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Keeping the ball in play.

Municipalities Newfoundland and Labrador

Introduction to Business Continuity Management

May 5, 2016

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Be Prepared

The Boy Scout motto has been around for more than a century but

What does it mean?

Be prepared … means you are always in a state of readiness in mind and body to do your DUTY.

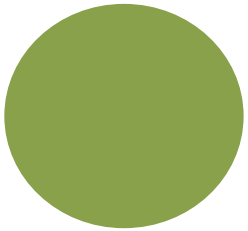
SCOUTS CANADA

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Prepared

For Scouts it means being ready to deal with being lost, helping others, keeping ones head while all about others are in panic …

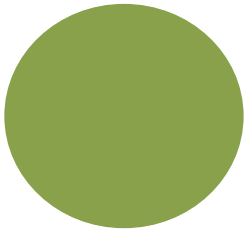
For municipalities it means being ready to deal with events that can seriously affect your town's well-being, budgets, infra-structure, and reputation



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Planning

Being prepared means there is a planned approach to dealing with things using a set of skills and techniques and training to overcome difficulties and emerge successfully, *to survive*



Business Continuity Plan

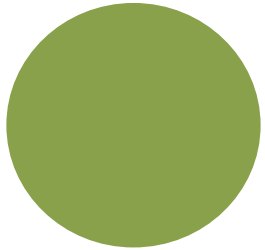
Business Continuity plans are exactly that, an assembly of actions, skills, techniques used to prepare a response to an unplanned interruption to town's business, infrastructure, budget or reputation

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Reality

http://www.nist.gov/el/resilience/guide.cfm

The US National Institute of Standards and Technology website has available a Community Resilience Planning Guide that can prove useful guidance to municipal planners



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A True Newfoundlander

NIST Special Publication 1190

Community Resilience Planning Guide for Buildings and Infrastructure Systems



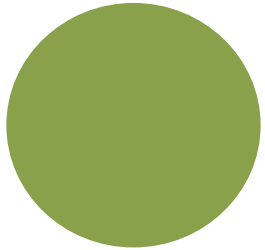
Shades of what IGOR could have been

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Reality (no really!!)

The Community Resilience Planning Guide is a good start but plans developed without an outside perspective and external review often fail; or end up collecting dust on a high shelf.

Plans need to be exercised.

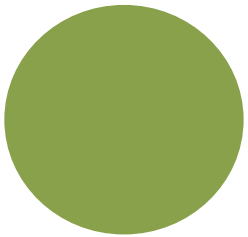


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Be Prepared

Some Newfoundland and Labrador towns have emergency plans and disaster plans but having a plan doesn't mean you can rest on your laurels

A recent study found that while all major UK cities have recovery plans 40% of them haven't exercised their plan in the past year



Be Prepared

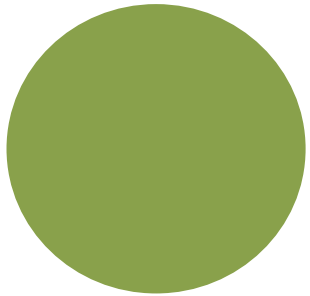
http://www.continuitycentral.com/index.php/news/business-continuity-news/615-uk-city-councils-disaster-recovery-plans-are-encouraging-but-there-is-room-for-improvement

It is important to budget resources to exercise your plan, perhaps in conjunction with your neighbours

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Next

Resilient BCM Associate Pat Curran will now lead you through the processes and benefits of Municipal Business Continuity plans; in other words, ways you can be prepare … for anything … any size … any time



When this happens…

When this happens…

- The Town's sewage treatment plant has become inoperable. The Director of Public Works is looking for replacement parts. Meanwhile residents are continuing to use the system.

What do you do?

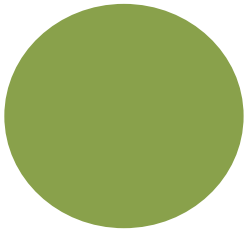


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Have your municipal operations ever been interrupted?

Can you identify a situation where Town operations were interrupted by something unforeseen?

