

COVID-19 and Continuity

Malcolm Cornish ISO 22313 Project Leader
Rick Cudworth, Partner, Risk Advisory, Deloitte LLP
Deborah Higgins, EPC (Serco)



By Royal Charter

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COVID-19 and continuity

The role of ISO 22313:2020


Beyond coronavirus: The path to the next normal

3

- ▶ 'The coronavirus is not only a health crisis of immense proportion—it's also an imminent restructuring of the global economic order'

McKinsey & Company Article by Kevin Sneader and Shubham Singhal (March 2020)

[Click here to link to article](#)



coronavi
the next

McLaren joins industrial push to manufacture 10,000 ventilators

4

- ▶ 'Supercar maker McLaren is one of a number of firms who have joined forces in a bid to massively increase the production of ventilators to help in the fight against the coronavirus pandemic'

CITY A.M. (29th March 2020)

[Click here to link to article](#)



The companies that need workers

5

- ▶ Tens of thousands of people have lost their jobs because of the coronavirus crisis as restaurants, bars, hotels and gyms have been forced to close
- ▶ But many companies still in business are urgently seeking more staff to meet orders, help with deliveries and just to keep things moving

[Click here to link to article](#)

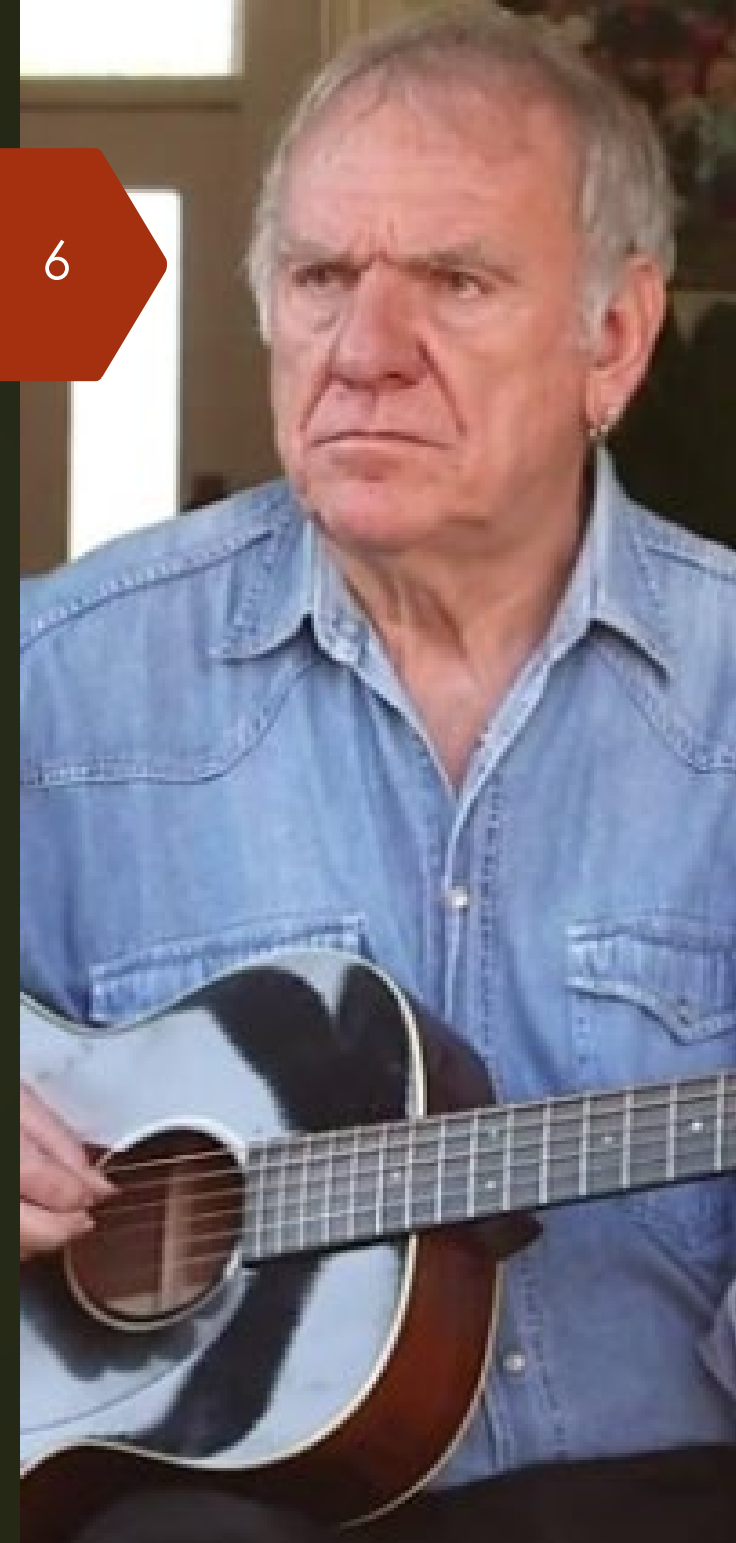


Why Ralph McTell has updated his hit Streets of London for coronavirus era

6

- ▶ It began with a conversation between a foreign correspondent who loves ballads, and his neighbour, a legend of the British folk music scene
- ▶ The result was Ralph McTell agreeing to write a new verse of his legendary hit Streets of London - something he'd always previously refused to do

[Click here to link to article](#)



Pandemic Exposes Weakness Of Lean Supply Chains: It's Not Too Late To Fix

7

- ▶ If companies ever needed real-time insights into alternative sources across their supply chains, now is it. COVID-19 is like nothing humanity has ever seen, and leaders are stepping up to protect their business and prepare for a very different world

Forbes International, an article by:

Susan Galer
Brand Contributor
SAPBRANDVOICE | Paid Program
Innovation

[Click here to link to article](#)





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COVID-19 AND CONTINUITY

BS EN ISO 22313:2020

COVID-19 and continuity

What is business continuity?

