

Business Continuity Management and Testing

*Building Structures to Ensure Your Organisation's
Successful Responsiveness to Crisis*

*Two-Day Conference: 28 & 29 April 2004
Carlton Crest Hotel, Sydney*

Featuring 15 leading organisations:

QANTAS

BUSINESS CONTINUITY INSTITUTE

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The challenges of an increasingly integrated world have multiplied the number of risks that need to be incorporated into business continuity planning (BCP). Moving beyond its primary focus on IT associated risk, robust BCPs now need to incorporate effective strategies for dealing with disease (eg SARS), electricity blackouts, terrorism threats and natural disasters. However, the increasingly complex nature of business continuity planning has not been matched by a dedication to the effective management and testing of these plans.

The International Data Corporation's latest Australian market segment monitor survey of businesses with over 100 employees found that half had not tested their BCPs. The figures are even grimmer for the public sector. Another recent survey has found that only one federal government department had actually tested the ability of its BCP to cope with a sudden catastrophic event, while 68 % of departments had plans but had not yet tested them (The Age, October 2003).

Attend IQPC's **Business Continuity Management and Testing** conference and learn vital information and strategies on how best to minimise the danger associated with sudden, catastrophic events through the effective management and testing of your business continuity plan. Find out before a crisis strikes the strengths and weaknesses of your current BCP. At this information packed event you will learn from leading companies, including:

- ▶ **QANTAS** - Karl Sullivan, Manager, Corporate Crisis Planning and Response, exploring a problem fundamental to business continuity planning - how to incorporate strategic partners into your BCP
- ▶ **AUSTRALIAN RED CROSS BLOOD SERVICE** - Terry Selva, National Risk Management Coordinator, detailing how to effectively stress test your BCP
- ▶ **FONTERRA** - Sally Rosenberg, Operations Risk Manager, examining how BCP can be utilised to cope with localised production and global market

These case studies will be augmented by expert opinion from leading academics and regulators in the field. These sessions will include valuable information on how to:

- ▶ **SUCCESSFULLY RESPOND** to the challenges of an unsafe world and a myriad of disparate risks
- ▶ **ENSURE** your organisation's **ABILITY** to maintain business levels whilst recovery is taking place
- ▶ **COMPETENTLY AUDIT** and **TEST** your BCP

Whether you are a business continuity manager looking for cutting-edge information on how to test and manage your existing BCP or a CEO looking to incorporate BCM within your organisation's strategic objectives, you cannot afford to miss this opportunity! Call our registration hotline on (02) 9223 2600 and register yourself and your BCP team - TODAY!

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For details and to order, please see the back of the brochure or call Fiona Robinson on (02) 9229 1004, fax (02) 9223 2622 or email fionar@iqpc.com.au

Who Should Attend

This conference has been researched and developed for Directors, General Managers, Group Managers, Managers and Officers of:

- ▶ Business Continuity
 - ▶ Risk
- ▶ Disaster / Disaster Recovery
- ▶ Operations / Operational Risk
 - ▶ Crisis Management
 - ▶ IT
- ▶ Business / Strategy Planning
 - ▶ Emergency Response
 - ▶ Scenario Planning
 - ▶ Auditing
- ▶ Response Planning

8:30 REGISTRATION AND COFFEE

9:00 OPENING REMARKS FROM THE CHAIR

John Worthington, Chief Executive Officer
BUSINESS CONTINUITY INSTITUTE

9:10 GAINING UPPER MANAGEMENT BUY-IN FOR BUSINESS CONTINUITY PLANNING AND TESTING

CASE STUDY

Securing senior management buy-in is the crucial first step in developing and testing your business continuity plan. This session will discuss how to achieve this objective with particular reference to how senior management can be incorporated into BCP processes through:

- ▶ Effectively utilising reporting structures to increase upper management BCP awareness
- ▶ Simulations as a means of ensuring upper management involvement in BCP processes
- ▶ Strategic reviews

Rowena Wilkinson, Business Continuity Manager
WESTPAC

9:50 SELECTING THE BEST BUSINESS CONTINUITY STRATEGY TO ENSURE MANAGEMENT OBJECTIVES

CASE STUDY

- ▶ Identifying business continuity recovery strategies that are low risk and cost-effective
- ▶ Timeframes as a key consideration in plan selection
- ▶ Considering what risks are associated with the recovery strategy

