# BCI East of England Forum

## Committee Meeting: 09:00-13:00 20th December 2019

### *Queen Mary Meeting Room, 1st Floor*

### *Park Inn by Radisson Palace, Church Road, Southend-on-Sea, Essex, SS1 2AL*

#### **Minutes**

**Attendees**

Mark Suttle, Chair

Richard Verrinder, Vice-Chair

Brian Kinch, Secretary

Jim Barrow, Committee Member

Adrian Jolly, Committee Member

Tim Cracknell, Committee Member

**Apologies**

Ken Clark, Committee Member

Josh Subair, Committee Member

David West, Ex-officio Member

**Welcome and Chair’s Opening Remarks**

MS indicated that it was good to see so many of the Committee. He acknowledged that recent months had been a time of significant change both personally and professionally for many of them.

MS reflected on the heavy agenda for the day but hoped that it would be possible to do justice to all the topics.

**Formal approval of last meeting Minutes, 20th September 2019**

MS expressed his thanks to RV for stepping in as Chair for this prior meeting.

The minutes were approved without any required change, and BK was thanked for the comprehensive record of the meeting.

**Note/record update on actions from last Minutes, 20th September 2019**

* 15/211218 – CLOSED – MS reflected that the Forum communication e-mails were only available to those who specifically registered for or sought them, and is concerned that many potential or actual members from further afield may be very interested in the work and events of the Forum but do not get proactive exposure to this.

**Action 01/201219 – MS to ensure this issue features again on the next discussion between the Committee and David Thorp as it is still considered a “miss” and a priority to redress.**

* 03/150319 – CLOSED – MS has confirmed that the use of a Regus office may be available on request, but this would have to be on a case-by-case basis. MS advised the sense was that the use of Regus should be by exception and not a regular occurrence, and that in every instance the request should go via DW. Some of the Committee reflected that Regus business lounges could be used on a “guest basis” as frequently as one would want, as long as a Regus membership number is held, but these may not be conducive as they are often smaller, shared facilities.
* 08/150319 – CLOSED – MS had asked whether Professional Indemnity cover could be a feature of BCI membership, and for a copy of all current membership benefits, but he has not yet heard back.

**Action 02/201219 – MS to ensure this issue features again on the next discussion between the Committee and David Thorp.**

* 01/200919 – CLOSED – The availability of vacancies on the Committee is now being further extended based upon the additional, immediate loss of KC and JS. The Committee expressed its congratulations for KC, who has a recent new role at ARM, and reiterated its good wishes to JS who relocated out of the area some time ago. The Committee also recorded its sincere thanks to both KC and JS for their many valued past contributions. This leaves two immediate Committee vacancies, but also still the potential to extend by another two if desired.

**Action 03/201219: ALL to think about who to invite to join the Committee and make a conscious effort in discussions with interested parties attending Forum events to promote the Committee vacancies.**

**Action 04/201219: MS to check whether KC and JS may have an alternate/replacement as they were representing a broader geographic spread for the Committee.**

TC additionally suggested promoting vacancies through BCI Central Office and/or on the web-site.

**Action 05/201219: BK to liaise with DW about e-mailing and promoting the Committee vacancies; also through Women in Resilience re diversity and inclusivity.**

* 02/200919 – COMPLETE – The promotion of the Stansted event had gone ahead to plan.
* 03/200919 – COMPLETE – All administration for the Stansted event had been completed.
* 04/200919 – COMPLETE – BK had forwarded the February and March 2019 minutes to DW for publication and these now appear on the Forum’s web-page.
* **05/200919 – CARRIED FORWARD - MS is to look to incorporate the practice of promoting, say, 3 high-level topics at the end of each Forum event, together with an option for “other”, in order to help with future event planning.**
* 06/200919 – CLOSED – JB advised there had not been an option for open discussion at the Chapter Leaders’ Conference so there had been no real way to raise the “talking heads” issue there. To be fair JB advised the topic was referenced, in that all seemed to recognise a need, but there had been no definitive progress.

MS indicated that this has been a longstanding issue of concern for the Committee and recalled that David Thorp had previously indicated it needed to be embraced, but there continues to be a lack of progress. The Committee discussed how this may be advanced, but there is a realisation there is not really a media communications owner, and that media training would be an expensive overhead.

BK indicated he had a business media contact who would be a sympathetic audience if the BCI wanted to try to gain a greater profile, but that this would need to be a prescriptive, systematic series of communications not simply a one-off. The Committee wondered with Rachael Elliott, as the BCI’s Head of Thought Leadership, might be someone to embrace the “talking heads” challenge, but MS suggested that she, and her team, are more focused on research matters than media commentary.

