



Business Continuity and Crisis Management **On-line course** **2 days**

Why you should attend

- As the continuing global uncertainty demonstrates, the possibility of a crisis severely disrupting a business looms today like never before.
- Given the pace with which global environment changes, incidents such as cybercrime, volatile weather patterns, terrorism attacks, and epidemics are increasingly likely.
- These events all impact the ability to continue operations and meet stakeholders' objectives and may even threaten the very existence of the business.
- Being able to better recognize potential crises, effectively handle such interruptions, and return to normal operations is extremely difficult.
- Gaining the capacity to do this quickly and efficiently with the minimum amount of impact — to be crisis resilient — is that much harder, and the ultimate goal.

Who should attend?

- Managers and Directors responsible for crisis management
- Risk managers
- Senior Internal Auditors and audit managers
- Other assurance professionals such as those in Compliance and QA functions who are being asked to review the business resilience process

After completing this course you will be able to

- Understand how to become a more crisis resilient organization
- Ensure that BCM and the crisis management plans are regularly updated to meet the ever changing risk environment
- Develop BCM plans that cover all business functions
- Implement an effective approach for communicating to all stakeholders through each stage of a crisis
- Deal with extreme risk events in a more managed way
- Build and oversee an effective BCM team
- Complete regular crisis management audits

Course Outline

Day 1: Business Continuity Planning

The key objectives of BCM

- To provide critical services during times of disruption
- The need for management leadership
- Linking the BCM plan with strategic objectives
- Ensuring the resources for BCM are available
- Communicating the importance of the process
- Ensuring the intended outcomes are achieved
- Directing and supporting the personnel involved
- Determining the BCM owners across the business

Exercise 1 - Assessing the effectiveness of BCP key objectives

Evaluating the BCM model

- Understanding the business impact of major events
- Determining strategies to deal with these events
- Ensuring that ISO 22301 is adopted
- Reviewing and conducting a gap analysis of the current BC policies
- Improving understanding of the risk profile of such incidents
- Preparing for each different emergency situation
- Development of procedures to recover from a disaster
- Preparing the actions to take during the recovery phase
- Testing the business recovery process
- Keeping the plan up to date
- Establishing a BCM culture across the organisation
- Identifying gaps

Exercise 2 - The BCP model

Reviewing the resilience of critical business processes

- Identifying the critical processes and their relative importance
 - Explosions
 - Fire
 - Sabotage and terrorist attacks
 - Epidemics
 - Supply chain failure
 - Flooding
 - Earthquake
 - Significant political risk
 - Loss of IT

- Loss of critical data
- Loss of Telecoms network
- Major Electricity outage
- Vehicle incidents
- Plant closure
- Inability to access offices
- Assessing the internal and external risks impacting continuity of these processes
- Evaluate what plans are currently in place to deal with the risks
- Which processes need further attention
- Which can be further developed as a cross business process
- Which events currently have no plan
- Allocating responsibility for actions

Exercise 3 - The process to deal with loss of critical business activities

Ensuring specific plans for each type of incident

- An incident resulting in the death or serious injury
- Kidnap of staff
- An incident resulting in the complete suspension of business activities
- An incident resulting in the complete suspension of a key project
- Act involving gross mismanagement of funds
- Event that may have legal repercussions
- Incident that lead to public or other retaliation
- Incident resulting in negative coverage in the media
- Outbreak of conflict in a community served by the business
- Natural disaster

Exercise 4 – Reviewing the specific plans

The BCP testing process

- The need for all aspects of the plan to be tested
- BCM Test plan
- Desk check
- Communication testing
- Physical tests
- Completing the tests
- Testing Feedback
- Overall Test Evaluation

Exercise 5 – Assessing the BCP testing plan

Day 2: The BCM Process in practice

The Crisis management (CM) plan

- Has the plan been developed in conjunction with the strategic planning process?
- Crisis Risk owners – how these personnel are chosen and how ownership is enforced
- Are annual statements required by these risk owners?
- Assessing the risk tracking process
- Using the risk register as a crisis management decision skeleton
- The steps taken to coordinate and link the output
- Flagging interdependencies – if one risk treatment is changed the other party or parties impacted are notified
- Has the CM process been used to break down the barriers
- Assessing reports for senior management
- Auditing the process

Exercise 6 – Reviewing the crisis management plan

Reviewing emergency preparation

- Establishing an Emergency Operations Centre
- Emergency authority procedures
- Determining time bands to cover
 - The emergency period (minutes to hours)
 - The crisis period (hours to days)
 - The recovery period (days to weeks)
- The key documents and where held + the owners
- Key Systems
- Key system suppliers
- ICT and Communications back-up strategy
- Information back-up strategy
- Key partners emergency contact information
- Back-up power
- Off-site storage
- Alternative locations
- Media Liaison
- Insurance cover

Exercise 7 – Assessing emergency preparedness

The incident management process

- Initial assessment
 - What are the known facts of the incident and what is/is not confirmed
 - What action has already been taken and by whom?

- Is there anything that needs to be done immediately to protect against further harm / damage?
- Immediate actions
 - Assignment of roles
 - Emergency Operations set up
 - Communications schedule agreed
 - incident support personnel
 - External expertise (legal, negotiators etc,) required?
 - Security networks activated
- Recovery
- Assessment

Exercise 8 - The incident management process

The BCM communication process

- Assessing the CM business structure
- What information do we have about the situation / what else do we need?
- Who else needs to be briefed and by whom
- Media and communications plan
- Pre-prepared media statements covering all major crises
- Contacting insurers
- Back up CM team members identified (in the event it is a long running crisis)

Exercise 9 – Reviewing the communication process

Assessing Recovery planning

- The elements of an effective plan
- Recovery of property
- Recovery of hardware
- Keeping people informed
- Personnel contacts
- Business recovery reports
- Monitoring the recovery process

Exercise 10 – Assessing the effectiveness of the recovery plan

Evaluating the effectiveness of post event reviews

- Post crisis review - collection and analysis of data and actions taken
- Developing a plan with key learning points and actions
- Allocating clear responsibility for actions
- External reporting
- Organising risk awareness sessions for staff
- Sharing output with partners

- Evaluating risks within these relationships
- Identifying BCP Risk indicators (KRI's)
- Coordinating the whole process
- Managing stakeholder expectations

Exercise 11 – Evaluating the post event review process

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