Business Continuity Planning and Climate Change for Manitoba Northern Businesses

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Business Continuity Planning training tailored to Manitoba Northern Businesses.

Pilot Course December 2, 2021

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Supported by Natural Resources Canada's Building Regional Adaptation Capacity and Expertise (BRACE) Program

Who This Training Is For

- This course was developed to provide foundational concepts in BCP to the Northern Business Sector under the MCRT BRACE Project.

- This course is intended to follow the MCRT Courses:
  - Climate Change Impacts to Northern Business
  - CCRA Core Principles
  - CCRA for Manitoba Business

Indigenous Sector

Northern Business Sector

Infrastructure Sector

Planning Sector

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What is Business Continuity?

➢ Business Continuity is "an ongoing process to ensure that the necessary steps are taken to identify the impact of potential losses and maintain viable recovery strategies, recovery plans, and continuity of services."

- National Fire Protection Association (NFPA) 1600 Standard on Continuity, Emergency and Crisis Management (2019 Edition, United States)

What is Business Continuity?

➢ A Business Continuity Plan (or BCP) is "a documented collection of procedures and information that is developed, compiled, and maintained in readiness for use in an incident to enable an organization to continue to deliver its critical products and services at an acceptable predefined level."

- Business Continuity Institute (BCI) and Disaster Recovery Journal (DRJ) Glossary of Terms

Why is Business Continuity Important?

| All businesses are vulnerable | Reason 2 | Reason 3 | Reason 4 |

Why is Business Continuity Important?

All businesses are vulnerable	It gives your business a competitive advantage	Reason 3	Reason 4

Why is Business Continuity Important?

| All businesses are vulnerable | It gives your business a competitive advantage | It allows for tough decisions to be made quickly | Reason 4 |

Why is Business Continuity Important?

| All businesses are vulnerable | It gives your business a competitive advantage | It allows for tough decisions to be made quickly | BCP is a win-win |

Guiding BCP Framework Elements

Professional Institutes and Associations

Legislation

Public Sector Planning Guides
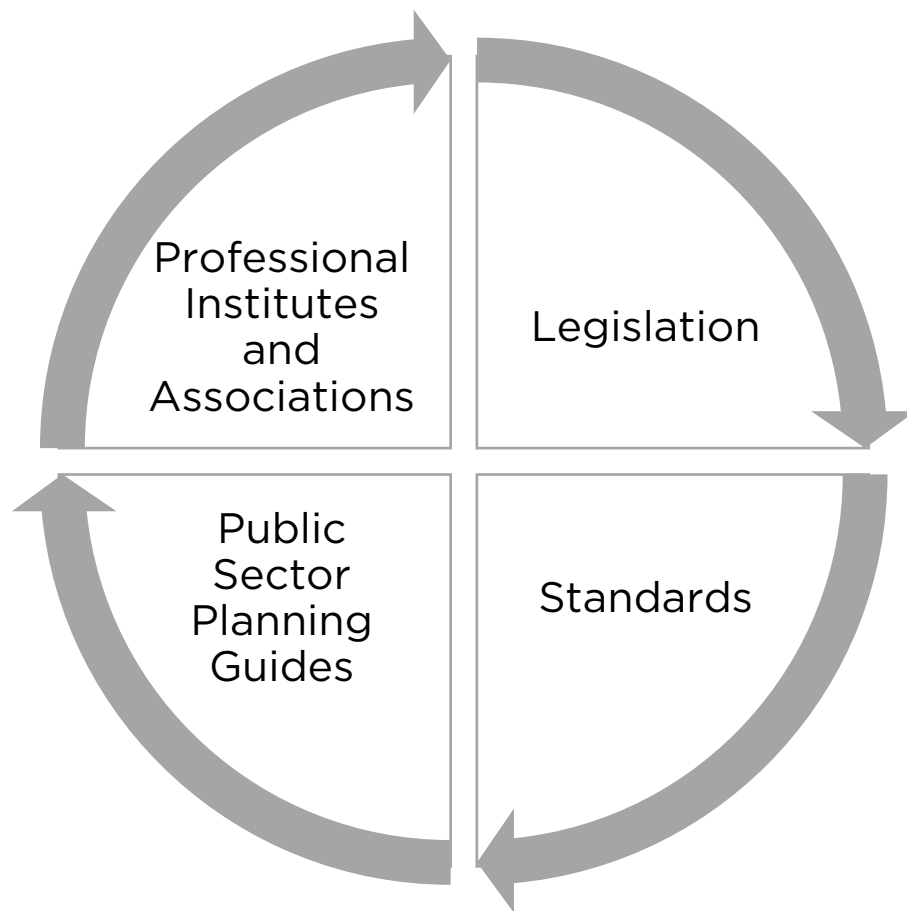
Standards

The elements that guide the framework for BCP in Manitoba include a combination of:

➢ Provincial legislation

➢ International and national standards

➢ Public sector planning guides

➢ Bodies of knowledge maintained by professional institutes and associations

Guiding BCP Framework Elements

Professional Institutes and Associations

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Public Sector Planning Guides
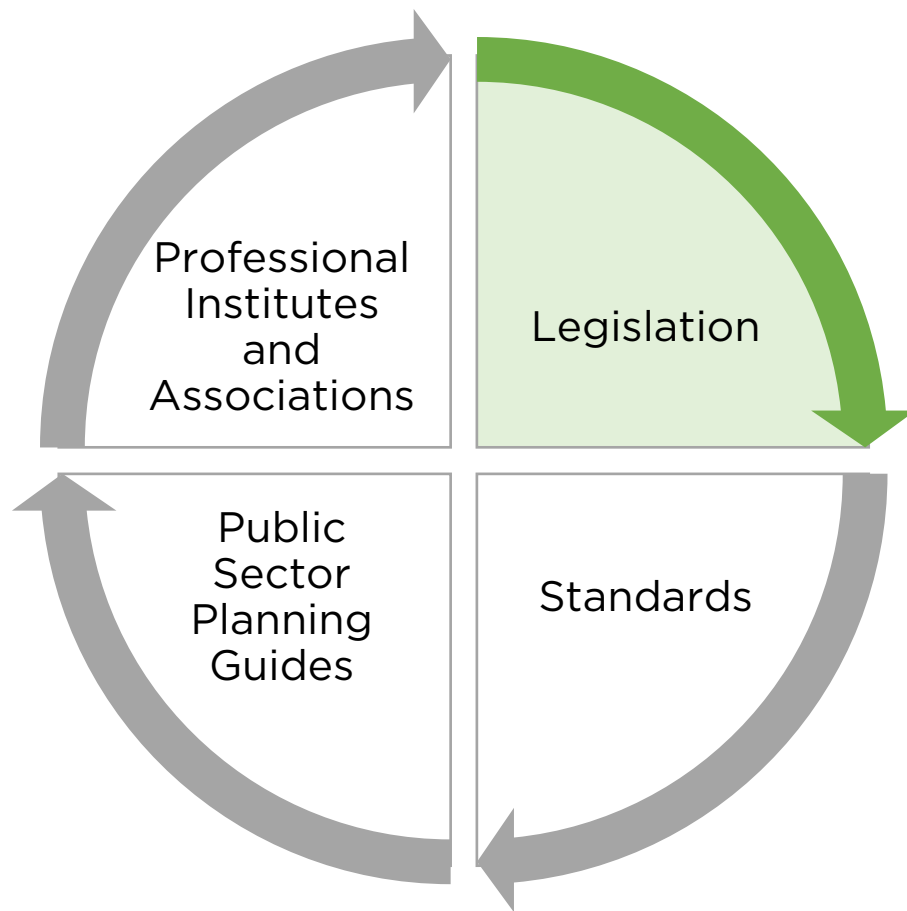
Standards

Provincial Legislative Framework

➢ Manitoba legislation and regulations affect emergency management, business continuity and 911 public safety answering points

