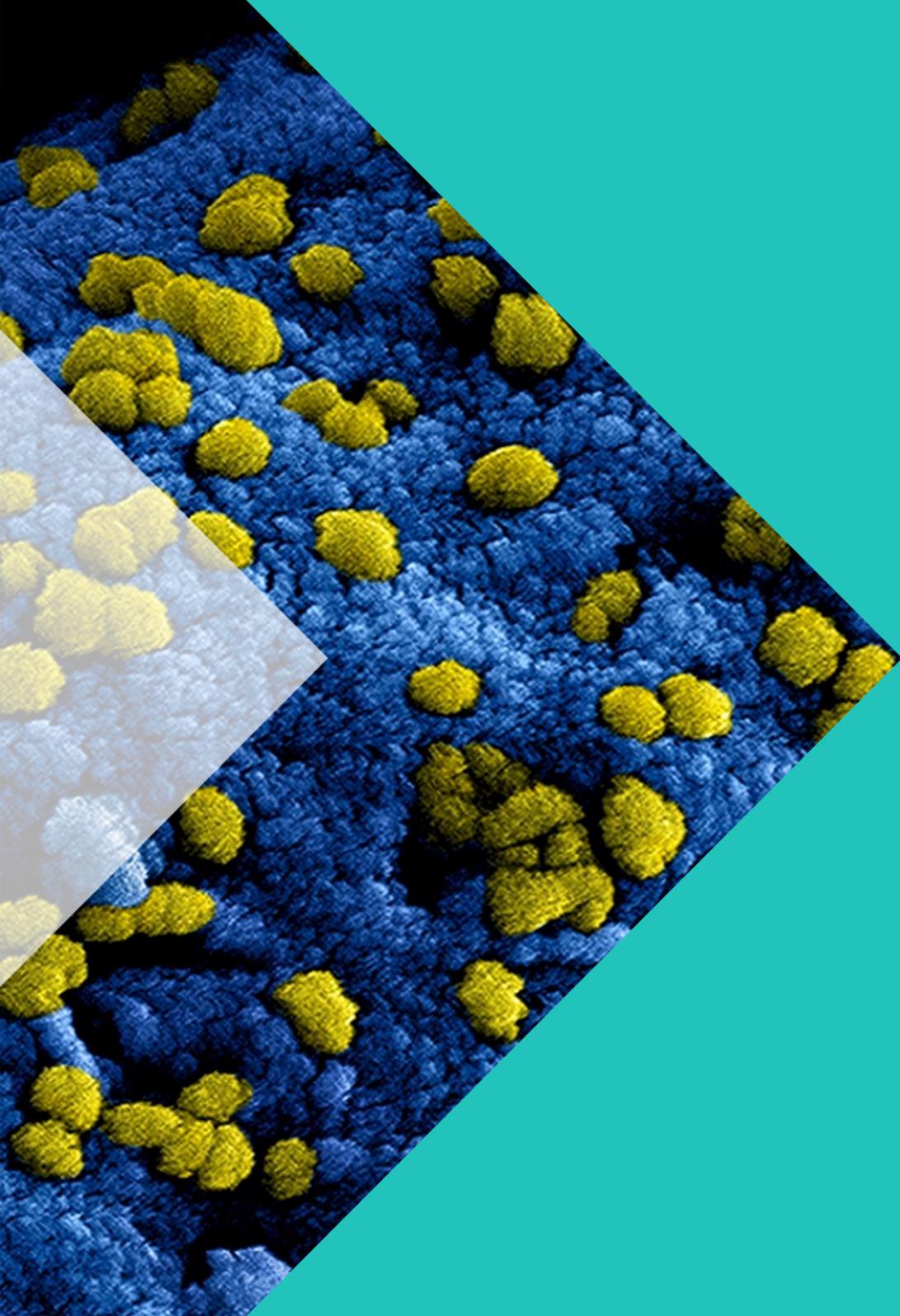


19 May 2020

EARCOS

Back to school: Managing the challenges of resumption



▶ Your speakers today



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Control Risks



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Type your questions here



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▶ 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

