

Business Continuity Management

Not just a compliance
exercise: a broader
role supporting
management systems



Fire at OAS Pimpama facility



Queensland Government
Department of Emergency Services

Business continuity management

Definition:

Business continuity management provides for the availability of processes and resources in order to ensure the continued achievement of critical objectives.



Tropical Cyclone Larry 20 March 2006

Standards Australia/Standards New Zealand handbook for Business Continuity Management (HB 221:2004)

Outline

BCM development

- Where we've come from
- Deliberate decisions
- BCM requirements
- Our approach – process and focus

BCM implementation

- Challenges
- Making it relevant: relationship with existing management systems
- Our experiences: how they support implementation

Opportunities for Improvement

An example: BCM in action



Fire at QAS Pimpama facility.

11 February 2008. Administration Area

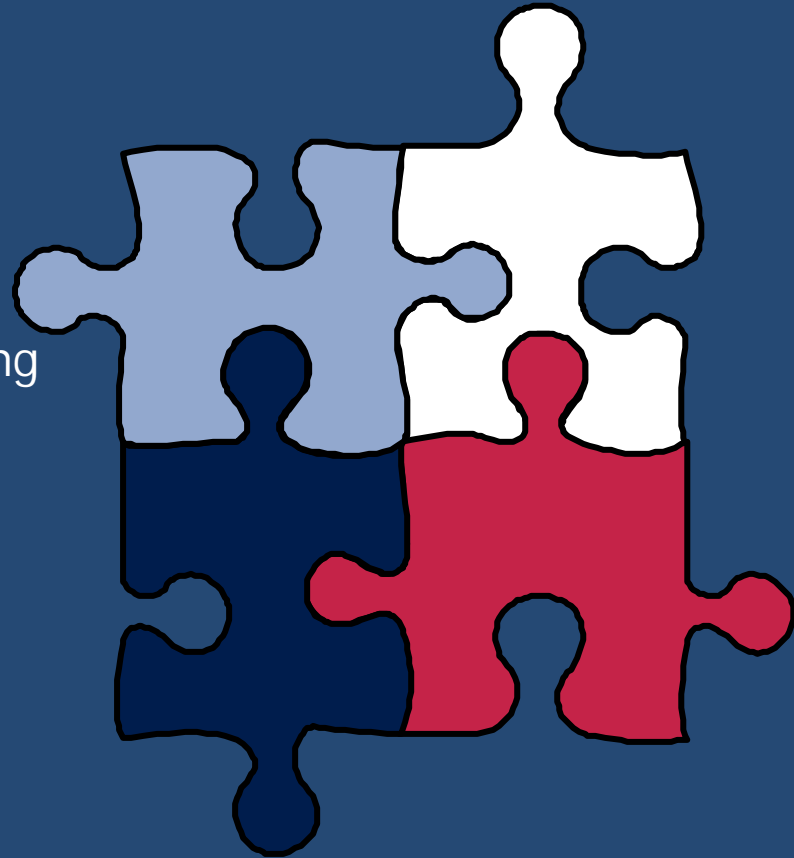
BCM Takeaway

- Specific to the organisation
- Collaborative activity
- Inherent part of life
- Smoke alarm battery – 1 April every year



BCM: as it was

- 1999 – ICT focus
- 2001- 03 – Facility focus – critical infrastructure
- 2006 – Human focus – pandemic planning
- October 2006 – realisation
 - ◆ No plans
 - ◆ No system
 - ◆ No chance to minimise chaos



“there is nothing more difficult to plan, more doubtful of success, nor more dangerous to manage than the creation of a new system.” (The Prince, Machiavelli)

BCM development: how big is the puzzle?

