activity is mandated by law (such as H&S) and loss of that Activity incurs an infringement of law then answer 'Y'												
Service Agreement (Y/N)	If the Activity is subject to Service Level Agreements or Guarantees then answer 'Y'												

A check box is provided to confirm that MODERATION has been undertaken. Where a change is made it is important that commentary is provided for traceability detailing briefly the reasons for the change.

The completed form should be returned to the BUSINESS CONTINUITY MANAGER who will amend the details accordingly. The BUSINESS CONTINUITY PLAN is now complete and will be issued.

Populate BCP:
 >Moderate BCP
 >Issue Moderation Form

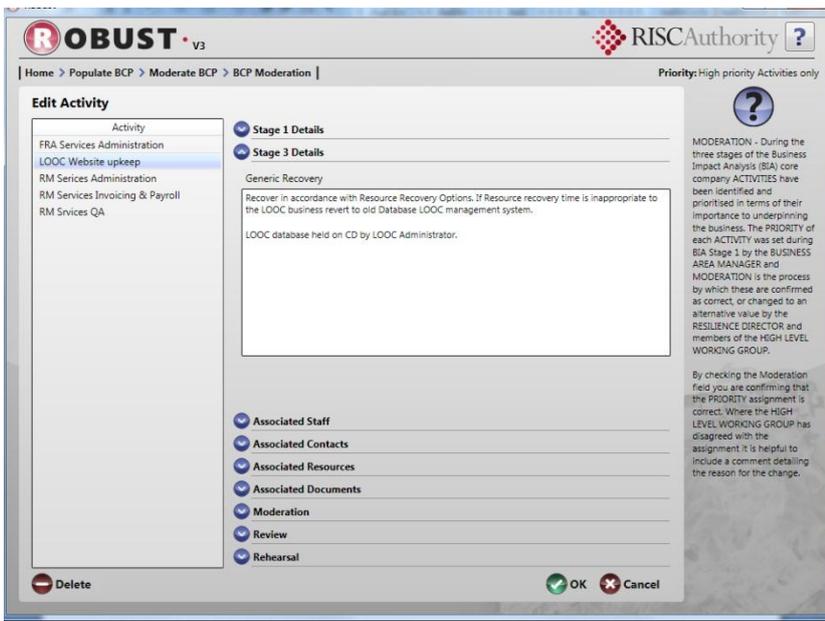
Activity Name	Activity Description	Activity cycle	Priority				SLA	Moderated	Moderation comment
			MOD	MOD	MOD	MOD			
FRA Services Administration	Daily Conduct of FRA administration	Daily		H	N	Y	<input type="checkbox"/>		
RM Services Administration	Day to day running of the Risk Management Services	Daily		H	N	Y	<input type="checkbox"/>		
RM Services QA	Quality Assurance of Risk Management work	Weekly		H	N	Y	<input type="checkbox"/>		
RM Services Invoicing & Payroll	Invoicing of RM customers and payment of consultants	Monthly		H	N	Y	<input type="checkbox"/>		
LOOC Website upkeep	Upkeep of the on-line LOOC service	Daily		M	N	N	<input type="checkbox"/>		

The table may be completed electronically using Microsoft Word, or manually. Forms are returned to the BCM for entry into ROBUST.



**Populate BCP:
>Moderate BCP**

Having received back the completed forms the BCM enters the data using the 'BCP Moderation' button.

