



# **Resilience: Navigating the storm within your charity**

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29<sup>th</sup> June 2023

# Agenda

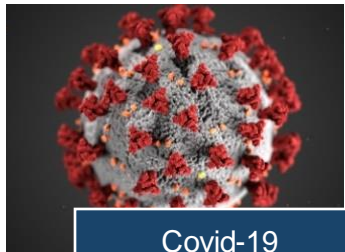
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- 1 Riskier Landscape
- 2 Big Picture to Your Picture
- 3 NEW-ish Resilience Model (World Economic Forum)
- 4 Organisational Resilience: Your People
- 5 Operational Resilience: Your Operations
- 6 Strategic Resilience: Your Plans
- 7 Social Resilience: Your Communities
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- 10 Questions

# Riskier Landscape: Big Picture



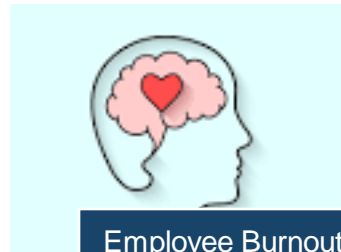
# Charity Strategic Risk Landscape



Covid-19



Funding



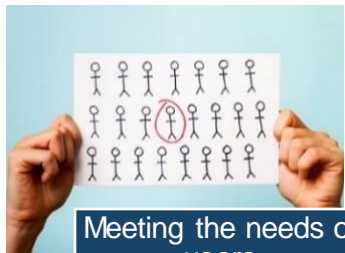
Employee Burnout



Well-Being



Political Stability



Meeting the needs of users



Lack of Diversity



Outdated Tech Systems



Threat of Cyber



Attracting & Retaining Talent



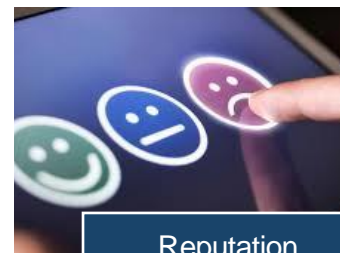
Impact on Society



Governance



Survival



Reputation



Safeguarding



Sustainability



Supply Chain



Rising Costs



Partnerships



Asset Management



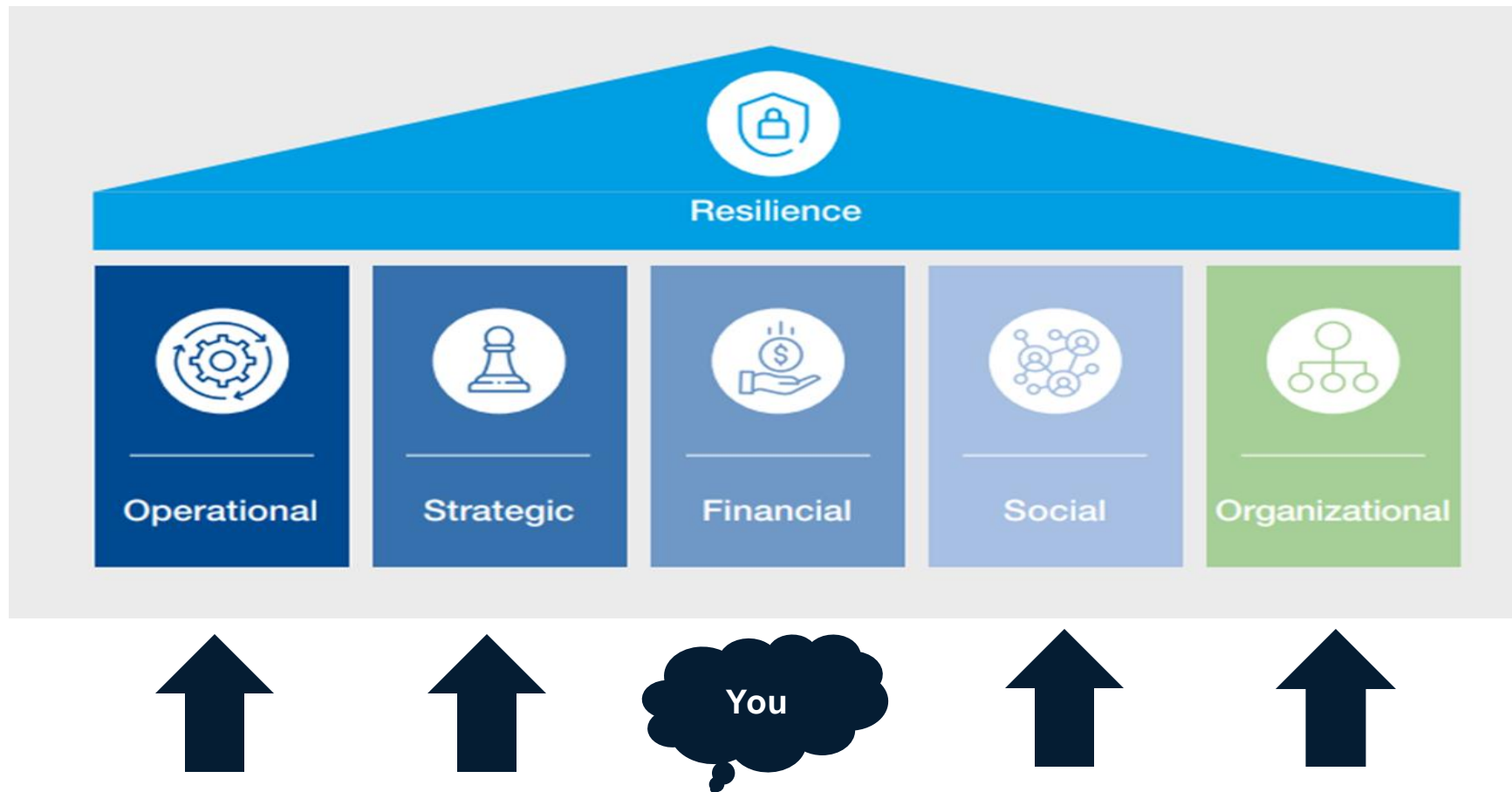
# Resilience

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# Resilience

Source: World Economic Forum (July 2022): Risk Proof: A framework for Building Organisational Resilience in an uncertain future



