



CONTINUITY & RESILIENCE

AUSTRALASIA

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2017 Annual BCI Australasian Awards Winners

Continuity & Resilience Newcomer
Amy Dance CBCI

Continuity & Resilience Professional (Public Sector)
Esther Newman MBCI

Continuity & Resilience Professional (Private Sector)
Phil Carter FBCI

Continuity & Resilience Provider (Product or Service)
ZettaGrid for SecondSite

Continuity & Resilience Innovation
Regus Workplace Recovery

Most Effective Recovery
Inland Revenue (NZ)

Continuity & Resilience Consultant
Kenny Seow MBCI

Continuity & Resilience Team
nbn Business Continuity & Resilience Team

Continuity & Resilience Personality
Tim Rippon MBCI



The eMagazine of the BCI Australasian Chapter



2017 ANNUAL BCI AUSTRALASIAN AWARDS



Well, those who were at the BCI Australasian Awards in August know we had an amazing night at the Museum of Contemporary Art in Sydney. It really was rewarding to see so many people out to celebrate the achievements of their peers and colleagues. With fine dining, wonderful wine, a great band and, of course, the Awards presentations!

A full list of the winners is on the cover of this magazine. All the category winners of the BCI Australasian Awards were automatically entered into the BCI Global Awards. We have included 2 articles in this edition sharing the stories of the winners submissions.

A hearty congratulations to all the winners. And remember, you do need to be in it to win it, so start thinking about 2018 now!



Bruna Paci (NBN) , Themelina Johns (NBN), Phil Carter (NBN), Tim Rippon (Elasticus), Amy Dance (PWC), Nathan Harman (Zettagrid), Mitesh Shah (Regus), Kenny Seow (RiskWest), Ether Newman (Inland Revenue), Glen Redstall (Inland Revenue)

About this Publication

Continuity & Resilience Australasia Magazine is a publication of the Australasian BCI Chapter. The magazine is published three times per year and is an excellent source for all things Business Continuity and Resilience related. Articles include thought leadership pieces, case study presentations, discussion papers, top tips, upcoming events and professional advice on a wide range of business continuity topics designed to keep you in the loop as well and get you thinking.

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Coloured "Continuity Band" Logo created by Joel Foffani for enquires please email joelfoffani@gmail.com

October 2017

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From the President's Pen

**“In the middle of every difficulty lies opportunity”
Albert Einstein**



I'm guessing that the majority of you, having just read the quote from Albert Einstein, will have nodded your head in agreement.

I know that from my own experience, and I know that many of you do too. Whether that difficulty is as a result of planned or unplanned change it just about always presents opportunities for those working in the continuity and resilience fields.

How do I know that?

In the last two months I have met with a wide range of people working in continuity and resilience fields from a conference in Auckland to BCI Forum meetings in Melbourne and Canberra; plus stakeholders and sponsors. One thing I've observed is their overwhelming positivity for what they do, and I'm prepared to hazard a guess that it's due to the fact that they're striving to make things better for their customers, clients, employers and/or the general public.

So noting that positivity, it was great to be able to join with around 120 of you to recognise the achievements of our colleagues at The BCI Australasian Awards. I was heartened to see that this year's Awards recipients were spread from Western Australia to New Zealand, and I'm sure that you'd all like to join me in wishing all our winners the best of luck for the Global Awards in London on the 7th of November.

I'd like to take this opportunity to recognise the contributions of three members of the Chapter Board who are leaving for various reasons: Kenny Seow, who has been our long term Area Representative for Western Australia; Barry Pendle, who has served the maximum two terms as Company Secretary; and Tim James, who is standing aside from our Board in preparation of becoming the Global Chair of the BCI next year. Thank you so much for your respective contributions to the Chapter over many years.

In February Howard Kenny stepped down as President and Chair of the Australasian Chapter and took up the role as its Operations Manager. Howard has now stood aside from this role and I would like to recognise not only the contribution that Howard Kenny has made over the past seven months as Operations Manager, but reiterate our thanks for the many years he has contributed to the BCI in multiple roles in both the New South Wales Forum, and on the Chapter Board.

Howard's resignation creates some challenges for the Chapter at an operational level, but as the opening quote from Albert Einstein intimates there will be opportunity too. I'm confident that the Board will find an appropriate path through these issues, and I will keep you informed of what transpires.

A handwritten signature in black ink, appearing to read 'Glen Redstall'.

**Glen Redstall MBCI
President and Chair
Business Continuity Institute (Australasia) Ltd**

Central Office Update for Australasia

Let's be judged by the Company we keep



The Good Practice Guidelines 2018 (GPG 2018) are completed and with the printer. This is the first revision of the GPG for almost five years and when you see it after its release at BCI World early next month I think you'll agree that the changes have been significant. Not so much in terms of content, although there are obvious developments there, but in terms of ethos. GPG 2018 views the world of Continuity in a much-altered way than GPG 2013 did. As a piece of work it has involved over sixty experts and specialists with hands-on experience in the front line of BCM, but also who can see the way that practice is evolving in real time. The fact is that five years is forever in a fast-changing world. Working practices and organisational philosophies are evolving faster than ever before and the core skills of BC practitioners must keep pace.

