

‘Looking Back, Looking Forward: Risk, Resilience, Business Continuity and Crisis Management in the Modern World’

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Rotterdam
7th December, 2018





21st Century Risk and Crisis Management



Natural Disaster



National Infrastructure



Terrorism



Social Disorder



Pandemic



Cyber Failure

Mega Cities









Someone Get The Cars.....



..... And Extract By Air



North Eastern US Blackout 2003

- **45m people in 8 US States**
- **10m people in Ontario, Canada**

The initial triggering event was overloaded power lines hitting unpruned tree foliage, causing a local cut-out.

The blackout's primary cause was a software bug in the alarm system at a control room of the FirstEnergy Corporation, located in Ohio.

A lack of alarm left operators unaware of the need to re-distribute power after the overloaded transmission lines hit the foliage, which triggered a race condition in the control software.

What would have been a manageable local blackout cascaded into massive widespread distress on the electric grid.

North Eastern US Blackout 2003



Cyber Failure

WIRED MAGAZINE: ISSUE 15.09

POLITICS : SECURITY

Hackers Take Down the Most Wired Country in Europe

By Joshua Davis 08.21.07



The attacks, among other things, crippled ATMs in Tallinn.

Lloyds and TSB customers vent anger as IT glitch hits ATMs and debit cards

Account holders complain of being unable to withdraw cash or pay for food and petrol in latest meltdown for high-street banks



Lloyds and TSB both admitted customers were having problems with debit cards and ATMs. Photograph: Andy Rain/EPA

HOME » FINANCE » PERSONAL FINANCE » BANK ACCOUNTS

RBS computer failure 'caused by inexperienced operative in India'

The computer glitch at the Royal Bank of Scotland which left millions of customers unable to access their accounts could have been caused by just one junior technician in India, it was suggested last night.



Marc Jordan Dip.CSMP

Group Head/Director of Health, Safety & Security at THOMAS COOK GROUP PLC
1d



Significant ATM and electronic payment disruptions reported across Indonesia
As of 28 August a satellite error has caused thousands of ATMs and electronic card payment machines across the country to go offline. The outages are affecting approximately 15,000 locations, including in the capital Jakarta. As it may take several weeks for services to fully restore, individuals are advised to plan accordingly.

4 Likes

Your Next Crisis Report

Broadband

O2's mobile network problems are much bigger than you realise

The O2 data network being down doesn't just impact mobile phones. Around the UK card payment terminals, public transport systems and more have been crippled by the infrastructure problem

Managing The Response



Your Next Crisis Report

- The ability to acknowledge risk and learn from exercises has not been sufficient.
- The ability to implement decisions that have been made, and to use the plans that have been developed, has been ineffectual.
- The ability to coordinate and interact has been deficient.
- The potential inherent in information and communications technology has not been exploited well enough.
- Leadership's willingness and ability to clarify responsibility, set goals and adopt measures to achieve results have been insufficient.
- ***In the opinion of the Commission, these lessons learned are to a greater extent applicable to leadership, interaction, culture and attitudes, than to a lack of resources, a need for new legislation, organisational frameworks or important value choices.***

**From 22nd July Commission,
Utoya Island Massacre**

Hierarchy of Events

Standard Incident

Local Impact
Known Responses
Clear Solutions Limited Time

Standard Operational Procedures (SOP)

Routine Emergency

Significant Impact
Localised Event
Controlled by the Organisation
Well-Defined Responses

Business Continuity Plan (BCP)

Major Incident

Impacts the Environment
Multi-agency Response
Innovative Solutions Longer-
Term Impacts
Loosely Structured Responses

Crisis Management Plan

Crisis

Threatens the Organisations Existence
Destruction of Infrastructure
Multiple Parallel Crises
No End Position

Crisis Plan Fails

Hierarchy of Events (Rittel & Webber, 1973)

Tame Problems

- 'Normal Incident'
- Understood
- Core Skills
- Routine Protocols
- Isolated
- Limited Consequences
- Clear Response
- Local Control
- 'Win Situation'



Loosely Structured Problems

- Multi-Agency Collaboration / Coordination
- Practiced
- Structured
- 'Recognised'
- 'Win' Situation

- Cascading Consequences
- Geographical Spread
- Multiple 'Problems'
- Extended Time
- Secondary Issues



M1 CLOSED: M1 in Leicestershire closed both ways after serious seven-vehicle pile up 🟢

The M1 has been closed in both directions in Leicestershire after a serious crash involving seven vehicles. The multi-vehicle pile up, which involved a lorry and six...