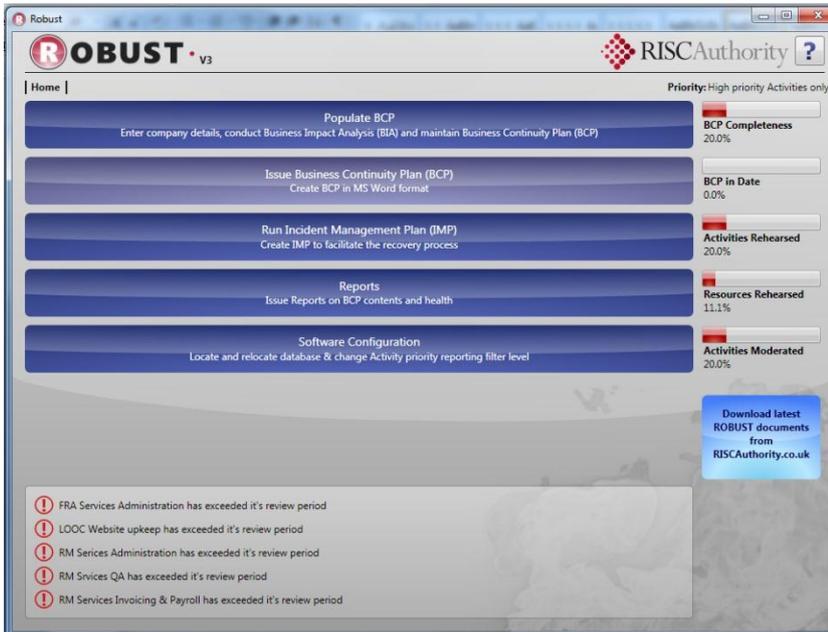


**Populate BCP:
>Moderate BCP
>BCP Moderation
>Menu: Moderation**

The results of Moderation are entered in the Moderation menu of the Activity Editor. Aside from the 'Check-box' to confirm Moderation has been undertaken it is useful to keep record of any changes made with supporting reasons in the 'Comment' field.

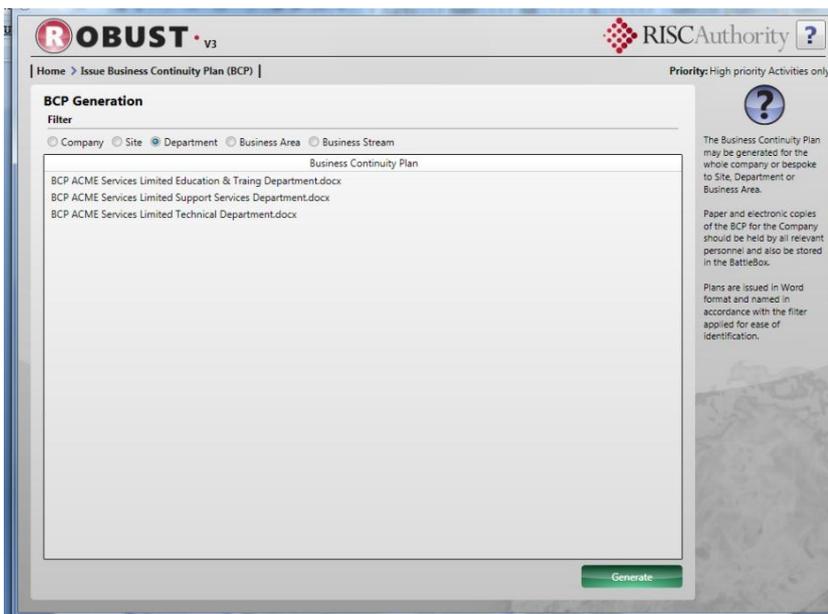
8.6 Issuing the Business Continuity Plan

When the BCP is issued the most important Activity to the company will appear first and its dependant Resources will be similarly ranked.



Issue Business Continuity Plan (BCP):

Having completed the population of ROBUST and confirmed the quality of its data the BCP can be issued by pressing the 'Issue Business Continuity Plan (BCP)' button.

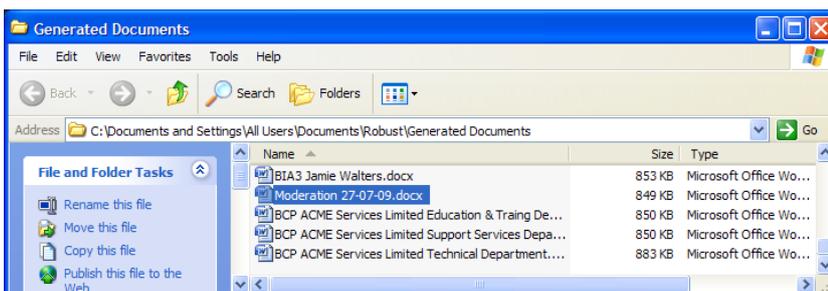


Issue Business Continuity Plan (BCP): >Issue Business Continuity Plan (BCP)

The Business Continuity Plan may be filtered to contain information relevant to:

- the entire Company
- each Site the Company occupies
- each Department within the Company
- each Business Area within the Company
- each Business Stream within the Company

The names of the data files that will be created are displayed upon selection of the required filter.