Perhaps the most significant change of approach is where we much more explicitly set BCM within the broader Resilience context. There is a recognition that BCM is not an island of isolated practice but that it works most effectively when in close collaboration with other disciplines on what we are calling the Resilience Spectrum... Security, Risk Management, Facilities Management, Emergency Planning, Cyber Security and others.

GPG 2018 recognises that within complex operating environments effective Continuity is delivered by professionals with complementary skills performing their expert functions in unison to ensure satisfactory outcomes for the organisation. The key to operational resilience is effective collaboration. It is teamwork that delivers and it follows then that it's vital to put together an effective resilience team, where each discipline delivers.

The GPG 2018 represents a step-change in the way we view the profession in relation to these other disciplines; it is a view where we don't claim pre-eminence for Business Continuity but recognise it as an equal participant working in good company with equally committed professionals with different sets of skills. I'd be interested to receive your feedback once you've had the opportunity to see and to work with the Good Practice Guidelines 2018.

David Thorp - Executive Director - Business Continuity Institute

A banner for the BCI World Conference and Exhibition 2017. On the left is the BCI World logo, featuring a stylized 'bci' in blue and 'WORLD' in blue, with three small globe icons above 'WORLD'. Below the logo is the text 'Conference and Exhibition'. To the right of the logo, the text reads '7-8th November 2017', 'Novotel London West, UK', and 'Register Now - bciworld2017.com'. On the far right is a decorative graphic of overlapping triangles in blue, orange, and green.

Following the very successful BCI World 2016, we will be returning to the Novotel London West in 2017. **The BCI World Conference & Exhibition is an absolute must-attend event for any Business Continuity or Resilience professional.** We tailor the programme with the purpose of providing a forum for discussion, testing of new concepts, practical take-aways and presenting new research. Relevant and topical keynote speakers; Focussed subject speciality breakouts; Panel discussions; Networking; Counts towards CPD **The BCI World Exhibition** is free to all to attend and will put you in contact with the professionals behind the latest products from the business continuity and resilience sector.

Most Effective Recovery 2017 Inland Revenue



Shake, Rattle and Roll: A Taxing Experience

The day after one of the largest earthquakes in 2016, many Wellingtonians headed back to work. The city appeared to have escaped the event relatively unscathed, however scratching the surface revealed a very different picture.

As a result of the M_w 7.8 Kaikoura earthquake 12.02am 14 November 2016, Statistics House, a six-storey reinforced concrete building built in the CentrePort Harbour Quays business park in 2005 suffered the partial collapse of two floors.

Buildings in the Wellington region, with a similar design to Statistics House (specifically those with precast floor systems and frames that could be affected by beam elongation), were ordered to undergo further engineering investigations to identify potential damage resulting from the Kaikoura earthquake. This covered 80 commercial buildings, including a number tenanted by government agencies.



Despite reducing operations from three buildings to one building in Wellington's CBD (approximately 3,000 seats down to under 500 seats), and operating under organisation wide continuity arrangements, Inland Revenue continued to deliver on service commitments to customers. We returned to the Asteron Centre (90% desk capacity) just prior to Christmas.

Lightning doesn't strike twice – right?

On Wednesday 8 February Inland Revenue received the detailed engineering assessment on the Hawkestone Street site, which revealed that strengthening work was required on two of the ten floors of the building. The building was evacuated with the loss of almost 500 seats. The eight month repair process was completed in September.

How do you house an organisation in a city with a commercial building shortage? Who plans for that?

How did we do it?

- To maintain service to customers work was prioritised and reallocated to other sites around the country.
- Equipment sourced from sites around the country was used to re-establish a Contact Centre within three days of the evacuation of the Hawkestone Street building.
- Staff accessed documents and technology at temporary hubs.
- Hot-desking & shift-work arrangements were implemented, and a system to manage hot-desking arrangements was developed to leverage off pre-planned staff absences such as holidays and business travel.
- Displaced teams were re-located to meeting rooms.
- Initiatives to improve workplace mobility reaped benefits with many employees able to work from home, accessing the network via remote connections and Inland Revenue laptops.
- In the height of the crisis, where demand for mobile working capability outstripped supply, network access and/or hardware was supplied to more than 1000 staff.
- To keep staff connected with their colleagues we organised several 'town hall' style meetings. These also served as great way to update staff on the repairs to our buildings, including updates from our engineers, and the opportunity to ask questions directly to senior management.

