



Implementing a BCM Programme

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Implementing a BCM Programme

Lots of good stuff available via DRI and BCI on the content and deliverables of an effective BCM programme.

This session focuses on the “softer” side of BCM implementation, with practical tips on how to ensure delivery and effective on-going management.

Implementing a BCM Programme

Set of interdependent projects.

12 – 18 months + timescales

Maintenance and management.



Trusted Advisor

Trusted Advisor

Most of the rest of this session is about achieving this status through BCM programme delivery.

- People listen to what you (and team say)
- Unsolicited requests

Trusted Advisor

- Advise
- Develop policy
- Implement systems and procedures
- Training & awareness
- Audit

Risk Repository



Risk Repository

- People offload risk to you and your team
- Ownership

Terms of Reference



Terms of Reference

A concise statement, agreed by the governance structure, that kicks off the programme and is an opportunity to actively engage key people.

Some considerations & characteristics :

- capability & maturity : set expectations
- identify scope, objective and priorities
- promote common understanding of what will be delivered and how
-evidence on the organisation's commitment

Terms of Reference

- BACKGROUND
- OBJECTIVES
- SCOPE
 - functional, organisational, geographical
- CONSTRAINTS & DEPENDENCIES
 - legal & regulatory
 - other programmes
- APPROACH
 - phasing, deliverables, reviews
- ROLES & RESPONSIBILITIES

BCM Programme Governance



Governance

- PROGRAMME SPONSOR
 - executive level
 - responsible for delivery of the benefits
- PROGRAMME STEERING GROUP
 - senior people from departments involved
 - have authority to make BCM related decisions & prioritise
 - rapid issue resolution

Delivery



Delivery



Delivery

Characteristics of crisis management ...

- Life & Limb
- Reputation
- Minutes/Hours
- Survival focus

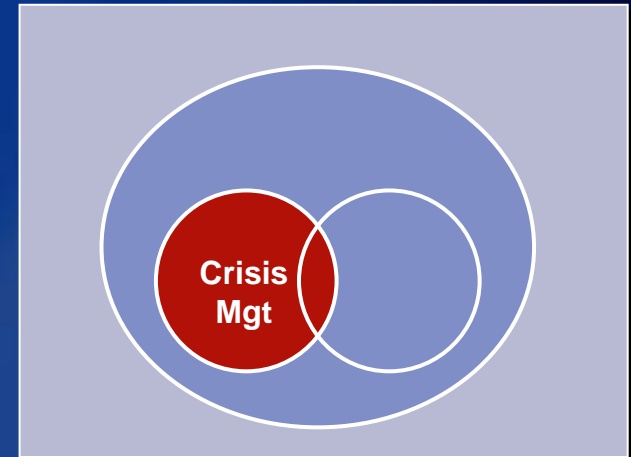
Most important decisions made with limited information

Readiness requirement:

- too late for manuals
- need to regularly exercise

Escalation to a Central Crisis Management Team

- media handling
- emergency services liaison
- communications cascades



Delivery

...after the initial crisis has been managed

To recover business functions

Recovery plans in detail

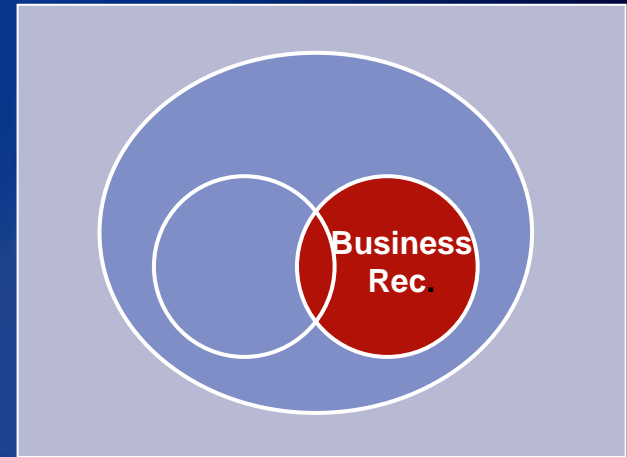
Survival Mode / Some efficiency loss

Readiness / Exercised

Components

- Business Plans
- ICT
- Facilities
- HR

Based on an agreed firm wide **strategy...**



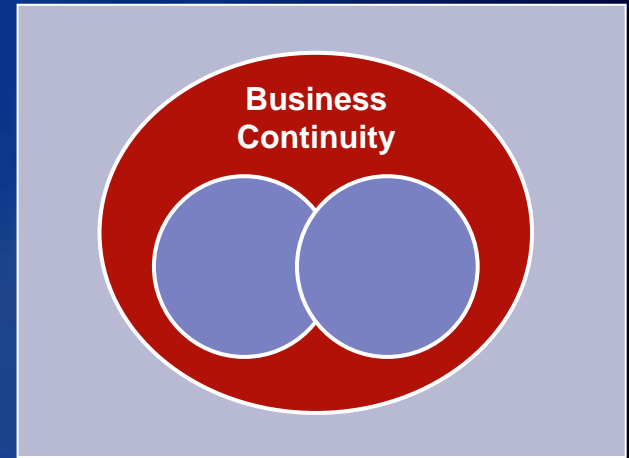
Delivery

Lessen Impact

Reduce risk through resilience

Built into the culture of the organisation

Embed in normal processes



Delivery

Don't disappear for 18 months then deliver a tsunami of output.

Delivery

Basic Crisis Mgt.

Enhanced Crisis Mgt.

Basic Disaster Recovery Readiness

Enhanced Disaster Recovery Readiness

Risk/ Impact Mitigation

Delivery

Basic Crisis Mgt.

Enhanced Crisis Mgt.

Basic Disaster Recovery Readiness

Enhanced Disaster Recovery Readiness

Risk/ Impact Mitigation

BCM – Basic Crisis Management

A basic level of crisis management readiness can usually be delivered within a few weeks.

- Clearly defined crisis management roles and responsibilities
 - assess / decide / communicate / execute / escalation
- Capability for rapid communication between crisis team members
 - eg a pre-set conference call
- Capability for mass communication to your people
 - call cascade
 - freephone number
- Capability to evacuate your building (...invacuate also if possible)
- Simple crisis protocol published

BCM – Basic Business Recovery

A basic level of recovery management readiness can usually be delivered within a few months.

- Appoint business continuity co-ordinators (BCC) for each department
- BCC to identify individuals for recovery roles within their department
 - do not have to be trained – simply aware of their role
- Standard template recovery checklist for a “worst-case” scenario
- Agree a simple protocol to convene recovery teams

At the very least, in response to a recovery situation, the teams can get together to plan and execute a level of organised activity.

Delivery : Business Impact Analysis (BIA)

A “quick and dirty” initial BIA can be delivered by means of a few short interviews with programme sponsor and steering group members. This initial BIA can be used to develop basic crisis management and recovery readiness.

A full blown BIA takes time. Its results can be fed back into the process for transforming “basic” recovery plans into “enhanced”.

Communication



Communication

The communication of the BCM programme is a hugely important element of the undertaking.

If the organisation has an internal communications resource then such should be actively engaged. Considerations :

- Understanding of the “voicing” of the organisation
- Understanding of formal and informal organisation structures & relationships
- Clarity of message
- Consistency

Communication : Relationship Management

In the course of a BCM programme a large number of people in the organisation will be involved.

Tracking their involvement, and the parallel communication trails, supports effective communications and can greatly enhance the credibility of the programme.

Benefit Delivery



Benefit Delivery

With a bit of lateral thought :

- Insurance
- IT infrastructure & operations
- Building, M&E maintenance regimes
- Client / customer relationships

Benefit Delivery : BIA

BIA should be a great resource :

- Representation of how organisation works
- Ideally in a re-useable format

Management



Management

Not just maintenance. Management of change.

- Be commercial
- Innovate
- Cost reductions & service level improvements
- Training & awareness cycle
 - cohorts

Trusted Advisor

Risk Repository (not)

Governance & Terms of Reference

Deliver – short and long term

Programme Communication

Benefits Delivey – collateral

Management

Questions



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