

BS 25999 / ISO 22301 Business Continuity Management at Dounreay

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Business Continuity Management

- Relatively new management Discipline – came from IT.
- Grown out of turbulent and uncertain times:

Terrorist activities, Civil Protests, Extremes of Climate, Failure of Utilities, Credit Crunch, Supply Chain Disruption, Human and Animal Pandemics, Bug infestations, etc.



**RBS HQ
Protestors**



**Glasgow
Airport**



**Restrictions
on Movement
-Statutory**



**Restrictions on
Movement – Protest
Action**



Bugs at the Waldorf

Why does Dounreay have BCM?

- 1 in 5 UK companies suffer a significant disruptive event every year.
- For every £30 of total loss only £1 on average recovered through insurance.
- Gives confidence to our Board, Customer and other Stakeholders that we have the ability to recover from significant unexpected disruptions.
- It makes sense – it is the right thing for any business to do.

Because ‘you know what’ happens!

What is BCM?

- All about making sure that an organisation can recover from a significant unexpected disruption.
- By having Continuity Plans in place to cover disruption to key processes and activities.
- Builds on and complements existing arrangements, e.g.:
 - Risk Management,
 - IT Recovery Plans,
 - Emergency Planning,
 - Security Plans,
 - Succession Planning, etc.

More to do with impact than the nature event

What does BCM Apply to?

- An Organization's Business Obligations - must understand what they are.
- Dounreay's key business obligations are:
 - Ensuring that site remains safe, secure and compliant with all applicable legislation and other requirements.
 - Delivering the decommissioning Life Time Plan.
- So Dounreay applies BCM to the key processes; critical activities; resources and dependencies utilized in the delivery of these obligations.

How did Dounreay Implement BCM?

Run as a project

- Adopted **BS 25999-2 PLAN – DO – CHECK – ACT** approach and best practice - October 2010.
- BCM Policy approved (POL 2005).
- BCM Team formed to implement the policy
- Wrote a procedure (PRC 0085).
- Produced an implementation plan.
- Stake-holding and benchmarking (e.g. Moray Council, NDA Peer Assist).
- Senior staff carried out **Business Impact Analysis – Significant Impact Register**.
- **Continuity Plans** produced by personnel concerned – about 100 people involved!
- Went live with plans September 2011
- Exercise / Maintain / Review since.

Which Significant Impacts needed Continuity Plans?