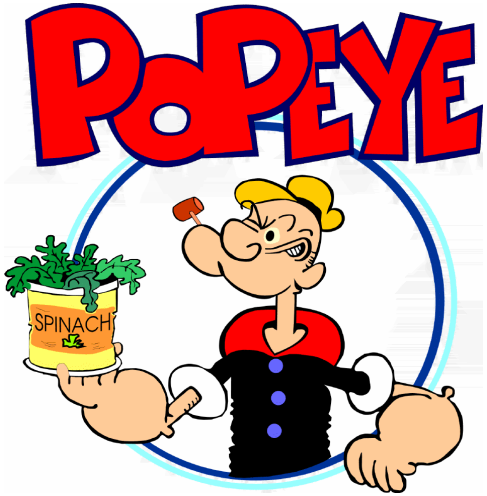
- How long were your operations impacted?
- What was the impact on the Town?
- What did you do?



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Business Continuity Management (BCM) can help!

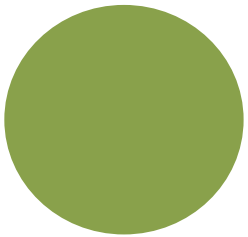
Business Continuity Management (BCM) builds readiness and recovery capacity within businesses and organizations, enabling them to identify threats and risks and to plan for and respond to business interruptions.



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Steps in the BCM process

- Business Impact Analysis (BIA) including review/ identification of business processes
- Risk Assessment (RA)
- Prioritizing business processes by impact and setting Recovery Time Objectives (RTOs)
- Detailed Business Continuity Plan (BCP) to determine readiness, recovery and resumption options – business disruption responses



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Business Impact Analysis

Identify services, business processes and process owner

Business Process	Process Owner
General Administration	
Financial Administration	Manager, Payroll and Finance
Records/Documents	
• Financial	Manager, Payroll and Finance
• Property	Accounting Clerk
• General	Receptionist
Information Technology	Executive Assistant/Director, Recreation and Community Events
Telecommunications	Executive Assistant
Reception	Receptionist
Audit	Clarified Accounting Limited (Auditor)/Manager, Payroll, Finance
Development/Planning	Planner/Executive Assistant
Economic Development	Economic Development Officer
Council/governance	Executive Assistant
Transportation	
Road Maintenance/Bridges/Culverts	Director, Infrastructure and Public Works
Snow clearing/Ice control	Director, Infrastructure and Public Works
Water	
Lines, Pumps, Tank, Chlorination and Treatment	Director, Infrastructure and Public Works
Sewage	
Outflows, Abydoz Systems, Lift Stations, Pipes	Director, Infrastructure and Public Works
Storm Sewer	
Storm Drains	Director, Infrastructure and Public Works
Recreation Programs/Services	
Programs	Director, Recreation and Community Events
Fire/Emergency Services	
Firefighting and Emergency Response	Fire Chief
Fire Training/Fire Prevention/Inspections	Fire Chief
Waste Management	
Composting/Metal Drop Off	Director, Infrastructure and Public Works
Property Management	Director, Infrastructure and Public Works
Equipment /Fleet Maintenance	Director, Infrastructure and Public Works
Other	
Animal Control	Director, Infrastructure and Public Works
Street Lighting	Director, Infrastructure and Public Works

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Business Impact Analysis

Interview with business process owner to determine:

- Description of business process
- Relationship to other business units/processes
- Potential impact of disruption
- Critical Requirements Analysis (CRA)
- Current level of readiness and planning



Risk Assessment

Conduct Risk Assessment for each business process

Threat Probability (TP) X Threat Impact (TI) = Risk Value



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Recovery Time Objectives

Assess potential risks to determine Recovery Time Objectives (RTOs)

Classification	Timeline	Description
Immediate	4-12 hours	Disruption impacts a service/process that involves life safety or property or other financial loss and requires immediate action
Urgent	12-48 hours	Disruption involves repairs or work required for system operation of essential systems, i.e. water and sewer
Priority	3-5 days	Disruption involves repairs or work required for system operation of non-essential systems
As required	6 days or more	Work relating to a program or service that may be safely, operationally, and economically postponed