# Organisational Resilience: People

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# People Risks

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Pay & conditions

Work life balance

Job benefits

Job variety

Poaching

Recruitment and retention

New ways of working

Increased service demand

Capacity and capability

Rising cost of living

Burnout

Sickness



## People Risks: Solutions

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Open and supportive culture

Making the best use of resources

Being flexible

Empowering & trusting staff

Rewarding and recognising staff

Investing in mental health & education

Offering health and well-being benefits

Offering financial advice

Keeping up with one to ones

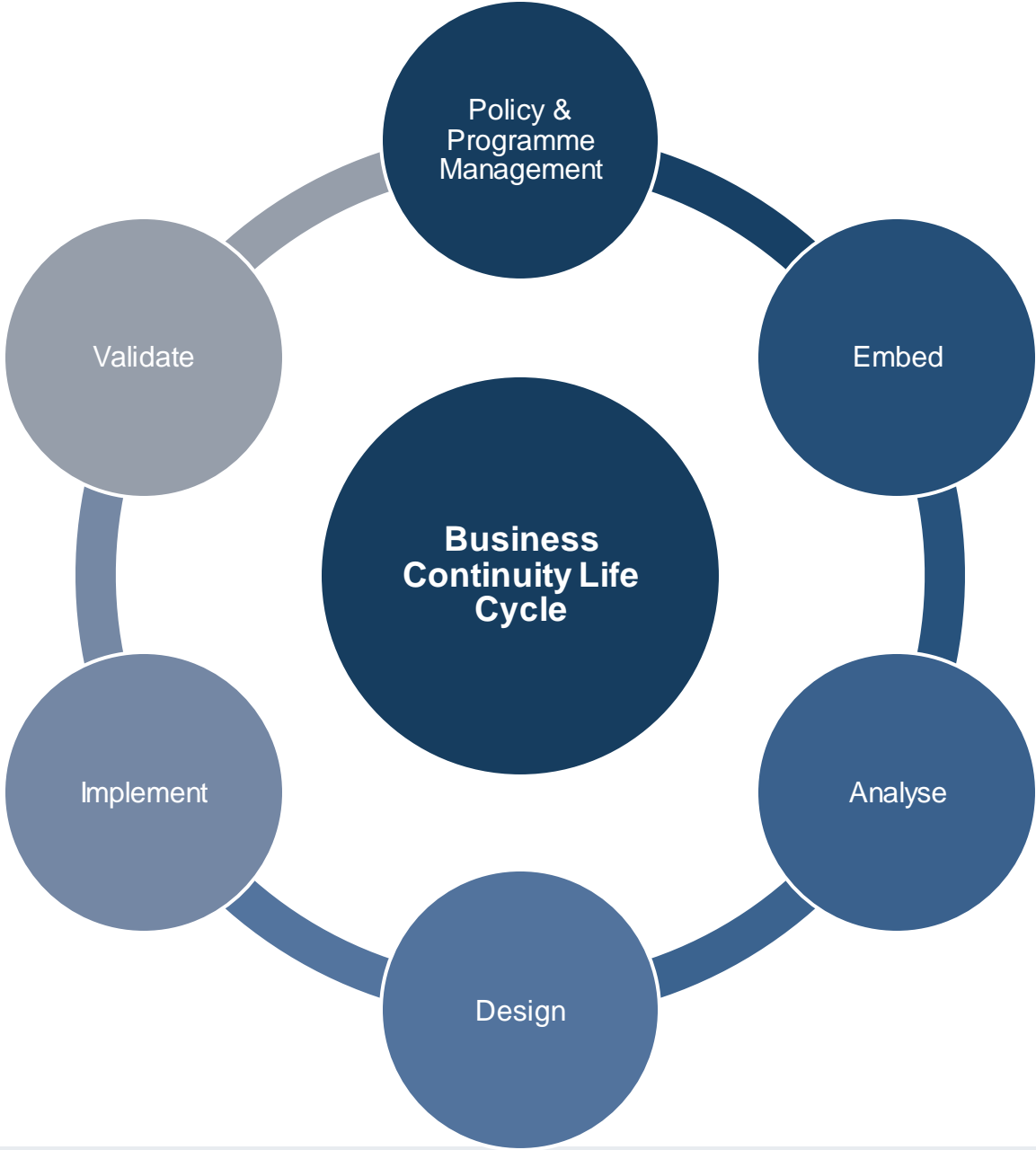
Actively promoting work life balance

Arranging social sessions

Encouraging physical well being

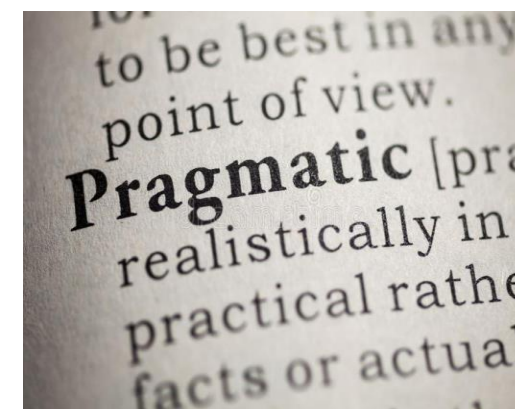
# Operational Resilience: Business Continuity Management (BCM)

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# Operational Resilience: Business Continuity Management (BCM)

Lifecycle	Questions
<b>Policy &amp; Programme Management</b>	<ul style="list-style-type: none"><li>Do you have a Business Continuity Policy</li><li>Does your Policy outline the reasons for implementing business continuity</li><li>It is clear who is accountable for business continuity e.g. roles and responsibilities</li></ul>
<b>Embed</b>	<ul style="list-style-type: none"><li>Is business continuity seen as a priority in your charity</li><li>Is business continuity integrated into working practices e.g. setting strategy, discussed at meetings</li><li>Have staff received training on Business Continuity</li></ul>
<b>Analyse</b>	<ul style="list-style-type: none"><li>Have you considered the different threats that could disrupt your charity</li><li>Have you identified which key services you would need to keep up and running during a disruption</li><li>Have you agreed timelines for recovery and resource requirements</li><li>Are there any key dependencies linked to your key services</li></ul>
<b>Design</b>	<ul style="list-style-type: none"><li>Are you clear what business solution or strategy you would put in place to deal with the key threats</li><li>Have you considered putting in place measures to reduce the probability of the threat occurring</li></ul>
<b>Implement</b>	<ul style="list-style-type: none"><li>Do people know how to implement the business solution or strategy</li><li>Are they clear in terms of what actions they would need to implement during a disruption e.g. first hour, first day, first few days</li><li>Is there a communications plan in place</li></ul>
<b>Validate</b>	<ul style="list-style-type: none"><li>Have you tested your business continuity plan</li><li>Have lessons learned from any test been incorporated into your plan</li><li>Is your plan regularly reviewed</li></ul>

