



**EARTH-
QUAKES
FLOODS
SNOW
STORMS
POWER
OUTAGES
EQUIP-
MENT
BREAK-
DOWNS...**

Disruption and adversity
are just harsh facts of
life for business



No POWER
CLOSED EARLY/
GONE TO THE
BEACH!
XX
THE TURTLE
(WE ARE SO SORRY)

All entities
are at risk
from extreme
events

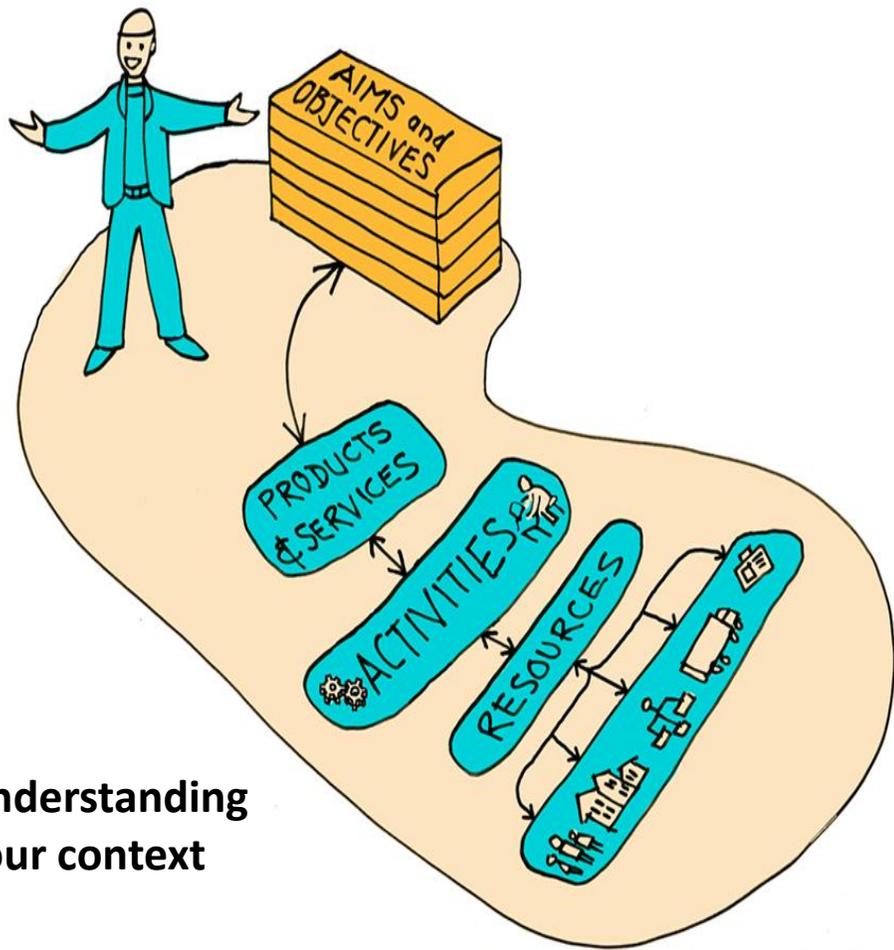


Table 4 — Examples of type of impact

Type	Description
Financial	Losses due to fines, penalties, lost profits, or diminished market share
Reputational	Negative opinion or brand damage
Operational	Extent and duration of disruption to flow of business operations
Legal and regulatory	Litigation liability and withdrawal of licence to trade
Contractual	Breach of contracts or obligations between organizations
Business objectives	Failure to deliver on objectives or take advantage of opportunities

The time taken for impacts to become unacceptable can vary between seconds and several months. The time frames will depend on the time-sensitivity of the organization's products and services.

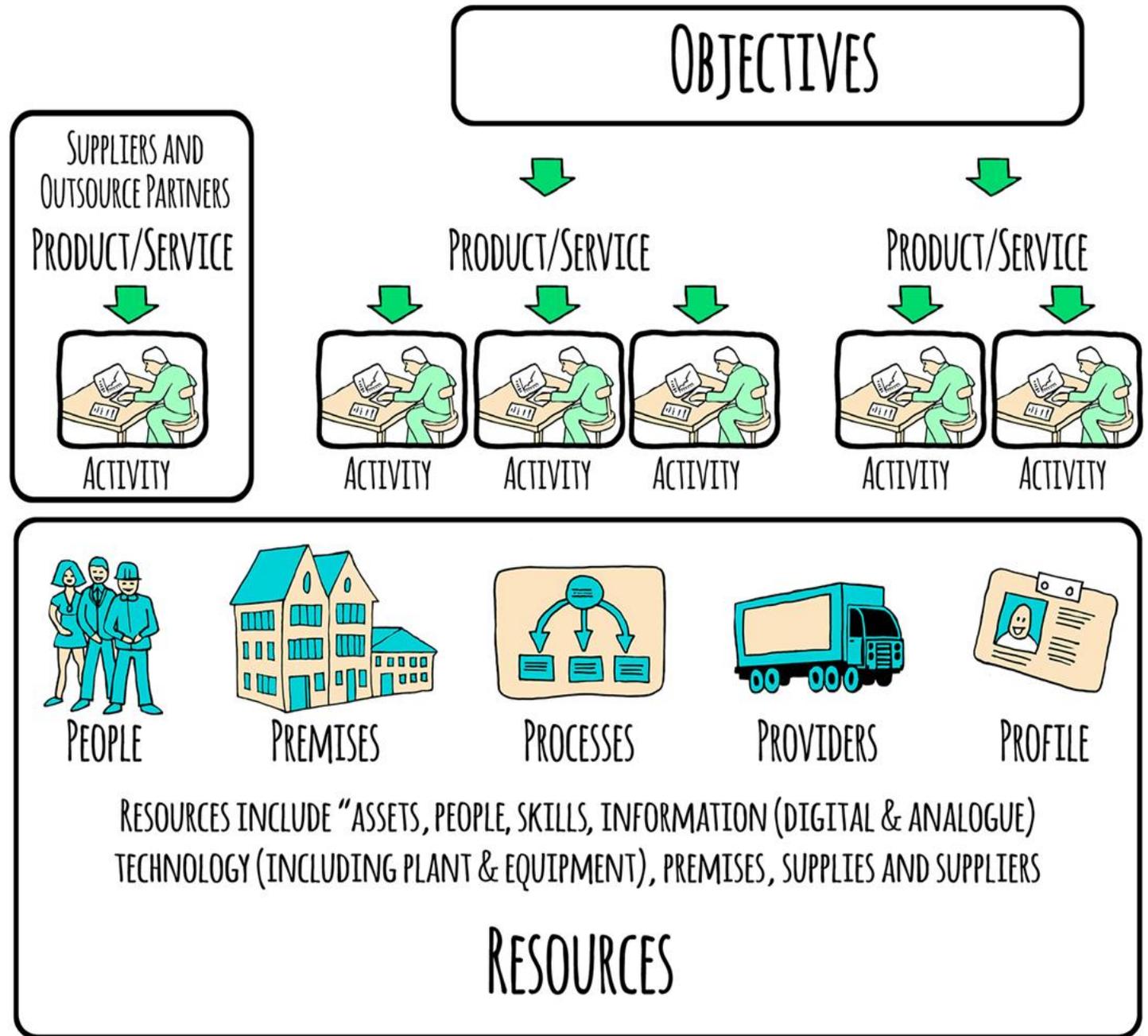
Reference: **ISO 22313:2020**, Security and resilience - Business continuity management systems -
Guidance on the use of ISO 22301:2019 (Security and resilience - Business continuity management systems - Requirements)



Understanding your context

All entities (organizations) have purposes or aims, and objectives which are achieved by providing products and services.

