

BUSINESS RISK ASSESSMENT & BUSINESS CONTINUITY PLAN

ARE YOU READY FOR COVID-19 ?



BUSINESS CONTINUITY : Are you ready ?

Many locations operating to JIG Standards have conducted a **Business Risk Assessment (BRA)** in order to prepare a **Business Continuity Plan (BCP)** and **Pandemic Response Plan (PRP)** as detailed in the BRA document CP 4.02. If you have not done this yet, here is a link to JIG's BRA tool: <http://www.jigonline.com/?mode=extranet&s=cp+4.02>

For all locations that have created a formal plan, the rapid spread of the COVID-19 Virus might be the first time your site's BCP has been properly tested.

In order to help sites manage this crisis, the JIG Common Practices Committee and HSSE Committee have created this **quick guide of Good Practice questions** and examples of actions already taken in the JIG Community and shared with the Committees.

Some early guidance on creating a PRP was provided in JIG Bulletin 28 (09-2009) regarding the H1N1 virus. <http://www.jigonline.com/wp-content/uploads/2009/09/Bulletin-28-Pandemic-Response-Plans-September-2009.pdf>

This guide is designed to help locations consider some issues. It is not an exhaustive list of actions to be taken; it may not cover all the challenges faced by your site; there is no obligation to follow any of these Good Practices.



BCP : Some Key Areas to consider

1. Does your operation already have the required equipment and materials to cope with a crisis of this scale?
2. How will your operation deal with a very high level of sickness (your operation and/or key contractors) due to the coronavirus for an extended period of several months?
3. How well integrated are you with the Local Authorities / Airports readiness plans ?
4. Will your operation survive the financial impact of a significant downturn in airport activity (up to 80%) with consequently reduced volumes and incomes.
5. Do you need to increase the frequency of communication with Shareholders / Stakeholders?
6. How will your Operation return to normal operations after this coronavirus epidemic is over ?



HSSE & COMPLIANCE

During this period of change and uncertainty, extra effort will be needed to reinforce communications and to review the effectiveness of any revised procedures and practices. “Human Factors” will also be a key issue, as normally reliable operators may be distracted by issues at home or concerns about their employment. Maintaining Safe and Compliant operations is a priority throughout this period of disruption.

Maintaining Safe Operations

- **Modified Operations, Procedures and Practices always create a potential risk. ENSURE THAT YOUR SAFETY AND COMPLIANCE STANDARDS ARE NOT COMPROMISED.**
- **Recurring tasks may have to be simplified or shortened. ENSURE THAT YOU CONTINUE TO MEET REQUIREMENTS FOR MAINTENANCE, TRADE COMPLIANCE, TAX, CUSTOMS etc.**
- **Fuel Service Companies may have to share resources and equipment to meet airport needs. ENSURE THIS DOES NOT JEOPARDISE FUEL QUALITY AND SAFETY.**

Human Factors *

- **COMMUNICATION WITH EMPLOYEES IS CRITICAL:**
 - How are employees being informed of any changes?
 - What is your communication plan for families?
 - Will reduced communication between shifts compromise effective hand-overs?
 - Will Employee Representatives need to play a bigger role?
- **RELIABLE STAFF MAY NOT PERFORM AS EXPECTED. HUMAN FACTORS (OFTEN UNSEEN) IMPACT SAFETY AT WORK:**
 - **STRESS:** Family illness, insecurity, changes at work, new tasks.
 - **FATIGUE:** can be caused by overwork, no rest during shifts, coping with the situation at home
 - **LACK OF COMMUNICATION:** team members not talking to each other is a key safety risk. Shortened shift handovers, reduced contact between shifts, reduced safety meetings all increase the risk.

