



Business Continuity & Resilience

ZOOMcast series - practical management of disruption-based risk

Brought to you by

Peter Ashwin, Principal



Wayne Middleton (CVE), Principal



Who are we?

Peter Ashwin

From Gold Coast, Australia, lives in Montreal, Canada

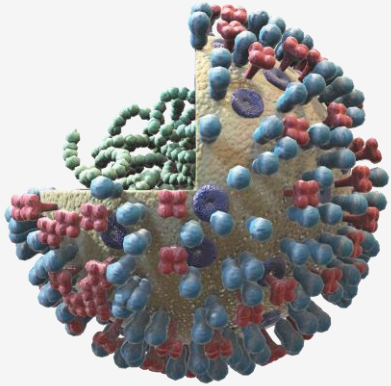
- Former Australian Army Special Forces, 20 years within the major events – expertise in security, risk management and operational readiness
- 6 Olympic Games (2000 – 2012), 2010 G8/G20 Summits (Toronto), ICC Cricket World Cup 2015 (Australia & NZ) and the Baku 2015 European Games (Azerbaijan)
- Consulted on some of North America's most iconic events
- MSc Sec & Risk (in progress), Dip Sec Teach, Grad Cert in Sec

Wayne Middleton (CVE)

From Sydney, Australia

- 30+ years in venue, event and risk management
- Operated venues and consulted widely across Australia, New Zealand, North America, Middle East, SE Asia
- Director of Safety – 2002 Salt Lake Winter Olympic Games
- Project Manager Safety – Sydney 2000 Olympic Games
- MTech in Risk, BA in Admin, Dip in Sec Risk

About the Business Continuity & Resilience Series



Business Disruption Risk

Podcast 1. Risk
Management &
Disruption Risk

Podcast 2. Business
Impact Analysis

Podcast 3. Business
Continuity
Management

Podcast 4. Readiness
and Resilience

Definitions

Risk – Effect of uncertainty on objectives

Risk Assessment – Process of risk identification, analysis and evaluation

Risk Management – Coordinated activities to direct and control an organization in regard to risk

Resilience – Adaptive capacity of an organization in a complex and changing environment

Contingency Planning - Any plan of action that allows an organization to respond to events should they occur

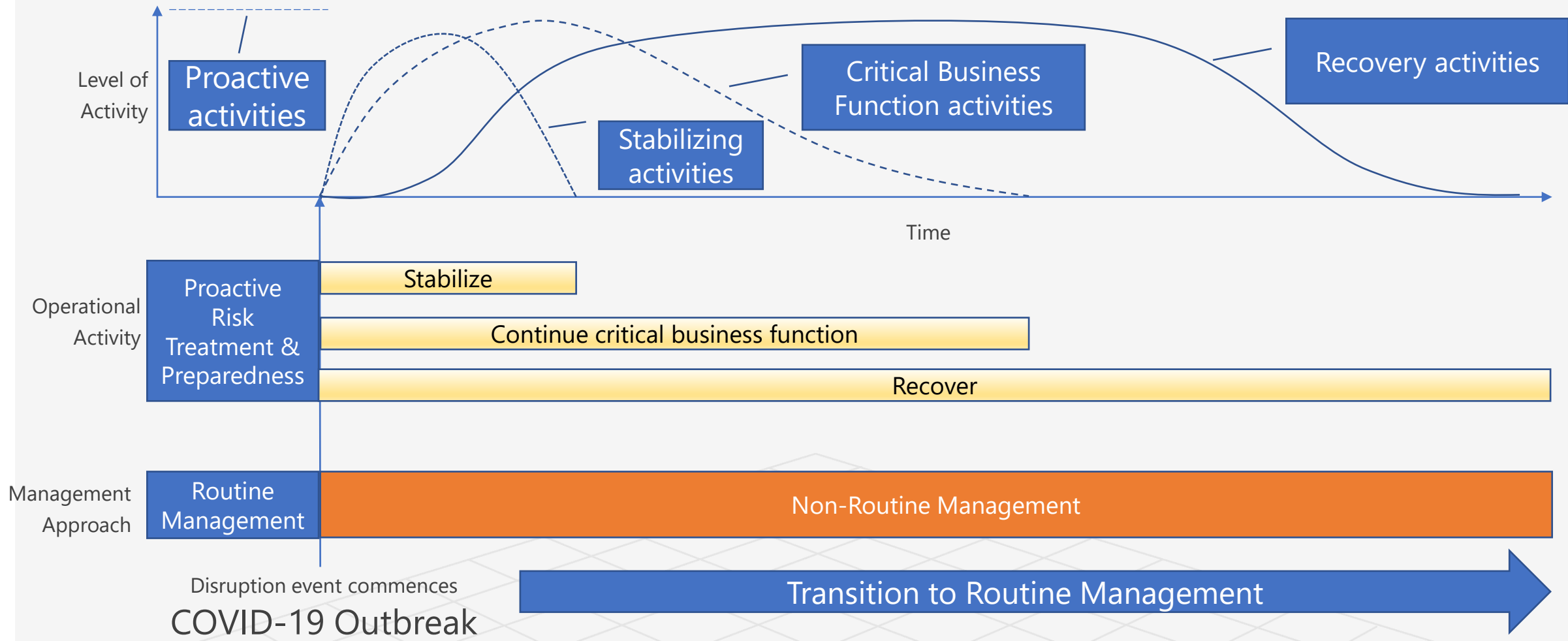
Business Continuity - A comprehensive managed effort to prioritize key business processes, identify significant threats to normal operation, and plan mitigation strategies to ensure effective and efficient organizational response to the challenges that surface during and after a crisis.