These products and services are made possible by the critical activities which produce them – and significantly, for business continuity, the resources which underpin those activities.



RESOURCES INCLUDE "ASSETS, PEOPLE, SKILLS, INFORMATION (DIGITAL & ANALOGUE) TECHNOLOGY (INCLUDING PLANT & EQUIPMENT), PREMISES, SUPPLIES AND SUPPLIERS

RESOURCES

Definitions of Keywords and Concepts used in AgileBCP®

Meanings are important. Using agreed meanings provides clarity and consistency.

Most “keywords” used in our approach are from *ISO 22301 Security and Resilience - Business Continuity Management Systems - Requirements*.

Organization

“Person or group of people that has its own functions with responsibilities, authorities, and relationships to achieve its *objectives*”

Objective

“Result to be achieved”

Statements of objectives - i.e. “where you are headed and how you will know when you have arrived” - should be in performance terms so that you can plan how best to get there, and how to measure progress toward it.

Product / Service

“Output or outcome provided by an *organization*”

Activity

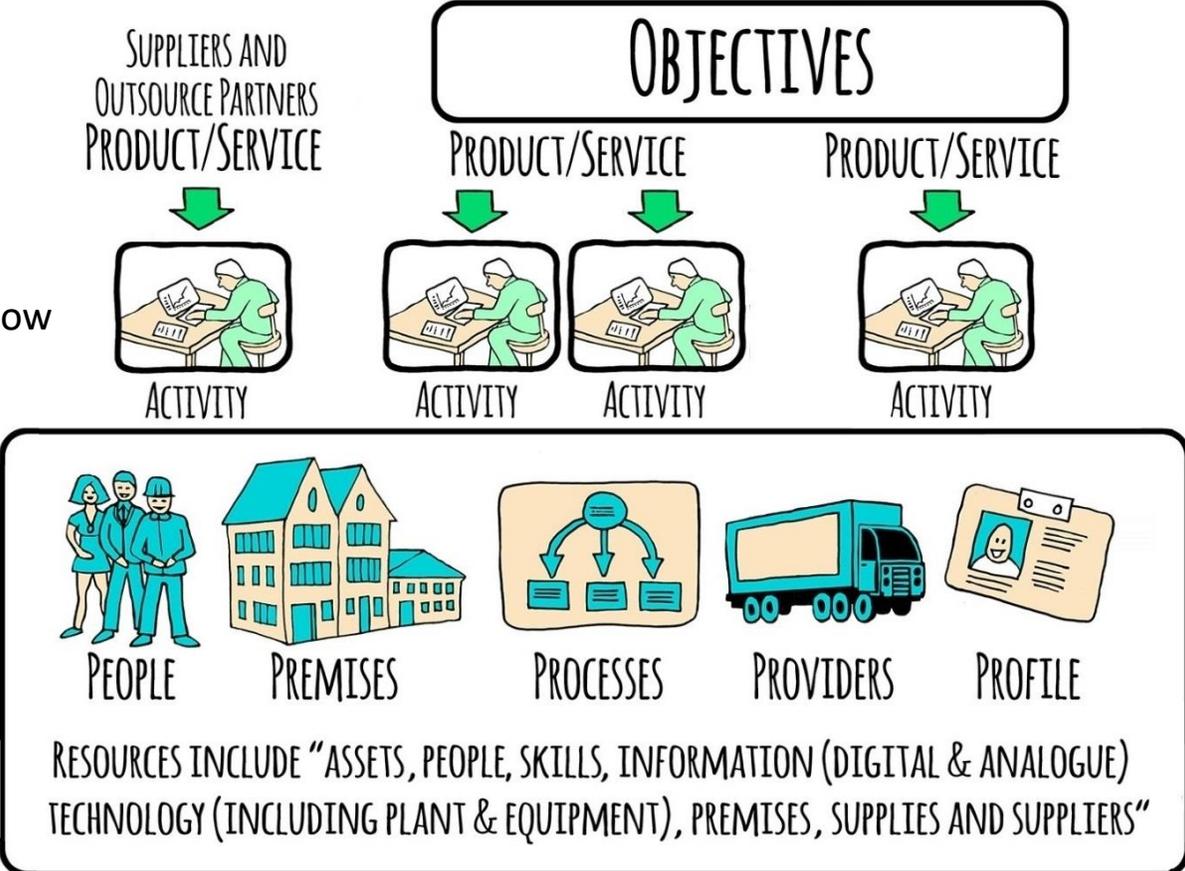
“Set of one or more tasks with a defined output”

Process - “Set of interrelated or interacting *activities* which transforms inputs into outputs”

Prioritized activity - “*Activity* to which urgency is given in order to avoid unacceptable impacts to the business”

Resources

“All assets (including plant and equipment), people, skills, technology, premises, and supplies and information (whether electronic or not) that an *organization* must have available to use, when needed, in order to operate and meet its *objective*”





Logic: another thing that penguins aren't very good at.

NECESSARY SUFFICIENT

Definitions in philosophy are often offered in terms of necessary and sufficient conditions. A necessary condition is something that must hold in order for something to be the case. e.g. It is a necessary condition of being a human that you are a mammal, but this is not sufficient.

A sufficient condition is something that assures that something is the case. e.g. It is a sufficient condition for being a mammal that you are a human, yet it is not necessary.

It is usual for definitions to be stated in terms of individually necessary and jointly sufficient conditions.

e.g. A necessary condition for being a sister is that you are female. However, this alone is not sufficient for sisterhood; it is also necessary that you be a sibling. As such there are two individually necessary conditions for being a sister and these are jointly sufficient. Therefore, we can define a sister as a female sibling.

From change management workplace reviews and reimagining future organizational structures, to business continuity and crisis management, this thinking (focusing on necessity and sufficiency) is applied to consider the sets of resources needed for effective activities, supporting products and services which achieve objectives.

Risk

“Effect of uncertainty on objectives”

Recognizing that “risk” is a concept used in a range of ways by different people and different cultures to make sense of, give meaning to, and help understand “uncertainty” the notes below are attached to the definition of Risk in the Standard (ISO 22301 Security and Resilience - Business Continuity Management Systems - Requirements).

Note 1 An effect is a deviation from the expected - positive or negative.