Issue Business Continuity Plan (BCP): >Issue Business Continuity Plan (BCP)

Generated documents are placed in the Shared 'Generated Documents' sub folder on the computer's hard drive (see Installation Guide).

Filenames start with BCP followed by a description appropriate to the filter selected.

Issue Business Continuity Plan (BCP):
>Issue Business Continuity Plan (BCP)

Company Name:	ACME Services Limited
Date:	27/07/2009
BC Manager:	Bethany Briggs
Report filter:	Business Stream Insurance Services

Each BCP has a front page that described its date of creation and the filter applied.

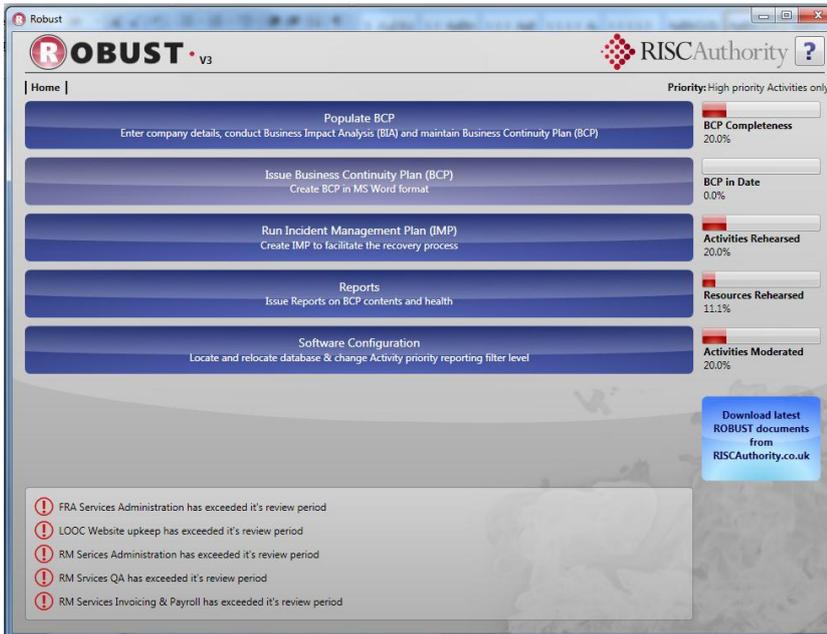
Activity Name LOOC Website upkeep									
Owner	Brandon Horton					Rank	1		
Priority	High	Mandated	No	SLA	No	Activity Cycle	Daily	Expiry date	27/07/2010
Activity description									
Upkeep of the on-line LOOC service									
Generic Recovery Strategy for Activity									
Recover in accordance with Resource Recovery Options. If Resource recovery time is inappropriate to the LOOC business revert to old Database LOOC management system. LOOC database held on CD by LOOC Administrator.									
Recovery of dependant Resources to: LOOC Website upkeep 1 of 4									
Resource name	Short Term Work-Around					Recovery			
Broadband Connection	Change bulk email transfer to us ISDN line. Advise those who can work from home broadband to do so. In office use GPRS and dial-up services					Recover broadband in accordance with BT service levels			
Supporting Information									
Relevant Staff	Bradley Joyce Brandon Horton Danielle Bartlett								
External Contacts and Web Sites	BTWorld Hewlett Packard								
Documentation	BCI Guide to recovering from IT failure.pdf Company Handbook.pdf Business Resilience Guide.pdf								

Issue Business Continuity Plan (BCP):
>Issue Business Continuity Plan (BCP)

BCPs for each Activity and its dependant Resources are described in a suite of tables alongside a wealth of other information pertinent to the quality and quantity of data contained within ROBUST.

