Back to school: Managing the challenges of resumption
Your speakers today

John Macpherson
Partner and Head of Crisis and Resilience, APAC
Control Risks

Olivia Soave
Senior Consultant
Crisis and Resilience
Control Risks

Ed Greene
Executive Director
EARCOS
Type your questions here
Hello and welcome...

- Overview – where are we going and when will this end?
- Scenarios for 2020 and beyond
- Uncharted waters – new risk scenarios
- What to do now, next and later
- Questions
Global snapshot

- Total deaths: 318,303
- Total confirmed cases: 4,798,594
- Countries and territories affected: 185

Weekly change in new cases per million pop.

- Top 10 accelerating countries:
  - Qatar: +185
  - Kuwait: +105
  - Bahrain: +92
  - Chile: +22
  - Oman: +15
  - Singapore: +14
  - UAE: +12
  - Brazil: +11
  - Russia: +10
  - Saudi Arabia: +10

- Top 10 decelerating countries:
  - Ireland: -29
  - UK: -19
  - US: -12
  - Serbia: -11
  - France: -11
  - Italy: -10
  - Eq. Guinea: -9
  - Netherlands: -6
  - Panama: -5
  - Switzerland: -5

Data source: Johns Hopkins University CSSE
Scenarios: most likely, best case, worst case

**BASE**
Prolonged disruption (6-9 months)
- Economic recession
- Cycles of restrictions
- Ongoing regional outbreaks (mostly contained)
- Short term uncertainty but longer-term confidence

**UPSIDE**
Regional recovery and uneven global rebound
- Rebound in Q3/4 with sharp recovery in some sectors
- Travel restrictions lifted in controlled manner
- Geo-political and security issues isolated
- Reduction in employee anxiety and illness

**DOWNSIDE**
Ongoing pandemic with 2nd/3rd waves into 2021
- Global economy in protracted depression into 2021
- Restrictions on movements on a rolling basis
- Prolonged closure of business and downturn in consumer spending
- Increase in fatalities, anxiety, illness
Outlook for 2020

**HEIGHTENED DISRUPTION**

- Pace of recovery will be VERY uneven between regions
- Test, trace and isolation will determine success
- Cycles of restrictions and disruption will become the norm
- Governments feeling the pressure of de-escalation, at risk of increasing infection

**UNEVEN REBOUND**

- Developed versus developing markets
- Geo-political and security challenges on the horizon
- Inconsistent relaxation of restrictions
- Global economy in recession, with some recovery likely in Q4
- There is no return to “normal”
What does this mean for the education sector?

1. Long term view (you will be managing this for a long time)
2. Don’t discount worst case scenarios...
3. Governments don’t have (all) the answers...
4. Resumption needs to be planned and purposeful
Impact analysis

- Continued regional and global disruption
- Fighting the “info-demic”
- Welfare and communications
- Emerging risks
- Resumption planning
- Decision fatigue and delegation
The recovery challenge

- Readiness
  - Business impact analysis
  - Strategy / Plan development
  - Implementation / Training
  - Exercise
  - Audit
  - Review

- Response
  - Incident Response
  - Crisis Management

- Recovery

Preparation & Planning

Critical incident
The recovery challenge

- Preparation & Planning
- Business impact analysis
- Strategy / Plan development
- Implementation / Training
- Exercise
- Audit
- Review
- Incident Response
- Crisis Management
- Resumption/incremental recovery
- Recovery

The COVID-19 impact on the ‘recovery curve’
Likely return to work scenarios

Declining Pandemic Phase (at local level):
- Decrease in infection rates
- Effective contact tracing in place
- Robust testing regime
- Health system operating within normal constraints
- Pandemic phase level remain in place

Pandemic Phase (now)
- Total lockdown except for essential needs/services
- Schools shut
- International travel ban
- Limited domestic travel
- Increase in infections/deaths
- Health systems at capacity

Resumption Phase 1 – Minimal relaxation of restrictions
- Small groups in public may be allowed
- Essential staff may return. Domestic travel may be allowed, but post trip self-isolation will likely remain
- Vulnerable individuals will continue to self-isolate
- Schools likely to remain closed
- Some public venues, shops and entertainment may re-open with strict physical distancing in place
- Masks may be mandatory in some cities

Resumption Phase 2 – further relaxation of restrictions
- Offices begin to re-open with physical distancing measures
- Shops, restaurants, gyms, etc re-open but with physical distancing measures in place
- Physical distancing in public areas encouraged
- Vulnerable individuals encouraged to continue to self-isolate
- Schools may re-open
- Increase in domestic travel

Resumption Phase 3 – no restrictions in place
- No restrictions but some physical distancing may remain
- Monitoring for potential 2nd wave and introduction of restrictions and physical distancing (return to Phase 2, 1, or Pandemic Phase)

Minimum of 2 weeks
What are your objectives?

1. To provide a safe learning environment for all your students
   - Compliance ++
   - Social distancing
   - Contact tracing
   - Isolation
   - Set your community expectations and mutual obligations

2. To secure the ongoing trust and support of your community
   - Be the trusted sources of information for your key stakeholders
     - Students and staff
     - Parents
     - Governments
   - Manage anxiety - Channel communications and grievances
   - Tend to over, not under communicate
   - Don’t let others fill the void!