How does business continuity deal with pandemics?

How can ISO 22313:2020 help?



What is business continuity?

Definition

Capability to continue product and service delivery

But what if products and services not allowed?

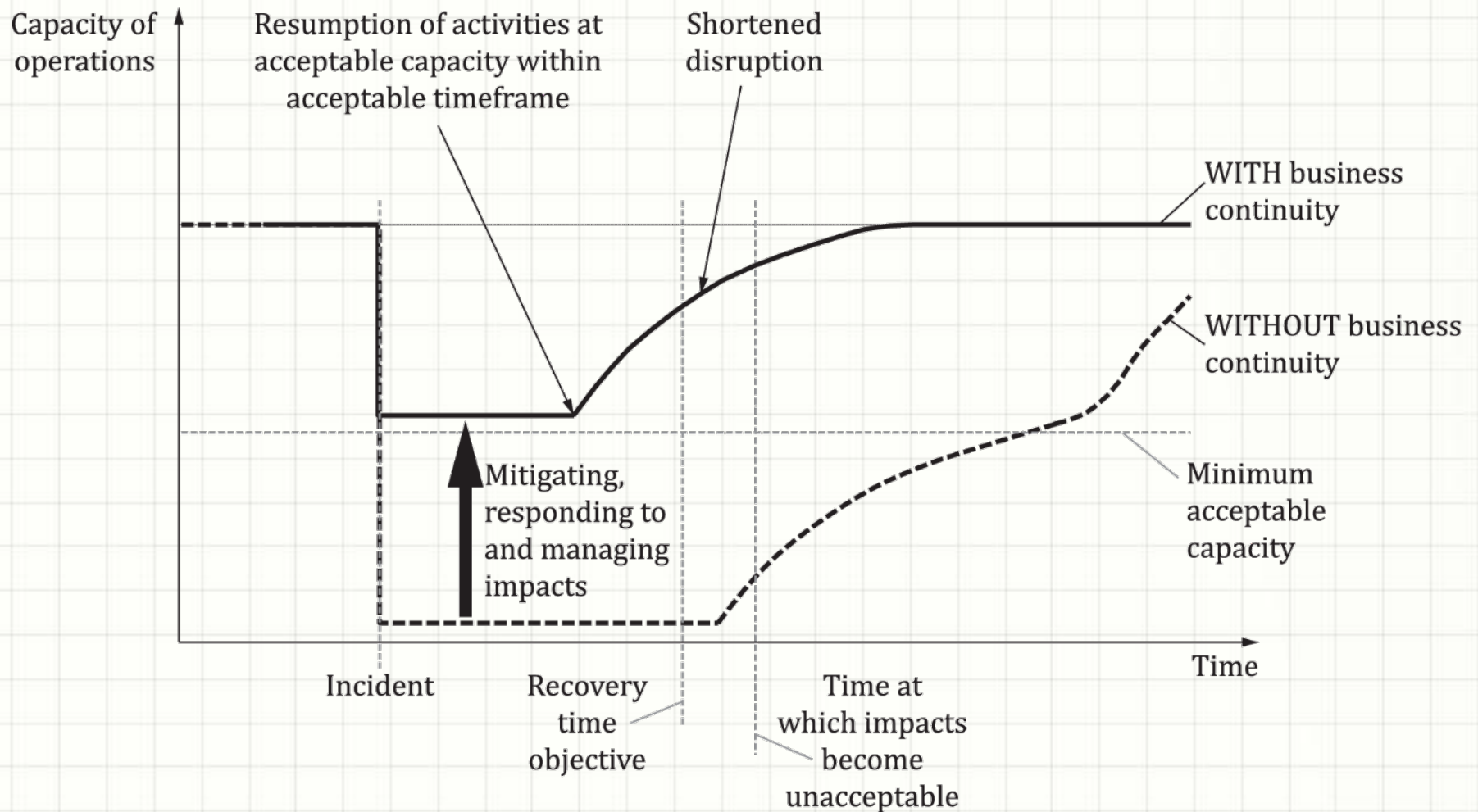
Consider

Pursuit of objectives, goals or mission

Traditional view of business continuity

ISO 22313:2020 Figure 2

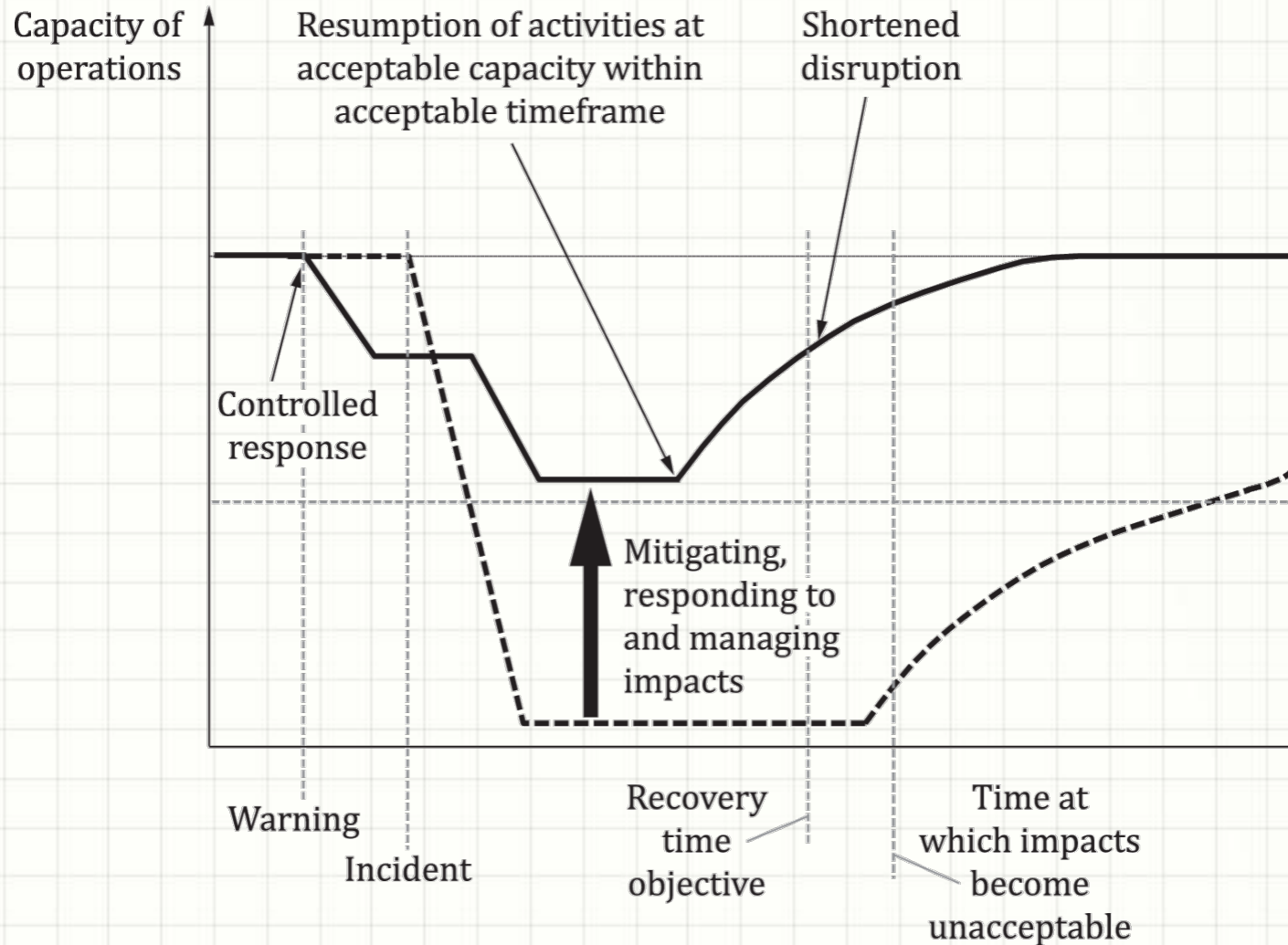
Sudden disruption



Dealing with a pandemic

ISO 22313:2020 Figure 3

Gradual disruption





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How can ISO 22313:2020 help?

