

# BUSINESS CONTINUITY PLANNING (BCP) MUNICIPALITIES

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# WHAT IS BUSINESS CONTINUITY ?

## *Business Continuity*

- All-hazards Incident Management discipline that ensures the availability of critical operations and services when faced with a significant business disruption
- Uses the principles & practices of both Enterprise Risk & Emergency Management

## *Business Continuity Planning (BCP)*

- The cyclical and team-based processes undertaken to ensure continuity

## *Business Continuity Management (BCM)*

- Holistic governance framework, supported by executive staff and senior management, through which BCP occurs



# WHY BUSINESS CONTINUITY ?

- All organizations experience disruptions
- BCP concentrates on the “people, processes and things” required to keep critical functions operational
- When activated, continuity plans ensure a pre-determined and acceptable level of service for stakeholders
- BCP builds organizational resilience by protecting critical assets, brand value and key stakeholder interests
- A requirement in *The Emergency Measures Act – Local Authorities Emergency Planning and Preparedness Regulation (2018-01-16)*



# WHERE APPLIED ?

- BCP applies to all **critical\*** functions within the organization
- Non-critical functions may be, but are not normally, addressed
- Special planning attention is given to
  - Internal Dependencies
  - Shared Inter-dependencies
  - Critical Service Providers
  - Supply Chain Considerations
  - Single Points of Failure

