Special report:
Working in the 'new normal'

bsi.

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Organizations operating under COVID-19 restrictions

Scott Steedman, Director of Standards, BSI

The challenges presented by COVID-19 to organizations, workers and consumers have been evident and severe. As we adjust to a 'new normal', organizations around the world are implementing new ways of working.

As part of the recovery, organizations need expert guidance on how to maintain business efficiency, while protecting workers and consumers. They need to ensure that protocols are in place to provide safety in the workplace and that they are following best practice in their sector to build trust with suppliers, customers and the authorities.

BSI, as the National Standards Body, is experienced in bringing together experts in industry, government, academia and civil society to capture what good looks like. We have invited experts in a range of disciplines to offer their insights into what organizations need to consider as they open their facilities and re-establish their businesses in support of the economic recovery. We've asked them to consider how organizations can:

- re-open their facilities and enable access for their workforce, customers and suppliers,

- adapt their processes and infrastructure to create a working environment that meets or exceeds required social distancing and protective measures,

- restore their business and exploit new opportunities to deliver products and services.

We have gathered these insights together in this Special Report. The aim is to give workers, businesses and consumers some reassurance and confidence as we get back to work in the 'new normal'.

The thoughts and views presented here were received from a wide range of expert contributors and include links to further information. We appreciate their valuable contribution to the body of knowledge that people need at this critical time. We hope that you find this useful.

CBI and the challenges to business

Matthew Fell, Chief UK Policy Director, CBI

The COVID-19 crisis is the biggest challenge to have faced business in modern times. It is testing the resilience of firms in all sectors, of all sizes and in all parts of the country. It has also shown how organizations can be agile and innovative, and what can be achieved when business, unions and government work collaboratively.

As the lockdown eases, and focus turns to restarting and recovery, a fresh set of challenges emerge. There has been much debate about health vs wealth. In reality, it's a false choice. Putting people's health first is the only sustainable way to restart the economy. Moving too far, too fast, could unleash a devastating second wave, putting more lives at risk and usher in a significant setback for the economy.

Businesses are resolute in their commitment to doing the right thing for their employees, suppliers and customers as responsible members of society.

To do that firms want to know "what does good look like?" The government's own guidance offers a helpful starting point. But firms are keen to go beyond that. They want to know what turns "best endeavours" to "best in class".

That includes everything from rigorous risk assessments through to changes in workplace practices and high quality employee engagement.

With strong insights on all these issues and more, firms should find this collection of opinions and guidance from some of BSI's key contributors an invaluable tool to help inform and guide their workplace safety plans.

Working to many existing BSI standards will give organizations reassurance that they are both doing the right thing and an ability to demonstrate that they are - giving confidence to employees, customers and broader stakeholders that they are COVID-19 secure.

Useful links

CBI has a Coronovirus hub for business and is running daily Coronovirus webinars on key issues for business. Information on how to sign up to those and ask questions of the participants can be found at the Coronavirus Hub on the CBI site.

COVID-19 and the impact on staff

Dr Wilson Wong, Head of Insight and Futures, CIPD

For most organizations, the rapidity of business as usual shutting down, and enforced working at home, meant there was little time for colleagues to touch base before offices were closed. In times of extreme uncertainty, clear communication is important. People must feel supported, with their basic needs and expectations met, and be provided with equipment and assurances about their job security. It should be recognised that home working during lockdown may not be a conducive environment for everyone and may impact mental health.

This crisis has meant adapting quickly to a new way of working, so there needs to be noticeably clear and consistent messaging with the decision parameters made clear to your staff.

You may have to furlough or make redundancies, change working patterns or close sites. Therefore, it's important to remember the relationship you have with your staff and contractual obligations to their wellbeing. You will need to look at their safety and security, both physical and psychological, before looking at productivity.

Health, safety and security

There are many permutations which most employers will not be aware of, but when you're expecting your staff to work from home you must ensure they're safe and secure, and if not, try and find a practical solution.

On the CIPD website, there is information you can refer to which allows you to check the work environment of staff who have suddenly found themselves working at home, during a crisis. This gives you a chance to assess what the conditions are for them. There may be financial difficulties for some where even a small drop in income can be extremely stressful. There may be children, care responsibilities, or an individual may be in a small, noisy flat with a partner who is also working from home, and you're asking them to be in close proximity for long periods. It's important to recognize that for some people, going to the office is an escape from a lot of these domestic issues.

It's essential to be kind to yourself and others as you cope in these difficult times, including not judging how you're coping based on how others are, as well as not judging others based on how you are coping. Some organizations have employee assistance programmes, where employees can talk to counsellors on any number of issues, personal and financial. The key thing is that you check in on your staff constantly and look out for any changes in behaviour because they could be undergoing stress from a source you're not aware of.

Social considerations

An office is a very social place where you build friendships and have shared lives. Suddenly that space is gone. Some organizations have encouraged their staff to continue this behaviour by allocating part of a Zoom meeting to catching up, maybe even having a game or quiz, to replicate the social nature of work. Little things like this during digital interactions can help make staff feel less isolated and more connected with the organization which helps with morale.

Productivity

Working from home can be useful when you need time to concentrate somewhere quiet, however, when you're shut down for weeks and weeks you develop a different pattern which will ultimately affect work productivity.

At the start of the crisis there was a great need to connect with others. When this lessened, the lack of visibility meant increased anxieties around being furloughed or possible redundancy. Staff are already under pressure to be productive, what they need now is an assurance that they're psychologically and physically supported and also trusted to do what is necessary, without feeling they need to compensate for the loss of productivity by working longer hours.

You also need to have confidence that your line managers are managing effectively. This is where your preparedness comes in. If you've spent time with your line managers, building their capability to manage remote staff, this is when you'll reap the advantages. The line managers should be able to monitor not only productivity but also their staff's welfare, home situation and any other support they might need - like providing them with a laptop, office chair, headset or an orthopaedic cushion.

Phased recovery

One of the concerns, certainly in terms of having a phased recovery, is your ability to retain the skills and talents in the business, and to continue to develop those skills and talents at a time when the goalposts are moving rapidly.

Early into recovery, you'll need to determine who is required back on site. It's important to make sure everyone understands who is going back initially and the reasons behind it. The risk here is that the phased return highlights existing inequities of power and influence rather than demonstrating a clear and transparent set of operational principles.

There may also be the need for compromise, where staff are asked to do things that are perhaps not in their job description. You need to understand it's their choice and it's a negotiated one. If you're dealing with this fairly and supporting them so they're not in danger or made to feel insecure about their jobs, when adopting this new way of working, they'll support you as best they can. Employers need to be fair and open about any worries or concerns which must always include the duty of care.

Another aspect about workload is you may find some people will become incredibly busy because their demands have multiplied, whereas for others' workloads may tail off. Some organizations are rebalancing, so they support the staff who are still busy by allocating time from those who aren't. Most colleagues will be happy to lend this support, but you must make sure there isn't an underpinning question about job security on the back of that request.

> ## "...it's human capital that's being attacked and needs to be protected. ... We mustn't forget just how important people are in this recovery stage."

At CIPD, staff successes are currently not being measured in the same way as before the crisis. It's impossible and unfair to carry out performance appraisals in the traditional way at a time where the demands of the business are so unusual, where you are asking your workforce to take on so many discretionary demands, therefore we've suspended them while maintaining performance conversations for this year. Another thing we've done is around preserving capital - we've said there's no change while we look at the business environment and signals of recovery. Saying that, a crisis like this doesn't mean you have to stop recruiting people, especially now, when you're thinking about a new business model or you may have additional parts to your business you didn't envisage before.

There will be noticeable changes in the workplace, including clear guidelines on social distancing as well as the possibility of facemasks and even gloves. Hand washing and alcohol-based gels will also be the new norm.

Over time, the guidelines will change, there are still a lot of unknowns and as we become more aware of the nature of COVID-19, government advice and organizational practice will evolve.

In addition to the COVID-19 advice on the CIPD website, there is a useful standard which is currently available to download: PD ISO/TS 22330: 2018 Guidelines for people aspects of business continuity. This standard looks at the whole cycle: before a crisis how you prepare your staff; how you mobilise them during a crisis; how you stabilise during that period; moving your people towards recovery; and the demands of your workforce. From a standards perspective, this crisis isn't unprecedented as these risks have already been built into many standards.

Remember:

- You're not "working from home": — you are at home, trying to work under abnormal conditions, during a crisis
- Your own physical, mental and emotional health is more important than anything else
- You need to be kind to yourself and not judge how you are coping by how you think others are coping
- You should be kind to other people too and not judge how they seem to be coping by how you feel you are coping
- You shouldn't work longer hours to make up for what you perceive as lost productivity
- Your performance and that of your organization cannot, for the moment, be measured in the same way they were in previous, pre-COVID times

With most crises, like a terrorist attack, we imagine it to be infrastructure that fails, but this time it's human capital that's being attacked and needs to be protected. The fact we're losing billions every day reflects the importance of human capital as a key contributor to our economy, not only as a producer but also as a consumer of other people's human capital. A measure of how much our GDP has shrunk is a proxy indicator of the value people bring to the economy. We mustn't forget just how important people are in this recovery stage.

A post-COVID-19 world

Some of the larger organizations see this crisis as an opportunity to reimagine their strategy, growth approach, and value proposition. Some are taking the long-view on their environment, social and governance (ESG) objectives using the UN Sustainable Development Goals as a guide. They see that now is a chance to do the painful adjustment of a decarbonized value chain in ten years' time. We may look to change our business model, workforce composition, different investment priorities, downsize or sell, notwithstanding the more immediate-term pressures from investors. The standards world can help here too by actively enabling, helping and assisting with the standards they produce.

The flip side of a crisis is opportunity. The challenge for many leaders is whether they are going to waste opportunities presented by the COVID-19 crisis.

Useful links

CIPD

Wong, W., Anderson, V., & Bond, H. Human capital management standards: A complete guide

PD ISO/TS 22330:2018 Security and resilience. Business continuity management systems. Guidelines for people aspects of business continuity

Consumer concerns during the COVID-19 pandemic

Sue Davies, Which?

The focus at Which? is to see that consumers' rights and protections are maintained and that businesses still deliver on their responsibilities and, where they can't, that the government supports businesses to do so.

There is a whole range of different issues for consumers, at the moment, such as vulnerable people unable to access food deliveries, problems with price gouging for essential items and lots of issues to do with travel and refunds on events.

Travel and other refunds

We've had thousands of people coming to us who can't get their money back from holidays or from cancelled events. Some people might have lost a huge amount, and others not such a significant amount of money but they really need that money back now because their situation has changed and they need to pay bills. Some businesses are being very responsible, even going beyond what they're legally required to do for their customers; some gyms and TV providers are putting a freeze on membership and subscriptions, for example. On the other hand, there's a lot of companies that aren't complying with the law and, in some cases, are telling consumers that the law has changed and their protections don't apply, when they do still apply. We want to see the regulators clamping down on this swiftly. Long-term confidence in some of these industries will be impacted, and people need to know that they are properly protected once businesses start trading again.

People are being offered vouchers in some situations but should only accept them if they want them because they are entitled to get their money back, as the Competition and Markets Authority has also set out. The Government needs to step in and support airlines and travel companies if they can't fulfil their legal responsibilities because you can't have consumers' money propping up businesses in this way. In Denmark, they have established a temporary travel guarantee fund. This is something that Which? has also asked the government to set up as part of its 10-point action plan for maintaining trust in travel.

With package travel, you're entitled to a refund within 14 days. Which? has suggested that there could be some flexibility and that this could be extended for a month while there are so many refunds to be processed, but there's no reason not to comply with consumer law and not to give people money to which they are entitled.

Food supplies for vulnerable people

The second key issue is about people getting access to the food that they need. Many vulnerable people have contacted Which? saying, for example, that they are in the shielded group and should be getting access to food supplies but they are not, so they are having to spend a lot of time on the phone, and may even have had to go out. There are lots of other people, not in the highest risk group, who have had similar issues too and it's awful to think you're running out of food and you don't know where to go. We have been trying to give people clarity on what the policies are for the different supermarkets, but the issue is that supermarkets can't deliver to everybody that needs it, so how do you get wider support to people, make sure that people know where to go, and ensure they can easily be put in touch with the right people to get what they need.

There's a need for more joined up government and for Government to work with local authorities to make sure that they can identify these vulnerable people and put them in touch with the services that they need. Which? does a lot of work on food policy and it's obviously a very complicated situation, but it requires greater planning and coordination. Unfortunately, that hasn't really been happening in the way that it should.

Price gouging

The third key issue people are coming to us about is price gouging, where people have concerns about prices being hiked. We have done a lot of research focusing on online marketplaces, identifying issues, and then calling on them to clamp down. They have taken some steps, but it's still very easy to find ridiculously priced hand sanitizer and other products. We are calling for the Government to introduce emergency legislation, which already exists in other countries, to enable the regulator to clamp down on price gouging. You don't want price fixing to last longer than is needed or to be applied to too wide a range of products, but there is a

need to identify where there are essential items and make sure that action can be taken against people if they are profiteering at people's expense in this way – whether online or in more traditional shops. We have been focusing on the companies that can do something about this, but then also focusing on the Government too.

We saw in one of our surveys that people say that they're spending more on groceries, but actually the prices haven't really gone up that much for normal products. There are supply chain issues that mean that some things have legitimately become more expensive, but hand sanitiser that's normally a pound being sold for ten is an issue.

People are spending more, but it seems to be because initially, where there were some shortages, people were buying something different and possibly paying more for it, or just because they're buying more food because they're at home or possibly buying more treats than they might usually do. They might be spending more but, having analysed prices, they're not really going up that much so it seems to be more about people's shopping habits than prices at the moment.