Challenges Inland Revenue encountered

This disruption was experienced against the backdrop of implementing Phase 1 of Inland Revenue's multi-year, multi-stage Business Transformation change programme that need to be successfully go-live on Tuesday 7 February 2017, which it did!

The majority of business continuity plans identified both relocation and remote working as continuity strategies. However, demand quickly outstripped supply for seating allocations in specific sites. Furthermore, very few business groups had actually tested the capability of their staff to work remotely.

We also found that many staff were not in the practice of taking business tools home. Consequently a significant number of laptops were inaccessible between November and December 2016.

Teams working remotely struggled to maintain effective social interactions. Even those staff who initially thrived in the new environment, indicated dissatisfaction with longer-term distancing from their colleagues.

Moving forward

Looking back over the year Inland Revenue managed the huge disruption caused by the 14 November 2016 earthquake extremely well.



A key learning from this event was the need for both currency and flexibility within planning arrangements. Business groups across Inland Revenue created tools, rather than tomes, to use in the event of future activations. Exercising and testing their 'flexible' plans has become pivotal to Inland Revenue's BCM programme.

About Inland Revenue.

Inland Revenue collects 80% of the revenue the New Zealand Government needs to fund its programmes. We also administer a number of social support programmes, collecting and disbursing social support programme payments and providing the government with policy advice.

About the Authors

Glen Redstall & Esther Newman

Glen has nearly 30 years' experience in the public sector in a wide range of roles. He is currently the President of the Australasian Chapter of the BCI. Glen was recognised as the Public Sector Business Continuity Manager of the Year at the 2013 Australasian BCI Awards.

Esther has worked in the resilience field for 20 years, predominantly in the local government sector. In 2017 she won the BCI Australasia Continuity and Resilience Professional (Public Sector) award.



Left to right: Esther Newman & Glen Redstall (Inland Revenue), Mitesh Shah Regus Workplace Recovery - Award Sponsor

are you prepared?

- Interconnectivity**
Identify dependencies & single points of failure
- Business Impact Analysis**
Determine critical business functions & resource requirements
- IT Resource Planning**
Integrate RPO & RTO data from BIAs into IT planning
- pocketBCM**
access plans anytime anywhere
- Disaster Recovery Plans**
recover & protect IT systems from adverse events
- Business Continuity Plans**
ensure uninterrupted business during adverse events

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Continuity & Resilience

Newcomer 2017 - Amy Dance



I have worked at PwC Australia for 9 years in various roles, beginning my career with the Reception team before joining the Risk and Quality team in 2009. An opportunity to join the Business Continuity team came up 18 months ago, I applied and was successful. One of the first things my manager asked me to do to introduce me to Business Continuity was read. So I read the BCI good practice guidelines and it gave me a firm understanding of the depth of the subject of BCM. In August 2016 I passed the Business Continuity Institute exam meaning I am now CBCI certified.

My role has seen me work across all elements of the Business Continuity lifecycle and over the last 18 months my responsibilities within the BCM team have grown from shadowing and assisting to leading and facilitating. Designing scenarios to facilitate exercises with our office incident management teams and engagement level teams are examples of this work. I have leveraged real life scenarios that have been shared at various business continuity forums to add a sense of realism to these exercises. Facilitating business impact analysis and risk assessments with our business units are further examples.



Tim Rippon - Elasticus - Award Sponsor presenting the award to Amy

I also identified there was a lack of business continuity information in our firm's induction program. Working with our Human Capital team, I developed a short training piece around the importance of business continuity and the role each employee plays should a business disruption occur. During induction, we also introduce our mass communication system with an overview of how this tool will be used in a business disruption. This training helps raise awareness of business continuity at the beginning of our people's career with PwC Australia.

To further my understanding of ISO management systems and the audit & certification process, I completed an Integrated Management System Lead Auditor course in February 2017. This understanding allows me to put myself in the auditor's shoes when looking at improvement in our BC program and management system which allow us to continue to perform better.

Over the last 12 months, having successfully implemented a BCMS, I worked with my team to improve the maturity of PwC Australia's business continuity program which culminated in certification to ISO22301. The certification was a major achievement for myself personally, my Business Continuity Management team and the Firm and is a real career highlight for me. Achieving certification has given me confidence that I am contributing to our Firm's purpose which is to "build trust in society and solve important problems". It makes me very proud knowing that we, as a Firm, can continue to operate throughout a business disruption and deliver to our clients, so we can help solve their important problems even when we are dealing with some of our own.

I feel honoured to have won the Business Continuity and Resilience Newcomer Award and to have been shortlisted against such a high calibre of my peers across Australasia and now Globally. Winning this award has given me a newfound sense of confidence towards my work and has allowed me to expand my BC network. I look forward to seeing what opportunities open up to me following my win.