Note 2 Uncertainty is the state, even partial, of deficiency of information related to, understanding or knowledge of, an event, its consequence, or likelihood.

Note 3 Risk is often characterized by reference to potential **“events”** (as defined in ISO Guide 73) and **“consequences”** (as defined in ISO Guide 73), or a combination of these.

Note 4 Risk is often expressed in terms of a combination of the consequences of an event (including changes in circumstances) and the associated likelihood (as defined in ISO Guide 73) of occurrence.

Event

“Occurrence or change of a particular set of circumstances”

Note 1 An event can be one or more occurrences - and can have several causes.

Note 2 An event can consist of something not happening.

Note 3 An event can sometimes be referred to as an “incident” or “accident”.

Note 4 An event without **consequences** can also be referred to as a “near miss”, “incident”, “near hit” or “close call”.

Consequence

*“Outcome of an **event** affecting objectives”*

Note 1 An event can lead to a range of consequences.

Note 2 A consequence can be certain or uncertain and can have positive or negative effects on objectives.

Note 3 Consequences can be expressed qualitatively or quantitatively.

Note 4 Initial consequences can escalate through knock-on effects.

Note 5 This constitutes one of the common terms and core definitions of the high-level structure for ISO management system standards. The definition has been modified to add "on objectives" to be consistent with ISO 31000.

Risk Criteria

“Terms of reference against which the significance of a risk is evaluated” [SOURCE: ISO Guide 73 Risk Management – Vocabulary]

Note 1 Risk criteria are based on organizational objectives, and context.

Note 2 Risk criteria can be derived from standards, laws, policies and other requirements.

The risk criteria used in the AgileBCP® approach are about the importance of elements at risk (criticality); vulnerability; and impact.

Vulnerability

“Propensity or predisposition to be adversely affected”.

[SOURCE: ISO 14091 Adaptation to climate change - Guidelines on vulnerability, impacts and risk assessment]

Note: Vulnerability encompasses a variety of concepts and elements including sensitivity or susceptibility to harm and lack of capacity to cope and adapt. [SOURCE: ISO 14090:2019] **Adaptive capacity** is the “ability of systems, institutions, humans, and other organisms to adjust to potential damage, to take advantage of opportunities, or to respond to consequences” [SOURCE: ISO 14090:2019]

Vulnerability may be summarized as “a measure of the extent to which a community, structure, service or geographical area is likely to be damaged or disrupted, on account of its nature or location, by the impact of a particular event.” [SOURCE: Glossary of Environment Statistics, Studies in Methods, Series F, No. 67, The Organisation for Economic Co-operation and Development]

Likelihood

“Chance of something happening”

Note 1 In risk management terminology, the word “likelihood” is used to refer to the chance of something happening, whether defined, measured or determined objectively or subjectively, qualitatively or quantitatively, and described using general terms or mathematically (such as a probability or a frequency over a given time period).

Note 2 The English term “likelihood” does not have a direct equivalent in some languages; instead, the equivalent of the term “probability” is often used. However, in English, “probability” is often narrowly interpreted as a mathematical term. Therefore, in risk management terminology, “likelihood” is used with the intent that it should have the same broad interpretation as the term “probability” has in many languages other than English. [SOURCE: ISO Guide 73]

]

Impact

The effect of an event (on the capability to achieve objectives) which may be a positive or negative deviation from what is expected.

Central to all steps and stages - before and after the impact of events - is proactive decision making by teams. Whatever they might be called - work teams, crisis management teams, risk management teams or executive management teams - all are **groups with a shared focus on informed decisions to manage uncertainty.**

Plans are of little importance, but planning is essential.

[Winston Churchill](#)



Plans are nothing; planning is everything.

[Dwight D. Eisenhower](#)

Agile  BCP®



User management

Search users



Name

User role

- Administrator
- Manager
- User

Status

- Active
- Deactivated
- Unconfirmed

+ Create user

Organisation: *AgileBCP*
 Subscription plan: *Enterprise*

Login name

Full name

admin@bcp

Admin BCP

john DOE@bcpdemo.com.au

John Doe

Manager

rtw@yourorg.com

Julio Returntworker

Manager

Department

Status

Information Technology (IT)

Active

Operations

Active

People & Procurement

Active

Manage users

Manage departments

Manage products or services

Manage prioritized activities

Configure Risk Criteria

“Settings drop-downs” support decisions which set up the information management system:

- allocating roles and responsibilities
- determining products / services
- determining prioritized activities
- configuring risk criteria

MANAGEMENT TEAM

DECIDES ACTION TO TAKE, AND MONITOR UNTIL RISK LEVELS ARE ACCEPTABLE



Manage users

Manage departments

Manage products or services

Manage prioritized activities

Configure Risk Criteria

Manage Products or services

Product or service ▲

Special events

Public Health Inspections

Workers Compensation

⊕ Add new

MONITORING



MEANING - MAKING
DECISION - TAKING
ACTION PLANNING

NECESSARY SUFFICIENT

SUPPLIERS AND
OUTSOURCE PARTNERS
PRODUCT/SERVICE



ACTIVITY

OBJECTIVES

PRODUCT/SERVICE



ACTIVITY



ACTIVITY

PRODUCT/SERVICE



ACTIVITY

Set up the information management system by listing the necessary and sufficient products or services to achieve your objective(s).

Manage Prioritized activity

Prioritized activity ^

Process WC claims & RTW

Pay staff

Inspect aged care facilities

 Add new

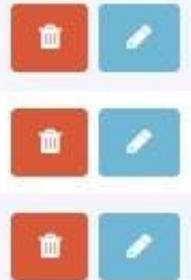
Manage users

Manage departments

Manage products or services

Manage prioritized activities

Configure Risk Criteria



NECESSARY SUFFICIENT

Set up listings of the necessary and sufficient activities to deliver your product(s) or service(s)



HOW SOON IS YOUR SOON?
HOW LONG IS YOUR WHILE?



Agile, adaptive approaches appreciate and support context

AgileBCP[®] uses a criteria based decision making framework – which enables you to tailor the thresholds for criticality, vulnerability and impact to align with the requirements of your context

CRITICALITY:

- How long before operability loss is unaffordable?

IMPACT:

- How long before you can restore operability?

Configure Risk Criteria

Risk criteria are "terms of reference against which the significance of a risk is evaluated". [ISO 31000]

Note 1: Risk criteria are based on organizational objectives and context.

Note 2: Risk criteria can be derived from standards, laws, policies and other requirements.

Risk criteria are used as prompts to stimulate consideration, discussion and decisions to help r objectives. Criteria based decisions provide a consistent and agreed approach. There are THREE and therefore the risk to the organisation's capability to achieve its objectives.

Please decide whether to use the default Risk Criteria or to define your own thresholds to reflect your context.

Use default Risk Criteria?

