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IIA Annual Conference

Managing your Business
Continuity – A first hand
perspective from on the
ground in Christchurch

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Agenda

- **What do we mean by Business Continuity Management?**
- **When Business Continuity Plans are really tested**
- **Resources are key, and your people are your key resource – six practical steps**
- **Looking after your clients and suppliers**
- **Lessons learnt from Christchurch**

Business Continuity Management

An integral part of Corporate Governance

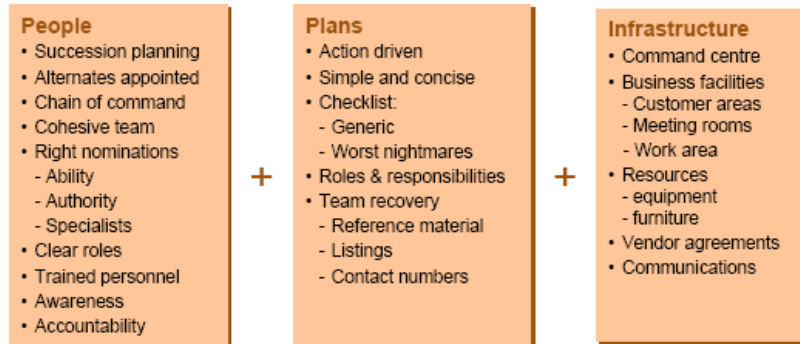
There will be a number of outcomes in every business continuity programme which are specific to each organisation, but the following are outcomes which should be achieved:

- A deeper and clearer understanding of the Organisation
- Proactive Measures
- Reactive Measures
- Culture Change

The diagram below illustrates how Business Continuity Management fits within an organisation's corporate governance framework.



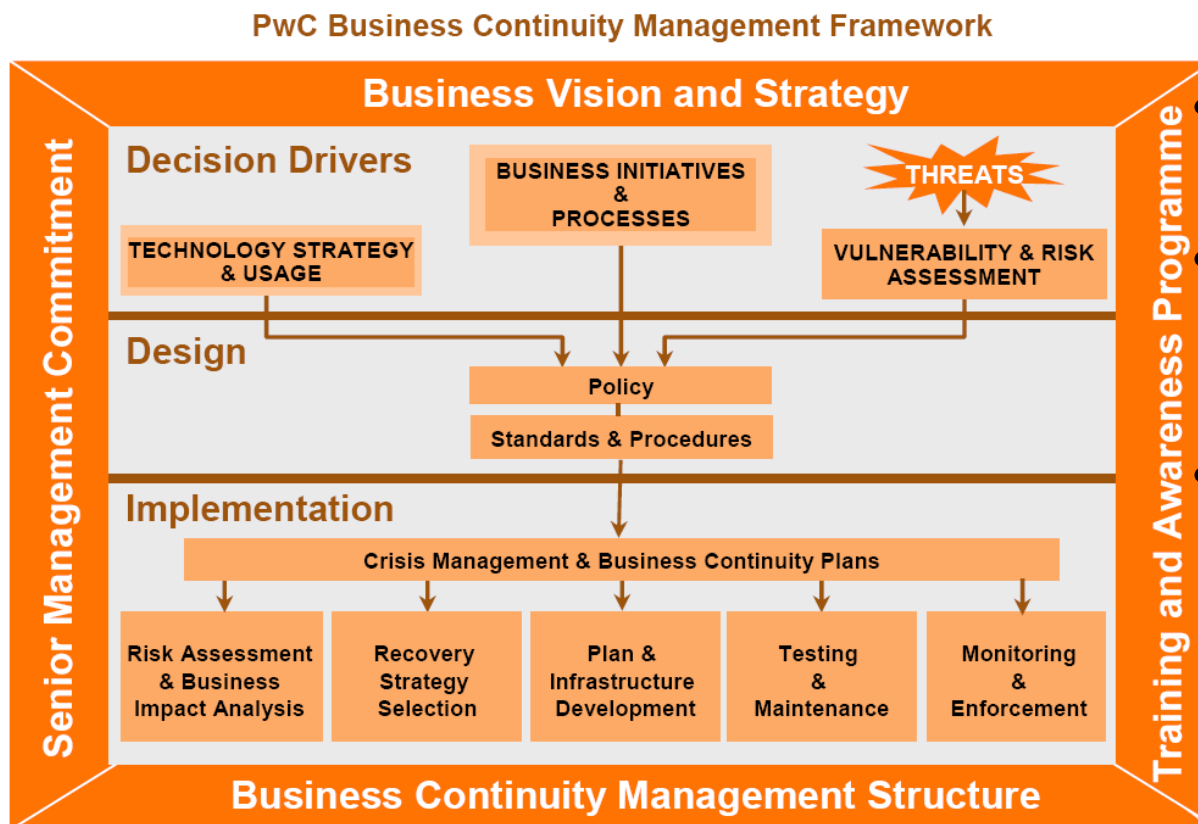
A planned response incorporating



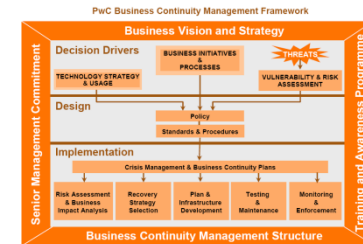
Our BCM Framework

The Framework consists of 4 pillars which form the foundation of a BCM Programme, which are:

- Business Vision and Strategy
- Senior Management Commitment
- Business Continuity Management Structure; and
- Training and Awareness Programme.

