



The Institute of Risk Management

Scottish Regional Group

Meeting: Tripartite Meeting with Scottish IRM Regional Group, Scottish Contingency Group and Scottish Group of the Business Continuity Institute –

The lessons learned from the G8 experience.

Date: Friday 28 October 2005

Venue: Standard Life House
Lothian Road
Edinburgh

Time: 2 pm

Attending:

Bryce Dalton, Cyril Sweett	Graham Offord, Offrisk
Mark White, Central Group	Anne Storm, National Australia Group
Laura Anne McMahon, MDDUS	Jane Muirhead, Lothian University Hospital Trust
Sara Furegard, IRM	Bruce Matheson, Lovat
Martin Sweet, Burness	Graham King, Martin Currie
Dougie Borthwick, Lothian & Borders Police	Kay Drummond, Stathclyde Police
Kevin Pollock, Strathclyde Police	Neil McPherson, Standard Life
Raymond Wales, Standard Life	Colin Burnett,
Richard Mackie, Edinburgh Risk Management Ltd	Alex Mackie, Edinburgh Risk Management Ltd
Eileen Abbess, Network Rail	Douglas Wilson, Mott MacDonald
Christine Leith, Scottish Widows	Paul Conkie, Scottish Widows
David Ross, Lothian & Borders Fire Brigade	

Apologies:

Deirdre Anderson, Lisa Conway, George Cameron, Bill Stein, Gordon Dickson, Mark Warner, Gordon Dakers, Graham Jukes & Peter Mackie

Minute:

1. Welcome by Graham Offord and thanks Standard Life for their hospitality.
2. Presentation by Raymond Wales on how Standard Life coped with G8. Was Sir Bob a Saint or Sinner? Bob made him think about areas/points that he would perhaps not have considered – so after his initial reaction that he was a Sinner he became a Saint.

Pre Bob there was a lot of dialog with the police and local businesses etc – Standard Life were pretty comfortable with the plans in place and were happy with how things were progressing.

After Bob – changed landscape – Standard Life were mentioned in the media coverage. Highlighted risk to travel and security and staff became more aware and concerned.

Standard Life had to change tactics – senior managers more interested, business units

became more clear about what they were prepared to risk. Prevention moved up the agenda but the business units were inconsistent with requirements. They created a dedicated G8 Action Plan Team with an agreed Timeline to deliver measures by end of June.

Risk assessments were carried out and they felt they were in control. Staff had thirst for questions and initiatives were set up to ensure staff were reassured. They closed the front doors to visitor – staff only.

Communication was key. Pre 2/7 – low key. Post 2/7 – reactive, timely and looking to reassure.

Worked with Police and Local Authority and there was good dialogue– Pre Sir Bob it was acceptable, low key and manageable. Post Sir Bob it was more challenging with more risk assessments. Sir Bob made Standard Life think differently.

3. Presentation by Neil McPherson who was responsible for IT Service continuity was not so confident and had mixed feelings about G8. He was pleased when Sir Bob spoke as it moved his concerns up the agenda! He had been previously advised that he “worried too much”.

There was a close call incident in the investment area on a Friday afternoon and this raised awareness. Standard Life build their own Workplace Recovery Site (WRS) with 350 seats. It is a resilient building with UPS, generator, standard work stations and telephony equipment. It is a shared environment and focuses on loss of one building.

Proactive measures were taken to split services over 2 locations and recovery plans included seats at the WRS and seats in their other office. The outcome was that Life & Pensions there was no problems, Bank & Investment operated from home site but there were capacity problems with the corporate incident number telephone system as it couldn't cope. The company put together a 0845 number.

Technology solutions proved to meet requirements and were flexible and adaptable. The business has moved focus on a wider scale recovery challenge and now aware of the resilience issues resulting from centralisation of the resources/business.

Flexibility is key – PLAN v ACTUAL!

4. Presentation by Kevin Pollock on Strathclyde Police Perspective. 8 Scottish Police Forces – Corporate Approach, Community Safety, Integrated Emergency Management, Prevention, Preparation, Response (robust systems including testing) and Recovery.

Risk Management framework included Deputy Chief Constable, Force Risk Management, Risk Management Forum and Divisions/Departments. The framework was formalised and included a generic risk assessment tool which is used for football matches and large scale events.

The 6th – 8th July was the busiest period ever for Strathclyde Police as there were also several other events on during this time which included the Coldplay concert, golf, Special Olympics, Make Poverty History march and 100 Loyal Orange Order marches.

There were other threats such as fire/flood/terrorism/hackers/loss of power or IT which meant there was a need for parallel planning.

The resources included the largest police force assembled with 12,000 officers from 51 forces, leading to more police officers on the street.

Communication was via an airwave digital radio system which was a tested to its capacity.

Throughout the whole time there was no significant disruptions, no more arrests than at an Old Firm game and in comparison to Genoa it was a success.

Strathclyde Police met the challenge.

5. Presentation by Martin Sweet on how a small to medium sized business dealt with G8 as they had not really thought much about it but have learned lessons and now included them in their BCP.

G8 had slipped to the bottom of the pile and not in anyone's job profile – therefore it eventually fell at Martin's door! He had only ever considered risk as an of non-compliance but in actual fact there were several risks for the company especially since they are situated in a multiple occupancy building with a building manager. There were 5 lessons which Martin learned:

- i. Lesson one – Risk Manager
 - Appreciate planning and reaction
 - How seriously should we take the threats?
 - Can this really happen in Edinburgh?
 - Their responsibility to look after employees
 - Police presence was first class
- ii. Lesson two – Take nothing for granted
 - Plan for worst case
 - Were working on BCP
 - Developed a website for employees
 - Established multi-rendezvous points
 - Set up call line for staff
 - Issued status reports daily – email links to police, council & travel
 - Never been strong on self issues before
- iii. Lesson three - Communicate widely and frequently
 - Regular email updates
 - Staff intimidated by police presence but others were comforted
 - Staff felt the company should have done more about police cordons
- iv. Lesson four – Be aware of others
 - Felt that the battle was lost when heard about trouble in Glasgow - as did not include in the plan!
- v. Lesson five – Expect the unexpected
 - It was a worthwhile learning experience

6. The presentations were followed by a Q&A sessions and the main discussion points were:
 - Is there anything we can learn from this?
 - How many opportunities came out of the risk identification process?
 - i. Police – gave the opportunity to look at processes and how they interlinked
 - ii. Standard Life – Had been rolling out Crisis Management process and training – therefore G8 got everyone interested and the process is much more mature now than it would have been. From an IT perspective – G8 was the catalyst to bring to the forefront of everyone's mind.
 - Raised awareness about BCP.
 - Relations with police and communication was improved.
 - From police perspective – G8 was bit different from any other event as the principles are fairly standard. In Edinburgh the Festival and the Hogmanay party and these events

through up the same issues every year!

- Standard Life set up a website and a Crisis Management Team but it takes too long to update the information – it is essential that it is kept up to date.
7. The date of the next meeting is Friday, 20th January 2006 at 1pm. The meeting will be held in Glasgow and will be on the subject of Project Management.