

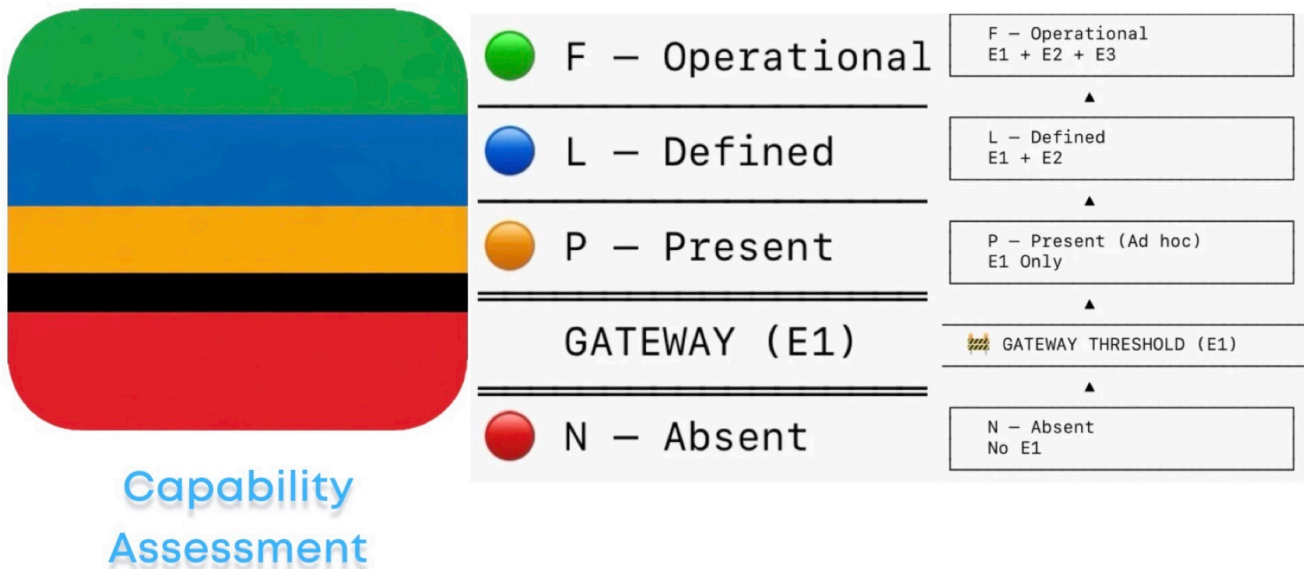
# Continuity & Resilience Review

**Review Date:** April 2026

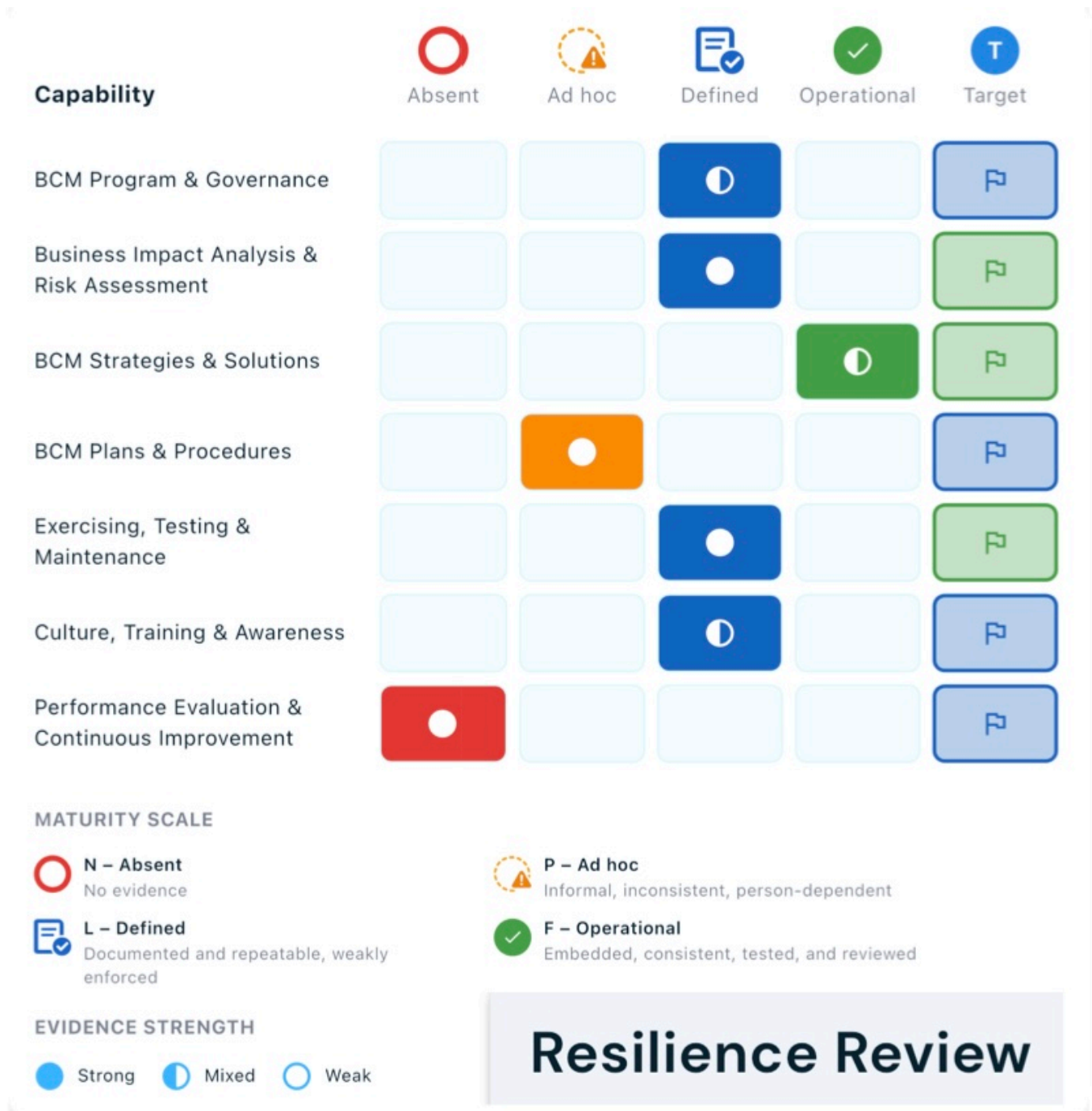
**Assessment Scope:** 7 BCM Capability Domains