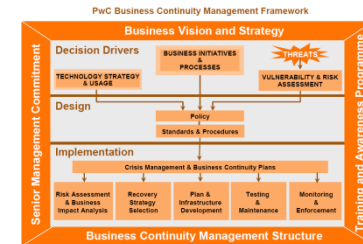


BCM Framework execution

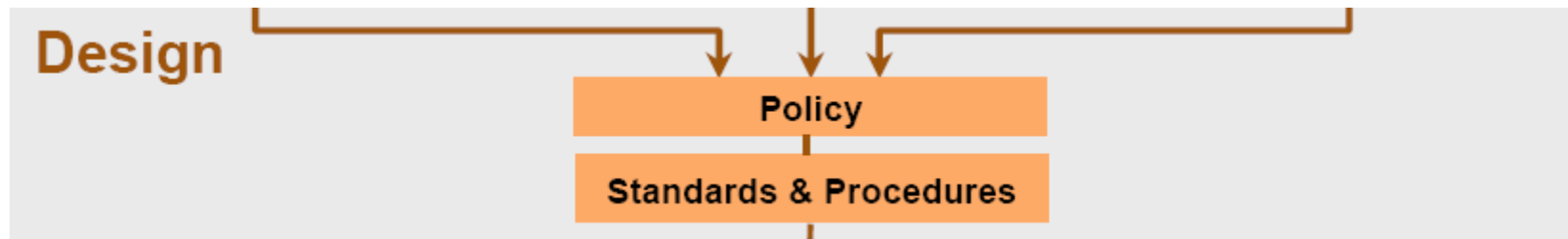


Decision Driver – This phase shows the linkage between the enterprise-wide risk / operational risk within an organisation and the role of an effective BCM Programme in mitigating the effects of a risk materialising.

BCM Framework execution

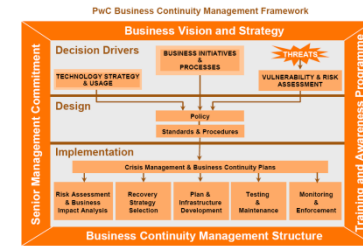


Design – This phase sets out to develop a BCM policy, standards and

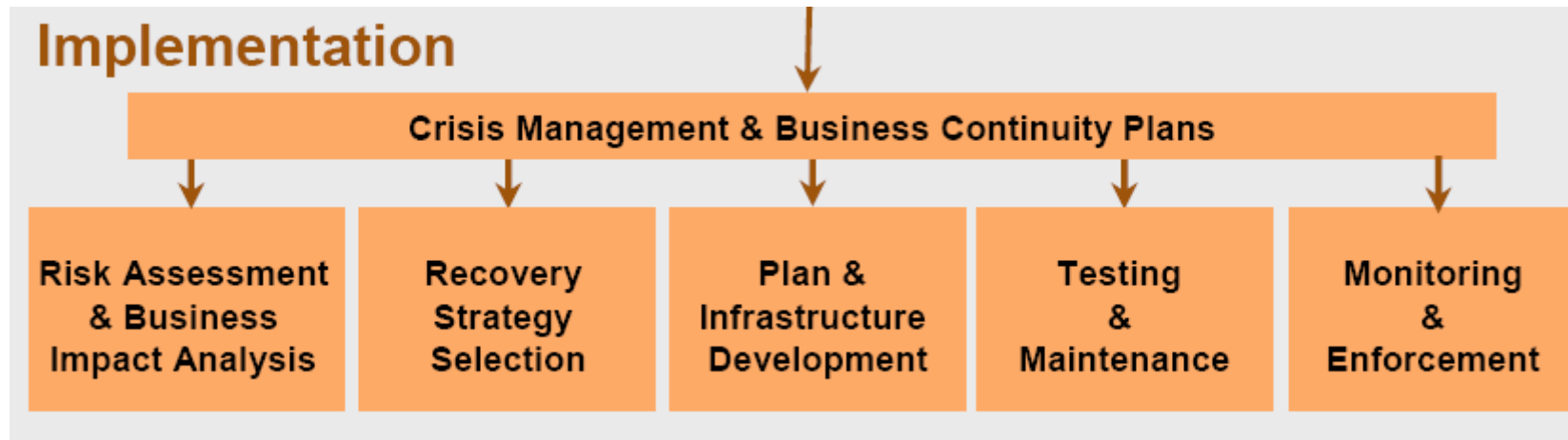


procedures for the development, testing and maintenance of the BCM Programme in order to ensure consistency of the programme across the organisation.

