



# ***TA 7.8 Benchmarking Resilience and best practice - Annex on BS65000***

September 2018

V1.0

# Introduction to BS 6500

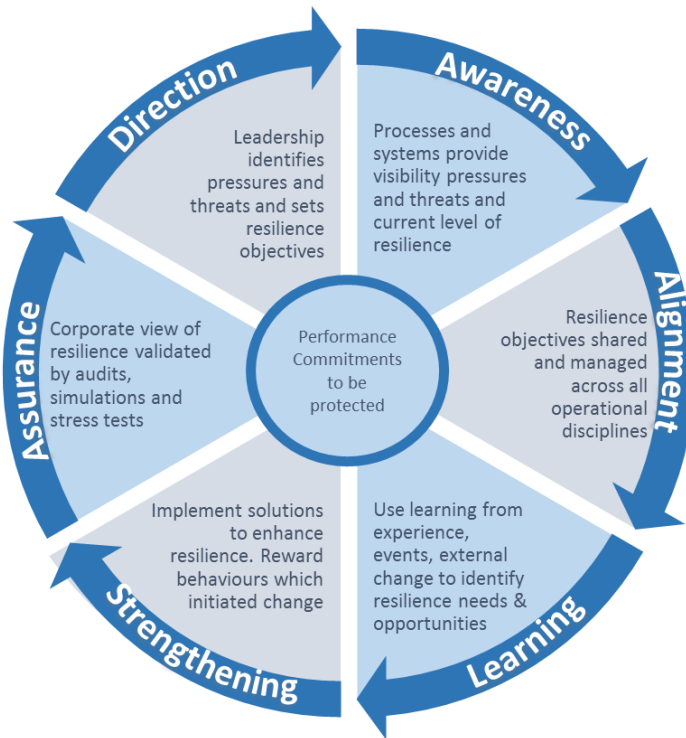
- BSi have developed and published BS65000 which gives guidance on achieving enhanced Organisational Resilience.
- This framework has been adopted by Southern Water to help understand and assess organisational resilience. This standard has been used both in the UK and internationally.
- The framework allows a proactive approach to organisational risk governance, whilst ensuring that it can work alongside our existing risk, crisis and business continuity management strategies.
- By applying the framework and undertaking assessments on an annual basis it will provide valuable information to the Southern Water to help improve the overall resilience of the company. Particularly as the standard covers: **Data and Information; Human Resources & Skills; Risk Management Systems and Processes; and Procurement and Supply Chain Arrangements.**

# BS 65000 & Asset maintenance and management

- The link to this standard can be found:  
<https://www.bsigroup.com/en-GB/our-services/Organizational-Resilience/>
- In applying this framework it sets out clear objectives which are and can be integrated into asset management strategies and as such it works in conjunction with the Asset Management frameworks and improves asset management strategies.
- Potentially this recognised framework can be adopted across the sector to provide a good benchmark index for the industry as well as a comparison with other industries through their benchmarking approach: <https://www.bsigroup.com/en-GB/our-services/Organizational-Resilience/Organizational-Resilience-Benchmark/>

# Overview of the Resilience Self Assessment Framework

## 'Wheel' Elements



We have developed a **framework to assess an organisation's overall approach to resilience**. The assessment is based upon a review of progress as well as tangible evidence of activities being undertaken.

**The self-assessment framework is aligned to the principles and structure of BS 65000: 2014 - Organizational Resilience**, which identifies the following 6 key components:

- 1) Direction
- 2) Awareness
- 3) Alignment
- 4) Learning
- 5) Strengthening
- 6) Assurance