Confidence in shopping

Which? has been conducting a coronavirus survey, every couple of weeks, and this has asked people about life after lockdown, and the sorts of things that would reassure them when they were going shopping.

What comes across is that people want clarity about what they can expect from businesses so they can have confidence that businesses know what they should be doing, and they also want clarity about what they should be doing as customers.

People want very prominent information so they know what is being done and so they can see the rules are enforced. People want to see, for example, social distancing inside shops, signage and indications of what should happen outside of shops as well, and hygiene measures such as baskets and trolleys being regularly cleaned down and access to hand sanitizer.

Useful links

Coronavirus advice from Which?

Which's 10-point Plan for maintaining trust in travel

Vulnerable people risk going hungry without urgent government action, warns Which?

How can coronavirus-vulnerable households get food deliveries?

Digital business and COVID-19

Vinous Ali, techUK Associate Director of Policy

Since the pandemic took hold in the UK, techUK has been working closely with their members to understand both the impact of COVID-19 on the digital economy, and how the tech companies that they represent have been responding to the pandemic.

We've seen, over the last two months, a real acceleration in the pace of digital adoption and businesses using e-commerce for the first time, and developing their web presence.

The importance of technology in keeping us all connected whilst we're apart has been underlined through this crisis.

As we emerge into the 'new normal', the guidance published by the Secretary of State for Business is clearly saying, if you can continue to work from home, you should, in order not to put pressure on public transport, on urban centres etc.

Many people have been remote working for the last two months, but maybe this has been sub-optimal until now, with home working instituted, in some cases, overnight. techUK is interested in understanding how people will manage and adapt, given the indications that home-working is likely to continue for some time.

Quick reactions and remote working

Many of our members, and indeed technology companies across the UK, serve a global market and so, perhaps, they had greater insight into what they were seeing in other countries already and could prepare their responses accordingly.

Before the lockdown was announced, there had already been restrictions in place in terms of extra cleaning at work, asking people not to shake hands etc. Many companies took these conditions to the logical conclusion that, to maintain the safety of their staff and to continue operating, remote working should be encouraged.

The factors that help with this remote working are not just the tools for video conferencing, or for collaboration using cloud-based systems, but also that much of the evidence points to the fact that employees:

• can be more productive working in a home environment, and
• report higher job satisfaction.

Employee retention rates also tend to be higher where employees can work from home.

Clearly, that evidence is not based on a situation like this where there is no choice and many people are balancing home working with other responsibilities such as childcare, and home-schooling. However, the question will be:

• Can we make remote working work better?

We already know that by allowing remote working you can create more diverse and inclusive workforces where people don't need to worry about location and commute times. But there are other considerations such as:

• How do you instil that sense of "team" and how do you maintain that in digital ways?

Tech business has a lot to contribute to this debate, not just because of our own experiences, but also because it tends to be an early adopter of technology in the first place.

It will also be interesting to see how government responds to these new trends:

• Will there be some reversal as we get back to a 'new normal' or can we expect to harness the learning in this period and build on it through support, guidance and incentives from government itself?

Government and infrastructure

When this new government took office, it made a very clear commitment to digitise the UK, for example, its ambitions to gigabit capable technologies being rolled out across the UK. It will be interesting to see if those ambitions:

- remain in place
- will be tweaked
- or if we can expect the same level of industry-market split.

These are debates that we will be having over the next few months, particularly when we look towards a comprehensive spending review, perhaps in the autumn.

The government is a tech-positive government and it has been interesting to see technology, research and development being highlighted as one of the bright spots in the UK economy: certainly the statistics stand up here as the tech sector was growing at more than six times the rate of the rest of the economy prior to COVID-19.

The budget 2020 announcement had some interesting proposals around creating a UK advanced research programme with a significant chunk of funding. Government also announced the global talent visa, to ensure the UK was still open to the researchers and scientists which would keep the UK at the cutting edge.

It will be interesting now to see if this tech-positive government follows up on its initial promise and to see the extent to which the recovery is a tech-led recovery. This is not to make grand claims for how the digital economy can help the UK out of an expected recession, but more about how technology can play its part in helping the UK, in all its regions, recover.

Infrastructure will be crucial. It will help ensure that all businesses, particularly SMEs, are empowered and encouraged to adopt digital technologies that can help aid growth and productivity.

Digital skills

We've seen how important it is to have the right digital skills throughout this period, and the government has made huge strides in the last month to help people who aren't currently connected, get connected, and who currently don't have the devices on hand, to get devices, in order to continue schooling etc. We've also seen ground-breaking partnerships between the Department for Education, and Google and Microsoft, to enable schools to continue teaching remotely, by making sure that they have the right platforms to use.

Hopefully, we'll see more support here, ensuring that we build a nation where:

- everyone has the right digital skills
- no one is digitally excluded, and
- we have the right infrastructure to drive a new decade of renewal and growth.

In terms of specific proposals, it's early days and we're speaking to our members and to government to better understand the needs of the economy in the different regions.

New working

The UK led the way in developing co-working spaces. We were early adopters of spaces whereby small businesses, entrepreneurs and tech start-ups could rent a desk in a community. By virtue of being in a community of like-minded thinkers, this helped them to generate new ideas and new connections and to build networks.

As we rebuild and reinvent, will the UK be an early adopter of hybrid workplaces, where some people are physically present and some people join meetings virtually? It's interesting to start considering these things.

Each company has its own culture and will need to find the solutions that work for them. There won't be a one size fits all, and we need to remember that, above all, technology is a tool. You need to know what outcome you're trying to achieve with it. Is there a mindset now for innovation and change? I think this period has left a lot of people in a very reflective mood and given them an opportunity to consider what changes are needed.

Cyber security

Cyber security is a big challenge. We've been working closely with the NCSC (The National Cyber Security Centre) to ensure that the latest guidance is distributed amongst our networks. Where people are working from home for the first time they are having to think about these things in a way that they've never done before. Hopefully, people understand their responsibilities for keeping data confidential.

Longer term, for security, it will be important to build networks across the UK of:

- peer to peer learning
- best practice
- knowledge of where to go and
- good signposts.

Some clear and credible guidance is important – such as can be found in standards like BS EN ISO/IEC 27001 on information security management systems.

And the future...

All these things – security, digital skills, improvements to remote working, infrastructure development and government support – need careful consideration. Businesses have been thinking about it for a while.

The key question for us to ask ourselves now is: how exactly do you lock all of this in for the future?

Useful links

techUK is a membership organisation that brings together people, companies and organisations to realise positive outcomes of what digital technology can achieve. They collaborate across business, government and stakeholders to fulfil the potential of technology to deliver a stronger society and more sustainable future

techUK information hub on COVID-19 ➲
techUK COVID-19 impact survey ➲
BS EN ISO/IEC 27001: 2017 Information technology. Security techniques. Information security management systems. Requirements ➲

The construction industry and its return to work

Peter Caplehorn, Chief Executive of the Construction Products Association

BSI invited Peter Caplehorn, Chief Executive of the Construction Products Association (CPA) and Chair of CB/- (Construction & Built Environment Sector Policy and Strategy Committee), to give his perspective on issues affecting the industry as people return to new working practices. He also talks about the preparatory work that CPA has been engaged in with the rest of the construction industry.

As Chief Executive of the Construction Products Association, I also sit on a task force of the Construction Leadership Council (CLC) which has been leading the construction industry's response to the COVID-19 pandemic. The CLC Action Group has daily calls to establish how the construction industry can continue to work in this new environment.

The CLC is a collaborative group containing a broad cross-section of representation across government and industry, including: infrastructure, housing, manufacturing, and professionals.

Site Operating Procedures

Top of the list for the CLC was 'Safe Working Practices', which have been developed under the CLC's Site Operating Procedures (SOP).These procedures are about how to get construction back into some sort of activity, whilst keeping workers on site safe.

Since the outbreak, the Government has encouraged the construction and manufacturing industries to continue operations wherever possible, mainly to support the national effort by carrying out critical repair, maintenance and improvement work on NHS buildings or by contributing to PPE production.

There are some understandable concerns about whether the SOP can fully guarantee safety on site. The CLC has been rigorous in addressing these concerns and we have sought advice from Public Health England at every stage in the development of these procedures. When you're talking about activities on a construction site, there are obviously instances where you can't do social distancing. So the CLC has to ask what solutions are available to help the industry continue working? For example, can you use PPE, and, if so, what PPE?

If we're going to say "construction needs PPE," we must be sure that this does not drain any resources away from the NHS.

Supply chain and product

Another key issue we've been addressing, is product availability.

Linking up with the Builders Merchants Federation (BMF), we created a group called the 'Product Availability Group'. This has held a call every week with representatives from right across the whole supply chain including, product manufacturers, merchants and contractors.

Information for the recovery

As we slowly start to move back towards "normal activity", it's important to note that this will be a new way of working. A new collaborative approach has certainly emerged during the Coronavirus outbreak, as can be seen in the CLC Action Group.

In the group, we've asked all segments of the industry to feed information into the Department for Business, Energy and Industrial Strategy (BEIS). BEIS has taken this data, anonymised it, and aggregated it. This provides an important resource for us and is a collaboration that we would possibly not have done in the past.

Together with BEIS, the CLC group has published information on the supply chain, and other useful insights and resources on the industry's business activities. For instance, we've got some guidance on payment and contractual issues, and we're developing guidance on un-furloughing to ensure that people consider good working practices in all areas.

We've held regular meetings with a group of our HR directors since the outbreak began, to tease out such issues around employment.

The CLC group is hoping to present the findings of their work to the Government as a series of potential measures, including:

1 Detailed guidance on tapering furloughing.

2 Developing a system so that where talent isn't being used by one part of the industry, that talent could be swapped around.

3 Liquidity, cash flow and insurance. Some analysis of the situation and what could be put in place to help in future is being developed.

4 Developing a draft recovery plan. A draft will be shared with government soon.

Overall there has been positive activity with the industry coming together to develop a collaborative response.

Mapping out the 'new normal' and standards

The 'Safe Working Practices' we've mapped out in the CLC is potentially an opportunity for standardisation.

The Coronavirus outbreak has also given the innovation and digitalisation agenda within construction a new impetus. BSI and CPA and the industry in collaboration are working on digital technical activity.

There is likely to be opportunity around the new parts and structure that are being created. In the industry recovery plan, there are opportunities where BSI should be in the mix. This could be quite a rich moment in time where we can really take stock and examine working practices.

The future

We're still mapping out the 'new normal' for construction.

There's a real challenge in looking at what we've been doing for the last 20 years and saying, "Right, okay, we need to reinvent."

Maybe, in the process, we'll be unlocking the productivity that has troubled construction. Maybe we're going to see means of improving productivity, forced on us by necessity. That's certainly an element for the future.

Useful links

- CPA has briefings and guidance on its site for members and the public.
- Construction industry advice for COVID-19:
  - Construction response to COVID-19 ➡
  - Government guidance on construction and other outdoor work - Working safely during coronavirus (COVID-19) ➡
  - CLC COVID-19 Guidance on contractual issues caused by Coronovirus ➡

The CLC is a collaborative group containing a broad cross-section of representation across government and industry, including: infrastructure, housing, manufacturing, and professionals.

Recovering from COVID-19: Community resilience

Ruth Boaden, David Powell, Duncan Shaw, Jennifer Bealt, Nat O'Grady, Ayham Fattoum, Joy Furnival, The University of Manchester, UK

BSI asked Professor Duncan Shaw of the Alliance Manchester Business School to share his team's views on how countries should recover from the pandemic. Duncan is Chair of WG5 Community Resilience, part of ISO TC 292 Security and Resilience

Duncan has spoken with 20 members of the working group (WG), around the world, to find out their views on recovery in their countries. To date he has conducted over 40 interviews globally. Using the interviews, he has identified lessons learned for the UK and for other countries on how to address the issues COVID-19 presents.

The lessons have been compiled into small lessons which appear in their weekly 'The Manchester Briefing on COVID-19'. The Briefing is aimed at those who plan and implement recovery from COVID-19, including government emergency planners and resilience officers. Each week they bring together international lessons and examples which may prompt thinking on the recovery from COVID-19, as well as other information from a range of sources and a focus on one key topic. The lessons are taken from websites (e.g. UN, WHO), documents (e.g. from researchers and governments), webinars (e.g. those facilitated by WEF, GCRN), etc. Register at ambs. ac.uk/covidrecovery to receive future briefings.

The Key Issues

Written by the 'Recovery from COVID-19' team, led by Professor Duncan Shaw, The University of Manchester, UK

1. Introduction

This paper has been written to summarise and supplement existing guidance on recovery from disasters[1] and pandemics[2] in the unique context of COVID-19 and to incorporate wider learning and experience. It outlines the key issues and details the approach to recovery we believe is needed[3].

2. What is recovery?

• Recovery is defined as the process of rebuilding, restoring and rehabilitating society following an emergency, but it is more than simply the replacement of what has been destroyed and the rehabilitation of those affected.

• Recovery is a process – and is gradual. The pace of recovery will depend on the residual impact of the pandemic, ongoing demands, backlogs, staff and organisational fatigue, and continuing supply difficulties. Therefore, a gradual return to a 'new' normality is to be expected in the short- and long-term.

• Recovery aims to generate positive outcomes to address the fragilities and opportunities that the emergency has exposed.

• Recovery offers a wide range of opportunities at all levels from national government to individuals and communities – environmental / cultural / technological / 'community' / partnership working / public health & healthy living.

• Achieving this 'new normality' is a complex social and developmental process rather than just a remedial process.