➢ Primarily affects public sector but lists Canadian and US standards for programmes beyond the public sector

➢ Includes regulatory outlines for public and private sector disaster financial assistance programs

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Guiding BCP Framework Elements

Legislation

Standards

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Professional Institutes and Associations
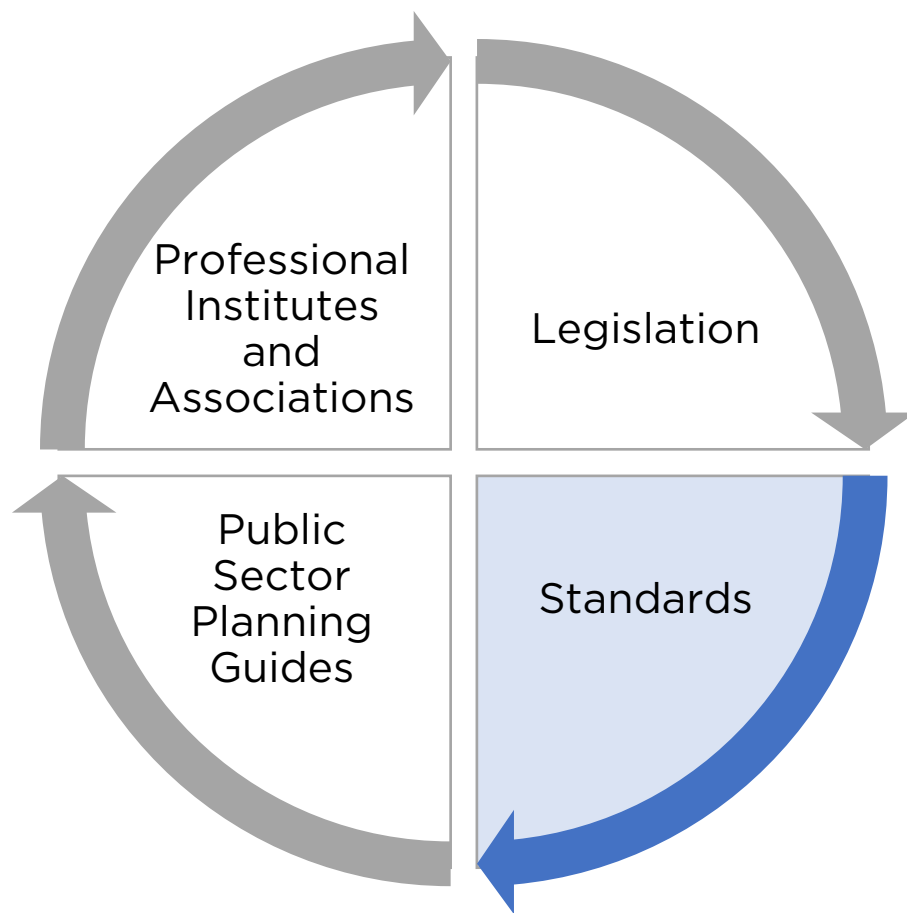
Applicable Standards:

➢ International Standards Organization ISO 22301

➢ Canada: Canadian Standards Association CSA Z1600

➢ USA: National Fire Protection Association NFPA 1600

Guiding BCP Framework Elements

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Standards
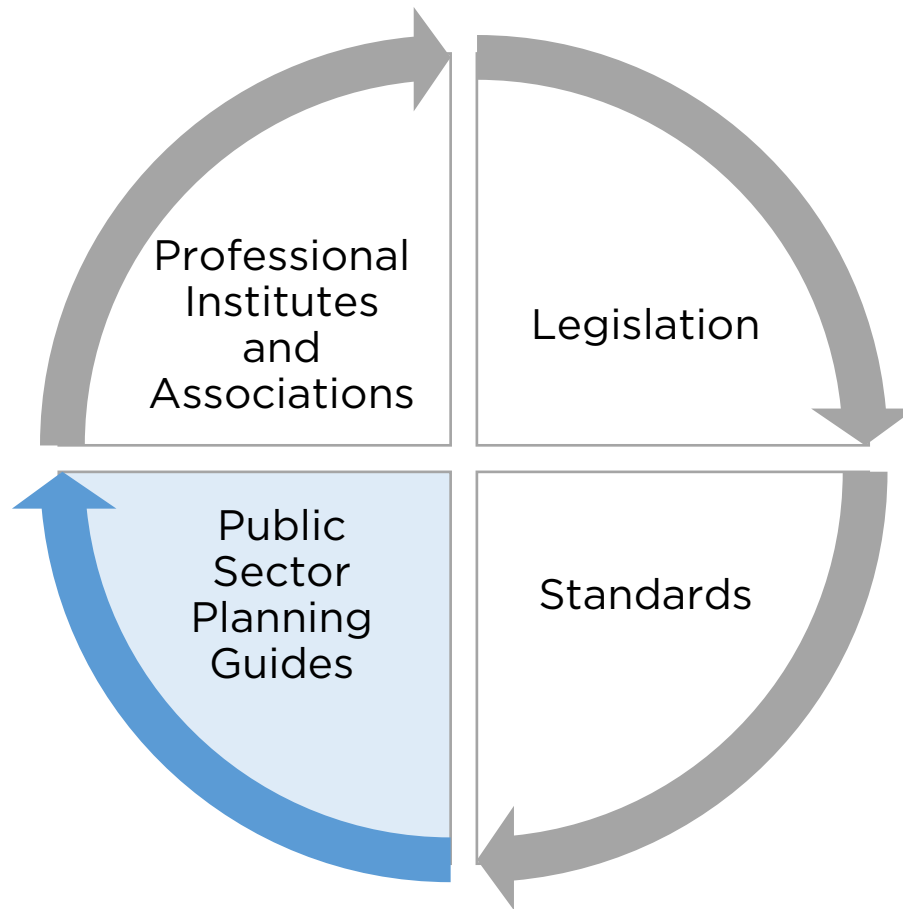
Provincially Published Planning Resources that may be useful for your organization:

➢ Manitoba Government description of BCP and link to Canadian resources

➢ Manitoba Government templates, resources and exercises for municipal business continuity planners

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Guiding BCP Framework Elements
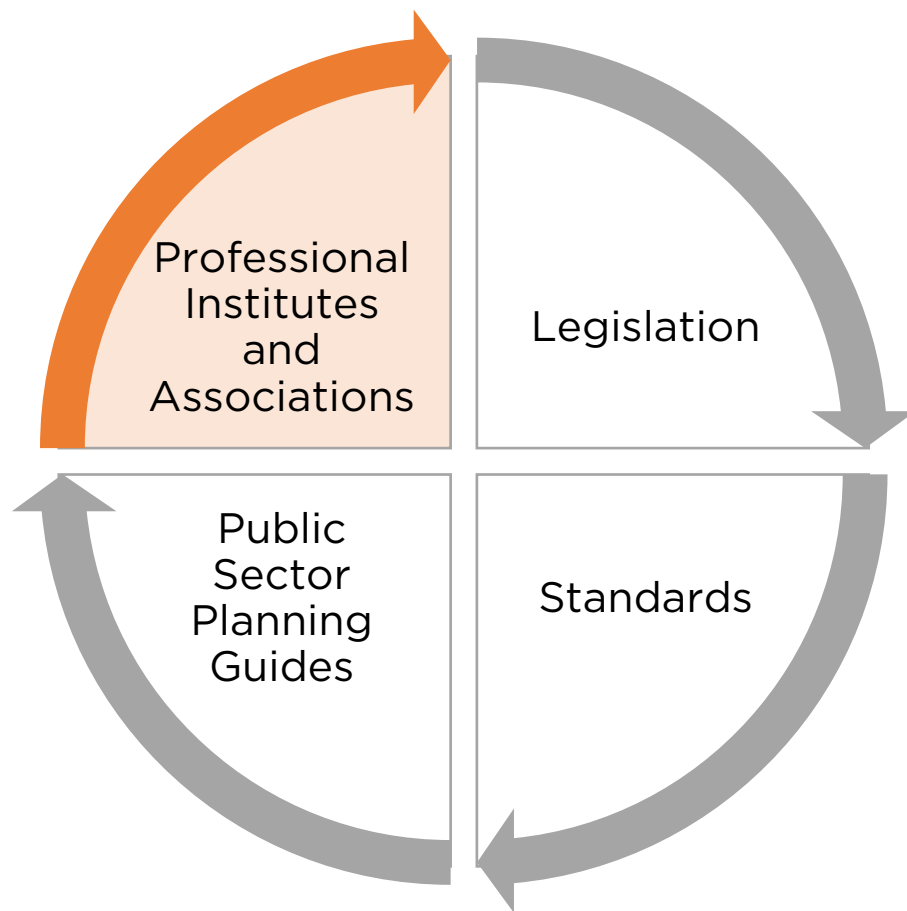
Professional BCM associations hold up-to-date bodies of knowledge on practices, practical resources, information sharing and formal courses with certifications:

➢ Disaster Recovery Institute Canada (DRIC)

➢ Disaster Recovery Information Exchange Canada (DRIE)

➢ The Business Continuity Institute (BCI)

Quiz Question

Question

The guiding framework elements that we have just explored include:

- Legislation

- Standards

- Public Sector Planning Guides,

And what else?

Possible Answers

a. Critical infrastructure assurance programs

b. Post-secondary education programs

c. Professional institutions and associations

Quiz Answer

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Continuity at All Levels

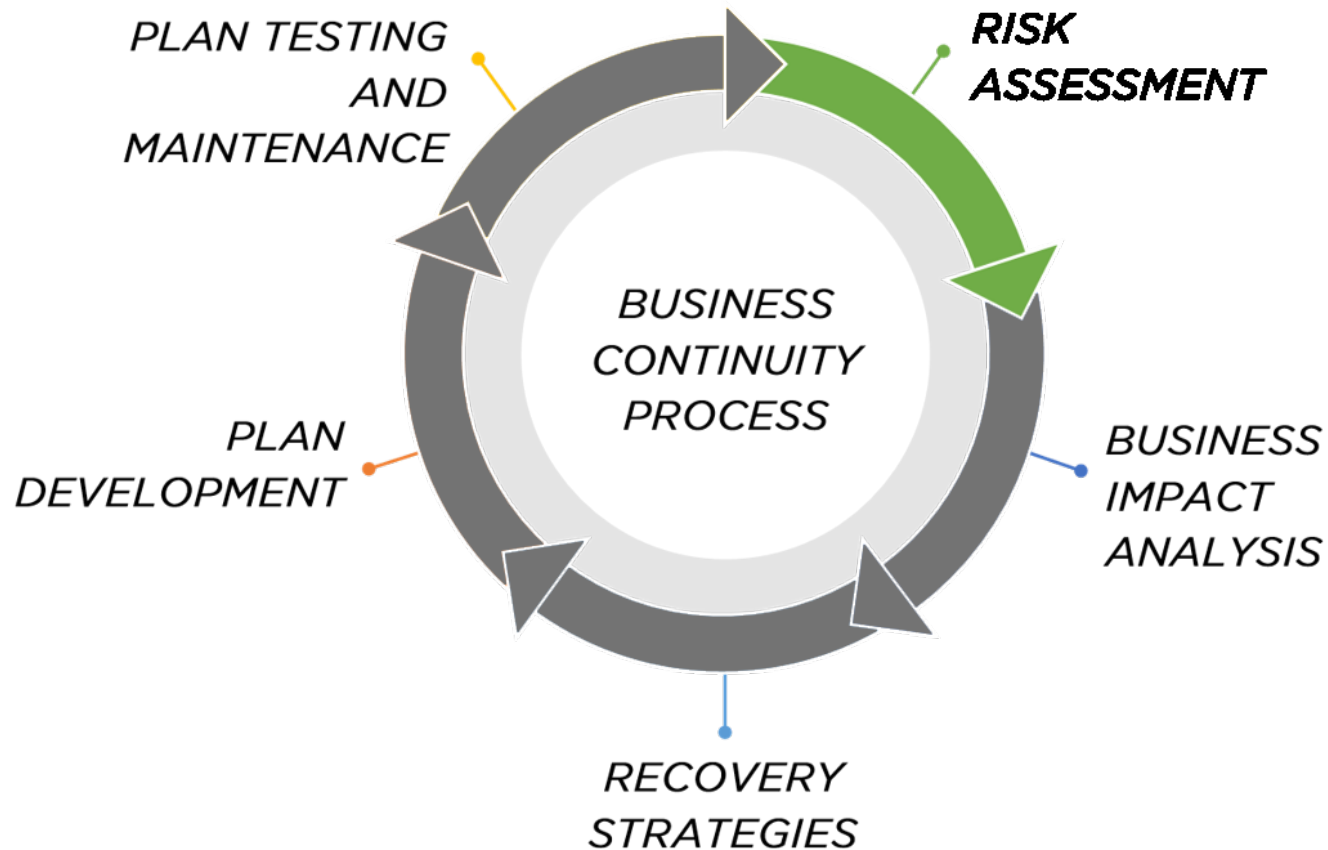| Senior Leaders	Functional Managers	Workers and Specialists
• Business Continuity Management (BCM) program oversight • Authority for information releases • External engagement	• Business Impact Analysis • Business and process continuity plans • Internal engagement	• Training and cross-training for critical roles and functions • Deployment of alternate resources and procedures according to BCPs

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Business Continuity Planning Process

BUSINESS CONTINUITY PROCESS

- PLAN TESTING AND MAINTENANCE
- RISK ASSESSMENT
- BUSINESS IMPACT ANALYSIS
- RECOVERY STRATEGIES
- PLAN DEVELOPMENT

Business Continuity Planning Process

PLAN TESTING AND MAINTENANCE

RISK ASSESSMENT

BUSINESS CONTINUITY PROCESS

PLAN DEVELOPMENT

BUSINESS IMPACT ANALYSIS

RECOVERY STRATEGIES

Risk Assessment

Risk Assessment involves:

➤ Identifying the hazards that pose a threat to your business

➤ Evaluating and scoring the likelihood and consequence factors for each hazard (Risk = Likelihood x Consequence)