- Emergency and disaster services throughout Queensland
- 24/7 across 1.77 million square kilometres
- Servicing over 4.1 million Queenslanders
- Over 7100 staff and 41,000 volunteers
- Around 570 locations
- Over 800 business units



BCM development: deliberate decisions and happy coincidences

2006 - Decisions

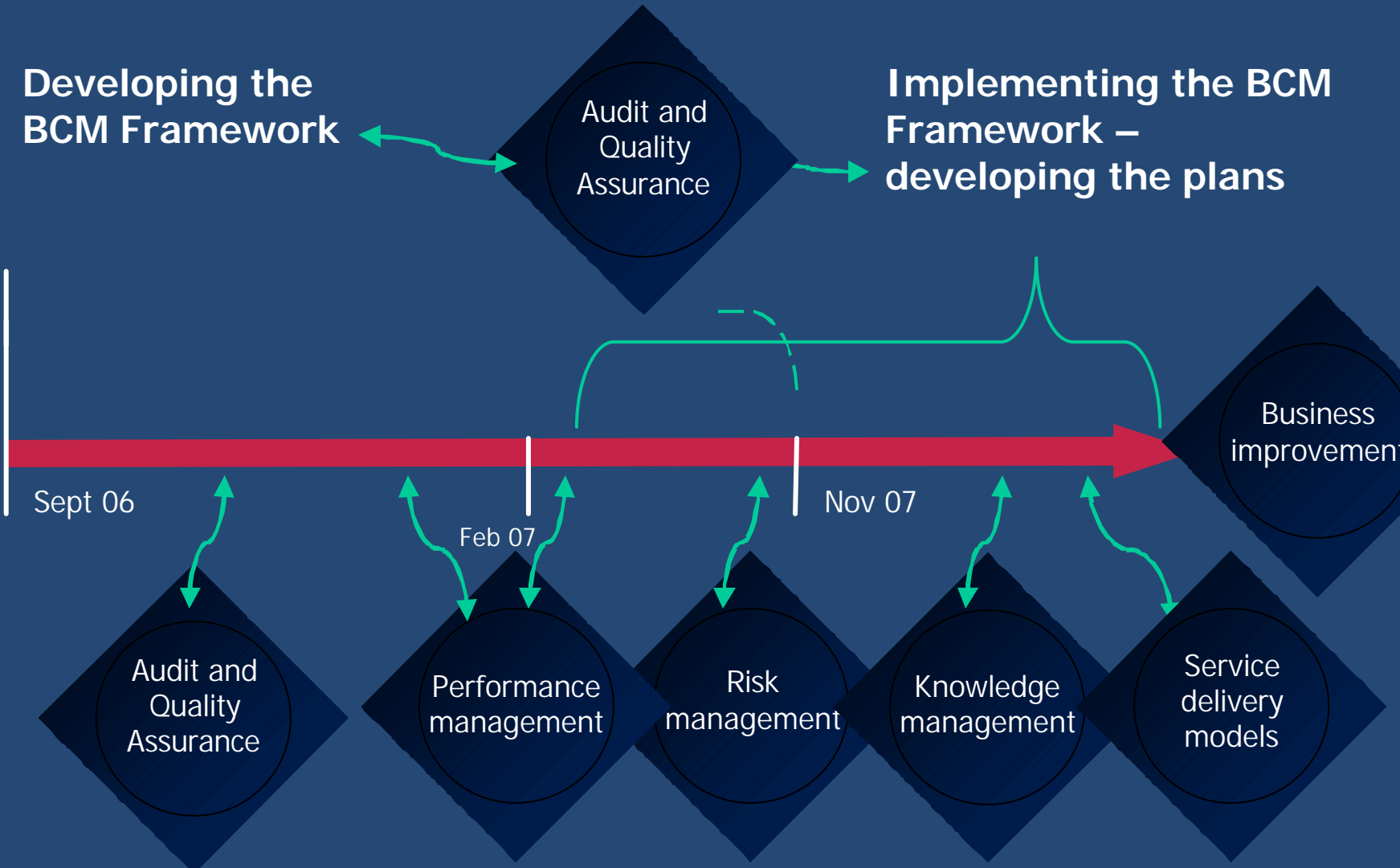
- BC Management rather than just BC planning
- All hazards approach rather than ad hoc or event specific plans
- Complete business impact analysis
- Extensive contingency planning and preparation – the effort in before NOT after the event

