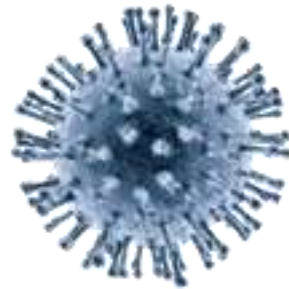


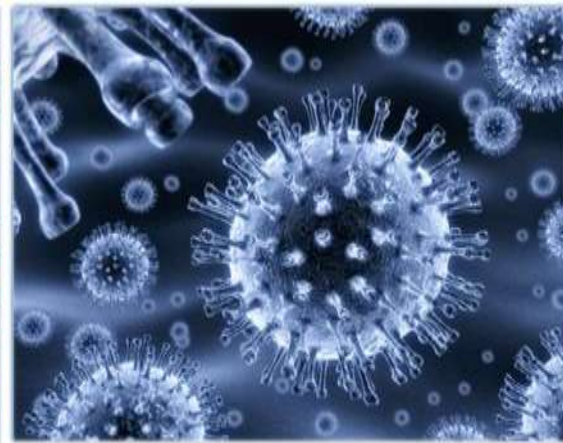
# How Business Continuity Management can help with Pandemic Planning



Presentation by  
Lyndon Bird FBCI, International Technical Director, the BCI



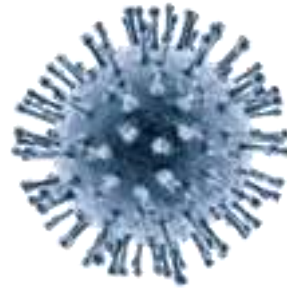
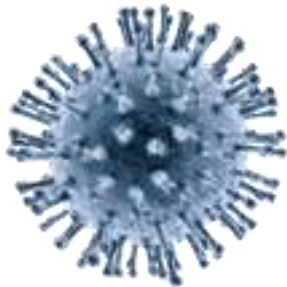
# Pandemic preparedness has a lot in common with dealing with other threats



# Pandemics do emphasise specific issues

*Keeping workplaces free  
from infection.  
Implementation of good  
hygiene practices and  
information  
dissemination*

Workplace hygiene  
measures



*Making all levels of staff  
aware of pandemic  
planning. Responding to  
lots of questions/queries  
by staff/managers;  
Policies on HR issues?*

Prominence of “people  
issues” and involvement  
of HR.

*Disseminating fact from  
fiction and media hype  
with reality; absenteeism  
based on false rumours,  
misleading information  
in media.*



Internal communication challenges

# ...but the impact is often the same



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# What is Business Continuity Management?

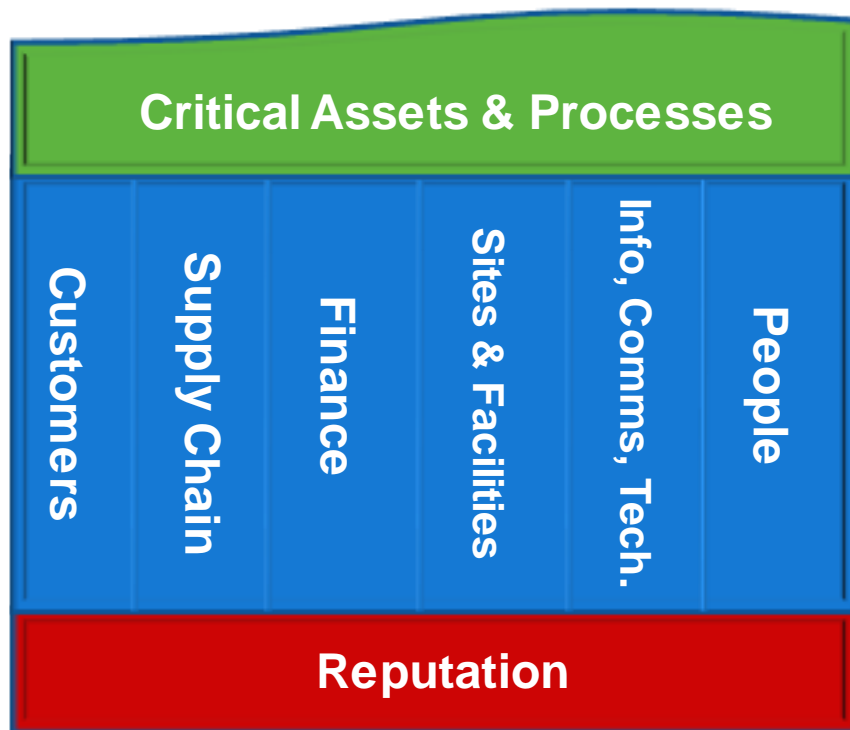
A holistic management **process** that identifies potential threats to an organization and the **impacts** to business operations that those threats, if realised, might cause.