2.1. Why recovery from COVID-19 is different

The scale is different. The damage to health, economies and social structures are global: "We must deal with the economic and social impact alongside the public health response"[4]. This universal effect on people, place and processes has been rarely accounted for in emergency preparedness plans which often focus on natural disasters.

The effects are different. Typically, recovery includes actions to reinstate the built environment that has been damaged or restore material objects that individuals, communities and organisations have lost; a focus on place. Whilst this will form one element of recovery efforts from COVID-19, there are many others. Economic impacts are vast with governments and a host of private firms, from banks to insurance companies, cooperating to develop new processes by which businesses and partnerships can re-establish themselves economically. The social and psychological impacts on people are both tangible and intangible, with the latter perhaps being most significant: families rocked by the loss of loved ones, entire populations isolated from the routines and relationships that form their normality. Isolation and a sudden lack of social integration. This will reverberate on many, if not all, people's mental health and wellbeing.

The knock-on effects are vast. The impact on one area of society produces knock-on effects on others. For example, the closure of non-essential workplaces has produced new levels of burden on digital infrastructure, requiring people to be based in a different place, and use new processes to work or support children's education.

The length of time for the initial response is different. With COVID-19 we are seeing an unprecedented, total shutdown of many services for an unknown duration, widespread across places and people, and with a likely gradual reintroduction/reopening of usual processes. Other

emergencies in the past have impacted across various elements of infrastructure, bringing transport networks to a standstill, causing the closure of various welfare institutions, producing incredible strain on healthcare and causing major disruption to economies but not usually for this period of time and requiring coordination across so many partnerships.

2.2. Key partnership groups involved in recovery

Recovery need to be carefully considered across key partnership groups. We have identified five groups that have an interest, and a role, in planning and enabling recovery and renewal:

• National government and associated departments will lead on determining national transition timelines from elements of response into recovery. For example, they will enable economic recovery, national infrastructure, policy and legislative changes to drive short, medium- and longer-term recovery. Specific departments will lead on restoring their services e.g. Department of Health and Social Care leading on dealing with the backlog of 'normal' health and social care services and exacerbation of illnesses. The nature of power at the national level means that many national associations will influence and inform this (e.g. Local Government Association (LGA), Confederation of British Industry (CBI), Trades Union Congress (TUC), National Police Chiefs Council (NPCC), British Medical Association (BMA)).

• Regional and local partnerships (e.g. Local Resilience Forums, Local Enterprise Partnerships) will lead local recovery planning ensuring the restoration of services (e.g. emergency preparedness, economic activities, transportation, public works, well-being services). These partnerships include wider societal interests in the economy, health, public and social health, community safety and resilience as well as national and local political influences. Local authorities are likely to take the lead for this work. In some places, city regions are already requesting power to enact recovery and renewal in their own places. The nature of political power will be key in these groups.

• Individual organisations will recover their own operations and service delivery, re-establishing processes, where they remain economically viable or value-added. They will reinstate normal statutory and business functions, attend to the welfare and well-being of their people, and may need to develop new ways of delivering service where on-going restrictions remain (e.g. social distancing). They may also review the delivery of services which are no longer adding the value previously thought. These individual organisations operate in the private, public and third sector.

• Local communities will self-organise and recover as appropriate, perhaps in conjunction with regional and local partnerships. They have the potential power to be drivers of recovery and renewal at a local level through the people and the place where they are based. This will include small place-based 'third sector'/non-profit/civil society organisations which will form an important part of both recovery and renewal. They may face specific sector, local and cash-flow challenges. The groundswell of local initiatives to provide support during this pandemic could be developed for wider social good

• People as individuals will influence recovery and renewal through public opinion and behaviour and this is likely to vary greatly across the country and across communities. The effects on individuals and their mental health as a result of this pandemic is both unpredictable and likely to be widespread and so previous patterns of behaviour may not be reliable predictors of the future.

1 https://www.gov.uk/guidance/emergency-response-and-recovery and specifically chapter 5 of Emergency Response and Recovery (updated October 2013)
2 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/213717/dh_131040.pdf
3 https://www.alliancembs.manchester.ac.uk/news/how-can-society-recover-from-covid-19/
4 https://www.un.org/sites/un2.un.org/files/un_policy_brief_on_human_rights_and_covid_23_april_2020.pdf

2.3. Starting recovery

Planning for recovery needs to start during response and will have short and long-term aspects to it. Many UK Local Authorities (LAs) are now starting this planning process but the challenges of COVID-19 make this difficult.

Lessons from previous emergencies and crises indicate that recovery must start early and can lead to a better future even though it may not seem appropriate or possible to discuss strategic recovery during the response phase.

3. The challenges of recovery

3.1. Compared to response

Experience has shown that the recovery phase and the structures, processes and relationships that underpin it are harder to get right than the response phase.

Recovery should be done 'with' the community not 'to' the community[5]. Provision of recovery support is to assist affected communities towards management of their own recovery, with communities having different needs and priorities.

Recovery usually takes years rather than months to complete as it seeks to address the enduring human, physical, environmental, and economic consequences of emergencies.

3.2. Common aspects of recovery

Learning from previous disaster recovery[6] shows that there are common aspects of recovery:

- to experience a sense of camaraderie, unity and optimism in the early stages
- for recovery to be a long, protracted journey
- for people to have a hard time along the way
- for ongoing stress to make it challenging to retain optimism, tolerance, the ability to problem solve and empathise
- for the majority of people and communities to 'recover' but also to grow from the experience.

Recovery therefore offers a wide range of opportunities at all levels from national government to individuals and communities – environmental / cultural / technological / 'community' / partnership working / public health & healthy living which need consideration.

3.3. Leadership

Leadership in recovery is different from response although remaining challenging and requiring flexibility. Key differences[7]:

- Uncertainty: "You have to try to imagine the future when you are in an environment that is uncertain and rapidly changing. You have to make important decisions with limited evidence and do it with confidence."

- Scale: "The size and complexity of what needs to be done can be overwhelming. Every aspect of life changes"

- Time: "Decisiveness and the ability to make good decisions quickly. Part of that is making everyone feel included in the process. It's a balancing act between those things"

- Psychology: "Impacted populations work differently. Chronic stress negatively impacts relationships, problem-solving, creative thinking, ability to take on information... As people get worn down, trust, cohesion and niceties can be lost"

- Endurance: "This is not a marathon, this is not a sprint, this is not a relay. It's every horrible endurance event that you can imagine all rolled into one"

4. What do we need to consider in recovery?

4.1. The key issues

Using generic categories to capture the key issues has been shown to be useful in recovery, enabling all issues to be identified and plans to be aligned across sectors and groups. The framework of humanitarian assistance, economic, infrastructure and environmental, supported by key enablers, covers all the key issues.

Examples of issues[8] in each category:

- Humanitarian Assistance (including health); physical impacts (including individuals' health, housing, financial needs); psychological impacts; volunteers
- Economic; reopening businesses; retail, leisure, hospitality
- Infrastructure; restoring daily life (educational establishments, welfare services, transport system, waste management); digital infrastructure and cyber security; supply chain management and logistics
- Environmental; green spaces - accommodating social distancing

Enablers:

- Communication and engagement; connectivity between health and wider system; use of media; community engagement; public reassurance regarding health and social care concerns and the capability/capacity of the health and social care system.
- Governance and legislation; emergency legislation and the transition into recovery, use of existing governance mechanisms

4.2. National guidance

There is UK national guidance (Cabinet Office) for recovery which focuses on structures and process and will be followed by Local Resilience Forums as part of their usual process.

4.3. What is happening elsewhere

Across the world cities and countries affected by COVID-19 are starting to put their plans in places for recovery. As this is a fast-changing situation, it isn't possible yet to identify generic key lessons from their approaches but we are providing regular updates by email which you can sign up to receive http://ambs.ac.uk/covidrecovery.

5. What should we do?
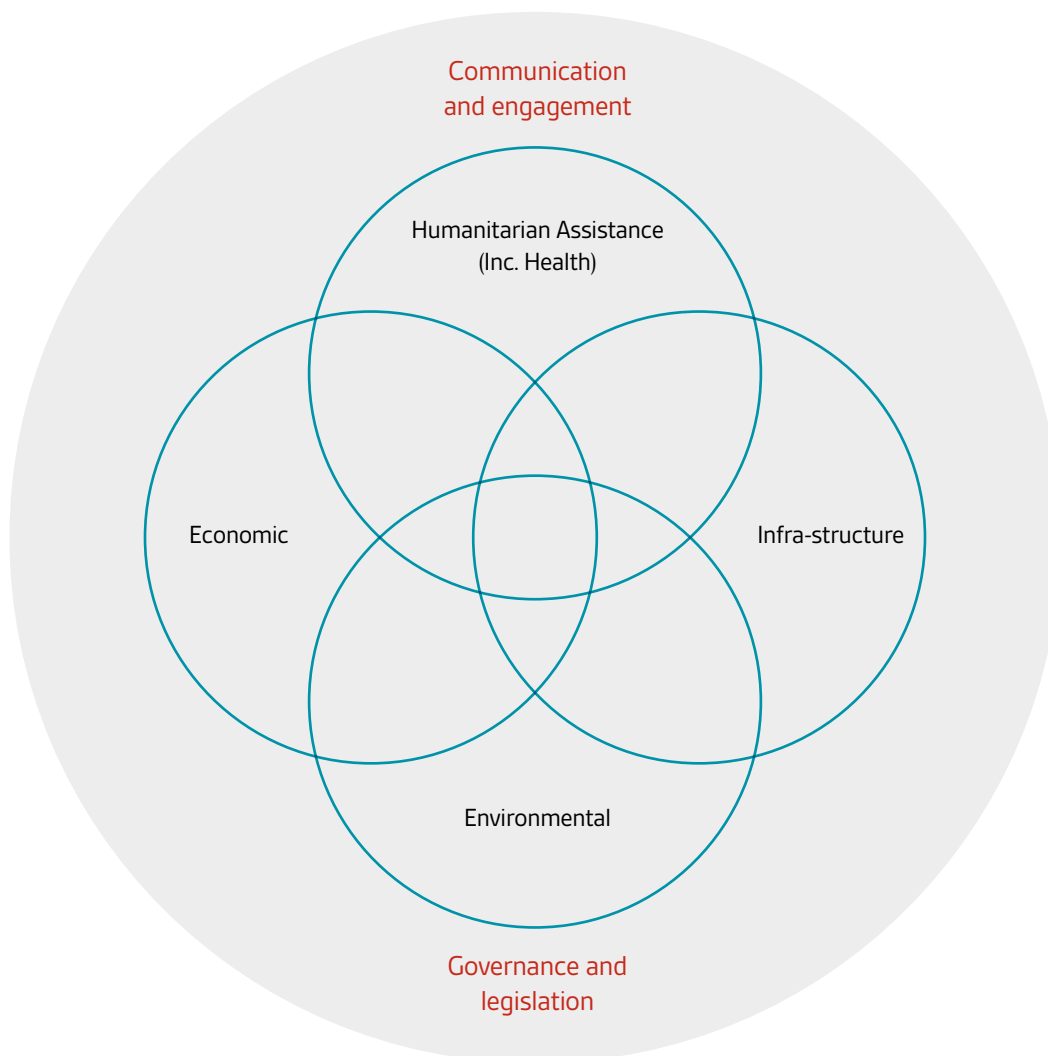
5.1. Short-term

5.1.1. Identify a strategic lead and appropriate governance

Begin to develop partnership objectives for recovery, supported by an appropriate group within the current governance structure.

5.1.2. Identify the key stakeholders

Many of these stakeholders will already be involved in the response effort in some way and so existing structures may be helpful here in identifying the key groups.

- Governments: those who will develop and enact national guidance and legislation which the whole country will be expected to follow. This will also include the provision of economic assistance in a range of forms.
- Organisations: responding agencies, advising agencies, those whose services are or will be affected as a result of the emergency. For COVID-19 this is already vast and, in the UK, includes... NHS Foundation Trusts; Community Health Trusts; Mental Health; Clinical Commissioning Groups; Public Health; Voluntary Sector; Community Groups; Local Authority Social Care; Drug and Alcohol Wellbeing Service; Local Authority Wellbeing Teams; information governance; coroner's representatives; funeral directors; transport providers, schools, police and many others
- Individuals and communities: "There will not be one person untouched in some way, either physically, socially, economically or psychologically by this emergency".

5 Emergency Response and Recovery (updated October 2013), chapter 5
6 https://www.preparecenter.org/sites/default/files/leading_in_disaster_recovery_a_companion_through_the_chaos.pdf
7 https://www.preparecenter.org/sites/default/files/leading_in_disaster_recovery_a_companion_through_the_chaos.pdf
8 This is not a comprehensive list – examples provided to illustrate the scope of each category

Diagram: concentric Venn diagram with outer ring labeled **Communication and engagement** (top) and **Governance and legislation** (bottom). Inner overlapping circles: Humanitarian Assistance (Inc. Health), Economic, Infra-structure, Environmental.

5.1.3. Carry out impact assessments

This might be developed from your existing structures/cells and capture issues from existing data. Existing approaches to impact assessment can be used

It may include equality impact assessments to identify the potential disproportionate effect of the pandemic on some communities and individuals

5.1.4. Make plans

These will include plans for:

- restoration of services
- dealing with residual impacts: 'exit strategies' where relevant, staff and organisational fatigue, ongoing supply difficulties
- dealing with the backlog of 'normal' activity which was suspended during the pandemic
- dealing with things hidden during the pandemic but now emerging: domestic abuse, child protection, drugs misuse, mental health issues
- longer term recovery

5.2. Longer-term

Higher level macro strategic issues – e.g. economic regeneration are most likely to be driven by government but there will be local issues and needs to be planned and addressed as part of this. At this stage identification of the long-term issues may be all that is required.