ISO 31000:2018 – Risk Management Guidelines

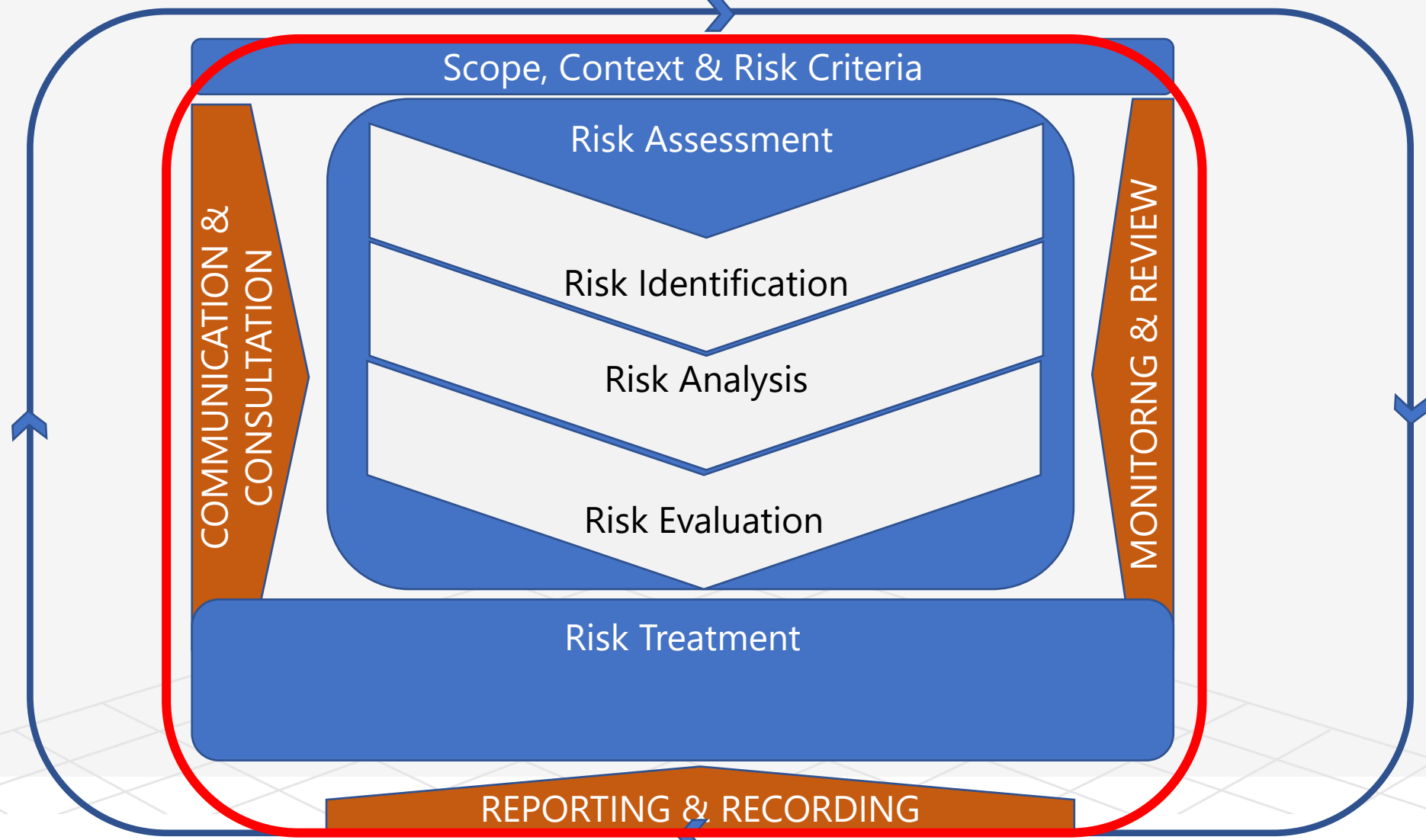
AS/NZS 5050:2010 Business continuity - Managing disruption-related risk