2007 - Coincidences

- Information required is part of Performance Management, Resource Management and Knowledge Management etc
- Analysis of processes and gaps identified in contingency strategies provide opportunities for business improvements



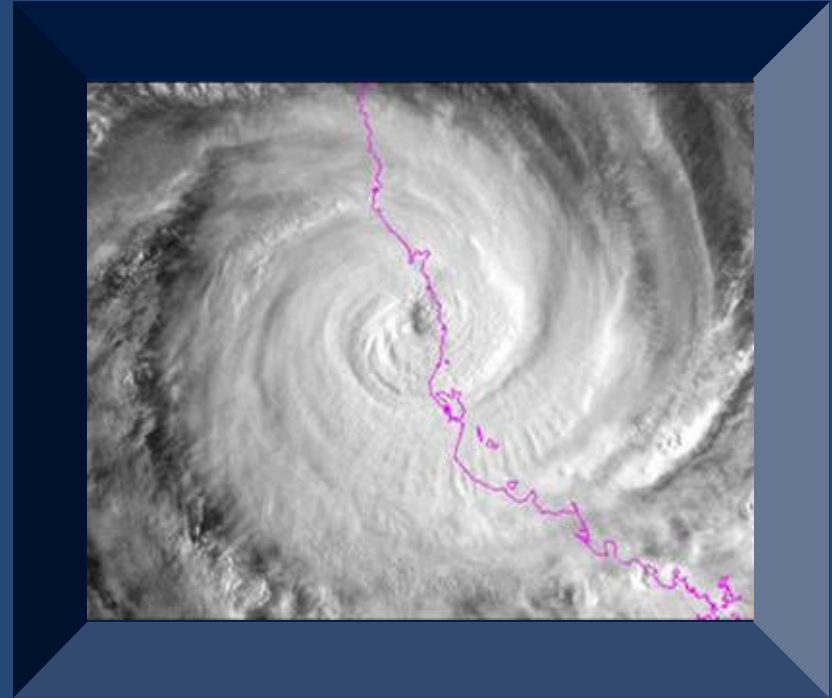
BCM: relationship with management systems



BCM development: organisational analysis

What makes us special?

- Business interruptions likely to increase our business – we can't shut up shop
- Our business response causes our own business interruptions
- Business interruptions mean the senior executives are fully occupied
- Emergencies are our speciality: challenge and advantage
- Business interruptions are the norm – this is day to day reality
- You can't just get replacement resources from anywhere



