

BSI Standards e-Conference, 23 April 2020

Organisational Resilience



Kevin Brear, Director of Consulting, Technology Risk, Xcina Consulting
Crisis Management – Understanding its place in the resilience archipelago



Rick Cudworth, Partner, Risk Advisory, Deloitte
Coping with COVID-19 – Planning for the next 3-12 months



Malcolm Cornish, ISO 22313 Project Leader
Comparing the management system components of ISO 22301:2019 with other management system standards



Duncan Shaw, Professor in Operational Research and Critical Systems at University of Manchester
Involving Spontaneous Volunteers to help Vulnerable People



James Crask, Global Head of Resilience Advisory, Marsh
COVID-19 - Emerging lessons for resilience



Richard Look, Senior Consultant, Resilience - Thornton Tomasetti
How can BS67000 help cities deal with COVID-19

Crisis Management

Understanding its place in the resilience archipelago

BSI E-conference 23rd April 2020

Keve Brear



Overview

- 1. Introduction and context
- 2. The difference between an incident and crisis management
- 3. Crisis management principles
- 4. Key elements of crisis management
- 5. Conclusion

1. Introduction and context

- This presentation will look at crisis management and where it sits within the resilience archipelago
- The resilience archipelago is the collection of interlinked standards and disciplines that can be used to manage or respond to disruptive events
- Risk management is the foundation that the protective disciplines are built upon.
- Incident management is the first level of response and usually represents activity at the operational layer, these are usually the high frequency events that create low or medium impacts
- Crisis management is the elevated level of response, managed at the strategic tier, and represents those low frequency events that can create high or catastrophic level impacts
- When conjoined and used together these protective measures create resilience
- Now let's examine the definition of a crisis and how it differs from an incident.

2. Difference between an incident* and a crisis* (* source BS CEN TS 17091:2018)

An *incident** is an adverse event that might be, or could lead to a disruption, loss, emergency or crisis.

A *crisis** is an unprecedented or extraordinary event that threatens an organization and requires a strategic, adaptive and timely response in order to preserve its viability and integrity.

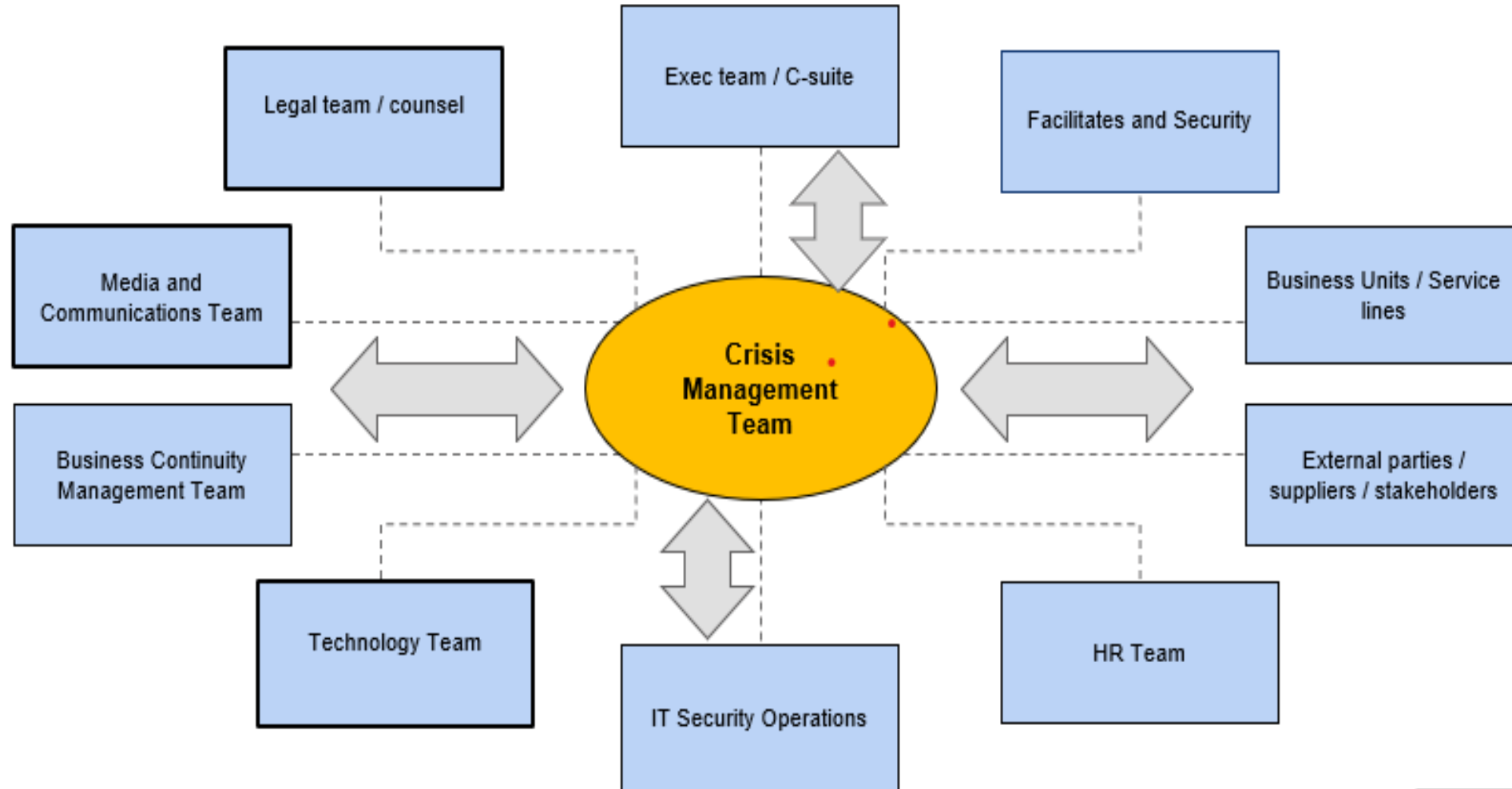
- Note 1 – The event might include a high degree of uncertainty
- Note 2 - The event might exceed the response capability or capacity of the organization
- Note 3 – There is no adequate or appropriate plan to deal with the event such that a flexible and dynamic approach is needed

