



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

Why you should attend

As the current global pandemic shows, possibility of a crisis severely disrupting an organization's ability to operate looms today like never before.

Given the pace with which global threats evolve, incidents such as cyber sabotage, 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**

Course Level

- **This is an intermediary level course and delegates should have 12 months experience in a supervisory, management or assurance role**
- **Delegates should have a good educational standard (Bachelors degree or above) and/or a professional qualification or be in the process of studying for such a qualification**
- **No advance preparation is required**

- **Delivery method – On-line interactive (with exercises and case studies to provide practical application of the tools and techniques)**

After completing this course you will be able to

- **Understand how to become a more crisis resilient organization**
- **Ensure that BCP and the crisis management plans are regularly updated to meet the ever changing risk environment**
- **Develop BCP 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 BCP team**
- **Complete regular crisis management audits**

CPE credits

- **Participants can earn 8 CPE credits (in the Management Advisory Services field of study)**

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Course Outline

Day 1: Crisis Management

The Extreme risk events

- Why crises such as extreme pollution, tsunamis, loss of significant critical information and the Corona virus have shocked the world
- Triggers for extreme events
- Awareness of external trends
- Identifying principal risk factors
- Understanding of third party risks
- The domino effects – mapping the impacts
- Crisis response capability
- Allocating clear roles and responsibilities
- Learning from others – keeping up to date
- Risk register for extreme events

Exercise 1 – Extreme risks

The critical business processes

- Identifying the critical processes and their relative importance
- Epidemics
- Fire
- Sabotage and terrorist attacks
- Supply chain failure
- Vehicle incidents
- Plant closure
- Inability to access offices
- Flooding
- Earthquake
- Significant political risk
- Loss of IT
- Loss of critical data
- Loss of Telecoms network
- Major Electricity outage
- 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 2 - The processes required to deal with critical impact events

Preparing for an emergency

- **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 3 Emergency planning

Formalising the Crisis management process

- **Linking risk identification with the strategic planning process**
- **Crisis Risk owners – how to determine such personnel and enforce ownership**
- **Annual statements by these risk owners**
- **Developing risk tracking**
- **Using the risk register as a crisis management decision skeleton**
- **The need to coordinate and link the output**
- **Flagging interdependencies – if one risk treatment is changed the other party or parties impacted need to be notified**
- **How to use the crisis risk process to break down the barriers**
- **Reports for senior management**
- **Auditing the process**

Exercise 4 – Crisis management reporting

Day 2: Business Risk Management

The key objectives of BCP

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

Exercise 5 BCP key objectives

The BCP Model

- The BCP Model and lifecycle
- Understanding the business impact of major events
- The process to develop a Group BC policy
 - Agree a definition of BCP
 - Adopt ISO 22301
 - Review and conduct a gap analysis of the current policies
 - Develop a draft of a new or amended BC policy
 - Circulate the draft policy for consultation;
 - Publish the BCP policy statement
- Improving understanding of the risk profile of major incidents
- 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 BCP culture across the organisation

Exercise 6 The BCP policy

BCP testing

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

- Overall Test Evaluation

Exercise 7 - The testing plan

Recovery planning

- How to develop an effective plan
- Recovery of property
- Recovery of hardware
- Keeping people informed
- Personnel contacts
- Business recovery reports
- Monitoring the recovery process

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 8 – Post event reviews