Tropical Cyclone Larry

20 March 2006

BCM development: our approach

- Scenarios

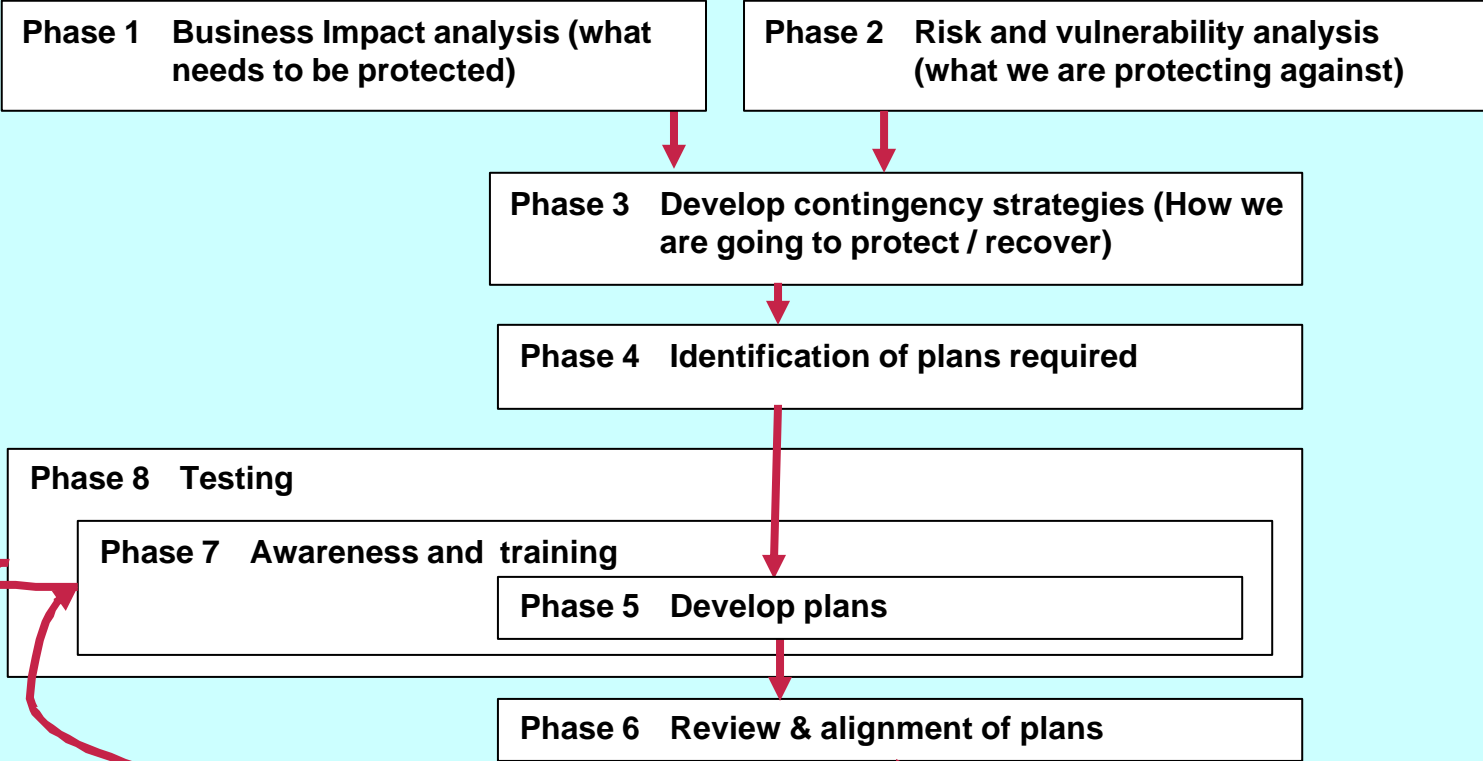
- ◆ Isolated event – fire at Regional Staff Development Unit, Pimpama
- ◆ Regional event interrupting our processes – Mackay floods
- ◆ Regional event impacting our resources - Cyclone Larry impact on Brisbane office



Our Purpose

We save lives, protect property and help strengthen community safety and resilience

