



AUCKLAND ENGINEERING LIFELINES GROUP

AELG PROJECT AELG /10

BUSINESS CONTINUITY PLANNING SUPPORT

BUSINESS CONTINUITY MANAGEMENT WORKSHOP REPORT



March 2005

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EXECUTIVE SUMMARY

The Auckland Engineering Lifelines Group commissioned XACTA to deliver a Business Continuity workshop and prepare a follow-up report as the deliverables of their Project AELG/10 – Business Continuity Planning Support.

The project brief was to assist AELG members in, achieving compliance with business continuity plan requirements of the CDEM Act and improved business resilience of members to adverse events, whether arising from an emergency or not.

There are many reasons for organisations to implement Business Continuity Management. These include:

- Auditors are now checking to see if a company has adequate risk management and continuity management safeguards in place.
- Internationally Insurance companies are now mandating through the means of policy clauses and premium structures that means organisations without Business Continuity Plans are disadvantaged or not fully insured.

However, for Lifeline organisations, the Civil Defence Emergency Act 2002 is the principal driver for Lifeline organisations to have a Business Continuity Plan.

The Act put the onus on Lifeline organisations to “*ensure that it is able to function to the fullest possible extent...*” during and after an emergency. Under the terms of the Act, the Ministry of Civil Defence & Emergency Management has the authority to monitor and review plans for organisations belonging to this sector.

Apart from all this, it is just good business sense that Directors and Principals safeguard their businesses and have procedures in place to manage when things go wrong or an emergency occurs.

This report presents some information around the processes of Business Continuity Management in support of the information delivered through the workshop held on Thursday 31 March 2005. It also contains copies of the workshop handout notes and the recorded comments from attendees.

XACTA recommends that all Lifeline organisations undertake the implementation of a comprehensive Business Continuity Management Programme.

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REPORT STRUCTURE

This report is structured into several parts to allow for ease of reading and document management. The documents are and cover:

DOCUMENT NAME

CONTENTS

Business Continuity Management Workshop Report

The following pages cover the main report about the Workshop and carries explanations about the Workshop subject.

BCM Workshop Report –

Part 2 Workshop Slides

This document contains a copy of the presentation slides used during the Workshop and contained in the attendee's handout manual.

BCM Workshop Report –

Part 3 Expanded Diagrams of Workshop Slides

This document contains a copy of three diagrams from the presentation slides that will benefit the reader by their expansion to A4 size.

BCM Workshop Report –

Part 4 Workshop Handout Appendices

This document contains a copy of the appendices contained in the attendee's handout manual. Within this document are a number of key items including:

- Internet links to business continuity management and planning websites.
- A business continuity planning checklist.
- Examples of Business Continuity Plan Tables of Contents.

BCM Workshop Report –

Part 5 Workshop Attendee's Comments

This document contains a set of noted comments made by the attendee's during the course of the workshop.

WORKSHOP DETAILS

AELG Project Background Information

The Civil Defence Emergency Management Act 2002 (Section 60) requires lifeline utilities to be able to function to the fullest possible extent, even though this may be at a reduced level, during and after an emergency.

The Ministry of CDEM has developed templates, as have many other organisations such as Survive, the Business Continuity Institute and commercial entities.

There is a belief that people have a different understanding of what is required from Business Continuity Plans (BCPs) and Business Continuity Management (BCM).

Overall Objective

The workshop was commissioned as the key deliverable of the Auckland Engineering Lifelines Group Project AELG/10.

The objectives set out by the AELG Project Committee for this workshop were:

Assist AELG members in:

- Achieving compliance with business continuity plan requirements of the CDEM Act.
- Improved business resilience of members to adverse events, whether arising from an emergency or not.

Description of the Workshop

The workshop format comprised a mix of presentation, group discussion and breakout sessions. Information presented in the workshop about Business Continuity Management was based around the Business Continuity Institute's Good Practice Guidelines and the presenter's own experience of implementing Business Continuity within New Zealand organisations.

Group discussion periods were conducted at the end of each section (see Workshop Agenda, next page) to allow attendees to share their own experiences or seek further information. A copy of the recorded comments can be found in Part 5 of this report.

During the breakout sessions the attendees had the opportunity for self or peer review of their business continuity plans and to develop action plans for improvement of existing plans or planning for the development of plans.

Workshop Agenda

The agenda for the workshop was:

1. Review of legislation, standards and guidelines for Business Continuity	<ul style="list-style-type: none"> • CDEM Act, AS/NZ 4360, HB221, PAS56, BCI GPG, etc. • What is the difference and what applies to us?
2. Business Continuity Management key concepts	<ul style="list-style-type: none"> • Definitions, Best practice: Business continuity management (BCM), business continuity plans (BCP), IT Disaster Recovery, Crisis Management. • How do organizations link all these together? • Where does Risk Management, Emergency Response, Civil Defence Emergency Management (CDEM) fit in? • What are the differences between Local Authority & Private Utility? • What's the difference between the different types of plans?
3. Structure of a Business Continuity Management Programme	<ul style="list-style-type: none"> • What does a BCM Programme cover? • Building links between Risk Management and BCM • Incident Management, Continuity Management and CDEM, fitting it to your organisation. • Where does my organisation need to be? (Starting your BCM Action Plan)
4. Structure of a Business Continuity Plan	<ul style="list-style-type: none"> • Plan structure • Standard templates • Other information sources • How to fit it to your organisation. • Review your own plan. (Continue the BCM Action Plan)
5. Workshop Wrap-up	<ul style="list-style-type: none"> • Summary of day • Key tasks on Action Plans

INTRODUCTION

Lifelines Organisations and Business Continuity Management

Why do Lifelines Organisations need to use Business Continuity Management?

This question is first of all answered by the question:

“How can a Lifelines Organisation effectively deliver an Emergency Management response during an emergency when the rest of its own organisation has been impacted by the emergency also?”

The answer to both questions is that a Lifelines Organisation needs Business Continuity Management to ensure that all of its key functions are able to continue to operate thus supporting the delivery of the Emergency Management response to its customers and community.

LEGISLATION

Section 60 - Duties of lifeline utilities:

- (a) Ensure that it is able to function to the fullest possible extent, even though this may be at a reduced level, during and after an emergency.
- (b) Make available to the Director in writing, on request, its plan for functioning during and after an emergency.

Civil Defence Emergency Management Act 2002

For AELG Members and other organisations that meet the criteria of a lifelines organisation (refer to CDEM Act – Schedule One) the most compelling reason for Business Continuity Management is the Civil Defence Emergency Management Act 2002.

In the workshop other legislation, standards and guidelines were discussed. For New Zealand organisations the most relevant of these are:

- Civil Defence Emergency Management Act 2002.
- AS/NZS 4360:2004 – The Australasian Risk Management Standard.
- The Business Continuity Institute’s Good Practice Guidelines 2005.
- HB221 – Handbook for Business Continuity Management. (Standards NZ)
- Director’s Guideline for Lifeline Utilities - DGL 3/02: Working Together - Lifeline Utilities & Emergency Management. (Ministry of Civil Defence Emergency Management)

BUSINESS CONTINUITY CONCEPTS

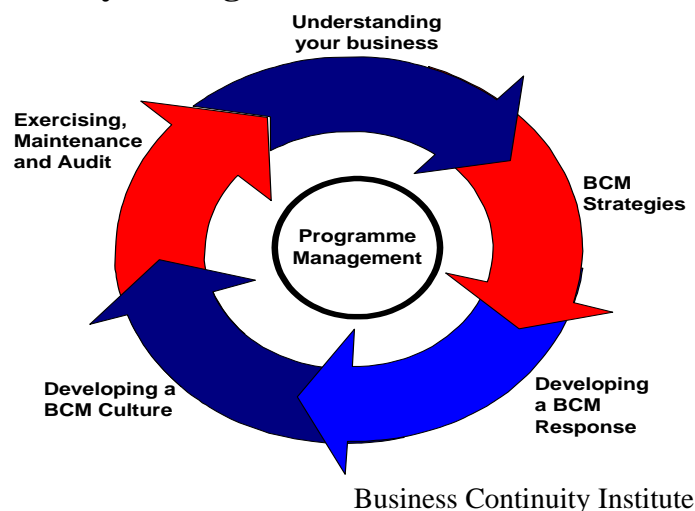
Business Continuity Management – A Definition

Business Continuity is more than just about writing a Business Continuity Plan - it is about the total management of an organisation's continuity strategies, plans, contracts and arrangements.

Business Continuity Management is a governance discipline that enables an organisation to build and maintain resilience within its very structure. This includes its people, processes, technology, assets and all of its relationships (stakeholders, supply chain, etc).

The Business Continuity Institute defines Business Continuity Management as “a holistic management process that identifies potential impacts that threaten an organisation and provides a framework for building resilience and the capability for an effective response that's safeguards the interests of its key stakeholders, reputation, brand and value creating activities”.

The Business Continuity Management Process



Programme Management

Business Continuity management is not a project but a management discipline whose processes and actions should be encapsulated in a programme of work. This programme must be overseen by the Executive of an organisation and wherever possible a senior manager appointed to manage the overall programme.

Understanding Your Business

To be able to develop effective strategies, plans and arrangements you need to understand what your organisation has to achieve, how it achieves it and the full implications to the organisation of any risk or threat that could impact the organisation.

BCM Strategies

To effectively counter the risks and threats that an organisation faces, on a daily basis, it must have strategies that address the elimination, mitigation and management of those risks and threats.

These strategies should cover the entire organisation. The Business Continuity Institute recommends three broad strategies covering “Organisation Strategy”, “Process Level Strategy”, “Resource Recovery Strategy”.

Developing a BCM Response

The actual responses an organisation will develop will be based on the strategies they have created. Responses will include plans, contracts, arrangements, and remedial and mitigation actions.

The types of plans that should be created include:

- Emergency Response (The life safety functions including fire, bomb, hazmat, etc).
- Crisis Management.
- Business Continuity.
- IT Disaster Recovery.

Developing a BCM Culture

For an organisation to achieve the best resilience possible it must engage all of its stakeholders in its Business Continuity Management Programme. In particular it must ensure that its entire staff is aware of and where possible trained in, Business Continuity Management practices and processes.

Business Continuity Management must become embedded in the hearts and minds of all people within an organisation so that they are alert to any potential crisis and ready and fully capable to respond in the event of an emergency. This will not be achieved overnight but through a deliberate programme that will develop the maturity of the Business Continuity Management discipline and processes within the organisation.

Exercising, Maintenance, Audit

These three functions are vital to ensuring that the work done in the previous phases is not lost due to neglect and more importantly so that:

- The plans remain “living documents”,
- The contracts and arrangements remain current and relevant, and,
- The organisation’s people are trained, alert and ready to respond to any situation.

For full information on the Business Continuity Institute’s Business Continuity Management Good Practice Guidelines please refer to their website. www.thebci.org

THE BCP PLANNING PROCESS

Getting the Basics Right

One of the first steps in successful planning is the understanding of what you are planning for. This is achieved in the Business Continuity Management process through two processes, Risk Assessments and Business Impact Analysis (BIA).

Risk assessments are carried out to identify risks to an organisation. Once identified, the risks are analysed, and where possible, cost effective recommendations given to remedy the problems.

Business Impact Analysis (BIA) is used to determine the impact an emergency would have on an organisation.

Of the two, the BIA is the most crucial when it comes to writing the plan. This is because the analysis done in the BIA identifies clearly what the critical processes are, the time frames they must be re-established in, and the resources needed to carry the recovery operation. The BIA also highlights the likely service impact the organisation will face and the costs of such an outage.