318,303

Total deaths

Last week **+33,642 (13%)**

4,798,594

Total confirmed cases

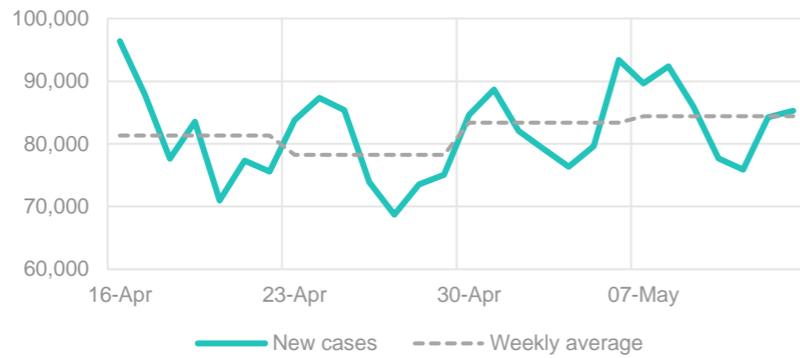
+596,508 (16%)

185

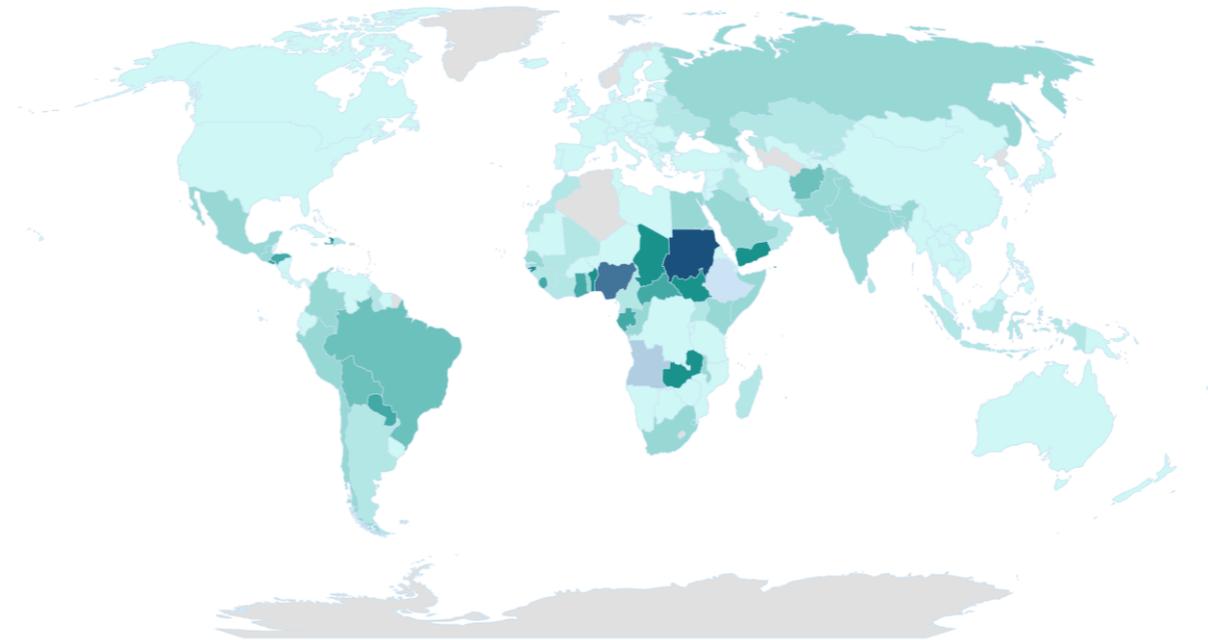
Countries and territories affected

+0

Global new cases (last 4 weeks)



Percent increase in cases over the past week



Top 10 accelerating countries

Qatar	185
Kuwait	105
Bahrain	82
Chile	25
Oman	15
Singapore	14
UAE	12
Brazil	11
Russia	10
Saudi Arabia	10

Top 10 decelerating countries

Ireland	-23
UK	-16
US	-12
Serbia	-11
France	-8
Italy	-7
Eq. Guinea	-7
Netherlands	-5
Panama	-5
Switzerland	-5

Weekly change in new cases per million pop.

