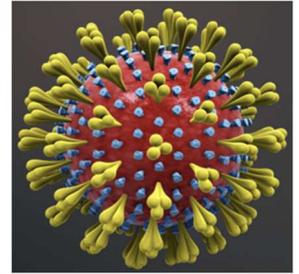


## Pandemic Planning - Business Continuity Management Services

With business continuity management systems insufficient, the COVID-19 coronavirus pandemic has left many organisations in difficulty. System resilience is key to sustainability with the likelihood of global pandemics increased by rising international travel. Five pandemics have occurred within the past twenty years alone, including Severe Acute Respiratory Syndrome (SARS) from 2002-3, Swine Flu from 2009-10, Ebola from 2014-16, Middle East Respiratory Syndrome (MERS) from 20015-present, and Covid-19 from 2019-present - it is not a case of 'if', but 'when' the next pandemic will occur.



Without rigorously tested business continuity management systems, organisations are exposed to negative impacts, from unnecessary loss of key services or resources, delays, chaotic communication and staff redeployment, to unsatisfied service users and a damaged reputation that can take time, energy, and money to rebuild. Poor business continuity planning can have a material negative impact on an entire organisation.

Via national directives such as the UK Civil Contingencies Act and Influenza Pandemic Preparedness Strategy, to succeed, organisations must be risk-centric, and fully prepared to safely support business continuity - throughout a pandemic, or any other business-limiting emergency. Robust people, process, and technology governance are essential to effective business continuity management in pandemic planning.

### Why Perform a Business Continuity Management System Audit for Pandemic Resilience and Response?

A business continuity management system audit should be used to evaluate:

- The effectiveness and maturity of an organisation's business continuity management system, and its ability to deliver results for the organisation during business interruption, whatever the cause
- The efficiency and effectiveness of the business continuity system (people, processes, technology), and
- Make recommendations for improvements to meet industry/common best practice.

Group Risk Consulting (GRC) can support your organisation with:

### ISO 22301: 2019 Business Continuity Management System Audit and Development

Inputs:	Outputs:
<ul style="list-style-type: none"> <li>• Business Continuity Policy and Plan development in line with ISO 22301: 2019 Security and Resilience Business Continuity Management Systems (BCMS) international best practice standards</li> <li>• Customised, evidence based BCMS development for minimal disruption, covering:                             <ul style="list-style-type: none"> <li>○ Infrastructure, utilities, and remote IT</li> <li>○ Safe premises and environments</li> <li>○ Communication and telecoms</li> <li>○ Stakeholder engagement</li> <li>○ People, roles, and redeployment</li> <li>○ Equipment, logistics, and supplies</li> <li>○ Accessible procedural documentation</li> <li>○ Governance, data capture, and reporting</li> <li>○ Rigorous group BCMS consultation</li> <li>○ Integrated and inclusive desktop tests</li> <li>○ Live BCMS field exercises in a variety of scenarios</li> <li>○ BCMS edit post-tests and post-exercise</li> <li>○ Workshops, training, and support.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Robust, tested Business Continuity Management System - ready for rapid implementation during business interruption, whatever the cause</li> <li>• Staff fully supported to continue their roles through appropriate, tested processes and technology:                             <ul style="list-style-type: none"> <li>○ Safe essential service continuation</li> <li>○ Workflow redesign plans</li> <li>○ Integrated remote services and teleworking</li> <li>○ Teams, tasks, processes, and checklists</li> <li>○ Standard operating procedures</li> <li>○ Team training to support cognition</li> <li>○ Emergency equipment, tests, and training</li> <li>○ Effective communication tools and signage</li> <li>○ Draft communiqués, statements, and reports</li> <li>○ Draft web-text and emails for stakeholders</li> <li>○ Enhanced organisational resilience.</li> </ul> </li> </ul>

## ISO 31000: 2018 Risk Management Framework Audit and Development

Inputs:	Outputs:
<ul style="list-style-type: none"> <li>• Risk management framework development in line with ISO 31000: 2018 Risk Management - Guidelines, essential to effective BCMS and Pandemic Planning</li> <li>• Evidence-based risk identification, evaluation, management, and prioritisation, to:                             <ul style="list-style-type: none"> <li>○ Avoid risks by stopping activities</li> <li>○ Take/increase some risks as opportunities</li> <li>○ Remove risk sources</li> <li>○ Take action to change risk likelihood</li> <li>○ Take action to change risk consequence</li> <li>○ Share risk through contracts or insurance</li> <li>○ Accept risk by informed decision</li> <li>○ Integrated and inclusive group consultation</li> <li>○ Workshops, training, and support.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Robust risk management infrastructure</li> <li>• Risk management culture</li> <li>• Active and comprehensive risk registers</li> <li>• Systems and procedures for continuous review and improvement</li> <li>• Board assurance framework</li> <li>• Value creation and protection to reduce threats, support business continuity, and maximise opportunities.</li> </ul>

