

Risk Management & Emergency Response Planning

Presented By

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INTRODUCTION

Hill & Associates

1. A risk mitigation firm founded in Hong Kong in 1992 that assists clients identify and assess the risks to which their personnel and operations may be vulnerable.
2. H&A then offers solutions to mitigate those risks through 4 core service lines:-
 - Risk Analysis – which includes our Country Risk Reporting
 - Security Risk Management – protection of people and assets
 - Commercial Enquiries – Proactive services such as Due Diligence, PES & VA
 - Fraud Prevention & Integrity Risk – Fraud and Brand Protection enquiries.
3. Offices in 9 countries across the Asia-Pacific Region
4. Acquired by G4s in 2009

PT Hill Konsultan Indonesia (HKI)

1. The Indonesian subsidiary of H&A, now in our 19th Year of operation having been established in 1996.
2. HKI is a 24 x 7 operation with 50 full-time employees
3. Full service offering

AIMS & OBJECTIVES

This presentation **AIMS** to discuss and inform on the following:

1. Understanding a Crisis - Threats and Risks
2. Responding to a Crisis - Emergency Response Planning

Our **OBJECTIVE** is to support organisations improve their understanding of Risks, Risk Treatment Options, Crisis Management Planning and Emergency Preparedness.



Three Actual & Typical Case Examples

- Likely Scenarios
- Chosen to Give Exposure to Emergency Response
- Crisis Management Visibility

POLITICAL CRISIS IN INDONESIA – MAY 1998



Incident – ‘A Perfect Storm’

- Triggered by the Asian Financial Crisis
- Drop in the currency value combined with an unpopular President who happened to be overseas at the time led to a Civil Unrest situation and ultimately the overthrow of President Suharto.
- Burning and looting of property, the rape and killing of innocent people – targeting minority groups
- Embassy Advisories - Resulted in the evacuation of the expatriate population

POLITICAL CRISIS IN INDONESIA – MAY 1998

Emergency Response

Risk Intelligence

Prior to, during and after the event H&A provided ongoing security bulletins and risk assessments via phone & email from our 24/7 Operations Control Room.

Crisis Management

Prior to incident having evacuation & crisis plans in place which for those that had them were then activated and fully implemented.

Personal & Property Protection

Having access to Security Escorts to move people to Safe Havens & Evacuation Points and guards to secure company facilities/residences

Travel Facilitation

Ability to manage logistics:-

- Transport for local movements.
- Chartered aircraft to fly in and evacuate clients.
- Coordination with Halim airport authorities for movement of charter flights.

POLITICAL CRISIS IN INDONESIA – MAY 1998

Benefits of Preparedness

1. Employees extracted & safely evacuated
2. Property protected
3. Missing persons located
4. Injured persons transferred to medical facilities
5. Better placed to return to and resume normal business
6. Increased employee confidence in their company's Duty of Care for staff welfare



NATURAL DISASTER TSUNAMI – DEC 2004



Incident

- Tsunami off Sumatra impacted multiple locations across SE Asia
- Southern Thailand holiday destinations severely impacted
- Many clients had employees on Xmas vacation at these locations – many lost their lives
- Affected areas experienced huge infrastructure damage

NATURAL DISASTER TSUNAMI – DEC 2004

Emergency Response

Deploy Resources

H&A Personnel from our regional office network arrived in Phuket, Thailand within 24hrs of the Tsunami and remained for 9 days

Situations Often Change

Immediate Crisis Response

Locating and coordinating the evacuation of survivors

After 48hrs

Revised focus to locate and identify deceased

After 72hrs

Facilitating, assisting and providing comfort to families searching for relatives

Risk Intelligence Feed

From incident, through response and recovery process have an intelligence feed providing situation updates as well as 'Ground Trust' information

NATURAL DISASTER TSUNAMI – DEC 2004

Emergency Response Tasks

1. Obtain personal data of missing persons
2. Conducted immigration & website checks
3. Established operational case folders
4. Appraised Embassies of the status of missing persons
5. Deployed teams to manually check:
 - Crisis Response Centers
 - Hospitals
 - Temporary Morgues
 - Embassy Officials
 - Thai Military / Police Contacts
6. Utilise regional resources for a coordinated effort



EARTHQUAKE IN PADANG – SEP 2009



Incident

1. H&A 24/7 Operations Control Room received notification of a major 7.6 magnitude earthquake moments after it struck
2. No information was forthcoming from Padang as to the situation as all communications were down.
3. The availability of aircraft became scarce as scheduled commercial flights were put on hold.