Powered by Bing © GeoNames, HERE, MSFT, Microsoft, NavInfo, Thinkware Extract, Wikipedia

Legend for Percent increase in cases over the past week:
 ■ >100% ■ 80-100% ■ 60-79% ■ 40-59% ■ 20-39% ■ 0-20%

► 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
- Governments feeling the pressure of de-escalation, at risk of increasing infection
- Cycles of restrictions and disruption will become the norm
- 

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



Emerging risks



Fighting the “info-demic”



Resumption planning

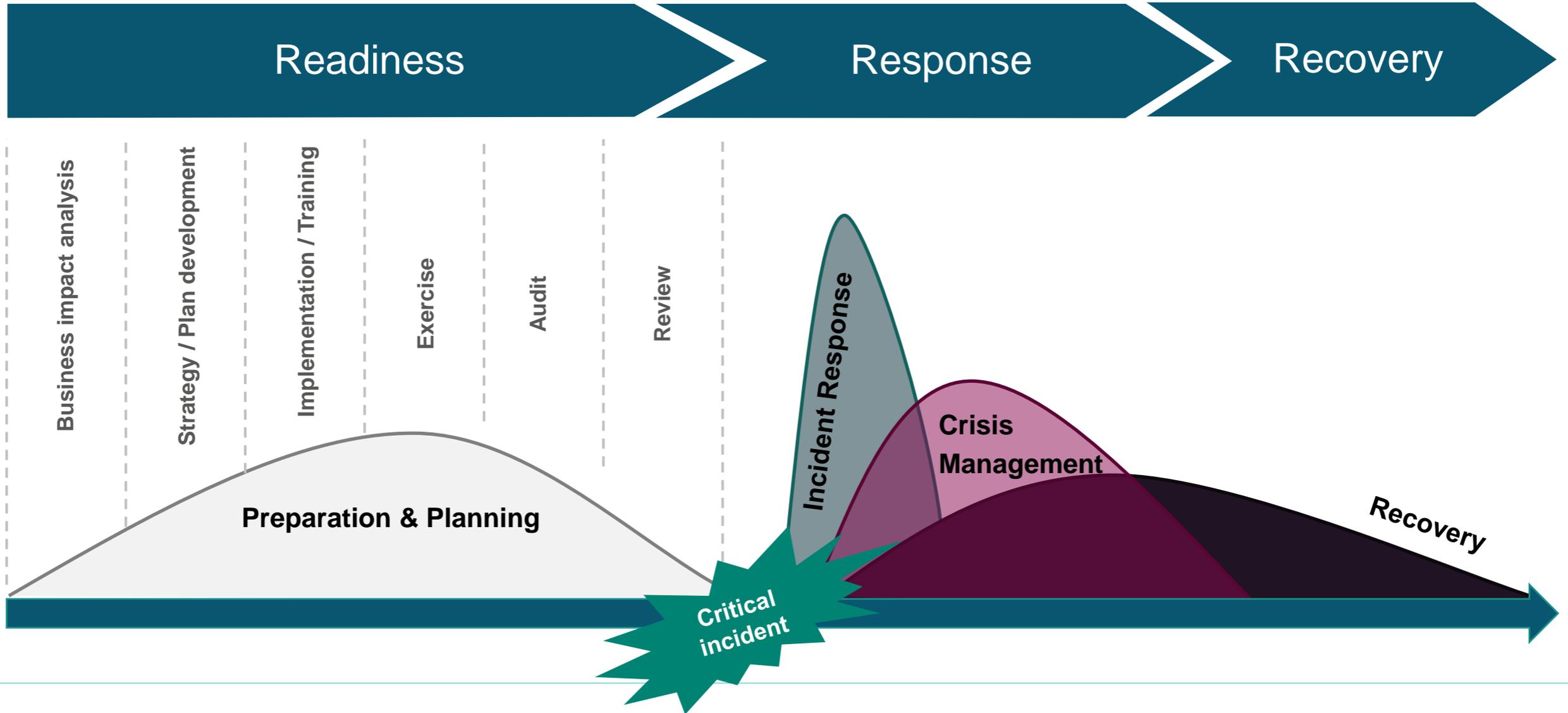


Welfare and communications

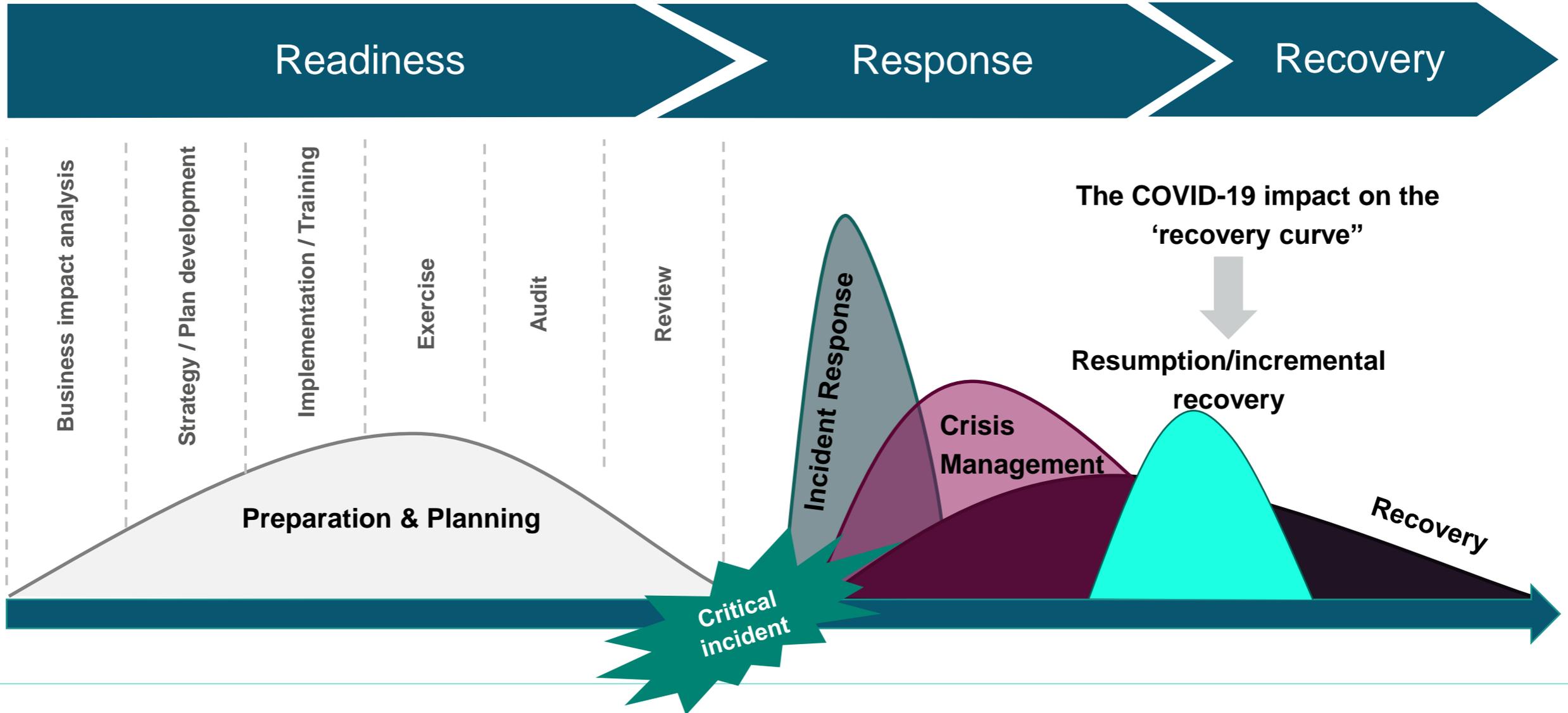


Decision fatigue and delegation

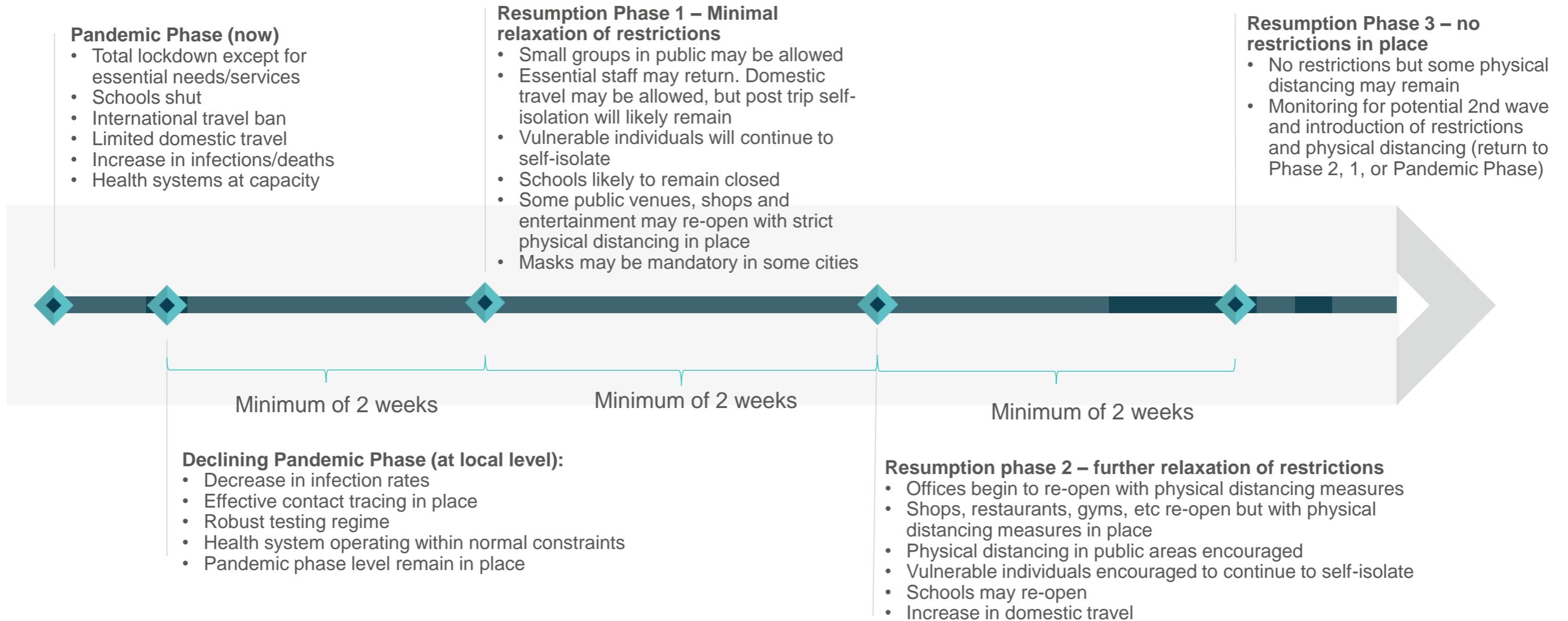
► The recovery challenge



► The recovery challenge



► Likely return to work scenarios



▶ What are your objectives?



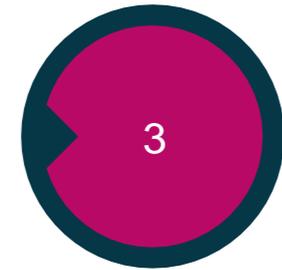
To provide a safe learning environment for all your students

- ▶ Compliance ++