Once the information from the BIA has been gathered it is used to set the strategy, list the resources and the priorities around which the recovery plan will be based.

In summary, a clear focus and a thorough analysis of the needs of your organisation are essential before any start is made on a plan.

Plan Objectives

Once the organisation understands what risk and threats are most likely to impact it and has created strategies to mitigate them one of the key implementations arising out of the strategies is the creation of a Business Continuity Plan.

There are two key elements of a plan:

- The proposed recovery strategy to be followed; and
- The documentation of the key information required in a recovery situation.

Key Point: *The Business Continuity Plan is a guide that provides the roadmap and key information for trained personnel to use in planning and management during an emergency.*

Plan Coverage

The Business Continuity Plan should cover the 5 key areas of any organisation:

- People.
- Processes.
- Technology.
- Assets.
- Relationships (Stakeholders, Supply chain & other relationships).

Writing the plan

When writing the plan, remember the time old adage of KISS (Keep It Simple and Succinct).

Remember also that Murphy's Law is always operational - when an emergency occurs the person who normally fulfils a vital function may not be available due to a wide variety of reasons or is unable to assist due to being personally impacted by the emergency.

***Key Point:** The person reading the plan may not be the expert on the topic. Therefore the recovery strategy should be clear and the recovery steps well set out. Typically in a emergency an organisation may only have one half to two thirds of their staff available to assist. This may be as a result of injury, or the emergency may have been widespread and staff have more urgent family and property matters that need their to attention.*

Plan structure

A Business Continuity Plan can take many forms. Most importantly it must meet the organisation's recovery needs, its current understanding of Business Continuity Management (cultural needs) and structural needs (documentation standards, etc).

***Key Point:** Whilst generic templates exist for business continuity plans these must be used as guides and the Business Continuity Plan tailored to fit the organisation, its BCM Strategies, mode of operation, organisational culture, etc.*

Contents of a Plan

A Business Continuity Plan (BCP) can take or have a number of different document structures. These can include:

- Flowcharts.
- Checklists.
- Written information.
- Pictures.
- Web links.

For more detailed examples of BCP contents please refer to Slides 49 to 55 in Part 2, Slides 49 and 55 in Part 3 and Appendix 4 in Part 4 of this report.

Overall it is important that the Business Continuity Plan contains the essential information necessary, and is seen as the guide, to undertake the recovery and resumption of an organisation.

Key Point: The plan will be read under stress. Therefore, the key information needs to be documented in a clear and concise format with a layout that is easy to follow.

What is important is that all critical information is present or, if not, pointers are included within the plan indicating (the safe location) where that information is held.

ABOUT XACTA

XACTA Consulting Limited was formed early in 1989 with a mission to provide high quality and professional consulting services. XACTA has no affiliations with any vendors and prides itself on its independent and neutral stance in the market.

XACTA has operated a dedicated capability for Business Continuity / IT Disaster Recovery since the year 2000.

WORKSHOP LEADER

DAVID THOMPSON, ABCI

David leads the Business Continuity Management practice at XACTA. He is an Associate of the Business Continuity Institute. David has 30 years experience in five industry sectors including Financial Services, Retail, Engineering, Security and Information Technology.

David is an experienced practitioner in having managed a number of teams in the actual recovery of people and systems after several disaster incidents. These events include the Hutt Valley and Queenstown floods, and throughout New Zealand, hazardous materials contamination, denial of access and IT systems failures.

David consults with a wide range of organisations across both the public and private sector and is regarded as a key advisor, on Business Continuity Management matters, to a number of organisations.

Currently David holds the position of Chair of the NZ Advisory Committee for The Continuity Forum, an active network of organisations that share an interest in insuring their Business Continuity Management knowledge and practice is maintained to industry best practice.



AUCKLAND ENGINEERING LIFELINES GROUP

BUSINESS CONTINUITY MANAGEMENT WORKSHOP REPORT

PART 2 – WORKSHOP SLIDES



March 2005

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WORKSHOP HANDOUT SLIDES

Business Continuity Management Workshop

Auckland Engineering Lifelines Group

Agenda

- Review of legislation, standards & guidelines
- BCM key concepts
- Structure of a BCM programme
- Structure of a Business Continuity Plan
- Workshop wrap-up

Legislation Standards Guidelines

Guidance

- CDEM Act 2002
- Sarbanes-Oxley 2002
- Health and Safety in Employment Act 1992
- Building Act 2004
- Fire Safety and Evacuation of Buildings Regulations 1992

Guidance

- AS/NS 4360
- PAS56
- HB221
- BCI Good Practice Guide

Guidance

- CDEM Act 2002
 - Section 60 “Every lifeline utility must...ensure that it is able to function to the fullest possible extent, even though this may be at a reduced level, during and after an emergency”
- Sarbanes-Oxley Act 2002
 - Overall intent is to the management of the internal control environment through good governance practice

Guidance

- AS/NZS 4360 : 2004
 - The Australasian standard for Risk Management
- PAS56
 - British Standards Institute's Publicly Available Specification for Business Continuity Management

Guidance

- HB221
 - The Australasian Standard's guide for Business Continuity Management
- BCI Good Practice Guide 2005
 - 2nd Edition of Business Continuity Institute's Good Practice Guide for BCM

Discussion

1. How does the legislation, standards and guidelines apply to our organisations?
2. Is legislative compliance sufficient to make our organisations resilient?
3. How long can your organisation sustain a publicly focussed Emergency Response when parts or the rest of your organisation is in crisis?

Business Continuity Management concepts

BCM Concepts

- **Business Continuity Management**
is about ensuring the business will continue to function following a crisis
- **IT Continuity (Disaster Recovery)**
is about ensuring that IT will continue to function following a crisis
(part of Business Continuity Management)

BCM Concepts.

- **Crisis Management**
is the initial (BCM) Management response in a crisis
- **Risk Management**
Focuses on the identification, communication and “treatment of all risks within an organisation

BCM Concepts.

- **Emergency Management (CDEM)**

is a community based response to an emergency

- **Emergency Response**

is about the management of the life-safety issues of an event at a location

Definition

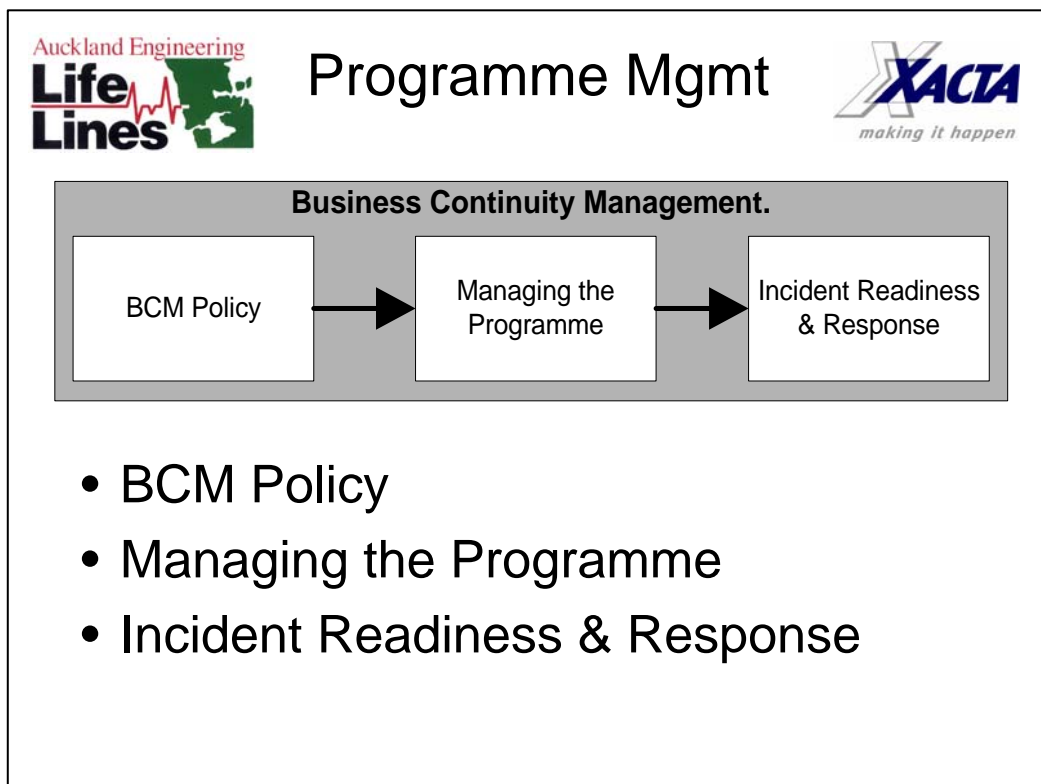
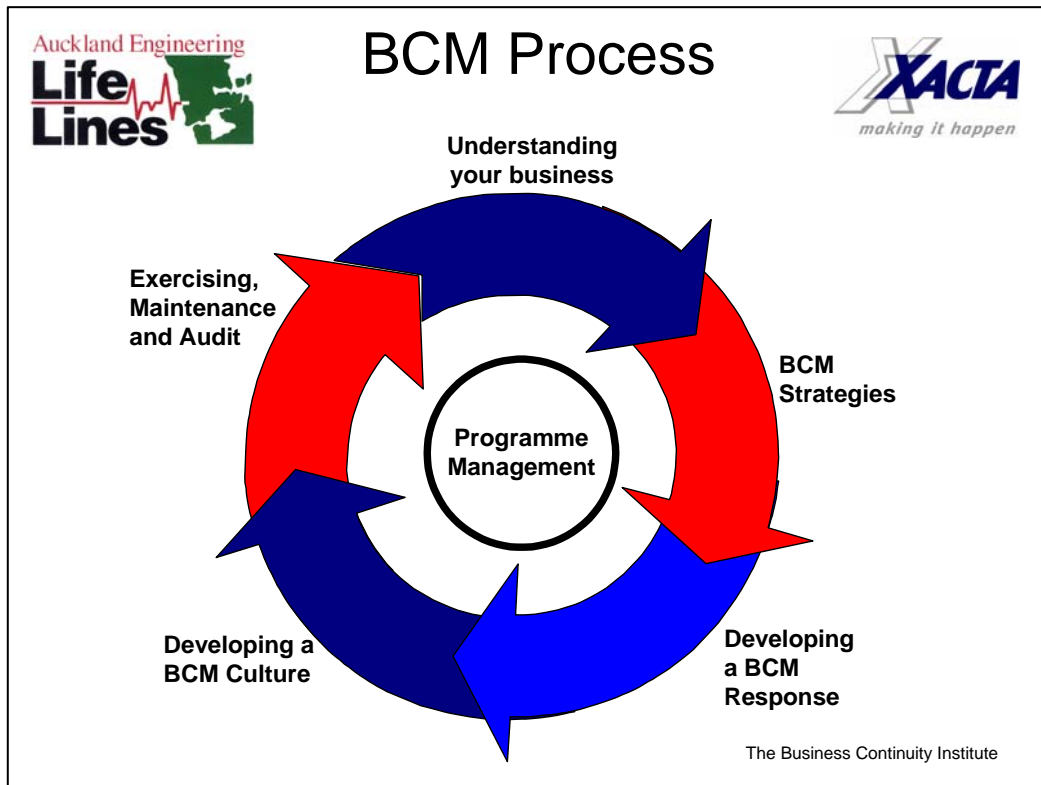
“Business Continuity Management is a holistic management process that *identifies potential impacts* that threaten an organisation and provides a framework for building resilience and the capability for an effective response that’s safeguards the interests of its key stakeholders, reputation, brand and value creating activities”