NORTHAMPTON-NEWS-HP.CO.UK

Wicked Problems

- Multiple 'Centres'
- Inability to Respond
- Lack of Information
- Rapidly Degrading
- Conditions
- High Time Pressure for Response
- Inability to Prioritise
- No 'Win' Situation



**The Principle Cause of Failure
in Crisis Management is.....**

Communication

Transfer of

Complex

Information

Under Pressure

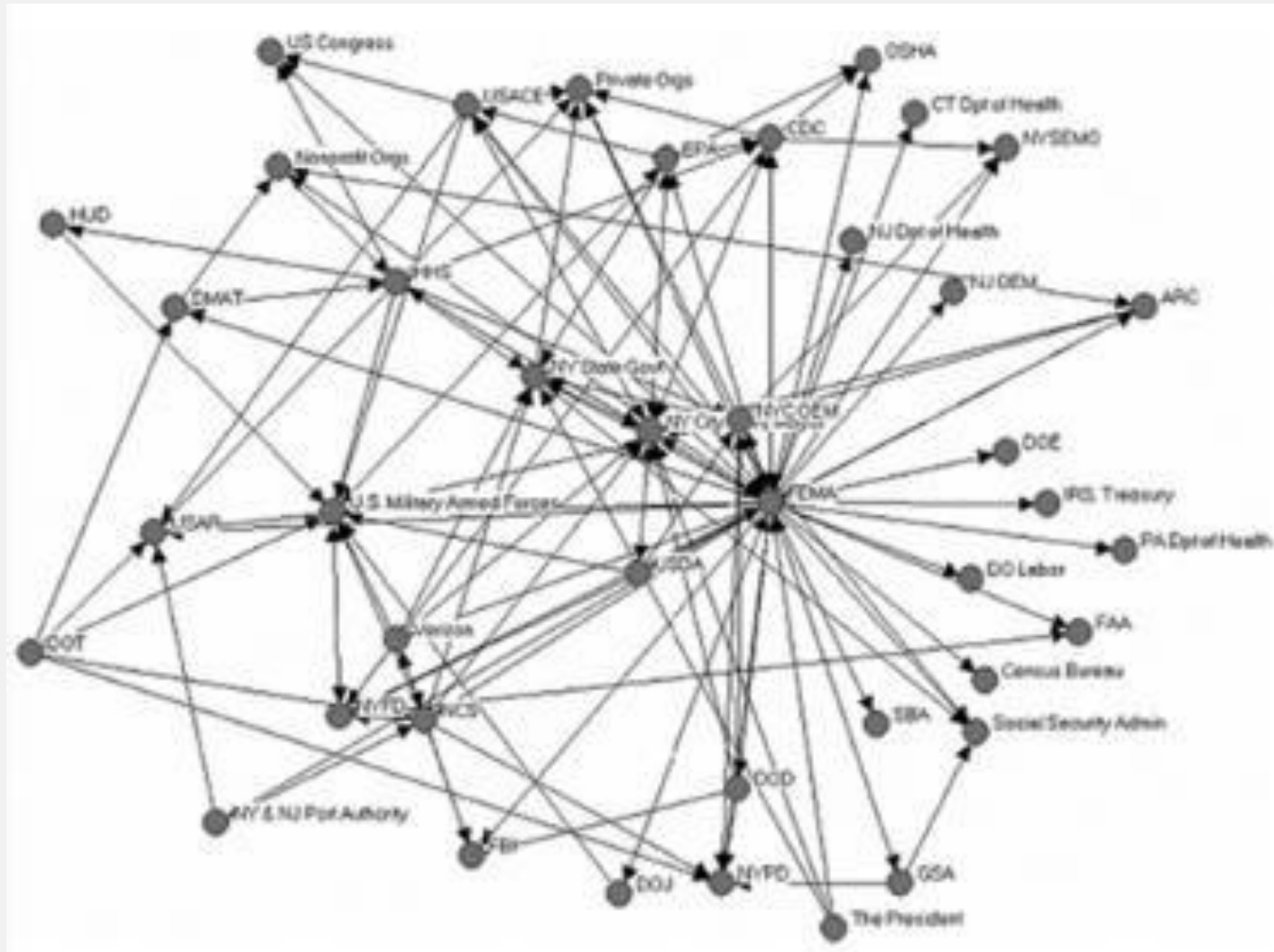
Between Multiple Stakeholders

And Therefore....

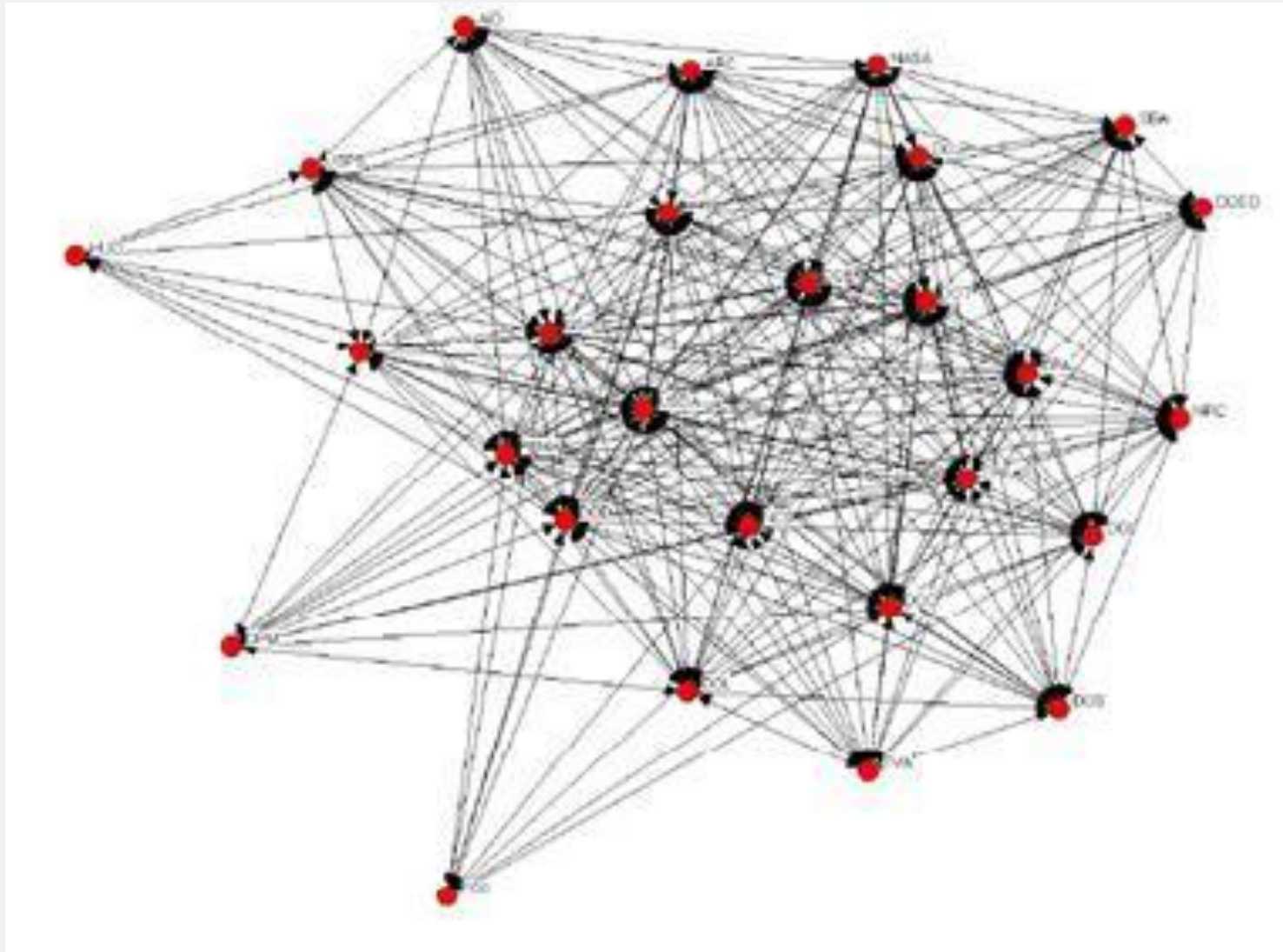
**The Most Important
Function of
Crisis Management is.....**