It's a management system standard providing a framework for management to:



Determine what's best for the organization



Put in place what is needed to make it happen



Get on with it

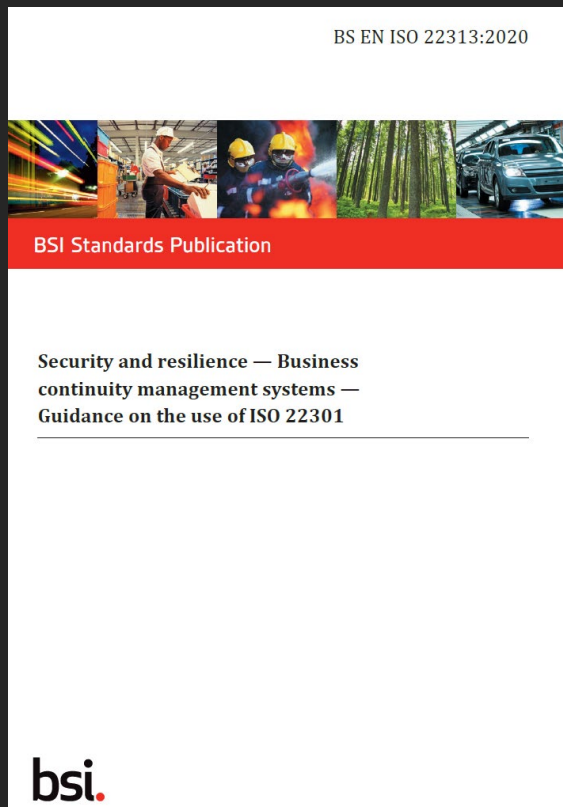


Make sure that everything is working properly



Look for ways to keep improving

The questions that need answering



Does our organization need to change?

Who will take the lead?

What plans do we need to make?

What are we going to need?

How do we get on with it?

How do we evaluate our performance?

How do we keep improving?

Does our organization need to change?

ISO 22313:2020 Clause: 4 Context



How is the pandemic affecting us?

