CFAM&LBB2 **(SQA Unit Code - H421 04)**
Develop, maintain and evaluate business continuity plans and arrangements

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Overview

This standard is about developing, maintaining and evaluating business continuity plans to ensure that organisations continue to exercise core functions in the event of a business disruption or emergency. It is based upon a standard originally developed by Skills for Justice – CCAD1.

This standard is relevant to managers and leaders with specific responsibility for developing, maintaining and evaluating business continuity plans for their organisation.

This standard links closely with *CFAM&LBB1 Manage risks to your organisation*.

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Performance criteria

You must be able to:

P1 Engage appropriate people in your organisation and other key stakeholders in developing business continuity plans and arrangements.

P2 Confirm the required aim, scope and objectives of business continuity plans and arrangements.

P3 Identify key products or services and the critical activities and resources that support them.

P4 Evaluate the resilience of the structures and processes of the organisation and of relevant external organisations.

P5 Identify and assess alternative strategies to mitigate the effects of business disruption or emergencies.

P6 Develop business continuity plans and arrangements that are capable of mitigating the effects of business disruption or emergencies effectively.

P7 Provide a framework for business continuity management, co-ordination and control including:

    P7.1 procedures for determining when the business continuity plan must be invoked

    P7.2 roles and responsibilities of key people in the organisation

    P7.3 prioritisation of organisational processes or services

    P7.4 procedures for activating response arrangements

    P7.5 provision of resources (eg people, premises, technology, equipment)

    P7.6 provision of resilient information and communications systems.

P8 Ensure the resources committed to business continuity management are proportionate to the potential impact of business disruption or emergencies.

P9 Present business continuity plans and arrangements clearly, concisely and in ways that promote understanding.

P10 Encourage the ownership of business continuity plans and arrangements at the appropriate departmental level.

P11 Communicate business continuity plans and arrangements clearly to people within the organisation and other key stakeholders.

P12 Ensure provision of appropriate training for relevant staff or other persons.

P13 Ensure provision of exercises to validate and practice business continuity plans and arrangements.

P14 Review business continuity plans systematically and in response to organisational changes, changes to the potential impact of disruption or emergencies and lessons identified from incidents and exercises.

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Knowledge and understanding

You need to know and understand:

K1   How to engage appropriate people in your organisation and other key stakeholders in developing business continuity plans and arrangements.

K2   Current legislation, guidance and standards relevant to business continuity management.

K3   The legislation, regulations and related guidance relevant to information sharing.

K4   How to confirm the aim, scope and objectives of business continuity plans and arrangements.

K5   The importance of involving relevant stakeholders in the business continuity planning process and recognising their requirements and expectations.

K6   The potential impact of disruption or emergencies on the organisation.

K7   How to analyse the impact of disruptions or emergencies on the business.

K8   Local arrangements for managing emergencies.

K9   How to identify aspects of business continuity planning which can be addressed by training or exercising.

K10   How to plan for provision of relevant resources in the event of a business disruption or emergency.

K11   The information needs following a business disruption or emergency.

K12   How to identify critical and non-critical functions of the organisation.

K13   The organisation's structure, governance and business processes.

K14   The organisation's priorities for processes or service delivery.

K15   Methods of raising awareness of business continuity plans and arrangements.

K16   The importance of obtaining ownership of plans and arrangements at the appropriate level.

K17   The importance of developing a business continuity management culture within an organisation.

K18   How and why business continuity plans must be systematically reviewed.

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Behaviours

When performing to this standard, you are likely to demonstrate the following behaviours:

1   Respond promptly to crises and problems with a proposed course of action

2   Present information clearly, concisely, accurately and in ways that promote understanding

3   Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes

4   Watch out for potential risks and hazards

5   Protect your own and others' work against negative impacts

6   Focus personal attention on specific details that are critical to achieving successful results

7   Develop systems to gather and manage information and knowledge effectively, efficiently and ethically

8   Create a sense of common purpose

9   Identify the strengths, weaknesses, opportunities and threats to current and future work

10 Identify systemic issues and seek to mitigate their impact on performance

11 Anticipate likely future scenarios based on a realistic analysis of trends and developments

12 Test a variety of options before taking a decision

Skills

When performing to this standard, you are likely to demonstrate the following skills:

- Analysing

- Communicating

- Consulting

- Evaluating

- Influencing

- Interviewing

- Leadership

- Negotiating

- Networking

- Planning

- Presenting Information

- Prioritising

- Problem solving

- Reporting

- Thinking Strategically

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