

A look at ANAO's
Business Continuity Management:
Building Resilience in Public Sector Entities



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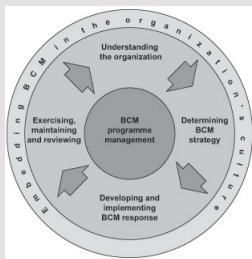
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Today's presentation 

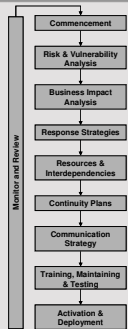
- Current 'best practice' standards and guidelines
- Phoenix BCM circle
- ANAO's BCM – *building resilience in public sector entities*
 - Overview
 - General discussion
- Questions

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BS25999 and HB292:2006 

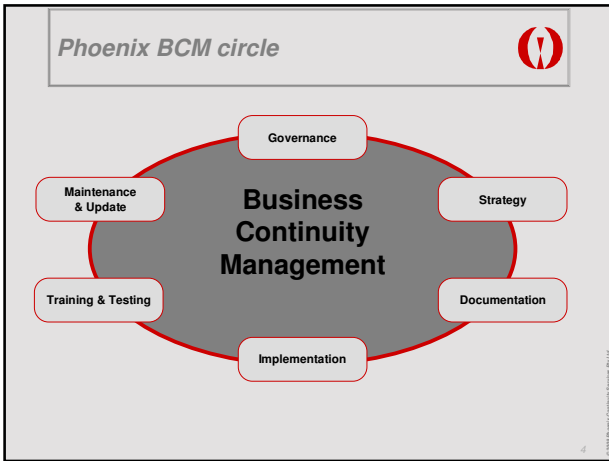


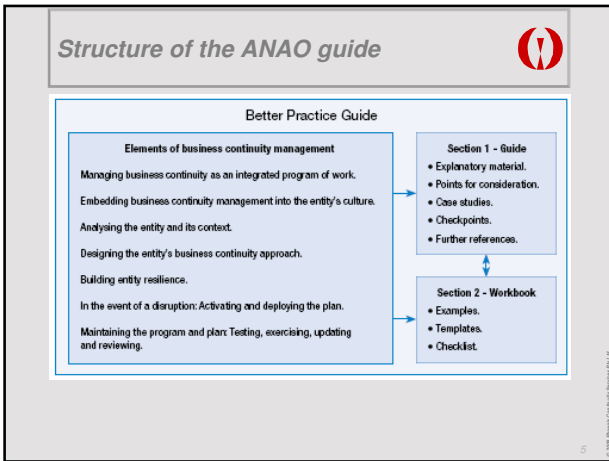
BS25999

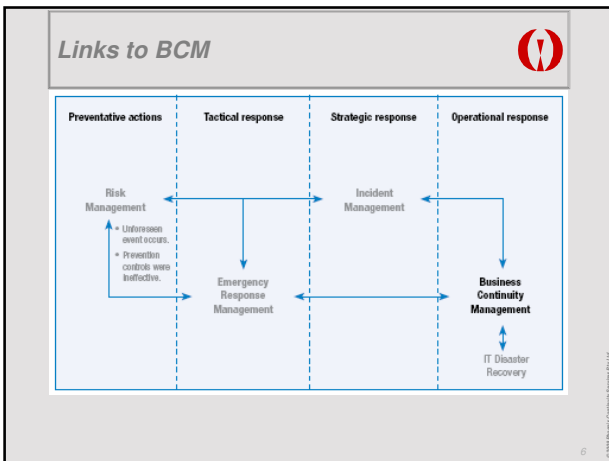


HB292:2006

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Link to business continuity management



Risk Management – preventative

- Risk management considers likelihood and consequence
- BCM focuses on low-likelihood, high-consequence events
- BCM assumes preventative controls were ineffective or have failed
- Matters of cause and likelihood are no longer relevant

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Link to business continuity management



Emergency Response Management – tactical

- Preservation of life and property
- Damage assessment / salvage
- Escalation and information
- An emergency response may not require a business continuity response if critical processes are not affected
 - Dealing with an evacuation
 - Dealing with a bomb threat

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Link to business continuity management



Incident Management – strategic

- Overall control and strategic response
- Decision-making and invocation
- Conflict resolution
 - Resources
 - Priorities
- Recovery of the entity
- Internal and external communications

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Link to business continuity management



IT Disaster Recovery – operational

- A key part of any Business Continuity response
- The mechanism by which *technology* of the entity is recovered
- RTO / RPO information comes from the business
- A part of the BCM process which can be *tested*

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Characteristics of better practice BCM



- A series of checkpoints against which entities can check their progress
- 8 characteristics
- Basic level criteria
 - Small, non-complex or less time-critical entities
- Mature level criteria
 - Mature, large, complex, geographically dispersed or time entities

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The 8 characteristics



1. A BCM framework is in place
2. Training and awareness of BCM has been conducted
3. A risk assessment has been conducted
4. A business impact assessment has been conducted
5. Preparatory controls have been implemented
6. The entity has documented and the executive has endorsed its BCM plans and framework
7. BCM testing and exercises have been conducted
8. The entity monitors BCM

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ANAO - elements of BCM



- Managing BCM as an integrated program of work
- Embedding BCM into the entity's culture
- Analysing the entity and its context
- Designing the entity's BCM approach
- Building entity resilience
- In the event of a disruption: Activating and deploying the plan
- Maintaining the program and plan: Testing, exercising, updating and reviewing