Clause: 4.1 Organization and its context



What do our stakeholders expect?

Clause: 4.2 Interested parties



What boundaries do we need to set?

Clause: 4.3 Scope



Does our organization need to change?

ISO 22313:2020 Clause: 4.2 Interested parties (Figure 4)



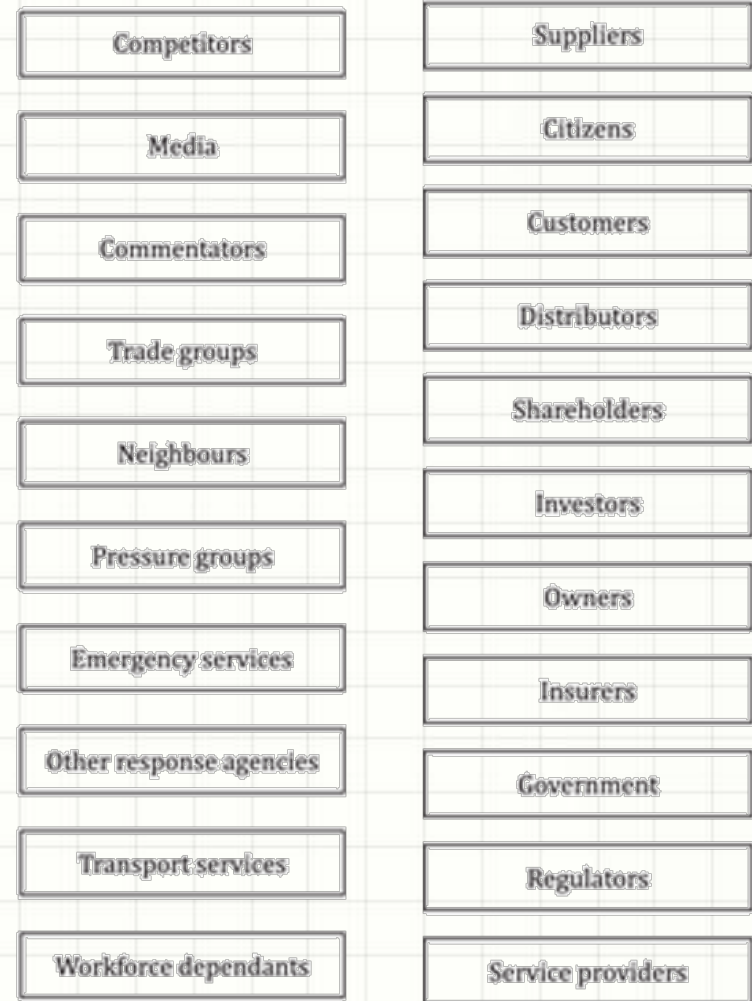
How is the pandemic affecting us?



What do our stakeholders expect?



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Does our organization need to change?

ISO 22313:2020 Clause: 4.2 Interested parties (Figure 4)



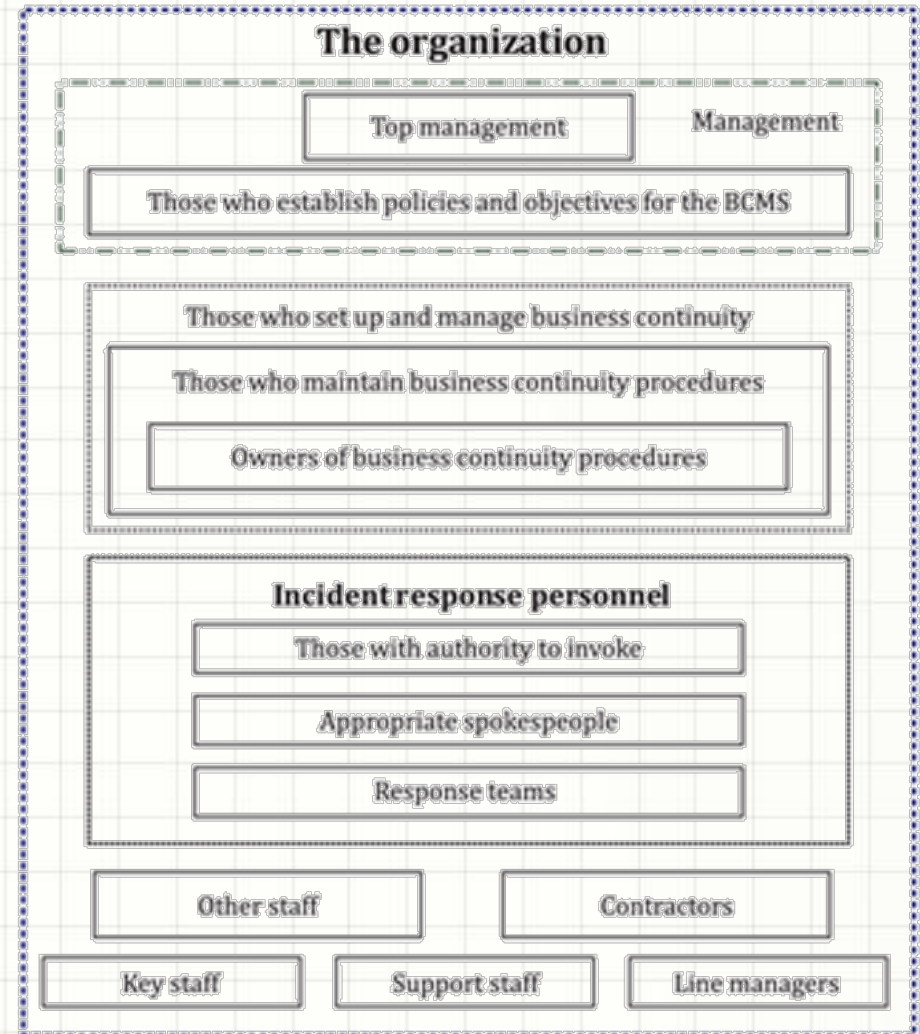
How is the pandemic affecting us?