Article by Mitesh Shah

5 Key Tips to select the “RIGHT” Recovery site

Introduction

Despite all our best efforts, disasters do happen. Your company’s ability to ensure that employees retain a working environment in which they can access critical data, applications and operations is crucial to its continuity. Many think they are prepared, or can get by, but it is crucial to remember that dealing with a disaster well wins the loyalty of your customers; dealing with it badly can put you out of business.

With natural disasters impossible to predict and an increased risk from terror attacks playing a major role, the need to have an established workplace recovery plan is greater than ever. But today, it is not just your IT systems that need to be recovered. Your most important assets – your employees – must also be prioritised.

The Recovery Site Dinosaur

Traditional Workplace recovery takes no account of employees’ emotions or their journey to work. It is designed for an era when both IT and people operated very differently.

However, this focus on IT has come at the expense of people. Modern workforces are increasingly mobile – the practice of herding workers into a ‘one-size-fits-all’ facility is outdated. Traditional workplace recovery takes no account of employees’ emotions or their physical location. In a widespread disaster residential properties can also be affected and workers’ concerns will also be directed towards their families and friends.

During a time when travel disruption can be at its worst, it makes no sense to force staff on a long journey to work, at a time when they will resent spending hours on the road en- route to a static site that may be difficult to access. It is no longer acceptable for businesses to ignore the needs of their employees, and staff are demanding more from their employers. In order to retain the services of the best workers and stay ahead of their competition, companies are increasingly being forced to look to solutions that allow people to remain closer to home if disaster strikes, allowing them to prioritise their family needs while also putting their work requirements on an even keel.

The idea of working from home may initially seem like an attractive one, and may indeed be the best option for employees who already practice it, but when used only as an emergency option it makes many assumptions and is rarely sustainable in the longer term.

There is an assumption that all employees have sufficiently fast, reliable and secure internet connections and communication networks. Remember, disasters are not confined to commercial property alone - residential areas can also be hit, and often with far greater consequences.

Parameters for selecting a recovery site

Following are the parameters that determine selection of a recovery site:

1. Assurance of Seats – Guaranteed access to recovery site

The entire objective of recovery site is to have access to a site that will be functional, reachable & operable in case your primary site is down. Gone are the days, when we could rely on SINGLE static recovery site, wide area crisis in the recent past have shown us that both primary as well as recovery site have been impacted by crisis. A multi centre coverage provides the required assurance that you will get seats, when you need it the most.

Tip: Select a recovery site service provider that shall provide your coverage to multiple recovery sites, so that you have the flexibility to choose from multiple sites if primary site is down.

2. Recovery Time Objective (RTO)

RTO determines how soon the business function needs to start recovering after a crisis in order to meet the Minimum Business Continuity Objective (MBCO). Ensure a recovery site that helps you meet your RTO needs, at the same time make sure businesses provide “pragmatic” RTO’s.

Tip: Ensure realistic RTO’s are listed by business function. A lower RTO drives towards a split site operation recovery strategy which means higher cost.

3. IT Requirements

Check with the business function & IT team whether applications & data are in cloud or hosted on a silo server. The nature of how the IT shall be accessed will determine the recovery strategy. A silo server drives towards a DEDICATED recovery site.

Tip: Most businesses are now able to access applications & data through cloud using VPN. If the applications & data can be accessed are based in cloud, it helps to lower costs.

4. “Employee” oriented recovery

Employees would give equal preference, if not more to personal family needs during a crisis. Expecting an employee to travel long distances during a crisis may not be a workable solution. Recovery site should take into account employee needs as well.

Tip: Ensure zones are marked where employees stay and then during a crisis ensure employees move to a location closer from their home.

5. Pricing

Selecting a recovery site can just be a child’s play if pricing is not involved. Get a recovery site at the right price is what makes things interesting. Ensure that the investment is giving you returns with adequate coverage in terms of invocation & testing. Also, ensure a service provider that provisions all the important aspects of recovery both from IT & People.

Tip: Longer term contracts with service provider provisions additional discounts.

ABOUT THE AUTHOR

Mitesh Shah is currently the Director - Workplace Recovery for APAC Region in Regus where his role is to engage with clients to provision pragmatic & cost effective recovery site solutions. His prior stint as a Risk Management professional assists him to propose solutions to clients based on their risk profile & appetite.

Mitesh is a frequent speaker in the region on the topics of Risk Management, Business Continuity & Disaster Recovery, to name a few he has spoken at the World Continuity Congress, Asia Risk & Resilience Conference, The BCI Summit Australasia & Hong Kong Business Continuity Conference.



The BCI resilience tool was launched at the BCI Australasian Summit in May 2017 in Sydney. The tool was developed by the BCI Australasia 20/20 Group comprising of:

- Peter Brouggy
Westpac Group
- Wasim Malik
Bravura Solutions
- Catherine Dolle-Samuel
University of NSW
- Tim Janes
Fulcrum Risk
- Matthew Coffey
Australian Taxation Office
- Brendan Jones
Australian Taxation Office
- Erica Seville
RESORGS
- Mike Bethany
University of Canterbury



Article by Peter Brouggy

Background and Reason for developing the tool

Clearly the BCI has the Good Practice Guide and a big part of Organisational Resilience is to have a robust Business Continuity Program along with many other programs such as Risk, Security, Crisis & Emergency Management to name a few.