Yes No [Reference to default](#)

[Save](#) [Cancel](#)

- Manage users
- Manage departments
- Manage products or services
- Manage prioritized activities
- Configure Risk Criteria**

Criterion 1 - CRITICALITY OF THE RESOURCE

Criterion 2 - VULNERABILITY OF THE RESOURCE

1 2 3 4 5

Criterion 3 - IMPACT ON THE CAPABILITY OF THE RESOURCE

AgileBCP® default key criteria when considering the effect on the achievement of objectives

Criteria based considerations provide a consistent and agreed approach to structured conversations. We apply THREE KEY CRITERIA to CHARACTERIZE RISK to Resources - and therefore, risk to the organization's capability to achieve its objectives.

AgileBCP® enables you develop and apply your own thresholds - to reflect requirements of your context.

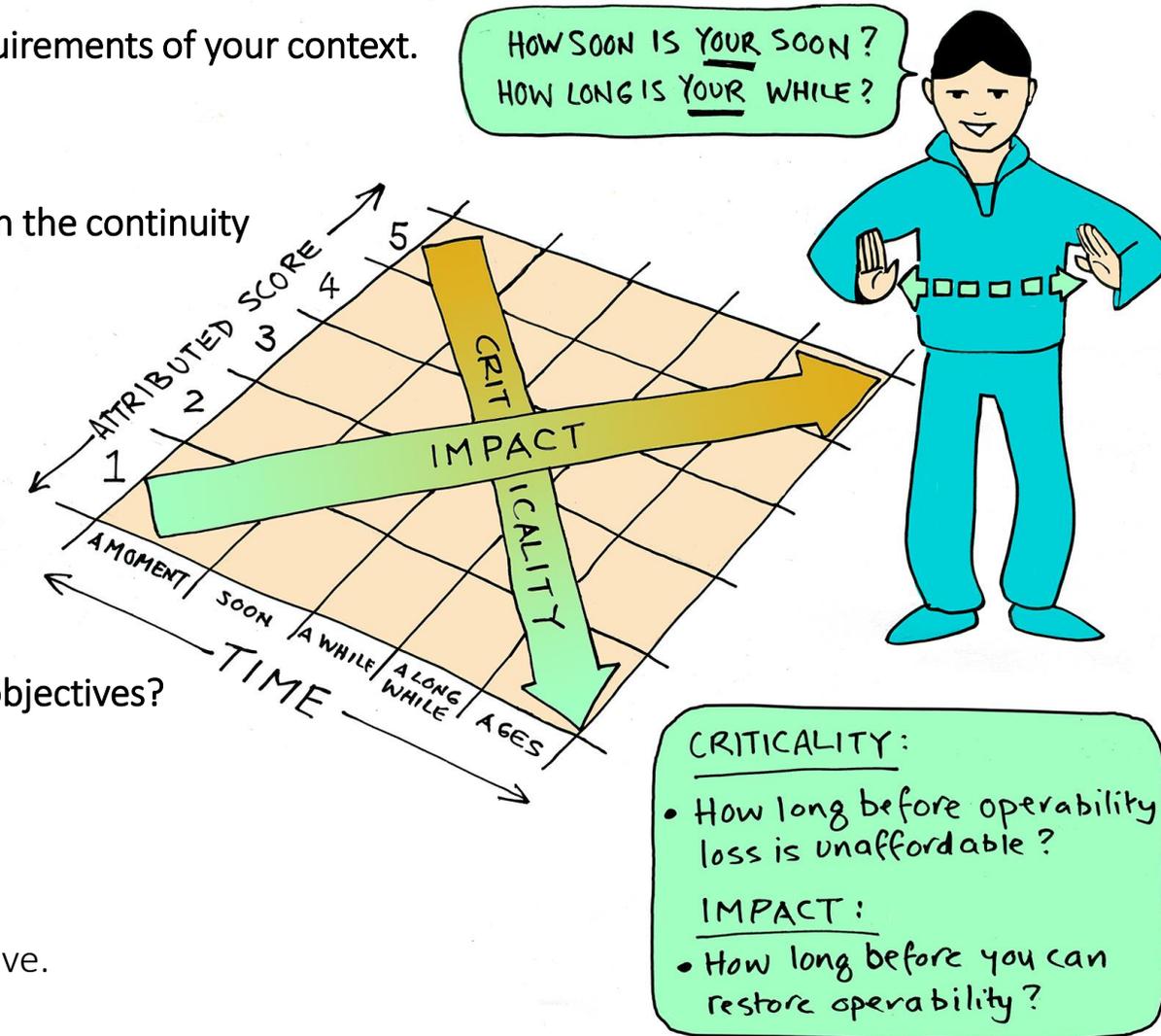
Criterion 1 – CRITICALITY OF THE RESOURCE

For how long can this resource be unavailable before there is a critical effect on the continuity and effectiveness of the activity?

- (1) more than 1 week.
- (2) 5 working days.
- (3) 3 to 4 working days.
- (4) 1 to 2 working days.
- (5) less than 1 day.

If the resource was unavailable how might that influence the achievement of objectives?

- (1) Insignificant: Negligible impact on objectives if resource is inactive.
- (2) Minor: Effects on objectives easily remedied if resource is inactive.
- (3) Moderate: Some objectives affected if resource is inactive.
- (4) Major: Some important objectives cannot be achieved if resource is inactive.
- (5) Absolute: All objectives are compromised if resource is inactive.



Criterion 2 – VULNERABILITY OF THE RESOURCE

How vulnerable is this resource in the current circumstances?

Vulnerability is a function of many things. Vulnerability may be summarized as “a measure of the extent to which a community, structure, service or geographical area is likely to be damaged or disrupted, on account of its nature or location, by the impact of a particular event.”

[SOURCE: Glossary of Environment Statistics, Studies in Methods, Series F, No. 67, The Organisation for Economic Co-operation and Development] In a nutshell, it is about the resource’s “**propensity or predisposition to be adversely affected**”.

[SOURCE: ISO 14091 Adaptation to climate change - Guidelines on vulnerability, impacts and risk assessment]

Note: Vulnerability encompasses a variety of concepts and elements including sensitivity or susceptibility to harm and lack of capacity to cope and adapt. [SOURCE: ISO 14090:2019 Adaptation to climate change]

Adaptive capacity is the “ability of systems, institutions, humans, and other organisms to adjust to potential damage, to take advantage of opportunities, or to respond to consequences”.

For *people*, this may be about factors such as their health and their behaviour.

For *premises*, it may be about such things as the integrity of the structure and location (exposure to hazards).

For *providers*, from utilities (“lifelines” - such as energy, water, waste, communications) to supplies related more directly to your products and services, it may be about factors such as the provider’s size, capability, resilience, and replaceability.

For *processes*, it may be about factors such as their fitness for purposes and backup.

For *profile*, it may be about the nature and perception of the prioritized activity, associated stakeholders, and how well relationships associated with the activity are managed.

Attribute (1) for low vulnerability through to (5) for high vulnerability.



AgileBCP® enables you edit - to apply your own thresholds to the guidelines - to reflect the requirements of your context.

