

## **How resilient are you? By Jackie Orchard, Director at aRMed – Able Risk Management Ethically Delivered**

Sadly, some organisations only get to appreciate the importance of good governance when something goes wrong and hits the headlines. By then it's too late and reputations are damaged and profits hit. A whole range of events demonstrating the importance of good governance and the need to understand an organisation's risks can be seen with Volkswagen; Carillion; William Hill; Uber and the supply chain issues with KFC.

Reputation is said to account for 75% of a company's value which can be damaged through inadequate corporate governance mechanisms. A key player in any good governance is Risk Management. Poor governance could be seen as not connecting the dots; companies could either expose themselves to much bigger risks or simply miss out on opportunities to meet or exceed their goals.

One way to be more prepared for potential unplanned interruptions is to have business continuity (BC) plans in place. Although, we all hear of the big events in the news; Storm Kate, Storm Desmond; Heathrow Airport power cut and many more, it can be much smaller events that impact on a business. Such disruptions can be made worse by not knowing some of the practical elements such as where the stopcock or fuse box is located, having no power back up etc resulting in extending the response and recovery period. Then, on top of this, you can have staff placing your organisation at risk from non-compliance with GDPR and much more.

So what can you do?

By aligning to ISO 22301 you can use the following 4 steps:

### **1. Plan**

- Understand the organisation, the needs and expectations of interested parties
- Understand the full extent of your legal and regulatory requirements
- Determine the scope of the BC management
- Establish management commitment, policies, understand roles and responsibilities involved
- Identified risks and opportunities (plus single points of failure), prioritised and addressed
- Establish levels of support regarding resources; competence; awareness; communication; documented information and control of documents.

### **2. Do**

- Look at operational planning and control
- Business impact assessments and risk assessments
- BC strategy
- Establish resource requirements
- Establish protection levels and mitigation
- Establish and implement BC procedures
- Structure incident response
- Establish methods of warning and communication

- Write BC plans
- Establish what recovery would look like
- Exercise and test plans

### **3. Check**

- Monitor, measure, analyse
- Evaluate BC procedures
- Establish internal audit of BC
- Management reviews

### **4. Act**

- Constantly improve from experience
- Take corrective action from non-conformity

#### **Some questions you could ask:**

- Have you identified what is critical for your organisation to survive and thrive?
- Are you happy with your resilience in these areas?
- Are you located anywhere near an area of risk – flood plain, company with higher levels of fire risk, have one way in and out – if this is blocked could this cause problems?
- Do you understand your inter-dependencies?
- Have you identified any single points of failure – with people, suppliers, equipment and customers?
- Do you have a useful contact list for practical responders – Electrician, Roofer, Builder, Plumber, IT expert and key personnel etc.?
- Do you know where your stopcock is? Do you know where your fuse box is? Do you know what to do if you experience a lack of, or too much, water?
- How secure is your information / IT back up?

It is very easy over time to make many assumptions and miss potential risks or opportunities in the same way you no longer see items on a notice board that have been in place for some time.

Do you challenge the effectiveness of your practices or are you too busy? Are you missing opportunities by not being able to step back and review your practices due to your close involvement?