



29th April 2020

Webinar will begin at 18:00 hrs





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Time for COVID-19 Exit Surgery



Steve Yates
Chair Resilience Association

Information about today's Webinar

- Firstly welcome to the Resilience Association COVID-19 Exit Surgery
- I'm joined today by:
 - Kev Brear - Crisis Management Insights for Exit
 - Gary Hibberd - Your 7 step Cybersecurity Exit Strategy
 - Jeff Charlton - Workspace Pandemic Recovery
 - Aaron Gracey - Workforce Mental Health considerations
 - Mike Price - Challenges facing International workers
- Questions which we have already received, and those any "chat", will be answered, time allowing
- At the end, if you have any further questions they should be sent to:
info@resilienceassociation.org
- Slides will be available on www.resilienceassociation.org by the start of next week, where you can also find information about the Resilience Association



Exit Surgery

- Globally, most countries are now at different stages of “Locking-Down”
- Here in the UK, the Government plan to review the lockdown on 7th May against a 5 point criteria, before making a decision on whether to extend this from 11th May
- So what are the challenges we need to consider as we approach the “New Normal”;
 - “Business Survival” from the “crisis”
 - Employees, who is available to return to work, and who works from Home
 - Employees safety from the time that they leave home, and travel to their workplace
 - Opening up workplaces, their day-to-day management, and timings for end of the workday
 - International operations, the impacts on supply chain and travel between one country to another
- This “exit surgery” aims in the time available to make you think about such challenges
- Now time for our first speaker



Crisis Management Insights

Resilience Association Covid-19 Surgery 29 April 2020

Key Brear

1. Crisis Management Phases

- All crises have distinct phases, each phase will have its own uniquely complex challenges and some challenges will be applicable to all of the phases, such as information or intelligence and communications
- Crisis Management Principles provide the capabilities or skills that people will need to use to respond to any crisis effectively, please refer to BS CEN TS 17091:2018, which is currently available free of charge from the BSI, for further information about building crisis management capabilities. Link to the BSI site is below:

<https://www.bsigroup.com/en-GB/topics/novel-coronavirus-covid-19/risk-management-and-business-continuity/>

- The key phases of a crisis are:
- **Pre-crisis** - capability building, identifying, equipping and training the Crisis Management Team
- **Response phase** - understanding what's happened, defining objectives / strategies and obtaining / committing resources
- **Consolidation or stabilisation phase** - stopping the situation from deteriorating further and building a stable platform for recovery - where the UK currently is with Covid-19
- **Recovery phase** - putting in place the solutions and resources to remediate the crisis
- **Return to “normality”** - transitioning into a stable operating environment
- **Post crisis** - learning from the crisis, rebuilding / improving response capabilities and preparing for the next crisis

2. Conclusion

- Each organization needs to understand the spectrum of capabilities that it currently has at its disposal
- The organization needs to select the correct solutions 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
- It is clear that the current crisis may be with us for a protracted period and some form of lock down will be in place until we have achieved herd immunity in the population
- Organizations will need to develop safe working practices to enable recovery to take place
- Organizations will need to reassure staff members and stakeholders that arrangements deployed are appropriate and effective
- Organizations will need to be prepared to deal with any other disruptions or crises that arise concurrently to the current Covid-19 crisis
- The current crisis will evolve from a health crisis to an economic crisis for many organizations / nations

Getting back to work

Your 7 Step Exit Strategy.



Gary Hibberd
The Professor of Communicating Cyber
Cyberfortgroup



Your Cybersecurity 'To Do' List

1. Set clear policies for the re-introduction of devices into the office environment
2. Identify your first wave of workers (will you have a phased plan?)
3. Set out clear rules for the collection of Data (from remote locations)
4. Set out clear instructions for the destruction of Data (on uncontrolled devices)
5. If you have you furloughed staff - What new risks are you introducing?
6. Develop a communication and training plan for Cybersecurity
7. Update your ISMS/BCMS and speak to your Certification body.