MS cited a recent example of BCI Central Office having the chance to brief a London council on continuity and resilience issues but that the BCI reaction had left the sense of “no time” to do it. RV indicated socialising the opportunity to practitioners failed to recognise the impracticality of availability (evenings/weekends versus the “day job”) and that chances are the request came to nothing.

**Action 06/201219: MS to ensure this issue features again on the next discussion between the Committee and David Thorp as it is still considered a “miss” and a priority to redress.**

* 07/200919 – CLOSED – David Thorp had not been notified in time to attend the Christmas function.

**Action 07/201219: BK to extend an invite to David Thorp for a forthcoming (early 2020) Committee meeting.**

* 08/200919 – COMPLETE – RV advised that half fees had been agreed for his retired status. JB felt that this should be zero. BK expressed concerns that seasoned/retired professionals are not recognised/leveraged in the best way in light of their experience.

* 09/200919 – COMPLETE – BK had added the Grenfell issues review/reprise to the potential future topics list.
* 10/200919 – COMPLETE – BK had added Belfor/ISS salvage and restoration to the potential future topics list.
* 11/200919 – CLOSED – JB had not had the chance to raise the match funding issue at the Chapter Leaders’ Conference.

**Action 08/201219: MS to ensure this issue features again on the next discussion between the Committee and David Thorp.**

* 12/200919 – COMPLETE – The February 2019 Committee minutes have since been published on the Forum web-page.
* 13/200919 – COMPLETE – The Fire HQ Forum event presentations are available on the Forum web-page.

**Action 09/201219: BK to ensure the Forum web-page gets properly updated and is consistent as current formatting is all over the place.**

* **14/200919 – CARRIED FORWARD -** (Also cross-refer action 07/201219)

**BK to indicate, in inviting David Thorp to a Management Committee meeting, that some of the things they would like to cover include:**

1. **The need for minutes of the Forum/Chapter Leaders’ meeting;**
2. **Central Office, and Rachael Elliott in particular, to focus on why BCM professionals are often not BCI members, and the rate of and reason for membership attrition;**
3. **The need for current and prospective Board Members to have greater visibility “at grass roots”, perhaps through offering Skype session to each one in turn at successive meetings;**
4. **The current engagement strategy with disruptors such as DRII and the Resilience Association.**
* 15/200919 – CLOSED – The circulation of the Disruptive Technologies document has not been done, but could potentially be the sort of promotional materials that attendees at future Forum events might welcome.

**Action 10/201219: MS to approach DW regarding getting BCI promotional materials for distribution to attendees at each future Forum event.**

**Any other matters arising from past meeting Minutes**

None.

**Feedback from Chapter Leaders’ Conference**

JB advised the event had been well recounted on the BCI web-site, herewith: https://www.thebci.org/news/bci-volunteers-conference-2019.html

He then went on to recount several points that he had additionally noted.

JB advised representatives from “Women in Resilience” were well in evidence, and the point had been made that women were unrepresented on the Board. It was suggested that the “Women in Resilience” members who wanted the chance to be a Board director needed to volunteer and should expect only to get a role on merit.

JB advised there was a new Head of Training, but the direction in this area continued generally to follow the past course.

MS asked if there had been any evidence of a real change of strategy? JB advised not particularly, albeit the BCI was once again looking at being more member-led, and is also considering the suitability of charging/billing levels.

JB advised the Conference venue is now moving to Birmingham and that this will be an interesting divergence in terms of cost dynamics and fund-raising. There is speculation as to how this might change, especially when considering the ease of access of the location.

MS expressed his thanks to JB for attending on Committee’s behalf.

MS suggested combining the next two agenda items. This was unanimously agreed

* BREAK -

**Review of London Stansted Forum Event/Roundtable: Review of Year**

MS asked what feedback the Committee had to the Stansted Forum event. Those attending the Forum advised the venue was excellent and well appointed, on the 3rd floor overlooking the runway. The car park was very convenient but it was felt the availability of free parking was poorly communicated as being too limited.

The Stansted hosts were considered very welcoming and great presenters.

There was some surprise expressed at the apparent low levels of building access security, but this had not detracted.

The London Stansted Director’s opening speech was considered first class. Adrian Battaini, Alan Cain, and Roger Kember were all received to considerable acclaim. All the presentations were engaging and enlightening and there was universally great feedback.