The Australasia 20/20 Group wanted to provide the BCI with a practical tool that helps organisations identify ways to improve their resilience.

How to use the Tool

This tool is intended to be used to assess and identify opportunities for improvement to an organisation's business continuity, crisis and emergency management programs. The tool can be completed annually to compare progress and effectiveness of continuous improvement initiatives

The tool is currently delivered as an excel spreadsheet. Whilst Excel may not be the best format for such a tool it was chosen because we could prototype easily, present the results in graphs and use hyperlinks for navigation.

The sheets have been password protected to preserve the integrity for the benchmark process and the cells have been formatted to only accept results 0 (Not applicable) 1, 2 or 3 (Low to high).

BCI are looking to move the tool to a different platform once it matures.

Who can use the Tool

The BCI community has members who have different levels of expertise, spanning from the beginner to the highly experienced practitioner, so we wanted to create a tool that everybody in the BCI could potentially use.

Consequently we developed three different levels of content and presented it in three different categories.

Formative Resilience - is a detailed list of elements and attributes of a robust business continuity program. This content is based on ISO Standard 22301 and the BCI Good Practice Guide 2013 and is targeted to new practitioners or for those that wish to assess their BC program delivery against a basic set of criteria.

Because there was so much content this was separated into three sections: BC Plan, Crisis & Emergency Management, Governance.

Functional Resilience - presents elements and attributes that go beyond the boundaries of the BC program and identify and build capability to proactively identify and address potential impacts to the organisation.

This was influenced through observing the UK banks approach to Resilience in response to regulator demands following the Royal Bank of Scotland IT failure in 2012.

Their approach was to reach much further into the organisation and establish a very diverse set of attributes to assess resilience, to create early warning signs of potential disruptions and become proactive in building resilience within the organisation.

The content presented in the Functional Resilience Sheet is basically a checklist of ideas / elements and attributes that organisations could check for.

We hope to grow this list in future iterations of the tool based on ideas from BCI members using the google docs feedback utility.

Embedded Resilience - presents elements and attributes to assess the business continuity program in relation to the organisation's culture.

This is based on a widely recognised, academically researched and peer reviewed conceptual model of organisational resilience. (RESORGS <http://www.resorgs.org.nz/what-is-resilience> / Australian Government Org Res HealthCheck <http://www.organisationalresilience.gov.au>).

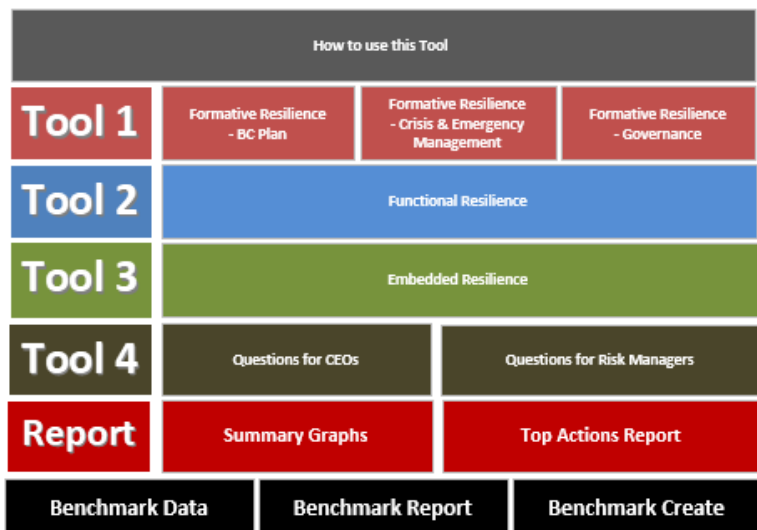
The nature of this content is oriented to organisational culture and behaviour and can be used to identify opportunities to build a more robust Business Continuity culture within the organisation.

Other Tools

A key competency of a Business Continuity Practitioner is the ability to communicate with influence.

BCI Resilience Tool

Version 3.0
May 2017



To drive support for the changes one has identified from the tool we included two sets of questions to help guide discussion with Senior Executives and Risk Practitioners.

These questions combined with the graphical reporting and benchmark facility within the tool can be used to challenge and strengthen Business Continuity disciplines within the organisation and build stronger executive sponsorship.

Management Reporting

Feedback from our prototype launched in 2015 was that management reporting would be a key requirement for the tool.

Every element and attribute / question has a graph. The pages are formatted so that they print out neatly showing the graphs. There is also a summary graph section that presents the rolled up result for each element. The intent is to allow an organisation to quickly identify both their strengths and weaknesses.

