BS 11200 Crisis Management and BS 65000 Organizational Resilience and what is coming next?

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Relevance to BCM

- Crisis Management is an essential part of any BCM programme
- Organizational resilience is the goal of any BCM programme
- New Standards in ISO 22301 family
• Any ‘incident’ or ‘disruptive event’ has the potential to become a ‘crisis’ and could cause a business to fail.

• The capability of any business to be resilient is expected by customers, by employees and by all interested parties regardless of it’s nature, complexity and size.
BS 11200 – Crisis Management
PAS 200

• Plenty of academic textbooks

• A great deal of ‘conventional wisdom’ e.g.
  
  * By the time you hear the thunder, it’s too late to build the ark.
  * It takes a lifetime to build a reputation and only seconds to destroy one.
  * If it’s going to come out eventually, better have it come out immediately.
  * You never let a serious crisis go to waste. And what I mean by that it's an opportunity to do things you think you could not do before.
  * Lots of folks confuse bad management with destiny.

• All good stuff, but...

• No previous systematic attempt to extract and validate good practice and present it in a concise and useful form.

• The UK Cabinet Office sponsored PAS200 because they have a deep interest in the UK’s resilience and success
Crisis: What?

Ethical collapse  Cascading impacts  Contractor failure  Betrayal of confidence

Predictable surprise  Shock and Response  Overwhelming scale
Crisis: So What?

Oxford Metrica (2012). *The impact of reputation crises on shareholder value*
BS 11200

• Feedback was good internationally on PAS 200
• Feedback identified areas for improvement
• BS 11200 is a Guidance and Good Practice Standard
• Parallel / overlapping work in the field of Resilience, notably BS 65000: Organizational Resilience
• Ongoing work to establish a European Standard
- Clear definition of crisis
- Clear positioning of crisis management relative to incident management
- Attempted to balance concepts with practicalities

- No shift in the fundamentals
- Now defines crisis mgmt!
- More concise (40 ➞ 29 pages)
- Sharper focus on practicalities
- Enhanced coverage of:
  - The Crisis Management Team
  - Crisis decision making
  - Crisis leadership
  - Crisis communications
- Still aimed at the strategic level
BS 11200 Overview

• CM is more than crisis *response*
• CM demands strategic attention, but involves many
• CM requires an organizational capability
• CM requires clear arrangements, regular training and robust validation
• Structure and process matters, but *people* achieve effects and outcomes
• The *outcome* is protected value and (enhanced?) reputation
BS 65000 Guidance on organizational resilience
About Resilience?

Persistence through disruption, damage or change

Rooted in a physical sciences view of the world

Business continuity  "Bouncebackability"

Successful entities deal with **and** adapt to change

Resilience as continuity **and** adaptability

"Bounceforward"
asset management  fraud control  safety
horizon scanning
quality management
change management
information security
facilities management
stakeholder and collaboration
risk management
reputation management
horizon scanning
environmental management
health and safety
fraud control
business continuity
ICT continuity
environmental management
physical security
human resource planning
change management
information security
facilities management
stakeholder and collaboration
risk management
reputation management

We do these already – don’t we?
Tough, or easy questions to answer?

- As leaders, do we have a clear vision of where we as an organization should go, and what we should avoid?
- Does resilience form a part of our Board agenda for regular consideration?
- Have we established which strategic and operational responsibilities support us to become more resilient?
- Are we confident that our approach to resilience will stand up to external scrutiny?
- Are we satisfied that our approach to resilience is truly coherent?
- Are those responsible for delivering greater organizational resilience empowered to work across boundaries and able to speak to top management easily?

- N.B. Resilience is a relative, dynamic concept and, as such, an organisation can only be more or less resilient
ORGANIZATIONAL RESILIENCE:
Ability of an organization to anticipate, prepare for, and respond and adapt to incremental change and sudden disruptions in order to survive and prosper.

GUIDANCE INCLUDES:
1 & 2. Scope and Terms of Reference
3. Overview of organizational resilience
4. Organizational foundations for resilience
5. Building resilience
6. Assessing the resilience of an organization

Developing Resilience

- Validate and review
- Set direction
- Be informed
- Bring coherence
- Develop adaptive capacity
- Strengthen the organization
- Governance and accountability
- Leadership and culture
- Common vision and purpose
What is coming next?

- BS 25999 withdrawn and incorporated into:
  - ISO 22301 BCM Requirement
  - ISO 22313 – BCM Guidance
- ISO 22300 - Vocabulary
- ISO 22318 – Supply Chain Continuity
- ISO 22316 – Organizational Resilience
- ISO 22317 – Business Impact Analysis
- ISO 22398 – Exercising and Testing
- Auditor Competency for ISO 22301
- Human Aspects of BCM (currently PD 25111)
- Recovery Management
Recap
Thank you