## Executive Overview

This report synthesises findings from the Management Capability Assessment Report (Resilience Review) against the Business Continuity Evidence rubric.



The assessment covers seven BCM domains rated on a four-point maturity scale: **N** (Absent) → **P** (Ad hoc) → **L** (Defined) → **F** (Operational). Of the seven domains, one has reached target maturity (BCM Strategies & Solutions at F/Operational), four sit at L/Defined – documented but weakly enforced – one remains Ad hoc, and one is entirely absent.



The consistent pattern across domains is strong foundational documentation (E1) and partial operational effectiveness (E2), but a near-universal failure to embed capability into routine organisational life (E3). Addressing the E3 gap is the single highest-leverage improvement available.

## Maturity Snapshot

Domain	Current	Target	Gap	Evidence Strength
BCM Program & Governance	L – Defined	L – Defined	At target level, not embedded	Mixed
BIA & Risk Assessment	L – Defined	F – Operational	One level below target	Strong foundations
BCM Strategies & Solutions	F – Operational	F – Operational	<b>None – at target</b>	Mixed (E3 achieved)
BCM Plans & Procedures	P – Ad hoc	L – Defined	One level below target	Critical gap
Exercising, Testing & Maintenance	L – Defined	F – Operational	One level below target	Strong foundations
Culture, Training & Awareness	L – Defined	L – Defined	At target level, not embedded	Mixed
Performance Evaluation & CI	N – Absent	L – Defined	Two levels below target	<b>Not evidenced</b>

## Strengths

### BCM Strategies & Solutions – Only Fully Operational Domain

This is the standout strength of the current programme. All three evidence criteria (E1, E2, E3) are met: a defined approach for selecting strategies exists, those strategies are validated against agreed RTOs/RPOs, and they are aligned with risk appetite, IT DR architecture, supplier contracts, and broader resilience planning. This domain is at target and demonstrates that embedded, cross-functional BCM capability is achievable within this organisation.

## **Sound Governance and BIA Foundations**

In five of seven domains, E1 (the existence of defined artefacts) is confirmed. The organisation has an approved BCM policy, documented governance structure, active oversight by governance bodies, a rigorous BIA and risk assessment methodology, and an exercising program that meaningfully validates assumptions and recovery timelines. These are genuine foundations – the infrastructure exists to advance maturity; what is largely missing is the discipline to use it routinely and the mechanisms to improve it over time.

## **Competent People and Active Exercising**

Culture, Training & Awareness shows that defined BCM roles exist with competency profiles, training has been delivered, and people can demonstrate role competence during exercises. Similarly, the exercising program is more than pro forma – exercises validate decision-making, coordination, and recovery timelines against RTOs/RPOs. These are meaningful achievements that provide a platform for embedding and continuous improvement.

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## **Key Gaps**

### **Gap 1 – Performance Evaluation & Continuous Improvement is Completely Absent**

This is the most critical gap in the programme. No mechanisms exist for monitoring, measuring, or evaluating BCM performance. There are no KPIs, no internal audit or review process, and no corrective action framework. The consequence is that the organisation cannot determine whether its BCM programme is actually working, cannot demonstrate compliance or assurance, and cannot close the loop on lessons from exercises or incidents. Without this domain, all other improvement efforts are largely self-referential.