It provides a framework for building organizational **resilience** with the capability for effective **response** that safeguards the interests of key stakeholders, reputation, brand and **value-creating activities**.

**BCI Good Practice Guidelines**



# BCM focuses on Impact and Time



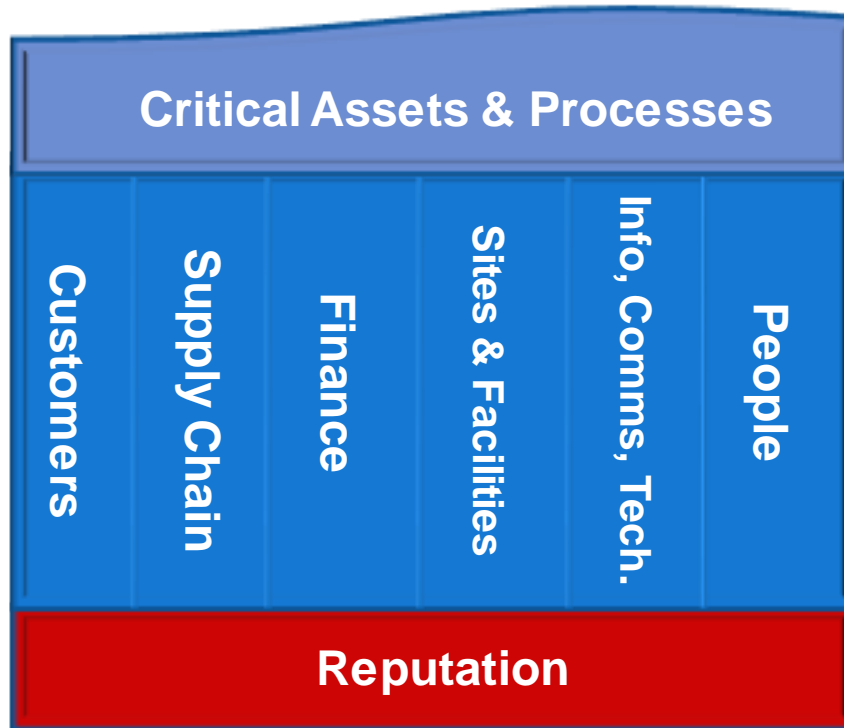
## 7-Impact Areas

- Reputation
- People
- Info, Comms & Tech
- Sites & Facilities
- Finance
- Supply Chain
- Customers

Plans should be tested against scenarios based on threats, hazards, and risks.

Note: a primary impact e.g. absence of people could have a secondary effect on another impact area e.g. reputation.

# What might a pandemic impact?



**Delegate Feedback**

Note: a primary impact e.g. absence of people could have a secondary effect on another impact area e.g. reputation.



# Planning Assumptions

1. Pandemics can primarily be seen as a risk of “insufficient staff to continue key/urgent business processes”.
2. The difficulty in developing a strategy/plan is the high degree of uncertainty about its severity and supporting infrastructure.
3. Assumptions have to be made about staff shortages and the period involved. Reasons for non-availability might be indirect (schools closed, no child care, caring for family members, imaginary symptoms, fear of catching disease etc.) rather than just people infected.
4. Assumptions have to be made about public service availability – transportation, telecommunications, internet capacity and response times.
5. Assumptions have to be made about possible central and local government emergency measures. What might be closed? Will foreign travel be banned or restricted and on what basis? Will government impose priority based rationing on medication, fuel, food distribution and power.