What do our stakeholders expect?



What boundaries do we need to set?



Who will take the lead?

ISO 22313:2020 Clause: 5 Leadership



What will management do?

Clause: 5.1 Leadership and commitment



How can we convey top management's intentions?

Clause: 5.2 Policy



Who will do what?

Clause: 5.3 Responsibilities and authorities



What plans do we need to make?

ISO 22313:2020 Clause: 6. Planning



What are the risks and opportunities?

Clause: 6.1 Risks and opportunities



How should our objectives change?

Clause: 6.2 Objectives and plans to achieve them



What are we going to need?

ISO 22313:2020 Clause: 7 Support



In terms of people and other resources?

Clause: 7.1 Resources



What skills and knowledge must people have?

Clause: 7.2 Competence



How do we get everyone on board?

Clause: 7.3 Awareness



What are we going to tell them?

Clause: 7.4 Communications

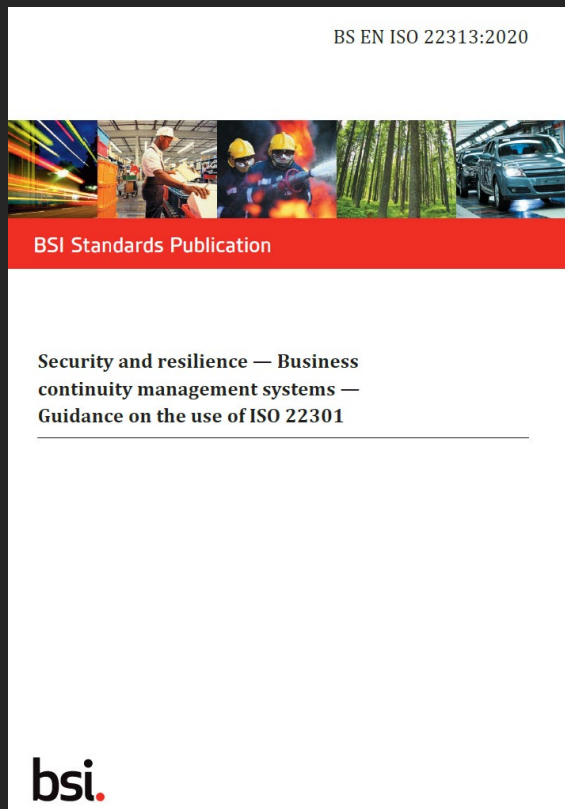


What records are we going to need to keep?

Clause: 7.5 Documented information



The questions that need answering



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What needs to be reassessed?

ISO 22313:2020 Clause: 8 Operations

Business impact analysis

Have our priorities changed and, if so, how?

Clause: 8.2.2 Business impact analysis

- Determine adverse impacts
- Identify priority activities
- Dependencies
- Justification of requirements

Strategies and solutions

How can we recover our priority activities if they are disrupted?

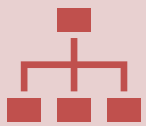
Clause: 8.3 Strategies and solutions

- Alternative solutions
- Structures and procedures



How should we set up?

ISO 22313:2020 Clause: 8.4 Business continuity plans and procedures



What team structure needs to be in place?

Clause: 8.4.2 Response structure



What documents are needed?

Clause: 8.4.4.2 Coverage



What should they contain?

Clause: 8.4.4.3 Content and usability



What comes first?

ISO 22313:2020 Clause: 8.4.3 Warning and communication



How should we respond initially?

Clause: 8.4.4.2.2 Responding to incidents



How can we make sure that we stay on track?

Clause: 8.4.4.4 Incident/strategic management



With whom should we communicate?

Clause: 8.4.4.5 Communications

- Handle initial communications
- Have effective facilities
 - Receiving
 - Documenting
 - Responding
- Assess the incident
- Consider options available
- Mobilize
- Control and coordinate
- Monitor



What else should we focus on?

ISO 22313:2020 Clause: 8.4 Business continuity plans and procedures



How do we keep people safe and maintain morale?

Clause: 8.4.4.6 Safety and welfare



How can we maintain security and use what we already have?

Clause: 8.4.4.7 Salvage and security



How do we keep our priority activities going?