3. Crisis Management Principles

- Crises have distinct phases, each phase can have its own distinct challenges
- Crisis Management Principles provide the capabilities or skills that people need to use to respond to the crisis effectively.
- The Phases of a crisis are:
 - Pre-crisis
 - Response phase
 - Consolidation or stabilisation phase
 - Recovery phase
 - Return to normality
 - Post crisis (learning from the crisis and preparing for the next challenge)
- The first principle is that a crisis usually needs a team response.

3. Crisis Management Principles (continued)

No single team in an organization can manage a crisis on its own, it usually requires a collaborative response process, using diverse teams drawn from across the firm, that is underpinned by an effective command, control and communication's structure.



4. Key elements of Crisis Management

- Building a shared understanding of the situation
- Defining clear objectives and strategies
- Having in place an effective command and control structure
- Providing appropriate leadership, which is not the same as management
- Having in place a working communications' structure
- Considering hindsight bias and how to manage that risk
- Building resilience into the CM team

5. Conclusion

- The organization needs to understand the spectrum of capabilities that it has at its disposal
- The organization needs to select the correct solution for the challenge at hand
- Ideally training should happen before the event, but table top walk throughs and consideration of potential impacts can still be valuable
- Flexibility and adaptability are the key skills required in the current crisis, results will have to be continuously looped or mapped back to the objectives, which will evolve over time, and the outcomes measured for success



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COVID-19

Modified Resilient Operations (MRO)