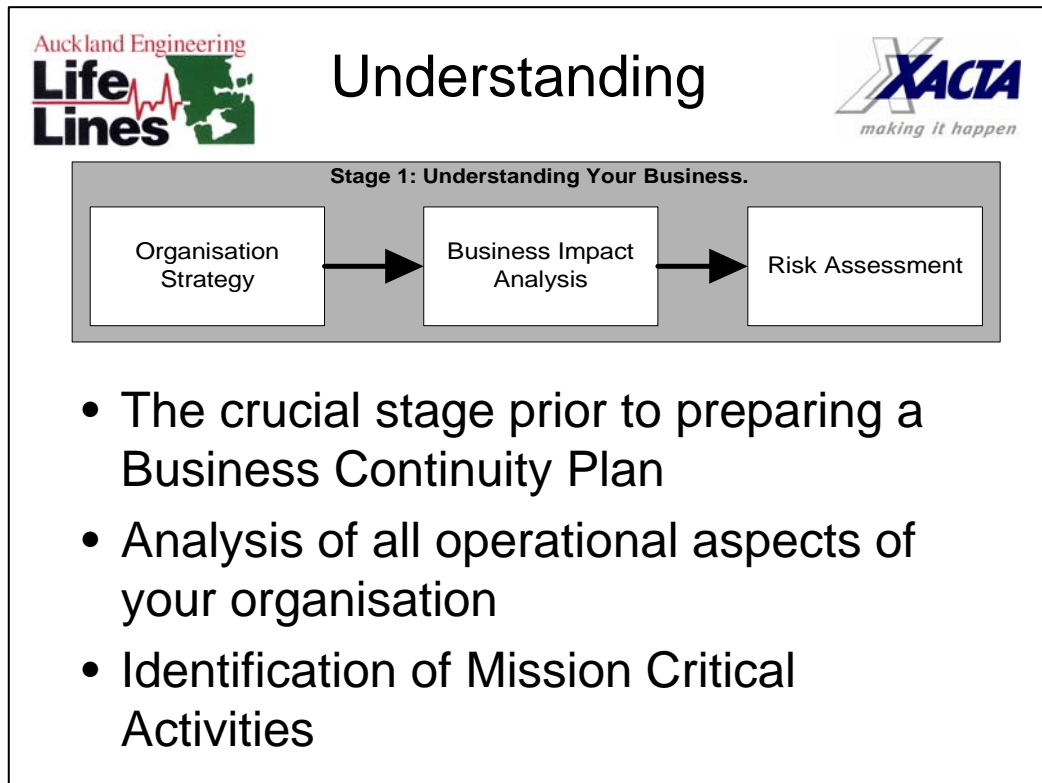
~ The Business Continuity Institute

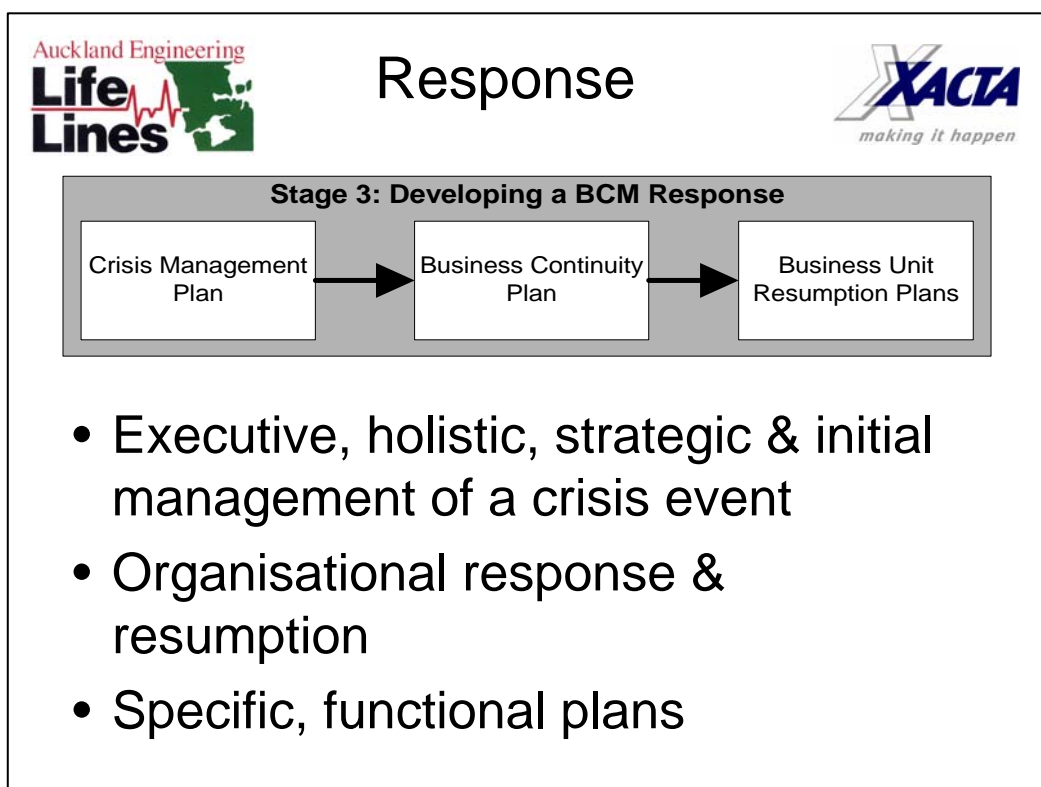
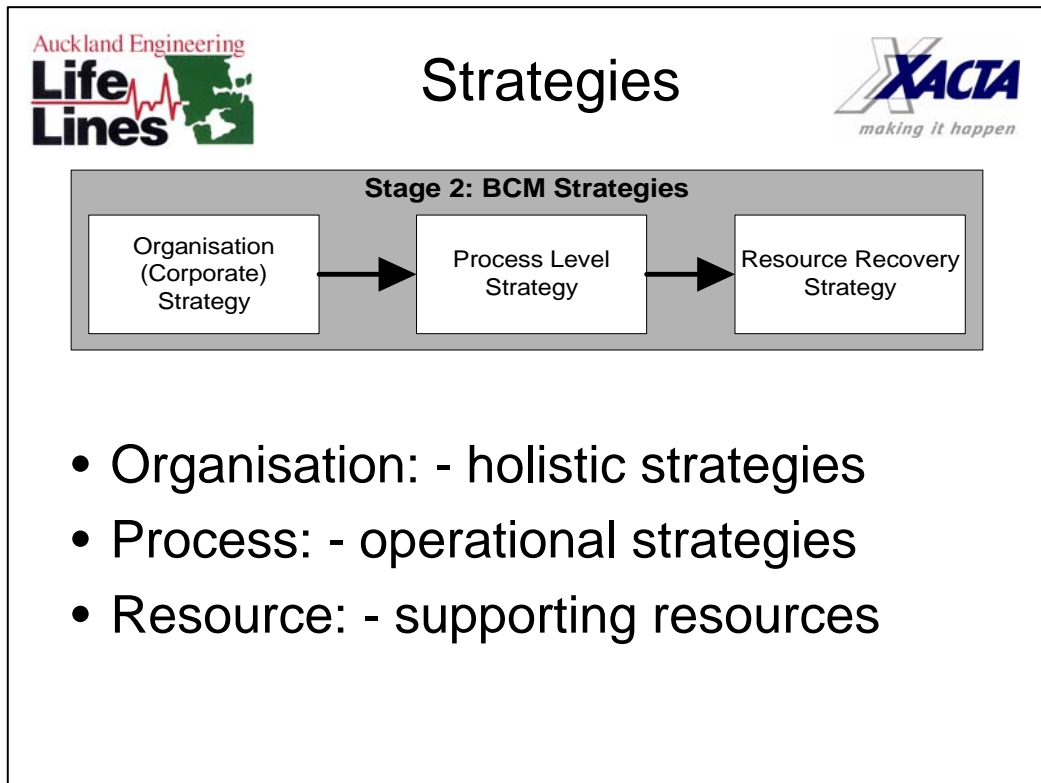
BUSINESS CONTINUITY IS NOT
ABOUT DISASTER...

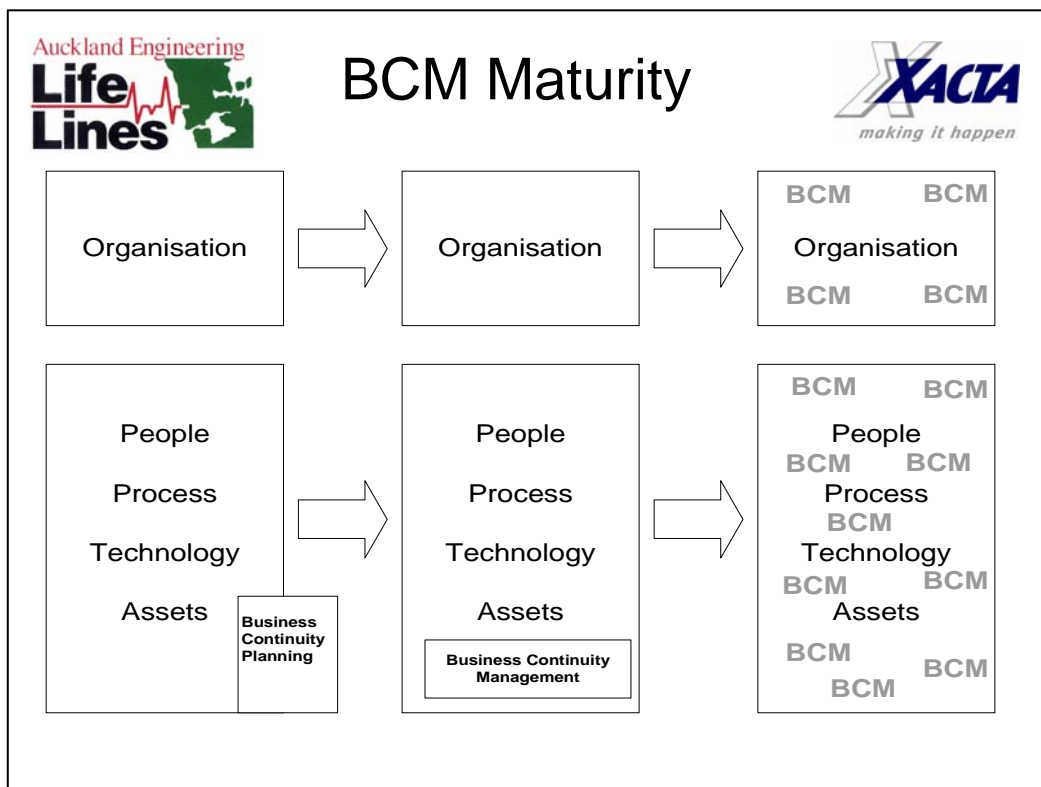
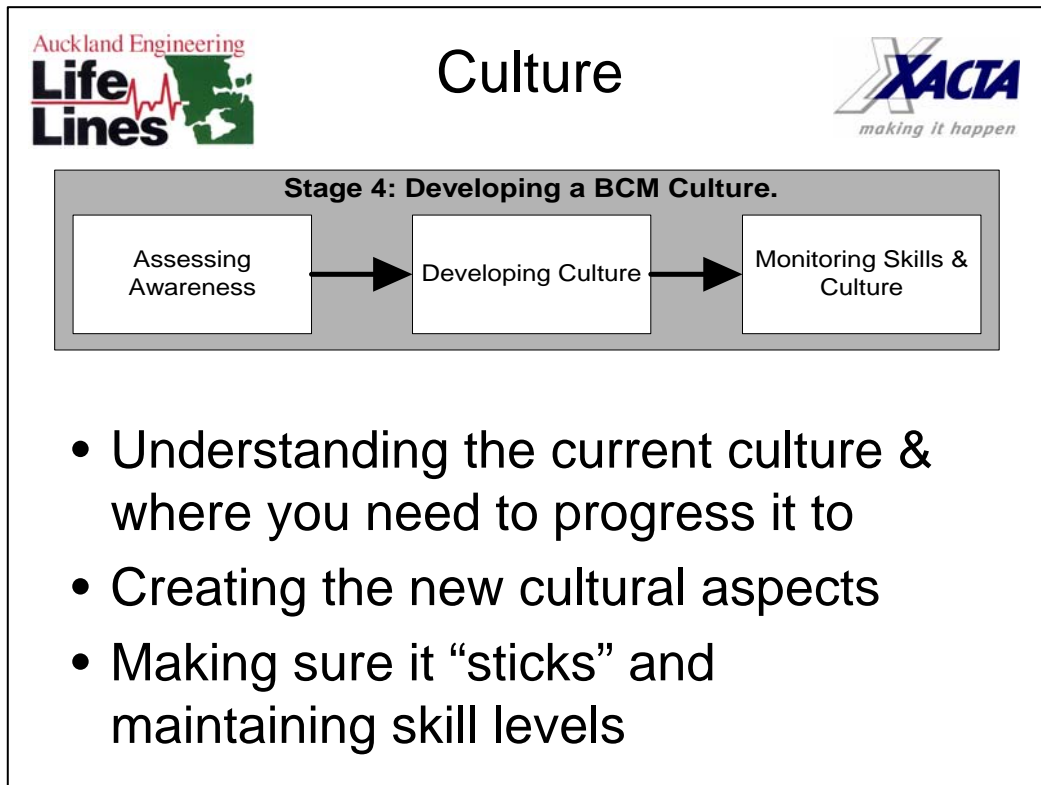
IT'S ABOUT CONTROL.