**ALL THESE ASSUMPTIONS MIGHT BE VERY INACCURATE.**



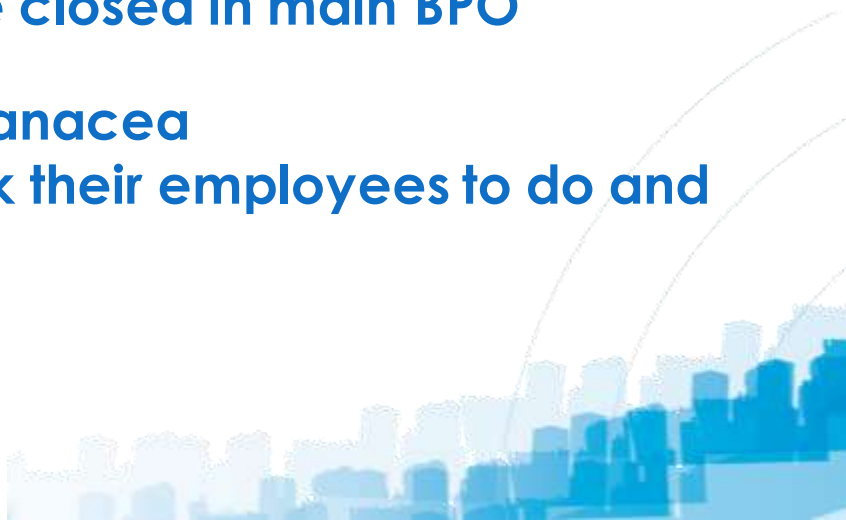
# BCM Approach

1. **BCM focuses on impact and timescales - not probability or historical data**
2. **BCM looks to minimise the maximum loss potential, not optimise the entire risk profile**
3. **BCM identifies single points of failure and corrects them if feasible**
4. **Where exposures remain BCM provides strategies and plans for a coordinated, immediate response**
5. **BCM starts from fully “Understanding Your Business” – its objectives, priorities, processes and URGENCY**

**A PROPERLY IMPLEMENTED BCM PROGRAMME SHOULD  
AUTOMATICALLY COVER BUSINESS RESPONSE TO PANDEMICS**



# But there might be differences

1. **Media hysteria and public panic**
  2. **Pressure on governments to make illogical but politically necessary decisions**
  3. **In a severe outbreak shock factor from level of fatalities will be unprecedented in modern peace times with unpredictable consequences**
  4. **Unpredictable unilateral decisions by other governments, restricting trade, travel and shipment of goods**
  5. **Extended supply chains might break down completely**
  6. **Outsourced operations might be closed in main BPO countries**
  7. **Home working might not be a panacea**
  8. **What legally can companies ask their employees to do and what happens if they refuse?**
- 

# About the Business Continuity Institute

- Founded in 1994.
- Member-owned, not-for-profit.
- HQ in Reading, UK; chapters and forums established globally.
- 4,800 world-wide individual members.
- Entrance by examination only; professional grades earned through experience; code of conduct.
- Body of knowledge: Good Practice Guidelines.
- Corporate membership through BCI Partnership.
- Flagship events: Business Continuity Awareness Week; and BCM World Conference & Exhibition.

## Aims and Objectives of the BCI

- Set, maintain and promote high standards.
- Establish and promote high quality education and personal development.
- Define professional competences of a BCM practitioner.
- Provide internationally recognised certification.
- Initiate, develop, evaluate and communicate BCM good practice.
- Influence policy makers, opinion formers worldwide on BCM issues.

“Raising awareness of the art and science of Business Continuity Management”

# BCI's international certification scheme



Applicants are measured and examined on the 6 elements of the BCM Lifecycle

# Why is BCM becoming more important?

- Legislation: UK Civil Contingencies Act 2004, USA SOX
- Regulation: FSA, Federal Reserve, Basel II
- Experienced events: A H1N1, Y2K, 9/11

- Supply Chain: Off-shore manufacturing, outsourcing, BPO
- Digital technology: #1 cause of disruption
- Standards: BS25999

- Insurance: Business Interruption
- Corporate Governance: Risk oversight and management
- Shareholders: Investment protection

Primary

Secondary

Developing



# BUT BCM COVERS ALL THREATS



# Thank You

## Contacting the Business Continuity Institute

Lee Glendon, Campaigns Manager  
Telephone: +44 (0)118 947 8215  
Email: [lee.glendon@thebci.org](mailto:lee.glendon@thebci.org)

[www.thebci.org](http://www.thebci.org)