Criterion 3 – IMPACT ON THE CAPABILITY OF THE RESOURCE

Consider the impact on this resource's functionality in the present circumstances

For how long can the loss of capability (to support the achievement of objectives) be afforded?

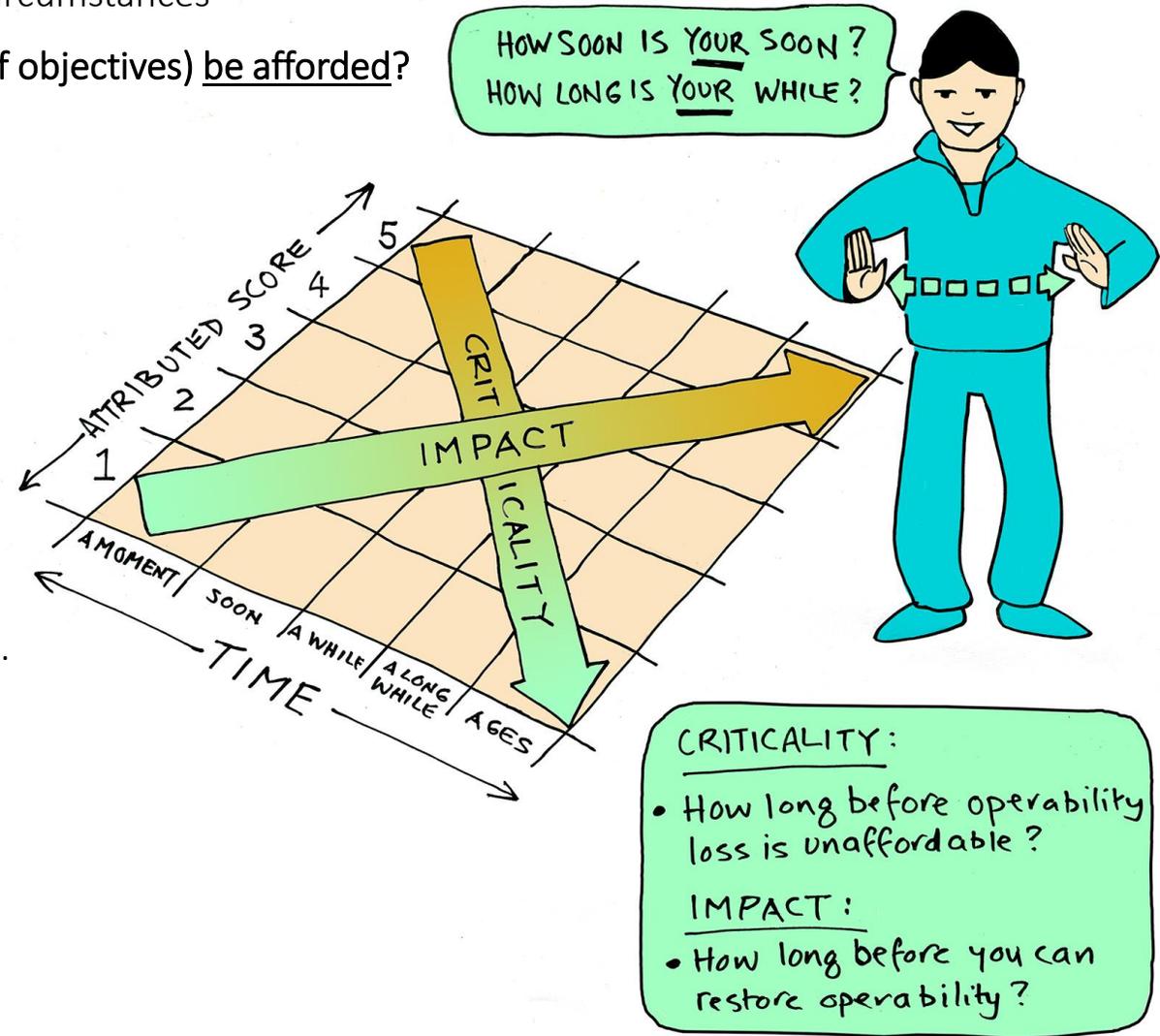
Guidelines:

- (1) more than 1 week
- (2) 5 working days
- (3) 3 to 4 working days
- (4) 1 to 2 working days
- (5) less than 1 day

Consider how impact might influence the achievement of objectives.

Guidelines:

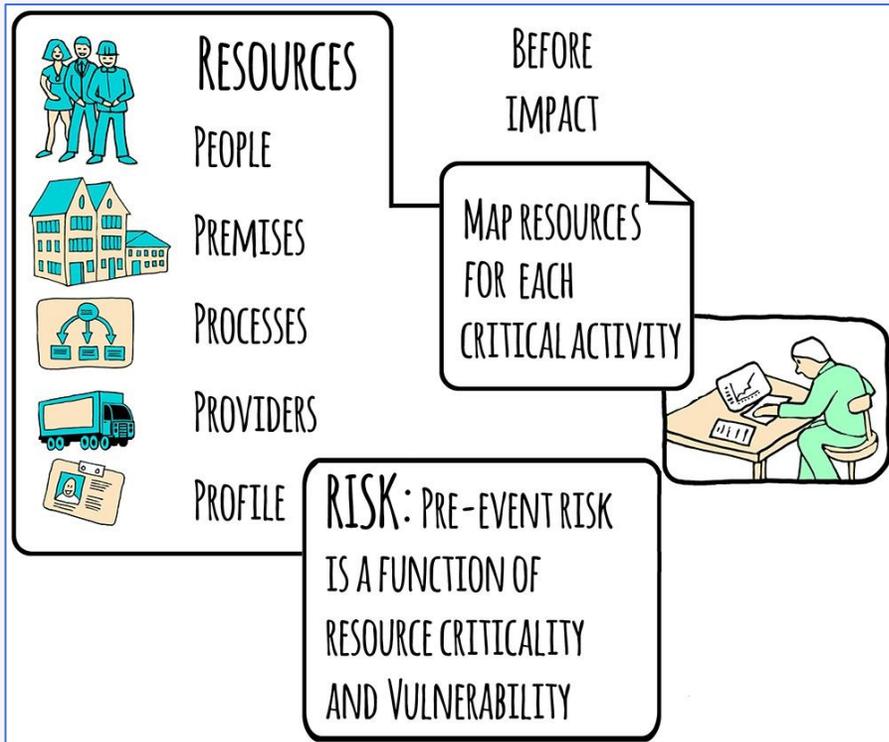
- (1) Insignificant: Negligible impact on objectives
- (2) Minor: Effects on objectives easily remedied
- (3) Moderate: Some objectives affected
- (4) Major: Some important objectives cannot be achieved
- (5) Absolute: All objectives are compromised.