6. Conclusion

Recovery to the effect of COVID-19 presents an opportunity to renew our societies, to reconsider what we want to be, what we can stop doing and what we should put more effort into.

Useful links

ISO 22315: 2018 Mass evacuation – Guidelines for planning

ISO 22319: 2017 Community resilience – Guidelines for planning the involvement of spontaneous volunteers

ISO 22395: 2018 Community resilience – Guidelines for supporting vulnerable persons in an emergency

PD ISO/TR 22370: 2020 Urban resilience – Framework and principles

Standards, coronavirus and the economy

Professor Richard Kneller and Dr Cher Li, Nottingham University

Richard and Cher are conducting research into issues of productivity and the use of standards. They are working on the ProPEL Hub funded by UK Research and Innovation (UKRI) which disseminates research-based insight and promotes knowledge exchange on productivity issues.

BSI asked them for their insights on the potential impacts on enterprises and the economy, as the UK begins working in a new environment.

Future industrial economy and research

Q Given the current situation what thoughts do you have about prospects for the economy?

Richard Kneller: Firstly, it'll be interesting to see the transition that takes place as lockdown is being lifted. Where will people work in future? Prior to lockdown, firms expected workers to come to the office, but they may have changed their views now.

There was an interesting piece of research done about six or seven years ago, in a Chinese call centre. Under randomised control trial conditions, from a group of call centre workers who wanted to work from home, some were assigned the opportunity to do so.

The findings showed that this led to improved productivity for the group working from home – because they worked when they wanted, avoided commuting, shopped during less busy times etc. When this was rolled out across the whole firm, there were additional productivity improvements because some people self-selected into working from home as it suited them. Another group found that they were more productive coming into the office. So, having that flexibility of practices, led to an overall productivity improvement for the whole firm.

Many firms were beginning to move in this direction anyway, but enforced lockdown moved those who'd work better in an office to actively having to work from home. Productivity could worsen for that group, even though it may improve for those now allowed to work from home where they couldn't before.

Once the lockdown is lifted, there's greater opportunity for firms to be flexible in how they allow their workforce to work, by accommodating preferences for home and office work, leading to possible productivity improvement all round.

A second general trend, closely connected though not so obvious as a productivity improvement, is that in reconfiguring office space towards hot desking and more flexible ways of working, firms need to commit less space for their workers, because they're using desks across a broader range of time. This reduces the amount of building capital that the firm requires and that also leads to productivity improvement.

Productivity is the amount of output achieved against the amount of inputs used, and whilst the reconfiguration of office space possibly doesn't increase the amount of output you get, although that first story

may suggest that it can, it definitely reduces the amount of resources you need. You rent offices smaller than they previously needed to be because technologies allow you to work flexibly.

If you now require greater spacing between people, then increasing the amount of people who work in the same amount of space becomes more difficult, but if you allow for this greater flexibility in the ways of working, then, actually, it has the potential of generating additional productivity gains as well. It could be an accelerant towards reducing the amount of building capital.

The combination of reducing the amount of building capital and benefiting those who prefer to work at home, as opposed to work in the office, might lead to productivity improvements longer term, even if the productivity effects are more questionable short term.

Lockdown transition

Q What other impacts might affect businesses during the transition from lockdown to a different way of working?

Cher Li: Increasing outputs depends on the sector. Knowledge workers are still doing most of the work they did before, but for agri-food and a lot of the food and drink industry, that part of the economy has been brought to a halt. And it's also the case in sectors where there's often less flexibility for different practices (like home-working).

Where there are productivity gains, these may not be equally distributed across all parts of the economy. If sectors can leverage new opportunities, outputs may go up. And, medium to long term, we might be able to achieve better work-life balance. This leans to the wellbeing angle, which is topical in line with the development of new guide ISO 45003 on psychological health in the workplace. In terms of standards development, some of the learning could certainly feature in emerging standards and there is also a major wellbeing angle to the productivity issue.

Q What about the impact on the manufacturing sector?

Richard: In manufacturing, short-run negative impacts could occur where greater distancing is required between workers, requiring firms to reorganise the way their production lines work. If they need to be rearranged for greater distancing, this will cause disruption. It could be that they happen upon a better way of working because they're forced to make the change, but it's quite likely that it's going to lower productivity in the short term.

Given vulnerabilities in employing labour, it will be interesting to see whether manufacturers will be encouraged to invest in new types of capital which automate more parts of the production process. If you require fewer people, you can create more space inbetween them. In the future, machines could be kept running with fewer people physically present.

Digitization

Q What are your thoughts on the potential for faster digitization?

Richard: Part of the reason for a previous lack of take up for Industrial Digitized Technologies in manufacturing (see "Made Smarter Review") is probably availability of cheap labour. This means that there's less incentive to invest in expensive digital technologies. There is likely to be unemployment as a result of this shock and, within economics, you're always thinking about which prices are changing. If the price of labour is going down, then that's going to be a disincentive to invest in capital, but there are other factors as well.

Social distancing requirements, for example, may be a driver towards greater capitalisation, so it would be interesting to see if that provides a necessary incentive.

And for retail and hospitality that requires large numbers of people coming through in order to generate output, then social distancing requirements are going to be severe and will affect the productivity of that form of working in comparison to, for example, online shopping.

This is a large disruptive change, which tends to generate opportunities for those who are in the right place, who are maybe investing in these technologies already. They'll have the advantage compared to those who have been forced to make the change. For them, the adjustment costs are going to be much bigger short term.

It is uncertain what the aggregate effect on productivity will be because there are so many competing factors which makes it difficult for anyone to make an accurate forecast. Productivity could rise as a result of digitization, but if that means that there are greater levels of unemployment, for example, then, clearly, there are other macroeconomic consequences that we should worry about.

Q And in other sectors?

Cher: In the health sector for instance, traditionally, there may be a cultural issue with a preference for face-to-face interaction. But when people don't have a choice, you can see that prescriptions given over the phone, or over the Internet, can offer timely and effective diagnosis. This could be accelerated with the development of telehealth services and the use of AI in healthcare.

There is a great need for statistics to measure the efficacy of this type of intervention through the adoption of industrial digital technologies (IDTs) and the different patterns across sectors. And it will give us the opportunity to see how these sectors can benefit from digital opportunities.

Before the dust settles, it is tricky to precisely evaluate the true effect of this economic crisis. Even in sectors that seem to be doing relatively well, like online retail, where you would expect sales are booming, they would say they're making little profit right now. Their costs of delivery etc have gone up with increased orders and volatility around the supply chain is also impacting them.

Global trade

Q What might be the impacts be on trade – global v local?

Cher: A blended approach will likely work better where we try to leverage the flexibility that new practices offer us. You would expect to see most productivity gain where technologies have been used to enable something to happen, which could not have happened otherwise.

There has been some discussion around trade, the trend of globalisation as a result of this situation, and the impact on traditional trade models like the "gravity model", which simply predicts that you tend to trade more with your nearest neighbours – alongside the market size which also matters. As the distance goes up, trade volume should go down assuming similar market size. Will these predictions still be true or not?

If a business manager or someone who negotiates a trade deal could have a regular meeting by staying at home, instead of having to travel for 15 hours to meet with an international partner, then the cost of doing business or transacting will go down dramatically.

This opportunity has always been there, but, right now, people are forced to make those choices and realise they are getting as much done, or even doing things which would not have been imagined at all. This is where you'd expect most of the gains or see performance going up.

Richard: Cher touches on an interesting point there, relating to standards. As we think more about the relationship with international trading and, especially for trade in services, the role of standards becomes very important.

In the healthcare sector, it is possible to consult online: the doctor doesn't have to be in the room. So, is it necessary for the doctor to be in the local GP practice, as opposed to in India or somewhere else, because the technology is as effective there as it would be from just a couple of miles away? Clearly, if that's the case, you want to ensure that the person working from another country not only has the right qualifications but is also using the same standards as the person working in the UK.

This technological change encouraged by the pandemic allows the globalisation of bytes of data. So, if we move to a world where globalisation of atoms becomes more difficult, both locally because we must keep apart from each other, and globally, then technologies which allow the globalisation of data may have an advantage. This is where international standards become very important.

Q Any final thoughts about interoperability, security and globalization?

Cher: Management standards and interoperability standards must meet different levels of societal and regulatory expectations across borders, though clearly globalisation of data is a risk in terms of viruses, and cybercrime.

However, overall data exchange and collaboration would be more possible if everybody encouraged more investment in developing security. The technology can now provide that platform, so standards, again, have a huge role to play in enabling trust from the user side. Lack of trust is a key barrier to adoption of anything and trust is the currency of future transactions in the economy.

✓ Useful links

Nottingham University Business School is part of a new research hub to boost UK business productivity – ProPEL Hub ➔

ISO WD 45003 on psychological health and safety in the workplace ➔

References:

i Nicholas Bloom, James Liang, John Roberts, Zhichun Jenny Ying (2015) "Does Working from Home Work? Evidence from a Chinese Experiment", The Quarterly Journal of Economics, Volume 130, Issue 1, Pages 165–218

ii Made Smarter Review ➔

iii Digital healthcare innovation ➔

How the crisis is impacting environmental management

Martin Baxter, Chief Policy Advisor, IEMA

The arrival of COVID-19 has led to huge societal change, with far-reaching impacts to our home and working lives, as schools have closed and large numbers have begun to work from home. The effect on environmental management has been extraordinary. The UK has seen a noticeable impact on its waste streams with a big drop-off in commercial waste and a big spike in household waste. This has been complicated by the change in materials being collected and disposed of (for example, increased PPE from the NHS and likely confusion over whether/how to dispose of waste from households in quarantine). There has been reduced capacity to separate materials at some local authority sites (local authorities already operate different systems across the country).

New large housing and commercial developments are dependent on ecological surveys and these are typically seasonal (Spring/Summer being the best time). There remain questions over what impact the current lack of surveys (and the delays/backlogs caused after lockdown is lifted) will have on building programmes. Even if automatic traffic counters and air quality monitoring can be undertaken during lockdown, the data collated during April and May will not be representative. Consequently, professional judgement will be needed. What is a reasonable assumption? Is there past data available? It's also important to remember that all such developments go through a legal process (public consultations, notices erected on sites) and this must be fulfilled wherever possible with an appropriate consideration of impacts. This crisis has demonstrated the real need for site managers to collaborate with ecologists / environmentalists. IEMA itself is discussing with Government and the sectors it works with how best to accommodate such pragmaticism.

What the crisis has certainly told us is that all these systems are extremely complex with multiple interdependences and vulnerabilities. The challenge is thus how best to measure/manage/reduce these vulnerabilities in order to build back better.

"The crisis has seen people connect back into their communities. It has given us more awareness of what's around us"

The future and how best to succeed

Businesses were already becoming aware of these complexities. Change was underway. When the greenhouse gas emissions target was an "80% reduction by 2050" (as per the requirements of the 2008 Climate Change Act), most companies were possibly expecting that they might fall into the 20% unimpacted. Now, with "Net Zero", there's really no hiding place: everyone is caught – and some organisations will have to work harder than others (actually strive for Absolute Zero). So, even before the crisis, many businesses recognised that they would have to go further, faster. This economic crisis has not changed the underlying risk of climate change. The sectors that IEMA has been talking to are not calling for a step back from those commitments (though, in truth, they are probably not asking for a stack of new requirements) as they recognise the climate science hasn't changed!

It's clear that those investment portfolios with strong environment, social and governance (ESG) credentials are outperforming those without, and green bonds are doing well. Investment will be tight going forwards but investors will be putting their money where they can see risk/resilience policies are already in place. Put simply: low risk means something is more investible – and those lower risk businesses will also have access to capital on better terms. This current crisis has provided a really important steer from the market that companies need to maintain and strengthen their sustainability programmes and those that better understand the system in which their business operates (their supply chain, their customer base, their role as part of society and their stewardship of the environment) will inform how the broader economy comes back.

Societal expectations have changed, possibly for ever

The crisis has seen people connect back into their communities. It has given us more awareness of what's around us (lower air pollution, less traffic, more space for cycling). Some local authorities, anecdotally, are suggesting they are looking at how to embed this into the short term and beyond. So businesses that want to roar back may find that local councils are not in such a rush to open back up to the way things were before. And that may also be the response from employees and consumers. A thriving resilient organisation relies on the health and well-being of its workforce.

IEMA has had to respond to the changing circumstances of its members. Some are operating in frontline services (eg NHS) – so are working as before but under a great deal more stress; some have been furloughed, some are self-employed.

IEMA's response has been to increase online service delivery and this has been well-received and will likely continue when current restrictions do not apply as the 'new normal'.

The nature of environmental audits has inevitably changed as a result of the crisis and there has been a rapid transition to digital techniques such as remote assessment. It remains unclear how this approach plays out for the Environment Agency, as a regulator, can typically only act on what information it receives, either as self-reported (by a company) or via its own EA inspectors. It will be interesting to see if the EA similarly adopts digital techniques.

A facilities management approach to re-mobilisation

Stan Mitchell, Chairman & CEO, Key Facilities Management

BSI asked Stan Mitchell, Chair of BSI's FMW/1 Facilities Management committee and ISO TC 267, for his thoughts on how organizations with different premises can work safely.

The Facilities Management team has a vital role to play as workforces re-mobilize and workplaces need to facilitate new ways of working. There are different types of facilities, but the process of going back is fundamentally the same.