**To Manage
'Information Exchange'**

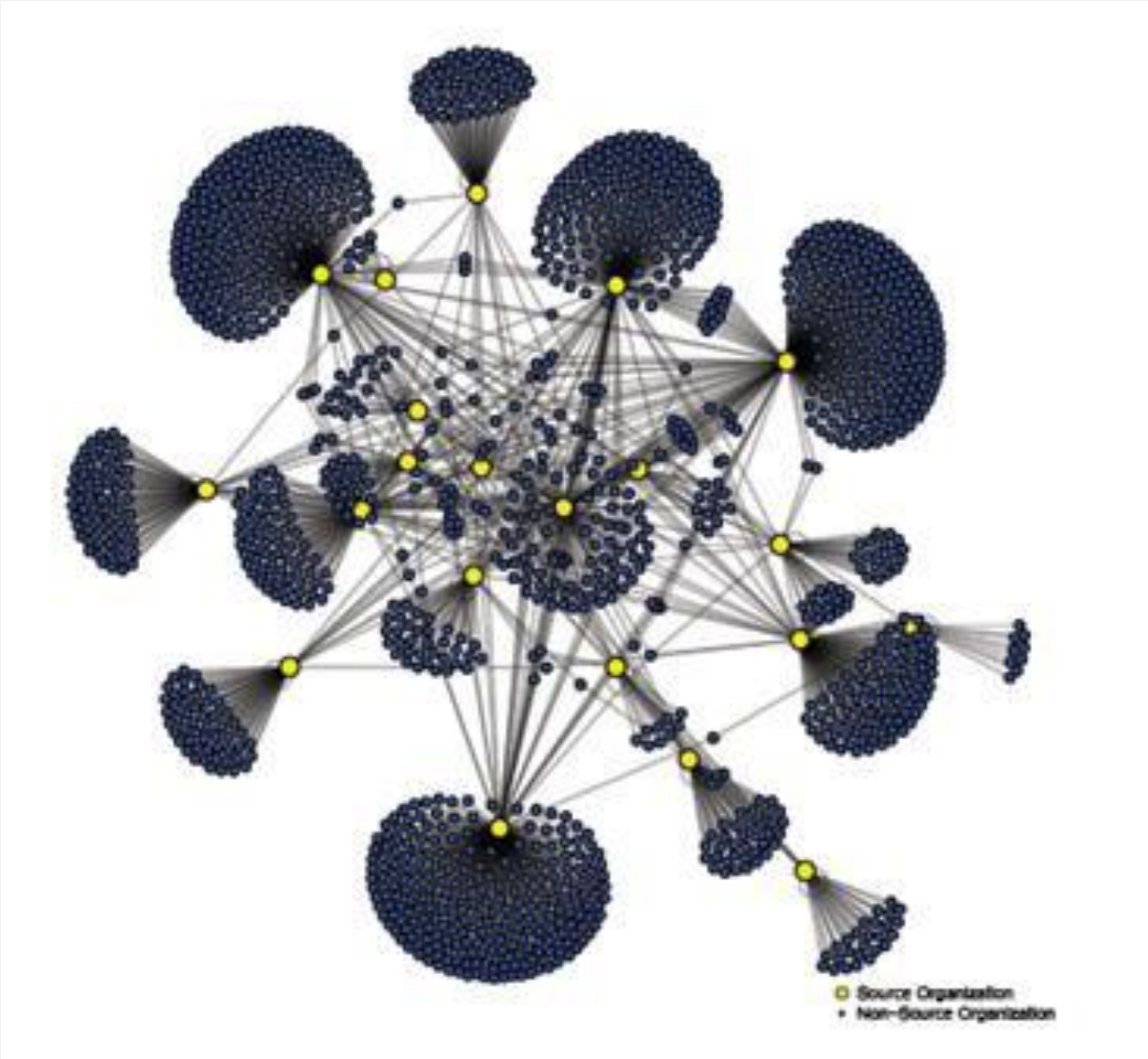
New York FEMA Network – Normal Status



New York FEMA Network – Crisis Status



New York FEMA Network – + External Networks



Decision Making



Grenfell Tower – 14th June 2017



Crisis Decision Making

Time Pressure

Rapid Escalation

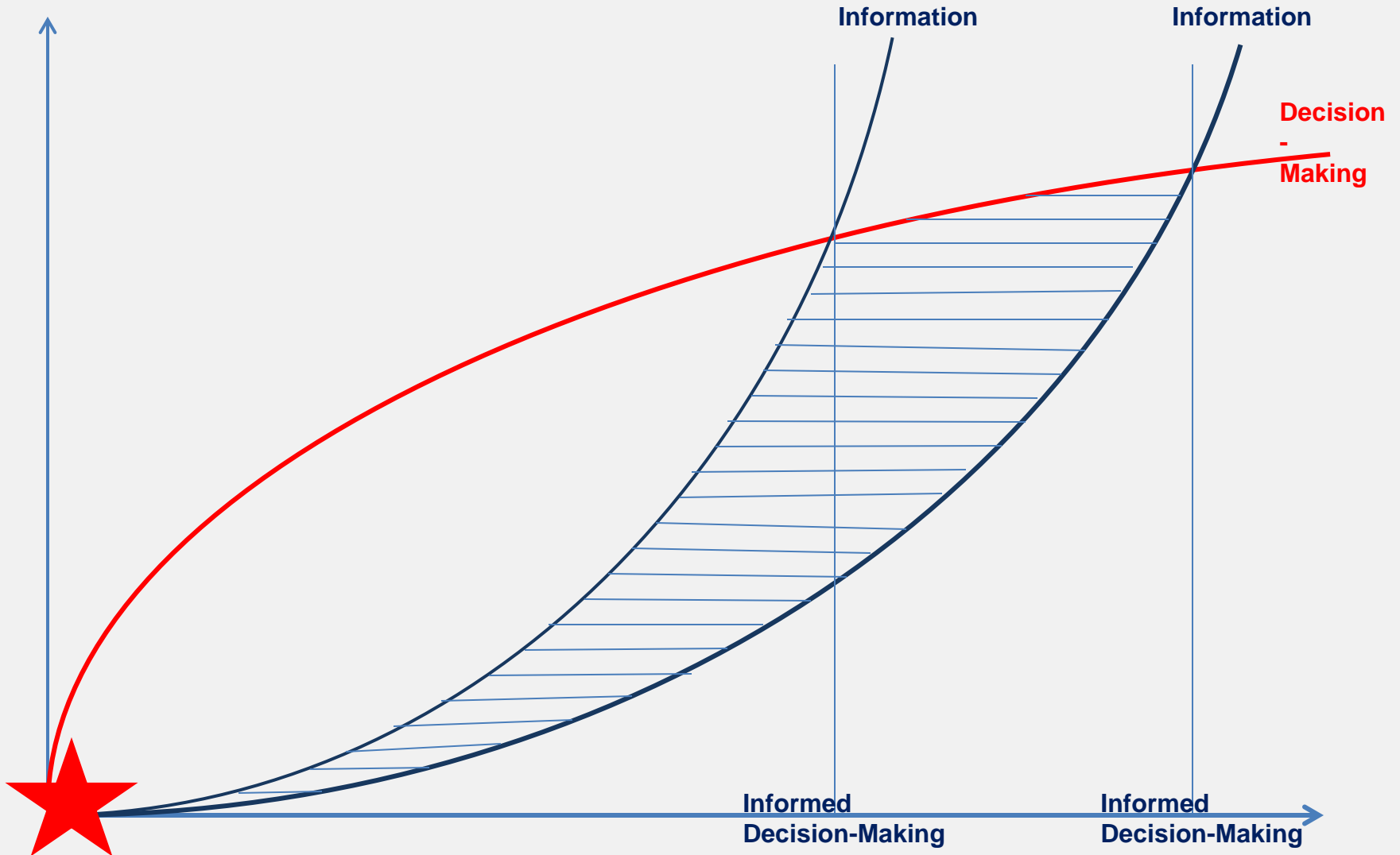
Lack of Information

