

The Institute of Risk Management

Scottish Regional Group

Meeting: Human Aspects of Continuity Planning

Date: Friday, 21 April 2006

Venue: Norwish Union
Pitheavlis
Perth

Time: 1pm

Attending:

Graham Offord, Offrisk (Chair)	Liz Price, MDDUS
Laura Anne McMahon, MDDUS (Secretary)	Diane Mackie, Edinburgh Risk Management Ltd
Kay Drummond, Stathclyde Police	Bryce Dalton, Cyril Sweett
Chanel Rock, RBS	Yvonne Petronzio, Hymans
Richard Mackie, Edinburgh Risk Management Ltd	Fiona MacDonald, AVIVA
Graham Jukes, Chubb	Ewan Stevenson, AVIVA
Mark White, Central Group	Margaret Carruthers, AVIVA
Karen Jane Stewart, Scottish Water	Catherine Carruthers, AVIVA
Madeline Hibberd, Scottish Water	Ginette Evans, Gallagher Bassett
George Cameron, IRM	

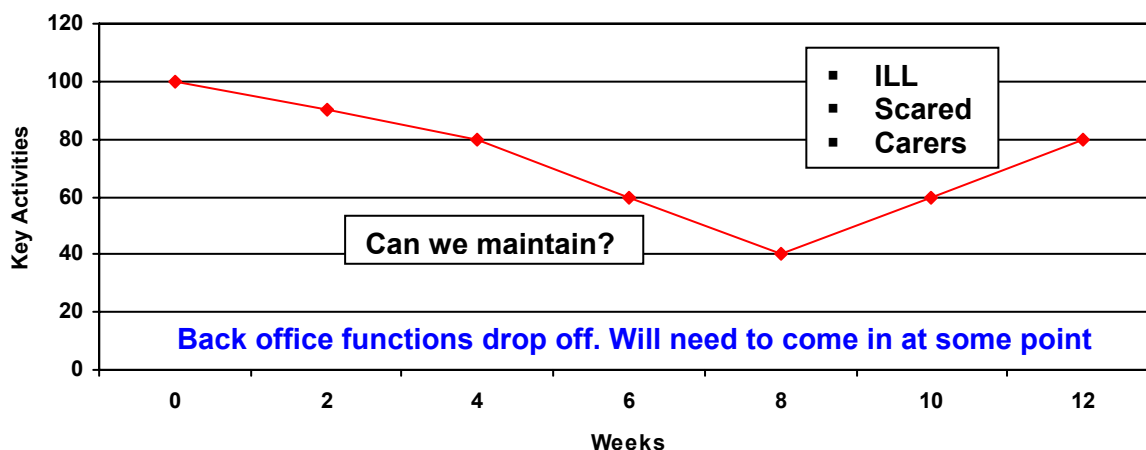
Apologies:

Gary Drennan, Glen Allan, Karen Ray, Graham Hudson, Laura Langan, Tracey Hutchinson, Russell McKay, Anne Storm, Iain McCormick, Peter Mackie, Doug Wilson, Colin Neil, Charo Cervantes, Mairi Julier, Wayne Gault, David Williamson, Gerry O'Neill and Eileen Abbess

Minute:

1. Welcome by Graham Offord and thanks to Fiona MacDonald and AVIVA for their hospitality. Graham also thanked George Cameron for putting us in touch with Fiona.
2. Introduction from Graham Offord regarding the topic for the meeting and then an introduction from everyone as there were several new people in attendance.
3. Graham facilitated the meeting the following points were discussed:
 - Closest to this situation is SARS
 - Planning, policies and procedures are essential
 - Timeline essential – to look at key activities
 - 2 waves of flu anticipated

Timeline - Loss of Staff



- a) We need to consider what the **impact** will be on the business NOT the **cause**!
- b) Robust plan
- c) IT recovery merging with functions
- d) Recognise national impact (not location specific)

Consider:

- Critical services
- Back office services
 - Payroll / Invoices (must keep going)
 - Reputational impact
 - Will they have additional duties for which they are not currently trained to do, consider:
 - H&S
 - Aggression & Violence
 - Increased liability
 - TRAINING may be required
- Key people
 - Deputies for key functions
- Have a pool of staff to call on
 - Pre-vetted staff (working with children / money)
 - Utilise retired employees
 - Ex employees
- Risk assess every activity
- Obtain staff buy in
 - Recognise concern that it's another Y2K – once all settles - all will be forgotten
 - Staff may be
 - ill
 - scared
 - carers for family / friends
- Communication with staff
 - Updates – Staff PR function
 - Cascading information via: Helpline / Email / Website / SMS / Satellite Phones
 - Do we have up to date staff records – contact details?
- Communication with customers
 - Appropriate pre-planned response
 - Sensitivity
 - Positive message rather than negative
- Does your normal contingency plan include loss of staff
 - Equivalent to mass food poisoning
 - How many involved? (eg 20%)
 - Is this normal (eg during holiday periods)
 - When will they back?
 - Can we cope?
 - Small businesses – could be significant proportion of FTE
- Should IT be exportable?
 - VPN – email and access to servers – all users rather than just hierarchy
 - IT need to ensure adequate firewall anti virus protection
- IT suffered in Aldgate Bomb disaster
 - Mobile communication went down
 - Police commandeered the mobile phone cells
 - Or because too many people are calling to see if everyone was OK the cells become blocked resulting in increased demand on land lines
- Security
 - Are security policies / procedures robust when staff levels are low?
 - Fraud / Theft – seizing opportunity
 - Seek additional 3rd party advice (police)

- Should staff be vaccinated?
- Impact on business with school closures
 - Use the threat to get results – send out a questionnaire to all staff to obtain crucial information
 - Staff profiling
 - Who has children?
 - Where do staff holiday?
 - Set up baby sitting arrangements
 - Vulnerable staff
 - Can you take a vaccine?
- Supply chain issues
 - What plans do your suppliers have in place
 - Critical resources
- Travel Policy
 - Use of video conferencing
 - Holidays
 - Where do staff holiday? (Staff profiling)
 - If in food industry – should know where staff holiday
 - Restrict number of staff travelling together
 - Screening procedures for staff coming back from holiday eg Turkey, France

Contentious Issues

- Asking staff if they are:
 - Ill
 - Vulnerable to illness
 - Have children
- Asking departments how many people they need to run their department
- What if this happened at certain times of the year (eg Christmas, peak holiday times)
 - Restricting holiday entitlement
 - Argument → You can cope at Christmas – why not now?
- Key responsibilities through delegated authority
 - Need to revise to ensure deputies have clear authority levels
- HR Issues – if staff can't come to work – should they get paid?
 - Business interruption insurance – would not typically cover this since there is no material damage
- Recruitment policy – if staff are unable to come back to work

Hygiene

- Good practice – extra cleaning
- Policies for staff and public
 - Public information broadcasts – radio / television / press
- Industry specific (information going on to forms)
 - Learning from the Foot and Mouth incidents
- Office Spacing – increased distance between people

Primary Care – Impact on GP Care

- Increased demands on GPs - stretched
- Reduced staffing
- Increased demand
 - accessibility risk in terms of house visits and appointments
 - decreased assistance for patients with other illnesses
- Potential increased risk to patients in terms of:
 - missed diagnosis
 - failure to visit
 - reduced standard of care
 - reduced availability

- increased results handling
- increased pressure on practitioners - possible error increase
- Potential for negligence claims further down the line

Risk Management

- Opportunity for Risk Management and BCP to come to the fore in many organisations
- Assessing levels of risk
- Need to see it as that – and not just a threat
- Get CEO and senior staff on board
- Opportunity to obtain additional budget for mitigation measures
- Involve and inform all staff – keep up to date
- Ensure correct reporting lines
- Correct policies / procedures
 - Don't want staff struggling in – if they have FLU like symptoms!!
- Good way to ensure that BCP is more robust
 - Most BCP's are based on loss of one site – this is much more widespread – consider loss of up to 40% of staff
 - Not location specific
- Good plans allow us to be better prepared to react as we have been proactive, have a structure that staff and management can have confidence in its wide approach

BCP has increased HR emphasis in many organisations. Flu pandemic can be an excellent way of advertising the importance of Risk Management.

Re examine your Just In Time supply chain – obtain strength in depth

- 4) Briefly discussed IRM Diploma exams but did not dwell on this as only one person attending was actually sitting exams in June.
- 5) Discussed venues for the next two meetings and the following people offered a possible venue:
 - Chanel Rock (RBS - Edinburgh)
 - George Cameron (Standard Life, Edinburgh)
 - Karen Jane Stewart (Scottish Water – Dunfermline / Glasgow / Edinburgh)
- 6) Date of next meetings:

Date	Topic	Time	Venue
Friday, 25 Aug 06	Joint meeting with IVM	1300	? COSLA Edinburgh
Friday, 8 Dec 06	What should a Risk Register look like? BYORR – (Bring your own risk register) Some real examples followed by Q&A	1300	Scottish Water HQ, Dunfermline