8.7 Incident Management Plan Generation

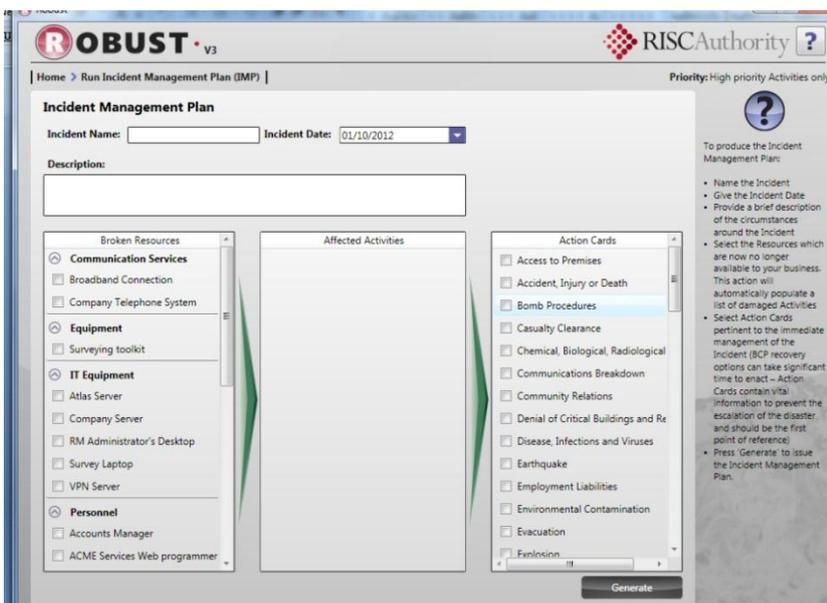
One of the key features of the Incident Management Plan is that the damaged Activities will be presented in order of importance to your company. With this in mind restoration of Resources in the order provided will represent the route to the fastest recovery of the most important Activities.



Run Incident Management Plan (IMP):

When an incident occurs the BCP is only one part of an extensive array of information that is required to curtail the extent of loss.

The purpose of the Incident Management Plan is to provide the Incident Management Team with a comprehensive suite of notes to aid the recovery process without the complication of the bits of the BCP that are not relevant to the incident. The IMP also enables information pertinent to the reasons behind the loss of Resource to be incorporated to aid in the provision of immediate measures to curtail the extent of loss.



Run Incident Management Plan (IMP):

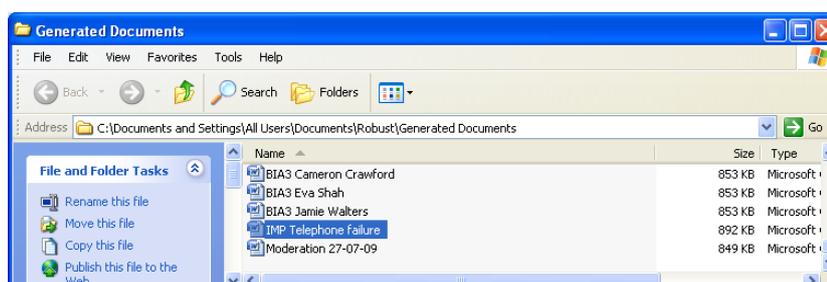
Following an incident, the incident is named, dated, and described in as much detail as will be useful to the Incident Management Team, in the fields provided.

Run Incident Management Plan (IMP):

The identified lost Resources are marked by checking the boxes in the 'Broken Resources' field to reveal the affected Activities.

Additional information, pertinent to specific details surrounding the incident is available through the 'Action Cards' menu. Each item checked will be included in the Incident Management Plan generated.

The IMP is created by pressing the 'Generate' button.



Run Incident Management Plan (IMP):

The generated document is placed in the Shared 'Generated Documents' sub folder on the computer's hard drive (see Installation Guide).

The default filename starts with 'IMP' followed by the 'Incident Description'.