- Control is having the **Right People** with the right:
 - Experience, Knowledge and Leadership Skills.
- And a workable plan









Maintain

Stage 5: Exercising, Maintenance and Audit



- Exercise (rehearse) the plans
- Plan maintenance
- Reviews & Audits

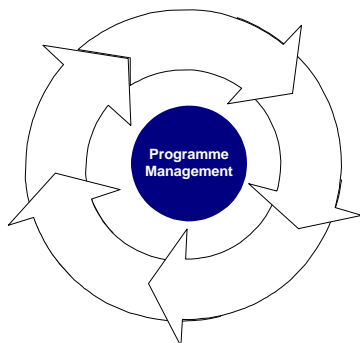
Breakout

➤ Start your Action Plan:

- Review how you currently conduct your Business Continuity processes?
 - What items of the BCM process are not being performed and when should they be?
 - Who should be involved in each stage of the BCM process?
- Building links between Risk, EM & BCM?

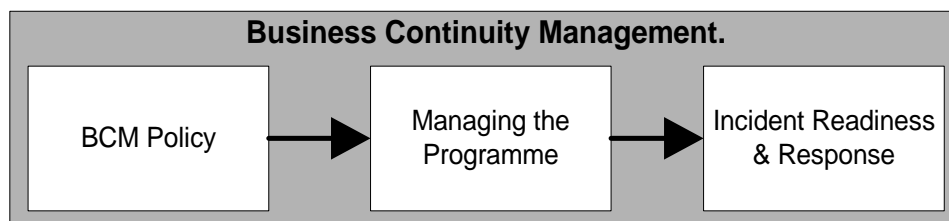
BCM Programme

Programme Mgmt



- Board or Executive driven
- Programme and projects
 - Programme to manage the whole
 - Project to manage individual parts

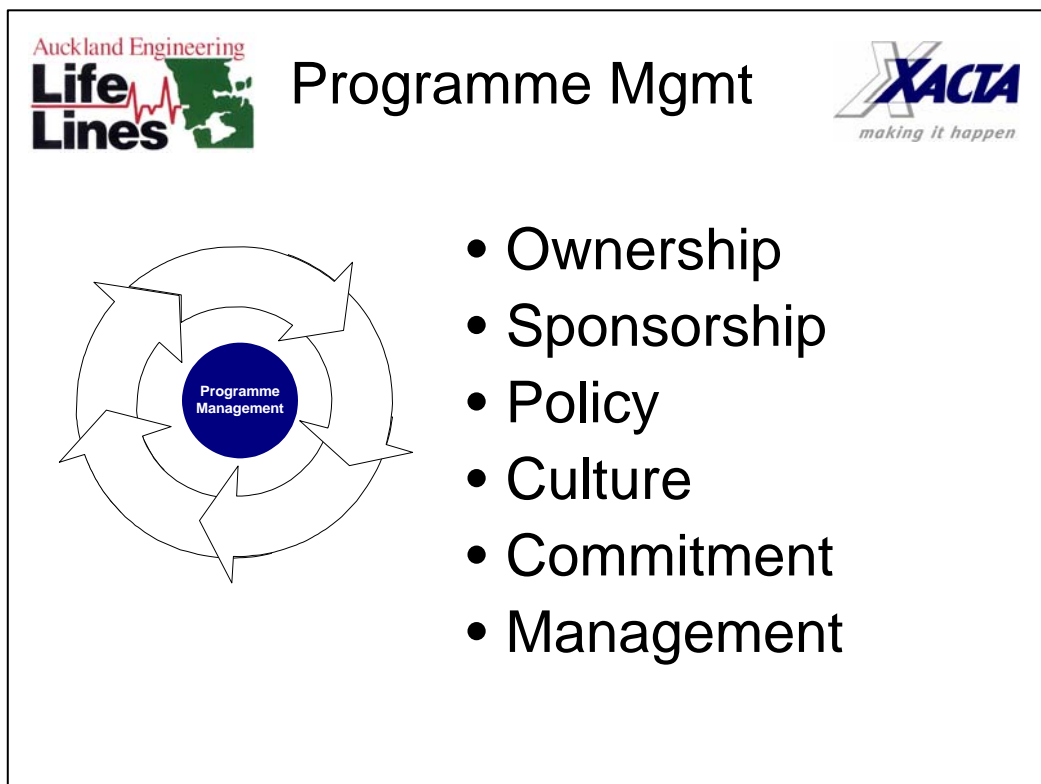
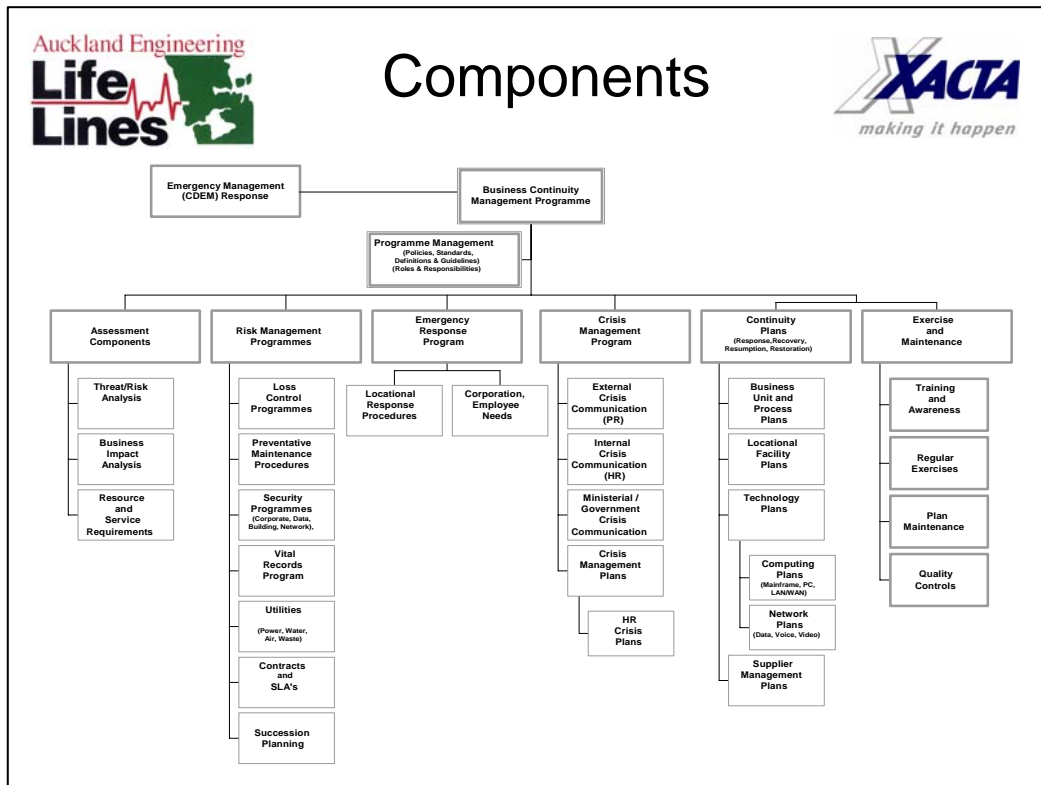
Programme Mgmt



- BCM Policy document or statement
- Programme Manager & management
- Incident Management - Readiness & Response

BCM Programme

Example BCM Programme		Year 1.												Year 2.											
Task		Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Business Continuity Management Maintenance Programme																									
Check Staff contact details																									
Check Supplier contact details																									
Check processes																									
Vital records																									
Supply chain																									
Check BCM Policy objectives																									
Business Continuity Management Exercise Programme																									
BCP																									
> Call Tree																									
> Desktop																									
> Walkthrough																									
> Supply chain exercise																									
> Alternate Site																									
IT Continuity Plan																									
> Component																									
> Alternate Site																									
Business Continuity Management Audit/Review Programme																									
Plan Review - internal																									
Audit - Internal																									
Plan Review - external																									
Audit - External																									



Discussion

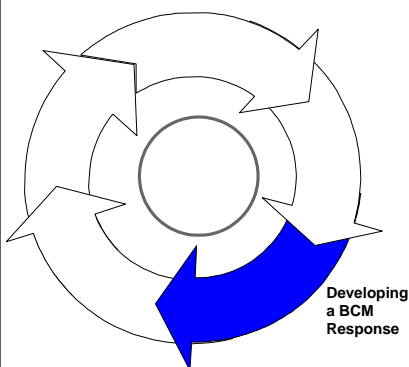
- What are the benefits for a BCM Programme to your organisation?
- How would a BCM Programme fit into the current governance structures in your organisation

