Business Continuity and Disaster Recovery

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# Background

## About this document

This document contains the procedures for Business Continuity (BC) and Disaster Recovery (DR). It covers ISO 27001:2022 controls 5.29 and 5.30. With this document, we aim to keep an adequate level of information security in case of events that disrupt our day to day operations and a solid plan get back on track. Personnel safety is always the most important.

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* A digital copy in [GOOGLE DRIVE/SHAREPOINT/DROPBOX/ ETC.]
* A physical copy in a closed cabinet in the office
* A physical copy stored in a closed cabinet at the CEO’s home

## Definitions

**Maximum Tolerable Downtime (MTD):** How long a process or system can be down before irreparable damage is done. *Example: three days down before we lose clients.*

**Recovery Time Objective (RTO):** The maximum amount of a time it may take for a process or system to be operational again, always < MTD. *Example: no more than 24 hours.*

**Recovery Point Objective (RPO):** The stage/point/version a process or system needs to be restored to be considered operational again. *Example: the latest daily database back-up.*

## Roles and responsibilities

The BC-team consists of the following:

|  |  |  |
| --- | --- | --- |
| **Role and name** | **Responsibilities** | **Contact information** |
| CEO, [NAME] | Contact with authorities, approval of asset purchasing, decision on personnel re-location | [NAME@COMPANY.COM]  [PHONE NUMBER] |
| CISO [NAME] | DR and BC coordinator, lessons learned | [NAME@COMPANY.COM]  [PHONE NUMBER] |
| CTO, [NAME] | Internal system recovery, software platform recovery | [NAME@COMPANY.COM]  [PHONE NUMBER] |
| COO, [NAME] | Personnel evacuation | [NAME@COMPANY.COM]  [PHONE NUMBER] |
| Head of Legal, [NAME] | Contact with insurance, communication with stakeholders | [NAME@COMPANY.COM]  [PHONE NUMBER] |

# Resource prioritization (BIA)

## Business Continuity Objectives

[COMPANY] has the following five Business Continuity Objectives:

* Keeping personnel safe (main priority)
* Maintain the standard level of information security
* Remain operational in the capacity to prevent bankruptcy
* Return to normal operation within the described RTO’s
* Restore systems to the described RPO’s

## Legal and contractual requirements

We have the following legal and contractual obligations regarding Business Continuity:

|  |  |
| --- | --- |
| **Source** | **RTO and/or RPO requirements** |
| Clients using our software platform | SLA of 99% on weekly basis. RTO < 1h40. |
| … | [REQUIREMENTS] |
| … | [REQUIREMENTS] |

Besides the requirements in the table above, [COMPANY] might need to notify the Autoriteit Persoonsgegevens within 72 hours after a personal data breach has occurred. [COMPANY] has a data breach process in place for this. [LINK PROCESS DOCUMENT]

In the table below [COMPANY] identified what the importance of each process is and what systems are necessary to make sure the process is operational.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Process** | **Required assets** | **MTD** | **RTO** | **RPO** |
| A. Sales | [CRM SYSTEM, OFFICE SOFTWARE, EMAIL, MOBILE PHONE] | 1wk | 24h | 24h |
| B. Finance | [PAYMENT PROCESSING (MOLLIE), INVOICING (MONEYBIRD)] | … | … | … |
| C. Online platform | [PRODUCTION ENVIRONMENT, PRODUCTION DATABASE] | … | … | … |
| D. Service desk | [OFFICE SOFTWARE, OFFICE NETWORK / HOME NETWORK, SUPPORT TOOL (ZENDESK)] | … | … | … |
| E. Software development | [ACCEPTANCE ENVIRONMENT, DEVELOPMENT ENVIRONMENT, OFFICE NETWORK / HOME NETWORK] | … | … | … |
| F. Marketing | [REGULAR WEBSITE, MARKETING TOOL] | … | … | … |
| G. Operations | [OFFICE SOFTWARE, OFFICE NETWORK] | … | … | … |

# Disaster scenarios

We have identified several business discontinuity scenarios:

1. Amsterdam office becomes unusable (fire, flooding at office)
2. Major disruption at cloud provider – affecting production environment
3. Production database crash
4. Ransomware attack on PC’s and laptops
5. Ransomware attack on product
6. Loss of key personnel (CEO, CTO)
7. …

## Affected processes

The effect of the disaster scenarios on [COMPANY]’s processes is as follows:

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **A** | **B** | **C** | **D** | **E** | **F** | **G** | **.** |
| **1** | Y | N | . | . | . | . | . | . |
| **2** | N | Y | . | . | . | . | . | . |
| **3** | . | . | . | . | . | . | . | . |
| **4** | . | . | . | . | . | . | . | . |
| **5** | . | . | . | . | . | . | . | . |
| **6** | . | . | . | . | . | . | . | . |
| **.** | . | . | . | . | . | . | . | . |

## Disaster response

Response to one of the [AMOUNT] disaster scenarios always has two processes: Disaster Recovery and Business Continuity. Disaster Recovery is focused on “getting back online”. Business Continuity is focused on “staying in business”. [COMPANY] will act as follows in the identified disasters:

### Scenario 1: Amsterdam Office becomes unusable

#### Disaster Recovery

If personnel is present during the event, they are evacuated immediately. This is lead by the management team, who calls 112 (firemen/police/ambulance) during the evacuation. All employees converge at [LOCATION OUTSIDE] if possible.

#### Business Continuity

Questions to answer:

* Do we move to an alternate site OR do we work remote
* Do we look for a new office space OR wait for the old one to be declared safe
* Who contacts the IT supplier for lost hardware?

### Scenario 2: Major disruption at cloud provider – production environment down

#### Disaster Recovery

…

#### Business Continuity

…

### Scenario 3: Production database crash

#### Disaster Recovery

…

#### Business Continuity

…

### Scenario 4: Ransomware attack on PC’s and laptops

#### Disaster Recovery

…

#### Business Continuity

…

### Scenario 5: Ransomware attack on product

#### Disaster Recovery

…

#### Business Continuity

…

### Scenario 6: Loss of key personnel

#### Disaster Recovery

…

#### Business Continuity

…

## Verification, review and evaluation

The measures listed above are tested every year, through the following measures:

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Scenario** | **How to test** | **When to test** |
| 1 | Amsterdam office becomes unusable (fire, flooding at office) | Everyone works from home for two days. [FIRE DRILL?] | Annually, first week of March |
| 2 | Major disruption at cloud provider –production environment down | Clone production, shut down to see if failover works. | Annually, third week of March |
| 3 | Production database crash | Back-up restore test. | n/a, see nr. 4 |
| 4 | Ransomware attack on PC’s and laptops | Wipe and fully restore one laptop remotely. | Annually, first week of March |
| 5 | Ransomware attack on product | … | … |
| 6 | Loss of key personnel (CEO, CTO) | … | … |

This document is reviewed annually to make sure all relevant scenarios are included.