RV in particular reflected on some of the revelations in Alan Cain’s presentation, such as the universities being the “biggest provider of accommodation” in Manchester; and the implications in having to shut down halls of residence; and the unforeseen consequences of a suspect car being parked outside. BK agreed it had been a very different and enlightening viewpoint from Alan, albeit he did reflect that the original purpose of highlighting HEBCoN had not really been fulfilled.

RV suggested that a former colleague of his, Alastair Lee (from Imperial College), is a real enthusiast about HEBCoN and may be another future presenter to consider.

**Action 11/201219: BK to add Alastair/Imperial College and HEBCoN to the list of potential future events.**

The food was excellent and plentiful.

Formal thanks have been conferred to all concerned.

The Committee noted that timing would have been tight if the other planned speaker had not had to cancel. MS observed that the Forum events have struggled in terms of getting the timing right on a few occasions now. RV suggested that the Committee should perhaps look at arranging full-day Forum events if there are going to be more than 3 presenters.

The Committee noted that there were 21 attendees in total, which was a little disappointing, but that meant 6-7 people were registered, but “no-shows”.

Communications for the event had been about 3 weeks in advance (30th September 2019); with a 4th October follow-up. TC felt, other than the confusion about parking (maybe dissuading people because of the message, especially in that the alternative of train travel may not have suited most), this had been good and to the right cadence.

BK noted that the BCI Central Office (Sergio) had been put into direct contact with Adrian Battaini, and that this worked relatively well in terms of “cutting out the middle man” on the logistics. BK accepted the parking message needed better positioning, but did stress that it would have been far worse if 40 cars had shown up!

AJ felt that the stewardship on the day from the Committee had felt a little rushed and disjointed and BK conceded it had not been as slick/seamless as prior events

MS extended his sincere thanks to all of the Committee involved in the event. He advised he had received great personal feedback from Roger Kember, which was very encouraging.

Turing to the year’s broader events, MS reflected on the Fire HQ Forum. The Committee considered this a fantastic venue, with great hosts and strong presentations. TC noted the Forum had been planned for earlier in the year, but the deferral did not impact attendance and the extra time to prepare had been welcomed. MS indicated he would far rather have two high quality events rather than three average ones. BK agreed but reminded the Committee that the aspiration from their terms of operations is for three events annually, albeit he conceded this would be easier to accommodate if there were “more hands” available on the Committee.

JB advised that, in his experience, the East of England Forum events are better quality and more regular than many others in the fields of continuity and resilience management.

In other matters, BK questioned whether, in light of the maturity of the Committee and the desire to reflect on and measure performance of Forum events, it is time to consider setting Forum objectives. AJ asked what metrics this might entail and MS ruminated that objectives are only beneficial if the measurement and achievement (or failure) against them leads to material change. RV agreed and questioned whether anyone could definitively distinguish success and failure, and MS indicated that whilst the Committee already holds itself to account in fulfilling a quality event agenda, he would not want to see anyone being unduly pressurised to achieve targets in a volunteer-only environment.

TC wondered whether the BCI have particular targets they would like Forums and Chapters to fulfil, and whether the Committee should aim to benchmark itself against others. MS considers that the BCI objectives overall are positioned and discussed at the BCI’s Annual General Meeting each year, but it is not entirely clear how these relate specifically to grass root expectations.

**Action 12/201219: MS is to ask David Thorp whether they are any centrally defined objectives for the BCI which the Forum could be asked to support**

BK also raised whether it was possible to ensure someone from BCI Central Office attended a least a minimum number of Management Committee meetings (and/or Forum events) over a certain period. DW had attended several Management Committees when the old South East of England Forum was being devolved into constituent sub-regions, but his attendance had since largely ceased, and this despite the apparent challenges the South of England Forum have faced.

**Action 13/201219: BK is to look at adding this sort of BCI Central Office attendance requirement to the Management Committee Terms of Reference, for ratification.**

RV recommended the Committee look at promoting its Forum events through its own social media channels. The Committee considered this a good idea and AJ suggested he looked at creating a suitable LinkedIn group for this sort of purpose: promotion of events, conversations, blogs, etc. MS expressed some reticence about trying to assume the BCI moniker on social media, even if only for the East of England region, and RV questioned whether there are any BCI social media guidelines that might help.