Workplace Pandemic Recovery Resilience Association

Jeff Charlton



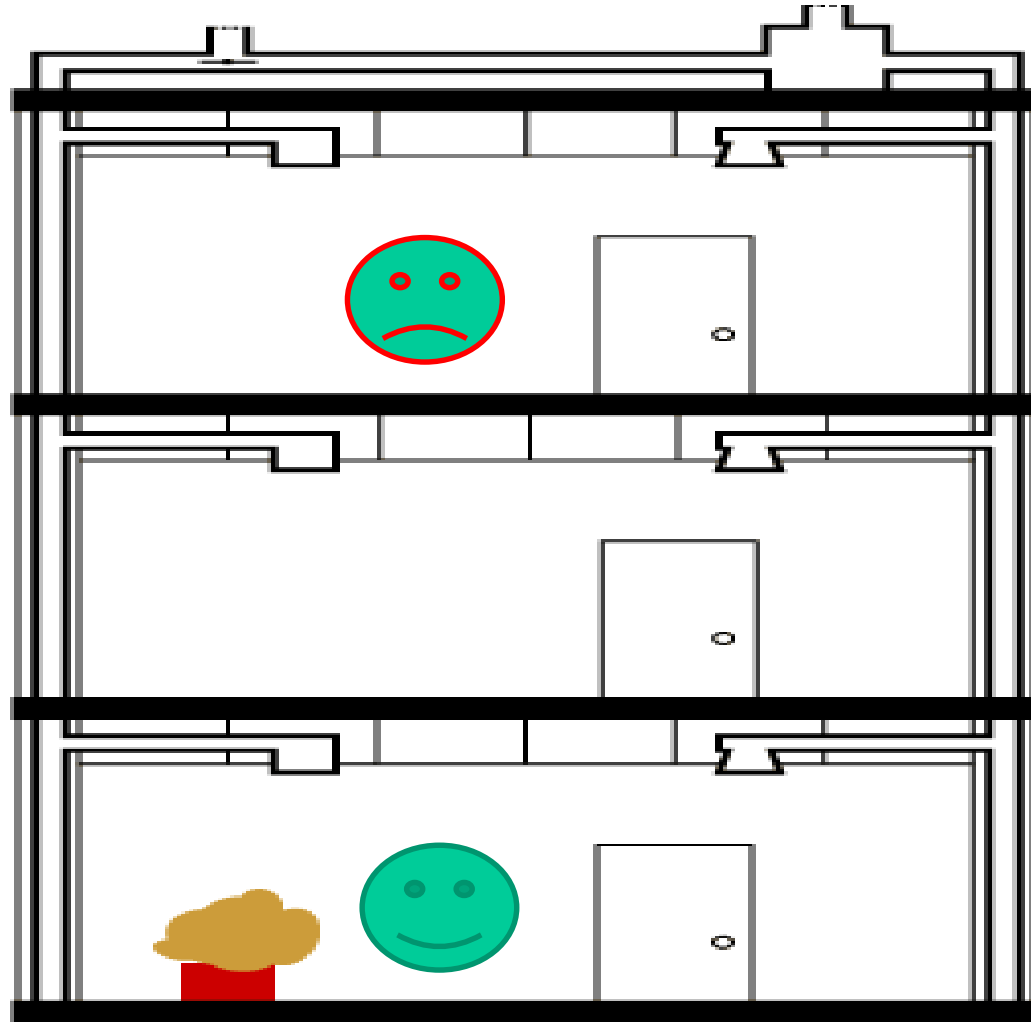
HVAC Distribution

Central AHU

Circulates COVID

**Usually 90%
recirculating air & only
10% fresh air**

Filters not HEPA



Air Pathways

- Door opening displaces $>20\text{ft}^3$
- Lift operates as pump
- Failures in disinfection
- Altering Engineering controls
- Auxiliary controls required
- Hoovers can spread