Ken Doughty, Chief Executive Officer
TAB LIMITED

10:30 MORNING TEA

10:50 DEFINING THE PARAMETERS OF BUSINESS CONTINUITY TESTING

CASE STUDY

Deciding what to test is just as important as the testing process itself. Inaccurate BCP testing is not only a waste of precious resources but also provides erroneous and potentially fatal information for both organisations and the individual employees who work within them. Avoid these potentially devastating outcomes by effectively:

- ▶ Defining the scope of testable risk
- ▶ Determining test practicality and frequency
- ▶ Testing validity and reliability
- ▶ Ascertaining benchmarks for measuring test results

Mark Tomkinson, Group Risk Manager
AUSTRALIAN UNITY

11:30 UNDERTAKING A NATIONAL REVIEW OF YOUR BUSINESS CONTINUITY PLANNING PROCESSES: WHAT'S IN STORE?

CASE STUDY

- ▶ The impact of changing market and competitive environments in your business continuity plan
- ▶ Reworking a strategy half way through implementation
- ▶ Looking at new business areas and upgrades
- ▶ Lessons learned to-date

John Pearce, Group Risk Manager
RIDLEY CORPORATION
(subject to availability)

12:10 LUNCH

1:20 IMPROVING BUSINESS CONTINUITY CAPABILITIES THROUGH INTERNATIONAL THREAT ASSESSMENT AND SCENARIO RISK PLANNING

Academic Overview

With the fragile international security environment understanding isometric threats, scenario risk planning has become essential for successful business operations. In particular, Alexey will discuss:

- ▶ Incorporating historical case studies into BCP
- ▶ Using scenarios to quantify risk
- ▶ Reassessing planning needs based on quantitative scenario data

Alexey Muraviev

Co-director International Relations and Global Security
Division of Humanities

CURTIN UNIVERSITY OF TECHNOLOGY

2:00 EXPANDING BCP REQUIREMENTS: REVIEWING YOUR BCP FROM LOCAL TO GLOBAL



INTERNATIONAL CASE STUDY

As the largest dairy exporting company in the world, Fonterra sources its product locally from some 13,000 New Zealand farmers, before dispatching processed milk products to over 140 countries. In this session, Sally will examine strategies for incorporating both local and global considerations into business continuity management, with particular reference to:

- ▶ Meeting the internal challenges of localised manufacturing
- ▶ Tackling the external challenges of a global marketplace
- ▶ Case study - when it goes wrong
- ▶ Lessons learned to-date

Sally Rosenberg, Operations Risk Manager
FONTERRA

2:40 AFTERNOON TEA

3:00 OPERATIONAL BASED BUSINESS CONTINUITY PLANNING ISSUES: HOW TO RECOVER FROM A DISASTER SITUATION IN AN ECONOMICAL, EFFECTIVE AND TIMELY MANNER

CASE STUDY

- ▶ Mapping the end-to-end critical activities of each business process
- ▶ Measuring the potential business impact of disruption on each activity
- ▶ Determining the risk appetite for each business interruption
- ▶ Identifying and documenting existing controls relevant to the risk
- ▶ Undertaking gap analysis on existing controls and contingencies
- ▶ Identifying resources and measures required to mitigate risks to commercially acceptable levels
- ▶ Developing a recovery profile, identifying timeframes, costs and required actions
- ▶ Conducting a cost benefit analysis on all control measures
- ▶ Selecting preferred and workable control measures
- ▶ Testing the program
- ▶ Designing business continuity plans, timeframes and strategy
- ▶ Implementing business continuity plans

Jeremy Howard, Principal Consultant
Group Risk Management
RIO TINTO

3:40 INCORPORATING STRATEGIC PARTNERS INTO BUSINESS CONTINUITY PLANNING

CASE STUDY

- ▶ Strategic business continuity relationships - adding value to the organisation's bottom-line
- ▶ Identifying key responsibilities within the strategic partnership
- ▶ Coordinating a united response between strategic partners to a crisis situation
- ▶ Defining the limits of obligation - legislative requirements and contractual agreements