BK suggested that any social media group did not have to position itself as an authorised agent of the BCI, but instead it could simply provide links to event promotion on the BCI site proper. JB agreed and considered that many individuals provide comments, references to events, and promotional links to BCI materials already on their own personal social media, so an extension to do the same sort of social media presence for the Forum should be fine. The Committee felt this was a non-controversial option, and also noted both that other BCI Forums had already established their own social media presence (e.g. South Midlands Forum https://www.linkedin.com/groups/2964433/) and that non-affiliated groups (such as the Berkshire Continuity Forum https://www.linkedin.com/in/berkshire-business-continuity/, endorsed by Robin Gaddum) also exist.

**Action 14/211219: MS is to discuss with David Thorp the requirements for, and acceptability of, the Forum establishing its own social media group and presence for promotional and communication purposes in particular.**

**Action 15/211219: AJ to look into the feasibility of a LinkedIn, or similar, social media group.**

**Constitution of Management Committee. Succession planning and promotion**

The Committee formally recorded its congratulations to RV for his BCI Achievement award. RV expressed his sincere thanks to the Committee for its support and for nominating him. MS indicated RV is richly deserving of the accolade.

**Action 16/201219: RV is to provide the Committee with a copy of the photo of him receiving his award. This could be used on any Forum promotion, especially in trying to recruit new Committee members.**

RV noted that a sketch artist had been present during the BCI Conference event, capturing the essence of discussions and the sessions presented. He indicated this would be a valuable and interesting reference piece.

**Action 17/201219: BK is to ask DW whether the BCI has retained a copy of the mural and if it can be socialised.**

MS reiterated the discussions from earlier in the meeting, vis:

* JS has been finding it more difficult to attend the Management Committee meetings in recent times and, now being officially outside of the East of England catchment, he is formally leaving the Committee. MS recorded thanks and good wishes to him on behalf of the Committee.
* KC has also had to stand down from the Committee owing to new, extended role. MS expressed congratulations to him on behalf of the Committee and all wish him the very best. MS noted that the Committee will certainly miss his support (and the breakfasts in Cambridge)!

MS advised that, through JS and KC, he hoped that the Committee will retain a strong network of contacts.

BK noted that, in accordance with standard convention, the Committee has three “statutory officer” positions available: Chair, Vice-Chair, and Secretary.

MS has indicated his recent change of employer is leading to less opportunity for him to make himself available for Chair duties. MS feels there should be a consistent figurehead and worries he will struggle to do justice to this from an availability perspective. Several of the Committee had indicated they were happy for him to remain as Chair despite the logistical challenges and MS expressed his appreciation for the comments received and support. In conclusion, he indicated he is happy to remain as Chair so long as all the Committee appreciate and accept he is likely to be less visible. This was upheld unanimously.

BK expressed he is also finding it difficult to devote as much time as he would like to the Secretary role, and is very conscious that some duties have slipped. Being no volunteers to succeed him as Secretary, however, BK queried whether the Committee would be happy for him to retain the role as Secretary but to use his daughter, Lauren, as an administrative officer who could undertake some of the time-consuming secretarial tasks such as minute taking, which he would simply oversee. The Committee debated this; many of them were aware of Lauren from a Forum event held some years ago at FICO’s offices which she had helped to facilitate, and they noted she is now working in the continuity and resilience field and would therefore benefit from having a closer affiliation to the BCI. TC queried whether there should be remuneration for Lauren’s role, even if only based on travel expenses. BK advised that should not be necessary, especially if the Committee were to use the Knight Enterprises Group - which covers BK’s own company, Black Knight Enterprises Ltd - offices in Hockley for future meetings, and her work with the Forum would actually help her in her (separate) salaried role. MS was happy to propose acceptance of the idea; JB seconded. The proposal was duly carried.

RV expressed that whilst he remains happy to stay as Vice-Chair, and to step in occasionally in MS’ absence, he is concerned his retired status means he will become disconnected because he is no longer working actively in the industry. RV had the full and continuing confidence of the Committee.

MS summarised the “statutory officer” status as one of flux. He suggested, unless there was any particular or changed desire from JB, TC or AJ, that each officer carries on as previously to offer continuity as far as possible in the coming year. Thereafter, as new members join the Committee, hopefully the situation can be looked at again. This was agreed.

MS acknowledged that the agenda topic of succession planning is very pertinent and reiterated that with the age and status of the majority of the Committee it will be very important to nurture new talent into the Committee environment.

AJ indicated his former IFDS colleague, Matt Neall, is happy to join. AJ has known him for 15 years, he has experience with ISO22301 and is active in the local community through things like the Parish Council. AJ noted he is a “do-er” and the Committee acknowledged that Matt sounded like a great addition.

