

Business Continuity and Reputation Risk

Course outline

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COURSE OUTLINE

Since 2000, a succession of major natural disasters, terrorist attacks and other headline-grabbing events and collapses around the world has focused increasing attention on the need for effective business continuity management. During this period, growing stakeholder expectations for dependable service delivery and reduced tolerance of non-performance have combined to magnify the impact of disruption when it does occur.

Consequently, officers and directors of organisations are ever more aware of the importance of having systems and processes in place to deal with significant and unexpected disruptive incidents. Senior management is responsible to ensure that the organisation remains viable and that essential activities continue during and after these major events. In addition, there has been an increasing focus on the compliance obligations of the officers and directors in organisations, with several high-profile corporate compliance failures placing organisations in the public spotlight. The combination of these elements has placed reputation risk management (RRM) alongside business continuity management (BCM) as important and interrelated elements in an organisation's risk management and governance framework.

BCM and RRM both deal with responses to sudden and unexpected events, where the consequences can be substantial and the effects sustained. Both disciplines address the need to mitigate and manage the impact of a disruptive incident once it has occurred. They also provide useful guidance to organisations to help prevent the occurrence, or minimise the consequences, of disruptive incidents.

Of the two activities, BCM is the more mature. It has developed as a management activity over the last 40 years, to the point where it is a formally recognised discipline within organisational risk management and governance frameworks. BCM practices are now supported by ISO-level management system standards and numerous national, industry and regulatory guidelines. Reputation risk management is a less well developed concept, but nevertheless can provide an invaluable contribution to an organisation's risk management and governance framework.

COURSE CONTENT

1 Introduction

- 1.1 What is the background to this course?
- 1.2 What are the aims of this course?
- 1.3 How are business continuity and reputation linked?

PART I – BUSINESS CONTINUITY MANAGEMENT

2 What is business continuity management?

- 2.1 Policy and program management
- 2.2 Understanding the organisation
- 2.3 Determining BCM strategy
- 2.4 Developing and implementing a BCM response
- 2.5 Exercising, maintaining and reviewing

3 Standards and guidelines

- 3.1 ISO 22301 and ISO 22313
- 3.2 Australian National Audit Office
- 3.3 APRA guidelines

4 BCM and related activities

- 4.1 Organisational resilience
- 4.2 Risk management
- 4.3 IT disaster recovery

PART II – REPUTATION RISK

5 What is reputation risk?

- 5.1 Reputation: risk or outcome?
- 5.2 Why is reputation important?
- 5.3 Key drivers of reputation
- 5.4 Compliance and reputation risk

6 Tools and processes to manage reputation risk

- 6.1 Reputation risk management framework
- 6.2 Understand the organisation's reputation risks
- 6.3 Develop reputation management strategy
- 6.4 Reputation management planning
- 6.5 Review and monitor reputation performance

7 Social media and reputation risk

- 7.1 Social media monitoring
- 7.2 Social media and employees

8 Case studies

- 8.1 Business continuity – the accountants and the lawyers
- 8.2 Terrorist attack on Glasgow Airport
- 8.3 Qantas Flight 32: An uncontained engine failure
- 8.4 BP and the Deepwater Horizon oil rig explosion

9 Conclusion

10 Resources

- 10.1 Legislation and regulators
- 10.2 Standards and guidelines
- 10.3 Governance Institute resources
- 10.4 Reference books
- 10.5 Reports and journal articles
- 10.6 Other resources

Readings