




steelhenge

the uk's experts in organisational resilience

*"I am often asked what single piece of advice I can recommend that would be most helpful to the business community. My answer is a simple, but effective, business continuity plan that is regularly reviewed and tested."*

**Eliza Manningham-Buller, Director General, MI5  
2002-2007**



*“Since the events of July (7/7) and December 2005 (Buncefield), any organisational director – whether in the public or the private sector – who does not understand and actively drive continuity planning, training and rehearsing is falling short of the required standards of responsible risk management and corporate governance.”*

### **Steelhenge**

Steelhenge specialises in organisational resilience – the preparation and training of organisations and their people to perform effectively in the face of disruption.

In the private sector, we work nationally and internationally with some of the largest organisations in transportation, energy and exploration, financial services and telecommunications.

In the public sector, we work with both central and local government, and a variety of other national and public service organisations.

The days when companies annually postponed investments in disaster recovery facilities because “our systems are in good shape”, and local authorities had civil defence plans that “we trust we’ll never need”, are over.

## The new organisational resilience imperative

For the public sector the lessons of 7 July 2005, when a series of bombings on London trains and buses were the first real test of the transportation system’s emergency plans, have had far-reaching consequences. Unrehearsed emergency plans are now understood to be unacceptable or even negligent risk management.

For the private sector, the most potent lesson in the value of organisational resilience, and the cost of complacency, came later the same year:

Buncefield, Sunday 11 December 2005. Though only a handful of buildings were damaged, more than 400 businesses were affected, 5000 people were made unemployed and a local authority 20 miles away was unable to collect its council tax.

One business was forced to suspend its shares. Another rushed to reassure investors that its disaster recovery plan had been successfully invoked. Two more, whose sites were closed within an hour of the blast, managed to re-establish business as usual on the Monday morning. Both of these had clear crisis plans and facilities in place.

Since these events, any organisational director who does not understand and actively drive organisational resilience is likely to be regarded as falling short of the required standards of risk management and corporate governance.

Steelhenge is one of the UK’s leading experts in this field. We work with public and private sector organisations to develop the resilience strategies, plans, policies, exercises and training that they need.

**We deliver the new organisational resilience imperative.**

# Organisational resilience programme

**Organisational resilience is the ability to understand and withstand hazards; to recover from any setback with maximum speed and minimum loss of assets, reputation or momentum.**

Steelhenge is the UK's leading specialist consultancy delivering organisational resilience services. We enhance the ability of organisations to create robust, flexible responses to issues; to monitor risk, protect assets and use resources proactively to minimise damage and maximise advantage from adverse events.

Our resilience programme will focus on holistically reviewing clients' risks and the resources available to address them, established processes and integrated plans, levels of preparedness and ability to respond.

True resilience focuses on the preparation of the people as much as the formulation of the plan. Decision making under pressure, time and information management, effective remedial action and communication all revolve around the ability of people and their leaders. Leadership and operational training and exercising form an integral part of an organisational resilience programme.

Overall, our aim is to transfer knowledge and skills into our clients' organisations, delivering a legacy that can be built upon from within.



**Organisational resilience landscape**

A photograph of two men in business suits walking through a blurred city street. The man on the left is wearing glasses and a dark suit with a patterned tie. The man on the right is wearing a blue shirt and a dark suit jacket. They appear to be in conversation. A yellow text box is overlaid on the image.

True resilience focuses on the preparation of the **people** as much as the formulation of the plan.

An aerial night view of a city skyline, likely Hong Kong, with numerous illuminated skyscrapers and a harbor in the background. A bright moon is visible in the dark blue sky. A yellow rectangular box is overlaid on the upper left portion of the image, containing text.

Business continuity management can only be **owned** by the organisation itself.

# Business continuity

The ability of the organisation to continue operating during an interruption event is vital to its survival. The ability to recover rapidly will enhance its reputation.

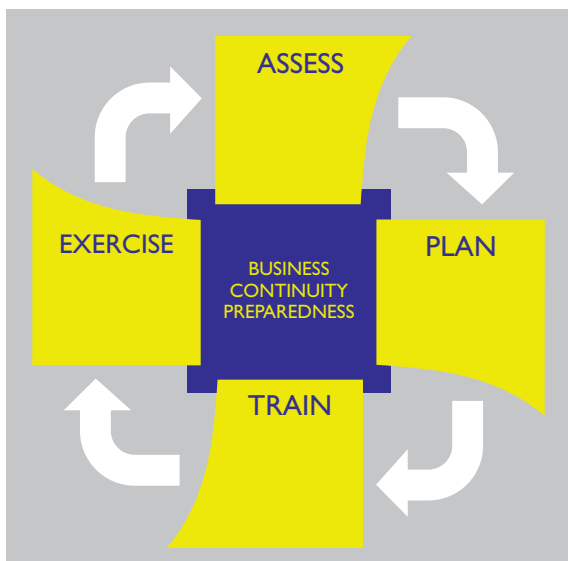
No organisation, private or public sector, can now afford to be without a comprehensive, documented and fully integrated business continuity strategy.

This needs to take account of the range of relevant risks faced, and ensure that everyone within the organisation not only understands their role in overcoming an interruption event, but is also trained and rehearsed accordingly.