Breakout

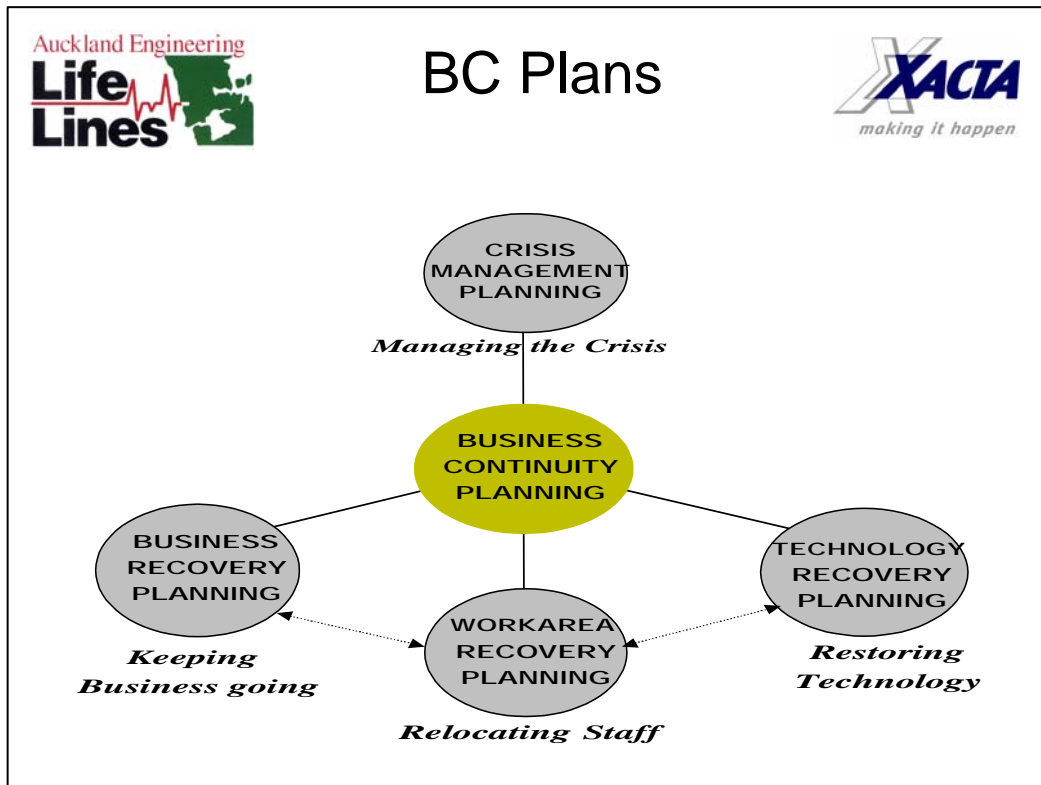
- In your Action Plan:
 - Write down who the sponsors or likely sponsors of your BCM Programme should be
 - Who are some of the other stakeholders you should be engaging with?
 - List some of the things that should be included in your BCM Policy

Business Continuity Plans

Response



- Plans for:
 - Emergency Response
 - Crisis Management
 - Business Continuity
 - IT Disaster Recovery
- Mitigation Actions
 - Implementation
 - Management



Writing the plan

- KISS
 - Flowcharts
 - Checklists
 - Essential information
 - Guide to conducting the recovery and resumption of an organisation
- Tailor to the organisation

Writing the plan

- What does the plan cover?
 - People
 - Processes
 - Technology
 - Assets
 - Supply chain & other relationships
 - Other information

People

- Safety
- Health & wellbeing
- Family
- Communication
- Roles
- Teams

Processes

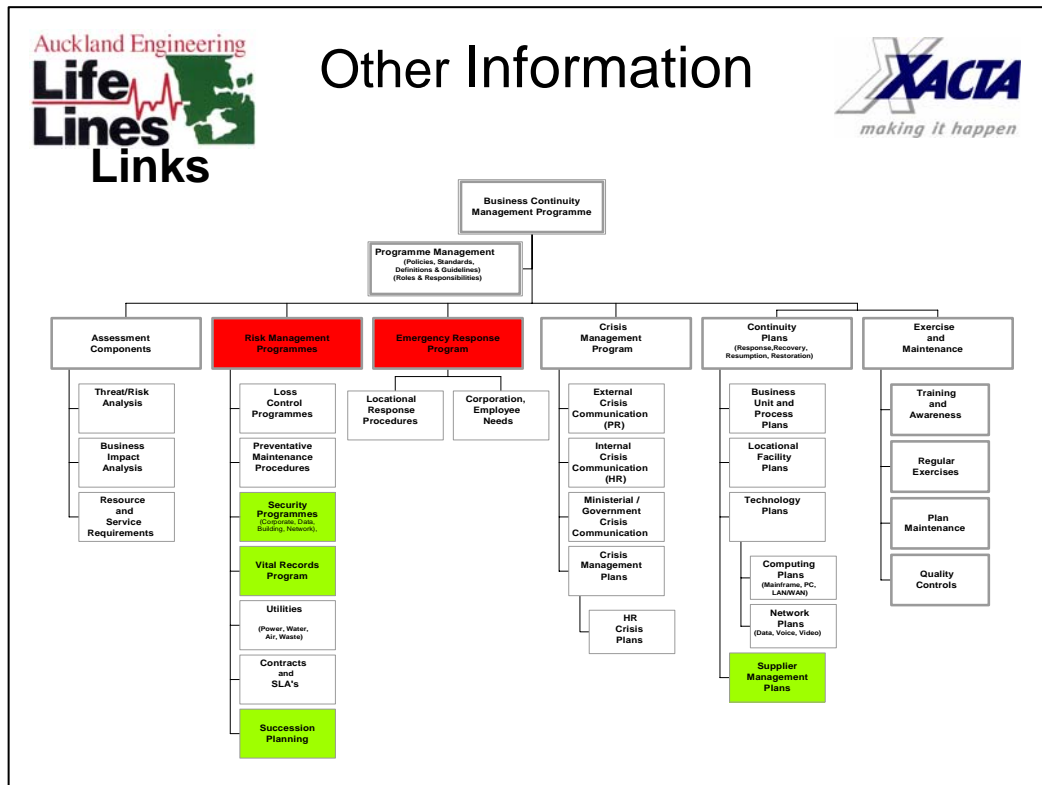
- Critical activities
- Work arounds
- Other processes
- Recovery Point Objectives
- Recovery Time Objectives
- Resources for Recovery,
Resumption and Return Home

Technology

- In the BCP:
 - Technology requirements required to support the critical activities
- In the IT Disaster Recovery Plan.
 - Processes to recover:
 - Applications and Services
 - Databases
 - Infrastructure
 - Developed in conjunction with or after the BCP.

Assets

- Damage assessment
- Recovery processes
- Resumption processes
 - Restoration / Rebuild / Re-locate
- Return home processes
- Independent Insurance Assessor



Writing the plan

- Key elements
 - Declaration processes
 - Communications
 - Roles and teams
 - Command Centre
 - Alternate sites

Writing the plan

- Key elements
 - Critical Activities
 - The work-arounds
 - Critical resources
 - Vital records / technology/ Security /

BCP contents

- The plan will depend on:
 - Size of the organisation
 - Maturity of BCM within the organisation
 - Aim of the BCM Programme
 - Culture of the organisation

Auckland Engineering
**Life
Lines**

BCP examples

XACTA
making it happen

Business Continuity Plan

1. Contingency Plan:

- ⊗ Identification of broad types of disasters covered.
- ⊗ Declaration of an incident.
- ⊗ Emergency response procedures.
- ⊗ The contingency management team.

2. Business Recovery Plan:

- ⊗ People.
- ⊗ Processes.
- ⊗ Customers.
- ⊗ Suppliers.

3. Work Area Plan:

- ⊗ Alternate Sites.
- ⊗ Temporary Sites.
- ⊗ Office equipment required.

4. Technology Recovery Plan:

- ⊗ Alternate Sites.
- ⊗ Management of Suppliers.
- ⊗ Alternate Suppliers.
- ⊗ Suppliers of specialist technology recovery services.

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BCP examples

XACTA
making it happen

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Plan Acceptance Register

Document Control

Plan Distribution Register

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4. BC Plan Exercises

5. Plan Maintenance & Distribution

BCP examples

SECTION 2 - BC PLAN INFORMATION

- 6. Alternative Facilities
- 7. Staff.
- 8. Team Structures
- 9. Critical Processes & MAO

BCP examples

SECTION 3 - BC PLAN ACTIONS

- 10. Notification & Declaration Processes
- 11. Communication Processes
- 12. Event Co-ordination Team
- 13. Crisis Management Team
- 14. Operations DR Teams
- 15. Business Support Crisis Teams
- 16. Milestone Plan
- 17. Reporting Requirements

BCP examples

SECTION 4 - BC PLAN APPENDICES

- Appendix A. Contact Details
- Appendix B. Street Map
- Appendix C. Plan Holders
- Appendix D. Extracted Delegated Authorities List
- Appendix E. Vital Records (Team Documents)
- Appendix F. System Inventory Lists
- Appendix G. Business Processes Inventory
- Appendix H. Dr Plan Inventory
- Appendix I. Glossary

BCP examples

SECTION 5 - BC PLAN FORMS

- Form 1. Event Control Log
- Form 2. Crisis Co-ordination Centre Checklist
- Form 3. Event Activity Log
- Form 4. Crisis Task Control Schedule
- Form 5. After Action Log

BCP examples

1. Declaration of a Crisis

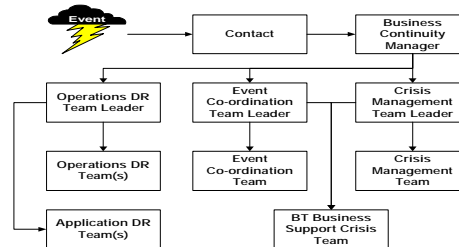
Event Co-ordination Team

Objective
Resources
Tips

TASK	LIAISE WITH	TIME DUE / DELEGATED TO	DONE
------	-------------	-------------------------	------

1. If situation warrants declaring a crisis then advise the Business Continuity Manager of situation and rationale for the calling of a crisis declaration. ☐
2. The Business Continuity Manager to review the situation and promote, if in agreement, the calling of a crisis declaration to the Crisis Management Team. ☐

1.1 Declaration of a Crisis Procedure



Discussion

- How do you fit the Business Continuity Plan to your organisation, its structure, culture (Management style), etc?
- How do you link the BCP to other plans?

Breakout

No Plan

Current Plan

- Write down what you need to do to improve your Business Continuity Plan
- List who could assist you in improving your BCP

- Write down who will need to be involved in creating your Business Continuity Plan.
- List out some of the actions you could take to increase the resilience of your organisation?

Wrap-up

- Sources of information
 - Appendices
 - Organisations
- Summary
- Action Plans

Final Word

When preparing for a crisis, it is instructive to recall that Noah started building the ark before it began to rain.