As the Chair of the UK Committee which worked on the international standard, ISO 41001 Facility Management, I would naturally suggest that anyone who follows that standard will be well prepared to manage the current challenges.

A Four-phased Approach

1. Risk Assessment (plan) — Trackers/ Audits/ Resources
2. Re-mobilisation (do) — Plans & Actions
3. Re-entry (check) — Soft & Hard logistics (measurement) (second wave?)
4. Improve (act) — Monitoring & Workplace Wellbeing

Phase one

Phase one is a risk assessment. It informs us of the What, Why, How and When. It must be multi-dimensional in that it has to be primarily about the people but also encompass all aspects of how those people function within the space and how the space functions around the people.

The use of trackers if you manage multiple spaces, floors, buildings, locations will greatly assist keeping track of the 'What, Why, How and When' as you come under pressure to make it happen and, with confidence, advise those likely to be directly affected by the status of the re-mobilisation.

The audit populates the tracker in terms of what needs to be taken into consideration, the focus of the risk assessments, the best people to review space planning for social distancing, and the best people to review the flexibility of the building services assessment.

You should audit what your premises look like. You have got doors, lifts, stairs, meeting rooms, washrooms etc. Each floor might have to be treated differently because the activities in each floor might throw up different risks and different requirements identified via that audit. In terms of that location and the circumstances within that city, region or country, what are the risks that we need to do something about? The audit is about understanding what you need to do. It is looking at the specific locations and the specific needs, across the whole facility.

It will be important to consider the resources available to you. Most facilities teams are lean therefore it is likely that additional resources will be required, in terms of labour, to undertake the preparatory tasks likely to be identified. It will be equally important to secure the financial resources for the adaptations that may be required when introducing guidance, communications and any necessary test/maintenance equipment. You should then consider what resources you need that go beyond the normal resources, for example for deep cleans, filtration of a building, mail handling systems, and for flushing through water systems with the risk of Legionella because they have been sitting stagnant over time, etc.

The first thing is to understand what you have got to do. You may think you know what you are going to go in and do, but when you actually get there and look with a COVID-19 perspective, you start to see a whole bunch of new challenges, for example how do you make sure door handles, communal equipment, vending machines etc. do not transfer the virus as soon as you let people in the door? The risk assessment will identify whether you can mitigate or eliminate that risk. If you cannot eliminate it, you would look to mitigate it.

Phase two

Phase two is in the re-mobilisation. From phase 1 we now have an idea regarding the What and the Why, phase 2 is now all about the How and the When.

As the workforce begins to get back to work or continue working in these new circumstances, it's about developing the plans and the actions required to deliver an environment that meets the technical requirements as identified in phase 1 but, more importantly, to provide the people with the confidence that what has been done and the logistics that have been put in place has their health and safety as the first priority. That assurance is critical not just for the individuals themselves but for their families as well. People will not be productive and cooperative if their mental health has not been taken into account, therefore this phase is all about being proactive not just in the physical and facilities related tasks but in giving the people entering the facility the confidence that what we have done has been thorough and robust.

Communication and coordination are key within the planning process along with the subsequent actions. All stakeholder groups need to be fully embraced within any such communications plan.

Phase three

Phase three is about re-entry into the facility and welcoming those that return with clear communication, signage and instruction.

Only when you have had enough time to mitigate or avoid the risks identified, assess the audit tracker, procure any resources needed to enact the plans and actions, can you start thinking about letting people go back to work. It is about the soft and hard logistics related to the people and the physical aspects of the facility as they re-enter the facilities.

"If we do not measure, we cannot improve". In this phase we need to measure all aspects of the effectiveness of what we have put in place and the effect it has on the people. We must recognise that not only can we improve the situation, but the situation is not static. COVID-19 is effectively never going to fully go away so in the short term our focus is about avoiding the impact of a second wave of the pandemic. That may occur in terms of the facilities we are managing or indeed within the environment and location in which we operate. Additional people returning to work will inevitably change the dynamics within the facility and possibly change the initial results of our risk assessment, so measurement on an ongoing basis is the key.

We are fortunate today in that technologies are available to us to measure almost any aspect of the workplace and the environment within it, so measurement that would have been a challenge some months ago is very feasible today. Non-intrusive sensors can monitor social distancing (whether our measures are achieving the desired results), air quality, VoC levels and building services performance, to name but a few. There already exist sensors for all aspects of workplace well-being in relation to this pandemic.

We need to consider that there will be staff who are somewhat laissez faire about sticking to new rules and processes that we put in place, and there will be others who may find all the changes stressful. It's important to accept that people will respond and behave differently.

We have to be prepared when experiencing such people-related dilemmas in the workplace to ensure clarity within corporate policies and procedures.

Phase four

Phase 4 is about taking appropriate actions based upon the performance measurement of the precautions and logistics that we have enacted during phases 2 and 3.

Phase 4 is that feedback loop which will inevitably take you back to phase 1 to start the probably never-ending cycle. But this is not new, as facilities managers we have been doing that since we came into being as a strategic professional discipline. The only thing that is certain for a Facilities Manager is 'change', every week, every day, every hour, but that is what most of us enjoy!

It's essential that part of the logistics in place ensures that the Facilities Management team will be alerted when anyone begins to feel ill in the workplace. Contingency plans should be in place to isolate such an individual until their illness can be validated.

Close liaisons with all parts of the organisation are essential; we will not succeed without such support. Ultimately, we are only a pivot around which the organisation needs to operate, albeit a 'business critical' one. Whilst we have always thought that anyway, COVID-19 and how we get our organisations back to work, safely, will highlight it.

The Facilities Management team can only make recommendations and suggestions though, decisions will continue to be taken by those who ultimately take the responsibility.

✓ Useful links

Article: Facilities Management, Coronavirus and the Value of ISO 41001 ➡

The security sector and the impact of the lockdown

Dave Wilkinson, Technical Director of the British Security Industry Association

BSI invited Dave Wilkinson to offer his thoughts on the impact of lockdown within the security sector, both in terms of the service providers and their clients.

From the start we, at the British Security Industry Association (BSIA), wanted to identify the security industry as key workers to ensure they would be able to continue whilst following government guidelines, so this was a big challenge and BSIA worked with the Security Industry Authority (SIA) to lobby government to get recognition for manned guarding as key workers. This was accepted on the basis of providing services to other key workers, medical, transport etc. This is the case with both manned guarding activities and electronic security systems, such as monitoring medical facilities, also including installers for maintaining alarm systems. as some construction sites have carried on with their requirement for security systems throughout all of this to protect expensive equipment assets.

There has been a mixed response from the sector as we have recognised a lot of activity has been closed down for small businesses and so lots of installers of security systems have been furloughed as security companies are only dealing with ones classified as essential services. There is still activity in maintenance and call outs, but this has been limited as some premises remain closed for preventative maintenance. But reactive maintenance is still happening, remotely where necessary.

The 'normal' throughout lockdown and what we anticipate will be the 'new normal' as we come out of lockdown

We are reacting to government advice and we therefore don't know what's the new normal yet and we're still learning as we go through this. Lots of companies are adapting to what they can and can't do. Eg. Alarm Receiving Centres (ARCs) had to adapt to new staffing concerns as employees can't sit next to each other so some ARCs are having to use

two ARC premises. Employees cannot work from home because ARCs are high security areas, so this is creating lots of challenges. New ways of working and prioritising types of calls are being undertaken and they are looking at innovative ways to deal with signals that are not deemed as an emergency, where alarms of a technical nature are being responded to by communicating with clients in other ways.

The use of remote maintenance and diagnostics is being widely used, as it is permissible in current standards to use this technological solution as long as this is agreed with the client and their insurers, but obviously there might be site damage that is not identifiable remotely. A way forward would be to enhance and increase the use of technology for clients so the COVID-19 crisis is likely to change the way we do things over time. There may be more PPE equipment carried with the engineers in the future, such as face masks, gloves etc. as well as existing use of PPE for building sites etc.

The role of the security sector in the restoration of economic activity

We are looking at what additional services or advice we can provide as facilities begin to open up to enable access to employees and customers. Security personnel are key workers and part of this crisis from the very start, and as a consequence some sub-sectors and services have been very busy, particularly in the manned guarding sector, but not crowd management for example. There may be more of a desire to cross-train people but licensing will be an issue as the security sector is regulated by the SIA and individual security services are licensed. Systems installation work will hopefully continue when premises and refurbishments are functioning again. As the government is phasing in different types of business activity, so the release of manufacturing activity will be good for security equipment manufacturers, and the construction sector often requires higher security for high value equipment and assets, so recovery will be gradual when installation recovery starts.

As a trade body BSIA's primary role has been to lobby government to ensure security workers have recognition as key workers, eg. lobbying on behalf of the guarding sector to recognise the workers who are in high risk areas of industry that are exposed to COVID-19. The Prime Minister mentioned manned guarding by name as he announced that the government are providing life assurance for NHS. BSIA are lobbying, as security workers are working in a high-risk environment.

BSIA has provided links to guidance and asked their member companies to follow the latest guidance provided by the government. It is difficult to give specific advice so they are trying to signpost and update on lobbying activities and where challenge occurs are looking to assist the sector with a resolution. They have also lobbied Certification Bodies to issue guidance to ensure that approved companies continue to follow all standards, and to provide information to their clients to ensure they wouldn't be penalised if they couldn't go on site to maintain a system.

Re-opening facilities and enabling access for workforces, customers and suppliers

If a company has staff manning alarm receiving or monitoring centres, they must continue to follow government advice regarding travel to the premises and social distancing, as well as considering the assurance of providing PPE. This challenge has taught us that a lot of business can be done at home and we have learned how to work away from the office, and in future this may be something employees are expected to do on a regular basis, so this has environmental and cost savings. We should be cautious, however, because although we can achieve less contact, a balance has to be achieved in terms of the wellbeing of staff.

New technology could assist with businesses opening up with less contact required, as discussed above. Companies will need to do a risk assessment for their staff against the government advice on social distancing and PPE etc.

Training for COVID-19 procedures should be provided, covering such matters as:

- contacting the customer before staff can attend a site
- asking whether the customer wants visitors to the site
- if the site is a commercial place of business, what procedures have they got in place?

The need for lone worker devices is likely to grow, to track staff and receive alerts of incidents. Perhaps patterns of high incidents of COVID-19 could be communicated on such devices in future so lone workers could be pre-warned of a high-risk COVID-19 infection area. The solution will be a combination of both technology and people.

BSIA recognised the need for a business continuity plan specifically for COVID-19. Two stages were identified as necessary: one for what to do whilst the situation was developing and one for lockdown and how to deal with staff. Now, organisations should be looking at a recovery plan to get back to work; this will give confidence to employees for when they go back that it will be a safe working environment.

Restoring businesses and exploiting new opportunities to deliver products and services

Standards are there to provide Video Surveillance Systems (VSS) for security but the application of such security technologies will likely be used for safety, so we might see a number of reports in the trade press of technology being utilised to shape how we work in future such as the use of temperature sensors. Technology will play an increasing part in helping support the manned and manual side of security to provide an innovative approach, although where new technology is used there has to be a balance against privacy rights of people. For electronic security systems, such as VSS and access control etc., the application of security systems were already expanding to be more multifunctional and this will continue, such as interconnecting devices to recognise people in their homes and detect movement etc. The EN 50131 series for intruder and hold-up alarm systems is trying to embrace the application of IOT technology as the demand is quite high, so for the security sector to survive they need to react to security systems being part of a wider system rather than just a box on a wall with wires. This would embrace the use of IP cameras, cloud storage, analysis movements of people etc. although the value and benefits will need to be weighed up against privacy concerns. There are currently debates over the use of Automatic Facial Recognition (AFR), for example, whilst it should be noted that the government are launching apps to monitor people.

Useful links

[BS 10800:2020 Provision of security services. Code of practice ➔](#)

[BS ISO 22340 Security and resilience -- Protective security -- Guidelines for establishing an enterprise protective security architecture and management framework ➔](#)

[BSI Security Standards Brochure ➔](#)

[Security: Take a practical approach to security to minimize risks, reduce premiums and meet regulatory requirements ➔](#)

Data, defence and the recovery

Dr Tim King, Principal Consultant, Babcock International

Dr Tim King is Convenor of ISO/TC184/SC4/WG13 - Industrial Data Quality. He is also Chair of the BSI committee AMT/4 – Industrial data and manufacturing interfaces.

We asked him for his thoughts about the current situation and the impacts on digitization.

Digital transformation and continuity

Babcock, as a major organisation, is contemplating many of the issues around new opportunities for the digital world and digital transformation.

But the impact of COVID-19 adds an extra dimension and makes a fundamental challenge to much of what we had taken for granted before.

Dockyards, for instance, are clearly having to understand the challenges of this disease in delivering physical product, while recognising that many of the digital technologies that we are implementing will give us the opportunity to think about things in a non-physical way from the start of the supply chain. The impact of digital twin on this, for example, will be transformative.

Defence, digitization and recovery

As well as working within a big enterprise, I am on secondment to another organisation called Team Defence Information.

This is effectively a trade association that specifically sits in the space of how information and digital technology can collaborate. We have a long history of being in that shared neutral space, working with the Ministry of Defence and its suppliers to understand how we can work together effectively. I have a specific role here mandated from the Defence Suppliers Forum, which is where ministers sit alongside the supply chain operators thinking about strategy around supply chain and exploring issues around the industrial supply base.

I have the role of delivery continuity executive: so what does delivery continuity look like in the new world?

It is important to recognise that, in the context of knowing that technology can do all sorts of exciting things for us, we have a fundamental challenge, which is that the MOD is trying to get ships to sail, and aircraft to fly, etc, and has all sorts of major contracts in place to make that happen.