April 2020

Respond – Recover - Thrive

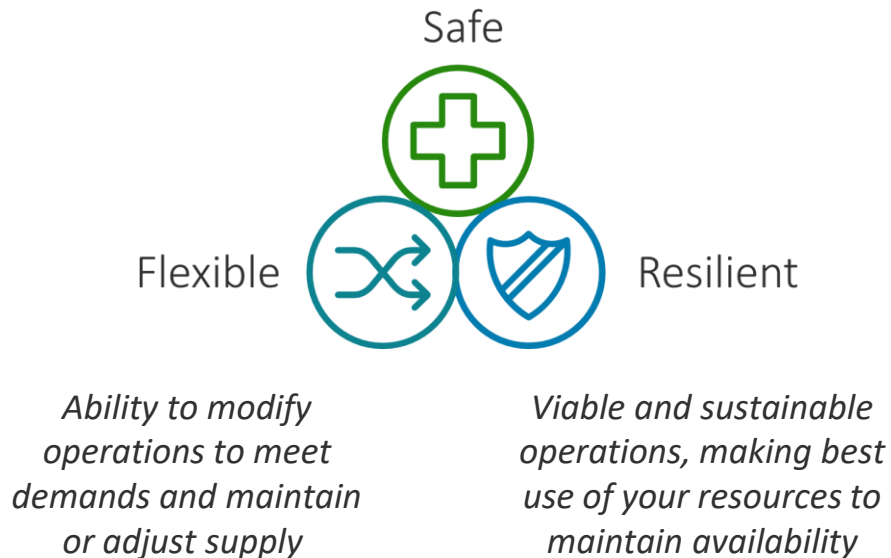
Response phase two – towards recovery



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

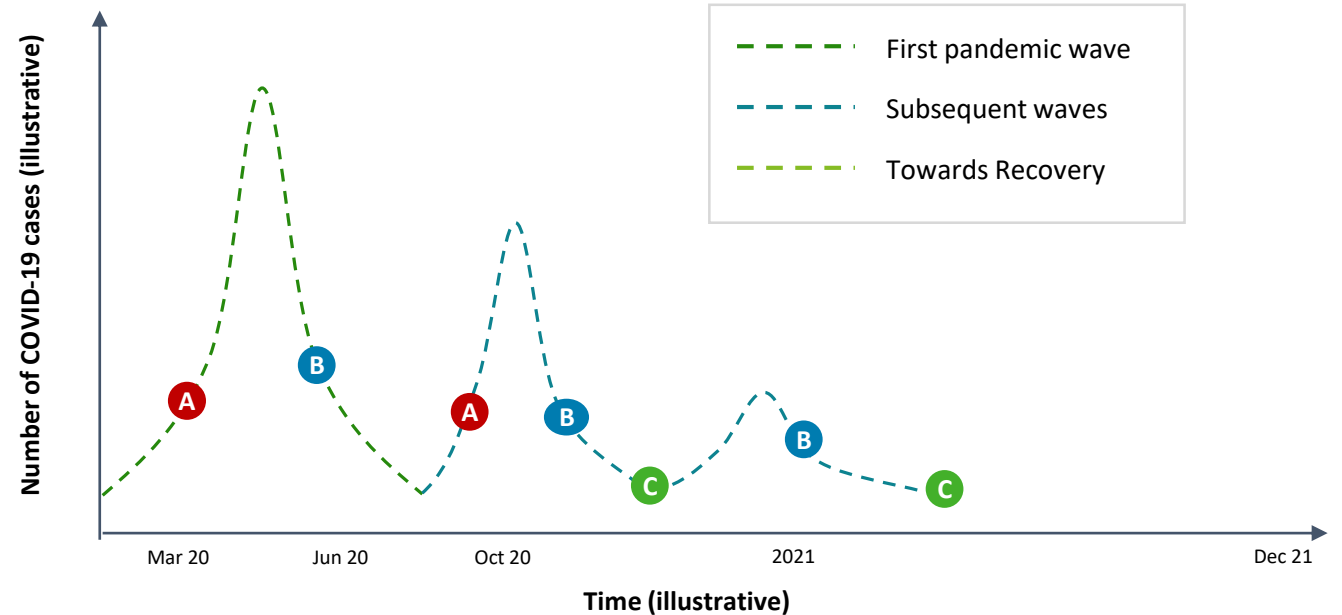
Planning principles

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). This 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 .

Modified Resilient Operations: top tips and recommendations

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



Consider whether you need to make changes now to enhance resilience in the current situation



Plan for a partial lifting of restrictions now – what will it mean for you, what will you do, how will you do it



Consider other potential risks - e.g. site failure, third party failure, technology failure



Plan ‘towards recovery’, learning lessons from countries already in this phase



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ISO 22301:2019 and ISO 22313:2020

Business continuity management

Comparing the management system components of ISO 22301:2019 with those of other management system standards



Malcolm Cornish FBCI FCA

Director RMI (UK) Limited and ISO 22313 Project Leader

23rd April 2020

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Business continuity planning
Business continuity management

BS 25999-1:2006 Code of practice
BS 25999-2:2007 Specification

ISO 22301:2012 Requirements
ISO 22313:2012 Guidance

ISO 22301:2019 Requirements
ISO 22313:2020 Guidance



Evolution of business continuity management

Technical expertise

Business continuity management

- Attitude towards risk
- Legal and regulatory requirements
- Planning changes
- Awareness
- Communication

Scope

- Locations, size, nature and compliance
- Missions, goals and obligations
- Products and services
- Exclusions

Check and improve

Audit programme - act and follow up
Management review

- Inputs – need for change, procedures, resources, near-misses
- Outputs – scope variation, response
- Action – communicate to interested parties

- Improvement
- Determine opportunities
- Implement actions
- Base improvement on measurement
- Output from check
- Needs and opportunities
- Reference to existing processes