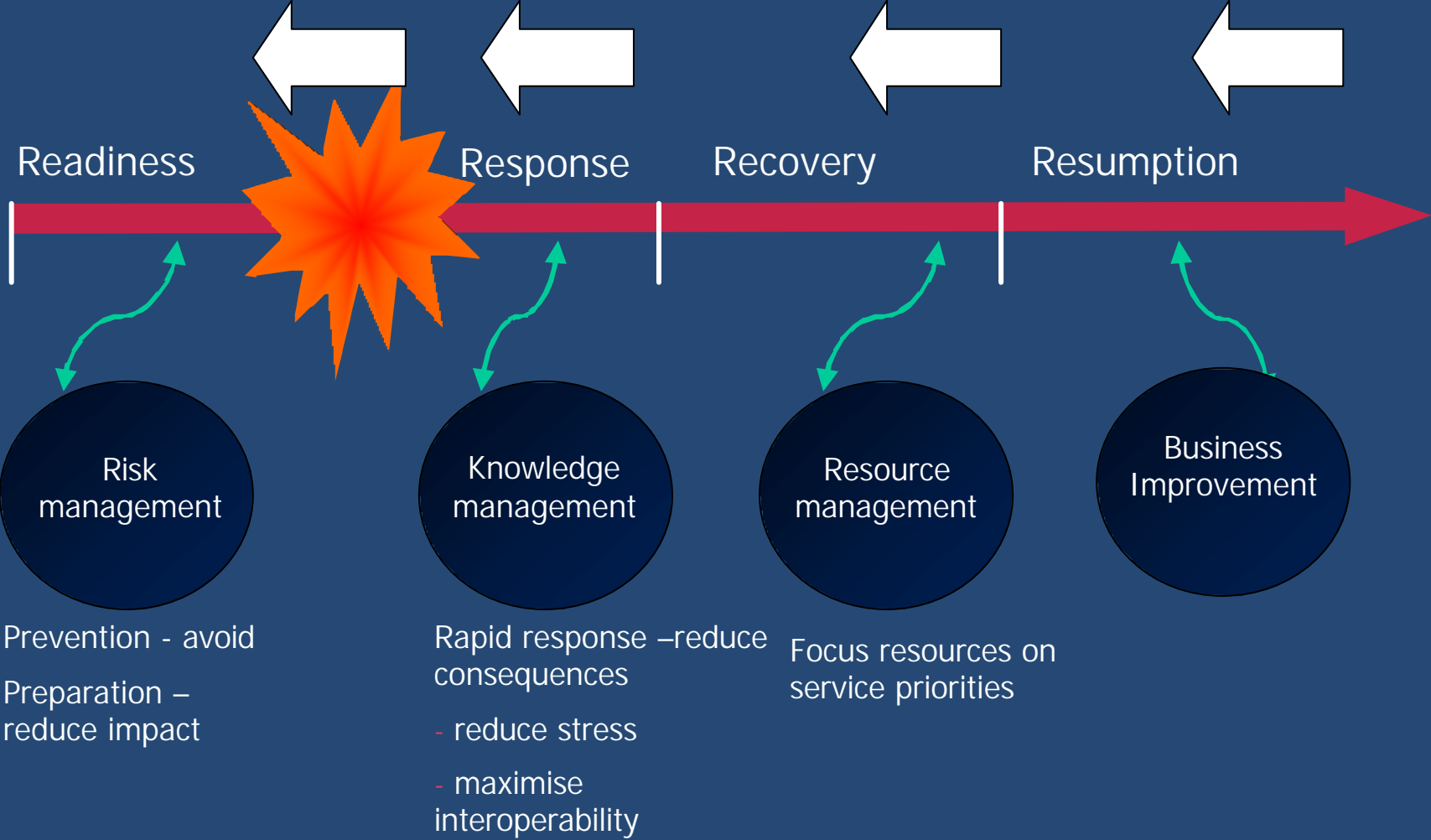
BCM Development: our BCM process



Phase 9 Review and maintenance

BCM development: contingency development

Business Continuity Plan stages



Opportunities for improvement



- Documentation of processes or recovery activities will support knowledge management and reduce staff turnover risks
- Identification of alternate sources of resources will support day to day management
- Documentation of stakeholder notification and contact details will reduce potential for embarrassment
- Engaged planning and stakeholder awareness of the plan builds partnerships and clarifies governance issues

BCM Implementation: our experiences

- Day to day events that could be defined as an “interruption” managed through standard practices
- Monday 11 February 2008 – fire at Pimpama

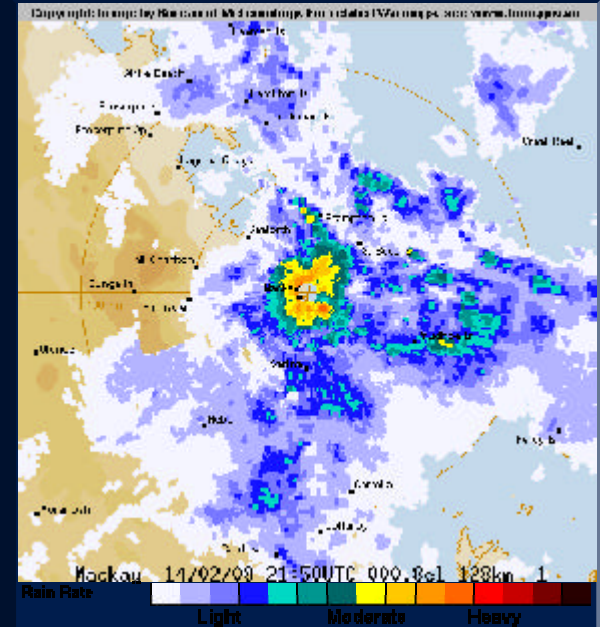


Fire at QAS Pimpama facility.