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Managing BCM as an integrated program of work



- Initiation
 - In-house?
 - Consultant?
 - Other agencies?
- Ongoing management
 - Sponsorship
 - Ownership
 - Custodianship
 - Stakeholder relationships
 - Planning
 - Performance monitoring
 - Evaluation and review
 - Enterprise information architecture

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Embedding BCM into the entity's culture



- Executive sponsorship
 - Key to the success of BCM
 - Policy
- Change management
 - Part of the review process
- Training
 - Executive
 - Custodians
 - Staff
- Raising awareness
 - 'Promotional marketing' for BCM

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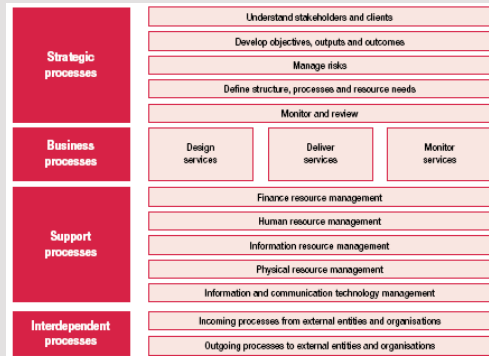
Analysing the entity and its context



- Link with risk management
- Identify critical business processes
 - Failure to meet statutory obligations
 - Failure to meet key stakeholder expectations
 - Loss of cash flows essential to business operations
 - Degree of dependency on business processes by internal business units or clients
 - Cumulative damage to the entity by the disruption to the critical process
 - Reputational consequences

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Process classification



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Business impact / resource definition



- Interdependencies
- Minimum requirements for each critical process
- Maximum tolerable period of disruption
 - RTO / RPO
- Disruption scenarios
 - IT failure
 - Utility failure
 - Industrial action
 - Transport system failures
 - Bad weather
 - Pandemic
 - Managing disruption and an increase in demand for services

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Designing the entity's BCM approach



- Identify and evaluate options
 - Reduce likelihood / consequence
 - Implement alternative activities and resources
- BCM resources must cover
 - People
 - Facilities
 - Technology
 - Telecommunications
 - Vital records
 - Interdependencies

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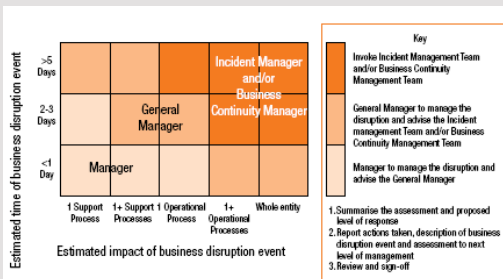
Building entity resilience



- Implementing preparatory controls
 - Reduce likelihood / consequence
- Preparing the Business Continuity Plans
 - Off-site storage
 - Arrangements with external parties
 - Business Continuity teams
 - Action plans
 - Activation
 - Event logs
 - Contact lists
 - Quality assurance

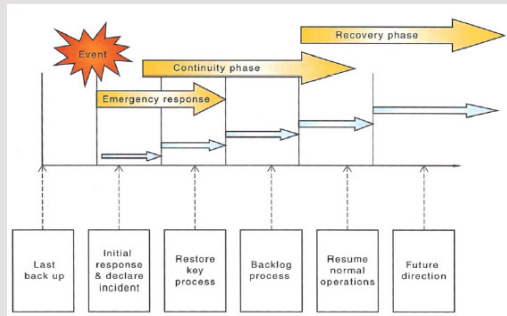
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In the event of disruption



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3 phases of disruption management



HB292:2006

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Maintaining the program and plan



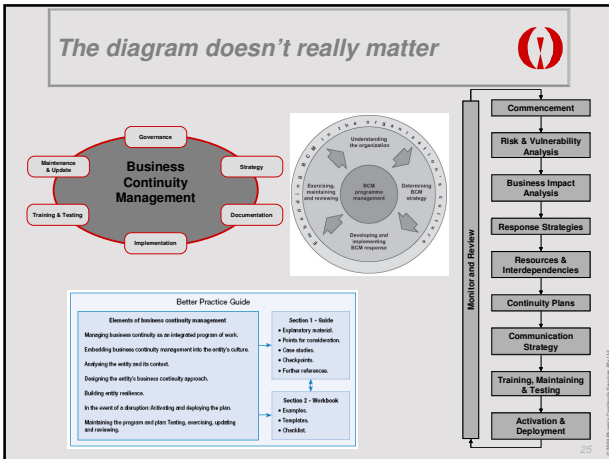
- Testing
 - Elements with pass / fail criteria
- Exercising
 - Elements with learning / continuous improvement
- Updating
 - Post exercise review
 - Changes in business / data processing environment
 - Audit
 - Self-assessment

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Wrap-up



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- 'Compliant' BCM...*
- Links risk management and recovery management
 - Addresses every element of the BCM framework chosen
 - Fulfils regulatory requirements within the BCM framework chosen
 - Covers every aspect of the entity's value chain but concentrates on the 'material' links in that chain
 - Is based on identifying and addressing 'impacts' to value creation, not on scenarios
 - Provides assurance that all aspects of the entity's value- chain can be protected and recovered to an acceptable level of emergency operation at an acceptable ongoing cost

Questions?

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