EARTHQUAKE IN PADANG – SEP 2009

Emergency Response

Operations Centre

Established a specific to incident 24/7 Operations Centre to coordinate the ground resources & share information between 3rd parties.

Deployed Personnel

Within 24hrs H&A personnel were on the ground using a chartered aircraft assessing the situation & seeking out 51 missing client employees to establish their status & arrange their safe return.

Evacuation and Repatriation

H&A identified and chartered an aircraft to take clients to the disaster zone. Helped with the repatriation of the deceased to Medan and Jakarta and associated logistics.

Situation Updates

Regular situation updates were sent to relevant clients

Missing Persons

During the period all 51 missing employees were accounted for.

SUGGESTED LAYERED RESPONSE APPROACH AT TIMES OF CRISIS

Strategic Level: HQ

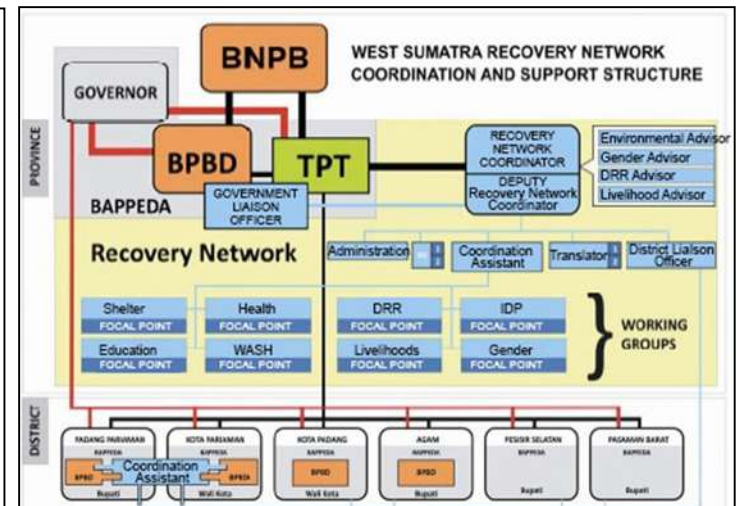
Corporate level Command and Control

Tactical Level: Country Office 24/7

Intelligence Feeds via Email, SMS and direct calling, local logistics, 3rd party coordination

Operational Level: Site of Incident

Emergency Response Team coordination with host nation first responders to include police and military.



COMMON ERRORS IN EMERGENCY PREPAREDNESS

1. Lack of information – upon which to make informed decisions
2. No formal Crisis Management Team to make decisions and action tasks
3. No Emergency Response Plans for such a scenario & failing to have them socialized and rehearsed.
4. Not including National staff in the plan to address their concerns & help facilitate a smooth handover, evacuation and return
5. No communications system to advise employees on what to do and keep them informed.
6. No updated contact database of all employees details.
7. Too much reliance on traditional relationships with the security forces for a response and other 3rd parties for transport, etc.
8. No plans to secure company assets after a 'shut-down'
9. Not having prior arrangements in place at the destination to receive evacuees
10. Not knowing when it's safe to return.

Emergency Response Planning

What is within our control?



- Even before we tackle the Incident or Crisis we introduce more variables
- A bow wave of confusing guidance material is available:
 - **Emergency Response Plan**
 - **Crisis Management Plan**
- To give ourselves a chance of effective response we need to first have a clear understanding of the terms used and their meaning...