## Maturity Scale

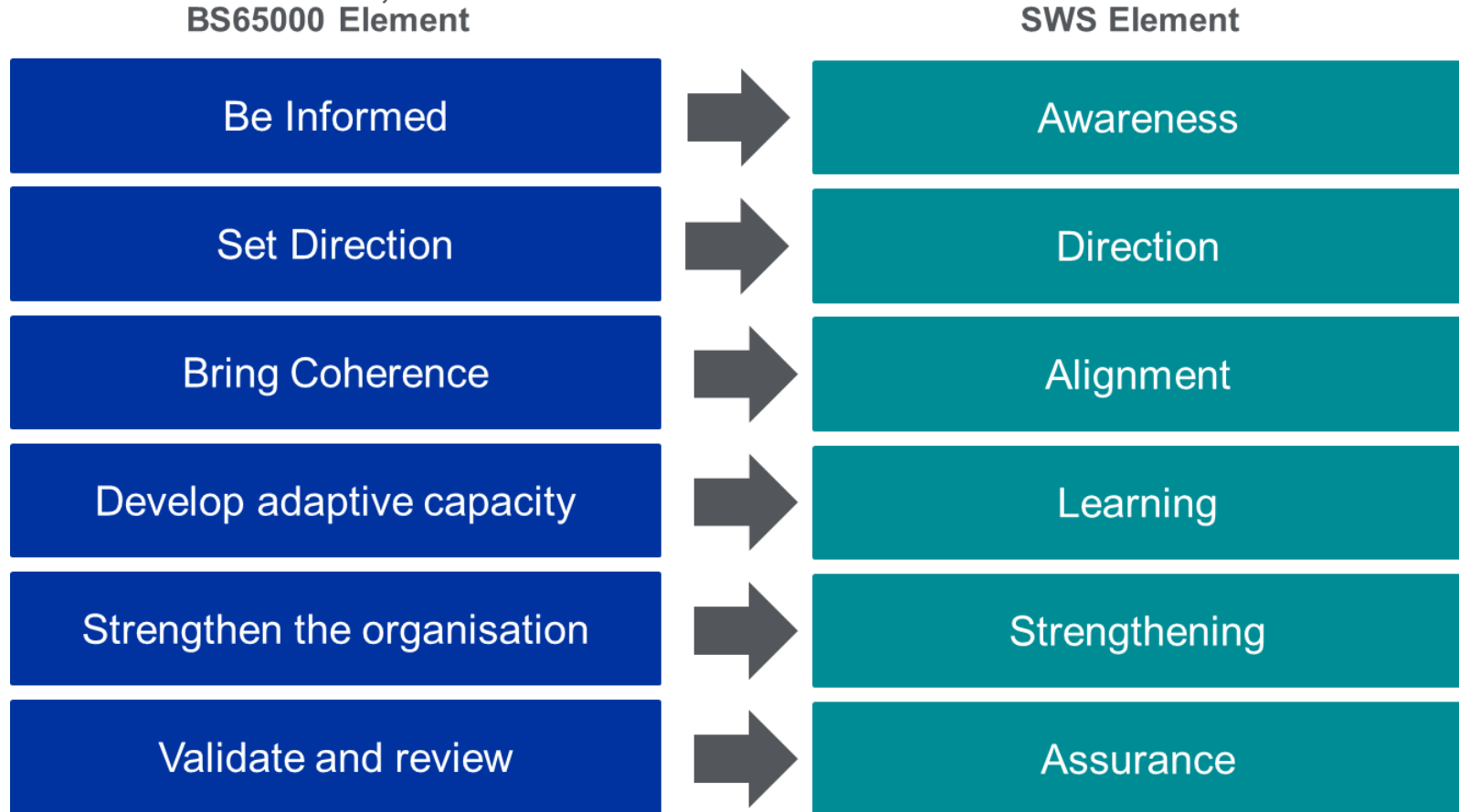
EXPLORING	LEARNING	APPLYING	EMBEDDING	OPTIMIZING
Awareness		Development		Competence
				Excellence
<b>Maturity 0</b> 'INNOCENT'	<b>Maturity 1</b> 'AWARE'	<b>Maturity 2</b> 'DEVELOPED'	<b>Maturity 3</b> 'COMPETENT'	<b>Maturity 4</b> 'EXCELLENT'
No measures implemented...	Some basic level of measures implemented.	Majority of measures in place. Implementation remains a challenge.	Strong evidence of measures in place. Good level of implementation.	Excellent demonstration of the necessary measures needed. Very strong level of implementation.
Score - 0 to 1	Score - 1 to 2	Score - 2 to 3	Score - 3 to 4	Score - 4 to 5

Performance against each element is assessed on a scale ranging from 0-Exploring to 5-Optimizing, using a set of pre-defined criteria.

These results then identify targeted improvements to be implemented.