Business Continuity Guideline: A Practical Approach for Emergency Preparedness, Crisis Management and Disaster Recovery (ASIS International)

Treatments for Disruption-Related Risk



Risk Management - Process



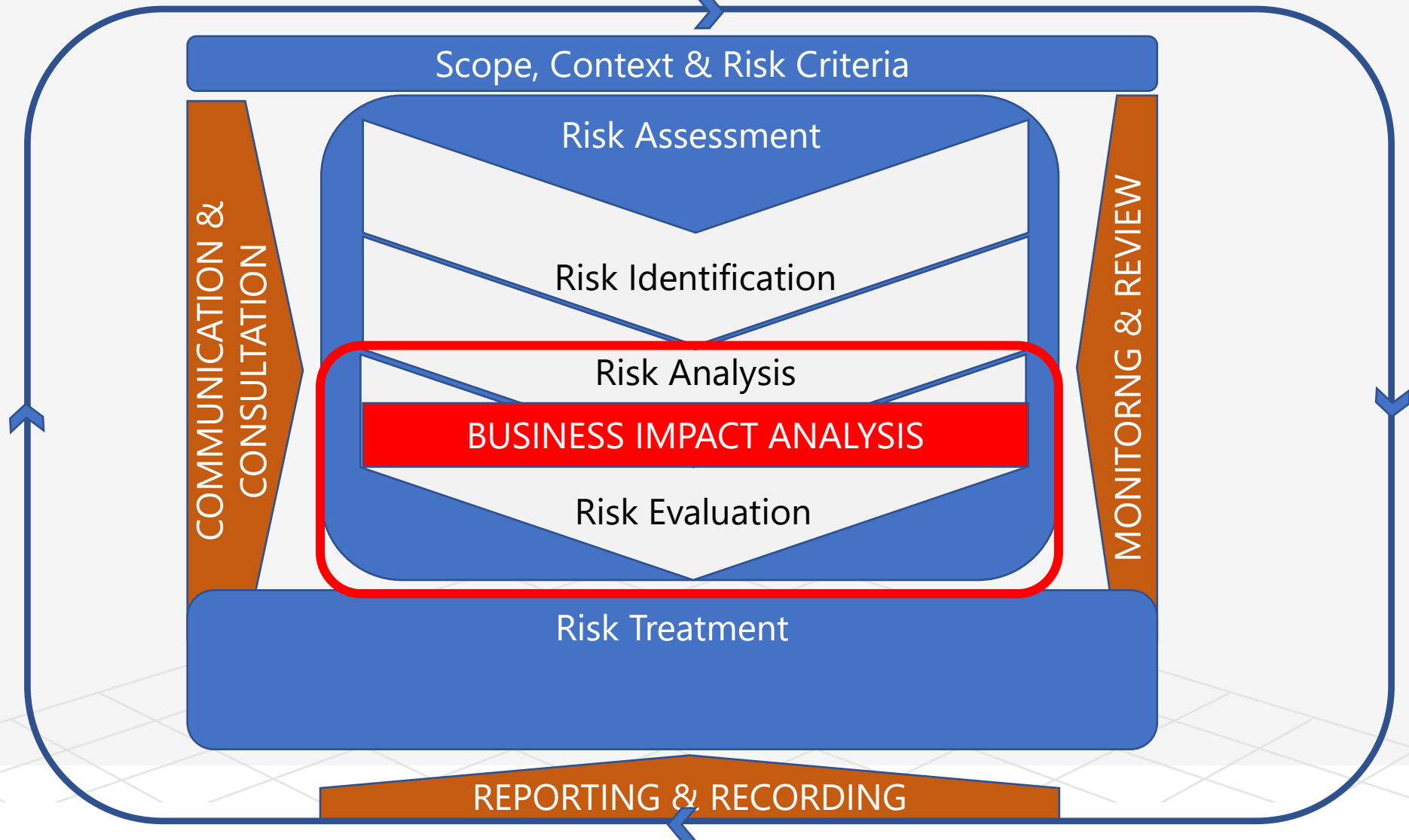
Risk Management - Process

Podcast 1. Risk Management & Disruption Risk

Podcast 2. Business Impact Analysis

Podcast 3. Business Continuity Management