➤ Consideration of top risks to inform decision-making and planning

Other Climate Change Risk Assessment (CCRA) Modules Available:
- CCRA Core Concepts
- CCRA for Northern Businesses
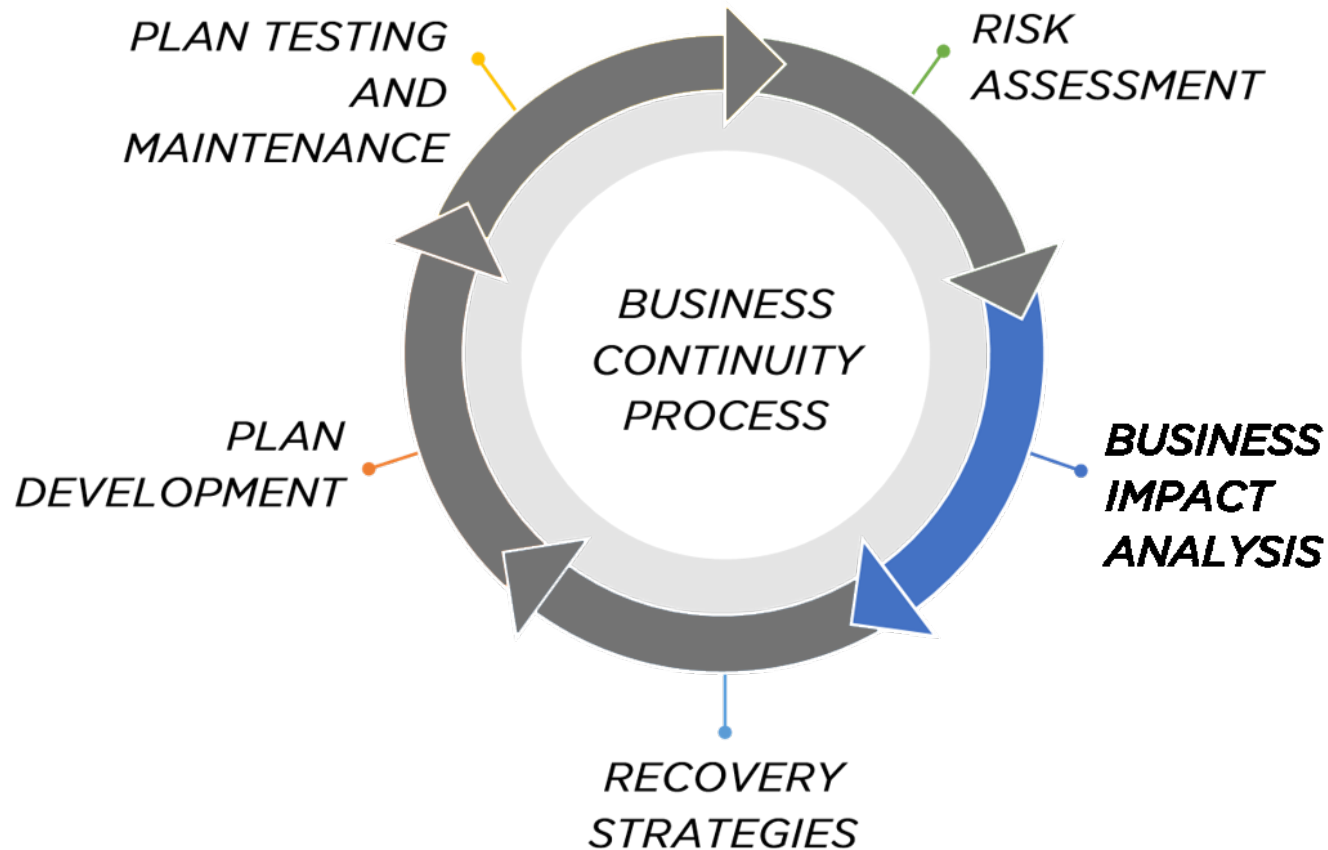- Climate Change Impacts for Northern Businesses

Risk Assessment

Climate Change Considerations:

➢ Related to: Climate Change Risk Assessment (CCRA)

➢ What climate extremes have affected your business in the past?

➢ Have you taken steps to minimize future impact to your business?

➢ Using regional climate change projections, determine the future climate for your area.

➢ How will future climate hazards impact your business?

Business Continuity Planning Process

RISK ASSESSMENT

BUSINESS IMPACT ANALYSIS

RECOVERY STRATEGIES

PLAN DEVELOPMENT

PLAN TESTING AND MAINTENANCE

BUSINESS CONTINUITY PROCESS

Business Impact Analysis

Business Impact Analysis (BIA) is the process of identifying and analyzing your business's critical functions and the effect that a disruption might have on them.

Consider:

- ✓ Inputs
- ✓ Outputs
- ✓ Dependencies
- ✓ Responsible personnel and key staff
- ✓ Impacts of loss or disruption
- ✓ Timeframe for unacceptable loss
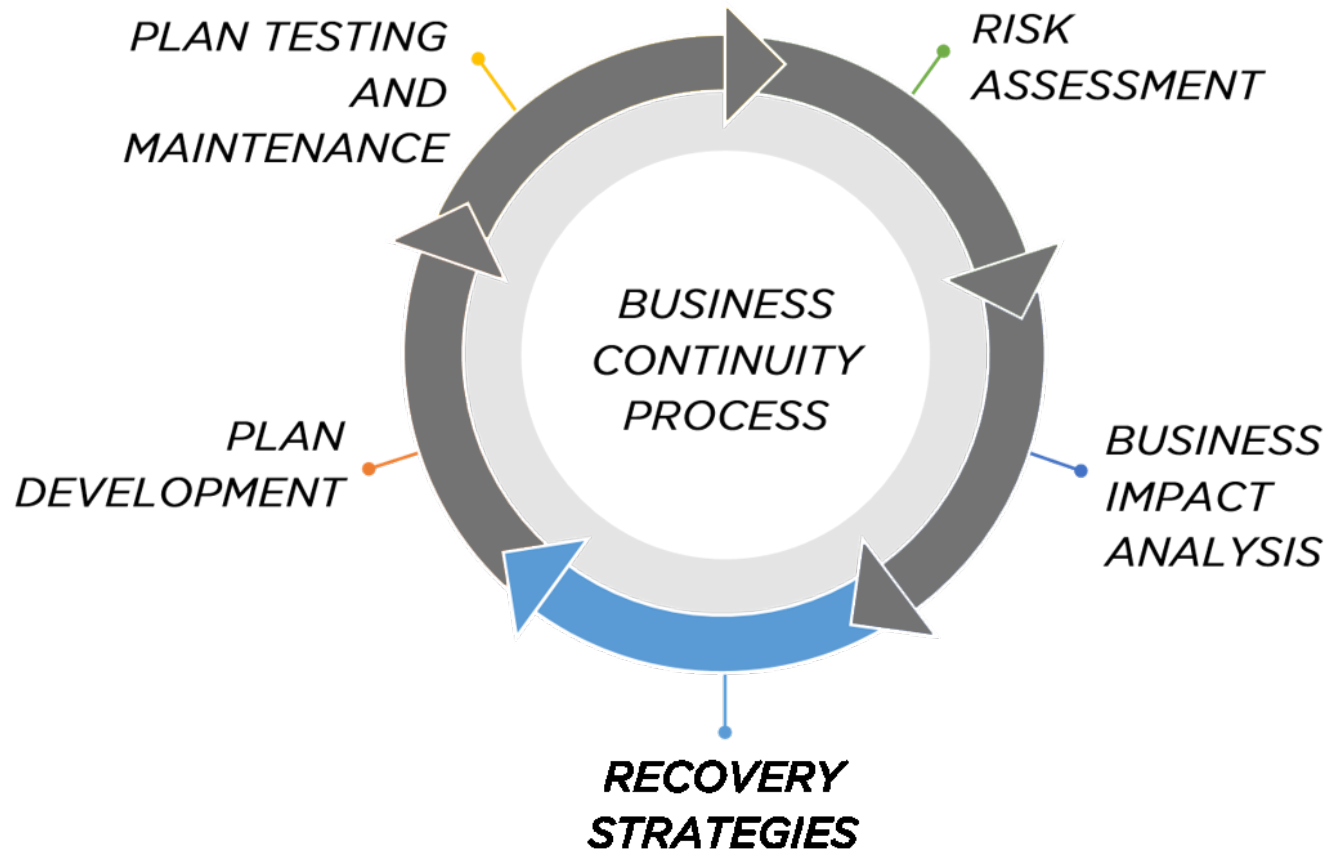
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Business Impact Analysis

Climate Change Considerations:

➤ Climate change is a multiplier of the magnitude of existing impacts

➤ Identify the impacts that involve climate influenced internal factors

➤ Identify how the impacts to your business could be greater depending on various external factors
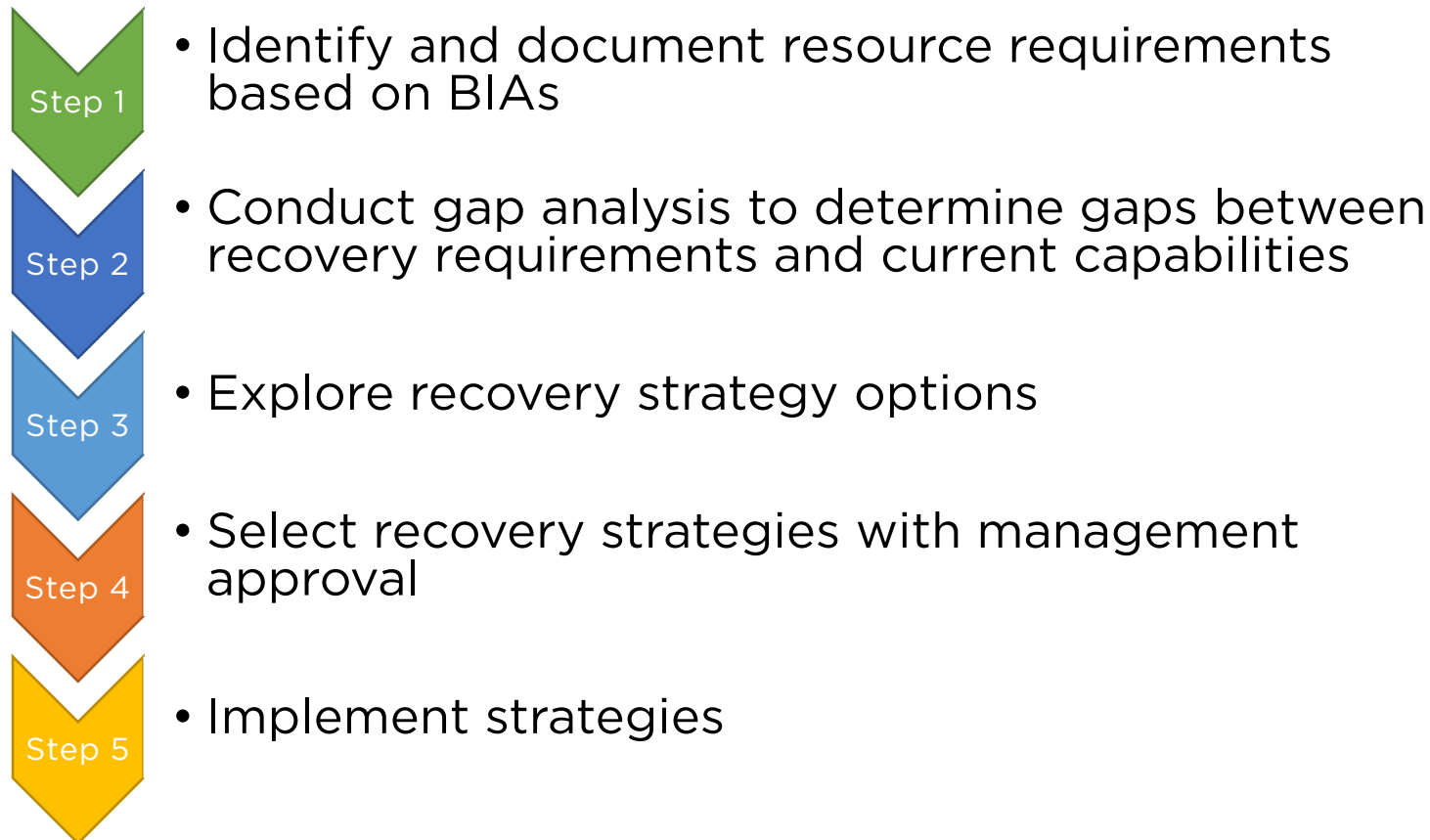
Business Continuity Planning Process

BUSINESS CONTINUITY PROCESS

- PLAN TESTING AND MAINTENANCE
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- RECOVERY STRATEGIES

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Recovery Strategies

A Recovery Strategy is an approach selected by business to ensure its recovery and continuity in the face of a disaster or other business disruption.

Step 1
- Identify and document resource requirements based on BIAs

Step 2
- Conduct gap analysis to determine gaps between recovery requirements and current capabilities

Step 3
- Explore recovery strategy options

Step 4
- Select recovery strategies with management approval

Step 5
- Implement strategies

Recovery Strategies

Climate Change Considerations:

➤ Identify adaptation options (risk reduction measures)

➤ Review and amend BCP strategies

➤ Select and implement preferred adaptation options
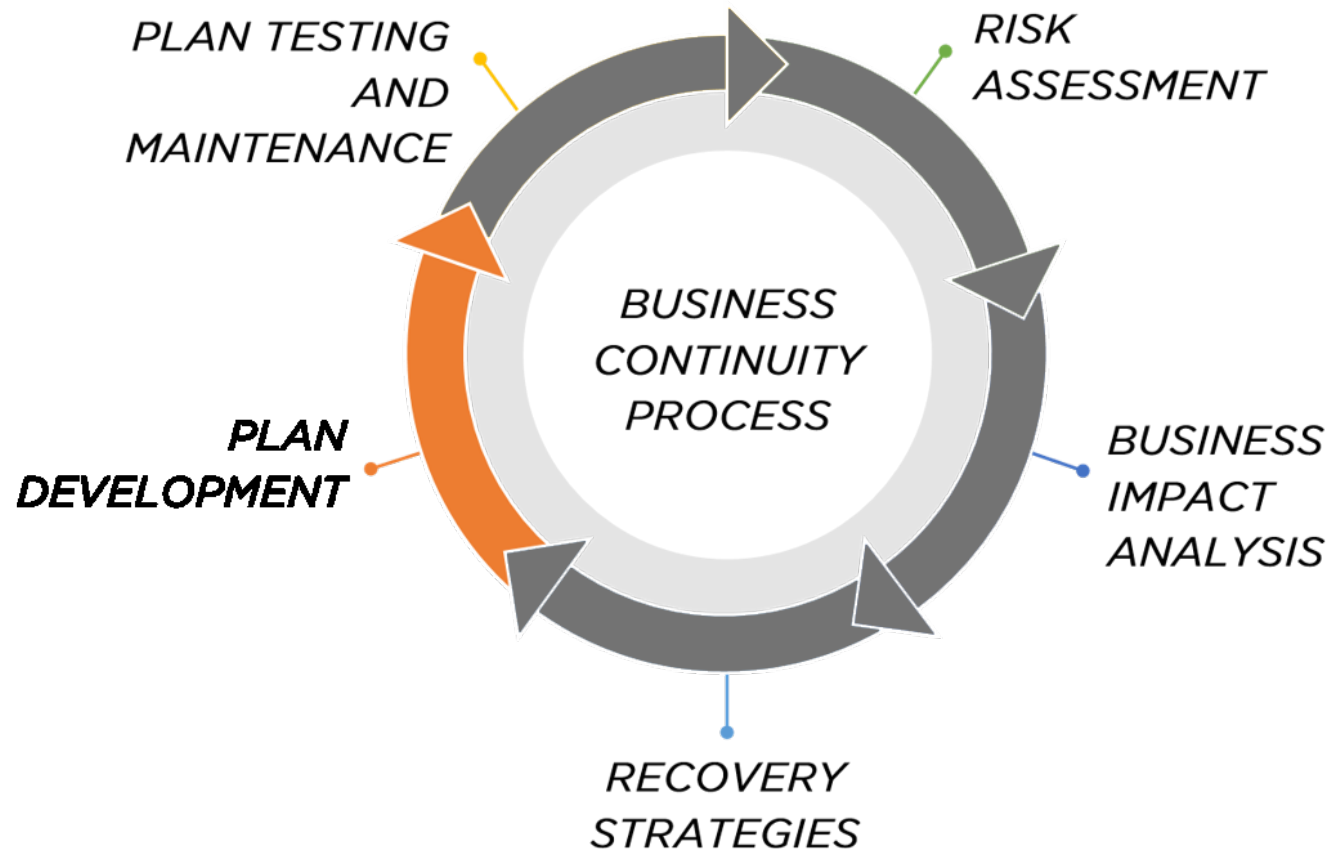
Recovery Strategies

Climate Change Considerations:

Some questions to consider when developing your adaptation options include:

- ➢ Do you have an up-to-date contact list?
- ➢ Do you have flexible working arrangements for staff members during extreme weather
- ➢ Do you have appropriate resilience measures to protect your business premises (e.g. sandbags or other barriers for flood)?
- ➢ How well do your buildings and building services cope with high temperatures?
- ➢ Do you have the skills and equipment to clean up after an extreme weather event? Are you able to purchase this now?
- ➢ Have you considered whether you could operate from alternative premises if you had to?
- ➢ Have you considered moving your business to a less risky location?