* JIG will soon be releasing a guide to Human Factors



Questions and Good Practice

1. Is your site prepared?

- **Do you have enough stocks of PPE and cleaning materials?**
Do you have extra gloves and masks for employees?
- **What plans to reinforce cleaning in critical areas, especially in between shifts?** Common areas, Desks, Control Rooms, vehicles.
- **What is your Visitor policy?**
- **Have you checked your key Contractors' plans** (e.g.

2. Availability of Staff

- **What level of Staff unavailability will prevent you from operating?**
 - Unavailable due to sickness
 - Cannot travel to work
 - Self-isolation due to family sickness
- **Have you identified the key tasks that must be undertaken to keep operating?** (Sampling, cleaning, maintenance, Control Room).

2. Availability of Staff (continued.)

- **Do you have sufficient cross-trained back-up personnel?**
- **How will you prevent contamination between shifts?**
 - Reduce shift sizes and keep them isolated?
 - Split large shifts into a number of smaller ones.
 - Reduce physical contact during handover procedures.
- **Can Admin Staff work from home?**
- **Can you reduce contact with other airport staff, and especially airline crews and passengers?**
- **Do staff have to declare holiday travel?**
- **What is your plan if an employee reports they are infected with the virus?**
 - How are you monitoring general staff sickness?
 - How would you apply self-isolation?
 - Will you conduct "return to work" interviews (including after holidays).
 - Have you a family-contact plan to deal with suspected cases?



Questions and Good Practice (2)

3. Integration with the Authorities

- Are you aware of Airport plans?
- Does the airport know you are a critical infrastructure?
- What are the plans to keep key infrastructure operating under third-party management if you are no longer able to?
- How are you informed of local evolution of the situation?

4. Financial Impact

- Are there any mechanisms to help you recover the lost income immediately or over a period of time?
- Do you need to consult with Stakeholders on the financial impact and any changes you may make? (e.g. Shareholders, Airport, Airlines, Suppliers, Banks)

4. Financial Impact (mitigation.)

- Can you get support from your bank or any government schemes to delay repayment of loans, taxes and lease payments?
- Will your airport reduce/suspend fees or lease payments?
- What means do you have to reduce operating costs?
 - staff to take holidays when the activity reduces
 - reducing overtime and temporary work
 - reduce staff working hours
 - Delay any non-critical investment or operational expenditure
- Have you engaged with the Trade Unions (if applicable) on these subjects?
- If staff reduction becomes a necessity, have you properly evaluated the cost and time of recruiting and training new employees when business picks up again?



Questions and Good Practice (3)

5. Shareholder/Stakeholders

- Will you increase the frequency of Shareholder or Board Meetings?
- Are there any other extraordinary communication / reporting requirements needed during this period?
- How can you access information and know-how from your shareholders or partners?
- Do any authority / autonomy levels need to be changed during the crisis?
- Are you prepared to answer any questions from the Media? How will your responses be coordinated with Shareholder and Airport press offices?
- Is your organisation part of the Airport continuity or recovery plan?

6. Recovery plans

- How will you stage the return to normal work?
- How will you plan to recover any work/maintenance schedules delayed due to the crisis.
- Is any attention required in recruitment / training?
- Availability of parts and spares?
- Stakeholders approval and planning to recover lost income sustainably.

Useful links

<https://www.who.int/emergencies/diseases/novel-coronavirus-2019/situation-reports>

<https://www.who.int/emergencies/diseases/novel-coronavirus-2019/advice-for-public>

<https://www.who.int/emergencies/diseases/novel-coronavirus-2019/technical-guidance/critical-preparedness-readiness-and-response-actions-for-covid-19>

<https://experience.arcgis.com/experience/685d0ace521648f8a5beeeee1b9125cd>



***Note:** The procedures and practices presented in this document are good practice recommendations only. JOINT INSPECTION GROUP Ltd in presenting this document makes no claim or warranty whatsoever as to their completeness or suitability. JOINT INSPECTION GROUP Ltd and its Members shall have no liability to third parties in relation to following, or not following the recommendations contained herein.*