Business Continuity Management

Gallagher

Insurance | Risk Management | Consulting

We live in an unpredictable world where fast-moving market forces and environmental incidents can disrupt organisations at any moment, resulting in business interruption and commercial damages.

We believe all organisations must be prepared to respond to an emergency, disaster or crisis, and have pre-planned strategies in place that enable them to recover from the effects of such situations in as timely a manner as possible. Business Continuity Management (BCM) helps increase organisational resilience by identifying priority activities, developing suitable strategies and solutions for continuity following disruption, and allocating necessary resources to minimise the impact of disruption.

While it may feel like a burden when you have other priorities, a robust business continuity plan could ease some of the pressures and decisions you and your people may face when your business most needs it. It could also provide an extra competitive edge and peace of mind, especially in the business environment which is constantly shifting. All organisations, regardless of size, face the risk of business disruption preventing their ability to trade. In these times of stress, you need to be able to turn to robust business continuity management policies and procedures that will protect you and your organisation.

BCM process

In order to develop BCM arrangements consistent with good practices, organisations should follow a standard process.

Business Continuity Lifecycle[i]
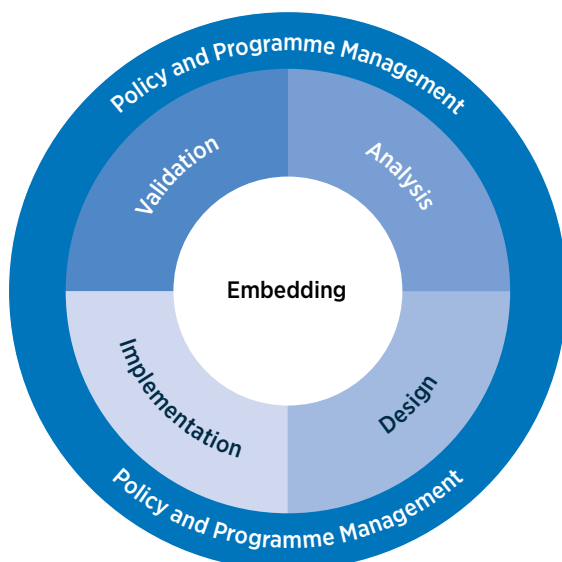
Policy and Programme Management

- Establish the organisation's BCM policy.
- Ensure it aligns with the organisation's strategic objectives.
- Define how the BCM system will be implemented.

Analysis

- Business impact analysis.
- Risk assessment.

Design

- Identification and selection of business continuity strategies and solutions.

Implementation

- Development of business continuity plans (BCPs).
- Includes response framework and structure.

Validation

- Testing and exercising BCM arrangements.
- Maintenance and updating.
- Management reviews and audits.

Embedding

- Integration of BCM into the 'business as usual' culture of the organisation.
- Inclusion of BCM considerations in any organisational change.

The following ten-point plan should be incorporated into any BCM thinking:

1 Ensure you are clear on the organisation's priority activities (time-critical) in the event of loss of resources.

2 Prepare for unexpected absences, particularly in priority roles (i.e., identify cross-trained staff, succession plan where possible).

3 Modify policies to give greater flexibility to normal working arrangements.

4 Establish and confirm welfare policies.

5 Reinforce internal peer support or other welfare mechanisms such as employee assistance programmes and occupational health support.

6 Implement a clear and regular communication strategy across the organisation.

7 Ensure the workplace has adequate supplies of cleaning and hygiene products.

8 Communicate the business continuity strategy across the organisation.

9 Assign someone in, or close to, the leadership team to monitor official information sources, advice and assistance from the government, health and other relevant agencies.

10 Avoid the use of social media as a source of trustworthy information and reinforce this to employees.

Looking to the future

The Risk Management solutions team at Gallagher understands the external risks and global trends that are affecting the costs and impacts of major losses, and our experienced and qualified BCM specialists can assist you with your business continuity planning—whatever the size of your organisation. Our specialists are able to provide a range of services, such as:

- Reviews and gap analyses of existing arrangements.
- Online support and consulting.
- Disaster recovery plans, crisis management plans and control strategies.
- Testing and exercising of current plans and teams.
- Bespoke training in all BCM subject areas.
- Support with achieving compliance with ISO 22301.

Would you like to talk?

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[i] Adapted from the Business Continuity Institute—Good Practice Guidelines.

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