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Business Continuity Planning Process

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RECOVERY STRATEGIES

Plan Development

In developing your BCP, consider :

➢ Plan purpose

➢ Plan authority

➢ Critical thresholds for plan activation/deactivation

➢ Response measures

➢ Insurance and financial considerations

Plan Development

➢ Incorporate crisis communication considerations into your plan.

➢ Integrate your plan with the plans of allied agencies if necessary.

Plan Development

Climate Change Considerations:

➢ Review and amend the scope of your business continuity plan

➢ Review and amend your BCP policy

➢ Define any new roles, responsibilities and authorities

Business Continuity Planning Process
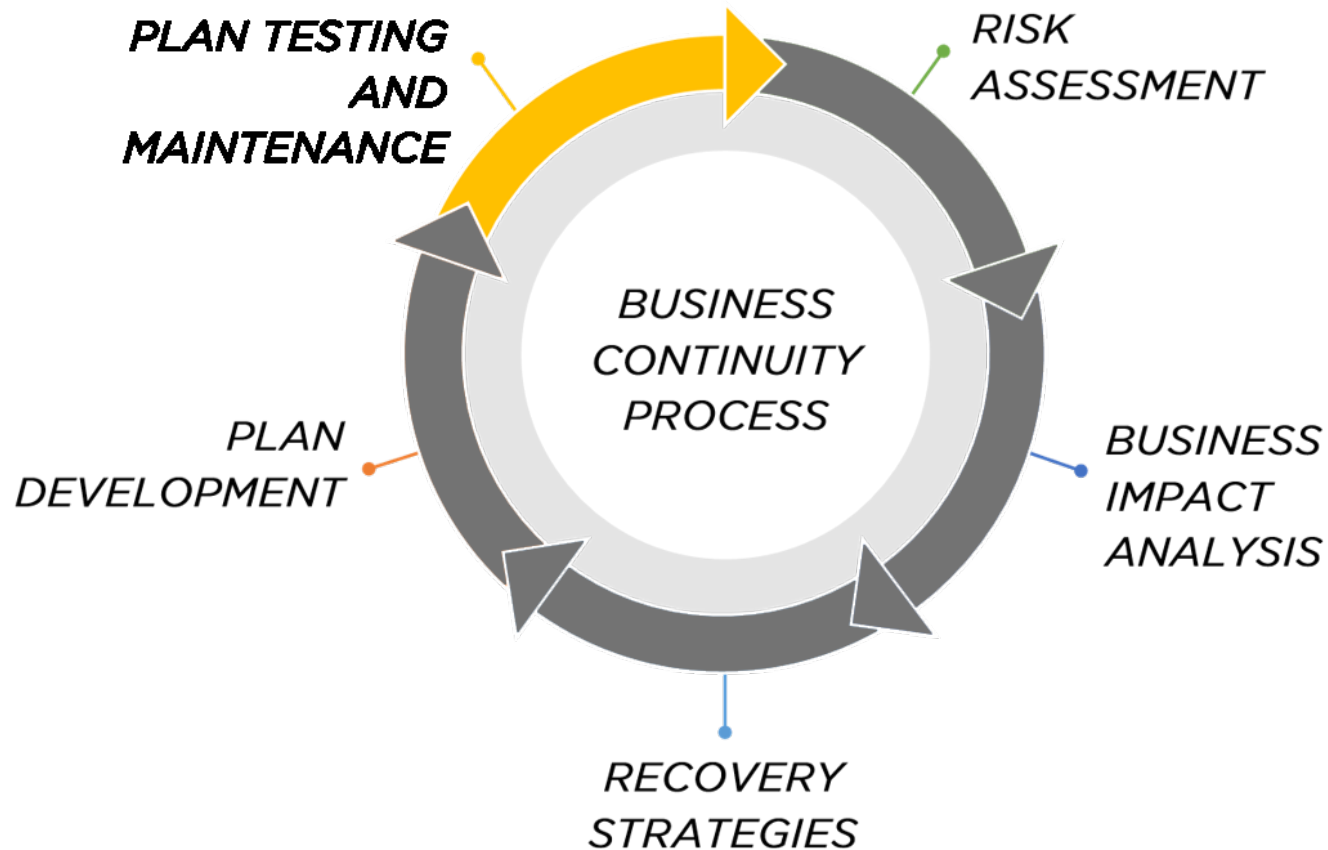
Plan Testing and Maintenance

Plan Testing (Exercises) and Validation

- Familiarizes staff on how to use the BCP from activation to restoration
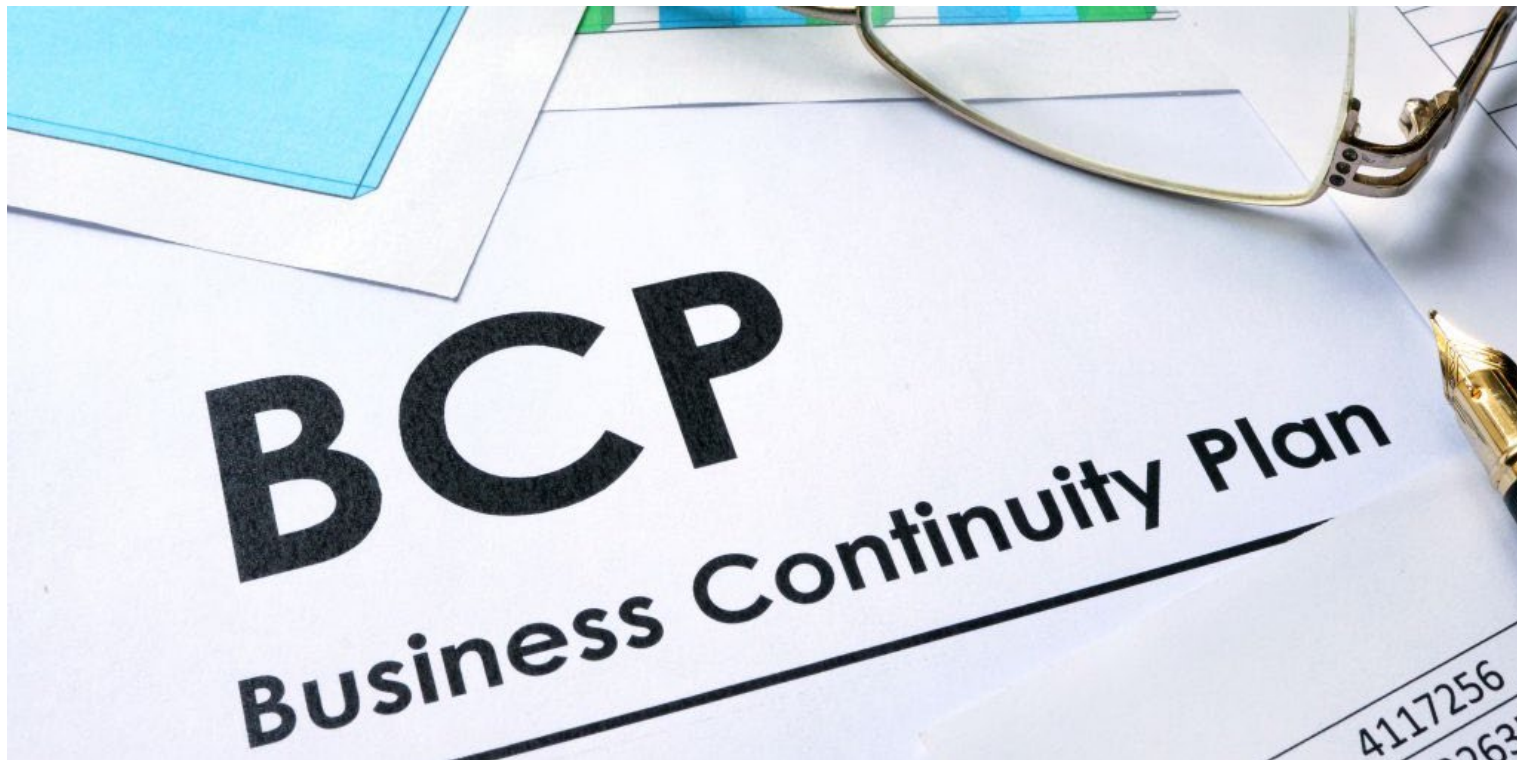- Socializes team members to how the BCP works