Sometimes, though, there are key elements that are essential for information sharing and collaboration which, if they don't work effectively, can bring those contracts to a halt.

From a very technical point of view, one of the key examples often referred to about all of this is how the Mars Climate Orbiter mission, in 1999 – with $300m+ worth of expenditure – was unsuccessful because of a single value in a single digital file being written in the wrong units of measurement. This was then interpreted by the engineers that received it in the units of measurement that they were expecting in the first place and meant that the spacecraft didn't survive entry into Mars'

atmosphere. This is one of the fundamental nuggets that I carry around in my pocket to show just how critical data can be.

On a lesser scale, we come across this sort of issue often in our daily lives and know how crucial data accuracy is for making the right decisions across our organisations, whatever we are doing.

In the Team Defence Information context, we are beginning to explore the question about how digitization can help aspects of future development and of recovery.

In defence, there are national security concerns that do constrain some of the ways that we operate. However, it is important to recognize that intellectual property rights are as crucial to the existence of commercial organisations as elements of national security are to the operation of the defence sectors.

Different sectors' experience will be varied, but collaboration has some fundamental common themes, whatever the context. Our MOD colleagues have rapidly transitioned to working from home. Even three months ago, no-one could have foreseen that this would happen.

We have all had technology challenges. It has been fascinating to see different stakeholders coming together to identify the bottlenecks and find solutions.

"It is important to point out that none of the business models behind Amazon, Uber, Airbnb would have been possible without data, as digital data has the power to transform. The level and degree of transformation is only really becoming clear to us now."

We have all had technology challenges. It has been fascinating to see different stakeholders coming together to identify the bottlenecks and find solutions.

Technology and adaptation

Sometimes there has been simple misunderstanding and it's important to highlight this is not just about the technology, it is also about the human being. Users are often able to do the most unexpected things with technology!

There was certainly a reaction to organizations publicized as avoiding the use of some communication software recently. And it's important to note that this sort of thing usually comes about because people have not thought carefully enough about the implications of certain settings and these were not well understood by the average user.

Facebook went through a similar experience. They had complexity in their privacy and sharing settings and took the view that they could set these towards the relaxed end of the scale because people wouldn't mind; however, there were issues once users realized the full implications of the defaults in place. Now Facebook has moved default settings towards the safer end of privacy and security.

And, while Facebook would, no doubt, feel that, the so-called "less safe" end is not less safe in reality, for psychological reasons, humans need to be guided towards understanding implications. This is about all of us realising that certain types of sharing are only risky if the people involved don't understand the consequences. And about us all learning about the limits of technology.

I've been lucky in my learning because I have needed to get my mind round technology in order to make collaboration effective in virtual international committee meetings. In the last few weeks more people have been going through the same experiences, however, and what we are demonstrating as a species is that we are incredibly adaptable. Once upon a time, it was about learning how to wear fur to keep warm and how to light fires. In the digital world, it is about human beings, normal people, realising what an application like Zoom can really do.

We are now going through all of the recognized cycles of adopting technology - initial excitement, naivety, making a few mistakes, feeling bitter about things that go wrong, and eventually stabilising our relationship to the point where this becomes just another tool that enables us to carry on functioning as a society.

Resilience and technology

Some of the technical work that I have done alongside the MOD has been thinking about the word "resilience" in the context of the Defence Support Network, which is effectively the end to end supply chain of everything the military does.

We've had some reflections on the reliance on physical manufacturing and on offshoring. In any sector, the resilient network is one that has got multiple connections and nodes which makes it far less easy for any one incident to fundamentally disrupt the whole of the network.

Trust and risk management

The other issue to consider is trust. In the new common introduction for all the different parts of ISO 8000, trust is included in the sense that data must be trusted as the basis for effective decisions: if you don't trust your data, then you are not going to be able to produce decisions that will be trusted.

The caveat from the aspect of risk management has to be that we must guard against all (figuratively speaking) rushing after the ball called "COVID-19"; because then, for the next few years, all we'll do is talk about resilience, corporate risk, etc in the context of pandemics. We must remember to think about all the other risks that have always been there, and always will be there, as well. Part of the recovery is going back to having a balanced view across all the existential risks that there are and making sure that pandemic is only one in a balanced comprehensive portfolio.

As a society, we may have woken up to the fact that everything described here about technology has been about the process of placing one brick on top of another. Everybody was already embracing technology at the level of things like smartphones, for example. But this crisis has now made us think that technology and digitization can enable society to change in a fundamentally structural way.

It is important to point out that none of the business models behind Amazon, Uber, Airbnb would have been possible without data, as digital data has the power to transform. The level and degree of transformation is only really becoming clear to us now.

While we must recognize the tragedy that is unfolding around us and the phenomenal efforts of people in the NHS and on the front line, it is still salutary to consider the irony that there may be more opportunity to explore new ways of working now than there has been for many years.

Useful links

Managing Data Quality: A Practical Guide by Tim King and Julian Schwarzenbach ➜

Risk management and business continuity COVID-19 response - Making standards accessible ➜

Coronavirus and impacts on healthcare

Chris Hopson, NHS Providers Chief Executive

In part of a wider briefing about the NHS during the coronavirus outbreak, Chris Hopson, NHS Providers chief executive (with input from the wider NHS Providers team) indicates some key points for the NHS to consider for the longer-term future. Chris has kindly allowed us to reproduce this extract from Confronting Coronavirus in the NHS: The story so far. The full article is available here.

necessary. But it's amazing how much has been achieved how quickly with a significantly lighter, and more flexible, approach to regulation. Underpinning the above are two more generic changes that trust leaders want to preserve.

• Pace of change through local empowerment.
The NHS has shown that, when galvanised behind a single, clear, vital, imperative, it can change at a pace that would previously have been inconceivable. Trust leaders have been empowered to change what their trust does at the drop of a hat – they've been given a clear objective and told to do whatever they thought was best. That's then cascaded down throughout the rest of the trust – frontline teams have been able to change how they work to best meet what they know needs to be done.

• Mobilising partnerships.
The outpouring of support for the NHS has been extraordinary. By mobilising the support of a wide range of partners from specialist suppliers and the army to volunteers and colleagues in other public services, the NHS has been able to achieve things it could never have done by itself. We know that the NHS can often seem an inward looking, difficult to partner, behemoth. The service needs to maintain the highly productive set of relationships it has forged over the last two months...."

"...Trust leaders are clear that the NHS has already achieved, and is achieving, extraordinary things that they want to preserve going forward. There is a strong sense of 'we should' never go back".

The NHS will need a proper, considered, debate on which temporary changes it should adopt permanently but a starter for ten might include the following five:

• Digital transformation
The NHS has managed to move significant amounts of health care provision – GP appointments, outpatient appointments, basic consultations – online at record pace. This has shown what can be done when digital transformation is prioritised and appropriate funding is made available.

• Integration of health and care
The rapid discharge of tens of thousands of medically fit patients from hospital into social and community services shows how quickly care can be integrated when organisational and budgetary silos are ignored or bypassed.

• Tearing up red tape
The NHS has been able to adapt and shift shape at incredible speed by either rewriting or bypassing the myriad of regulations that have ossified existing structures and ways of doing things. Healthcare provision carries lots of risk so some level of regulation will always be

Useful links

NHS Providers ⊙
Confronting coronavirus in the NHS: the story so far ⊙
NHS Providers Coronovirus member support ⊙

Current challenges for risk management and business assurance

Mark Braham, Head of Risk, Veolia UK & Ireland

BSI asked Mark Braham, an expert in risk management and business assurance for large, multi-site organizations, for his views on the current challenges.

Mark is chair of the UK's QS/1 quality management committee and leads the international task force on quality management brand integrity within ISO.

He offered the following tips and advice.

Tips and advice

- To get back to work safely, the key things are to get processes in place before you open and to have **good communications** so everyone understands what is happening, why, and what is expected of them.

- In every job where working from home is possible and productive it should continue. Use the technology available and **help employees to set themselves** up to be effective at home.

- Perform a **deep clean** before opening any shared working space.

- Set up some basic **measures for workers entering a building or site**, eg:

  - fit thermal cameras to detect fever or issue all sites with medical infrared thermometers for use at access points

  - have a separate quarantine area at entrances where individuals can be if they appear to be displaying any symptoms or further checks need to be made

  - ensure there are sufficient supplies of hand gels/sanitizers/wipes, etc

  - implement a shift system, e.g. A & B working alternative days, to allow for social distancing i.e. one desk between each employee

  - stagger start, break and lunch times to minimise number of people in shared spaces at any one time

  - implement a wash hands policy before entering and leaving buildings or sites

  - increase the formal cleaning regime from once or twice daily to four times a day

  - use posters/intranet to remind people to wash hands and to stay at home if they or someone in their household are experiencing symptoms

- Before opening a building think about things like running all of the taps and air conditioning through: **stale water and air cause illness**.

- If you've got multiple sites or departments move towards **centralised procurement**. It makes it more efficient and fairer and stops people over-ordering vital supplies like masks, gloves, sanitizer, leaving shortages for other places. Centralised procurement improves the overall management and gives big picture oversight rather than depending on local actions and decisions.

- Centralized thinking should be applied to staffing levels as well as PPE and similar resources. **Redeploy staff and other resources to where they are most needed** and make sure everyone is following a single set of clear guidelines.

Veolia's Experience

In Veolia, which is a large water, waste management and energy organization, we have:

- spread out canteens and set staggered eating times (small teams come in at 10-minute intervals)
- set up extra wash stations
- put up awareness posters, added stickers on the floor to indicate safe distancing
- made smoking areas bigger and relaxed some of the rules about where people can and cannot smoke so that they can distance themselves from one another
- made more cleaning materials available so not just the cleaners are cleaning throughout the day
- staggered all work, meaning crews clean after themselves before the next crew touches anything
- installed additional washing machines on site to get rid of dirty work clothes and ensure daily washing
- had lots of consultation with unions: we set out our intent and ask for foreseeable issues with members
- treated each team as a family unit, so if one person gets sick, everyone goes into quarantine
- consulted a lot with the workers themselves and have regular meetings with worker representatives
- carried out regular pulse surveys to see what issues workers are facing on the ground that we might have missed.

- The supply chain can be a major issue: there can be a lack of controls and business continuity plans. This can be fixed by getting the procurement team working on **relationships with suppliers** as a priority and writing business continuity measures into contracts.

- In a return to operations, it's important to buy fast and pay suppliers immediately. This helps them to keep going and means less chance of business interruption at either end. Consider **collaborating with other businesses,** even competitors, to make sure everyone has the resource they need.

- Use **vulnerable staff** who shouldn't otherwise come into contact with others to help in the supply chain. For example, hire vans for individuals to pick up supplies or make deliveries, so these staff can stay in isolation but still contribute and work.

- **Good will is important.** Pay your staff 100% if you can and be flexible, acknowledge their different needs. Set up all the normal wellbeing tools – videos, access to professionals, yoga in your chair sessions, relax regulatory stuff like inspections if the HSE allows it.

The ethical consumer and the impact of COVID-19

Rob Harrison, Ethical Consumer.

What does a responsible business look like?

Ethical consumers want the same things as most consumers: they want those organizations delivering products and services to deliver what they've promised in the first instance. And they also want reassurance about how the company behaves, in terms of its social responsibility.

The following three concerns encompass what ethical consumers want to see from organizations and enterprises in this period:

1 How organizations are communicating with their consumers

2 How staff and suppliers are being treated by organizations

3 How organizations are impacting on society.

Staff and suppliers

Some of the key concerns from the constituency of concerned consumers are about:

• Safe working conditions for staff in the 'new normal'?

• Safe travel to the workplace; is public transport being organized properly for workers to do so?

There is also an upsurge of interest following media reports of particularly vulnerable workers, for example, in the global south, where some orders were cancelled in the early stages of this crisis. This naturally impacts on workers and drives problems to the end of the supply chain where the people involved are often poor and vulnerable. However, there has been a spotlight on organizations who were shown to be cancelling orders and now many have changed their policies and reinstated orders as a result.

An example of the vulnerability was a recent incident over migrant labour in Southern Spain, supplying fruit and vegetables to different markets. These migrant workers were living in shanty towns and were locked down like everyone else in Spain – but in their case they had no access to basics, like running water. "Ethical Consumer" ran a Crowdfunder for these workers and had an incredible response. In this case we've seen good support for vulnerable people in the supply chain, with proper attention from the media and public.

Whilst campaigners are aware that organizations are having to take decisions quickly, and that everyone is learning how to manage in this situation, by highlighting these issues around vulnerable workers and suppliers, companies have been given the opportunity to rethink and change their policies.

Citizens and consumers

Citizen groups are having discussions around the financial government support being provided to every sector. There is, for example, interest in examining the social rules which might potentially be attached to the support which has been given.

It is felt by some groups that there are some areas where conditions could be placed around what is acceptable and what is not for those receiving government bail outs. Could the government be using this opportunity to encourage organizations, such as the carbon intense industries, to move to less environmentally damaging business models, for example. whilst they are receiving financial help?

People will be aware that questions are being asked around whether it is socially responsible to be seen to be paying out big dividends right now.

Other concerns centre around sectors and organizations who have received support if they've been involved in schemes for tax avoidance or have a poor record environmentally.

Transparency and sustainable futures

The overarching theme here is transparency of action and response, in the face of this crisis.

However, campaigners are interested to see what the impact of the changes might have on potentially more sustainable lifestyles in the future. Features of these lifestyles could be:

• more localized supply chains
• less international travel
• less overall consumption.

