



Risk/Business Impact Reference Table

The purpose of this table is to provide common language on how consequences (impacts) are evaluated and measured. This table illustrates various consequence categories that may be used in an agency's risk assessment process. A subset of these categories is used for business impact analysis. The categories should reflect the agency's economic, social and environmental responsibilities in relation to business continuity.

Level	Rank	Injuries	Financial loss	Interruption of service	Reputation and image	Operational efficiency	Performance	Stakeholder impact	Statutory
1	Insignificant	None	Less than \$50,000 or .025% of operational budget	Less than 1 hour	Unsubstantiated, low impact, low profile or no news item	Little impact	Up to 5% variation in KPI or objectives	Inconvenience and delays to individuals	No noticeable regulatory/statutory impacts
2	Minor	First aid treatment required	\$50,000 to \$250,000 or .15% of operational budget	1 hour to 1 day	Substantiated, low impact, low news profile	Inconvenient delays	5% - 10% variation in KPI or objectives	Significant impacts on individuals but no noticeable impact on overall service delivery	Minor and temporary non-compliance with regulatory requirements
3	Moderate	Medical treatment required	\$250,000 to \$3m or 2% of operational budget	1 day to 1 week. Loss of building or workspace	Substantiated, public embarrassment, moderate impact, moderate news profile	Delays in major deliveries	10% - 25% variation in KPI or objectives	Major impacts on significant numbers on individuals, resulting in noticeable impact on overall service delivery	Short-term non-compliance with significant regulatory requirements
4	Major	Death or extensive injuries	\$3m to \$10m or 6% of operational budget	1 week to 1 month. Loss of building or workspace	Substantiated, public embarrassment, high impact, high news profile, third party actions	Non-achievement of major deliverables	20% - 50% variation in KPI or objectives	Major and long term impacts on individuals and overall delivery of services	Significant non-compliance with essential regulatory requirements
5	Catastrophic	Multiple deaths or severe permanent disablement	More than \$10m or more than 6% of operational budget	More than 1 month. Loss of building or workspace	Substantiated, public embarrassment, very high impacts, high widespread news profile, third party actions	Non-achievement of major key corporate objectives	More than 50% variation in KPI or objectives	Permanent or debilitating impact on individuals and overall delivery of services	Long-term or indefinite non-compliance with essential regulatory requirements



Business Impact Analysis Template

This analysis is required for each activity in the division/department

Division/Department: _____

Activity: _____

Assess the potential business impact on the agency as a whole should this process/activity suffer an outage of varying durations due to a major incident. Assume that all your normal day-to-day resources are not available.

Refer to the business impact reference table for definitions of the ratings.

	Duration of outage	Impact Rating				
		1	2	3	4	5
1. Financial loss						
Could interruption of services lead to financial loss (such as revenues, interest costs, penalties and extra cost of working)?	1 day					
	3 days					
	5 days					
	10 days					

2. Reputation and image						
Could interruption of services lead to a loss of public confidence, negative publicity and/or damage the image and reputation of the business?	1 day					
	3 days					
	5 days					
	10 days					

3. Stakeholder impact						
Could interruption of services suspend or restrict expectations of stakeholders?	1 day					
	3 days					
	5 days					
	10 days					

4. Regulatory/statutory						
Could interruption of services breach statutes/regulations?	1 day					
	3 days					
	5 days					
	10 days					

Overall rating						
Based on the above impacts, provide an overall impact rating for this process/activity.	1 day					
	3 days					
	5 days					
	10 days					

Comments:	Maximum acceptable outage
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Person(s) interviewed: _____ date: ___/___/___

Facilitators: _____



List of Business Activities Template

Division	Department	Activity
Business Services	Licencing Centre	Provide specialist advice
		Process applications and renewals
		Compliance monitoring
	Business Advisory	Provide advocacy services
		Provide referral services – overseas markets
		Provide referral services – domestic markets
	Event Management	Conduct market research
		Development and organise events
		Conduct public workshops
Policy and planning	Policy planning	Planning, forecasting and data analysis
		Policy development and management
	Compliance	Monitor program compliance
Corporate Services	Human Resources	Provide recruitment services
		Oversee OSH compliance
		Administer staff entitlements and payroll
		Manage training and development
	Information Technology	Run data centre operations
		Develop and maintain business application systems
		Provide users helpdesk support
	Finance and Administration	Manage budgeting and reporting processes
		Perform financial accounting functions
		Manage building services and maintenance
Manage goods and services procurement		
Office of the CEO		Manage corporate communications and public relations



Consolidated Business Impact Profile Template

Division	Department	Activity	Maximum Acceptable Outage (days)				
			1	3	5	10	Deferred
Business Services	Licencing Centre	Provide specialist advice	1	3	5	10	Deferred
		Process applications and renewals					
		Compliance monitoring					
	Business Advisory	Provide advocacy services					
		Provide referral services – overseas markets					
		Provide referral services – domestic markets					
	Event Management	Conduct market research					
		Development and organise events					
		Conduct public workshops					
Policy and planning	Policy planning	Planning, forecasting and data analysis					
		Policy development and management					
	Compliance	Monitor program compliance					
Corporate Services	Human Resources	Provide recruitment services					
		Oversee OSH compliance					
		Administer staff entitlements and payroll					
		Manage training and development					
	Information Technology	Run data centre operations					
		Develop and maintain business application systems					
		Provide users helpdesk support					
	Finance and Administration	Manage budgeting and reporting processes					
		Perform financial accounting functions					
		Manage building services and maintenance					
Manage goods and services procurement							
Office of the CEO		Manage corporate communications and public relations					



Business Continuity Requirements Template

Prioritisation of activities (based on maximum acceptable outage defined in business impact analysis)

Ref	Activity	Prioritisation (maximum acceptable outage)				
		1 day	3 days	5 days	10 days	Deferred
LC-1	Provide specialist advice					
LC-2	Process applications and renewals					
LC-3	Compliance monitoring					

Business continuity strategy overview

Outline the strategy for continuing the priority activities listed above over the various timeframes, taking into consideration any interdependencies with other divisions or external parties, volume of transactions that could be handled etc.

1 day	Redirect all queries to agency's website and 1800 service; information public of office closure through signage and media announcements; inform other relevant agencies; establish status of applications being processed.
3 days	
5 days	Defer all new applications and only process renewals at alternative site
10 days	Resume processing of new applications at alternative site

Resource requirements

		Cumulative quantities required			
		1 day	3 days	5 days	10 days
Minimum staffing levels	Managers				
	Officers				
	Support staff				
Office equipment	Computers				
	Printers				
	Standard phone				
	Photocopier				
	Fax				
Other					



System/application requirements	Cumulative quantities required			
	1 day	3 days	5 days	10 days
Microsoft Office				
Internet access				
Email				
Financials...				
Client Management software...				

Vital records/reports/forms/documentation requirements (server)		Cumulative quantities required			
		1 day	3 days	5 days	10 days
Name	Location				
Corporate shared data	Edna\Data\G:\				
Licensing database	Edna\Lic\POS\				

Vital records/reports/forms/documentation requirements (paper)		Cumulative quantities required			
		1 day	3 days	5 days	10 days
Name	Location				
Licensing form 814	8 th Floor store room				
Licensing form 815	8 th Floor store room				
Client files	Ground floor cabinets				

Interdependencies with internal parties		Cumulative quantities required			
		1 day	3 days	5 days	10 days
Name	Activity				
Finance and Admin	Process payment				

Interdependencies with external parties		Cumulative quantities required			
		1 day	3 days	5 days	10 days
Name	Activity				
Australian Tax Office	Request for information				