Plan Testing and Maintenance

Training and Cross-Training of Team Members

- Training is a refresher of how the BCP works
- Involves cross-training of succession roles

Plan Testing and Maintenance

Organizational Learning and Capturing Lessons from Real Activation

- After Action Review (AAR) protocol
- Incorporate learnings into the BCP
- If no changes are required, AARs can serve as plan validation documentation.

Plan Testing and Maintenance

Climate Change Considerations:

➢ Plan testing - consider using a weather-based scenario

➢ Plan maintenance - monitor business impacts of weather events, highlight critical thresholds, and monitor emergency information and guidance

Quiz Question

Question

What are the five stages of the BCP Process?

Possible Answers

a. Identify Risks, Measure Risks, Examine Solutions, Implement Solution, Monitor Results

b. Risk assessment, Business impact analysis, Recovery strategies, Plan development, Plan testing and maintenance

c. Prevent Risks, Prepare for Risks, Mitigate Risks, Respond to Risks, Recover from Risks

Quiz Answer

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BCP Planning Example

Business Continuity Process cycle diagram:
- RISK ASSESSMENT
- BUSINESS IMPACT ANALYSIS
- RECOVERY STRATEGIES
- PLAN DEVELOPMENT
- PLAN TESTING AND MAINTENANCE

BCP Planning Example

PLAN TESTING AND MAINTENANCE

RISK ASSESSMENT

PLAN DEVELOPMENT

BUSINESS CONTINUITY PROCESS

BUSINESS IMPACT ANALYSIS

RECOVERY STRATEGIES
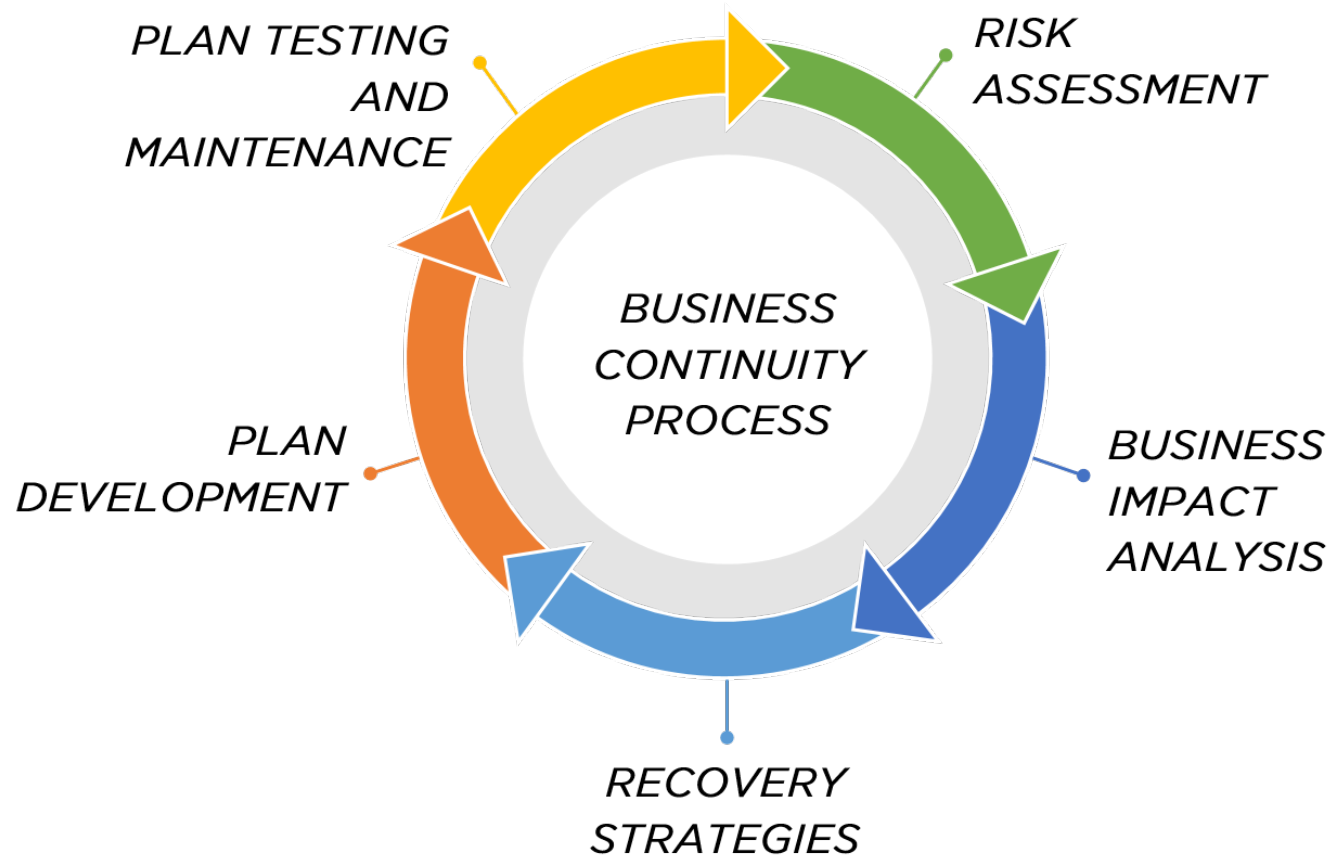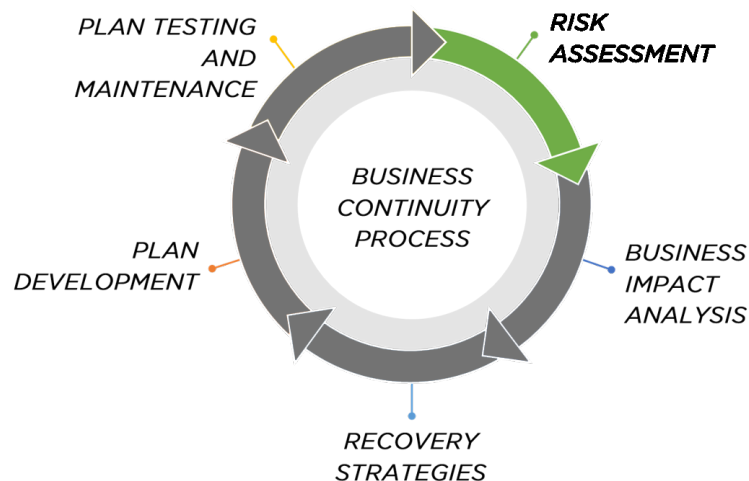
Using climate change data available to you for your area

- you have identified that extreme precipitation is projected to increase over the next 50 year time horizon in the area where your business's main headquarters is located.

- Your business considers this to be a climate change risk, in particular around flooding.