Clause: 8.4.4.8 Resume prioritized activities

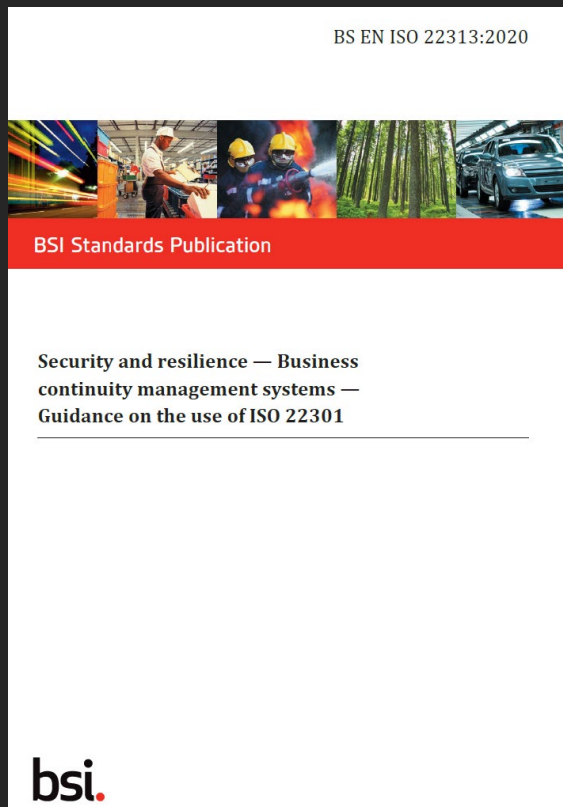


How will we maintain our essential IT support systems?

Clause: 8.4.4.9 ICT systems



The questions that need answering



Does our organization need to change?

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What are we going to need?

How do we get on with it?

How do we evaluate our performance?

How do we keep improving?

How do we evaluate our performance?

ISO 22313:2020 Clause: 9 Performance evaluation



What should we monitor and how will we measure our progress?

Clause: 9.1 Monitor, measure, analyse, evaluate



Who can give us an independent view?

Clause: 9.2 Internal audit

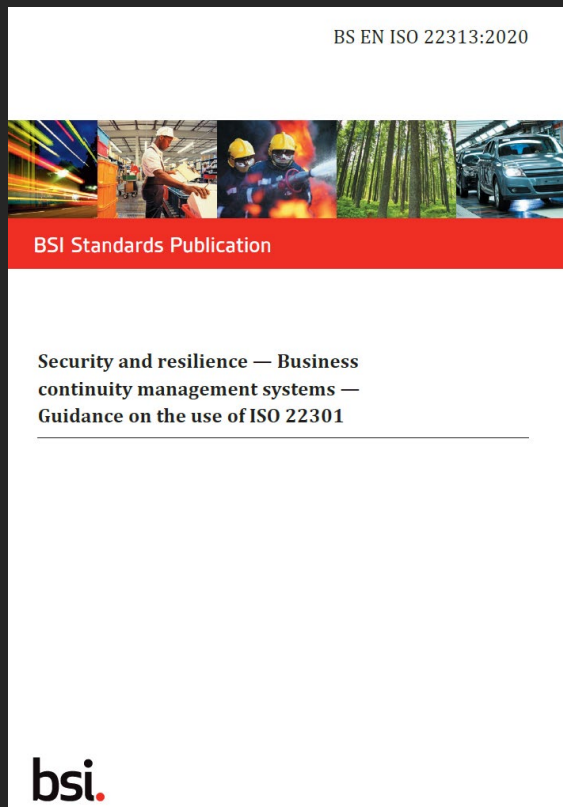


What feedback do we need from management?

Clause: 9.3 Management review



The questions that need answering



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How do we evaluate our performance?

How do we keep improving?

How do we keep improving?

ISO 22313:2020 Clause: 10. Improvement



What's going wrong and how do we fix it?

Clause: 10.1 Nonconformity and correction



How can we become even more effective?

Clause: 10.2 Continual improvement





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Conclusion

COVID-19 and continuity

**Security and resilience — Business
continuity management systems —
Guidance on the use of ISO 22301**



COVID-19
Modified Resilient Operations (MRO)

April 2020

Respond – Recover - Thrive

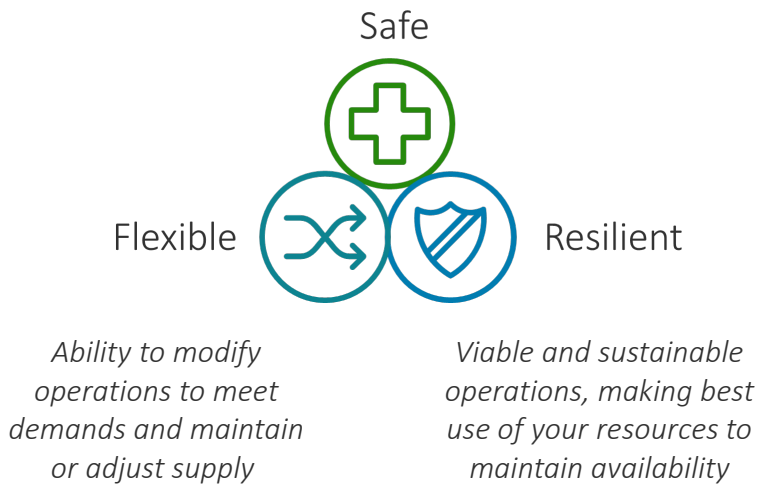
Response phase two



It is likely that governments will flex the level of restrictions in force at any one time as the pandemic progresses. Organisations should be ready to maintain safe, flexible and resilient operations as the response evolves