Hill & Associates

Mitigating the Risk of Globalization

Security Management Plan

Crisis Management Team

Emergency Response Plan

Threat Assessment

Business Continuity Plan

Communications Plan

Crisis Management Plan

Crisis Management Centre

Risk Treatments

Security Vulnerability

Risk Assessment

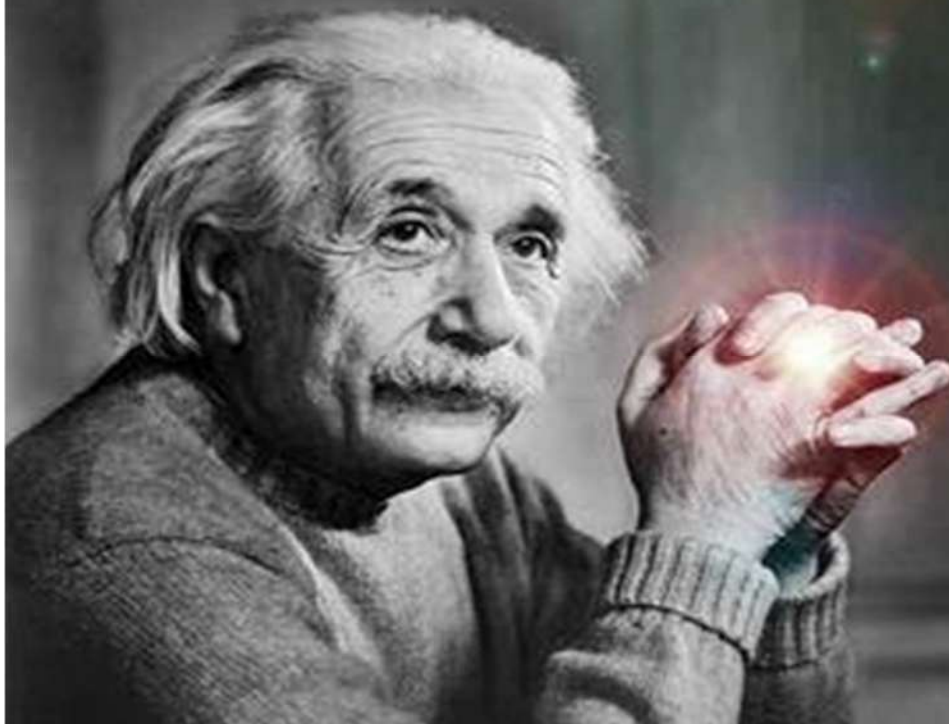
- We often move into the planning stage without identifying the key Threats and related Risks...
- If we take time to complete a Threat Assessment and Security Vulnerability Risk Assessment, we can identify not only the Threats and Risks but our current weakness in preparation to respond.



- *Terrorism*
- *Crime*
- *Civil Unrest*
- *Protest*
- *Demo*
- *Power Failure*
- *Supplier Failure*
- *etc*

If you can't explain it **simply**, you
don't understand it well enough.

– Albert Einstein



Too Much Information
+ Too Little Time
+ Pressure at time of a Incident or Crisis

**may produce or contribute to
bad decisions**

THREATS & RISKS

What Threats & Risks are we facing?



UNDERSTANDING THE THREATS AND RISKS

Civil Unrest / Terrorism / Natural Disaster

Are these are only Threats and Risks? - Clearly it is not that simple.

Every organisation is different and will attract specific to location, activity and operations Threats and Risks.

How do we establish what Threats and Risks we are facing?

The solution is to conduct a:

- Threat Assessment (**TA**) to identify your specific threats

Followed by:

- Security Vulnerability Risk Assessment (**SVRA**) to identify the related Risks to these threats and effectiveness of current mitigation measures in place

UNDERSTANDING THREAT ASSESSMENTS (TA) & SECURITY VULNERABILITY RISK ASSESSMENTS (SVRA)

These assessments will provide a depth understanding of the Threats, Risks and current Gaps in an organisations Crisis Management Preparedness and related Response provision.

The product of these two assessments will provide a platform to produce:

- Further Risk Mitigation Measures
- Security Management Plan (**SMP**)
- Crisis Management Plan (CMP)**

THE CRISIS MANAGEMENT PLAN (CMP)

- Production of the **CMP** brings the future to the present so we can plan for the likely crisis we will face – link to the findings of the **TA** and **SVRA**.
- The desired outcomes from the **CMP** should be to protect:
 - **People** – Staff, Customers and Clients
 - **Assets** – Physical & Intangible (Reputation, Brand name etc...)
 - **Information** – all Confidential information