Outside of Planned Scenarios

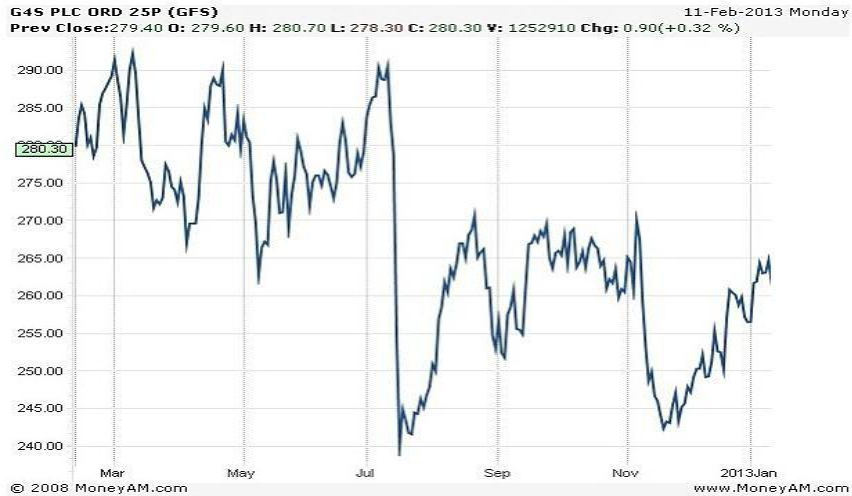
Pressure to Make Decisions

Catastrophic Consequences

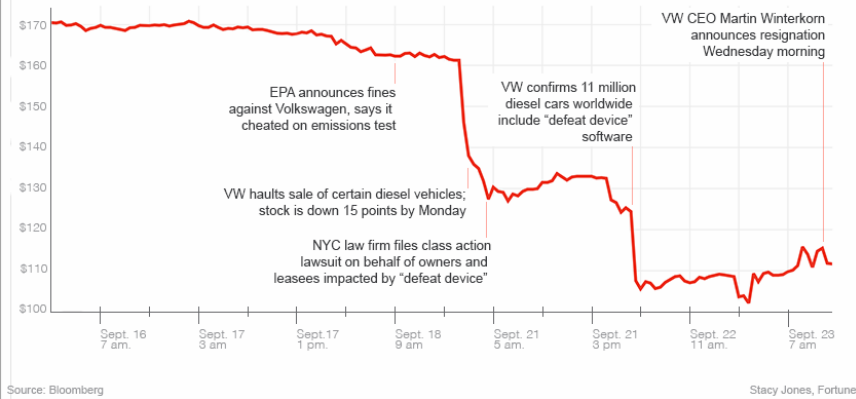
Benefit of Information Management



Crisis in a Corporate Context



Investors' reaction to Volkswagen emissions saga



Tokyo Electric Power Stock performance over three months. Monday's close: ¥207, down 28%



Summation & Final Thoughts

Most man-made disasters and violent conflicts are preceded by incubation periods during which policy makers misinterpret, are ignorant of or flat-out ignore repeated indications of impending danger’.

(Boin & t’Hart, 2003:547)

‘Every day you do not have a crisis, is one day closer to the day you will....’

(David Rubens, 07/12/2018)

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