11 February 2008.

BCM Implementation: our experiences

Friday 15 February 2008 – Mackay floods



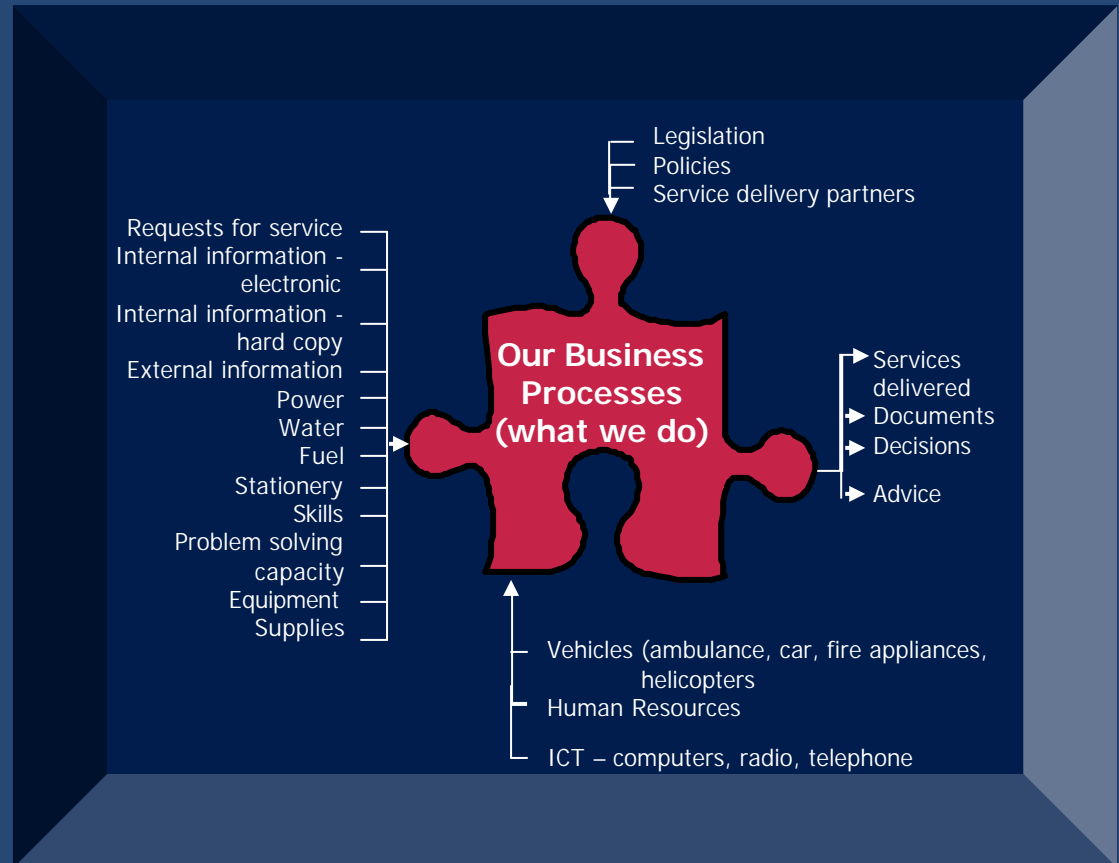
BOM Mackay radar loop 14 February 2008

Photo: Alba Gonzalez, Mackay

BCM: who can help

Key people who can help

- ◆ Strategic and operational planning
- ◆ Audit
- ◆ Risk managers
- ◆ Facilities managers
- ◆ Security
- ◆ Information security
- ◆ Finance
- ◆ Business analysts
- ◆ Policy and procedure writers



