

# Business Continuity Management

## 1. BCM Program & Governance

Intent: Direction, authority, and oversight exist and are exercised.

Evidence (3 Es)

E1 – Established (Gateway Evidence)

Does a formally approved BCM policy, scope, roles, responsibilities, and governance structure exist?

E2 – Effective:

Do governance bodies actively oversee BCM (e.g., approve priorities, resolve issues, allocate resources)?

E3 – Embedded:

Is BCM governance integrated into enterprise risk, strategy, assurance, and management review cycles?

## 2. Business Impact Analysis (BIA) & Risk Assessment

Intent: Decisions are based on a credible understanding of impact and risk.

Evidence (3 Es)

E1 – Established (Gateway Evidence)

Does a defined organisational methodology exist for conducting BIA and continuity risk assessments?

E2 – Effective:

Are impact assessments, RTOs, RPOs, and risk ratings logical, evidence-based, and decision- useful?

E3 – Embedded:

Are BIA and risk outputs kept current and used to drive strategy, investment, and prioritisation?

## 3. BCM Strategies & Solutions

Intent: Chosen responses are deliberate, feasible, and proportionate.

Evidence (3 Es)

E1 – Established (Gateway Evidence)

Does a defined organisational approach exist for developing continuity and recovery strategies?

E2 – Effective:

Do strategies realistically meet agreed RTOs/RPOs within known constraints (people, facilities, suppliers, IT)?

E3 – Embedded:

Are strategies aligned with risk appetite, budgets, IT DR, suppliers, and broader resilience planning?

#### 4. BCM Plans & Procedures

Intent: People can act quickly and correctly under stress.

Evidence (3 Es)

E1 – Established (Gateway Evidence)

Does a defined organisational framework exist for developing and maintaining BCM plans and procedures?

E2 – Effective:

Are plans clear, actionable, role-based, and usable under realistic time pressure?

E3 – Embedded:

Are plans current, accessible, referenced in contracts and procedures, and actually used in incidents or exercises?

#### 5. Exercising, Testing & Maintenance

Intent: Capability is proven, not assumed.

Evidence (3 Es)

E1 – Established (Gateway Evidence)

Does defined organisational exercising, testing, and review program exist for BCM?

E2 – Effective:

Do exercises meaningfully validate assumptions, decision-making, coordination, and recovery timelines?

E3 – Embedded:

Are lessons identified, tracked, and used to update BIAs, strategies, plans, and training?

#### 6. Culture, Training & Awareness

Intent: BCM competence exists beyond a few specialists.

Evidence (3 Es)

E1 – Established (Gateway Evidence)

Do defined BCM roles and an organisational training and awareness framework exist?

E2 – Effective:

Do people understand their responsibilities and demonstrate competence appropriate to their role?

E3 – Embedded:

Is BCM awareness sustained through onboarding, refreshers, leadership messaging, and real behaviours?

## 7. Performance Evaluation & Continuous Improvement

Intent: BCM capability improves over time.

Evidence (3 Es)

E1 – Established (Gateway Evidence)

Do defined organisational mechanisms exist for evaluating and improving BCM performance?

E2 – Effective:

Do evaluations identify meaningful gaps, trends, and systemic weaknesses?

E3 – Embedded:

Are findings acted upon, tracked to closure, and reflected in management decisions and investment?