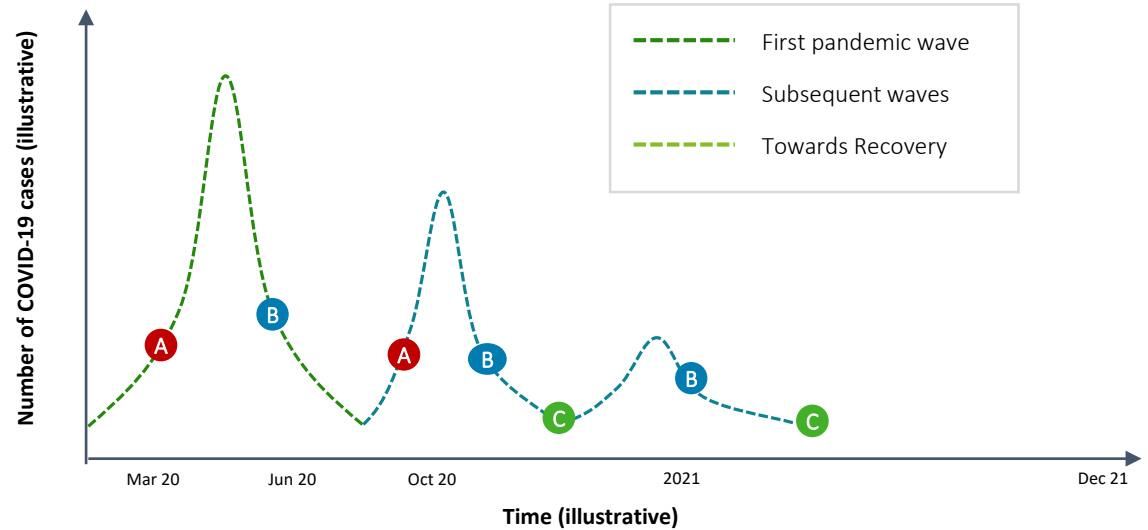
Planning principles

Continuing to look after your people and customers



How this may play out* (illustrative only)

Strategies of 'suppression' are likely to be successful in reducing transmission of the virus over short periods (A). They will provide opportunities to relax certain restrictions (B). This could lead to another peak in the rate of transmission occurring, at which time some restrictions may be activated once more (A). As the pandemic is brought under control, more measures will be relaxed (C). We could move between Scenarios A and B or C and back again over the next 3-18 months.



* Based on: 'Impact of non-pharmaceutical interventions (NPIs) to reduce COVID-19 mortality and healthcare demand' (Imperial College COVID-19 Response Team, March 2020)

Response phase two scenarios

Illustrative planning scenarios



Scenario A – ‘Rising Peak’

Scenario B – ‘Post-Peak’

Scenario C – ‘Towards Recovery’

SITUATION

Pandemic Situation

- Rates of infection progression, transmission rate and recorded cases are rising.
- Hospitals are predicted to exceed operating capacity.
- There are concerns over shortages of medical equipment and staff.

Business and Public Services

- Schools and universities have been closed.
- The government has ordered the closure of non-essential businesses,

Travel Restrictions

- ‘Suppression’ strategies have been implemented, such as ‘social distancing’ and lockdowns, to limit the number of cases.
- International travel is highly restricted and some land borders are closed

Public Confidence

- Public/ consumer and stakeholder confidence is low as restrictions are expected to be in place for some time

Economic

- Financial markets are under stress and major losses are incurred globally.
- Confidence of investors and shareholders is very low and new investment, whilst available, is limited or ‘at a cost’.

Pandemic Situation

- Levels of infection have dropped below peak levels, however, concerns remain over lack of immunity
- Hospitals operating at or near to full capacity with the number of cases reducing.

Business and Public Services

- Schools have reopened in areas deemed to have surpassed the peak.
- Businesses, venues and communal spaces able to open providing they adhere to operating restrictions

Travel Restrictions

- There has been some relaxation of restrictions with non-essential workers or those confirmed as ‘lower risk’ allowed to return to work.
- Many countries have relaxed entry restrictions, though restrictions remain in countries facing a ‘rising peak’ scenario

Public Confidence

- Confidence has improved due to the reduction in new cases, although many are still wary of possible resurgence.

Economic

- Financial markets begin to stabilise, however there is little prospect for growth in the short-medium term.
- Investors remain wary of another peak.

Pandemic Situation

- In most regions, the pandemic is now within the range where epidemiological surveys of infected people are traceable, and have dropped to low levels.
- Hospitals are operating at a manageable capacity

Business and Public Services

- Most schools have reopened nationally, with isolation only remaining where there are infected individuals.
- Most businesses and venues are allowed to resume operations providing strict isolation and containment measures are followed.

Travel Restrictions

- Restrictions on movement and mass gatherings in most areas have been lifted, and sporting events resumed.
- International travel is no longer limited as air routes open and restrictions on flights are relaxed.
- Most border restrictions relating to COVID-19 have been lifted