- ▶ Social distancing
- ▶ Contact tracing
- ▶ Isolation
- ▶ Set your community expectations and mutual obligations



To secure the ongoing trust and support of your community

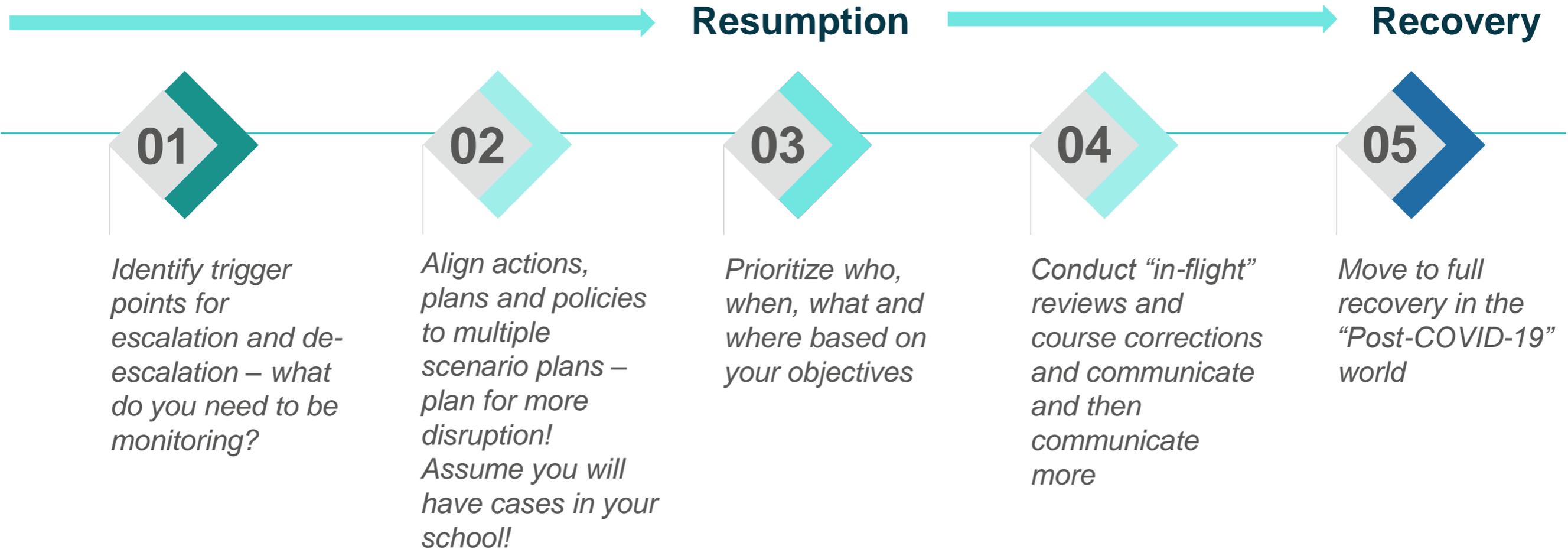
- ▶ Be the trusted sources of information for your key stakeholders
 - ◆ Students and staff
 - ◆ Parents
 - ◆ Governments
- ▶ Manage anxiety - Channel communications and grievances
- ▶ Tend to over, not under communicate
- ▶ Don't let others fill the void!



