



360 DEFENCE (UK) LTD – SERVICE DEFINITION

Business Impact & Risk Appetite (BIRA) Assessment

Service attributes	
Service type	Lot 3: Cloud Support
Service name	
Service name	Business Impact & Risk Appetite (BIRA) Assessment
About 360D Service	
360 Defence (UK) Limited (360D) delivers defence grounded in threat-informed, attacker-shaped understanding of cyber, security and risk. We are specialists in adversary-centric analysis, decision-grade risk clarity and assurance-aligned outcomes, built on the principle that context, definitions and situational understanding are essential to defensible security.	
Service description	You are a target. Business Impact and Risk Appetite (BIRA) defines the maximum credible harm an organisation can tolerate across confidentiality, integrity, availability, financial loss and reputational damage. It establishes decision-grade impact levels and risk appetite boundaries that informs defensible operational risk decisions within Risk Management



What BIRA does (Clarity statement)	BIRA defines how bad “bad” can be, before countermeasures/controls, mitigations or likelihood are considered. It establishes: • the business impact levels • the business risk appetite for the established impacts.
Service categories	• Cloud Support Services ○ Security Services ○ Security Strategy ○ Security Risk Management <i>This service is delivered under cloud support and does not include hosted platforms or managed services.</i>
Service features and benefits	



Features	• Defines maximum credible business impact before countermeasures/controls • Establishes risk appetite boundaries using structured judgement • Considers confidentiality, integrity, availability, financial and reputational harm • Applies defender-led logic to defining business impact definition • Sets macro or micro-level impacts • Covers people, services, missions, technology and blended environments • Aligns impacts to HMG Orange Book risk principles • Produces decision-grade impact and appetite statements • Feeds Threat Modelling and Risk Assessment consistently • Analyst-led facilitation with senior business owners
Benefits	• Prevents inflated or unrealistic impact scoring • Ensures risks reflect what genuinely matters to the organisation • Creates a defensible foundation for risk and assurance decisions • Improves consistency across Threat Assessment and Risk Assessment • Enables proportionate security investment and prioritisation • Provides clarity for Boards, SROs and accountable owners
Service Delivery benefit	• BIRA ensures risk decisions are governed by agreed impact levels and appetite boundaries, rather than ad-hoc judgement or defensive optimism.



	• Security decisions remain proportionate, defensible and aligned to organisational priorities.
Service Implementation Planning	• Initial scoping to confirm organisational context and services in scope • Analyst-led preparation prior to facilitation • Structured BIRA workshop with business owners and stakeholders • Agreement of business impacts and risk appetite statements • Production of BIRA outputs and optional briefing. • Delivery is remote by default (e.g. Microsoft Teams); in-person by agreement.
Service scope	
BIRA	Business Impact & Risk Appetite (BIRA) establishes macro or micro-level business impacts and risk appetite boundaries. • Business impacts are defined without considering countermeasures • Impacts represent maximum credible harm, not predicted loss • Outputs set the upper impact limits used in micro-level Risk Assessment BIRA does not perform a Risk Assessment (RxA) and does not score control effectiveness. BIRAs can be accessed via custom or pre-packed templates e.g., CNI , Defence , PESTLES etc., as well as selecting from 13 risk environments as required: BIRA assesses impact across multiple risk environments, including: • Mission and service delivery • Public impact



	• Media and reputational impact • Political and stakeholder impact • Public safety, health and wellbeing • Economic and financial impact • Partners and supply chain • Technology and information systems • Security and resilience • Workforce (internal and external) • Environmental impact • Compliance, legal and regulatory impact • Impact of not sharing information Alignment to security properties Business impacts and risk appetite are aligned to unacceptable outcomes across: • Confidentiality – unauthorised disclosure • Integrity – unauthorised modification or corruption i.e., Tamper • Availability – loss of service or system access i.e., Unavailability • Financial loss – fraud, theft, espionage • Reputational damage – media, trust and confidence These impacts feed directly into Risk Assessment damage scoring.
Service constraints	Dependent on timely provision of contextual information and access to relevant business owners. Delivery is analyst-led prior to facilitation of a BIRA workshop. Workshops are typically remote; on-site delivery by agreement.



Do you hold a suitably scope ISO27001 certificate for this G-Cloud Service.	ISO27001 is not applicable to this service. It is a skills-based service with no hosted platforms, operational systems or data custody.
Relevant information surrounding our service in relation to Government Classification Scheme	360D security specialists include NCSC Lead Certified Cyber Practitioner (and equivalent) professionals with information assurance and cyber security expertise to support the design, development and operation of systems handling information up to SECRET , in accordance with applicable HMG policies and client requirements.
Details of the level of backup/restore and disaster recovery that will be provided;	This does not apply to this risk management service provision Not applicable (The service involves no hosting, platform operation or data custody)
On-boarding and Off-boarding processes/scope etc.;	On-boarding Confirmation of scope, organisational context and services in scope. Agreement of information handling expectations and delivery timetables. Identification of stakeholders required for impact and appetite agreements and validation. Off-boarding Formal delivery of BIRA outputs, including a written report and supporting structured data (i.e., JSON) for client-managed updates. No client data is stored by 360D. Optional briefings on findings, impact rationale and recommended next steps.



Consumer responsibilities:	Provide access to relevant business owners and senior decision makers. Supply contextual information required to agree impacts and risk appetite. Details of any trial service available: Not applicable (skills-based service).
Reselling	
Supplier Type	360D is not a reseller
User Support	
Email or ticketing support	No
Phone support	No This service does not include a standing helpdesk or call-out capability. Support relates solely to engagement coordination and delivery of agreed outputs.
Web chat support	No
Support levels	<i>This service does not include a standing user helpdesk; support relates to engagement coordination only.</i>



	Named service lead responsible for delivery and quality assurance. Single-point coordination for scope clarification, report delivery, and optional briefing.
Financial Recompense	
Financial recompense model for not meeting service levels:	Any recompense for not meeting agreed service levels is defined in the contract and confirmed at call-off. Termination terms are defined in 360 Defence Terms and Conditions .
Termination terms: By consumers (i.e. consumption); and By the Supplier (removal of the G-Cloud Service):	See 360 Defence Terms and conditions
Data restoration / service migration	Not applicable (no data hosting or migration deliverable).
Staff Security	
Staff Security Clearance	Staff screening performed which conforms to BS7858:2019
Government security clearance	Up to Developed Vetting (DV)
Pricing	
Discount for educational organisations	Yes Pricing (including unit prices, volume discounts (if any), data extraction etc.)



	Pricing is based on SFIA-aligned effort and does not include fixed-price deliverables unless explicitly agreed at call-off.
Documents	
Service definition document	This document
Terms and Conditions	See 360D terms and conditions separate document
Pricing document	Our prices are published in the 360D G-Cloud pricing and SFIA rate card document/matrix. Pricing is based on role and effort. We may offer fee discounts where an individual resource is contracted for engagements exceeding 60 full working days, subject to agreement at call-off.