### **Gap 2 – BCM Plans & Procedures Remain Ad hoc**

Plans and procedures are the operational core of any BCM programme and represent the most significant performance risk. While a framework for plan development exists (E1 answered YES), plans are not clear, actionable, or usable under realistic time pressure (E2 answered NO), and there is no evidence they are current, accessible, or actually referenced during incidents or exercises (E3 answered NO). In a real disruption, teams would be working from documents that may be out of date, hard to find, and written for readers rather than responders.

## Gap 3 — Systemic Failure at E3 (Embedded) Across All Domains

Six of seven domains fail at the E3 level. This reveals a structural pattern: the organisation has successfully documented its BCM arrangements and can perform them when prompted (exercises, audits), but has not yet woven BCM into the routine operating rhythm of the business. Specifically:

- **Governance** is not integrated into ERM, strategy, or management review cycles
- **BIA outputs** are not kept current and do not actively drive investment or prioritisation decisions
- **Lessons from exercises** are not tracked, assigned ownership, or used to update BIAs, plans, or training materials
- **Culture and awareness** are not sustained through onboarding, leadership messaging, or performance frameworks

This E3 gap means that BCM capability is fragile — dependent on motivated individuals and scheduled activities rather than organisational habit.

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## Recommended Actions

Actions are sequenced by impact and urgency.

### Priority 1 — Establish Performance Evaluation & CI (Immediate)

**Target: N → L within 90 days**

- Define a BCM metrics set covering plan currency, BIA coverage, exercise completion, training rates, and lessons-to-closure cycle time
- Assign a BCM performance owner accountable for regular reporting
- Establish a quarterly BCM management review on a fixed calendar (can be nested within existing ERM or risk committee meetings)
- Create a simple corrective action register (even a shared spreadsheet) to track findings from exercises, audits, and incidents through to closure

This single action unlocks the ability to govern, improve, and demonstrate BCM effectiveness across all other domains.

## Priority 2 – Overhaul BCM Plans & Procedures (0–6 Months)

Target: P → L

- Audit all current plans against a minimum content standard: triggers, decision points, role-based checklists, contact lists, and dependencies
- Rewrite plans to be action-oriented and usable under time pressure – short, structured, and role-specific rather than narrative documents
- Establish a single authoritative storage location with offline/alternate access, and verify plans are referenced in relevant contracts and operational procedures
- Set a version-control and review cycle triggered by organisational change events, not just calendar dates

## Priority 3 – Close E3 Gaps Through Routine Integration (3–12 Months)

**Governance integration:** Add BCM as a standing item on ERM and management review agendas. Include BCM status in board reporting at least annually. Incorporate BCM accountabilities into relevant executive KPIs or performance discussions.

**BIA and risk currency:** Establish a defined review trigger framework – annual full reviews plus event-driven updates (major change programmes, new suppliers, restructuring). Ensure BIA outputs are visibly referenced in investment proposals and project business cases.

**Lessons-learned loop:** After every exercise, appoint an owner for each lesson identified with a due date and track it through the corrective action register. Report lesson closure rates as a BCM KPI. This creates the feedback loop that advances Exercising, Testing & Maintenance from L to F.

**Cultural embedding:** Integrate BCM awareness into the onboarding programme for all staff and role-specific induction for BCM plan owners. Schedule annual refreshers tied to the exercise calendar. Ask senior leaders to include a brief BCM message at team meetings or all-staff communications following exercises or incidents.

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## Domain Improvement Roadmap

Domain	Action Focus	Target Horizon	From → To
Performance Evaluation & CI	Establish metrics, review cadence, and CA register	0–3 months	N → L
BCM Plans & Procedures	Audit, rewrite, and relocate plans	0–6 months	P → L
BCM Program & Governance	Integrate into ERM and management review	3–6 months	L (E3 gap) → L embedded
BIA & Risk Assessment	Define review triggers; link outputs to decisions	3–9 months	L → F
Exercising, Testing & Maintenance	Implement lessons-closed loop; integrate into calendar	3–9 months	L → F
Culture, Training & Awareness	Embed into onboarding, refreshers, and leadership messaging	6–12 months	L (E3 gap) → L embedded
BCM Strategies & Solutions	Maintain and sustain – periodic architecture-aligned review	Ongoing	F (sustain)

## Conclusion

The organisation has built real BCM capability, especially in strategies and governance, and the BIA and exercising foundations are genuinely sound. The programme is not starting from scratch. The

three actions that will generate the most improvement in the shortest time are: establishing a Performance Evaluation framework, making plans usable in an actual emergency, and creating a formal lessons-learned loop from exercises. Together, these would lift the overall maturity score substantially and address the structural E3 gap that currently limits the organisation's confidence in its ability to respond and recover when it matters.

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