Podcast 4. Readiness and Resilience



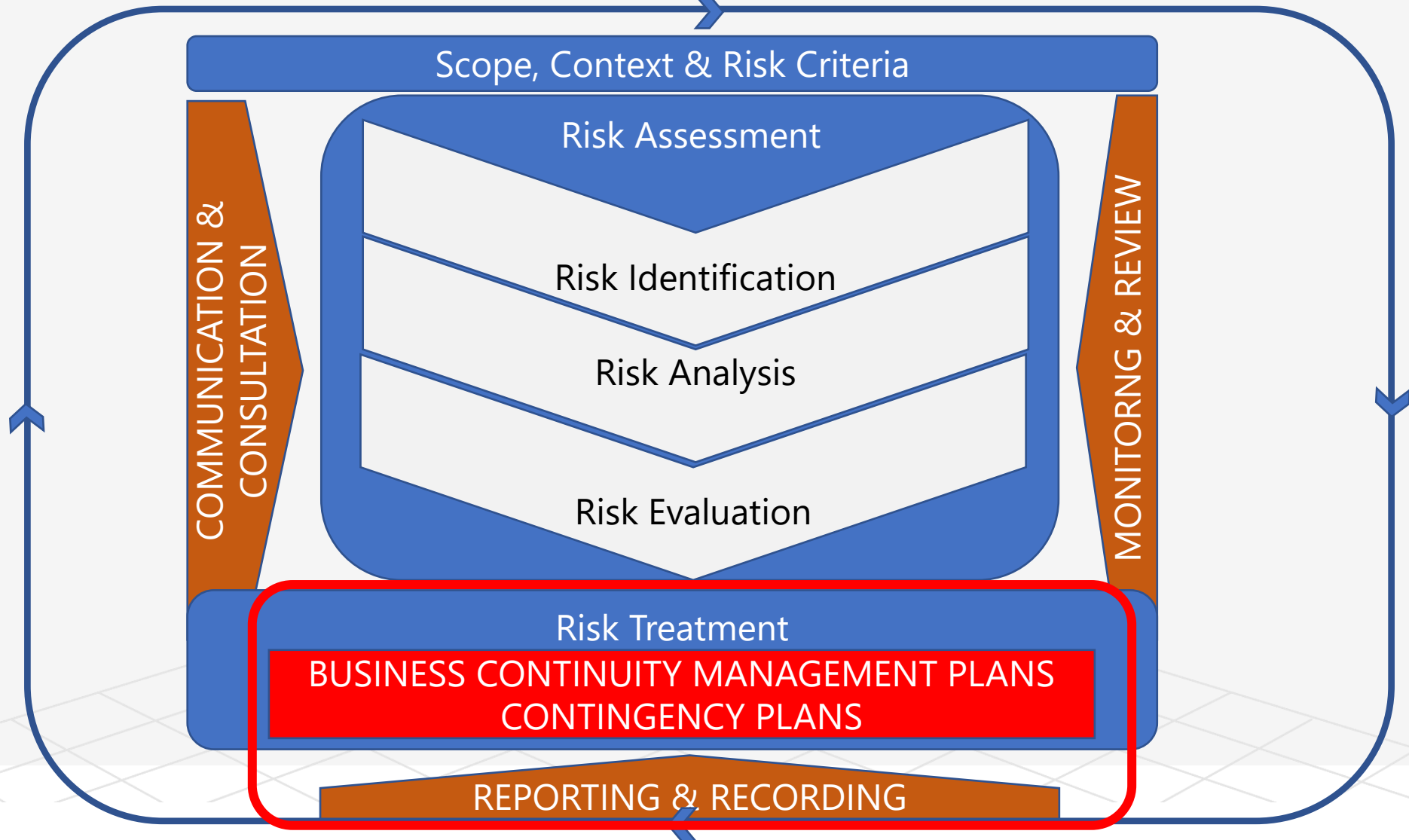
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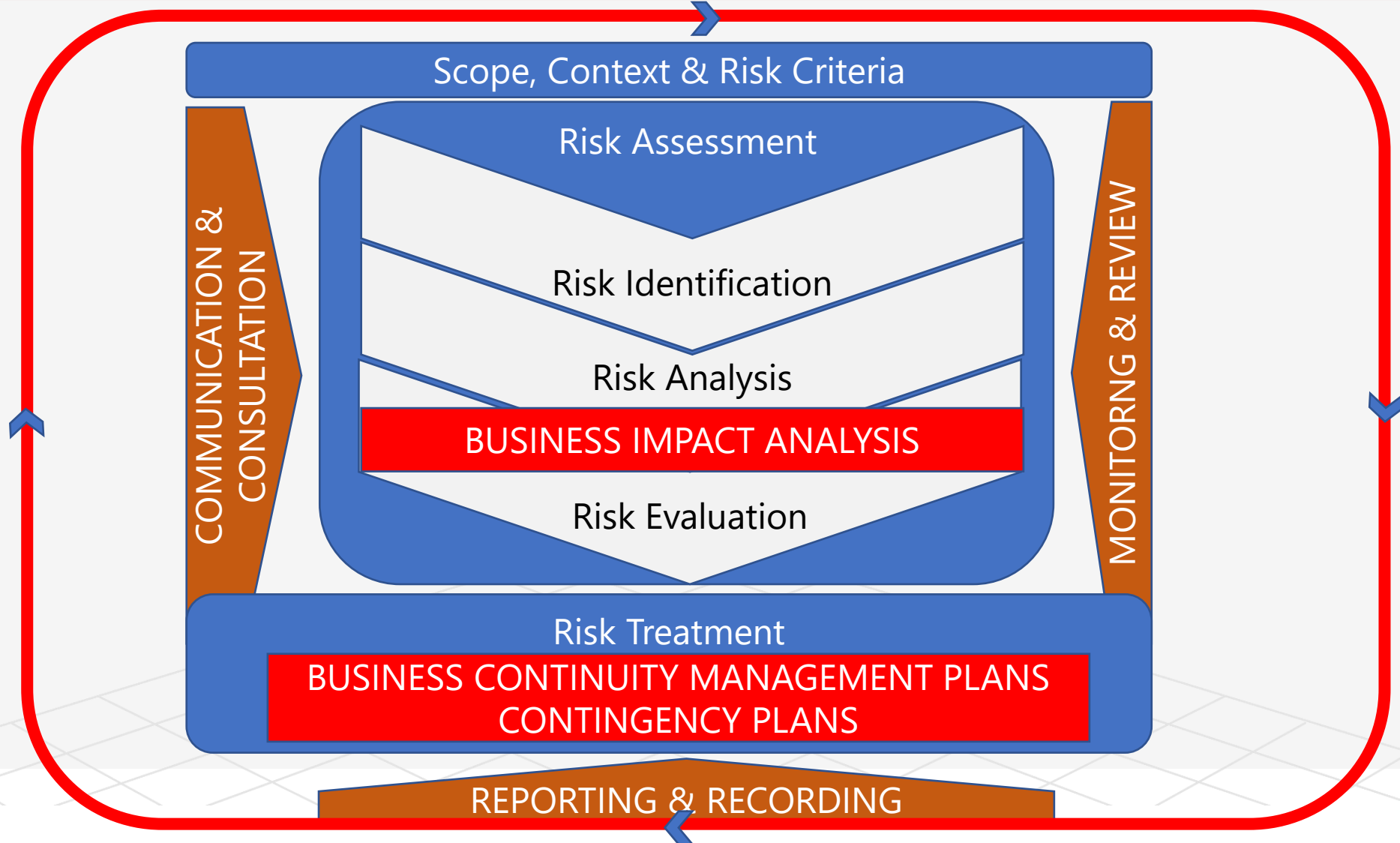
Risk Management - Process