Contact

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AUCKLAND ENGINEERING LIFELINES GROUP

BUSINESS CONTINUITY MANAGEMENT WORKSHOP REPORT

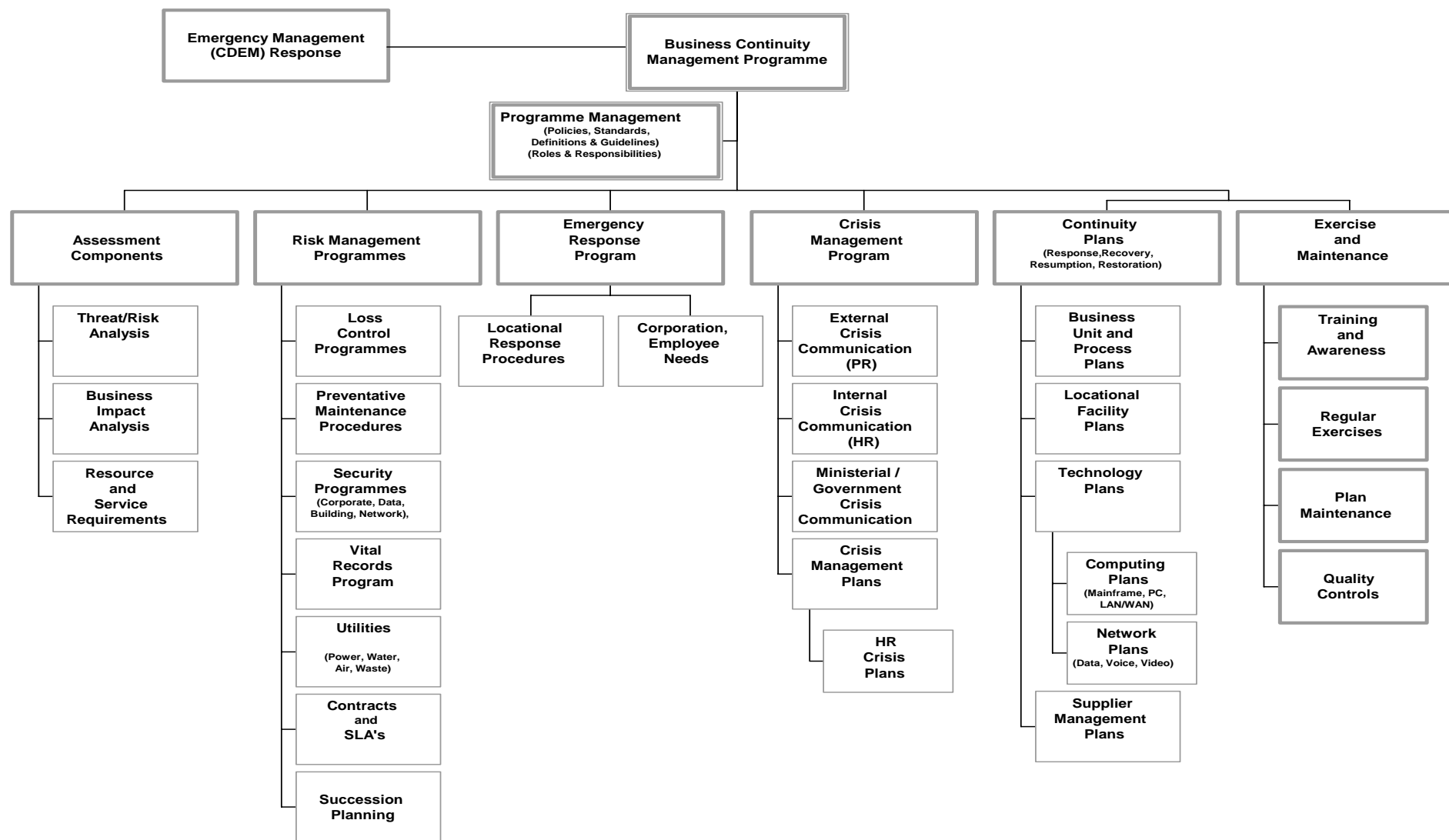
PART 3 – EXPANDED DIAGRAMS OF WORKSHOP SLIDES



March 2005

TABLE OF CONTENTS

Slide No.	Diagram Name
31	BCM Programme Components
49	BCP Examples (first slide in this series)
55	BCP Examples (last slide in this series)



Business Continuity Plan

1. Contingency Plan:

- Ø Identification of broad types of disasters covered.
- Ø Declaration of an incident.
- Ø Emergency response procedures.
- Ø The contingency management team.

2. Business Recovery Plan:

- Ø People.
- Ø Processes.
- Ø Customers.
- Ø Suppliers.

3. Work Area Plan:

- Ø Alternate Sites.
- Ø Temporary Sites.
- Ø Office equipment required.

4. Technology Recovery Plan:

- Ø Alternate Sites.**
- Ø Management of Suppliers.**
- Ø Alternative Suppliers.**
- Ø Suppliers of specialist technology recovery services.**

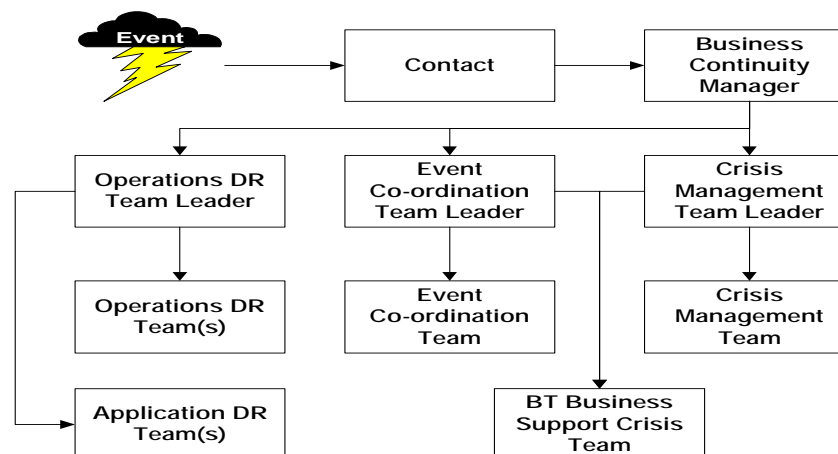
1. Declaration of a Crisis

Event Co-ordination Team

Objective
Resources
Tips

TASK	LIAISE WITH	TIME DUE / DELEGATED TO	DONE
1. If situation warrants declaring a crisis then advise the Business Continuity Manager of situation and rationale for the calling of a crisis declaration.			<input type="checkbox"/>
2. The Business Continuity Manager to review the situation and promote, if in agreement, the calling of a crisis declaration to the Crisis Management Team.			<input type="checkbox"/>

1.1 Declaration of a Crisis Procedure





Auckland Engineering Lifelines Group

BUSINESS **C**ONTINUITY **M**ANAGEMENT **W**ORKSHOP **R**EPORT

Part 4 – Workshop Handout Appendices



March 2005

APPENDICES

CONTENTS

Appendix 1	BCM Action Plan Worksheets
Appendix 2	XACTA's BCM Planning Checklist
Appendix 3	BCM General Information Websites
Appendix 4	BCP Table of Contents websites and example
Appendix 5	XACTA's Generic List of Organisation Risks
Appendix 6	Websites containing BIA/RA examples
Appendix 7	Glossary of Terms
Appendix 8	About XACTA
Appendix 9	About Continuity Forum

DISCLAIMER

Although every effort has been made to assure the currency of these website links contained in this document, XACTA Consulting Ltd can make no guarantee of the accuracy or the veracity of any information contained within these sites.

These links have been provided because the sites contain information that may be of interest to the readers of this report.

XACTA Consulting Ltd does not necessarily endorse the views expressed or the facts presented on these sites.

XACTA Consulting Ltd do not endorse any commercial products that may be advertised or on these sites.

APPENDIX 1

No.	Action / Task / Idea	Due	Actionee

APPENDIX 2

Business Continuity Management - Planning Checklist

BCM Planning	
Does the organisation have a clearly defined, documented and approved BCM planning process framework?	
Is the organisation's BCM planning process primarily concerned with its Mission Critical Activities?	
Is the planning process coordinated with the organisation's service or product sourcing (outsourcing and internal sourcing) providers?	
Is the organisation's BCM planning process integrated and coordinated with other parts of the organisation e.g. geographically (departments, sites, etc.)?	
Are BCP templates, frameworks, sample plans or minimum standards available for reference and to provide a standardised BCM planning approach?	
Business Continuity Plans.	
Does the organisation have a clearly defined, up-to-date, fit-for-purpose and approved BCP(s) for all its Mission Critical Activities?	
Does the BCP reflect the most up-to-date BIA, business impact resource recovery requirements and RA?	
Does the BCP establish a clearly predefined BCM response (solutions, resumption and recovery) following a business disruption, interruption or loss of the organisation's Mission Critical Activities from the initial response to the point at which normal business operations are resumed?	
BCP: Emergency BCM Response Procedures.	
Does the BCP provide a clearly defined, up-to-date and fit-for-purpose BCM emergency response?	
Does the BCP provide a clearly defined process to ensure there are links to other organisations e.g. emergency services, or suppliers that may be involved in the recovery and restoration process?	
BCP: Notification, Invocation and Escalation.	
Does the BCP have a clearly defined and structured up-to-date and fit-for-purpose BCM notification, invocation and escalation process?	
Has the effective capability of the notification, invocation and escalation process been demonstrated and proven via exercising and/or invocation?	
BCP: Roles, Accountability, Responsibility and Authority.	
Is the role of organisation's executive or senior management during a BCM incident clearly defined, approved and documented?	
Does the BCP clearly define the BCM roles and their accountability, responsibility and authority?	
Has each BCP role been assigned to a principal and an alternate individual, should the principal be incapacitated or otherwise unavailable?	
BCP: Key Supporting Information.	
Does the BCP contain mandatory instructions, advice, process, procedure or guidelines concerning key supporting information?	
BCP: Human Resource Issues.	
Does the BCP contain mandatory instructions, advice, process, procedure or guidelines concerning casualties and fatalities?	
Does the BCP contain mandatory instructions, advice, process, procedure or guidelines concerning confidential staff counselling and staff welfare, e.g. consideration of personal belongings, travel and relocation issues?	
BCP: Communication.	
Does the BCP contain mandatory instructions, advice, process, procedure or guidelines concerning internal and external communications?	

BCP: Documentation/Forms/Checklists.

Does the BCP have an up-to-date task list that clearly identifies both mandatory and discretionary tasks together with the individuals accountable or responsible for their completion within an allocated timeframe?	
Does the BCP provide an auditable process for tracking and recording the completion of the BCP task list after the plan has been invoked and any additional on-going tasks?	
Does the BCP provide up-to-date (internal and external) contact lists (e.g. for key and alternate staff, suppliers, stakeholders, etc.)?	
Has a current list of key service providers, suppliers and other third-party sourcing contacts been identified and documented within the BCP?	
Does the BCP provide a situation management and decision log template?	

BCP: External Bodies and Organisations.

Has an Emergency Services Liaison Officer been appointed?	
Have statutory/regulatory/official agencies been identified and included in the organisation's BCM planning process?	
Does the BCP provide clearly defined coordination procedures for local authorities, service utilities and other relevant public authorities?	

BCP: Media and Public Relations.

Does the BCP provide a clearly defined process for dealing with the media and public relations during a BCM situation?	
--	--

BCM Solutions: General.

Have the "owners" of the organisation's Mission Critical Activities and dependencies developed and implemented BCM solutions within their BCM strategy or plan to achieve the RTO, RPO and LBC of their Mission Critical Activities?	
--	--

BCM Solutions: Insurance.

Are all BCM insurance policies and their coverage limits reviewed regularly for adequacy and cost benefit?	
--	--

BCM Solutions: Human Resources.

Does the BCP clearly identify key members of staff (according to their skills, knowledge, organisational role and experience) and a process or strategy to ensure their availability?	
---	--

BCM Solutions: Work Area Recovery (WAR).

Has a WAR strategy for Mission Critical Activities and their support activities been developed and documented within the BCP?	
Is the WAR site located at least 800 metres (based on a large vehicle bomb) from the site of the incident, so as not to be affected by the same incident?	
Is the level of specialist service support required to enable the use of the WAR site and its services clearly identified within a service contract or SLA?	

BCM Solutions: Information Technology (IT).

Has an information technology resumption and recovery strategy for Mission Critical Activities and their dependencies been developed and clearly documented within the BCP?	
Does the BCP clearly identify that the technical recovery site is located at least 800 metres (based on a large vehicle bomb) from the site of the incident, so as not to be affected by the same incident?	
Have the business owners of the Mission Critical Activities and the technical and/or specialist third party service providers successfully tested the resumption and/or recovery of the IT systems?	

BCM Solutions: IT Software.