Business continuity management



Thank you

... and now I'll hand over to Duncan Sha



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Involving spontaneous volunteers (SVs) to help vulnerable people

Prof Duncan Shaw

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INTERNATIONAL
STANDARD

BS ISO 22395:2018

ISO
22395

First edition
2018-10-15

**Security and resilience — Community
resilience — Guidelines for supporting
vulnerable persons in an emergency**

INTERNATIONAL
STANDARD

ISO
22319

First edition
2017-04

**Security and resilience — Community
resilience — Guidelines for planning
the involvement of spontaneous
volunteers**

*Sécurité et résilience — Résilience des communautés — Lignes
directrices pour la planification de la participation des bénévoles
spontanés*

Who are the volunteers

People who:

- want to help, to do good, take back control of their lives, get out the house
- are anxious about the situation
- will volunteer when it is convenient to them
- deployed/activated now
- on tasks they want to do

The people being helped are vulnerable

Guidelines for managers of volunteers

- Duty of care of volunteers
 - A clearly defined 'role' and task to fulfil
 - Insurance of SVs
 - Briefing and tasking of volunteers (Aviva in the UK)
 - Debriefing and welfare checks (signposting followups)
- Processes
 - Identify (and reduce) risks associated with volunteer tasks
 - Unsupervised contact with vulnerable people
 - Registration/acceptance of suitable volunteers (healthy)
 - Matching a volunteer's capability to the demands of the task
 - For declining offers of help if the risks are too high
 - Issue PPE and ID

Guidelines for managers of volunteers

- Management structures
 - Supervisors designated for volunteers to seek help from
 - Relationship between NHS, LA, existing volunteer organisations, spontaneous volunteers, online groups, good neighbours
- Proportionate and scalable
 - How many volunteers are you currently involving? 100
 - What happens if that doubles? 200
 - What happens if that quadruples? 800
 - Which part of the system will struggle first?
 - What do you need to do to manage that now?

Code of conduct for volunteers

- Volunteers are allocated to satisfy an identified need
 - Only do what they have been tasked to do
 - Briefing volunteers not to enter a house
- Follow instruction provided by staff
- Ensure your ID is visible
- Use the PPE provided
- Working in day light hours
- Recognise that the vulnerable people may be very stressed and treat them accordingly
- Situation when they should stop work
- Situation when they will be stopped working
- Realise that they are personally liable if they do not follow instruction

Sustaining the volunteer effort

How long do you need to sustain the volunteer effort for?

- Diminishing staff workforce due to illness (40% staff off sick)
- Diminishing volunteer base due to illness
- Burnout versus frustration of not being deployed
- Perception of risk rises
- Aggression towards volunteers
- Moving volunteers across areas from over to under staffed areas

Communication with volunteers

- Calling for volunteers, closing down, thanking them

Assessing the impact of volunteers

- Mapping the contribution of volunteers

Expand suitable tasks for volunteers

Possible tasks for volunteers

- Shopping, prescriptions, taxi service, post office runs, dog walking, pet care, vet visits
- Reduce risk of infection to healthcare, emergency responders, critical workers
- Support council staff, healthcare workers, emergency responders and critical workers to free them to deliver tasks of higher risk
- Deliver tasks of community and household importance
- Food banks (sorting, filling boxes, loaders, delivery drivers, cleaners, washing up)
- Cleaning teams (hospitals, ambulance stations, care homes at 1am, laundry)
- Living (supporting library swaps, free puzzles, driving)
- Social wellbeing (knit keepsakes, hospital radio, gardening in care homes/households, singing outside care homes)
- Disinfecting (cash machines, petrol stations, playparks, trolleys)
- Community (maintain queues, filling petrol, maintaining community areas)
- Later ... Food chain (picking fruit, tending small farm animals)

MANCHESTER
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The University of Manchester
Alliance Manchester Business School



Thank you for listening!