Karl Sullivan, Manager
Corporate Crisis Planning and Response
QANTAS

4:20 CLOSING REMARKS FROM THE CHAIR

4:30 CLOSE OF DAY ONE

9:00 OPENING REMARKS FROM THE CHAIR

Dr Ernest Jordan, Professor of Management
**MACQUARIE UNIVERSITY GRADUATE
SCHOOL OF MANAGEMENT**

**9:10 MAINTAINING BUSINESS LEVELS WHILST
RESTORATION AND RECOVERY IS TAKING
PLACE**

**CASE
STUDY**

In the 2003 Canberra bush fires, TransAct Communications was forced to do what most businesses dread, put its business continuity plan into operation. In this session, Michael will discuss how TransAct was able to minimise disruption and maintain business levels, with particular reference to:

- ▶ Pre-determining crisis duration
- ▶ Extending your BCP from a week to over months
- ▶ Reassuring key stakeholders and customers
- ▶ Planning the return to normal functioning

Michael Del Gigante, Chief Executive Officer
TRANSACTION COMMUNICATIONS

**9:50 THE CHALLENGES OF AN UNSAFE WORLD:
INCORPORATING THE UNTHINKABLE
INTO BUSINESS CONTINUITY PLANNING**

**CASE
STUDY**

Keeping your people safe is the primary function of any responsible organisation. Yet, is it possible to rank relative risks when the severe nature / consequences of particular risks are juxtaposed against a low probability ratio?

- ▶ Ascertaining risk severity / incident probability
- ▶ Allocation of BCP resources between relative risks
- ▶ Revisiting risk - reallocating resources and updating plans to better manage the changing risks in a changing world

David Arden

Operational Business Continuity Coordinator
Air Traffic Management

AIRSERVICES AUSTRALIA

10:30 MORNING TEA

**11:00 DEVELOPING AN ASSURANCE STRATEGY
FOR YOUR BUSINESS CONTINUITY PLAN**

**CASE
STUDY**

Having a BCP does not guarantee an organisation is ready for a crisis. Assuring the BCP program is essential to provide management with confidence. David will discuss:

- ▶ What are the key indicators of a comprehensive BCP strategy?
- ▶ What are the key audit areas?
- ▶ What methods are there to assure a BCP?
- ▶ Where do BCPs typically fall down?

David Parsons, Manager Emergency Risk Management
SYDNEY WATER

**11:40 STRESS TESTING YOUR BCP TO EVALUATE
THE CAPACITY TO COPE WITH DISASTER
SCENARIOS**

**CASE
STUDY**

When developing and testing its BCP, the National Risk Reference Group of ARCBS had to factor in the effects on the supply of blood and blood products from any man-made or natural disaster. The standard commercial downside to business interruption is punctuated for ARCBS by the potential loss of human life and suffering caused by any significant interruption to the blood supply. Terry will outline how to stress test your BCP by:

- ▶ Critical systems augmentation - a cultural approach to the acceptance of risk
- ▶ Factoring multiple risks and system failures into your business continuity plan

- ▶ Alternative communications networks - the key to a successful business continuity plan

- ▶ A 'whole of business' approach

Terry Selva, National Risk Management Coordinator
**AUSTRALIAN RED CROSS BLOOD SERVICE
(ARCBS)**

12:20 LUNCH

**1:40 THE GROWTH AND DEVELOPMENT OF
BUSINESS CONTINUITY MANAGEMENT
STANDARDS**

**Industry
Overview**

There are at present, no legislative or regulatory requirements to govern the management and testing of BCPs. In the absence of such requirements it is essential that individual organisations have clearly defined standards against which to measure the success / failure of its BCP. In this session, John will discuss the range of available standards, including:

- ▶ Defining a 'standard' and who sets them
- ▶ Why there is a need for BCM standards
- ▶ BCM benchmarking to a standard
- ▶ International BCM standards
- ▶ Australian BCM standards
- ▶ Hidden benefits from using BCM standards

John Worthington, Chief Executive Officer
BUSINESS CONTINUITY INSTITUTE

**2:20 BUDGETARY CONSIDERATIONS FOR
BUSINESS CONTINUITY PLANNING**

**Academic
Overview**

In this session, Dr Jordan will outline how to determine the cost-effectiveness of your BCP system that you hope will never be required to put into operation.