BCM: a collaborative venture

DES collaboration:

- ◆ The business impact analysis – developed in conjunction with the ICT Business Continuity project and the Government pandemic project
- ◆ The business continuity framework, policy, guidelines, tools and templates – developed through consultation with:
 - the departmental BC coordinators and BCM Working Group
 - other knowledgeable people in areas of change management, disaster management, incident management, training development, policy and procedural development
 - People willing to ask hard questions – audit, Greg Dickson (Continuity Forum)
 - people willing to share their experiences – Continuity Forum members and presenters, people who have published lessons learnt here and overseas, DES operational staff
- ◆ Business continuity management implementation – the divisional business continuity coordinators and all the business unit and regional managers

BCM implementation: making it relevant

Review, Maintenance, Training

Training & awareness

- Ensure kids know what to do
- Advise visitors where exits are

Maintenance

- Update documents kept elsewhere are required
- Test fire extinguisher
- Replace smoke alarm batteries

Documentation (shared knowledge)

What happens first (focus resources on service priorities)

- Evacuation (kids safety)
- Response – where's the fire blanket

Who to tell

- Contact insurance
Phone 000

Analysis

Business Continuity Management for a peaceful homelife

"Business" resources

- children
- TV / computer
- Candles
- Wine
- Important documents

Vulnerabilities



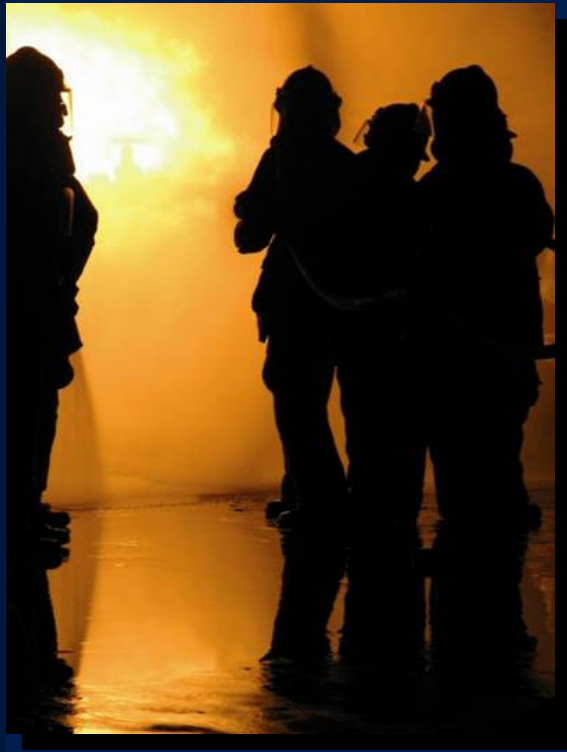
Contingency Strategy development

Prevention

- Hide matches
- Turn off appliances
- Extinguish candles

Preparation to reduce the impact

- Smoke detector
- Fire exits
- Evacuation plan
- Insurance policy
- Copies of key documents elsewhere



Questions?

Reference Material

- AS HB 292 – 2006 *A practitioners Guide to Business Continuity Management*
- Australian National Audit Office Best Practice Guide. *Business Continuity Management - Keeping the wheels in motion*
- *Business Continuity Planning Guide*, PACE, Central Advice Unit 1998
- *How Resilient is your Business to Disaster*. UK Resilience (www.ukresilience.info)
- Business Continuity Institute *Good Practice Guidelines 2005*
- Learnings from **Continuity Forum** meetings and workshops (www.continuity.net.au)
- Queensland Government Pandemic Influenza Strategy documents. October 2006.
- SAI Global training: Business Continuity Management
- Victorian Framework for Critical Infrastructure Protection from Terrorism (2007)
- *Expecting the Unexpected*: NaCTSO, London First, & BCI (2003)
- MI 5 reports