3. To achieve a steady state of operations amidst heightened disruption
   - Hybrid models
   - Rapid response
   - Prioritize what’s important and what is not
Resumption is not a light switch…

01. Identify trigger points for escalation and de-escalation – what do you need to be monitoring?

02. Align actions, plans and policies to multiple scenario plans – plan for more disruption! Assume you will have cases in your school!

03. Prioritize who, when, what and where based on your objectives

04. Conduct “in-flight” reviews and course corrections and communicate and then communicate more

05. Move to full recovery in the “Post-COVID-19” world
Simplified trigger matrix

- Are you ready to open?
- Are you compliant with regulations and guidance?
- Can you screen for illness and likely exposure?
- Can you maintain rigorous health, hygiene and cleaning?
- Can you maintain social distancing through small groups and limited interaction?
- Are all employees trained and is there adequate notices?
- Can you monitor for signs and symptoms daily?
- Will sick students, staff and parents stay at home and notify you?
- Can you liaise with local health authorities if you have a case?

- **YES**
  - **YES**
    - Can you maintain rigorous health, hygiene and cleaning?
    - Can you maintain social distancing through small groups and limited interaction?
    - Are all employees trained and is there adequate notices?
    - Can you monitor for signs and symptoms daily?
    - Will sick students, staff and parents stay at home and notify you?
    - Can you liaise with local health authorities if you have a case?

- **NO – DO NOT OPEN**

- **NO - MEET STANDARDS FIRST**

- **NO - MEET STANDARDS FIRST**
### Aligning scenarios, strategy and risk management (high level example)

<table>
<thead>
<tr>
<th>SCENARIOS</th>
<th>TRIGGERS AND IMPACTS</th>
<th>RISK MITIGATION PLANS (STRATEGY, OPERATIONS, STUDENTS, COMMUNITY, GOVERNMENT)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BASE</strong></td>
<td>- Economic recession</td>
<td>- Scale and triggers for re-opening</td>
</tr>
<tr>
<td>Prolonged</td>
<td>- Cycles of restrictions</td>
<td>- Rigorous contact tracing</td>
</tr>
<tr>
<td>disruption</td>
<td>- Ongoing regional outbreaks mostly contained</td>
<td>- Conduct demand recovery modelling</td>
</tr>
<tr>
<td>(6-9 months)</td>
<td>- Short term uncertainty but longer term confidence</td>
<td>- Plan for virus rebounds (“second wave”) – isolation and partial or full closure</td>
</tr>
<tr>
<td><strong>UPSIDE</strong></td>
<td>- Rebound in Q3/4 with sharp recovery in some areas</td>
<td>- Implement enhanced vigilance for accounts receivable collections protocols</td>
</tr>
<tr>
<td>Regional recovery and uneven global rebound</td>
<td>- Travel restrictions lifted in controlled manner</td>
<td>- PPE implementation plan</td>
</tr>
<tr>
<td></td>
<td>- Geo-political and security issues isolated</td>
<td>- Transport plan (staff and students)</td>
</tr>
<tr>
<td></td>
<td>- Reduction in employee anxiety and illness</td>
<td>- Implement communications and government stakeholder engagement plan</td>
</tr>
<tr>
<td><strong>DOWNSIDE</strong></td>
<td>- Global economy in protracted depression into 2021</td>
<td>- Strategy for handling disputes and disgruntled parents</td>
</tr>
<tr>
<td>Ongoing pandemic with 2nd/3rd waves into 2021</td>
<td>- Restrictions on movements on a rolling basis</td>
<td>- Plan for longer term shift towards hybrid delivery model</td>
</tr>
<tr>
<td></td>
<td>- Prolonged closure of business and downturn in consumer spending</td>
<td>- Understand impacts on vendors and suppliers</td>
</tr>
<tr>
<td></td>
<td>- Increase in fatalities, anxiety, illness</td>
<td>- Re-evaluate technology and digital strategies, tools and resources</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- etc...</td>
</tr>
</tbody>
</table>
What are others doing?

Students in Hangzhou

Schoolchildren stand on smiley faces to maintain social distancing in the courtyard of a primary school during its reopening in Paris, May 14, 2020. Reuters

Students eat their lunch on desks with plastic partitions as a preventive measure to curb the spread of COVID-19 at Dajia Elementary School, in Taipei, on April 29, 2020. Getty Images

Primary school pupils attend class wearing protective visor caps made by the city council in La Grand-Croix, near Saint-Etienne, central France, two days after lockdown measures were eased, May 12, 2020. Getty Images

Rebekka Hjorth holds a music lesson outdoors with her class at the Korshoejpiken school, after it reopened following the lockdown to control the spread of COVID-19, in Randers, Denmark, April 15, 2020.

All pre-school staff to take Covid-19 swab test before centres reopen
Identify the new threats to your school after COVID-19
- Our competition has both the right protocols and tone for new demands
- Cyber crime is on the rise – are we ready?
- Are we financially sound – can we withstand withdrawals, demands for refunds?

Where are you most vulnerable in the new environment?
- Our remote learning platforms were not nimble enough – should we invest more?
- Can we be more effective in managing our stakeholders – government, faculty, families?
- What is the new compliance environment?

What are the key risks you will have to manage after COVID-19?
- What can you do now to mitigate those risks?

How do your plans need to be updated?
- Response plans, crisis management
- Operational continuity

Do you have a solid pandemic plan – global, regional and local?
Type your questions here
More resources: www.controlrisks.com/covid-19

Contact us: coronavirus@controlrisks.com