- ▶ Accurate cost / benefit analysis - determining risk / BCP cost from a critical systems analysis
- ▶ Valuing intangibles - information, morale and reputation
- ▶ BCP as an insurance function
- ▶ Navigating the high information availability / lowest cost conundrum

Dr Ernest Jordan, Professor of Management
**MACQUARIE UNIVERSITY GRADUATE
SCHOOL OF MANAGEMENT**

3:00 AFTERNOON TEA

**3:30 BUILDING AN AWARENESS OF IT
DISASTER RECOVERY INTO YOUR BCP**

**CASE
STUDY**

Your IT system is one of the most important, yet most fragile, parts of your organisational structure. Without it, a major information highway, your access to vital data and your ability to produce are instantly destroyed. Despite this, many organisations continue to treat IT disaster recovery and business continuity planning as separate areas of the risk management process. In this session, Phil will discuss strategies for bridging the gap between the two, with particular reference to:

- ▶ Determining organisational and IT requirements in the event of a crisis
- ▶ Communicating expectations - setting realistic recovery times for critical IT systems
- ▶ The role of manual workarounds in ensuring business continuity
- ▶ Incorporating disaster recovery and business continuity into a single testing framework

Phil Burtino, Business Continuity Manager
ANZ

4:10 CLOSING REMARKS FROM THE CHAIR

4:20 CLOSE OF CONFERENCE

Separately Bookable Post-Conference Workshops

Friday, 30 April 2004 ♦ Carlton Crest Hotel, Sydney

To ensure you get maximum benefit from attendance at this event, register a team to cover all workshops. Special platinum workshop upgrades are available for additional delegates - see back page for details.

MORNING

WORKSHOP A: 9:00AM - 12:30PM

HOW TO GET BUSINESS CONTINUITY MANAGEMENT CORRECT

Business continuity management (BCM) is now recognised and accepted as a fundamental component of operating a successful business in Australia and there is an increased pressure from regulators and consumers alike. In today's fast paced environment how do organisations meet the BCM challenge?

In order to be fully prepared to manage disruptions to normal business processes you must assess key areas of risk and implement plans to resume business as usual. Therefore managing your company's future through business continuity planning and testing is essential.

This half-day intensive workshop will focus on the fundamental principles of business continuity management. It will introduce and recap on the key BCM theories introduced at the conference and how they apply to the Australian business environment. Participants will be given the opportunity to work through practical examples, facilitated by BCM professionals with truly global experience.

In particular, this interactive workshop will show you how to:

- ▶ Examine key business operations and the potential threats
- ▶ Identify current shortfalls in your organisation's continuity provisions
- ▶ Prioritise your recovery strategies
- ▶ Identify and implement sensible and cost-effective continuity improvements
- ▶ Embed continuity planning throughout your business
- ▶ Ensure customer confidence in your organisation when business continuity is disrupted
- ▶ Research and keep abreast of industry specific best practice
- ▶ Apply knowledge in a practical and focused way

ABOUT YOUR WORKSHOP LEADER:

Simon Franklin is a Founding Member of **SSAMM Management Consulting** and has over eleven years experience in risk management and related subjects such as business continuity planning, corporate governance, regulatory compliance and internal audit. Simon was formerly a senior manager at Deloitte Touche Tohmatsu and leader of its business continuity management practice. Simon's strengths are his ability to understand a wide diversity of operational and strategic issues, enabling detailed analysis, planning and implementation of effective technical and management solutions. He has a masters degree in risk management to support his wealth of practical experience and is a recognised leader in the field of risk management and is a Fellow of the Australasian Institute of Risk Management.

SSAMM Management Business Consultants Pty Ltd (SSAMM Management Consulting) is a leading firm in Australia dedicated exclusively to risk management consulting. SSAMM helps its clients take on new opportunities for growth and profitability while protecting them from adverse risks. SSAMM's experience in this area is unparalleled and its consultants have assisted a broad range of European and Australian blue chip organisations to implement business continuity management.