Questions are being asked about rethinking the models and assumptions that we've had in place for decades, if not longer. This period is really allowing us the opportunity to reflect on what might be necessary for future societal success.

The Green New Deal was already in place when we entered this COVID-19 period, and there are issues being raised now about specialization in diverse sectors.

And, whereas previously, ethics might have been seen as a "nice to have" issue for some organizations, after this period of lockdown and change, when there has been so much to reflect on around the way organizations behave in society, the emphasis may well have shifted to ethics being a necessity in future.

Naturally, a lot of projects have been paused as a result of lockdown but the landscape is changing rapidly. There is much more a sense that ethical discourse will be more embedded in new business norms than it was before.

Going into this decade, we were geared up to start working on massive reduction of carbon impacts and there was a sense of real urgency around the discourse. Carbon concern was widespread and not just in pockets anymore. Business seemed to be moving in the right direction and naturally, following this period of lockdown and enforced carbon reduction, it would be good to be able to build upon this for all our futures.

Useful links

Ethical Consumer

COVID-19 and ethical consumption

The importance of considering water safety when re-opening premises

Tim White, marquisandlord.com with contributions from the Water Management Society and Suzanne Lee, leegionella.co.uk

BSI asked Tim White, Vice Chair of EH/3 and Chair of EH/3/6 for his advice on how organizations should ensure their buildings are safe for remobilisation..

At the beginning of lockdown, many of us were asked to work from home. That meant office blocks and other premises needed to be vacated or used a lot less. What should have happened, and what may not have been done in all circumstances, is that those buildings should have been mothballed properly with regard to water quality management.

All organizations have a responsibility to maintain safe water supplies

After the lockdown, we cannot just turn up, turn all the water on and then expect it to be as intended, so things like stagnation in buildings is an issue in water tanks. Where's your cleaning regime? Has that been kept in place? If not, you may need to get cleaning done before you bring all your staff back in. The Facilities Management team should have been keeping the flushing regime in place, and the temperature control, but more often nowadays they would be relying on specialist companies to come in and do the tank cleaning, the disinfection, and possibly even the sampling. The most robust approach is to undertake an interim water hygiene risk assessment to check your records (temperatures and disinfection residual monitoring) and inspect key parts of the system such as the inside of tanks and vermin screens

In some cases, those specialists may not have been allowed to enter premises to carry out the work during the lockdown, and testing laboratories have been on reduced measures because of social distancing, so there may be a backlog of work. But for the absolutely essential services for example hospitals, the control centres for railways, signalling, air-traffic control – all of those buildings have to be maintained, and appropriately sampled, and treated and we understand that such work has been ongoing by specialist water treatment companies and contractors, who've introduced extra measures for their staff protection.

All the standards that apply during normal economic activity still apply as guidance during lockdown, whether you're on partial use in a building or full use. In fact, partial use in a building creates all kinds of problems because it suddenly introduces areas of stagnation. It reduces the water flow through the system, and you may not be able to maintain appropriate disinfection residuals and temperature controls.

One of the things we do as a society, historically, is to store water in buildings. It makes sense. The bigger, or taller, the building, the more you have to store because the mains water pressure cannot achieve what is required on the top floor. So, throughout such a building, there may be a series of tanks, which are filled by a series of booster pumps and interim storage at different levels.

By the time it gets to the top of the building to come down and service the floors below it, that water could be many hours old and it's starting to change in quality. The residual disinfection that the mains water arrives with will have gone within a day or two, and thereafter you've got problems, particularly if it warms up.

That's under normal use. There may well be supplemental disinfection being used to help control such issues and to provide support to managing legionella risks. However, during lockdown a lot of those services may not be under the same demand and so stagnation will have occurred in all of those tanks despite supplemental disinfection being in place.

What some savvy employers have been doing is to, where they are able, legitimately reduce the amount of stored volume. If you've got a control-valve system on your tank that allows you to set how much of the tank is used, such as chain valves, this can reduce the stagnation risk by minimising the stored volume. This also means that when undertaking routine flushing, your tanks and pipes are active and you're not using so much water to achieve the same temperature control requirements. It also means that you have a greater chance of circulating water in the system that's hopefully retained some residual disinfection which will provide better microbiological control.

It is worth remembering that if you are returning your building to its previous occupancy levels you will need to increase the stored volumes by adjusting the valve controls to ensure you do not run out of water at times of peak demand.

It's hugely beneficial to the building if you can maintain flow activity in the pipe work. This is because it impacts on the acceleration of the growth of biofilm. Biofilms are an important factor when managing system hygiene because they if they get out of control, they can harbour organisms such as legionella bacteria. They are derived from dead bacteria and microscopic detritus that get around in the water system and don't normally present problems. Water in distribution is not produced as sterile material: the legal requirement is that it should be wholesome. You need to think of it as food which needs managing with a similar diligence.

When your water stagnates and it gets warm, you get a natural biofilm building up in a pipe. Normally, when you've got good-quality water, with a good disinfection residual going through, that biofilm is an absolute minimum. The idea behind reducing stagnation of water in a building is that you induce the maximum inhibition of microbiological activity by controlling biofilm.

If biofilms get out of control that is when we start to get taste and odour problems, typically, and in extreme cases get people being sick with gastric problems. The normal expediency to control the growth of biofilm is the association with the proliferation of legionella which most building managers are aware of as risk that must be managed under the Health and Safety at Work Act. When you get legionella in water and it is presented in aerosol form, from a shower head or tap, then it can get into the human respiratory system with well-known consequences.

Most businesses have a mains water supply that will be managed by the local water undertaking, but if under any circumstances you become a private water supplier, then you have extra responsibilities under law.

Extra responsibilities for private water suppliers

If you buy water and then resell it to tenanted occupiers of premises, so you charge somebody for that water, then technically you might be deemed, depending on interpretation by the regulator, a private water supplier. If that water goes through storage or any kind of management that you have control of, you've got an extra responsibility to maintain that water quality. That means you have to make sure that the distribution system does not present additional contamination risks; that you've got vermin control in place and you've put proper security in on the access to those supplies. There are different sampling, and reporting regimes, for this classification of supply as well as a different approach from the regulator. The regulator's approach to you from a point of view of legionella management may be different if you're a private supplier operator. You may have visits for more reasons and at different frequencies, to make sure that the whole range of microbiological control requirements is up to the required performance under the private water supplier regulations.

Guidance on mothballing and flushing

Typically, mothballing as is happening now, occurs when somebody comes to the end of their lease. They don't renew the lease, they vacate an office block, and then it can be sitting around for months before somebody else comes in and the potable water system is reused. The system needs to be cleaned and flushed and put back into service in an appropriate manner, and the system needs to be risk assessed and so on.

There's a range of guidance currently available on mothballing and flushing and the risks of legionella, including the ESGLI Guidance for managing Legionella in building water systems during the COVID-19 pandemic. PD 855468: 2015 Guide to the flushing and disinfection of services supplying water for domestic use within buildings and their curtilages takes you through how you clean a system, what you should do if you're mothballing, and what your procedures would be when you come back from mothballing.

A concern right now, as organizations get back to work, is thousands of people are returning to buildings which may or may not have been effectively mothballed or had their water systems correctly flushed and cleaned. We're being encouraged to cycle to work now. Many premises have shower facilities for people that want to cycle to work and showers are a known legionella risk if improperly managed. This is because very often they have thermal mixing valves (TMVs) which can generate very favourable legionella growth for legionella if not correctly maintained. Your susceptibility to that hazard depends on your own predisposition but employers should regard every shower user as potentially highly susceptible to legionella infection when it comes to managing maintenance and monitoring regimes.

Disabled washrooms also have TMVs because users can't necessarily react as quickly to move their hand away from scalding-hot water. TMVs need to be on the flushing regimes and be adequately cleaned, tested, maintained, and temperature checked. It's exceptionally important that showers are flushed and ready. Wherever water has been stagnant for many weeks, taps and any point of aerosol formation should be maintained properly before you let people use them again

Many organizations will be able to follow the available guidance to get their buildings ready, but others will prefer to get expert advice from their normal water treatment services company who will be able to provide them with adequate support for restarts. The big problem is going to be that everybody wants to do it at the same time and there is limited resource in the market place, so you might have to get in the queue. Book early. Plan your return. I would imagine a lot of people are going to have to put planning into place to ensure that social distancing is maintained in the workplace. So, while you're going through that planning stage, contact your water treatment company early – and get them involved.

Water Management Society

The Water Management Society (WMSoc) is a not-for-profit membership organisation that has been actively engaged with BSI for many years, to develop guidance for individuals and companies regarding water management. They provide practical advice for Legionella awareness and water hygiene, from simple systems such as shower outlets for hair salons, to complex multi-occupancy buildings and cooling towers. WMSoc are able to answer member questions, with answers compiled from the experience of the WMSoc technical committee. www.wmsoc.org.uk

They'd like to advise business owners that BSI has just published new guidance BS 8680:2020 Water quality – Water safety plans – Code of practice which will provide helpful advice to all business owners regarding safe ongoing management of water on their premises.

Advice from Susanne Lee, www.leegionella.co.uk

Businesses re-opening after the COVID-19 shutdown need to be aware of precautions to take, to ensure that their staff and clients remain safe. Large businesses will have designated staff for the day-to-day management of water systems to manage the risks from Legionella but there are many small businesses which need to be aware of the risks and what they need to do to prevent Legionnaires disease. Where water has been stored and not used for several weeks, water storage tanks may need disinfecting and flushing. In some cases, extra precautions will be needed for example, where there is equipment for special uses eg hot tubs, foot and nail baths, hair dress wash stations, dental unit water lines etc. Landlords or managing agents have responsibility to make sure that the water used for hand hygiene, showers toilet flushing is safe but the premises manager/owner is responsible for making sure any additional equipment is safe

✓ Useful links

PD 855468: 2015 Guide to the flushing and disinfection of services supplying water for domestic use within buildings and their curtilages ➔

HSE Legionnaires' disease Technical Guidance ➔

ESCMID Study Group for Legionella Infections - ESGLI 1 ➔

BS 8551: 2015 Provision and management of temporary water supplies and distribution networks (not including provisions for statutory emergencies) – Code of practice ➔

BS 8554: 2015 Code of practice for the sampling and monitoring of hot and cold water services in buildings ➔

BS 8580-1:2019 Water quality. Risk assessments for Legionella control. Code of practice ➔

Advice from the Drinking Water Inspectorate (DWI) ➔

Guidance from Legionella Control Association (LCA) related to COVID-19 ➔

✓ Useful links

Royal Society for Public Health ➔

Drinking Water Inspectorate ➔

Businesses risk fuelling Legionnaires' disease without vital post-lockdown water checks, warns CIEH ➔

Legionella Control Association: Safe Management of Water Systems in Buildings During the COVID-19 Outbreak ➔

The new standard on psychological health and safety in the workplace

The current pandemic is impacting all our lives in many ways, and the need to consider employees' mental health has been much written and spoken about in the press. The Government documents in the Working safely during coronavirus (COVID-19) series each give guidance on the issue and there is specific advice on the topic in Guidance for the public on the mental health and wellbeing aspects of coronavirus (COVID-19).

A new ISO standard is currently in development on this subject so we asked the Committee Manager of ISO Technical Committee (TC) 283 on Occupational Health and Safety Management, to tell us a little about what's in the new standard.
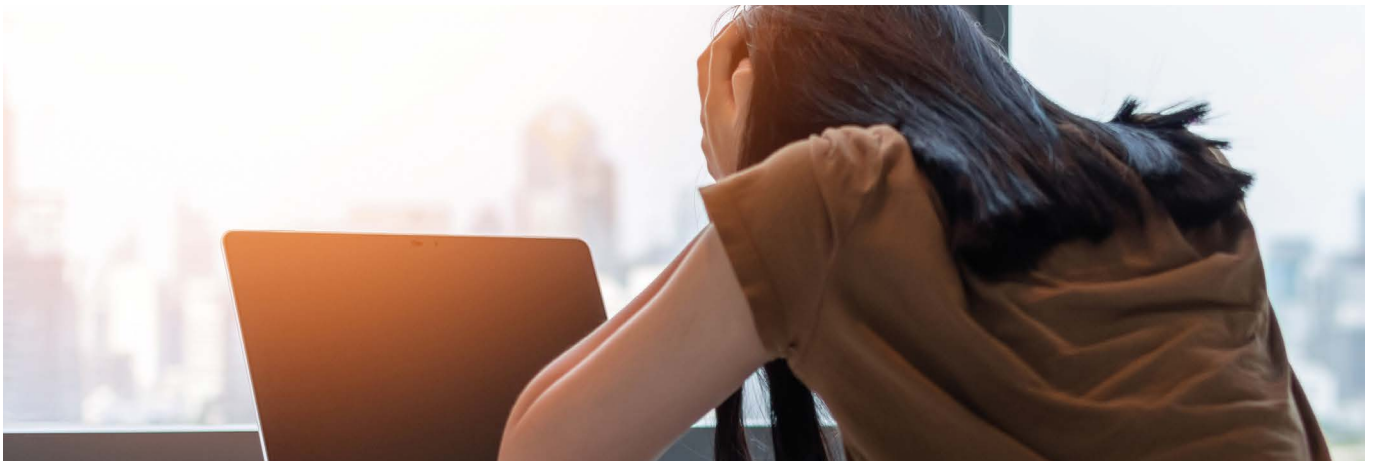
ISO 45003 Occupational health and safety – psychological health and safety in the workplace – guidelines is currently under development. The ISO 45003 draft international standard will be available through BSI later this summer.