Does the BCP provide a clear inventory of all IT systems software necessary for the BCM of Mission Critical Activities to achieve their BCM RTO, RPO and LBC objectives?	
Does the BCP provide clear details of specialist software configuration(s) and a process for its restoration, including licensing arrangements?	
Have arrangements been made to place specialist software in escrow?	
Have the business owners of the Mission Critical Activities and technical and/or specialist third party service providers successfully tested the resumption and/or recovery of the IT software systems?	

BCM Solutions: Telecommunications.

Has a telecommunications recovery strategy for Mission Critical Activities been developed and clearly defined within the BCP?	
Have the business owners of the Mission Critical Activities and suppliers and/or specialist third party service providers successfully tested the resumption and/or recovery of the telecommunications systems?	

BCM Solutions: Data.

Does the organisation have clearly defined backup procedures for all applications, hardware and data (both electronic and paper, e.g. records, unique records or documents) necessary to support Mission Critical Activities?	
Does the organisation have clearly defined recovery and restoration processes and procedures in place for all data (both electronic and paper, e.g. records, unique records or documents) necessary to support Mission Critical Activities?	
Have the business owners of the Mission Critical Activities, technical staff, WAR providers and specialist third-party data storage providers successfully tested the recovery and restoration of vital records (both electronic and paper) necessary to support Mission Critical Activities?	
Can vital records (both electronic and paper) necessary to support Mission Critical Activities and their dependencies be recovered simultaneously at more than one WAR site if required?	

BCM Solutions: Equipment.

Does the BCP provide clear details and a list of equipment e.g. photocopier, manufacturing machinery, etc. needed for Mission Critical Activities?	
--	--

BCM Solutions: BCM Service Providers.

Is the level of specialist BCM service required to enable the use of a WAR site or other services clearly identified and documented within the service contract and/or SLA, and a copy placed in the BCP?	
Does the BCP provide clear details and a process for the initiation and progressing of recovery, restoration and salvage service by specialist BCM service suppliers?	

BCM Solutions: Security.

Do the BCM solutions within the BCP have appropriate physical security and environmental controls?	
--	--

BCM Solutions: Business Processes.

Does the BCP provide clear details and a process for recovering MCA work in progress?	
Does the BCP provide clear details and a process concerning work backlog processing?	
Does the BCP provide clear details and a process for the provision of manual operations and fallback solutions and related activities to achieve MCA RTOs and RPOs wherever gaps exist between IT resumption and/or recovery capabilities and BCM needs?	

BCM Solutions: Change Control.

Does the organisation have a clearly defined change control process to ensure BCM requirements and selected BCM solutions are maintained in an up-to-date and fit-for-purpose status?	
---	--

BCM Solutions: Sourcing.

Does the organisation maintain a schedule of its sourced (internal or outsourced) Mission Critical Activities?	
Does the organisation's BCM policy clearly define that an outsourced or internal provider of Mission Critical Activities should have a verifiable, fit-for-purpose and demonstrated BCM capability?	
Does the organisation have a clearly defined due diligence process to verify and validate that outsourced or internal providers of Mission Critical Activities have a fit-for-purpose and demonstrated BCM capability in respect of each MCA?	
Does the organisation have a clearly defined and documented structure to "relationship manage" any sourcing of its Mission Critical Activities?	
Does the organisation have a supplier exit strategy or plan, i.e. the capability to switch the provision of the MCA to another outsourcer or to internal provision, to cover the complete failure of any contract or SLA for each of its sourced Mission Critical Activities?	
Does the sourcing contract and/or SLA of the organisation's sourced Mission Critical Activities include a right by the organisation to audit the BCM capability and resilience of the supplier against predefined and agreed BCM standards (e.g. within RTOs, RPOs and to the minimum LBC)?	
As a part of the organisation's due diligence process of the sourcing of its Mission Critical Activities, does the organisation regularly receive certified copies of the supplier's own internal BCM exercising reports and action plans?	

Crisis Management: Planning

Does the organisation have a clearly defined, documented and approved crisis management framework?	
Are professionally qualified crisis management practitioners involved in the planning process?	

Crisis Management: Plan(s).

Does the organisation have a clearly defined, up-to-date, fit-for-purpose and approved crisis management plan (CMP)?	
--	--

Crisis Management: Emergency Procedures.

Does the CMP clearly set out and document emergency evacuation procedures; other staff and building safety procedures; evacuation and assembly points for different types of incident (e.g. fire or bomb) and their testing programme?	
--	--

Crisis Management: Control and Co-ordination Centres

Does the CMP provide a clearly defined control and coordination organisation structure to manage an incident?	
Has the effective capability of the control and coordination centre(s) been demonstrated and proven via exercising and/or invocation?	

Crisis Management: Notification, Invocation and Escalation.

Does the CMP have a structured up-to-date, fit-for-purpose and approved incident notification, invocation and escalation process?	
Has the effective capability of the notification, invocation and escalation process been demonstrated and proven via exercising and/or invocation?	

Crisis Management: Roles, Accountability, Responsibility and Authority.

Is the role of the organisation's executive or senior management during an incident clearly defined, agreed and documented?	
Does the CMP clearly define the organisation's crisis management roles, accountabilities, responsibilities and authorities?	
Has each CMP role been assigned to a principal and an alternate individual should the principal be incapacitated or otherwise unavailable during an incident?	

Crisis Management: Key Supporting Information.

Does the CMP contain mandatory instructions, advice, process, procedure or guidelines concerning key supporting information?	
--	--

Crisis Management: Human Resource Issues.

Does the CMP contain mandatory instructions, advice, process, procedure or guidelines concerning casualties and fatalities?	
Does the CMP contain either mandatory instructions, advice, process, procedure or guidelines concerning confidential staff counselling and staff welfare, e.g. consideration of personal belongings, travel and relocation issues?	

Crisis Management: Communication

Does the CMP contain mandatory instructions, advice, process, procedure or guidelines concerning internal and external communications?	
--	--

Crisis Management: Documentation, Forms and Checklists.

Does the CMP have an up-to-date task list that clearly identifies both mandatory and discretionary tasks together with the roles accountable or responsible for their completion with an allocated timeframe?	
Does the CMP provide an auditable process for tracking and recording the completion of the CMP task list(s) after the plan has been invoked?	
Does the CMP provide up-to-date (internal and external) contact lists (e.g. for key and alternate staff, suppliers, stakeholders)?	
Does the CMP provide a crisis management and decision log template?	

Crisis Management: External Bodies and Organisations.

Has an individual been clearly identified and appointed to the role of emergency services liaison officer within the CMP?	
Does the CMP provide clearly defined and documented coordination procedures for local authorities, utility services and other relevant public authorities?	

Crisis Management: Media and Public Relations.

Does the CMP contain a clearly defined media and public relations strategy and plan?	
Does the CMP clearly identify and unambiguously describe stakeholders and interest groups?	

APPENDIX 3

Business Continuity Management Information.

The Business Continuity Institute http://www.thebci.org
The Disaster Recovery Institute International http://www.drii.org
ContinuityCentral http://www.continuitycentral.com
globalcontinuity.com: www.globalcontinuity.com
ContinuityCentral – Checklists, Templates & Tools: http://www.continuitycentral.com/bcpd.htm
ContinuityCentral – BCM Discussion Forum: http://groups.yahoo.com/group/discussbusinesscontinuity/
Canadian Centre for Emergency Preparedness http://www.ccep.ca/cceptemp.html
London Prepared http://www.londonprepared.gov.uk/business/businesscont/templates.htm
FEMA: www.fema.gov
DelCreo, Inc – An Enterprise Risk Management company. http://www.delcreo.com/delcreo/free/articles_presentations.cfm
Continuity Forum: - The Australasian active network of organisations that share an interest in seeing that their business continuity and disaster recovery plans are resilient and current. www.continuity.net.au
Ministry of CDEM: www.civildefence.govt.nz

APPENDIX 4

Business Continuity Plans.

Links to templates:

Canadian Centre for Emergency Preparedness http://www.ccep.ca/cceptemp.html
London Prepared http://www.londonprepared.gov.uk/business/businesscont/templates.htm
Alberta Government – Municipal Affairs http://www.municipalaffairs.gov.ab.ca/ema/brp/templates.cfm
ContinuityCentral – Checklists, Templates & Tools: http://www.continuitycentral.com/bcpd.htm

Sample Plans

NZ Ministry Economic Development – Business Unit Plan http://www.med.govt.nz/ewrb/content/business-continuity-plan/business-continuity-plan.pdf
Disaster Recovery Journal http://www.drj.com/new2dr/samples.htm
FEMA (US Federal Emergency Management Agency) http://www.fema.gov/onsc/docs/coop_plan_blank_template.doc

BUSINESS CONTINUITY PLAN COMPONENTS

Adopted from "Business Continuity Management - Good Practice Guide", © The Business Continuity Institute 2002.

- Header (Document classification, e.g. confidential etc)
- Footer (version, including date and page number)
- Front Page
 - Title
 - Doc classification
 - Version and date
 - Management 'sign off'
 - Date of last and next plan review and role to carry it out
- Section 1: Plan Overview
 - Introduction
 - Purpose of plan
 - Scope
 - Objectives
 - Assumptions
 - Plan ownership
 - Event/Decision log
- Section 2: Accountability, roles, responsibilities and authority
- Section 3: notification, invocation and escalation
 - Notification process and/ or flowchart
 - Invocation process and/ or flowchart
 - Escalation process and/ or flowchart
 - Staff tree
- Section 4: Business continuity management team
 - BCM team membership
 - Location and contact details of BCM command centre(s) (where the team will be based to carry out BCM)
 - Command centre resource profile (What will be needed)
- Section 5: Checklists
 - List of Practicalities, including internal and external contacts (see links in earlier sections)
 - List of 'to do's' immediately following an incident (see links in earlier sections)
 - List of 'to do's' an hour after the incident has happened (see links in earlier sections)
 - Check-off lists for completed tasks

- Section 6: Supporting Information
 - Personnel (see links to list of essential and useful contacts in earlier sections)
 - Injuries and fatalities
 - Staff welfare and counselling
 - Media and public relations
 - Health and safety
 - Emergency service liaison
 - Finance
 - Legal advice
 - Invocation of specialist services
 - Communications (e.g. local help lines - see links to list of essential and useful contacts in earlier sections)
- Section 7: Critical business activities - Recovery Action Plan
 - List of critical business activities (see checklists in Business Analysis section)
 - Critical business activities recovery action plan
- Section 8: Invocation process and/ or flowchart
 - Recovery site (work area) location floor plan layout
 - Map of recovery site location
 - Relocation of staff (including transport and accommodation)
 - Security
 - Mail
- Section 9: Recovery Resource Profile
 - Standard workstations, i.e. desk, chair, telephone and PC
 - Computer equipment
 - Software applications (see software and hardware inventory lists in templates)
 - Technology connectivity
 - Telecommunications (have all the relevant codes on and off site)
 - Telecommunications links
 - Backed-up data
 - Vital/unique documents/records
 - Office equipment
 - Specialist equipment
 - Stationary
 - Recovery site location requirements, e.g. disabled persons access
- Section 10: Form Templates
 - Meeting agenda
 - Internal briefings
 - Decision and action log
 - Task list status report
 - Telephone message
 - Action or task worksheet

Adopted from "Business Continuity Management - Good Practice Guide", © The Business Continuity Institute 2002.