Mitigation Framework

The information management framework uses a set of five Resource Types

These are systematically worked through as “drop downs” in the Mitigation Framework



Prioritized activity

Pay staff ▾

+ Add new Activity

Resource type

Please select ▾

Please select

People

Premises

Processes

Providers

Profile

Resource description

Mitigation Framework

PEOPLE PREMISES PROCESSES PROVIDERS PROFILE

RESOURCES INCLUDE "ASSETS, PEOPLE, SKILLS, INFORMATION (DIGITAL & ANALOGUE) TECHNOLOGY (INCLUDING PLANT & EQUIPMENT), PREMISES, SUPPLIES AND SUPPLIERS"

Resource type

People ▾

Resource



Skills/Expertise/Training ▾

What skills/level of expertise is required to undertake this prioritized activity?

Resource description



Font ▾

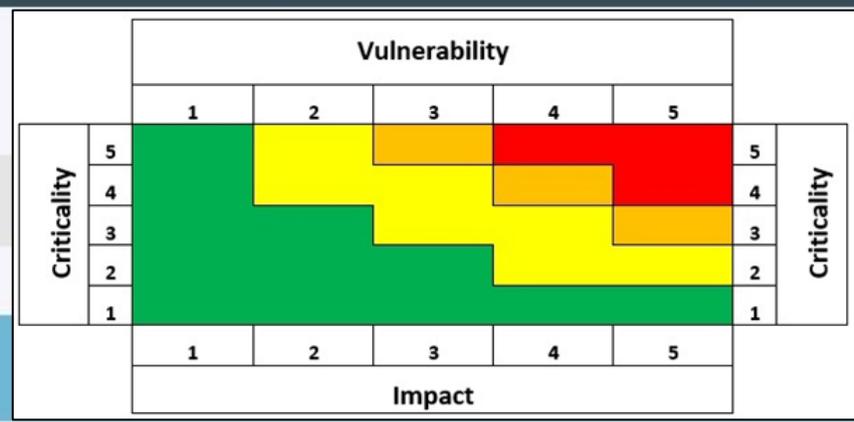
Size ▾



PEOPLE	PREMISES	PROCESSES	PROVIDERS	PROFILE
<p>Key Staff: What staff do you require to carry out this prioritized activity?</p>	<p>Buildings: What location(s) does this prioritized activity operate from? (Primary site, alternative premises)</p>	<p>Information Technology: What Information Technology is essential to carry out this prioritized activity?</p>	<p>Reciprocal Arrangements: Do you have any reciprocal agreements with other organisations?</p>	<p>Reputation: Who are your key stakeholders?</p>
<p>Skills / Expertise / Training: What skills / level of expertise is required to undertake this prioritized activity?</p>	<p>Facilities: What facilities are essential to carry out this prioritized activity?</p>	<p>Documentation: What documentation / records are essential to carry out this prioritized activity? How are these stored?</p>	<p>Contractors / External Providers: Do you tender key services out to another organisation? If so - to whom and for what?</p>	<p>Legal and Financial Considerations: What are your legal, statutory and regulatory requirements? What are your financial issues (especially cashflow)?</p>
<p>Minimum Staffing Levels: What is the minimum staffing level with which you could provide some sort of service?</p>	<p>Equipment / Resources: What equipment / resources are required to carry out this prioritized activity?</p>	<p>Systems & Communications What systems and means of communication are required to carry out this prioritized activity?</p>	<p>Suppliers: Who are your priority suppliers? Who do you depend on to undertake this prioritized activity?</p>	<p>Vulnerable Groups: Which vulnerable groups might be affected if this prioritized activity is not done?</p>

Mitigation Framework

Risk criteria guidelines



BEFORE EVENT

Criticality

 1
 2
 3
 4
 5

Please refer to 'Risk criteria guidelines' above for guidance

Vulnerability

 1
 2
 3
 4
 5

Please refer to 'Risk criteria guidelines' above for guidance

Risk (before)

64.00 %

AFTER EVENT

Impact

 1
 2
 3
 4
 5

Please refer to 'Risk criteria guidelines' above for guidance

Risk (after)

80.00 %



Commitment to address the level of attributed risk should be based on considering, challenging and validating the assumptions made and held around Criticality, Vulnerability, and Impact.

Once validated, the “higher” the risk (Red ... Orange ... Yellow ... Green) the greater the weight that should be given to considerations around resourcing and committing to contingency and mitigation plans before impact - and response and recovery plans after impact.

What does the current level of risk mean?

Priority	Conditions / Circumstances (to be considered)	Recommended Action (to be considered)
High	Conditions or Circumstances which could cause major adverse effect on the ability to achieve an objective.	<ul style="list-style-type: none"> ▪ Requires giving high priority to immediate action. ▪ Requires significant senior management intervention - may require significant mobilisation of resources, including external assistance; with potential for ongoing resource diversion.
Medium	Conditions or Circumstances which could cause moderate adverse effect on the ability to achieve an objective.	<ul style="list-style-type: none"> ▪ Requires prompt action. ▪ Requires management intervention and may require external assistance.
Low	Conditions or Circumstances which could cause minimal but measurable impact on the ability to achieve an objective.	<ul style="list-style-type: none"> ▪ Appropriate governance - and monitoring - generally mitigates these risks.
Very Low		<ul style="list-style-type: none"> ▪ Requires management attention and possibly, a minor use of external resources.

Reports

Before Impact Risk Assessment

Contingency and Mitigation

After Impact Risk Assessment

Response and Recovery

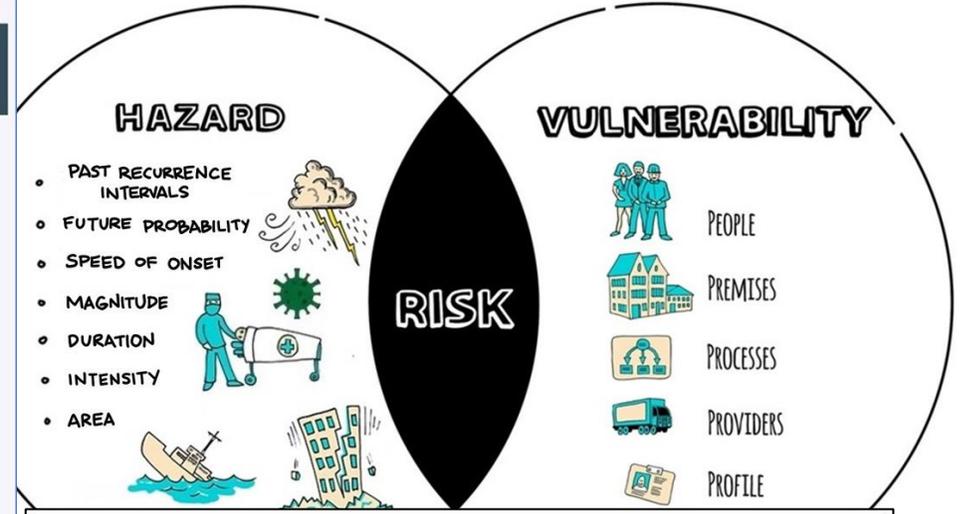
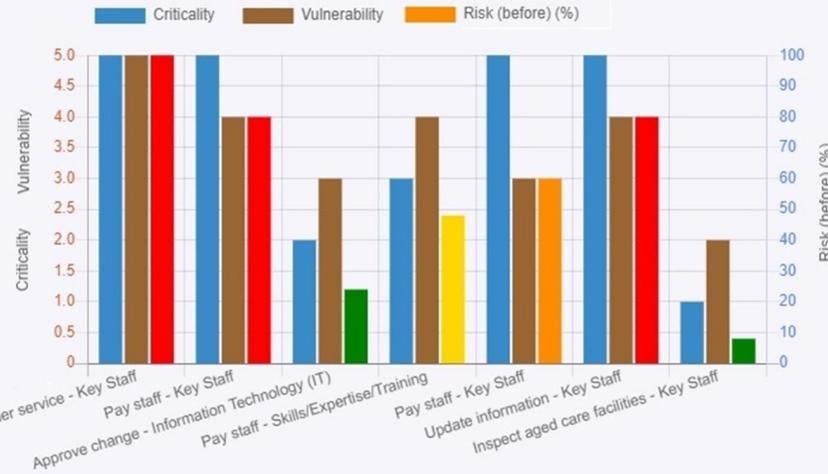
Aggregated Data