LUNCH

AFTERNOON

WORKSHOP B: 1:30PM - 5:00PM

HOW TO BE PREPARED FOR ANY BUSINESS INTERRUPTION:

A STRUCTURED APPROACH USING AUSTRALIAN STANDARDS HB 221

Developed in the wake of recent crisis' to provide a holistic approach to business continuity management, HB 221 covers the three major aspects (emergency response, continuity response and recovery response) of keeping your business functioning during a crisis and outlines nine simple steps for fulfilling your business continuity needs. Designed to cover the full range of possible scenarios, from natural disasters to the loss of essential services, HB 221 provides detailed information and strategies for good governance and the effective management of your organisation's BCP.

This practical workshop will allow you to evaluate and revise your current BCP from a management perspective that understands the importance of maintaining reputation and marketshare thereby providing your organisation with a structured approach to dealing with crisis. The workshop will explain how any enterprise can develop a BCM plan using the newly developed handbook HB 221-2003: Business Continuity Management.

What is business continuity management?

- ▶ Evolution of BCM
- ▶ The relationship between risk and business continuity management
- ▶ Improving business continuity management

Using HB 221, you will cover:

- ▶ Commencement
- ▶ Conducting a business impact analysis
- ▶ Developing resource and interdependency requirements
- ▶ Building a communication strategy
- ▶ Activation and development of plans
- ▶ Risk and vulnerability analysis
- ▶ Defining response strategies
- ▶ Developing continuity plans for the chosen strategy
- ▶ Training, maintaining and testing

Attendees will be guided in the utilisation of the templates contained in HB 221-2003: Business Continuity Management, with each template being fully examined and options outlined on how to apply the templates to organisational business continuity plans.

Learning outcomes:

- ▶ Understanding business continuity management
- ▶ Describing the steps in the development of a BCM program
- ▶ Identifying how BCM fits into the organisational framework

ABOUT YOUR WORKSHOP LEADER:

Angus Graham has been a planner and strategist for the past three decades developing comprehensive planning solutions for both public and private sector enterprises. Over the last seven years Angus has concentrated business continuity and crisis management for business operations throughout Australia, New Zealand and the South Pacific region. He is the Australasian Representative of the **Disaster Recovery Institute International (DRII)**.

The Disaster Recovery Institute International is a non-profit organisation dedicated towards enabling business continuity professionals worldwide to successfully prepare their companies and clients to survive outages and continue or resume daily business operations.

Attendees
will receive a FREE
copy of HB 221

Call (02) 9223 2600 To Register Or (02) 9229 1024 To Exhibit

BUSINESS CONTINUITY MANAGEMENT AND TESTING
28 & 29 April 2004 ► Carlton Crest Hotel, Sydney

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WORKSHOPS A and/or B

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<input type="checkbox"/> PLATINUM PACKAGE (Conference + 2 half-day workshops)	\$3699 plus GST	TOTAL \$4068.90
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- I am registering and paying prior to 20/02/04 and I wish to claim my \$200 discount off the conference registration fee (only one discount applies)
- I am a member of the Business Continuity Institute or a subscriber to Corporate Risk and I wish to claim my 10% discount off the conference registration fee (only one discount applies)
- Please send me _____ set(s) of COMPACT DISCS with WORKBOOK at \$768.90 each (\$699 plus GST), \$878.90 (\$799 plus GST) if not attending the conference, \$603.90 (\$549 plus GST) workbook only

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Cheque enclosed for \$_____ (Please make cheques payable to: IQPC)

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Up to 50% off the full economy airfare or guaranteed best fare of the day is available through Flight Centre Direct - Team Sagitta, phone (02) 8204 7515, fax (02) 8204 7559 or email Rebecca_Ames.nsw@flightcentre.com, quoting the event code F04723. Prices are subject to availability and group airfare conditions may change without notice.

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 4. Demonstrate your expertise and product excellence
- For specific details of sponsorship and exhibition packages, please call Andrew Wood on (02) 9229 1024, fax (02) 9223 3863 or email andreww@iqpc.com.au

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