Prof Duncan Shaw

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 HM Government

Planning the coordination of spontaneous volunteers in emergencies

June 2010

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INTERNATIONAL STANDARD ISO 22319

First edition
2017-04

Security and resilience — Community resilience — Guidelines for planning the involvement of spontaneous volunteers

Sécurité et résilience — Résilience des communautés — Lignes directrices pour la planification de la participation des bénévoles spontanés



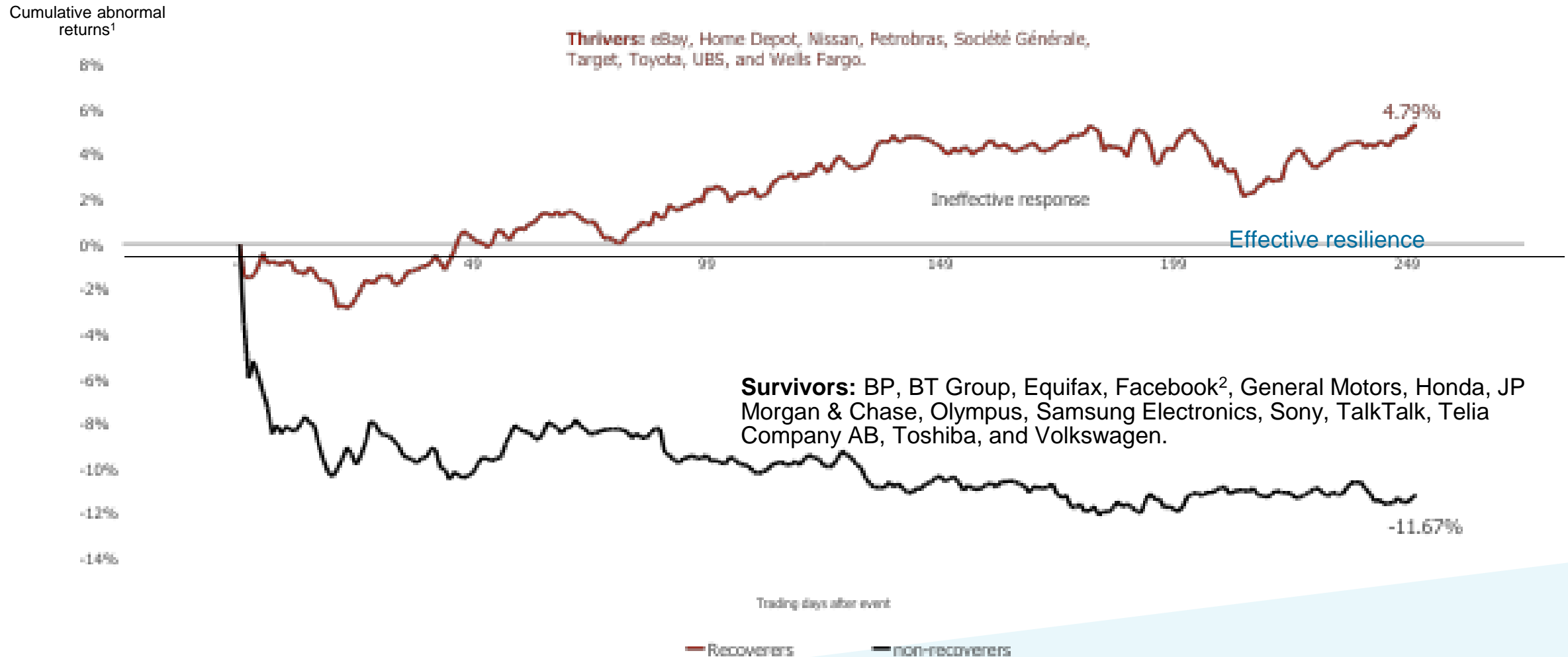
Reference number
ISO 22319:2017(E)

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COVID – Emerging lessons for resilience