Incident Management Plan

Company Name:	ACME Services Limited
Plan date:	27/07/2009
BC Manager:	Bethany Briggs
Incident name:	Telephone failure
Incident date:	27/07/2009
Issued to:	Resilience Director
Incident Management Team (IMT):	Strategic Category Owners
	Tactical Category Owners
Incident description:	
BT Fusion unit of telephone system failed following flooding of server room from occupancy above during bad weather	

Run Incident Management Plan (IMP):

The title page of the IMP describes the event, its date of occurrence, the distribution list, and the description of the event in full.

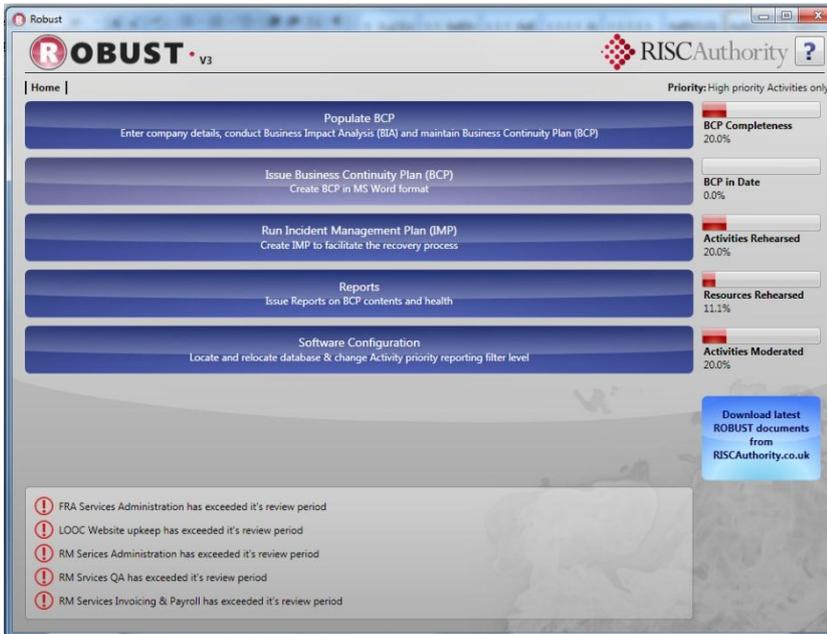
Table of Contents

Section	I
1	Incident Management Plan Guidance
2	Relevant addresses
3	Incident Management Team (IMT) meeting make up
4	IMT Meeting agenda
5	Briefing for IMT members
6	Summary of Broken Resources & Damaged Activities
7	Business Continuity Plans for damaged Activities
7.1	FRA Services Administration
7.2	RM Services Administration
8	Incident Management Cards
9	BattleBox Contents

Run Incident Management Plan (IMP):

The IMP provides all necessary documents, calling notices, meeting locations and contact details to conduct the meeting of the Incident Management Team produced bespoke to the event.

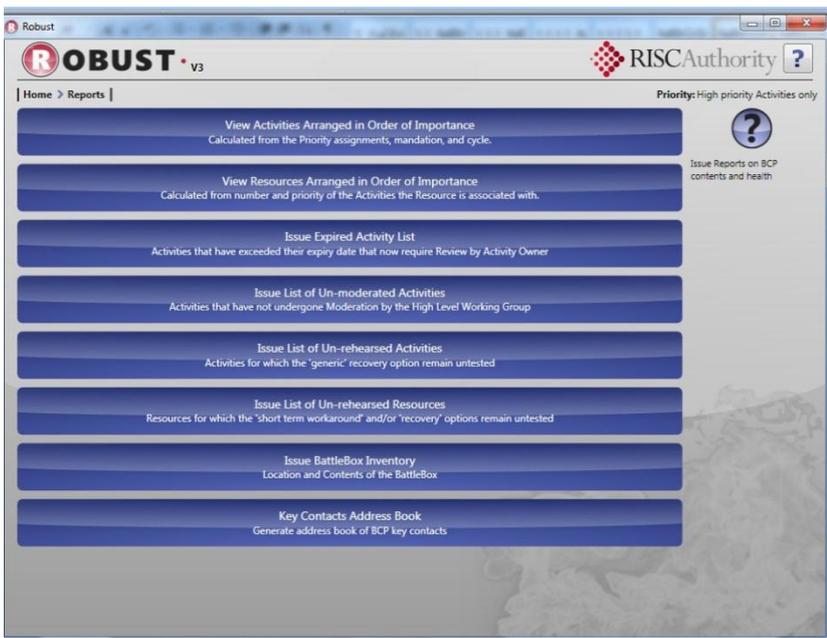
8.8 Maintenance, Review, Rehearsal and upkeep



Maintenance, Review, Rehearsal and upkeep:

ROBUST is 'time aware' and over time the KPI's and Alerts will be observed to change as review periods for data are passed.