Steelhenge helps clients develop business continuity strategies tailored to their overall strategic direction; and provides the training and exercising that validate the plans. This enables the organisation to control endemic risks, mitigate serious interruptions and plan for survival by rehearsing responses and scenarios.

Business continuity management, like any risk management discipline, can only be owned by the organisation itself.

Our approach is to transfer all appropriate skills and knowledge to our clients, and ensure they have a robust BC management structure in place as rapidly as possible. Then, we continue to provide gap-analysis and refine planning, training and exercising as required to maintain appropriate states of readiness.



Business continuity circle

Plan. Train. **Rehearse.** The three essential elements of any resilience strategy.

## Crisis planning and management

How does an organisation identify when a crisis has occurred? Who is responsible for assessing impact, invoking and co-ordinating response? Who will lead actions to prevent further disruption by ensuring the safety and welfare of staff, activating business continuity plans, communicating with the staff, stakeholders, the market and the media?

The specific ways in which a team reacts to a crisis – fast, effectively and implementing plans which shorten it, rather than taking random actions which exacerbate it – comprise the crisis management armoury.

The bedrock of organisational resilience is the combination of the business continuity strategy and the crisis management plan, which jointly enable the organisation to respond effectively to a crisis.

The crisis management plan sets out the framework for command, control and co-ordination, and lays down the detailed processes for dealing with individual aspects and elements of the emergency.

Steelhenge's integrated approach to crisis management provides not just the plan, but the activities that make the plan actionable. These include:

- Crisis plan development
- Crisis team development
- Crisis leadership training
- Crisis management training
- Command and control processes and development
- Operations architecture
- Information management development
- Crisis communications training
- Crisis exercising



## Training and **exercising**

**Plan. Train. Rehearse.** These are the three essential elements of any risk-mitigation resilience strategy that will stand up to scrutiny.

As the UK's leading exponent of large-scale organisational resilience exercising, Steelhenge is ideally placed to design and implement exercises that thoroughly test plans, procedures and people.

Low-impact exercising of this kind means that organisations can run exercises before, during or after the planning phase, to create gap-analyses, test the efficacy of training programmes and refresh teams when roles change or new people join.

Our training is aimed at the strategic, tactical and operational levels of our client's organisation as appropriate. Often, trained operational staff find that their leaders struggle in a crisis due to a lack of preparedness. A comprehensive leadership-down training approach can prevent this.

Training is delivered on or off site as required, and programmes are designed to meet the specific needs of clients.



## Integrated security

Security is an integral part of an organisation's resilience programme.

Protecting its assets is vital to any organisation, and the diversity of today's business assets means an integrated, strategic approach is needed.

Too often security is perceived only in physical terms, as guards and cameras protecting property. Less tangible assets such as information, key staff and other business-critical resources are sometimes underserved or overlooked.

Security-related issues such as loss of data, or hazards to critical staff working or travelling abroad can represent major crises and threaten business continuity.

Steelhenge provides an overarching solution, integrating the technical and human aspects of security. We are not an equipment provider, but help our clients to define needs and select the right products and services.

Measures recommended will be appropriate for the organisation's culture, approach to risk and overall risk profile. Steelhenge consultants are dedicated to ensuring that their recommendations are fully understood and embedded both in processes and in the capabilities of staff.

Find out more **now.**

# Civil protection and **emergency** management

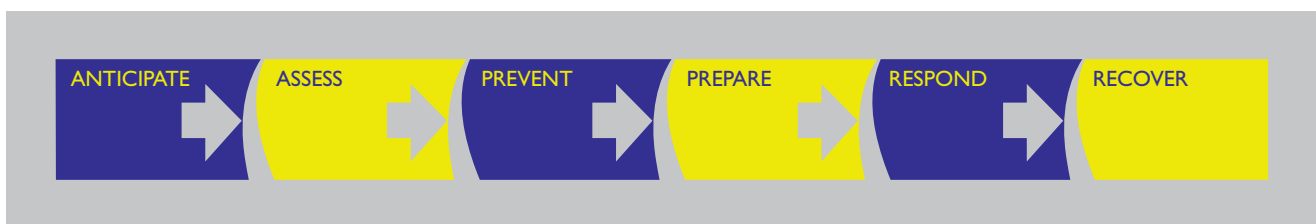
**Strategic civil protection and emergency management are moral and statutory obligations for civil authorities and agencies responsible for the safety of public communities.**

It is widely recognised that emergency management prevention and mitigation programmes go hand in hand with economic development, which should aim to reduce human vulnerability to catastrophe. This leads into the creation of resilient societies and environmental sustainability.

Integrated emergency management comprises six related activities: anticipation, assessment, prevention, preparation, response and recovery.

Central to integrated emergency management is the 'all-hazards' approach, which recognises the need to build a capability to deal with unexpected risks. Identified risks can be addressed by specific emergency management programmes.

Steelhenge provides consulting and training in support of the responder community at all levels, to aid and promote the levels of understanding of civil protection and civil contingency work. Our staff have come from these fields and know and understand the needs and requirements of these critical teams which support our communities in times of crisis.



**UK Integrated emergency management**

If you would like to make your organisation more resilient, upgrade its ability to survive a risk-event, or simply refresh and re-qualify your existing resilience strategies, contact us today.

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