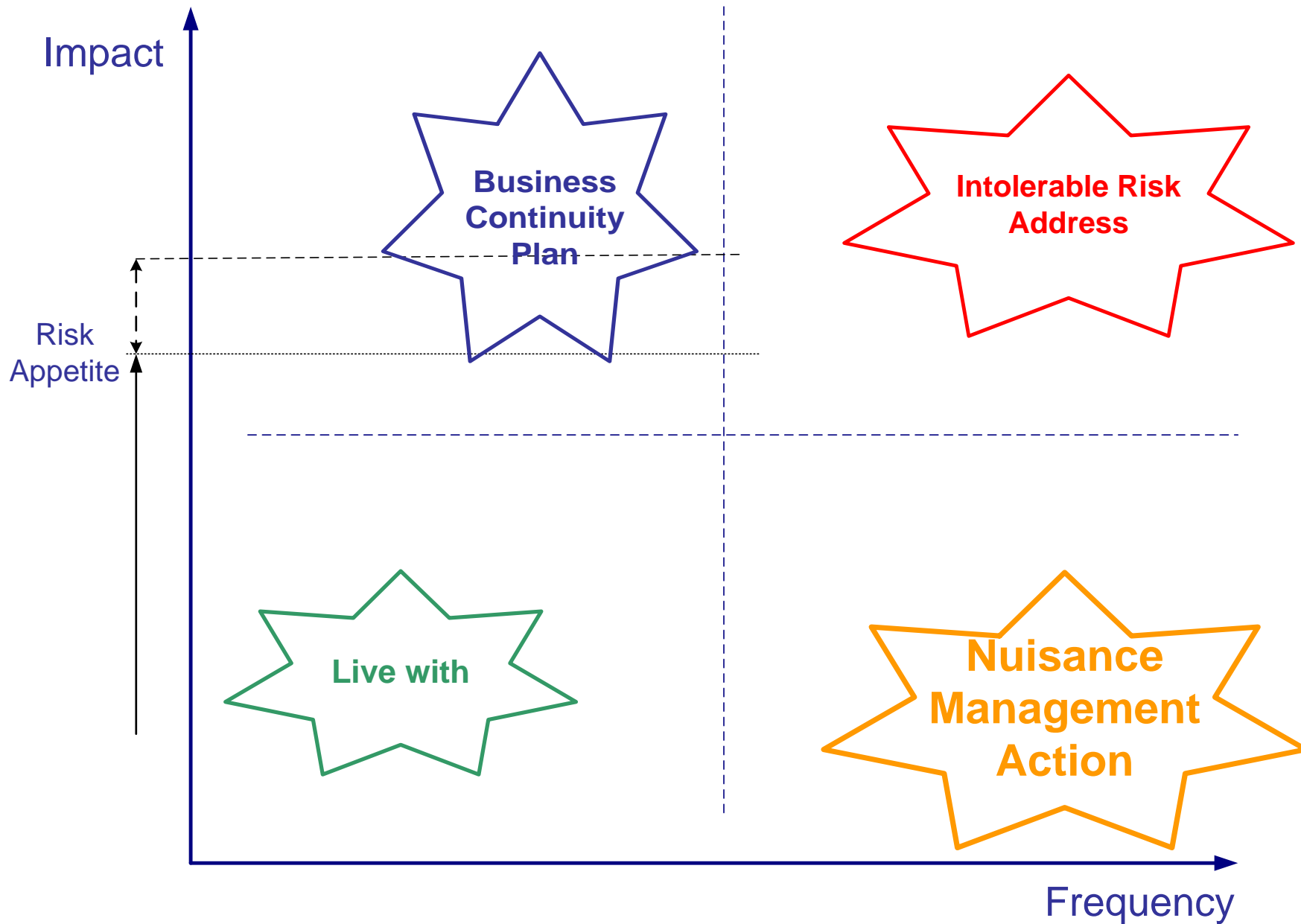
Risk Management (101) - The Four 'Ts':

- **T**erminate - business that is too hot to handle.
 - **T**ransfer – pass / sell the risk to another organisation.
 - **T**reat - mitigate the unacceptable risks to an acceptable level.
 - **T**olerate -not cost effective or possible to treat or transfer risk; often classed high impact / low probability.
- **Low Probability does not mean Zero Probability!**
 - **Tolerate does not always mean Do Nothing!**
 - **BCM seen as the 5th 'T'**