The current working draft does, however, contain useful guidance that organizations can use now to help manage psychosocial risk associated with the pandemic and changing ways of working.

To help manage workers' mental health, organizations should:

- prioritize tasks and allow flexible time-frames for completion
- increase workers' control over the way they do their work
- enable workers to control the pace of work tasks and allow extra time if necessary
- provide greater access to social support (e.g. through video conferencing, social media groups, phone calls)
- provide clear and specific instructions on how to work safely and the importance of taking regular breaks

- encourage and acknowledge workers
- recognize that different workers have differing needs and take the time to understand these and accommodate them

For workers who cannot work from home it is important that organizations recognize the need to manage psychosocial risks as well as physical risks. This can be done by, for example:

- clearly communicating changes in how people are expected to work and ensuring everyone follows the rules
- making available sufficient appropriate personal protective equipment and giving clear guidance on how and when to wear it
- implementing physical barriers to reassure and protect workers, wherever possible, in addition to taking actions to ensure social distancing
- allowing sufficient breaks to manage both physical and mental fatigue
- encouraging workers to report concerns and solving issues quickly and effectively by developing solutions in consultation with those affected

Occupational health and safety management in the 'new normal'

Martin Cottam, Group Technical Assurance & Quality Director, Lloyd's Register

BSI asked Martin Cottam, for his comments on managing occupational health and safety issues during this pandemic and actions organizations should consider as they face the challenges.

Martin has responsibility for quality management and technical governance across Lloyd's Register. Martin is currently the chair of the international technical committee responsible for occupational health and safety management, ISO/TC 283, leading experts from around 100 countries in the development of standards to protect workers in all settings.

'What's different about your operating context now?'

During this pandemic, the starting point for occupational health and safety management before going back to work has to be the new context of your organization.

There is a temptation to jump straight into risk assessment without considering how your context has changed and how the needs and expectations of relevant stakeholders might have changed. But it's essential to first ask, "what's different about your operating context now?"

This will raise some questions around, for example:

- do you have a workforce that is capable of travelling to and from work safely and independently (eg car, cycle, walk) or are many dependent on non-safe travel such as public transport?
- who can continue to work remotely (assuming you have been)? Keep doing what works remotely, continue to minimise your on-site workforce and focus on those who have to return physically
- what are the needs and expectations of suppliers and customers and their own changed situations?
- are there changes to the level of market demand for your product/service?

The physical workplace:

- Where is your workforce working? You need to remember this is not necessarily in one heavily populated place, it could also be in people's homes (plumbers, electricians, etc) or on other people's sites.
- Some workplaces will have been shut completely – how do you restart from a systems approach, e.g. air conditioning, equipment (do you need to do maintenance or other interventions)?
- Think about physical separation: it may be relatively easy to think about risk assessment for the 'new normal' operation, but it's vital to also think about abnormal situations, e.g emergency preparedness and response. If the fire alarm sounds how do you exit the workplace and muster adhering to social distancing guidelines? What can you do to avoid this situation? How do you respond to medical emergencies or accidents? These processes need to be both designed and communicated.
- Phased return is almost certainly necessarily so that a small number of people test the new environment to see what does and does not work: ask for worker input – they often see and experience risks you haven't considered

- It's also easy to focus on where the work is done (e.g. separating desks) and forget about the needs for safe entryways, corridors, toilets, kitchens and other shared spaces. Common areas may be more of a challenge and need addressing.
- Is it still safe and appropriate to have a communal coffee machine, taps, water coolers? Consider the need for workers to use their own resources, e.g. own mugs, water bottles.
- Communication and consultation with workers is essential as is clarity of accountability. It is vital that everyone understands who makes the decisions and where to provide feedback (e.g. is it managers, health and safety officers, HR?). A clear focus on who to take direction from and who to talk to is critical to worker confidence when they want to seek advice or provide feedback.
- Recognize the variety of workers' different needs and differing circumstances. This will lead to different responses to plans to reopen an organization (bear in mind there will be grief, anxiety, carers for the vulnerable). You must be flexible in terms of what you expect from individual workers.
- Those whose roles which can be done effectively through remote working should continue to do so unless there is a definite benefit/value to them returning to a physical workplace.
- Management of change is crucial: we must remember that not only are we managing the more obvious risks regarding the pandemic but that new risks may be introduced by making changes.
- If you had certain existing safety measures in place before, you're likely to still need to maintain them: don't disregard what was necessary before just because you are focussing on limiting contagion.
- Different rules for different phases: The biggest risk relating to the pandemic is obviously close working and we tend to focus on that, but we need to remember that different phases of operations have different circumstances. For example, only the first phase of the construction of buildings is outdoor – once the shell of a building is in place you are likely to have lots of different trades inside, don't assume one set of safety guidance applies at all stages. Again, phasing can work – multiple trades (plasterers, electricians, plumbers, etc) working simultaneously on a building may not be sensible during this crisis.

Tips:

Buddying: In some industries 'buddying' is a safety requirement but in the current situation this might need to be adapted: increase the distance between pairs, initiate an effective alarm system in case of incidents.

PPE and washing facilities: Hard hats, safety goggles, high visibility uniforms are obviously still essential and some of this can be a communal, shared resource. This must be managed from a hygiene point of view. The same applies to tools and equipment. Increased washing facilities and sanitising points are vital.

Non-food retailers can learn from the food retailers: restrict numbers of customers, use social distancing floor markings, one-way systems, contactless payments, provide PPE for staff.

Zoning: Consider putting in zoning in larger spaces to limit numbers one particular area and use staff to monitor and manage this.

Duties and responsibilities: It is important for all organizations to recognise that, during this crisis, things are going to take longer. That applies to workers getting to and from work as much as carrying out the work.

Point of payment: This is particularly dangerous for workers: implement physical screening and non-contact payment and goods handling, consider closing stores for restocking rather than doing it when customers are on site. Change opening hours into blocks throughout the day, so that during the 'normal' hours you close for a short time to customers so you can restock and clean without compromising social distancing.

Consider not allowing people into small stores at all – have an ordering system so staff select and bring the items you want and pack it for you and allow staff to go into a protected zone before payment takes place or encourage payment by phone or contactless card.

Transport sector: This is a particular challenge. Physical separation is essential and there may be a need to restrict numbers more rigidly, blocking off seats to maintain distance or introducing allocated seats only, the way we do on aeroplanes and some trains.

Organizations need to communicate to workers the importance of personal responsibility. Every worker needs to stick to the new rules that are applied in all situations and with all people, whether fellow workers, the public or anyone else. More monitoring is going to be needed, especially as the unfamiliar way of working becomes familiar as people can slip into old patterns of behaviour.

Define what the risk controls are, what behaviours are expected and communicate this clearly and frequently. There are obligations on both sides: organizations and worker. Workers should be encouraged to report failings, risks, incidents, etc and it must be made clear that there will not be reprisals for reporting. Workers have a right to remove themselves from dangerous workplace situations and organizations should both respect this and make it clear that it is an expected behaviour.

As an organization you will need to supply much more equipment for workers and customer/visitor use: sanitisers, gloves, masks, soap, etc, so it is important to work out how to do this before you resume work, and bear in mind that you need an ongoing supply not a one-time set up.

It is very important that everyone understands that a return to the workplace is not a return to the same workplace.

Organizations should therefore:

- make sure workers have an induction to the changed workplace
- phase return to allow workers to adjust
- supervise behaviours more closely to ensure the new rules are being followed
- remind workers regularly of the rules and guard against the tendency to slip back to old behaviours once the unfamiliar becomes familiar
- check that the risk controls they are putting in place are working and adapt them as necessary as things change or if they are not effective.

It is very important that everyone understands that a return to the workplace is not a return to the same workplace.

BSI's response to the pandemic: Publicly accessible standards and free webinars on risk, resilience and continuity

BSI, in its role as the UK National Standards Body, has made a suite of risk and business continuity standards available to download, to help British businesses navigate the challenges they face as a result of the Novel Coronavirus (COVID-19) pandemic. We have also conducted a series of webinars with the Emergency Planning College which are now available to watch on demand.

The standards:

The publicly accessible standards provide organizations with access to best practice guidance and the collective wisdom of experts on how to approach, manage and overcome some of the difficulties that thousands are facing up and down the country. The standards provide information and guidance and span themes including security and resilience, supply chain continuity and crisis management.

The webinars:

BSI also worked with the Emergency Planning College (EPC), part of the Cabinet Office Civil Contingencies Secretariat, to deliver best practices and expert guidance through a series of webinars, ensuring that organizations are able to learn from experts and implement the standards, as easily as possible.

Scott Steedman, Director of Standards at BSI, said: "COVID-19 has heightened awareness of the importance of being prepared, business continuity and crisis management. BSI standards contain this expert guidance and we are putting it in the hands of those who need to apply it, ensuring that industry can access easily the guidance and expertise that will help them right now. We hope that sharing these standards at no cost will help SMEs and organisations across the UK weather the economic crisis that they are facing.

PAS 440:2020 – Responsible Innovation: Guide

PAS 440 provides guidance for companies that want to innovate responsibly and to demonstrate responsible behaviour. It will help them structure thinking and guide their actions.

Companies need to consider not only the benefits of their innovations, but also any possible adverse impacts, including through unintended use, misuse or other unforeseen consequences; and to plan accordingly.

Download your free copy of PAS 440

Other sources of useful information

PAS 3000: 2015 Smart Working. Code of Practice

PAS 3000 provides a strategic framework for modernizing working practices.

The nature of work is changing as a result of new technologies, new approaches to the design of workplaces and aspirations both for greater productivity in organizations and improved wellbeing for employees.

Smart working provides a strategic and integrated approach to modernising working practices, delivering benefits across the 'triple bottom line' – to organizations, individuals and the environment.

The importance of this PAS is brought into sharp focus by the business continuity requirements of organizations during the COVID-19 crisis.

The PAS also reflects that Smart Working has become more common in recent years in the private sector, with new technologies supporting more mobility of work; legislation encouraging flexible working; and new trends in workplace design.

PAS 3000 brings together in a single code, good practice across the disciplines of: HR, property, and technology.

Download the following standards

1 BS EN ISO 22301 Business continuity management systems — Requirements

The standard specifies requirements to implement, maintain and improve a management system to protect against, reduce the likelihood of the occurrence of, prepare for, respond to and recover from disruptions when they arise.

2 BS ISO 31000 Risk management — Guidelines

The standard provides guidelines on managing risk faced by organizations. It provides a common approach to managing any type of risk and is not industry or sector specific.

3 PD ISO/TS 22330 Guidelines for people aspects of business continuity

The standard gives guidelines for the planning and development of policies, strategies and procedures for the preparation and management of people affected by an incident.

4 PD ISO/TS 22318 Guidelines for supply chain continuity

The standard gives guidance on methods for understanding and extending the principles of Business Continuity Management embodied in ISO 22301 and ISO 22313 to the management of supplier relationships.

5 BS EN ISO 22313 Business continuity management systems. Guidance on the use of ISO 22301

The standard gives guidance and recommendations for applying the requirements of the business continuity management system given in ISO 22301.

6 PD CEN/TS 17091 Crisis management: Building a strategic capability

The standard provides guidance on good practice for crisis management to help the strategic decision makers of an organization to plan, implement, establish, operate, monitor, review, maintain and continually improve a crisis management capability.

7 ISO 22316 Organizational resilience. Principles and attributes.

The standard provides guidance to enhance organizational resilience for any size or type of organization.

8 BS ISO 22320 Emergency management. Guidelines for incident management

The standard gives guidelines for incident management, including principles that communicate the value and explain the purpose of incident management. It also covers the basic components of incident management including process and structure, which focus on roles and responsibilities, tasks and management of resources, and working together through joint direction and cooperation.

9 BS ISO 22395 Community resilience. Guidelines for supporting vulnerable persons in an emergency

The standard gives guidelines for organizations to identify, involve, communicate with and support individuals who are the most vulnerable to natural and human-induced (both intentional and unintentional) emergencies. It also includes guidelines for continually improving the provision of support to vulnerable persons in an emergency.

10 BS ISO 22319 Guidelines for planning the involvement of spontaneous volunteers

The standard provides guidelines for planning the involvement of spontaneous volunteers in incident response and recovery. It is intended to help organizations to establish a plan to consider whether, how and when volunteers can provide relief to a coordinated response and recovery for all identified hazards. It helps identify issues to ensure the plan is risk-based and can be shown to prioritize the safety of the volunteers, the public they seek to assist and incident response staff.

11 BS 31100 Code of practice for risk management

The standard gives recommendations for implementing the principles and guidelines in BS ISO 31000:2009, including the risk management framework and process. It provides a basis for understanding, developing, implementing and maintaining proportionate and effective risk management throughout an organization, in order to enhance the organization's likelihood of achieving its objectives.

Watch the following webinars

COVID-19 and Organizational Resilience

Robert MacFarlane, Deputy Director, Head, Resilience Training, Doctrine & Standards, Cabinet Office and Kevin Brear, Director of Consulting – Technology Risk Management, Xcina Consulting Limited

COVID-19: Community Resilience and Volunteers

Duncan Shaw, Professor in Operational Research and Critical Systems at the University of Manchester, David Powell, Visiting Academic at the University of Manchester, Professor Margaret Harris, Emeritus Professor at Aston University and David Norris, Head of Service Delivery (Operations), Buckinghamshire Fire and Rescue Service

COVID-19 and Risk Management

Russell Price Chairman, Continuity Forum
Julia Graham, Technical Director, AIRMIC

COVID-19 and Continuity

Rick Cudworth, Partner, Risk Advisory, Deloitte LLP
Malcolm Cornish ISO 22313 Project Leader

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