James Crask, Global Head of Resilience Advisory

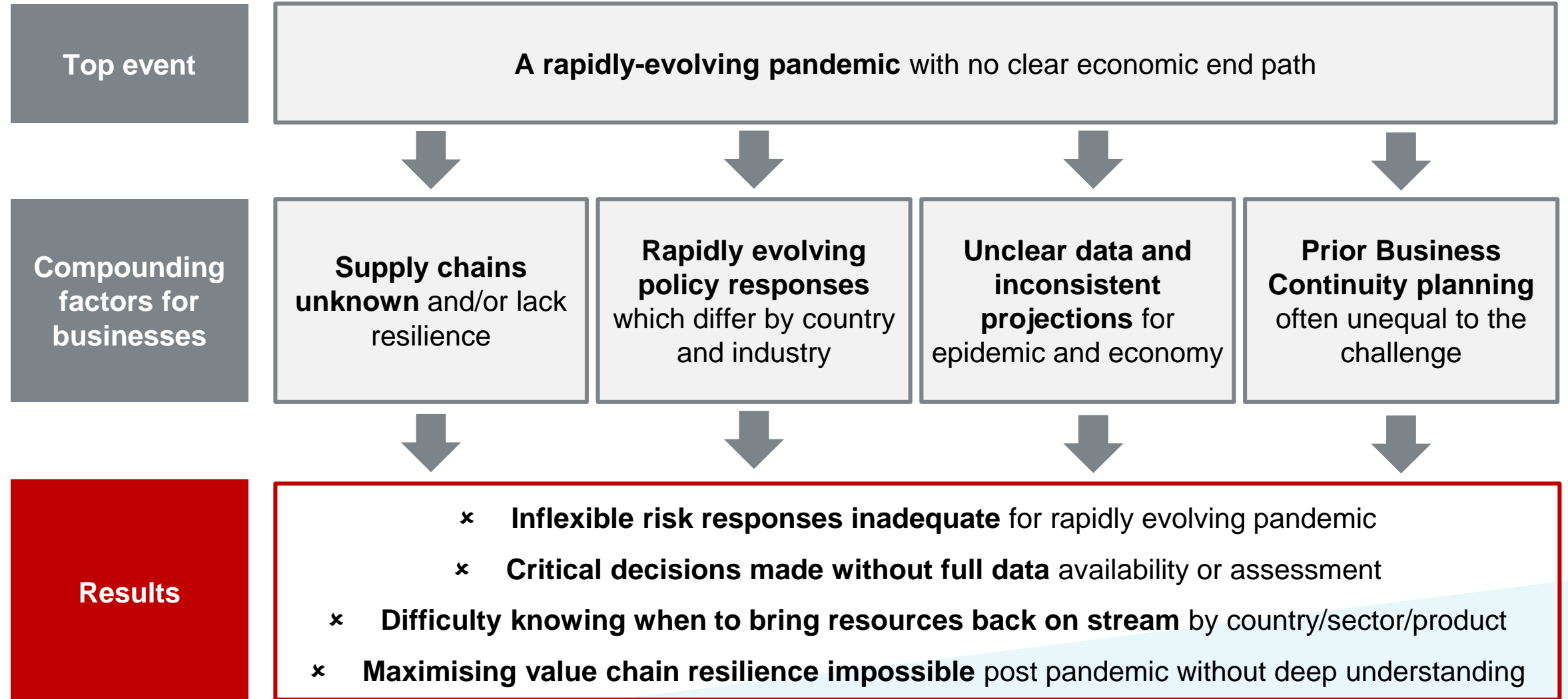
Crisis response has a long-term impact on share price: a positive response early on will have an ongoing positive impact



¹The sum of the differences between the expected returns on a stock (using the market model) and the actual return of a stock

²Facebook market data available up to 123 trading days only (as of 12 September 2018).

The coronavirus pandemic global crisis is unlike any other: no organisation was fully prepared for it, and the outcome is far from clear or uniform



What do these emerging lessons mean for resilience?





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BS 67000 City Resilience Guide

How can BS67000 help cities deal with COVID-19



Richard Look

Senior Resilience Consultant

23 Apr 2020

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By Royal Charter

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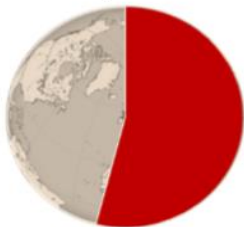
Major centres of population



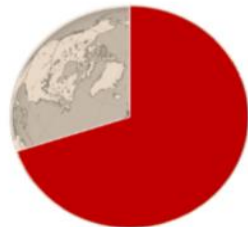
1% of the earth's surface is covered by cities



54% of the world's population lived in cities in 2014



70% of the world's population will live in cities by 2050



75% of the world's energy is consumed in cities



80% of the world's greenhouse gasses are produced by cities



Over 60% of the land projected to become urban by 2030 is yet to be built.



Shows the top 30 cities by population size in 2015 and 2045 together with those with populations greater than 10 million that are forecasted to increase by more than 40% between 2015 and 2045. London is included for comparison.