BCM Framework execution



Implementation – This phase looks at the stages involved in the plan development for each of the business units.



When plans are really tested

How was it for you?

Initial impact and response



Confusion

Abnormal reactions

Disbelief

Initial impact and response – staff welfare

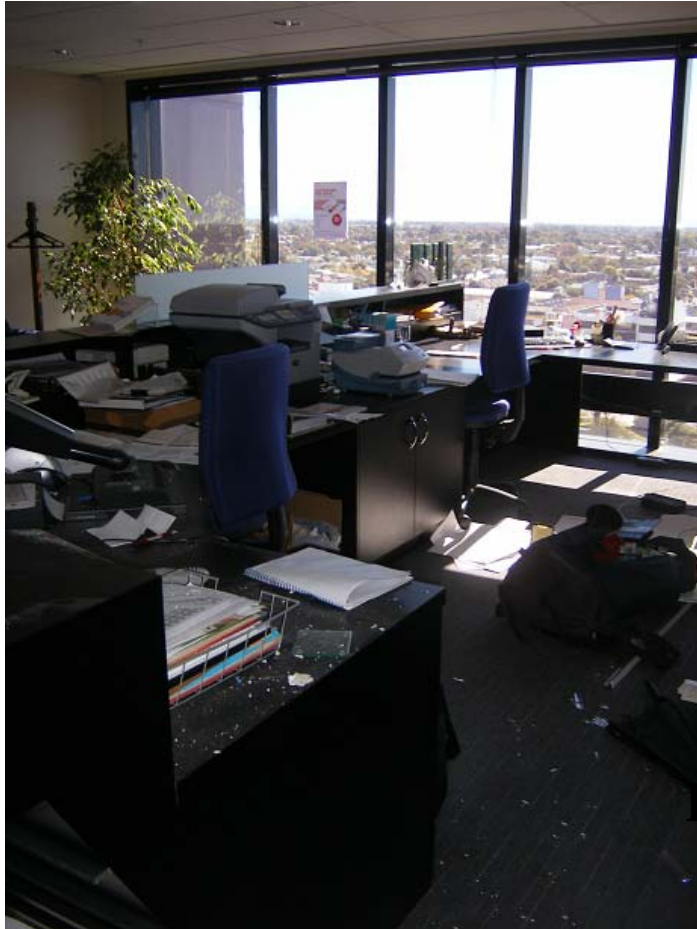
Flee

Disruption

Chaos



Recovery Challenges



Regular premises not operational

View from our premises looking North



View from our premises looking South



Aftermath of the Christchurch Earthquake(s)

- Loss of employees (death, relocation)
- Loss of data
- Major outages for utilities
- Extended period of limited/no to access premises
- Unsecured premises
- Loss of access to records

Aftermath of other events?

Travel disruption - Volcanic ash clouds, fuels station strikes, flooding

Loss of power - Broken utility links, power station failure

Loss of key employees – charter plane crash,

Supply chain disruption – failure/acquisition of key suppliers/JIT

Loss of premises – fire, explosion, flood, volcanic eruption, tsunami

Resources are key

- and your people are your key resource – six practical steps

Your people

After a disaster, it's critical to rebuild confidence, motivate staff and communicate business continuity to restore productivity and normality.

Six steps to achieve this.

- Obtain emergency contact details
- Consider how you'll communicate
- Communicate your disaster recovery/business interruption plan
- Ensure your people are aware of evacuation procedures
- Establish an emergency response team
- Consider your people's psychological wellbeing

Looking after your clients and suppliers

Clients and Suppliers

- Obtain emergency contact details for your clients and suppliers.
- Make plans to use alternative suppliers in case your regular suppliers are left out of action – negotiate costs before a disaster to avoid paying premium prices when demand is likely to increase.
- Regularly update your client database to ensure you have your clients' latest details.
- How about suppliers you may need in an emergency? Alternative premises? Replacement office furniture and equipment?

Alternative premises

Strategic opportunity to
relocate to better premises
located closer to transport
links, suppliers, customers?



Replacement office infrastructure



Opportunities to upgrade office furniture, and equipment. Scanners, wireless networking, desktops, monitors, telecoms.

Business considerations

Lessons learnt by our clients – either because they had listened to our advice, or in some cases had unfortunately not...

Business considerations

- Get a practical, up to date BCP.
- Review your insurance policies and in particular Bi coverage.
- Consider what systems and procedures you need to keep track of any business-interruption costs.
- Consider the impact a disaster might have on your competitors.
- Understand how to protect your data.
- Make plans for relocation.
- Consider media needs and requests.

Closing Thoughts

It's all about people!

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