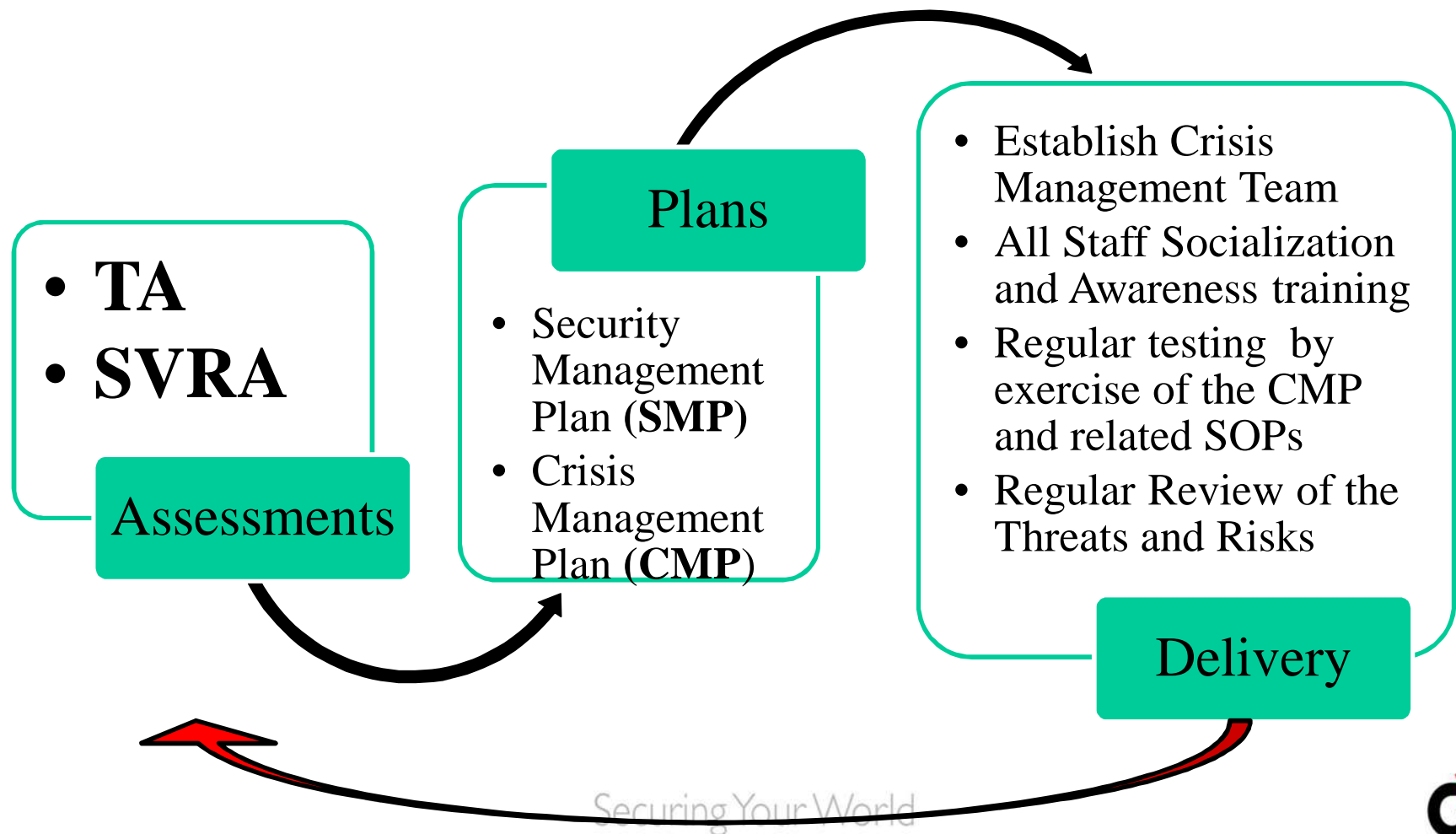
If these three desired outcomes are achieved there is a high probability that the business will recover successfully from an incident or crisis.