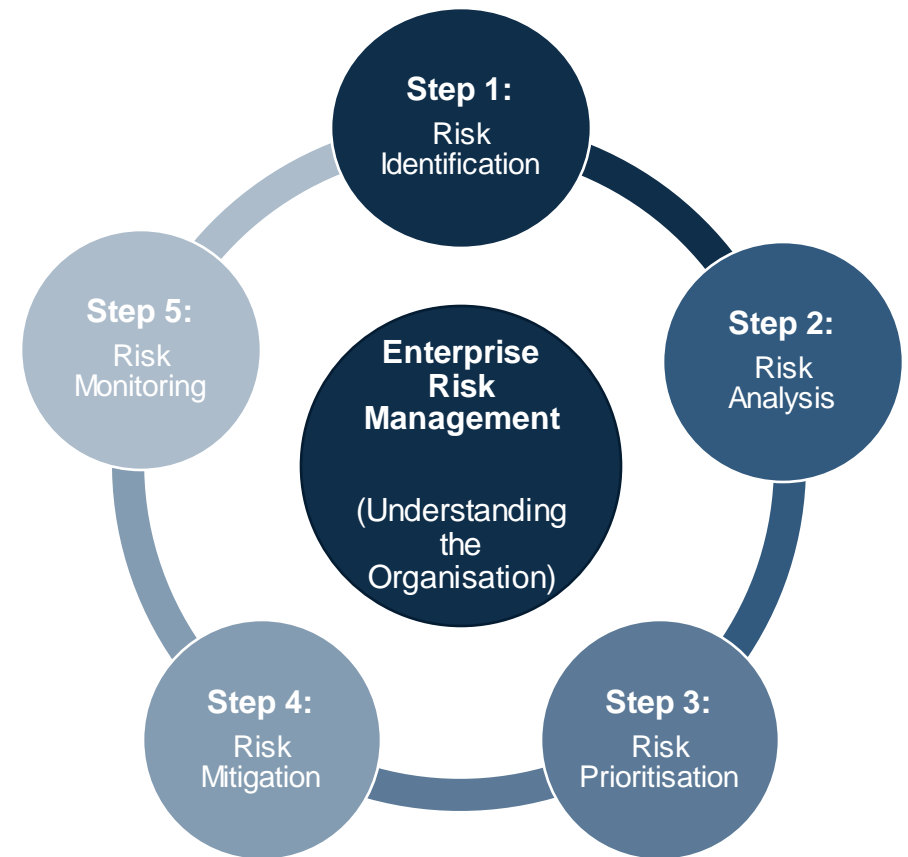


# Strategic Resilience: Enterprise Risk Management (ERM)

ERM is an integrated and joined up approach to managing risk across the organisation and its extended networks

*Source: Institute of Risk Management*

Traditional Risk Management	Enterprise Risk Management
Insurable	Non Insurable (mostly)
One dimensional assessment (severity)	Multi dimensional assessment
Manage risks one by one	Analyses risks & how they relate to each other
Occurs within one business unit (siloed)	Spans the entire organisation (holistic)
Reactive & sporadic	Proactive & continuous
Disjoined activities	Embedded in culture & mindset
Standardised (compliance)	Standards (enabler)
Risk Averse	Informed risk taking





# Social Resilience

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- Understanding your communities and where the gaps are from a resilience point of view
- Use your Subject Matter Expert(s)
- How can you support?
  - Leadership
  - Connections
  - Access
  - Information
  - Involvement
  - Communications
  - Physical/Mental Health
- A more resilient community = + impact on your organisational resilience



# Horizon Scanning

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## Resilience - Top Tips

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1. Start a Resilience Conversation in your organisation – consider **all** the pillars

2. Use your Subject Matter Experts to inform the debate

3. Use your existing processes to help e.g. People Management, Financial Management, Business Continuity, Enterprise Risk, Strategic Planning

4. Don't forget to Horizon Scan to think further afield - Emerging Risks

5. Use your professional networks to share learning (plus tap into additional insight that is available) – your not alone.





# Questions & Additional Resources

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## Ecclesiastical Website

- BCM Quick Checklist
- ERM Getting Started Guide
- ERM Summary Toolkit
- Example Risk Register Format

## Additional Websites

- [Global Risks Report 2022 | World Economic Forum \(weforum.org\)](https://www.weforum.org/reports/global-risks-2022)
- [Risk Proof: A Framework for Building Organizational Resilience in an Uncertain Future | World Economic Forum \(weforum.org\)](https://www.weforum.org/publications/risk-proof-a-framework-for-building-organizational-resilience-in-an-uncertain-future)
- [Institute of Risk Management \(IRM\) \(theirm.org\)](https://www.theirm.org/)



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