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Disruption-Based Risk Assessment - Scope, Context & Risk Criteria

Scope - Risk scenarios (the threat) – Impact of disruption from pandemic and denial of access

Context –

Cessation of mass gatherings for the foreseeable future. Risk horizon is uncertain.

Assumed risk horizon – stabilize (1 week), critical business functions (3-6 months) & recovery (6-18 months)

Disruption risks to delivering critical business functions to deliver objectives of the venue:

People

Facilities and infrastructure

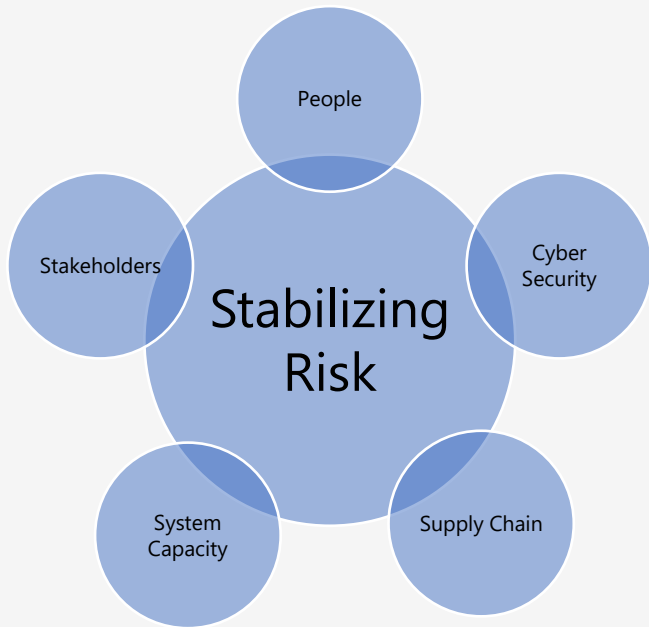
Services and suppliers

Information

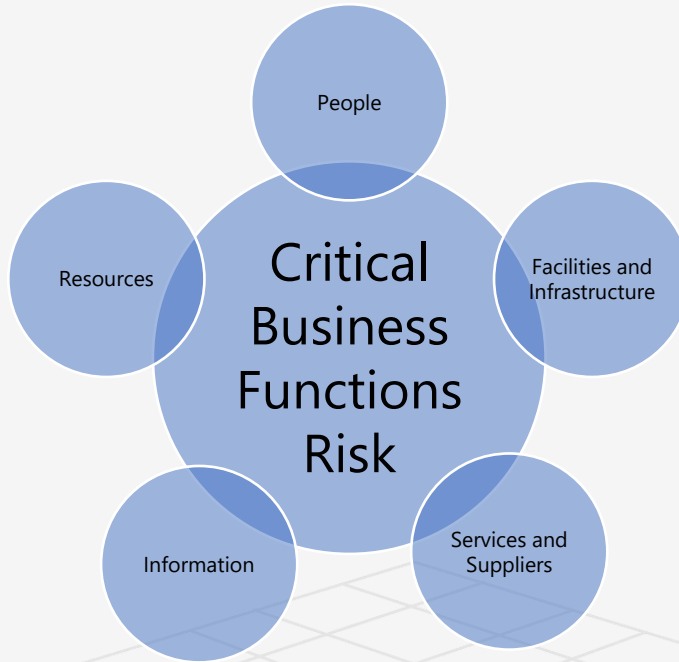
Resources

Risk Assessment - Disruption

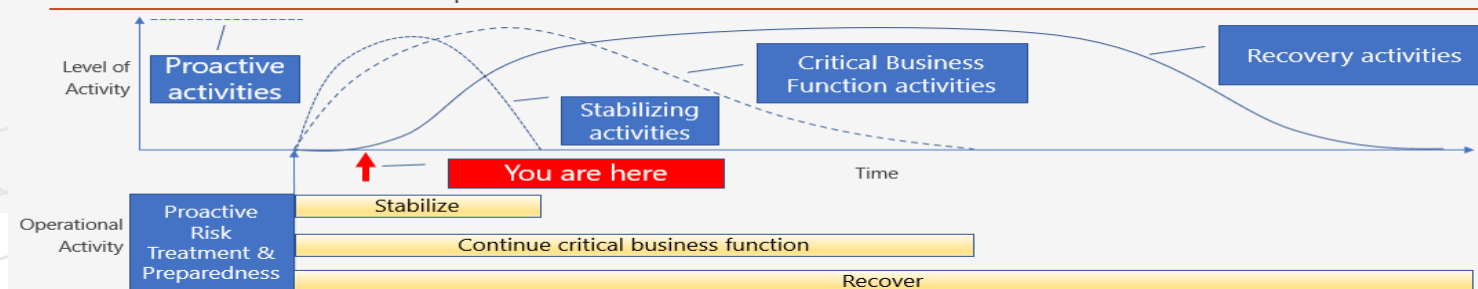
Stabilizing- 1 week



Critical Business Function – 3-6 months



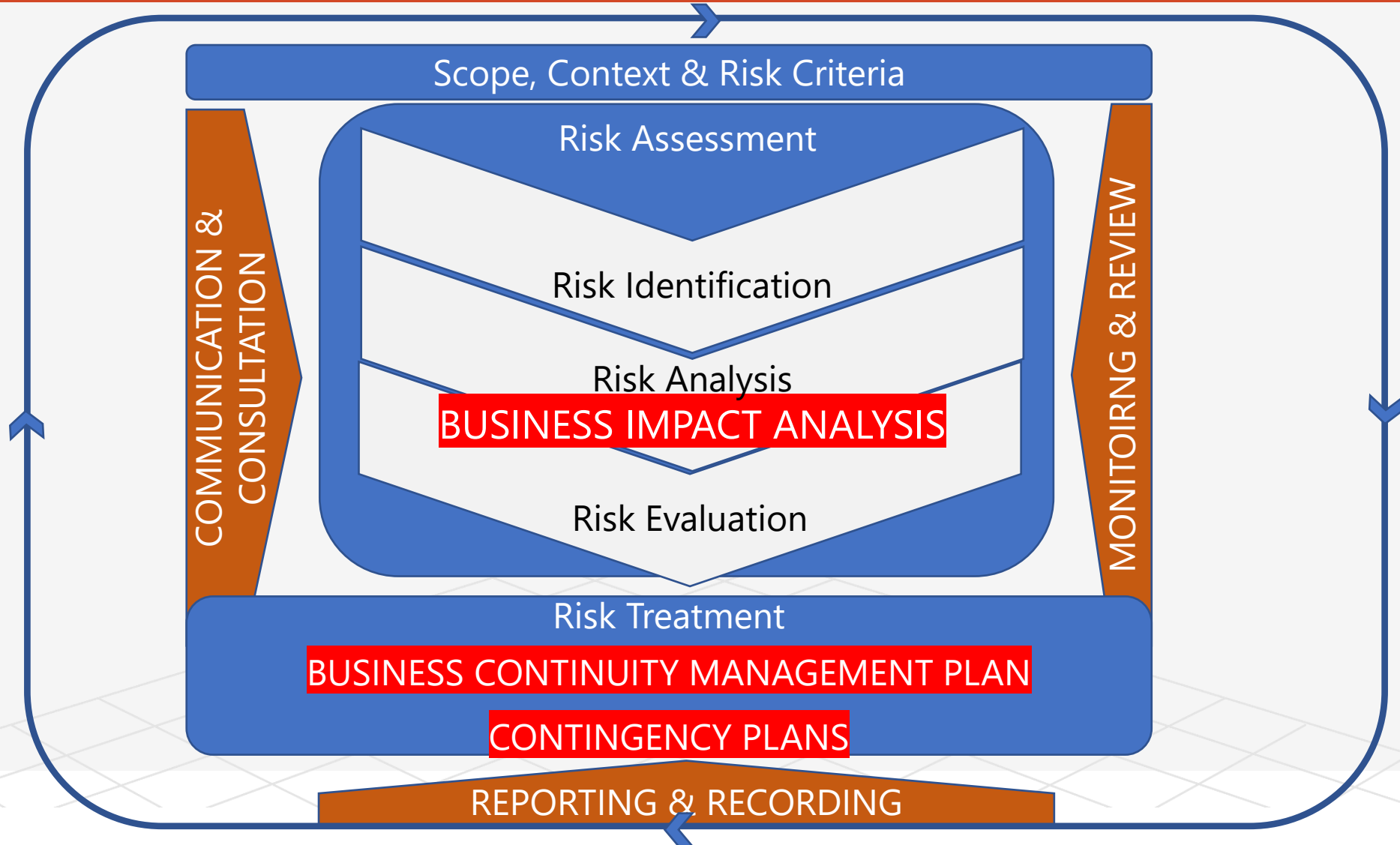
Recovery – 6-18 months



Disruption-based Risk Register

BC Phase	Risk	Critical Business Function affected	Risk Value	Prevention	Contingency Plans
Stabilization	Cyber attack / ransomware attack	All	High	?	?
Stabilization	Financial – loss of income	Sales and marketing	High	?	?
Stabilization	Loss of human capital	Workforce – customer service – casual workers Human Resources	High	?	?