THE CRISIS MANAGEMENT PLAN (CMP)

Typical Macro Headings in the **CMP**

- Corporate Policy Statement
- TA and SVRA by location and activity
- Crisis Management Team
- Specific Roles and Responsibilities
- Crisis Management Centre
- Sections on Response Plan to each identified Threat / Risk
- Communications Plan
- Media Plan
- Recovery Plan – link Business Continuity Plan

CRISIS MANAGEMENT PLAN - PRODUCTION – **CYCLIC REVIEW**



THE CRISIS MANAGEMENT PLAN (CMP)

Impact of NOT having a CMP at time on Incident or Crisis:

- Surprise leading to Shock and then Panic
- Insufficient information when you need it
- Events outpace Response
- Escalating flow of events leading from lack of Response
- Loss of Control
- Intense scrutiny from the outside / Media
- Development of siege mentality
- Disruption of regular decision making process
- Affected decision makers focus on short term planning/decisions/actions
- Chaos

THE CRISIS MANAGEMENT PLAN (CMP)

A good CMP that is well socialised, regularly reviewed and tested by exercise will, at time of Incident or Crisis:

- Give the Crisis Management Team confidence to respond
- Define specific tasks and ownership of action
- Strike balance between too much and too little detail
- Co-ordinate the response from all stakeholders
- Allow for Critical decisions to be made in advance giving you TIME to manage the response
- Identify required resources and availability

THE CRISIS MANAGEMENT CENTRE (CMC)

A good CMC should attract:

- Sufficient space for the CMT to operate
- Communications equipment with options; Mobile, LL, Satellite, Tracking for mobile assets, Radio Network – all regularly tested
- Controlled access
- Creature comforts-avoid stress/fatigue of CMT
- Hard copy of; CMP and key company documentation
- Alternate site or the ability to relocate at short notice

All staff should be aware of this facility as part of their Induction briefing on Crisis Management

The Media



Securing Your World

THE MEDIA

Some Common Problems – they can:

- Get information before you
- Raise the level of coverage from local to national to international, rapidly
- Cause you to divert from your primary focus, tie up resources
- Create concern and/or panic amongst staff
- Speculate, report rumors and lay blame

Some Benefits of Good Media Relations:

- Can be a source of information
- Act as a means of delivering information
- Reassure the public and staff
- Present and Support your point of view

THE MEDIA

The Importance of Media Relations:

- Appoint sole media representative
- Have a clear policy on media releases
- Conduct regular media briefings
- Combat rumour and prevent speculation early
- Develop good media relations
- Get media training

THE MEDIA

Media Considerations at time of Incident:

- Establish the incident facts early
- Be the first to break the news
- Tell the truth – don't create another crisis by lying
- Ensure legal risk is accurately assessed
- Present a “Human” face
- Be humble (appropriate remorse)
- Remember ALL stakeholders esp. employees!

TOP FAILINGS – EMERGENCY PREPAREDNESS AND CRISIS MANAGEMENT PLANS

Drawing on our experience from conducting assessment and review of Emergency Preparedness and Crisis Management Plans, we would now like to bring you the **Top recurring failings** - The things we consistently find wrong.

Hoping this part of the presentation will reveal some of the common errors made and areas you may wish to review in your own plans.

Time for this presentation is limited, so we only have time to expose the headline issues and solutions. Hill & Assoc would be pleased to give more detailed and informed briefing for any or all of these failings.

Failing 1

No Threat or Security Vulnerability Risk Assessments

**Solution**

Employ the services of suitably qualified professionals to conduct independent assessments

Failing 2

Ownership of the Emergency Response and Crisis Management Plans:

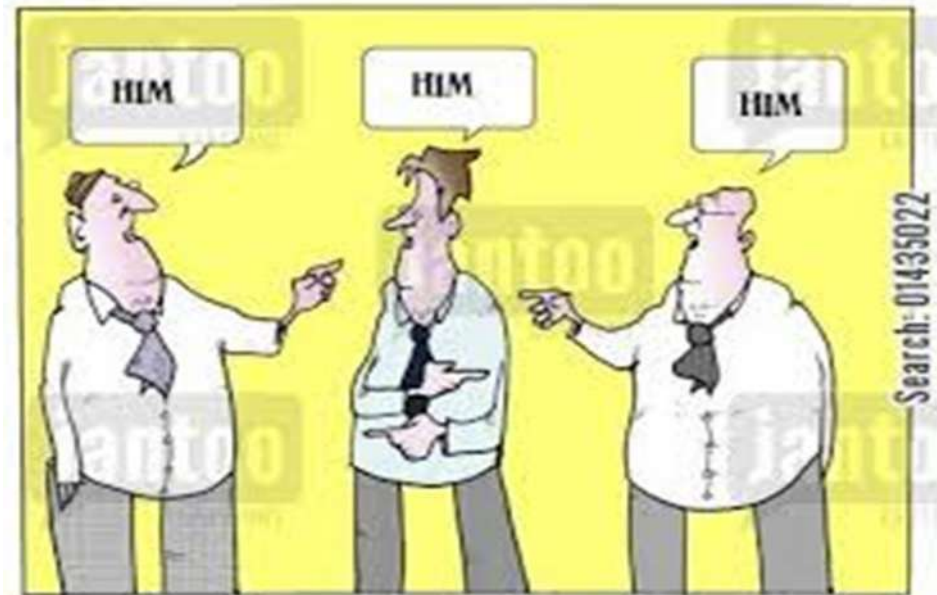
- Corporate?
- Regional?
- Country?
- Location Specific?
- Person in Charge?

Solution

Clear Senior Management directive

Change of company structure should trigger review of ownership

New staff = Induction training to include Crisis Management



Failing 3

Poor Communications and Socialization of the Crisis Management Plan



Solution

All staff should attract Crisis Response Training in their Induction and thereafter at least annually.

Employ suitably qualified professionals to conduct table top exercises for key personnel. Test the Plan not Individuals.

Use company publications and notice-boards to raise awareness of Crisis Response Plans

Failing 4

Plans with far too much detail.

Crisis Management Plans are the **Response**

Business Continuity Plans are the **Recovery**



Solution

Think 'First Hour Actions' – the immediate response.

This immediate response will give you time to capture all key staff and information to plan for further response activity.



FIRST HOUR ACTIONS – AN EXAMPLE

BOMB THREAT

- **Confirm** - the information
- **Clear** – the area of all personnel
- **Cordon** – the area to deny re-entry
- **Control** – restrict movement to First Responders
- **Communications**
 - Staff assurance message
 - Media lines
- **Activate the Search Plan** from your Security Management Plan

Failing 5

- Key stakeholders involved in crisis response working to their own SOPs and plans

**Solution**

Crisis response for the key stakeholders of; Outsourced Security Providers, Facilities Management, Vendors and Suppliers etc should be factored into the CMP.

Failing 6

Crisis Management Plans that are never tested or reviewed



Solution

Have an intelligence feed in place to ensure you capture news on evolving current or new Threats and Risks.

The CMP should identify clear ownership of the SOPs, Plans, the **Training Plan and Cycle for Review.**

Establish a regular training cycle to put all key staff through likely Incident and Crisis scenarios, the CMP and their role in that Plan.

Failing 7

Link to Failing 6 – The Crisis Management Centre (CMC) or designated Operations Room is poorly equipped and never tested until **‘live’** incident or crisis when failings are found.....**too late!**



Solution

The CMC should attract a sustainable funding stream to cover all technical equipment, maintenance schedules, replacement cycle, operators and their training.

Failing 8

Failing to include all departments / key stakeholders in the preparation and discussion of Crisis Management Plans.

**Solution**

- All Crisis Management Planning and related activity requires Senior Management support
- All departments / key stakeholders should be included in the formative stages of the plan.
- The Union should be informed to demonstrate Duty of Care and to allow them opportunity to contribute.

SUMMARY

Critical Pathway for better Emergency Preparedness and Crisis Management Planning – **Four Pillars**;

1. **TA & SVRA** – know the threats, the risks and your limitations before you start preparing plans
2. **Crisis Management Plans to be simple** – *First Hour Actions – CMP v BCP*
3. **Ownership of Plans** – their production, review and testing
4. **Communications & Training** - link item 3 and All Staff

RISK = DANGER & OPPORTUNITY

The Chinese character for Risk (Wei Chi) represents a double edged sword, one of Danger & Opportunity.

危機

Those who identify and treat their Risks will always be one step ahead of their competitors and able to seize opportunity in response to and immediately following an incident or crisis.

Thank You For Your Attention



Mitigating the Risks of Globalisation