# Alignment against the Core Elements

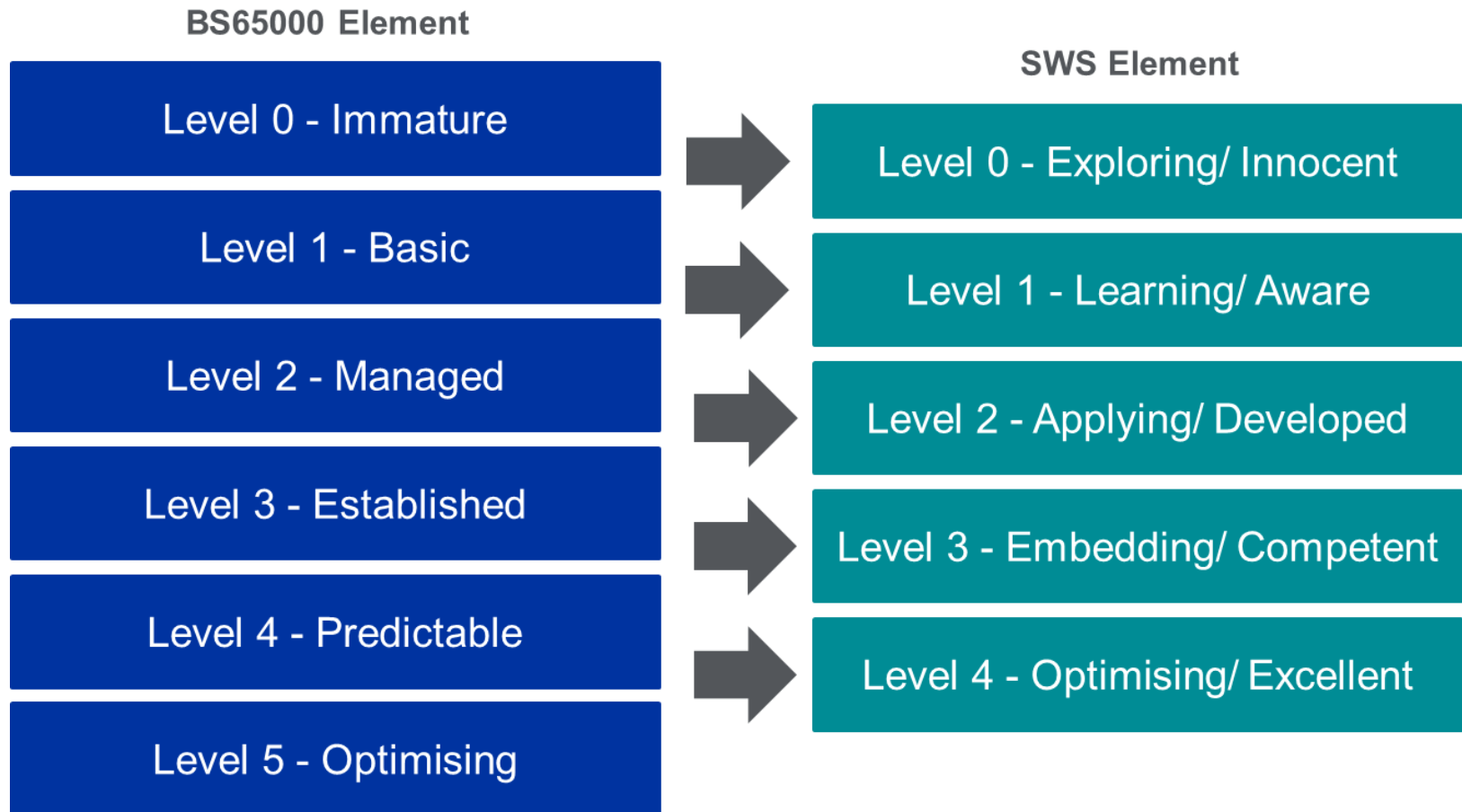
SWS have consider the BS65000 framework and how it might be applied and communicated with the organisation. Our approach retains the six key elements of the framework. There is a one to one mapping of the six core elements of the BS 65000 Framework. The model benefits from a simplification of the descriptors used. This was done to ensure the framework at the highest level was consistent with other common benchmark models, such as the IAM SAM. Below we document the translation.



# Alignment against the BS65000 Maturity Assessment

BS65000 as standard sets out 6 levels of maturity. Prior to commencing both assessments we considered the suitability of these levels for our organisation and elected to make two modifications;

1. Scaled maturity against 5 levels, to better align with the other ISO benchmarks we track our people, process and systems capability against
2. Developed a more granular description and guidance of what is required at each level, this helps with repeatability and consistent application of the assessment over time.



# Summary

- Southern Water have considered the BS65000 framework and how it might be applied and communicated with the organisation.
- Our approach retains the six key elements of the framework. There is a one to one mapping of the six core elements of the BS 65000 Framework.
- The approach we have taken allows this framework to be used in conjunction with more detailed zonal resilience assessments that are in progress.