Public Confidence

- Confidence has vastly improved due to the WHO status and medical advancements

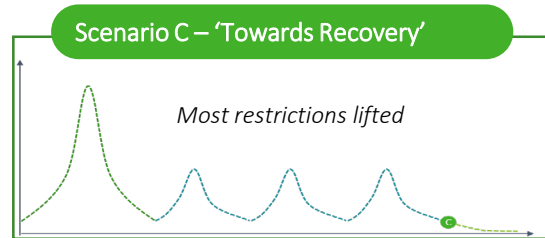
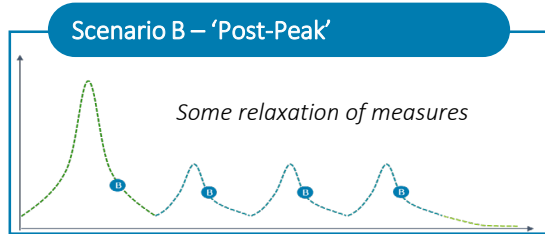
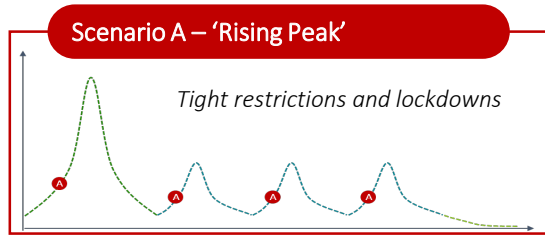
Economic

- Financial markets begin to recover and there is potential for growth in the near future.
- Shareholder and investor confidence is on an upward trend with the potential for more positive investment decisions .

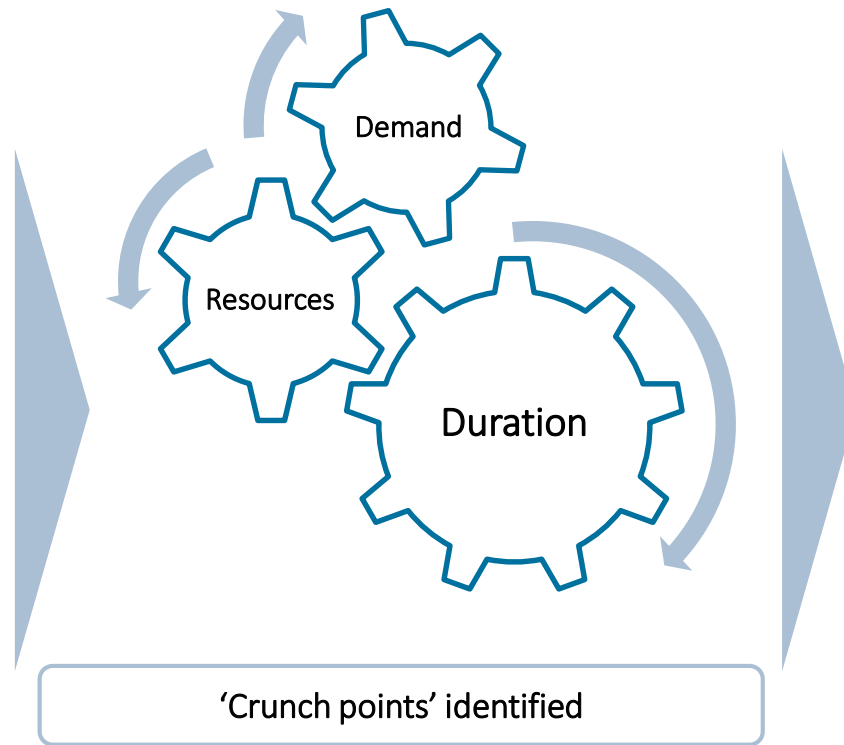
Using a scenario-based approach

Determining the changes to make, when to make them and how to put them into effect

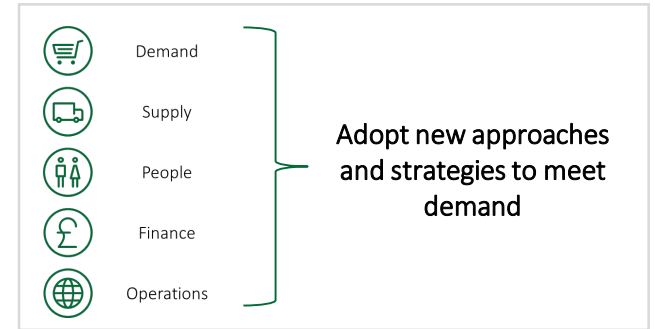
1. **Identify scenarios** which will impact customer and stakeholder demands and the operations to meet those...



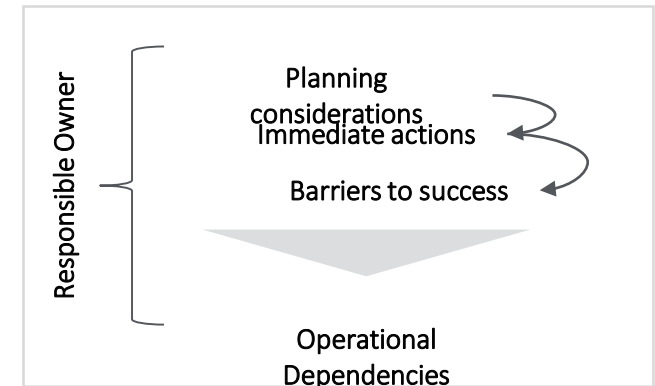
2. **'Stress test' delivery capabilities against planning assumptions** for each scenario



3. **Identify modifications needed to maintain safety, flexibility and improve resilience**



4. **Identify actions needed to make modifications happen, and the resources, timeframes and costs to implement**



Modified Resilient Operations: top tips and recommendations

Ensuring safety, flexibility and resilience through the next phase of response



Establish local and global view **scenarios** – we recommend three scenarios



Define more detailed **planning assumptions** relevant to your business



Consider what changes you want to make – modification statements



Set the actions necessary to make the modifications and resources required



Be ready to quickly adapt to maximise the **opportunities**

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Questions?



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