Source: UN World Urbanization Prospects: 2011 Revision

City size guide (millions)

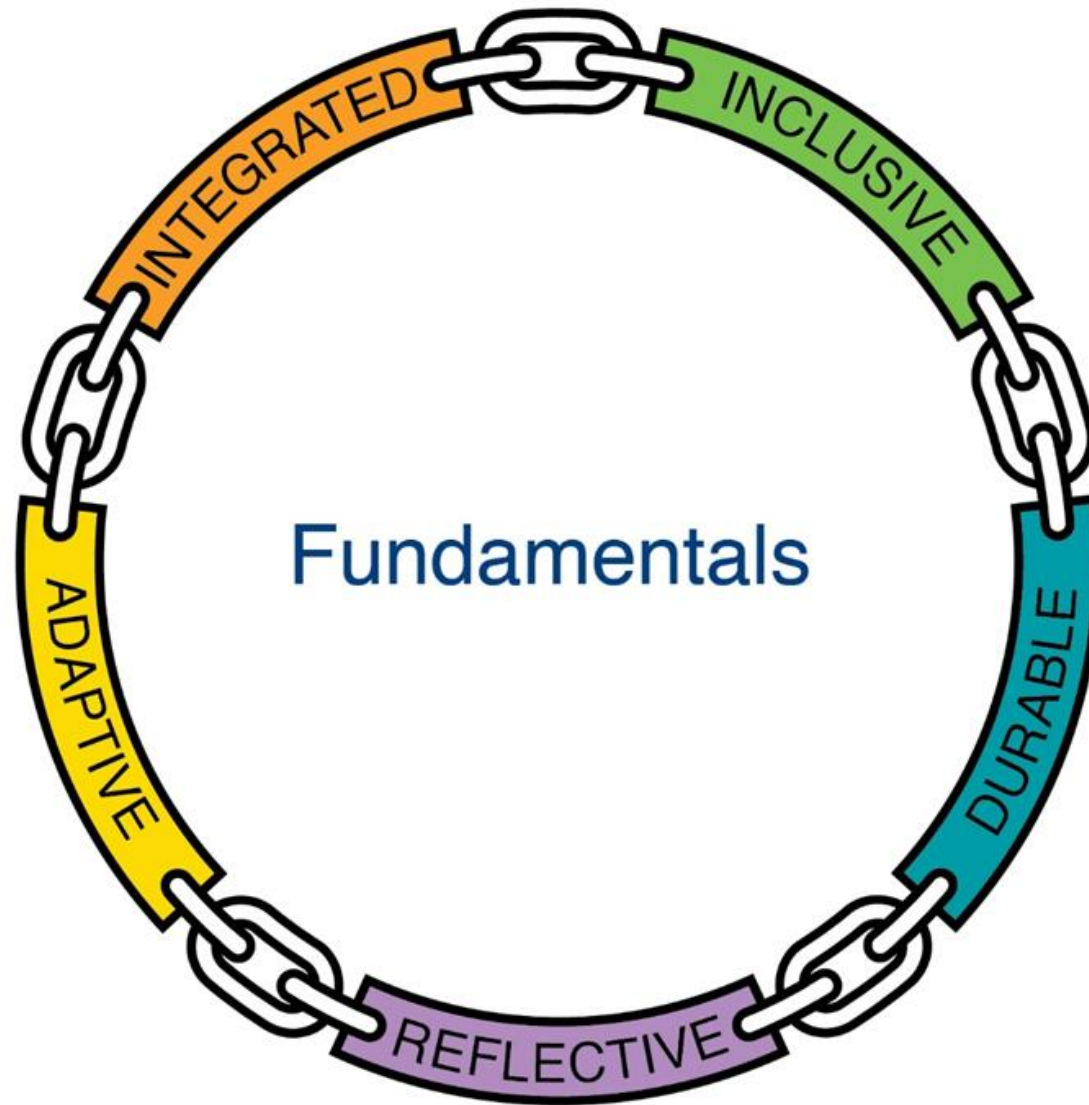


City resilience – Guide



ISO RESILIENCE DEFINITION

“The ability to **absorb** and **adapt** in a **changing** environment”





Integrated

- Circular
- Coordinated
- Aligned
- Shared
- Trust and integrity
- Outcome focused
- Networked
- Shared systems and data
- Open and transparent
- Shared rewards and risk



Inclusive

- Equitable
- Diversification
- Embracing difference
- Diversity of thought
- Collaborative
- Communication – free and open
- Openness
- Transparent
- Listening – five voices
- In all roles – e.g. Audit



Adaptive

- Agility – realizing opportunity
- Foresight and planning
- Embracing innovation, change and maintaining tempo – remove barriers
- Avoidance & prevention - flexibility
- Situational awareness and understanding
- Short, medium and long term perspective
- Strong leadership
- **Minimising sunk costs**



Reflective

- Knowledge and data
- Accountable
- Systems thinking
- Learning & development plans
- Risk aware
- Diagnostics and gaps analysis
- Automation & AI
- Transparent – open data
- Audit, test and exercise