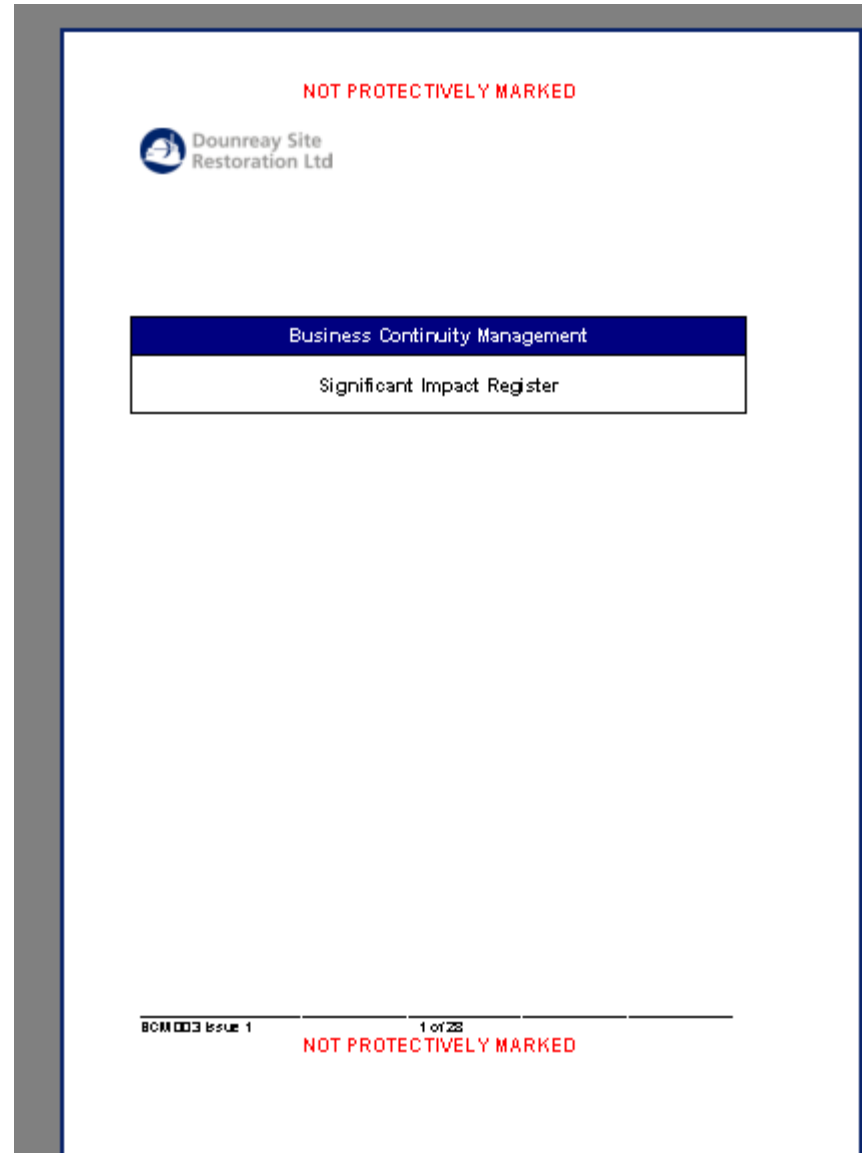
Significant Impacts – DSRL Definition.

Determined by Dounreay's **Risk Appetite**, disruption causing:

- An adverse impact of 5% or greater on SPI / CPI performance.
- An adverse impact in fee earned of £1m.
- An adverse impact on funding of £7.5m
- A Significant Event (INES 3, Order to shutdown, prosecution, etc)
- Undermining of Reputation or Business Wellbeing
- Any other impacts that Senior Management are not willing to tolerate unmitigated by Business Continuity Plans.



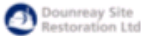
Business Impact Analysis used to compile the Significant Impact Register:



Continuity Plans:

Most Significant Impacts required CPs - these have been developed and deployed.

PROTECT - COMMERCIAL

 Downreay Site Restoration Ltd

EXAMPLE CP

Business Continuity Plan

Disruption to the Supply of Diesel Oil

CONTENTS:

1. Overview.
2. Strategic Objectives.
3. Roles and Responsibilities.
4. Command Centre and Resource Requirements.
5. Recovery Tasks.
6. Communication Plan.
7. Contacts.

Attachments:

Templates:

- o Meeting Agenda
- o Decision and Action Log.
- o Task List Status report
- o Communications Log

Owner

This plan is owned by XXXXXXXX

Overview:

1 Foreseeable Implications of disruption to the normal Supply of Diesel Fuel. prolonged disruption in the supply Diesel Oil to the site could result in adverse Significant impacts in terms of PRC 0085.

There are two types of Diesel Oil required at Downreay:

- Red Diesel which is used to power the Site Emergency Generators.
The Emergency Generators supply sufficient electricity to maintain security, minimum lighting, telecoms and environmental monitoring of waste discharges. The site must maintain an emergency reserve of Red Diesel sufficient for two weeks continuous emergency running.
The site storage capacity is six weeks worth of emergency running. The normal usage of red diesel (test runs etc.) is modest and refilling is normally only required every three months.
- Road Diesel which is used to fuel the on site transport fleet.
The site maintains a level of between two and four weeks worth of fuel.
The site also has an undertaking that, in times of wider, national disruption of diesel supply; it will refuel BOC Liquid Nitrogen Tankers for their return journey to Grangemouth.