Organisation Overview

Place cursor over a record on the graph to highlight the details



Before Impact Risk Assessment Report



What does the current level of Risk mean?

It acts as a prompt – to focus attention on things related to high priorities. The first thing being to test assumptions and validate the level of priority.

Priority	Conditions / Circumstances (to be considered)	Recommended Action (to be considered)
High	Conditions or Circumstances which could cause major adverse effect on the ability to achieve an objective.	<ul style="list-style-type: none"> Requires giving high priority to immediate action. Requires top management intervention - and may require significant mobilisation of resources, including external assistance; with potential for ongoing resource diversion.
Medium	Conditions or Circumstances which could cause moderate adverse effect on the ability to achieve an objective.	<ul style="list-style-type: none"> Requires prompt action. Requires management intervention and may require external assistance.
Low	Conditions or Circumstances which could cause minimal but measurable impact on the ability to achieve an objective.	<ul style="list-style-type: none"> Appropriate governance - and monitoring - generally mitigates these risks.
Very Low	Conditions or Circumstances which could cause minimal but measurable impact on the ability to achieve an objective.	<ul style="list-style-type: none"> Requires management attention and possibly, minor use of external resources.



BEFORE EVENT

Resilience Action Plan.
What is needed to do it?

Risk Assessments are inputs to considerations which are implemented as decisions in Contingency and Mitigation Plans

Contingency plan for restoration or replacement (insert ref or hyperlink).

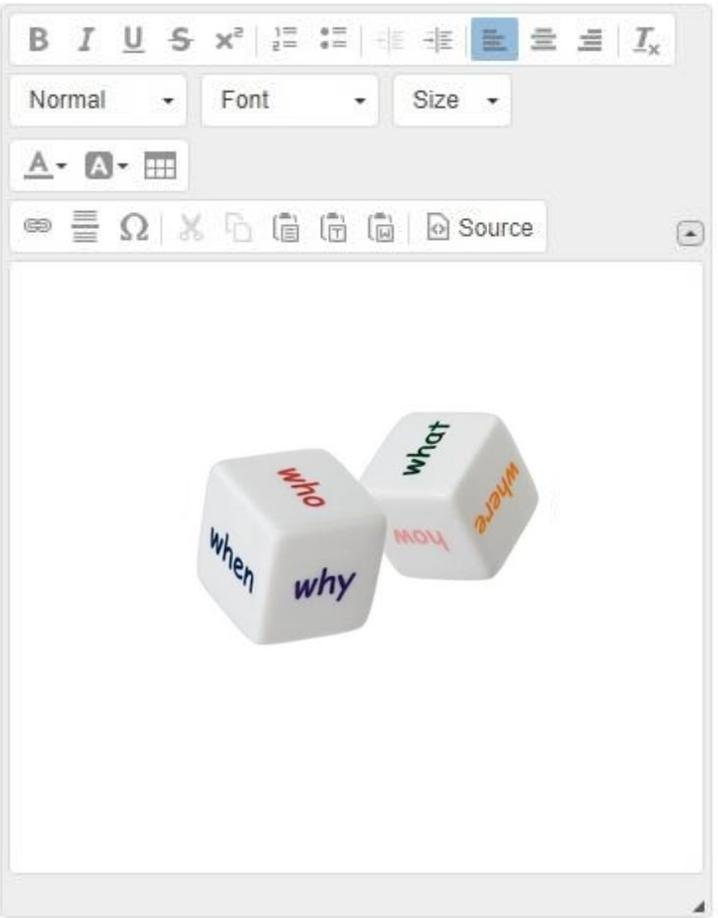
Resilience Action Plan.
What needs to be done?



Contingency plan status

- Proposed
- Proposed**
- Approved
- Budgeted
- In-place
- Tested

Resilience Action Plan.
What needs to be done?



- Off track
- Off track**
- On track but off budget
- On track and on budget

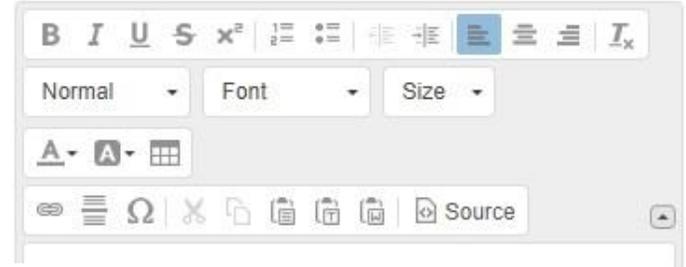
AFTER EVENT

Impact



Risk Assessments are inputs to considerations in Response and Recovery Action Plans

Response and Recovery Action Plan. What is needed to do it?

