

# Scenario Card for Pandemic COVID-19

## Scenario Assumptions

Key staff absence for 2 to 6 weeks. Potential multi-site impact Potential client impacts and restrictions applicable for consulting work over 2 to 3 months
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## Mobilise the following roles to respond to this scenario

* Incident Controller
BRT Commercial
BRT Leader
BRT Office Manager
BRT Technology

## Adapt the strategy

Recovery strategy priorities and deadlines	Measures in place to limit impact	Planned
Maintain staff work-from-home segregation. Use MS Teams for all comms. Educate Minimise software development change Stabilise financial position and ensure adequate liquidity Liaise with existing clients. Delay new business on-take. Negotiate extended delivery times	Programme change control. Stable current position Hubspot client relationship management	1 day

## Adapt, apply and role-assign the options below to deliver the strategy.

Option	Recovery	Interpretation	Responsible	Planned
C19 Modify customer interaction	Assess population infection status and moderate expectation/strategy Minimise contact. Postpone non-essential customer meetings. Conduct via phone or webex Seek force majeure or other dispensations with time-critical clients	Notify clients and agree new delivery dates	BRT Commercial	1 day
C19 Adapt company policy	All staff who can work from home should do so, minimising all interpersonal contact. Modify management framework to ensure contact and interaction. Discourage non-critical office attendance. Impose segregation in offices. Close social areas, kitchens, meeting rooms. Impose wearing of masks and application of gels. Prohibit company international travel. Prohibit staff moving between offices. Quarantine staff at home who return from overseas (including vacation). Empower HR to impose/enforce personal self-quarantine.	Minimise all face-to-face interaction	BRT Leader	1 day
C19 Deploy preventive measures	Provide free supply of masks and gels, retro-virals when available Provide daily status updates via intranet, changing advice Encourage self-isolation/quarantine, discourage 'loyalty attendance' Set up a staff hot line and provide medical advice/advisor Segregate areas and minimise face-to-face meetings (formal and informal) Be ready to respond and support families of staff hospitalised or at serious risk Appoint 'gatekeepers' on each floor and at entrances to monitor assess staff Consider disinfecting offices if high levels of infection	Issue sanitising products	BRT Office Manager	2 days
C19 Educate all staff	Provide education to all staff via email and webex briefing How virus transmits and on WHO recommended preventive measures (masks, gels) Early recognition of symptoms in self, in others including family. Self-diagnosis Avoidance public transport, meetings, crowds, international travel, lift-sharing	Teams call every other day for update	BRT Leader	3 days

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C19 Manage critical suppliers	Maintain communications with each critical supplier Determine whether and if so when, a loss or degradation of service may occur Identify and deploy workarounds	Liaise with associates and partners	BRT Office Manager	3 days
C19 Modify business terms	Apply temporary terms of business	Temporary switch to webex delivery	BRT Leader	3 days
C19 Assign work to alternates	Monitor individual office impact/depletion capacity Prioritise and transfer critical affected workload between offices	Associate consultants where available	BRT Leader	1 week
C19 Stockpile relevant products	Distribute free masks and anti-bacterial gels to all staff for home and work use	Ensure supply of sanitizing materials	BRT Office Manager	1 week
C19 Systems failure	If key members of the IT team all fall ill and/or the host services (vendor) team are affected, IT services may be impacted or lost The IT DR Plan may deal with this and must be verified	Unlikely but possible. Defer to MSP partners	BRT Technology	2 weeks
C19 Evacuate office premises	The authorities may close or quarantine premises if thought to be infected Staff must then work from home and self-quarantine (not relocate to other offices) Staff must await formal instruction that an office is re-opened Staff must not visit any office until any period of self-quarantine or possible infection is expired	Unlikely due to distributed and domiciled operation	* Incident Controller	1 mth

## Notify affected stakeholders

Stakeholder	Contact	Role	Mobile	Out-of-Hours	Office	Email	Comment
Redacted							

## Contact the following suppliers for support

Supplier	Contact	Role	Mobile	Out-of-Hours	Office	Email	Comment
Associate	Redacted						
Regus	Service Desk						
Virgin Media	Customer Services	Customer Services					

## Adapt the following messages for the scenario

Holding Statement	Your aim is to buy time while you establish facts and implications. Keep it brief, to the point and don't speculate. Be aware that the statement may only remain acceptable for a few hours. Schedule a more detailed statement later or next day.
Briefing	Your aim is to confirm the facts as you see them and next steps. This is a more detailed statement and an opportunity to clearly state the organisation's position and empathetic stance, whilst acknowledging the needs of affected customers and stakeholders. It should aim to correct or rebut any false statements.
Customer Email	Your aim is to explain the situation and steps the organisation is taking to ensure each individual customer's interests are upheld, giving confidence that the matter will be resolved as quickly as possible under the circumstances.
Website Update	Your aim is to state the organisations' empathetic position and next steps. It must be fully consistent with the facts and may need to be updated when the situation changes. Only do this if you are certain that a publicly broadcast statement is required i.e. many interested parties