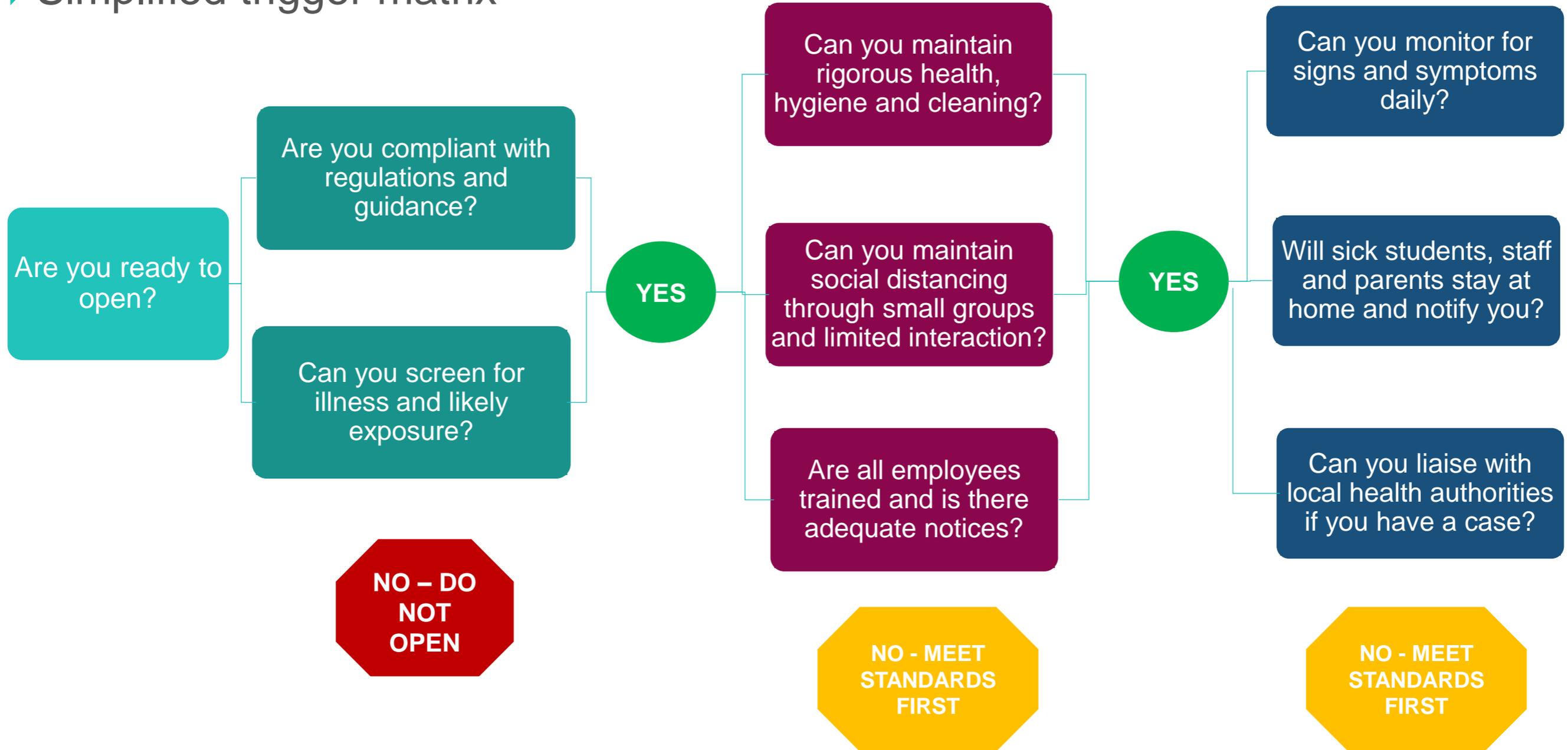
To achieve a steady state of operations amidst heightened disruption