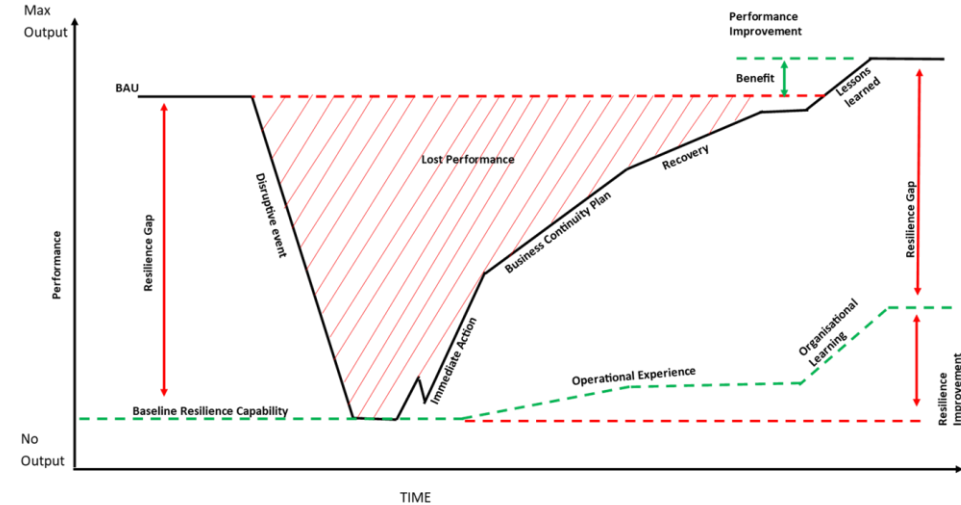


RETURNING BACK TO NORMALITY – WORKFORCE MENTAL HEALTH CONSIDERATIONS

Aaron Gracey

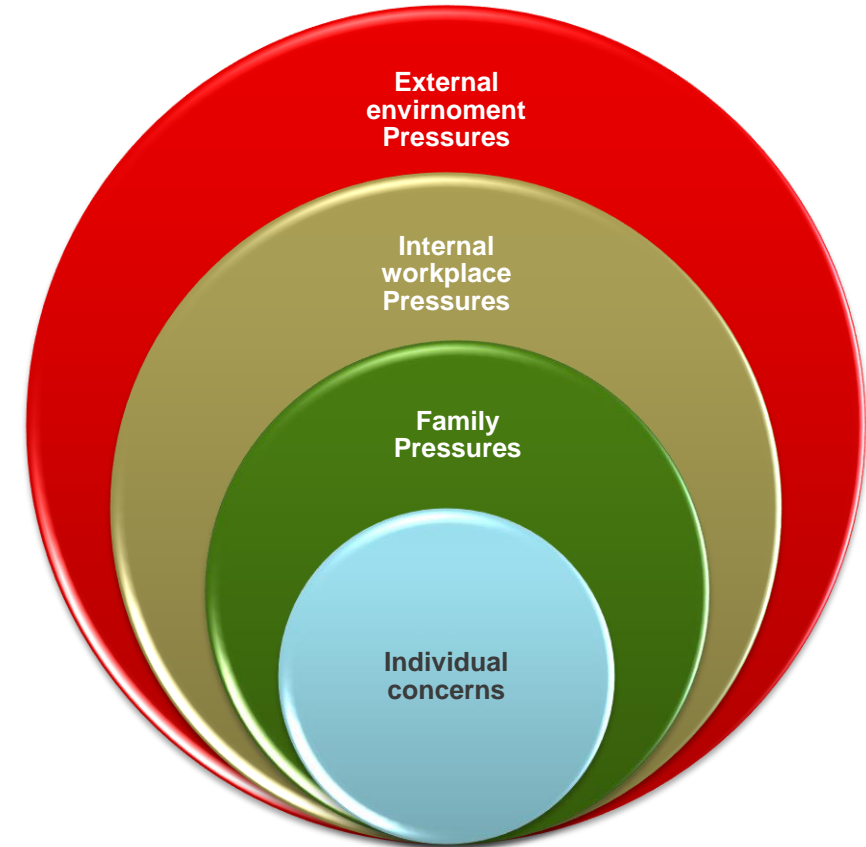
FUTURE WORLD STATE

- Employees and organisations have faced rapid cultural change
- Loss of social networks, support frameworks and “normality”
- Organisations need to mobilise their Social Capital effectively
 - Case study – Sandler O’Neil & Partners
- Requirement to have strong organisational Occupational Health framework in place
- Need for effective & sympathetic Change Management framework, with a strong HR focus.
- Pre Covid-19 1:4 experienced MH issues – increase post Covid-19.
- 1:5 of staff feel unsafe in sharing with line managers



COVID-19 RECOVERY CONSIDERATIONS

- Employees returning to the workplace may have suffered personal trauma or family loss
- Fear of catching Covid-19 while travelling to/from work
- Certain amount of the workforce may not return due to:
 - Health issues (Anxiety, depression)
 - Psychological issues (insecurity, stigma, etc)
 - Family pressures
- Organisation may face increased absence, presenteeism cases, loss of productivity
- Need to consider available working spaces – keep individuals safe – consider workforce age demographic
- Employees may experience “Survivor” guilt



Challenges facing international workers

COVID-19 pandemic



Challenges: pre-declaration to date

- Cessation of flights without notice
- Boarder closures
- Visa expiry
- Health care prioritisation
- Infection monitoring and reporting
- Resilience of essential services (energy, transport, comms and IT, etc.)
- Curfews and restriction of support services
- Availability and reliability of communications systems
- Supply chain uncertainty
- Reliability of information and media access and credibility
- Opportunistic threats (political uncertainty/civil disorder/malicious actor)
- Ineffective emergency plans (e.g. personnel evacuation)
- Psychological impact

Challenges: recovery and resumption phases

- Variation of restrictions (inter- and intra-country)
 - Entry/exit rules
 - Isolation/quarantine period
 - Social distancing expectations (actual vs perceived)
 - Essential services (travel, health, food, banking, etc.)
 - Validity and availability of insurances (Business, Travel and Health)
- Commercial pressures
- Cultural shift: reassessing the need to travel
- In-country response (xenophobic psychology and behaviours)
- Reliable emergency plans
- Psychological impact





Thank you for attending this Webinar
Stay safe and keep secure