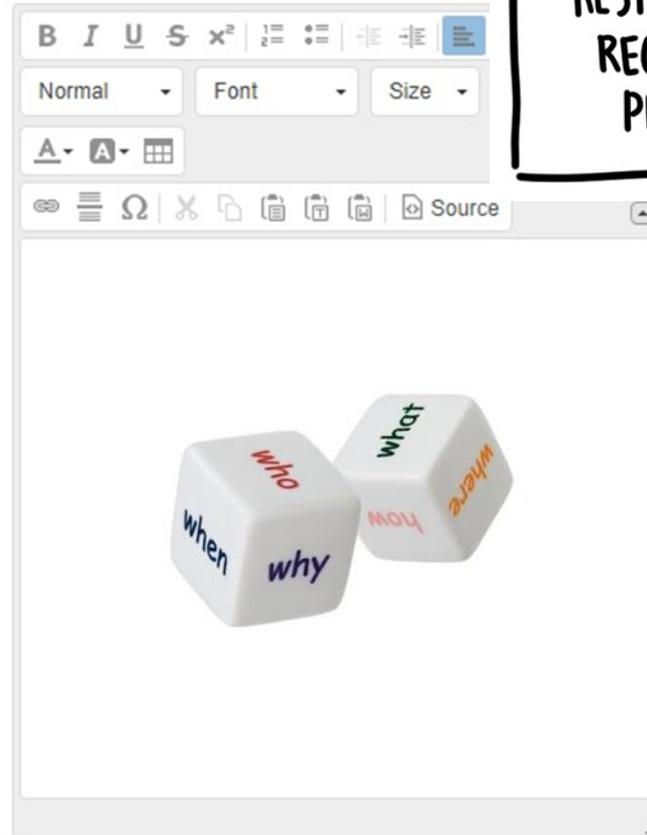
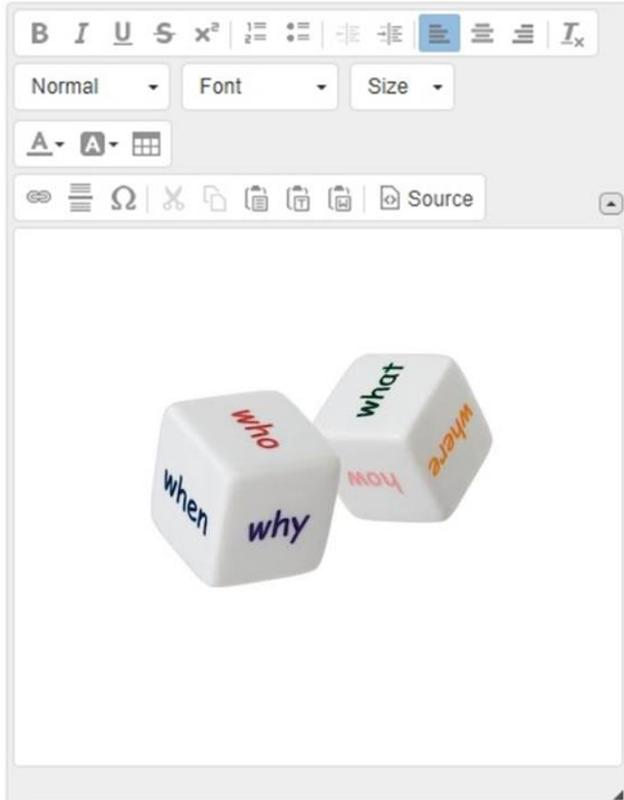


RESPONSE & RECOVERY PLAN



Impact on service delivery

Response and Recovery Action Plan. What needs to be done?



IMPACT REPORT

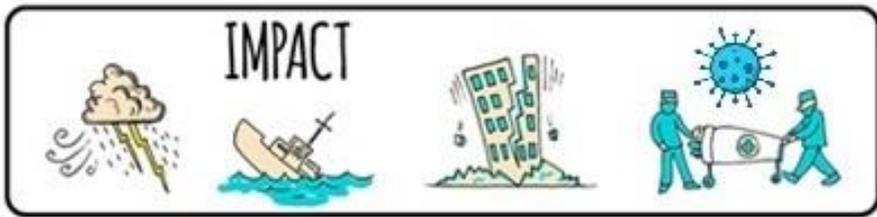
- Off track
- On track but off budget**
- On track and on budget
- On track but off budget

This is optional



CRISIS MANAGEMENT

ACTION PLANNING TO REDUCE RISK



IMPACT

EVENTS WHICH THREATEN BUSINESS



RESOURCES

COMMUNICATE IMPACT CONSEQUENCES



ACTIVITY

RISK: POST-EVENT RISK IS A FUNCTION OF RESOURCE CRITICALITY AND IMPACT

CRISIS MANAGEMENT TEAM DECIDES ACTION TO TAKE, RECORD AND MONITOR UNTIL RISK LEVELS ARE ACCEPTABLE

RESPONSE AND RECOVERY PLAN



Refinement & Feedback

Department: All
Product: All

- Department: Information Technology (IT) | Product: Webpage
- Finance | Change m
- Finance | Change m
- Finance | Change m
- Finance | Payroll
- Finance | Change m
- Finance | Payroll
- Finance | Accounts I
- Operations | Public Hea

Print to PDF

AFTER EVENT

Impact	5
Risk (after)	60.00 %
Impact on service delivery	Illness has seen this key staff member incapacitated - we do not have anyone who knows how to pay staff.
Response and Recovery Action Plan	Short term request bank to replicate most recent pay run. Have Executive approve "gap payments" to validated variations.
Response and Recovery Action Plan resource	Gather data from managers about who has worked this pay cycle but will not be paid by the replication arrangement.
Status (after)	On track and on budget
Status description (after)	

Date created	19/04/2020 21:18:00
Last edited	20/05/2020 19:08:38
Record ID	29



The general **Aim** of growth was being pursued with an **Objective** to open another location. One of the things which needed to work was to pay staff (an activity which is important across all areas and therefore an issue).

The issue was not addressed proactively - and Corona Virus has since seen this key staff member incapacitated. The attributed "impact" score is 5 (see criteria - available by clicking on the Risk Criteria Bar from the Mitigation Framework Page)

After Impact Risk is a function of Criticality and Impact - **Orange** - requiring prompt action be considered - and implemented.

Resolution of this problem will be achieved by a plan specifying what needs to be done - and what is needed to do it.

Top management will track these actions by monitoring "Status (after)"

Refinement & Feedback

Department: All ▾ Product or service: All ▾ Prioritized activity: All ▾ Resource: Skills/Expertise/Trainin ▾ [Reset all](#)

Department ▲	Product or service	Prioritized activity	Resource	Last edited
Finance	Change management	Approve change	Skills/Expertise/Training	13/04/2020 01:39:56
Finance	Payroll	Pay staff	Skills/Expertise/Training	20/05/2020 19:08:38

[Print to PDF](#)

who what where when why

The best answers come out of conversations driven by good questions.

The Refinement and Feedback Tab is a powerful way to explore questions around vulnerability and the effectiveness of interventions.

- Focus in by using the “drop downs” to prioritize, explore, and review.

The information can then be explored in a variety of ways.

- Clicking on a ranked row and exploring the details of the record in a group, around a table, via “Zoom” or on a big screen is very productive.



Response and Recovery Report

Department

All ▾

Product or service

All ▾

Prioritized activity

All ▾

Status (after)

All ▾

Reset all

Department	Product or service	Prioritized activity	Impact on service delivery	Response and Recovery Action Plan	Mitigation Plan resource	Status (after) ▾	Status description (after)
Finance	Payroll	Pay staff	Illness has seen this key staff member incapacitated - we do not have anyone who knows how to pay staff.	Short term request bank to replicate most recent pay run. Have Executive approve "gap payments" to validated variations.	Gather data from managers about who has worked this pay cycle but will not be paid by the replication arrangement.	On track and on budget	

Once attributions of corporate risk have been validated and action plans both confirmed and resourced, "Response and Recovery Reports" can be monitored for status and nimbly amended as required.



AgileBCP®

Nimble, informed,
decision making is
at the heart of
the framework