Top Actions Report

This section was created to allow comments or actions to be added to the results. Macros are used to easily filter and group questions that scored a 1, 2, 3 or all results.

Benchmarking

In designing the tool we identified the value of being able to compare an organisation's results to an aggregated benchmark result. This is to help build the case to management to support opportunities for improvement.

The aggregate benchmark result can be either internal within an organisation where the results of multiple surveys can be combined and compared to an average organisation benchmark result

Alternatively an external benchmark result can be created. The tool has a mini workflow that allows you to isolate your results (without comments or actions) so that this data can be emailed anonymously to a facilitator so that all the results can be aggregated and an aggregated result can be returned for loading back into the tool.

The benchmark report sheet presents your results and with two options:

1. Internal Benchmark Graph Data is used when multiple surveys are conducted within one organisation and the average organisation benchmark is created.
2. External Benchmark Graph Data is used to compare your results to an external benchmark.

We will be launching the Benchmark in October allowing four weeks to complete and provision of the aggregated benchmark data in November. We will also look to producing a report on the findings based on what data we get.

Continuous Improvement

Finally we included a continuous improvement process using Google Docs as an open collaboration. Multiple people can access and update a single document at the same time.

A link is presented on the last line of the "How to use this Tool sheet"

Please note that you need to have a google account to access and update the Google Doc and that firewalls in some organisations may block this link from opening. In this case one would need to use their personal PC to access and send feedback.

We recommend establishing an anonymous google account for sending your benchmark results.

ABOUT THE AUTHOR

Peter Brouggy Hon. FBCI has been actively involved in the development of organisational resilience intellectual property and resilience tools for over 10 years.

In 2015 Peter was awarded Australasia BCI personality of the Year and in 2016 awarded an Honorary Fellowship of the BCI in recognition for his contribution to the profession.

Peter is also the co-chair of the Australian Federal Government Resilience Expert Advisory Group (REAG), which provides strategic advice on key aspects of critical infrastructure resilience.



Selling BC to your C-Suite and why size matters

Article by Suraj Singh

One of the most important benchmarks of a business' health is its growth. Each year, a business plans for its growth, but things don't always go to plan. A disruption in your business, such as a flood, fire or a physical breakdown of communications can put a big dent to your business' bottom line. To mitigate the impact of these disruptions, you need to protect your business from the unexpected, but this requires investment of resources by the business into business continuity. So how do we convince them business continuity is worth it?

Align BC objectives with the organisation's objective and KPIs

Business continuity should be a key part of a business' strategy to ensure the business is able to run under the most extreme of conditions; for example when there is a major and sudden shift in the business' operating environment like the flood in 2011 where three quarters of Queensland was declared a disaster zone or the recent DDOS attack against Dyn, which resulted in services such as Twitter, Reddit, Spotify and Amazon being rendered unavailable. While IT often forms part of a business' mission critical services, there can be other parts of the business that are mission critical too, and this depends on your specific business' needs e.g. it may be your customer service function.

Build your case

Your business' leadership team will want to know the impact any business continuity plan will have on their bottom-line, and how it will affect their KPI's. Of course, they will want to know what impact doing nothing will have too. The first step in determining the impact of doing nothing may be to assess the business disruptions that have occurred in the business within the past 6–12 months. As part of the assessment, evaluate how much those disruptions cost the business, by looking at things like business opportunity cost, loss in productivity and impact to reputation. Having calculated the impact of doing nothing, determine the causes of these business disruptions and if they were predictable. Knowing their causes, and the likelihood of them occurring, will allow you to estimate how much the business would have recovered if a business continuity plan were in place.

One hurdle to achieving business continuity success is ensuring there is a consistent understanding of what business continuity is across the leadership team. Some in the leadership team may interpret business continuity as a list of service providers and insurers to call, and others may view it as disaster recovery, and for your business it might be one or both of those things.

Communicate what you would need to put BC into the business

With your plan in place, the next step is to communicate what you need to implement your business continuity plan. To do this, outline the internal and external resources required to implement the plan, including both monetary and human resources. Then, outline the resources required to maintain the business continuity plan e.g. fees to business continuity providers, insurers, disaster recovery testing. Balance these costs with the estimated cost of an occurrence of an unmitigated disruption, and how likely it is to occur.

Find a BC provider

When it comes to selecting a suitable provider, you should be asking if BC is the service providers' core focus, what their response times and SLAs are and how functional their facilities are. Australia's largest BC provider, Interactive, recognise the importance of having dedicated BC engineers, state of the art facilities and multi-subscriber or dedicated seats. Interactive have standardised desktop and PABX infrastructure with sophisticated software deployment technology to ensure your systems are ready when needed. Make sure you compare market providers for the best solution for your business.

