OUTLIERS RISK MANAGEMENT CENTRE™

# Business Continuity Toolkit™

Keep critical operations running and recover quickly

BCM Lead / Operations / CRO · Access Tier T2 · Flagship Edition 2026

*Publication-ready resource for the Outliers Resource Library*

# 1. Full Guide

Business continuity management (BCM) ensures critical operations continue or recover quickly through disruption. This toolkit covers business-impact analysis, continuity strategies, plans, recovery objectives and exercising.

## The BCM lifecycle

1. Business Impact Analysis (BIA) — identify critical processes & RTO/RPO
2. Continuity strategy — how each process is sustained/recovered
3. Plan development — BC & DR plans with roles
4. Exercising — test and improve
5. Governance — maintain, review, assure

## Maturity model

| L1 Fragile | L2 Functional | L3 Disciplined | L4 Strategic | L5 Resilient |
|---|---|---|---|---|
| Informal / reactive | Basic, siloed | Standardised & governed | Integrated & quantified | Predictive & embedded |

# 2. Templates

## 2.1 Business Impact Analysis (template)

| Process | Criticality | Max tolerable downtime | RTO | RPO | Dependencies |
|---|---|---|---|---|---|
| Payments/treasury | Critical | 4 hours | 2 hours | 15 min | Banking, ERP, connectivity |
| Order fulfilment | High | 1 day | 8 hours | 4 hours | WMS, logistics |
| Customer service | Medium | 2 days | 1 day | 1 day | Telephony, CRM |

## 2.2 Business Continuity Plan (structure)

- Scope & critical processes
- Activation triggers & authority
- Roles & contact tree
- Continuity strategies per process
- Recovery steps & RTO/RPO
- Communications
- Stand-down & review

## 2.3 Exercise & test plan

| Exercise type | Frequency | Scope |
|---|---|---|
| Tabletop | Quarterly | Scenario walk-through with key roles |
| Functional test | Half-yearly | Test a specific recovery capability |
| Full simulation | Annual | End-to-end disruption simulation |

# 3. Registers

Use the Incident Register (XLSX) to capture disruptions, and track RTO/RPO attainment from exercises in the BIA.

# 4. Checklists

## BCM readiness checklist

- ☐ BIA completed for all critical processes

- ☐ RTO/RPO defined and agreed
- ☐ Continuity & DR plans documented and current
- ☐ Contact trees up to date
- ☐ Plans exercised on schedule
- ☐ Recovery capabilities tested
- ☐ Third-party continuity dependencies addressed
- ☐ Governance and review in place

## Governance Structure

Risk is governed through three lines of defence under board oversight:

| Layer | Role | Responsibility |
|---|---|---|
| Board | Oversight | Approves policy, appetite; oversees the risk profile |
| Risk / Audit Committee | Focused oversight | Reviews top risks, appetite, assurance |
| 1st line — Management/owners | Own & manage | Identify, assess, control and report risk in operations |
| 2nd line — Risk/Compliance | Oversee & challenge | Set framework, monitor, challenge, aggregate reporting |
| 3rd line — Internal Audit | Assure | Independent assurance over the risk and control system |

## Reporting Templates

### Standard continuity report structure

- Executive summary & key messages
- Profile vs appetite (RAG)
- Top risks & movement
- KRIs and breaches
- Incidents & losses in period
- Actions & overdue items
- Decisions / escalations sought

### KRI reporting table (example)

| KRI | Current | Threshold | RAG | Trend | Action |
|---|---|---|---|---|---|
| Critical plans current | 100% | 100% | Green | Stable | Maintain |
| Plans exercised (period) | 80% | 100% | Amber | Up | Schedule remaining |
| RTO/RPO attainment | Meets | Meets | Green | Stable | Maintain |

## Board Reporting Example

*Illustrative one-page board summary (replace with live data):*

| Item | Status | Commentary |
|---|---|---|
| Continuity readiness | Amber | All critical plans current; 80% exercised this period |
| Recovery capability | Green | Last test met RTO/RPO targets |
| Gaps | Amber | One vendor lacks a continuity commitment |
| Decisions sought | — | Note plan; approve continuity clause in vendor contracts |

## Disclaimer

*This toolkit is a professional management resource, not legal, regulatory or audit advice. Calibrate scoring scales, appetite, limits and governance to your organisation, sector and applicable regulation. Sector-specific requirements (e.g. prudential, data-protection, HSE) must be confirmed against current local regulation.*