# Further details of the method

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# Resilience Self Assessment Framework



# Maturity Scale

<b>Maturity Scale / Scoring</b>						
<b>EXPLORING</b>		<b>LEARNING</b>		<b>APPLYING</b>	<b>EMBEDDING</b>	<b>OPTIMIZING</b>
← Awareness		Development		Competence		Excellence →
<b>Maturity 0</b>	<b>Maturity 1</b>	<b>Maturity 2</b>	<b>Maturity 3</b>	<b>Maturity 4</b>		
<b>'INNOCENT'</b>	<b>'AWARE'</b>	<b>'DEVELOPED'</b>	<b>'COMPETENT'</b>	<b>'EXCELLENT'</b>		
<i>No measures implemented...</i>	<i>Some basic level of measures implemented.</i>	<i>Majority of measures in place. Implementation remains a challenge.</i>	<i>Strong evidence of measures in place. Good level of implementation</i>	<i>Excellent demonstration of the necessary measures needed . Very strong level of implementation.</i>		
<p>The business as a whole may not have recognized the need or particular requirement(s) and/or there is little evidence or commitment to consider addressing this aspect</p> <p>Individual function / team may have identified the need to address this aspect</p> <p>Overall low level of awareness, acceptance or visibility may be observed</p>	<p>Awareness and acceptance of the need is high</p> <p>Organization has an understanding of best practice in this area. It has yet to decide how best to apply them.</p> <p>Some items to demonstrate progress in this area are documented.</p> <p>Visibility is improving. Improving line of sight to corporate resilience objectives.</p>	<p>Organization has a strong understanding of best practice in this area. It has decided how best to apply them.</p> <p>Most items to demonstrate progress in this area are documented but may not be fully influencing organizational resilience.</p> <p>Some implementation and benefits realization gaps exist.</p> <p>Any gaps are being progressed with credible &amp; resourced plans in place to address them.</p> <p>Visibility continues to improve. Improving line of sight to corporate resilience objectives.</p>	<p>All of the required best practice elements needed to enhance resilience are in place. Strong evidence of their application</p> <p>Continuous review &amp; improvement of approaches to achieve excellence is demonstrated</p> <p>Good level of evidence of implementation &amp; benefits realization in line with resilience needs and objectives</p> <p>Some very minor improvements needed to demonstrate consistent best practice</p>	<p>Organization excels in this area through very well established, documented, applied and embedded approaches</p> <p>An excellent evidence base is available to demonstrate how the organization is meeting its resilience needs and objectives</p> <p>Approach is supported by a robust review and continuous improvement process</p> <p>The organization surpasses best practice standards (incl. BS65000) in this regards</p> <p>Excellent level of implementation and realization of the benefits demonstrated in line with corporate resilience outcomes</p>		
<b>Score - 0 to 1</b>	<b>Score - 1 to 2</b>	<b>Score - 2 to 3</b>	<b>Score - 3 to 4</b>	<b>Score - 4 to 5</b>		

# Application during 2020-2025

## Review of the BS65000 framework has informed targeted improvements in resilience in our plan

- **Data and Information:** There were a number areas for improvement identified in the assessment where SWS could be making better use of data to recognise risks and drive performance improvements through rapid response or proactive mitigating actions. Our IT M&G business case puts in place the key enablers to support the resilient management and control of data, in parallel the new technologies we will adopt in AMP7 to assist with monitoring and measurement of our water and wastewater systems will further enhance our short term resilience
- **Human Resources & Skills:** We have developed a HR vision to drive organisational and people capabilities and shape a culture which supports the delivery of a resilient water future for the South East by securing the skills needed to underpin our transformation. This includes our Skills Academy and developing training programmes to support Water First and Environment+, refreshing our Management Training programmes
- **Risk Management Systems and Processes:** The assessment revealed that whilst risks are captured effectively across the organisation, the full visibility that SWS leadership has of risks across the business could be improved. The introduction of the new GRC system will enhance system capability.
- **Procurement and Supply Chain Arrangements:** We are transforming our procurement processes to develop, embed, and assure resilience. This is building on a strong procurement assurance framework. For all our significant areas of spend, we are implementing category strategies to ensure we have the right contracts in place to deliver the services, outcomes and resilience we need. As speed and agility of procurement is critical to deliver resiliency, this includes deploying framework contracts that can be readily called on when needed.