Rolling out BC in phases

The final pitch to the leadership team is how business continuity will be rolled out into the business. There are several key aspects that need to be addressed in the rollout plan. The first is managing expectations and setting a timeframe for the rollout of business continuity within the business. With the timeframe outlined, define a timeline, milestones, and any activities that need to be undertaken for successful execution of the plan. Finally, identify the key stakeholders that need to be involved and make sure they're engaged during the process. Addressing these aspects of your rollout pitch to the leadership team will make getting it approved as easy as possible, leaving you to focus on the task at hand.

ABOUT THE AUTHOR



Suraj Singh is an Account Executive at Interactive Pty Ltd, Australia's largest privately-owned IT company. He has had a distinguished career spanning more than 15 years across both IT and Finance. Suraj has utilised his expertise in the areas of risk management, relationship management and disaster recovery. While serving in management roles at Telstra and NLC, Suraj successfully pioneered business continuity offerings and technology solutions for customers requiring disaster recovery. At Interactive, Suraj provides account management to over 100 business continuity customers and ensures their businesses are always up and running.

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Volunteering at the BCI Past, Present and Future

Article by Tim Janes



Any member who has attended a BCI Forum meeting anywhere across Australia or New Zealand will have realised the BCI is an organisation that is largely run by its members. It's the same practice in every part of the world, with the BCI relying on the expertise and commitment of the volunteer community for the delivery of diverse activities for the benefit of members, organisations and communities as well as the development and promotion of business continuity.

But why do members do it? Why give up precious time when everyone is always so busy? I suspect the reasons are as diverse as the 8000 plus BCI members around the world.

Naturally, I can't condense the motivations of hundreds of active BCI volunteers into a short article. What I can do is provide some personal observations, based to a large degree on first-hand experience, that I hope will capture some common themes and gives a sense of the cause for this apparently 'irrational behaviour'.

Over the last 12 years, I have taken on a series of volunteer roles at the BCI which could be compared to a slow-motion tour through the organisation. Since 2007, I have been successively the NSW Forum Secretary, NSW Forum Leader, Australasian Chapter President, Australasian Representative on the Global Membership Council, Board Membership Director and Board Vice-Chair.

In this time, as well as my own experience of volunteering, I have met many other members who enthusiastically support the BCI in numerous ways. Some of these members have occasionally divulged their incentives for getting involved in a direct, hands-on manner to support the BCI. And despite the common misconception, the options for volunteering don't all require sitting on committees or attending long meetings. Most members contribute in ways that suit their skills and interests; for example they may write articles for a web site or magazine (like this one), organise events or review and provide feedback on draft BCI documents.

For many members, volunteering for the BCI presents a chance to do something different from their day job, while remaining connected to issues that are relevant to their role. It's not uncommon for a BC professional to sometimes feel as if they are in '*a team of one*' in their organisation. Active participation in BCI events allows members to get to know and engage with colleagues from across the BC industry. For others, it's the ability to influence the subjects presented at member Forums or conferences to address on topics, events or people of personal interest.

For some of the BCI's more experienced members, volunteering provides an avenue to make a mark not just on one event, but on the wider discipline.

Rather than talking about, and possibly bemoaning, the inadequacy of concepts and methods in the BC industry, these members contribute to the creation and improvement of standards and guidelines, organised by the BCI or their national standards body. In the last decade, many BCI members have participated in the development of ISO 22301 and its subsequent supporting standards. Since 2001, many members have joined working groups to develop and update the successive editions of the BCI Good Practice Guidelines. Although this type of volunteering involves a higher level of commitment for those members who are willing to invest the time, it also offers a tangible opportunity for BCI members to influence the nature and direction of the BC industry.

Working on an ISO committee can sound a bit serious or demanding. The BCI 2020 Groups in Australasia, the USA or the UK offer a less daunting alternative where BCI members can contribute to the development of new innovations in business continuity concepts or practices.

A major obstruction to more members getting closely involved in BCI activities is the belief that it requires a huge time commitment over an extended period. Granted, some members do contribute a lot of time over many years to the BCI. However, this is not a necessity for volunteering with the BCI.

The BCI is increasingly focused on creating new opportunities and methods for members to get involved.

Micro-volunteering provides an expanded range of opportunities for time-poor members to participate without needing to make long term commitments. These new approaches allow groups of volunteers to collaborate on convenient terms, so that each member may only need to complete small tasks that collectively contribute to a larger project. Increasing use of cloud-based communications like Skype help to break down geographic barriers, so the ability of BCI members to contribute to a project or event is not limited by the location or time zone in which they live.

The BCI is also currently re-organising many of the central working groups that provide a focus for many BCI activities beyond national boundaries. The aim is to create a wider range of opportunities for members who would like to contribute to the BCI on an international level.

BCI volunteers contribute to the BCI in a multitude of ways, and each member derives their own personal reward from the experience. To a large degree, the BCI provides a platform and an opportunity for members to engage with their colleagues and the business continuity industry.