APPENDIX 5

XACTA's Generic List of Organisational Risk

Corporate Governance

- **Management Information, Decision Making and Management Control Code of Ethics**
- Board Control and Succession Strategy
- Organisational Culture
- PR and Investor Relations
- Performance Measures
- HR Strategies
- **Succession Planning**
- Intellectual Property

Strategic

- Selection of Business Portfolio
- Organic Growth, M&A, Joint Ventures
- Diversification or Integration
- De-merger and Disposal
- Strategies for Growth in Stakeholder Value
- **Change Management and Project Risk**

Operational

- Material Loss and Business Interruption
- Theft and Shrinkage
- Liability Exposure
- Health and Safety
- Waste and Environment
- Integrity Risk – Fraud & unlawful acts
- **Supply Chain Management**
- Trademark/Brand Erosion
- Product/Service Life Cycle
- Capacity and Customer Demand
- Product/Service Quality
- IT Integrity and Security

- Knowledge Management

Financial

- Treasury Risk
- Price Volatility of Financial Assets and Liabilities
- Liquidity
- Financial Reporting and Control
- Capital Structure and Dividend Policy
- **Control of Capital Projects**
- Taxes and Duties

Changes in the Business Environment

- Economic, Political, Legal and Regulatory
- Changes in Mix of Industry Players – Suppliers and Competitors
- Changes in Customer Behaviour
- **New Technologies**

APPENDIX 6

Business Impact Analysis / Risk Assessment.

Links to templates:

Canadian Centre for Emergency Preparedness http://www.ccep.ca/cceptemp.html
London Prepared http://www.londonprepared.gov.uk/business/businesscont/templates.htm
ContinuityCentral – Checklists, Templates & Tools: http://www.continuitycentral.com/bcpd.htm

Information and other resources

The Business Continuity Institute http://www.thebci.org
The Disaster Recovery Institute International http://www.drii.org
ContinuityCentral http://www.continuitycentral.com
DelCreo, Inc – An Enterprise Risk Management company. http://www.delcreo.com/delcreo/free/articles_presentations.cfm

APPENDIX 7

Glossary of Business Continuity & IT Disaster Recovery Terms

Business Continuity Management (BCM)	Ongoing management of threats to an organisation.
Business Continuity Plan (BCP)	Procedures detailing the resumption/continuity of business operations, following an adverse event.
Call Tree	Means of notifying and assembling a Resumption Team.
Call Tree Initiator	The first person contacted on the Team Call Tree.
Disaster	Any adverse event that causes an unacceptable interruption to business operations.
IT Disaster Recovery Plan	Procedures detailing the recovery of IT infrastructure following an adverse event.
Emergency Operations Centre (EOC)	The location from where the overall Recovery Operation is co-ordinated from. Aka - Emergency Command Centre (ECC).
Management Recovery Team	The group responsible for declaring the disaster and managing the recovery of the organisation and co-ordinating all Resumption Teams.
Recovery Operation	The process of recovering the organisation or business unit following a disaster.
Recovery Site	Site where operations will be established, if the permanent site is unavailable.
Recovery Task	Tasks performed to get the business unit into a position where critical functions can be resumed.
Resumption Team	The group responsible for performing an organisation's recovery operation.
Vital Record	An item which a Resumption Team requires to perform a critical task, or assist in their Recovery Operation, so therefore must be considered for offsite storage or an item which is difficult to replace if damaged or destroyed so must be considered for onsite protection.

APPENDIX 8



ABOUT XACTA

XACTA Consulting Limited was formed early in 1989 with a mission to provide high quality and professional consulting services to the Information Processing community. XACTA has no affiliations with any hardware or software vendors and prides itself on its independent and neutral stance in the market. Whilst it has no financial interest in any hardware equipment or software services, XACTA will research appropriate products for clients and provide the most cost effective solution as necessary.

The company employs approximately 50 professional staff and is owned and operated by two principals, Graeme McInteer and Jeff Channer, who have a combined experience of over 48 years in the Information Technology industry.

XACTA maintains a very high level of financial viability and has been profitable since its inception. Revenue over the past three years has been between 5-8 million dollars and net profit figures between 450-750 thousand dollars. For further information on our financial position please contact Russell Clarkson, Business Banking Manager, Bank of New Zealand, Lower Hutt. Russell would be happy to, and is authorised to, discuss XACTA's financial status with you.

XACTA employs only the highest quality staff committed, as industry professionals, to assist XACTA in providing the best possible service to our clients. Staff are selected for their wide experience within the industry and have backgrounds covering most technologies, application systems and commercial industries. XACTA people are the only significant asset of the company and are rewarded, motivated and developed in recognition of this fact.

XACTA management is also committed to being involved and fully accountable for the assignments and projects under its charge. This is the major factor by which we aim to be distinguished from our competition and it underpins our strategy to offer a partnership approach to servicing the needs of our clients.

The various services offered by XACTA are extensive and include business, IT and management consulting; project management; facilities management and Infrastructure Support services; applications development and a range of specialised technical services. Our services can be provided on a time and materials basis, or, for well-defined projects, quoted as a fixed price assignment

XACTA's long range objectives are to continue to employ the best professional staff, manage all assignments to proven quality standards, understand the client's business, offer our clients a wide range of competitively priced services and provide an environment for our staff that is challenging and fun.



APPENDIX 9



Continuity Forum^{PTY LTD}

*Sharing knowledge, experience and promoting best practice in
business continuity and disaster recovery planning*

Organisations in all sectors of the business community need plans for the mitigation of risks of potential business interruption. Although organisations differ in what they do, the need for preparedness is critical to all.

Continuity Forum Pty Ltd is an active network of organisations that share an interest in seeing that their business continuity and disaster recovery plans are resilient and current.

Through the willingness of business continuity and disaster recovery professionals to share their knowledge and experience, **Continuity Forum** contributes to Australia and New Zealand's preparedness to cope with unexpected crisis.

Topics typically covered by **Continuity Forum** events are:

- ④ Business Continuity Planning Process
- ④ Crisis Management
- ④ Business Impact Analysis
- ④ Risk Assessment
- ④ Recovery Strategy Formulation
- ④ Audits of Business Continuity Plans

The goals of **Continuity Forum** include:

- ④ Providing a forum for discussion on business continuity & disaster recovery
- ④ Educating and informing members and the business community
- ④ Encouraging development and implementation of plans

Continuity Forum Membership Benefits include:

1. Member & Specialist Meetings
2. Conferences & Training
3. Resources
4. Member Support

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Ph: +61 2 9415 4180 Fax: +61 2 9411 8585

Email: member@continuity.net.au

Web: www.continuity.net.au

BENEFITS OF CONTINUITY FORUM MEMBERSHIP:

MEMBER & SPECIALIST MEETINGS

Member Meetings

At the core of Continuity Forum's activities are FREE meetings for members on topical issues held throughout the year in a number of cities.

As business continuity professionals are busy people, we run a number of two hour morning or evening meetings to minimise disruption to work days.

Typical presenters are business continuity experts who are keen to share their experiences with their peers and to receive feedback on plans and practices.

Further, our member meetings are usually held at the premises of members to enable delegates to experience different environments.

Special Interest Groups

As in all areas of expertise, business continuity management has specialisations in industries and methodologies.

Continuity Forum will co-ordinate meetings of Experienced Users, and plan to develop other special interest group meetings.

CONFERENCES & TRAINING

Conferences

For more in-depth coverage of a range of issues, Continuity Forum runs one day conferences. At these events, representatives of organisations interested in business continuity will hear from a faculty of leading practitioners and consultants.

Our conferences are open to attendance by non-members, with members receiving substantial discounts.

Conferences also offer excellent networking opportunities.

Public and In-House Workshops

Training of both new and experienced players in the business continuity process is done through Continuity Forum's workshops.

Our expert presenters have both technical expertise and presentation skills.

Sponsorship Opportunities

Supplier organisations can increase their awareness in the business continuity field by sponsoring and exhibiting at events.

RESOURCES

Email Newsletters

Continuity Forum utilises the speed and ease of electronic communications to keep members informed about news in the world of business continuity.

Member organisations are welcome to submit content for possible inclusion in email newsletters.

Resource Centre

Continuity Forum is gathering materials of interest to members, and will share these resources with members. The resources will take the form of books, magazines, videos and articles.

Website

Continuity Forum's website, to be launched in October 2004, will be a focal point for our members. It will highlight:

- services available to members
- news and events
- suppliers details

Whilst some material will be available to the public, most specialist material will be available to members only.

Supplier Directory

A printed Supplier Directory is also available to allow members to have ready access to information on suppliers.

MEMBER SUPPORT

Continuity Forum members can utilise the network of members to seek assistance on queries by phoning our office. We will endeavour to help by co-ordinating circulation of queries and responses.

For further information please contact us:

Continuity Forum Pty Ltd

PO Box 810 Artarmon NSW 1570 Australia

Ph: +61 2 9415 4180 Fax: +61 2 9411 8585

member@continuity.net.au

www.continuity.net.au



AUCKLAND ENGINEERING LIFELINES GROUP

BUSINESS **C**ONTINUITY **M**ANAGEMENT **W**ORKSHOP **R**EPORT

PART 5 – WORKSHOP ATTENDEE’S COMMENTS



March 2005

DISCLAIMERS

Workshop Attendee's Comments:

The comments contained in this document are those made by the attendees of the workshop that were recorded by the AELG Workshop organisers.

These comments are the personal thoughts or questions of those attendees and do not necessarily reflect the position of Auckland Engineering Lifelines Group or XACTA Group.

Website Links:

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WORKSHOP ATTENDEE'S COMMENTS

Discussion – how does legislation affect us, etc?

- CDEM Act is principal based – is that a positive in that it gives flexibility or is that a negative in that it can be described as poorly defined?
- Levels of functionality need to be understood.
- Prioritisation important – won't be able to do everything at once.
- Need to challenge the intent of the Act.
- MCC has crisis management system which kicks in once normal organisational functions cannot continue. Core 'must continue' functions have been defined and the crisis mgt team focuses on restoring those.
- Do you have a defensible position?
- Some industries have other driving legislation – e.g.: water has Health Act.
- List of relevant legislation to be included in report to be circulated later.
- Fair Trading Act and Customer/Commercial related Act, etc, are also relevant to private sector.
- Does the Act cover financial requirements? Unclear result of discussion.
- Trend overseas for insurance agencies to charge a premium to those who don't have BCPs
- Act requires utilities to produce plans to MCDEM – but they are only looking at the high level (BCL was audited, but only to the extent that they asked if they had a plan). Should AELG be self reviewing and demonstrating proficiency to Ministry?
- Act is an enabler. (*Reference was to the Civil Defence Emergency Management Act 2002*)

Should Fire Warden be trained beyond fire response or will this distract them from their primary legislative focus (MCC call them building wardens and they have a broader role).

This website link is to a Crisis Response site established by BP Texas in response to the explosion and deaths at their Texas plant

<http://bpresponse.org/>

What are the benefits for a BCM programme?

- business survival
- brand protection
- delivery of service
- ongoing jobs for staff
- identified risks and weaknesses
- public wellbeing and safety
- legislative compliance

How would a BCM programme fit into the current governance structures in your organisation?

- AIAL do all the relevant activities, but don't call it a 'BCM'.
- Telecom has crisis mgt policy, managing risk policy and security policy (BCM is about risk and crisis mgt).
- RDC has silo mentality and BCM operates at different levels. Lifelines plans are good for water and transport but culture not reflected in other parts of the organisations. Problem is that BCM processes assume services are available.
- Many local govt organisations will have different departments developing different plans without coordinating properly – needs to be driven top down.

General conversation:

- broad hazard approach, not scenario
- critical activities – also need to think about critical people (and information which may only be in people's heads)

How do you fit the Business Continuity Plan to your organisation, its structure, culture (mgt style, etc)?

- Moved away from 4R's approach in some respects

How do you link the BCP to other plans?

No comments recorded.