- ▶ Hybrid models
- ▶ Rapid response
- ▶ Prioritize what's important and what is not

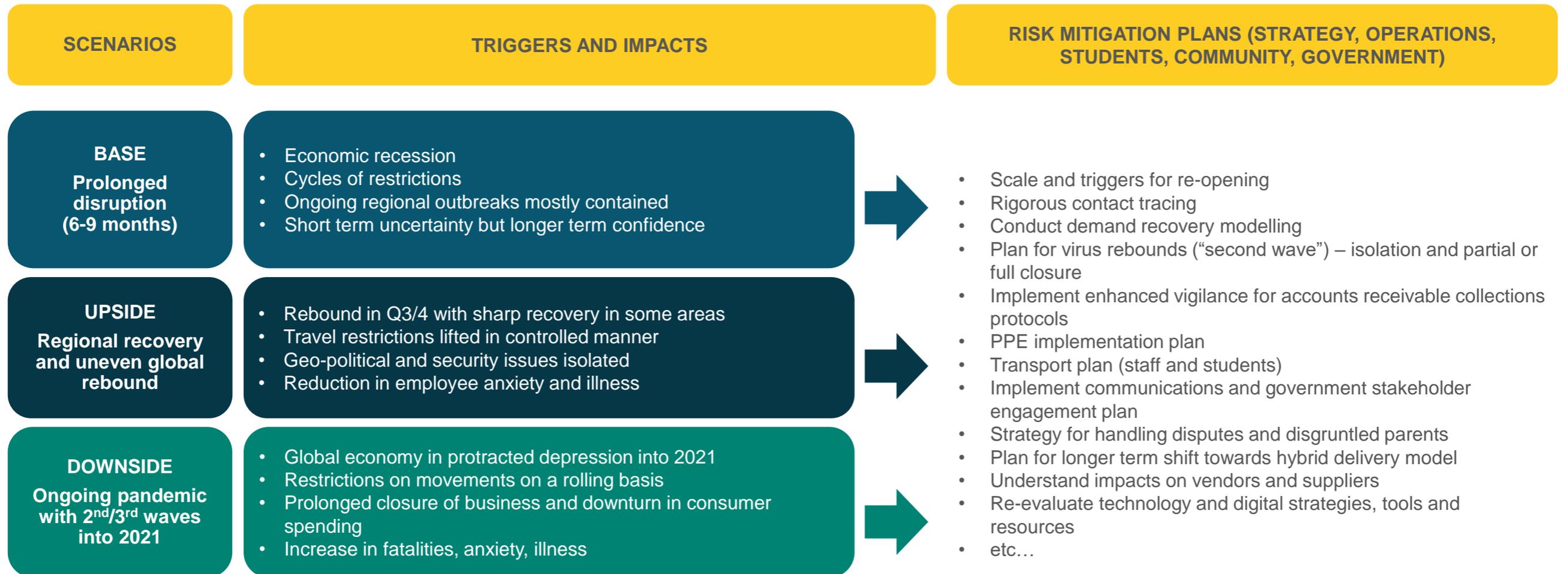
▶ Resumption is not a light switch...



▶ Simplified trigger matrix



▶ Aligning scenarios, strategy and risk management (high level example)



▶ What are others doing?



Coronavirus: Social distancing in schools 'doesn't exist', head says



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



Students in Hangzhou www.shanghaiist.com



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

THE STRAITSTIMES

SINGAPORE



All pre-school staff to take Covid-19 swab test before centres reopen



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 Korshoejskolen school, after it reopened following the lockdown to control the spread of COVID-19, in Randers, Denmark, April 15, 2020.

▶ New risk register



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?

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More resources: www.controlrisks.com/covid-19

Contact us: coronavirus@controlrisks.com