This continuity plan sets out the strategy and arrangements that have been established to ensure that the site: - remains compliant with all statutory requirements and, disruption to plant operations is minimised.

2 Wider Implications
must also be recognised that in the event of a wider, national disruption of diesel supply, there could be other related disruptions to, for instance:

- Essential supplies such as Liquid Nitrogen and Heavy Fuel Oil.
- Staffs' ability to travel to site.

The associated Business Continuity Plans for these situations may also need to be invoked. The site may need to support the transport of key staff to site if local supplies of fuel are disrupted - this would be a drain on the site's Road Diesel reserves.

Continuity Plan Contents

- Section 1 - Overview.
- Section 2 - Objectives in terms of MTPD, MSL & RTO
- Section 3 - Key roles
 - Disruption Recovery Team Members
 - Supporting roles.
- Section 4 - Command Centre & Resource Requirements
- Section 5 - Recovery Tasks: Initiation, Initial Actions, Management, Standown and Report.
- Section 6 - Communications Plan.
- Section 7 – Contacts.

We've had three Events – the Plans Worked

Exercise, Maintenance and Review

Many CP Aspects covered by existing Emergency Arrangements and Exercises, for instance:

- Communications: Personnel, Press, Regulators, Stakeholders, Local Authorities, etc.
- Systems: Telecoms, IT, Radio.
- Call Out arrangements.
- Mustering and evacuation.
- On-site and Off-site emergency centres.

Exercise, Maintenance and Review

- All new and significantly amended Continuity Plans require a desk top walk-through before approval.
- All existing Continuity Plans require a desk top walk through as part of three year periodic review.
- Continuity Plans exercised as part of Emergency Programme:- Loss of electrical supplies this year and flooding next year.
- IT Continuity Plans have their own exercise programme in conjunction with IT Service Supplier.

Exercise, Maintenance and Review

Plant Managers Check:

- People: Specialist worker availability (e.g. vaccinated HP Monitors and Drains Workers).
- CP required equipment (e.g. bowsers, gully suckers, emergency diesels and diesel holdings).

Verified as part of the annual Self Assessment Report.

Documentation Checks:

- BCM Co-ordinator maintains arrangements on Intranet and in folders.

Learning Point

Do the obvious things right away, e.g.:

- Back up IT systems / data and store remotely;
- Keep staff contact numbers up to date;
- Home or remote working – make possible;
- Horizon Scanning (weather, industrial actions, etc)
- BCM Partnerships, through local Chamber of Commerce and enterprise groups – share storage, office space, telecoms, etc.
- Publish obvious plans right away, e.g.:
 - Access to site impaired;
 - Pandemic;
 - Key suppliers and supplies;
 - IT Plans (we had them anyway);
 - The Generic Approach to disruption with Com Plan.

Then start the BS25999 Plan / Do / Check / Review cycle.

ISO 22301: 2012 – Hot off the press!

- New Title, “Societal security – Business continuity management systems – Requirements”;
- Like all ISOs, Bigger than BS 25999, less prescriptive;
- Still based on Plan – Do – Check – Act so previous Learning Point stands;
- Looses some useful info (like BCM documents required) but this will be addressed when the guidance standard ISO 22313 comes out;
- **Trail Blazer for the new ISO Standard Template !!!**

Heads up for other ISO MS Standards?

- Context of the Organization: a full understanding of the environment which the organization operates.
- Leadership: Top Management's role in the BCMS, the "BCM Manager" disappears.
- Documented information: repeats ISO 9001, says nothing about the critical need for, and management of, such information in the event of a disruption!
- Performance Evaluation: big on:
 - Metrics - justification and monitoring of same;
 - Evaluation of Procedures – periodic review MAX!
 - Management Review – prescriptive, comprehensive;
- Preventive Action: term dropped.