*\*Defined through impact and time-sensitivity*

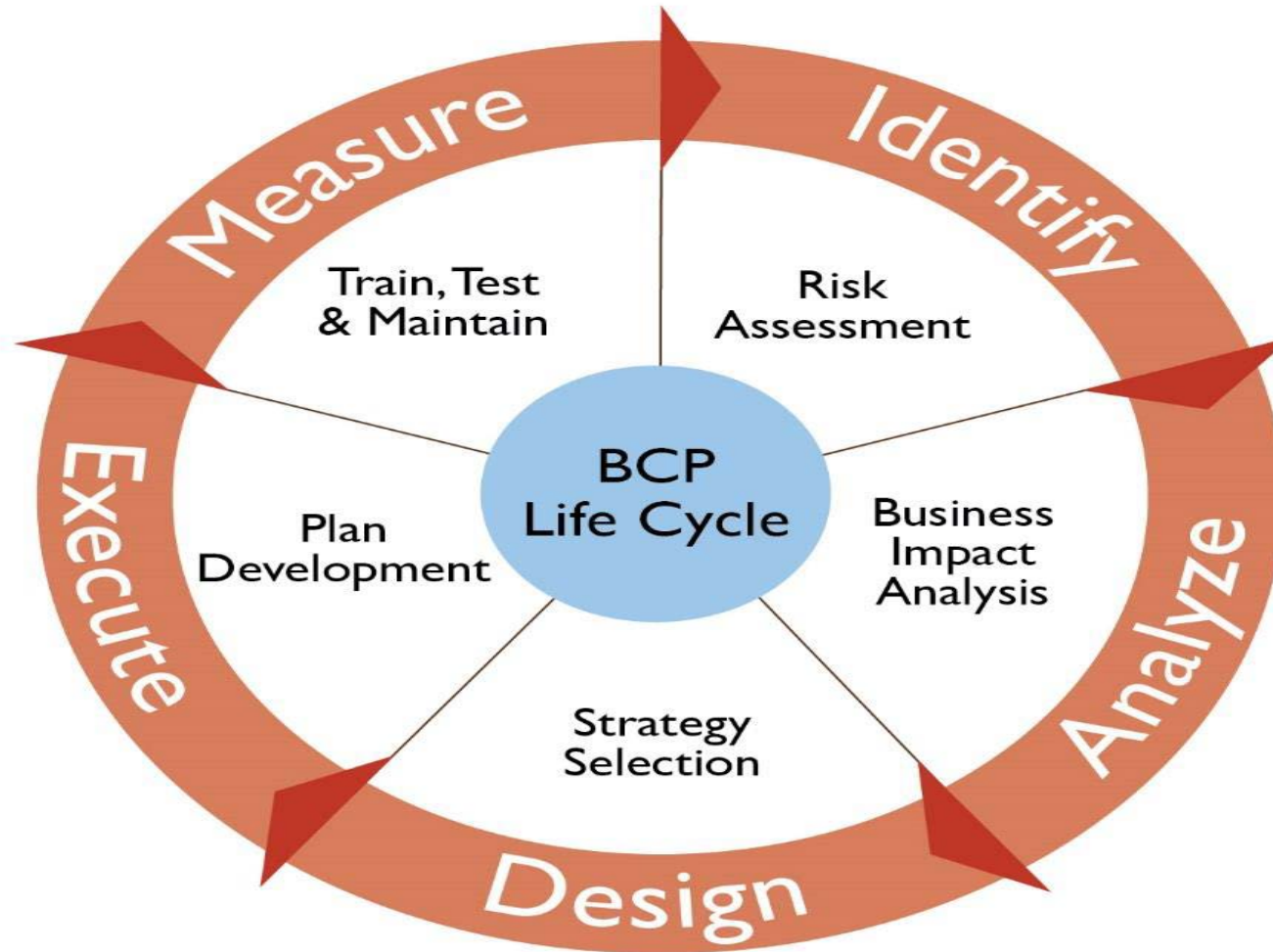


# WHO AND WHEN?

- Municipality Leadership and those directly responsible for the operation of critical functions and services undertake continuity planning
- Stakeholders, critical suppliers, other municipalities may be involved in your planning efforts
- Planning is always cyclical – GOM currently uses a 24 month BCP Cycle, in which continuity planning elements and timelines are determined
- Leadership reviews and approves the work produced from each cycle element
- BCP is never a one-time project – it is a renewable program



# BCP CYCLE ELEMENTS



# HOW - RISK ASSESSMENT

- Conduct team-based discussions on organizations risks, hazards, and vulnerabilities – especially those that may affect critical functions and services
- Discuss all potential risks, but focus on high probability/ high impact ones
- Document discussions on usable and shareable formats (Spreadsheets, Infographs, Heat Maps, Charts, etc.)
- Pursue obvious and available risk mitigation and risk management strategies, options and actions



# HOW - BUSINESS IMPACT ANALYSIS

- Distinguish critical from non-critical functions and services within your organization
- Determine impacts of the non-availability of critical function(s)
- Determine the Recovery Time Objective (RTO) for each critical function in hours/ days/ weeks
- Determine – and document – required resources to maintain a minimally-acceptable level of service for your critical function(s)
- Document any special requirements, dependencies and supply chain resources that are required to maintain your critical function(s)





# HOW - STRATEGIES & CONTINUITY PLAN

## *Strategies*

- Identify viable continuity & recovery strategies for your critical function(s)
- Consolidate these strategies to reduce costs and/ or complexity

## *Plan*

- Clearly outline the “people, processes, and things” required to keep critical function(s) operational – make this a user-friendly document
- Include helpful flowcharts/ visuals and appendices, if required
- Clearly document Incident Response (BCP) Team roles & responsibilities
- Produce in multiple formats and copy to EMO and stakeholders



# HOW - PLAN EXERCISES

- Determine your exercise, audit and maintenance requirements and align them with your BCP Cycle
- Benchmark your exercise requirements against an industry or professional standard, or regulation
- Determine the type(s) of exercises suitable (Plan Review, Functional Table-Top or Scenario-Based Exercise)
- Incorporate exercise findings (gaps, vulnerabilities) into your revised BCP
- Communicate your findings, where appropriate
- Renew the BCP Cycle



# CRITICAL ELEMENTS FOR SUCCESS

- Executive direction, resourcing and continual support for cyclical BCP
- Organizational cultural awareness and effect on risk appetite
- Continuity planning groups & defined roles for all critical functional areas
- Clear and sustainable program and improvement outcomes
- Be strategic in orientation and tactical in intended outcomes
- Be pragmatic – determine your cost/ benefit(s) and value-added
- Ongoing training & staff development
- Maintain and exercise your BCP to meet emerging risks and hazards
- Define a maturation path that builds organizational resilience



# NEXT STEPS & RESOURCES

- Review your existing Emergency Plan and examine where you might incorporate BCP elements
- Develop a new BCP to protect your critical functions and services
- Access available Continuity Planning resources
  - Self-initiated learning
  - EMO – planned online resources
  - Your regional Emergency Management Advisor
  - Certification (DRI Canada, Business Continuity Institute, etc.)
  - MI – EMPS Senior BCP Manager
  - Subject Matter Experts and Contractors



# THANK YOU!

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