Durable

- Robust
- Protected
- Continuity & contingency planning
- Succession planning
- Prepared
- Risk managed
- Diversification
- Secure and safe

- Other standards
- UNDRR
- World Bank
- Cabinet Office
- Rockefeller 100 Resilient Cities
- Urban Resilience Experts



RESILIENCE DEMAND

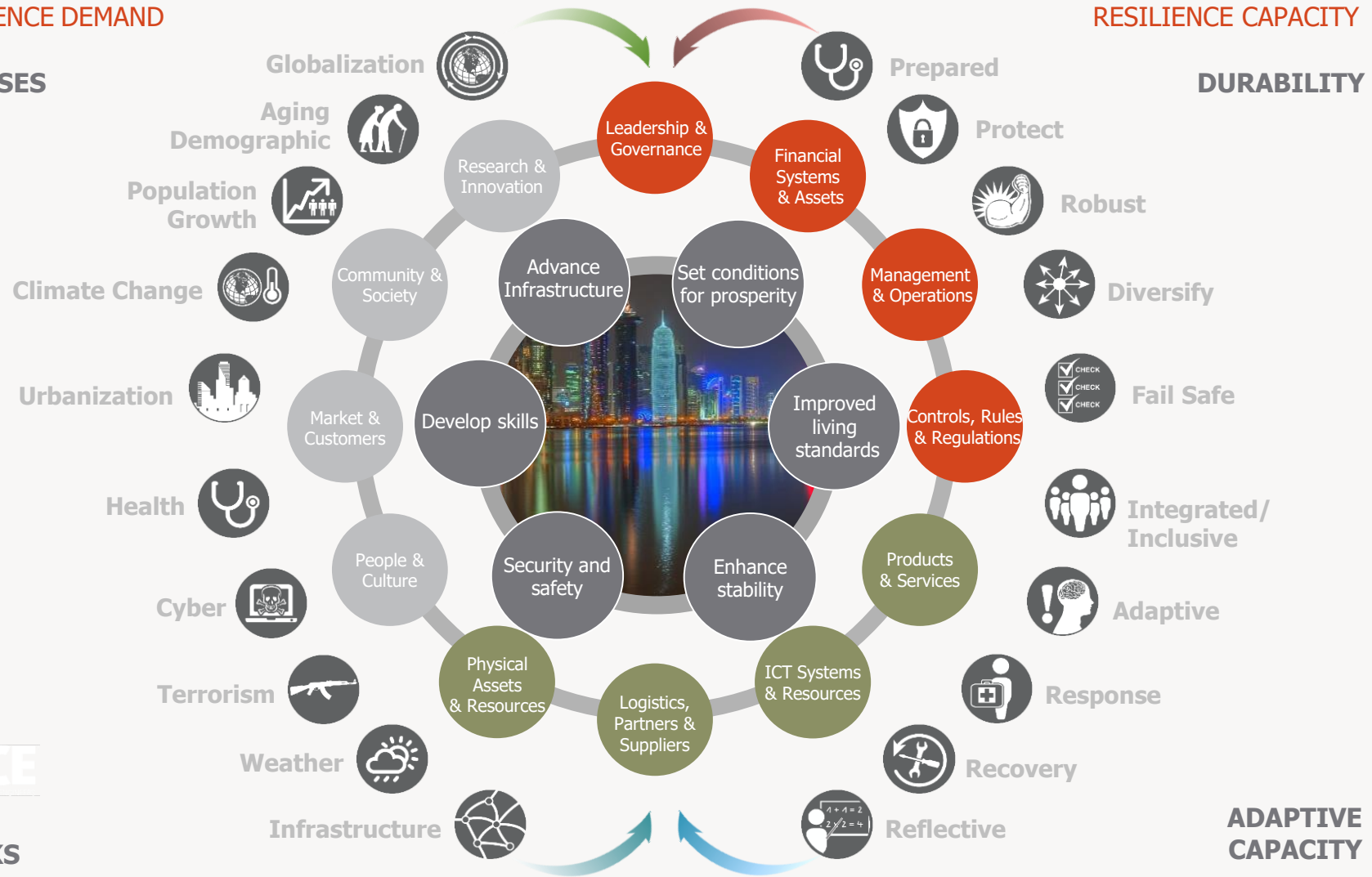
RESILIENCE CAPACITY

STRESSES

DURABILITY



SHOCKS



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- Thanks to our panellists: Kev, Rick, Malcom, Duncan, James and Richard
- Thanks to attendees you for attending
- Session will be available following the conference
- Google "BSI response to COVID-19" for related /free standards

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