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Business Impact Analysis

Prioritize potential disruptions

BDR	RV	System/Process
Immediate		
BDR 1	20	Transportation - Snow clearing/Ice Control - In severe weather
BDR 2	20	Water - Water Lines - Main
BDR 3	16	Water - Pump houses
BDR 4	16	Water - Water Treatment Plant
BDR 5	15	Sewage - Sewage Treatment Plant and Main Plant Outflow
BDR 6	11.25	Fire Department - Firefighting and Emergency Response
Urgent		
BDR 7	13.5	General Administration - Telecommunications
BDR 8	13.5	General Administration - Information Technology
BDR 9	12	Water - Well WSG-0359 - Water Line (Distribution)
BDR 10	11.25	Storm Sewer - Storm Drains
BDR 11	10	Sewage - Main Beach - Lines (collection), Force Mains and Lift Station (s)
BDR 12	9	Water - Well #1 & 3 WSG-0356 - Water Line (Distribution)
BDR 13	8	Transportation - Snow clearing/Ice Control - Access to sand/salt
BDR 14	8	Water - Main Plant - Well # 5(FE-1A) & #6 (FE-1B) - Water Line and Chlorination
BDR 15	8	Water - Tank
BDR 16	8	Fleet/Equipment - Snow-clearing
BDR 17	7.5	Transportation - Road Maintenance including Bridges/Culverts
BDR 18	6	Water - Well (WSG-0361) and Quinlan's Well (WSG-0361) Water Line
BDR 19	6	Water - Well #1 & 3 WSG-0356 - Chlorination Systems
BDR 20	6	Sewage - Sewage Outflow 1 and 2
BDR 21	6	Sewage - All components
BDR 22	6	Sewage - Abydoz Systems 1, 2 and 3
BDR 23	4	Water - Pump houses, Chlorination Systems and Water Treatment Plant
Priority		
BDR 25	8.75	General Administration - Financial Administration
BDR 26	7.5	General Administration - Information Management/Document Control – All
BDR 27	6	Transportation - Snow clearing/Ice Control - Labour disruption
BDR 28	4	Transportation - Snow clearing/Ice Control - Equipment failure
BDR 29	4	Waste Management - Collection
BDR 30	4	Property Management - Municipal Building, Municipal Depot and Fire Hall
Others as required		

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Prepare detailed response for potential disruption scenarios

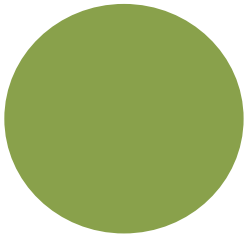
Business Disruption Responses

BDR	System/Process	RTO	MTPD	RV
BDR X	(Insert system/process name here)	Immediate	TBD	XX
BDR Description/Background				
System/ProcessDescription				
Incident History				
Possible Disruption scenario(s)				
Anticipated Impacts				
BDR Invocation/Activation				
Process owner				
Integration with Other Plans				
Duration of Impact				
Incident Command System				
Communication Plan				
Key Documents				
Key Equipment/Components				
Key Suppliers				
Primary Supplier				
Contact Name				
Contact Information				
Secondary Supplier				
Contact Name				
Contact Information				
BDR Response				
Notes				

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Benefits of BCM to Municipalities

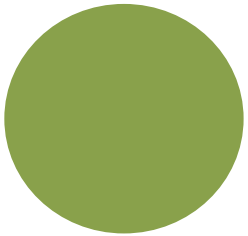
- Evaluates potential weaknesses and offers council better insights as to how to strengthen and improve the organization
- Provides a greater understanding of council processes, particularly those that are the most crucial
- Shows residents/other stakeholders you are prepared to maintain services in difficult times
- Allows Council to prioritize investment in recovery capacity
- Part of good municipal governance





Keys to Business Continuity Planning

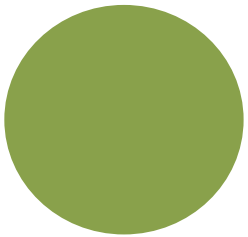
- Commitment of ownership/top management
- Allocation of resources to support project and program management
- Building awareness and stakeholder engagement
- Selection of effective strategic and plans
- Exercising and continuous improvement



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Key Questions

- Do I understand my Town's services and processes and the relationship(s) between each?
- Do I understand which services are most critical to my overall operations?
- Do I have plans in place to deal with business disruption – if the sewage treatment system is down, what am I going to do?



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Questions/Discussion



Thank You!

For more information

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