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BCP Planning Example

PLAN TESTING AND MAINTENANCE

RISK ASSESSMENT

BUSINESS CONTINUITY PROCESS

PLAN DEVELOPMENT
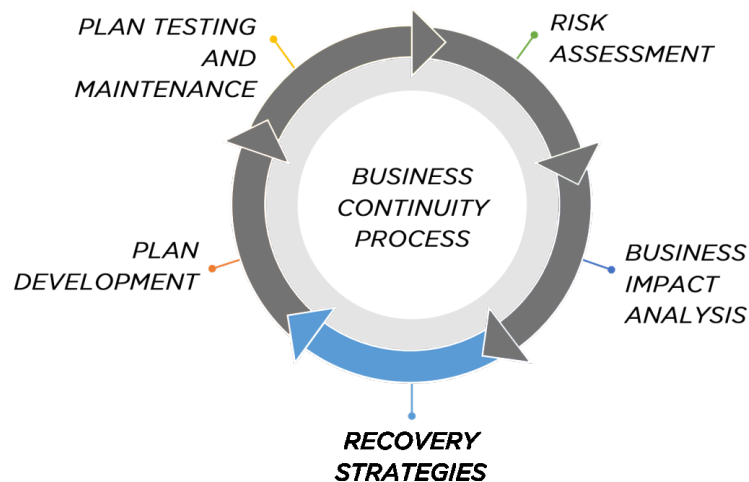
BUSINESS IMPACT ANALYSIS

RECOVERY STRATEGIES
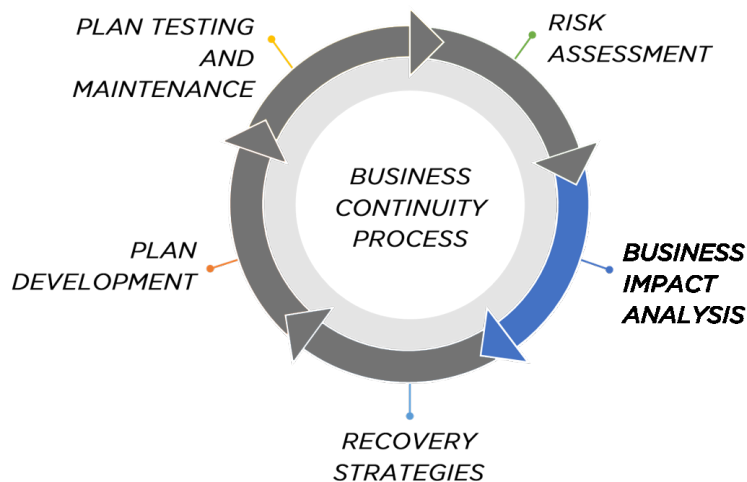
In considering the impact of extreme precipitation and flooding to your business

- you have discovered that your distribution facility is located in a flood zone.

- With the information you acquired from your risk assessment as part of your BCP you have identified that this facility is at risk of flooding in the long-term.

BCP Planning Example

PLAN TESTING AND MAINTENANCE

RISK ASSESSMENT

BUSINESS CONTINUITY PROCESS

PLAN DEVELOPMENT

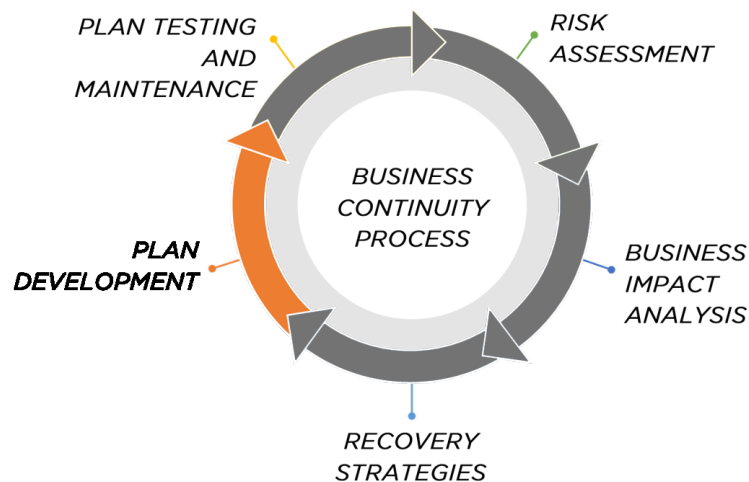BUSINESS IMPACT ANALYSIS

RECOVERY STRATEGIES

Consideration of increasingly extreme precipitation modelled for the future

- influenced an executive decision to relocate your distribution centre, which was in a flood zone, to a higher area.

BCP Planning Example

PLAN TESTING AND MAINTENANCE

RISK ASSESSMENT

BUSINESS CONTINUITY PROCESS

PLAN DEVELOPMENT

BUSINESS IMPACT ANALYSIS

RECOVERY STRATEGIES

- You have decided to relocate your business's distribution facility to a higher location outside of a flood zone as part of your long-term plan to adapt to the projected impacts of climate change for your area.

- In the interim, you have installed pumps as a reinforcement measure for the existing facility.

- In developing your business continuity plan, you document these short and long-term adaptations measure in your plan.

BCP Planning Example
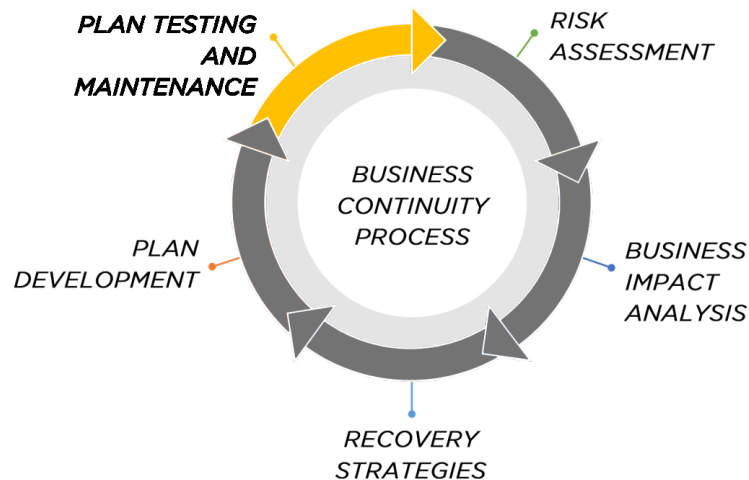
You test your business continuity plan annually.

- For your next BCP annual exercise you base the simulated scenario on an extreme precipitation event that leads to localized flooding of your existing distribution facility.

Feedback

Post-Pilot Class Participation Survey:

- Your feedback is extremely important to us, critical to course module refinement

- Links to a Survey Monkey **post-pilot survey** will be emailed to you within 24 hrs of this class.

Where to Go From Here?

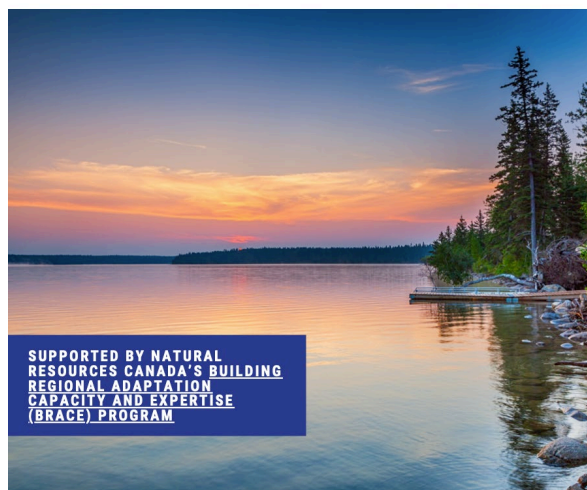- For Business Sector participants, proceed to the
  - **Costs and Benefits of Climate Change.**
  - **Funding Grants and Climate Change**

mcrtproject.ca/courses/

https://mcrtproject.ca/courses/

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