Over the last 20 years, many BCI members have helped to create a growing volunteer community and have made the most of the diverse opportunities available to them. As it moves forward, the BCI will develop new services and approaches. The possibilities for members to participate in this process will continue to expand, providing an increasing range of volunteering opportunities for members to explore and engage with the BC community.

ABOUT THE AUTHOR

Tim Janes is an Honorary Fellow of the BCI and is Vice Chair of the Global BCI Board. He has worked in the business continuity industry for 25 years and has been an active contributor to BCI and industry activities for the last decade. He was a founding Director of the BCI Australasian Chapter in 2007 and President of the Chapter for 5 years. Tim was a member of the Standard Australia's committee responsible for the development of ISO 22301 and has been key contributor to the BCI's Good Practice Guidelines 2013 and 2018 editions.

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Saul Midler FBCI

The following standards have now been adopted as Australian Standards:

- ISO 22301 BCMS - Specification,
- ISO 22313 BCMS - Guidance,
- ISO TS 22317 BCMS - Guidelines for business impact analysis (BIA).

This represents a significant milestone in our domestic industry because it formally enables us to align to the way the rest of the world undertakes BCM. No more scenario / likelihood driven BIAs . No more RTE1 and RTE2 etc. No more blur between Disruption Risk and Business Continuity. This adoption also means that all future BCM ISOs will automatically be adopted - and there are a few on their way. These include:

- AS ISO 22330 - People Aspects of BC,
- AS ISO 22331 - Strategy Development.

Beyond that we're planning an International Standard about Plans and one about Crisis Management. Outside the core BC stream there are plans for expanding on Resilience including Organisational and Community Resilience.

AS ISO 22301 and AS ISO 22313 are currently undergoing their respective formal review. A big thank-you to all those that provided commentary on ISO 22301. In late November or early December I'll be issuing another call for comments regarding AS ISO 22313. Given AS ISO 22313 has more depth than 22301, my hope is that more people will be keen to review and contribute to change. I'll provide as much advanced notice as I can.

Finally, for those who have been somewhat grieved by American spelling in our Australian Standards, I share your grief. Please know that I did investigate the path for Australian/UK English spelling. Unfortunately, this is way beyond my scope of influence. In fact it is a policy level decision by Standards Australia.

Saul Midler FBCI

ABOUT THE AUTHOR

Saul Midler is the BC and Resilience Executive for Terra Firma; an Australian Management Consultancy. He is an active BCM consultant that has been recognised by the BCI for his experience and industry contribution by being awarded BCI's Global Consultant of the Year and Fellow of the Business Continuity Institute.

Saul represents Australia on the ISO Technical Committee 292 for Security and Resilience which includes all matters BCM. He is also the Global Project Manager for the systematic review of ISO 22301 BCM.

Saul lives by the mantra Foresight beats hindsight (every time).





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New Zealand Director & Area Representative Nalin Wijetilleke AFBCI

Elected to the BCI Australasia Chapter Board in April 2017, Nalin has been a longstanding BCI volunteer and a seasoned professional. He was leading the BCI Auckland Forum since its inception in August 2013 until April this year. He was also the founder and the first forum leader of the BCI UAE Forum.



Nalin is a multi-award winner, being awarded the BCI Business Continuity Manager of the year (2011) BCI Asia Awards and Highly Commended Business Continuity Consultant of the year 2014 - BCI Australasia Awards, apart from several other professional awards for his outstanding contribution to the professional community.

Nalin also holds other professional accreditations from ISACA, Project Management Institute and the Institute of Management Consultants, New Zealand. He is the Director/Principal Consultant at ContinuityNZ, a trainer, coach and a mentor.

Nalin expects to build a stronger Business Continuity community in New Zealand and bring greater professional value to the membership.

UPCOMING EVENTS

Mark Your Calendars



BCI Australasia will run over 50 events throughout Australia and New Zealand during 2017.

Events will include Area Forum meetings, the BCI Summit Australasia, the BCI Awards Night, as well as special interest events.

We will also support and advertise other local events approved by the BCI, as well as key sponsor events.

A number of the event dates are still to be firmed up and dates/details will be made available as soon as confirmed.

Upcoming events can always be viewed at <http://events.thebci.org.au>



BCI Australasia wish to thank its members and sponsors who contributed to this edition of

Continuity & Resilience Australasia

If you would like to contribute, have feedback or have ideas for our future editions please contact us via email info@thebci.org.au

BCI Australasia

Auckland Forum Meeting	14 Nov
Wellington - Discussion at Noon	15 Nov
SA/NT Forum Meeting	21 Nov
WA Forum Meeting	23 Nov
VIC/TAS Forum EOY Celebration	30 Nov
NSW Forum EOY Celebration	07 Dec
Wellington - EOY Celebration	08 Dec
ACT Area Forum	08 Dec