**Action 18/201219: BK is to invite Matt to the next suitable Committee meeting.**

**Action19/201219: MS to have BCI Central Office promote Committee vacancies.**

**Action 20/201219: (see also 15/201219) AJ to use the LinkedIn Group, when created in the New Year, to promote Committee vacancies.**

**Action 21/201219: BK is to look at and consult previous Committee Members or active Forum colleagues to see if any may have an interest in (re-)joining e.g. maybe Ian Dunlop, or Chris Aldred.**

**Future Committee and Forum meeting plans**

The Committee noted that the placeholders all look acceptable, but if there are particular concerns over dates these should be advised back to BK.

**Action 22/211219: BK is to change the planned January Management Committee date as it clashes with his wife’s birthday.**

The list of suggested topics includes a number of elements that are now very old/stale. TC recommended that all of the old topics are struck out, plus the one on pandemics, and this was agreed.

In terms of potential replacement topics…..

* RV asked what the current focus is for most practitioners. MS indicated that, for him, it centred upon two things: third parties and data management issues. In financial services, at this stage, there is a lot of attention to the Bank of England paper on operational resilience. TC agreed but added that, for him, it is to do with cyber exposure too, with very significant insurance arrangements brokered in this space. In that the last cyber Forum event was a few years ago now at FICO, it is probably worth reconsidering.
* JB asked whether TC’s employer, Marsh, might be able to help on a cyber insurance presentation, and TC agreed this might be possible albeit Marsh would not be a natural choice. The Committee discussed the modern day risks of SAN-to-SAN back-ups with the risk of mutual corruption, and the absence of delineation between sites where tape back-ups and servers are housed.
* RV suggested that Robin Gaddum could present on what to do in a cyber context if something breaks. Or that maybe the old suggested topic from Zerto (“not all data centres are created equal”) could be applicable too. MS agreed and suggested that any presentation needed to go beyond merely scaring and focus instead on the practical. He advised the Zerto contact was made originally through BCI Central Office but, owing to the age, this may now have withered as an opportunity.
* RV questioned whether more traditional business continuity topics are still relevant and MS agreed they are, as evidenced by the Fire HQ Forum event. The Committee agreed they must not lose sight of this.
* MS wondered whether BREXIT as a subject might get combined with something on broader global market changes (e.g. China) and restrictions of trade. The Committee agreed this could be of topical interest. Restrictions of trade could certainly happen even if in some controlled fashion rather than a ‘big bang’.
* TC queried whether Sungard or a similar Workplace Recovery provider is still viable and of interest. RV indicated it should be with physical invocation typically being in days, whereas cyber invocation being several weeks. MS advised he has an offer from Sungard to all Forum leaders (having hosted the North West Forum and presented at the Dublin Forum recently) to present a “thought leadership” piece. TC queried where the nearest Sungard site is and MS advised it is in E14. BK advised that if we were thinking of London for this sort of supplier, the Committee may also want to consider Fortress.

**Action 23/201219: MS is to reach out to Sungard and to see what options and content they can suggest for a Forum presentation/event**

* AJ asked whether there may be an interest in an event focused on stadia and how they manage an incident, especially logistics. He gave a golfing venue example where the ticket provider refused to contact ticket holders when an even got cancelled for fear of breaching GDPR! AJ advised he has a contact at White Hart Lane and could potentially aim to combine an event with a tour. The Committee endorsed that this sounded very attractive, especially bearing in mind the positive feedback to the prior Forum event at Portman Road (Ipswich Town). TC suggested that, if Tottenham Hotspur were not available, maybe another smaller ground such as the Ricoh stadium (Colchester Town).

**Action 24/201219: AJ is to investigate the art of the possible concerning a stadium-based event.**

* RV suggested it might be interesting to host an event at Felixstowe Port. The Committee agreed that this is not the sort of venue previously considered.

**Action 25/201219: RV is to see whether an event at Felixstowe could result in topics covering people trafficking, explosives, port logistics, etc.**

**Action 26/211219: BK is to update the suggested topics list based upon the above discussions and to make sure what remains are only recent/current.**

MS advised that, in order to allow adequate time for the development of quality events, the Committee should aim to meet toward end of January 2020 and, if arrangements are not already advanced for a March Forum event by then, they should considered foregoing March and aiming for two events in, say, June and October instead.

**Any Other Business**

RV asked whether the BCI simulation game previously promoted centrally could be offered to members for free.

**Action 27/201219: MS will ask DW whether this dispensation is available.**

Being no further business, MS expressed his thanks to BK and Visa for organising the meeting and the formal proceedings with adjourned at 1315 with all good wishes for Christmas.