

SUMMARY OF POINTS NOTED FROM DISCUSSION SESSION

1. What is the role of the Business Continuity professional within an organisation?

- a. The development, co-ordination and delivery of business recovery and disaster planning activities before and after an event
- b. To ensure continual improvement by embedding BCM processes into the organisational culture
- c. Ensuring that unscheduled interruptions to the business are minimised
- d. To champion BCM within an organisation and to sell BCM to the Board / SMT

2. What is the role of the Risk Management professional within an organisation?

- a. Historically back office identification, scoring and prioritising of business risks and managing effective resilience measures on behalf of or with business teams.
- b. Moving forward Risk management should move towards a more resilience model encompassing risk, business continuity operation, incident management, people and process alignment.
- c. Build a resilience model to remove competition of who better to take lead
- d. Take all elements and align them and merge where synergies exist
- e. Put ownership of managing risk back into the business

3. What are the benefits to an organisation of merging risk & BCM?

- a. Better working relationships if in one team
- b. Economies of scale – one process (although different elements)
- c. Simplification – provides better visibility, more clarity for management and promotes better understanding
- d. Important to align risks and risk mitigation
- e. Business continuity ensures you understand the organisation and its critical activities which informs the risk register
- f. Risk appetite may determine no treatment for causes but still requirement for BCM

4. What are the challenges to an organisation of merging risk & BCM?

- a. Same philosophy but depends on how well each is established / defined to be able to merge
- b. Look and feel the same (consistency and reporting / same policies and evaluation criteria)
- c. Different skill set in execution
- d. Where placed in organisation
- e. Planning / responder duties

5. Do Boards / SMT's perceive there to be a difference between the two?

- a. Do they need to? Do they care? As long as assurance mechanism is there for governance purposes

- b. Size and type of business may determine the answer including differences between public and private sectors
- c. BCM is a legal duty whereas RM is a management practice
- d. Great variation and different experiences means both very separate (Risk within Finance and Business Continuity within IT)
- e. An event can focus the mind (particularly that of the board)!
- f. Risk Management framework is a statement of internal control and Business Continuity is not part of that statement

6. If we merge, which speciality reports to the other, or do we all become the same?

- a. Each group has a different approach / different needs
- b. Still a requirement for key specialists
- c. Need targets and reports to ensure each discipline covered
- d. Neither side is automatic leader
- e. Communication is key
- f. Easier for larger companies
- g. Both are halves of corporate governance

7. Why haven't we done this already?

- a. Is merging a good idea or should it be linked / aligned not integrated?
- b. Organisational issues such as culture, power plays, structure
- c. Depends on viewpoint – risk may be seen as strategic and business continuity as operational
- d. Greater business continuity understanding and visibility than risk (currently)
- e. Different skills and training may be an issue
- f. Different professional bodies
- g. Easier to focus on one discipline
- h. Needs simplifying in order to merge

8. What skills would we need in this merged world?

- a. Similar skills required – champion / facilitation / effective communication / flexibility / project management
- b. Need awareness of all processes in both disciplines – harder to achieve