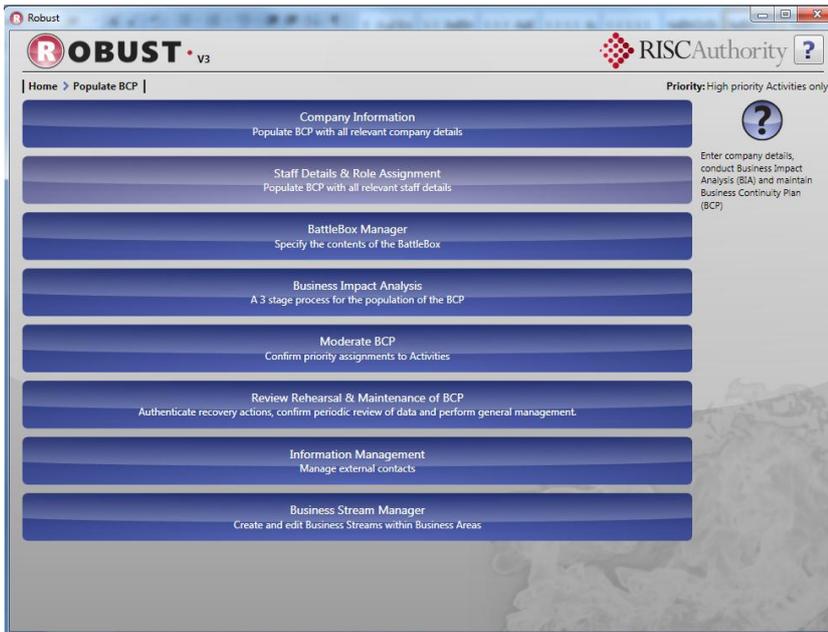
ROBUST provides a range of tools to help in the upkeep of the quality of its information.



Maintenance, Review, Rehearsal and upkeep:

>Reports

Under the Reports section a comprehensive suite of reports are available to audit the software for contained data in terms of completeness, quality, rehearsal and age.



Maintenance, Review, Rehearsal and upkeep:

- >Review Rehearsal & Maintenance
- >Information Management
- >Business Stream Manager

Through the hitherto unused menus of the 'Populate BCP' menu the following operations may be performed:

- Review Rehearsal & Maintenance: gives direct access to the 'Activity Editor' and 'Resource Editor' screens
- Information Management: gives direct access to the 'Contacts Editor' screen
- Business Stream Manager: Gives direct access to the 'Business Stream Manager' screen

9 What next?

Having produced your Business Continuity Plan you will have an excellent record of the ACTIVITIES most important to your Company and by playing with the Incident Management Planning tool will be able to see the interrelationships that exist between RESOURCES and the ACTIVITIES that rely on their availability.

Having appraised RESOURCE importance there is a need to protect the availability of the ones vital to your business. 'RESOURCES' are commonly protected through actions such as 'duplication', 'mirroring' and 'separation' so that single bad events do not affect total capability. In respect of whole 'ACTIVITIES' these may be maintained by the use of measures such as 'outsourcing under pre-agreed arrangements' and 're-negotiation of Service Level Agreements'.

10 ROBUST future developments

RISCAuthority intends to update this software on an annual basis. Current improvement ambitions are:

- Provide intelligent tool to suggest availability protection methods for most critical Activities and Resources
- Provide a simple tool for the assessment of financial disruption

Please email any suggestions that you may have using the email tool provided on the ROBUST website <https://robust.RISCAuthority.co.uk>.

Annex A – ROBUST’s menu structure