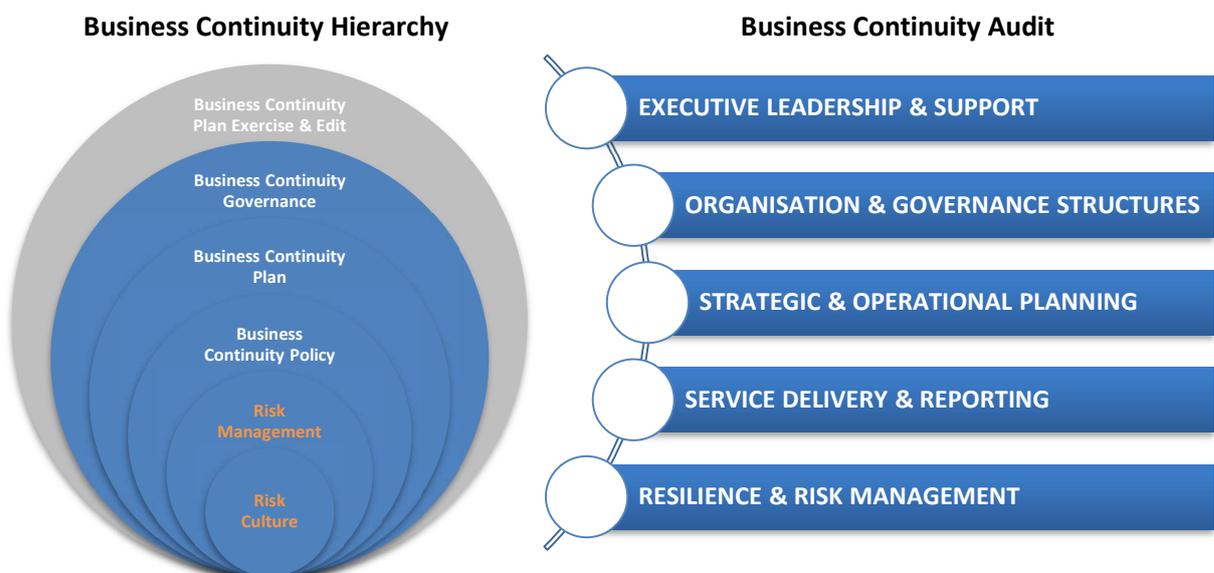
## The GRC Approach

### Approach Scope

The GRC audit approach is risk-centric and based on industry approved frameworks (ISO 22301: 2019 Security and Resilience - Business Continuity Management Systems (BCMS) standards, and ISO 31000: 2018 Risk Management), methodologies and guidelines.

The first stage of the approach is to gain a good understanding of the organisation's business objectives. This will then allow us to design a bespoke delivery methodology and provide a higher level of assurance over the business' continuity policy and operational management capability (people, processes, technology).

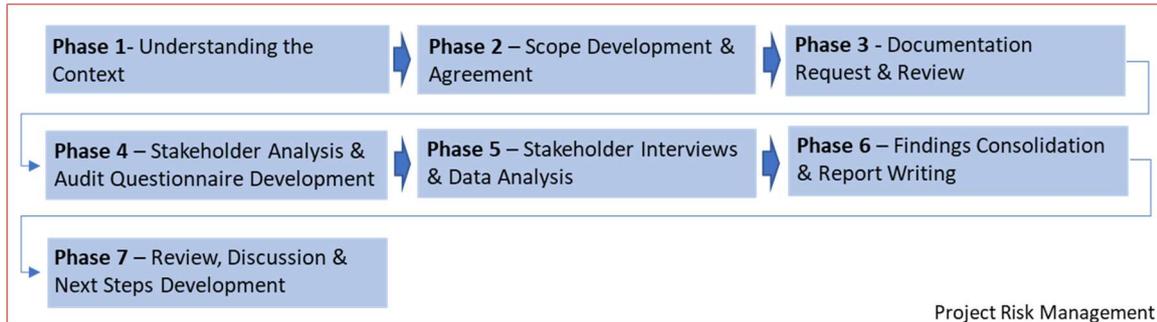
The diagram below illustrates key areas addressed by the GRC approach:



When reviewing an organisation's business continuity governance structure, the GRC risk-centric audit methodology aims to identify the true cause of risk exposure (the root cause) and make value-adding recommendations to improve risk controls when weaknesses are identified.

## Audit Delivery Approach

GRC utilises a standardised audit consultation process and adheres to best practice guidelines. Our approach is controlled/governed using formal project risk management techniques. Below is an illustration of a typical audit project delivery process.



## Why GRC?

- All consultants are GRC verified<sup>®</sup> - highly experienced risk consultants with breadth and depth of experience (e.g. 15 years plus, multiple industries, senior stakeholder interaction experience)
- All consultants have big four/big bank/national public sector or big company experience
- Our consultants' experience allows them to quickly the 'join-the-dots<sup>®</sup>', delivering solutions fast to save time and money
- Our solutions are risk-centric, ensuring a joined-up risk management-based approach
- Highly competitive to big four consultancy/accountancy firms - value for money
- Listen carefully to customers problems/issues/attentive
- Creative/innovative/tailored solutions.

## Benefits of GRC ISO 22301: 2019 BCMS and ISO 31000: 2018 Risk Management Support:

- Bespoke, innovative, tested solutions that work for you
- Seamless integration with your corporate culture
- Enhanced levels of operational resilience
- Increased business continuity risk management oversight
- Improved operational efficiency
- Increased operational performance
- Increased levels of risk ownership/responsibility
- Established accountability and decision-making responsibility - clearly defined roles
- Investments and priorities aligned with business continuity objectives
- High levels of stakeholder buy-in with demonstrable resilience to business interruption
- Better understanding of root causes of problems, for continuous process improvement
- Increased stakeholder/shareholder confidence in governance processes
- Increased shareholder/investor buy in and enhanced market/partner risk perception
- Reduced reputational risk
- Increased management confidence.

For more information, please contact:

### Sally Fereday

Head of Healthcare Risk and Quality Management  
Group Risk Consulting Ltd.

Email: [sally.fereday@groupriskconsulting.com](mailto:sally.fereday@groupriskconsulting.com)

Tel: +44 (0)7412 572 402

### Michael Porteous

Managing Director  
Group Risk Consulting Ltd.

Email: [michael.porteous@groupriskconsulting.com](mailto:michael.porteous@groupriskconsulting.com)

Tel: +44 (0)7710 194 472