

# **Business Continuity Strategy Manual**

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Authorised by:

Managing Director,

Date:

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## **Business Continuity Management System Strategy Manual**

### 1. Amendments

Authorised Persons for issuing amendments: Amendments to this Quality Manual may only be authorised by P Miller, Managing Director.

The appropriate issuing authority will amend procedures contained in this manual that are also issued in their own right. However, their inclusion in this manual may only be authorised by the above.

### 2. Definitions

Business Continuity Management (BCM) – The management system which allows the company operation to continue to function after a disaster, disturbance, etc.

Business Continuity Plan (BCP) – The plans that detail how the company will manage the resources and tasks following an incident.

Disruption – Impact of any hazard e.g. an act of God, such as flood, storm, etc or the impact of man-made hazards, e.g. crime, cyber crime, terrorism, pollution, service interruption, on the normal operations of Fairways Contracting Limited and/or their clients and/or supply chains.

### 3. BCM System Management

Auditing of the BCM System, at all off-site and contract locations. Non-conformances. Corrective and Preventive Actions. Continuous Improvement and Management Review are managed and maintained in accordance with other Fairways Management Services ie Environmental Management System and Health and Safety Management System which are governed by the Quality Management System.

### 4. Purpose

To establish Business Continuity Management plans, procedures and arrangements and to ensure communication of these to all appropriate staff in order that the personnel, assets, reputation and property of Fairways Contracting Limited and its clients are protected against foreseeable threats.

### 5. Scope

This Manual applies to all Fairways operations, offices and personnel. Specific arrangements are applicable to Fairways office locations with individual contract locations identifying specific arrangements complementary to client arrangements.

## 6. Roles & Responsibilities

The following table indicates the duties and responsibilities for key responders within the BCM framework, as well as the levels of authority assigned to each role.

Job Title	Role	Responsibilities	Authorities
Managing Director (Strategic Control)	Setting business/company business continuity objectives and targets.	Strategic management of the business to minimise loss.	Issue amendments to BCM system, invoke Incident Management Plans (IMP).
Head of Operations (Strategic Control)	Completion of business continuity objectives and plans, integrating with customers' objectives and plans.	Co-ordination of operations.	Invoke IMP.
Business Continuity Manager (Tactical Control)	Ownership of business continuity planning, testing and documentation.	To maintain the BCM manual and plans. To co-ordinate the response of all parties during BCM incident management. To arrange appropriate testing of BCM plans.	Issue amendments to BCM. Invoke IMP. Assignment/re-assignment of resources. Determining I.T. and communication priorities.

## 7. Business Impact Analysis and Risk Assessment

For each department and function within Fairways a Business Impact Analysis (BIA) will be maintained to identify critical activities and inter-dependencies.

This will be completed by the Business Continuity Manager (BCM), utilising the BIA Form through interviews with key staff members of each department. The BCM will review the analysis, with the department head and Head of IT, for completeness. The BCM will then determine the criticality of the function utilising the Fairways Risk Matrix.

From the critical activities identified in the BIA a Risk Assessment utilising the Fairways Risk Register template will be carried out in order that the significant risks are identified allowing the business to identify controls that will reduce the likelihood of a business disruption, shorten the period of disruption and limit the impact of the disruption.

The Risk Register will form the basis of the threats to the business which must be covered by the plans developed to manage business interruptions.

Contract-specific plans will be developed relating to identified threats to the contract unless client requirements supersede this.

Once a year in July, or when significant changes occur, Fairways will re-assess the business risks identified through the BIA. These risks are then to be updated, where appropriate, on the Risk Register templates.

## 8. Testing

The roles, responsibilities and arrangements within this manual will be tested on a periodic basis, agreed by the Managing Director and BCM, according to the BCM Schedule with the objective of identifying any short-comings in the plan and ensuring all personnel have a full understanding of the requirements placed upon them.

## 9. Invocation & Communication

### 9.1 Invocation

In the event that any aspect of the plans requires invocation, the person becoming aware of the requirement must immediately escalate the situation to a team/ individual with the authority to invoke the plans.

### 9.2 Communication

Communication to all relevant personnel will be in accordance with emergency contact details

## 10. Managing the Situation

In order to effectively manage the emergency, incident or crisis Strategic Control will ensure that a Situation Impact Analysis which identifies the impacts and potential impacts of the situation, as well as suitable control measures, is completed as soon as is reasonably practicable.

## 11. Review

### 11.1 Plan Details.

The BCM will review all contact details, personnel involvement and schedules on a monthly basis to ensure completeness.

### 11.2 Management Review

The BCM System will be reviewed at an annual Management Review, or when significant changes occur.