Critical Business Function	Loss of utilities	All workers Work from home	Medium	?	?
All phases	Staff contracting COVID-19	All	High	?	?

In Summary - Risk Management - Process



In Summary – What's Next?

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ISO 31000:2018 – Risk Management Guidelines

ISO 22301:2012 - Business Continuity Management, Minimize the impact of disruptive incidents

AS/NZS 5050:2010 Business Continuity - Managing disruption-related risk

Business Continuity Guideline: A Practical Approach for Emergency Preparedness, Crisis Management and Disaster Recovery (ASIS International)

Risk Criteria

Consequence Categories		Critical and Time Sensitive Services Interruption	Financial Loss Liability <u>Per Event</u> before insurance.	Organisational Objectives or Outcomes.	Reputation & Image Per Issue
Consequence Level					
10	Catastrophic	Indeterminate prolonged suspension of work. Impact not manageable.	\$20M +	Non-achievement of objective / outcome. Total performance failure.	Maximum multiple high-level exposure. Loss of credibility and public/key stakeholder support.
8	Major	Prolonged suspension of work. Additional resources, budget, management assistance required.	\$3M to less than \$20M	Significant delays. Performance significantly under target.	Headline profile. Repeated exposure. At fault or unresolved complexities impacting public or key groups.
6	Moderate	Medium-term temporary suspension of work. Manageable impact.	\$100,000 to less than \$3M.	Material delays. Marginal under achievement of target performance.	Repeated non-headline exposure. Slow resolution.
4	Minor	Short-term temporary suspension of work. Backlog cleared in a day. No public impact.	\$5,000 to less than \$100,000.	Inconvenient delays.	Non-headline exposure. Clear fault. Negligible impact.
2	Insignificant	No material disruption to dependent work.	Less than \$5,000.	Little impact.	Non-headline exposure. Not at fault. Settled quickly. No impact.

Risk Criteria

Likelihood Categories

	Likelihood	Impact
10	Almost Certain	Expected in most circumstances
8	Likely	Will probably occur in most circumstances
6	Possible	Might occur at some time
4	Unlikely	Could occur at some time
2	Rare	May occur only in exceptional circumstances

Risk Rating = Consequence x Likelihood

Risk Ranking

Likelihood	Insignificant	Minor	Moderate	Major	Catastrophic
Almost certain	Medium-20	High-40	High-60	Acute-80	Acute-100
Likely	Medium-16	Medium-32	High-48	High-64	Acute-80
Possible	Low-12	Medium-24	High-36	High-48	High-60
Unlikely	Low-8	Medium-16	Medium-24	Medium-32	High-40
Rare	Low - 4	Low-8	Low-12	Medium-16	Medium-20