Business Continuity and Crisis Management in Central Banks

A unique skills development and networking event

Hosted and presented by

This event is uniquely geared to participants from the Central Banking community and combines expert presentation with case studies, workshop exercises and syndicate group-work. Throughout the workshop we will address challenges and scenarios that are of specific interest to participants by focusing experience and best practice drawn from institutional and commercial environments.

In each section we will contrast best practice with implementation in a real-world Central Banking environment and, importantly, will ask the “so what” questions that will lead you beyond the standards and beyond what you will learn from standard courses.

Attend this event to:

- Learn how to apply a best practice approach to your Business Continuity Management Programme;
- Learn how to fully integrate Business Continuity and Crisis Management into your wider Operational Risk and / or organizational resilience programmes;
- Learn how and why techniques and concepts applied in the “commercial” world might benefit resilience and planning in your institution;
- Experience practical / hands on training in key steps of the business continuity management lifecycle
Those with day-to-day responsibility for developing business continuity programmes will leave with new ideas, energised for the task at hand. Senior management will gain increased understanding of the scope of the programme that must be undertaken and of how effective coordination of the different elements of risk management and continuity planning will provide a coherent strategy for operational resilience. Meanwhile all participants will learn new and practical methods through which to implement their programmes and ensure that plans are viable and effective in meeting the challenge of a business interruption.

Who should attend?
The course will benefit all who wish to explore how to plan for and manage significantly disruptive events that may threaten mission-critical business objectives and potentially impact upon the reputation of the institution or of the financial system represented by the bank including: Management and Staff responsible for Business Continuity, Disaster Recovery, Crisis Management, Operational Risk, Communications, IT Disaster Recovery, IT Service Continuity, Security and Facilities Management at all levels including DG and Deputy DG, Heads of Division, Senior Analysts, Team Leaders and Team Members.

Workshop Style:
This highly participative workshop will make extensive use of role play and team exercises combined with group discussion and formal presentation. We will also explore a number of case studies that illustrate the value of the recommended approaches to business continuity management and will ensure the full understanding of all participants.
Workshop Programme Content

DAY ONE: (Monday)
(Start at lunchtime to allow those travelling long distances to get to the venue)

13:00 – Light lunch and Introductions

Session One – Organisational Resilience in the new millennium

- The business case for Business Continuity Management (BCM)
  - The difference between Business Continuity and System Availability
  - Defining the scope and establishing the BC Policy
  - The concept of the “worst case scenario”
  - Management’s roles and responsibilities
- Establishing and managing a Business Continuity Programme
  - Embedding BCM in the culture of the organisation
  - Putting Standards, Guidelines and ‘Best Practices’ into context
- Emergent trends in Business Continuity Management
- Integrating Business Continuity and Crisis Management
- The wider relationships between BCP, Crisis Management, Security, IT Service Continuity and operational Risk Management in central banking

Evening – Dinner and team-building exercise.

DAY TWO: (Tuesday)

Session Two – Understanding the Organisation

- The relationship between risk management and BCM
- Business Impact Analysis
  - Identifying critical business processes
  - Determining impacts of business interruption
  - Analysing the time factors associated with business interruption
  - Establishing the ‘maximum tolerable period of disruption’ of critical processes
  - Establishing Recovery Time Objectives
  - Evaluating Recovery Point Objectives
  - Determining minimum resource requirements for business resumption
  - Data collection techniques (Interviews / Questionnaires / Workshops etc)
  - Single-points-of-failure and other serious exposures
- Risk Analysis
  - Identifying potential technological, environmental, and human threats
  - Determining the business processes affected by these threats and assessing the severity of risk to each business process
  - How we apply an understanding of risk to Business Continuity strategies
  - Understanding the relationships between the risk analysis for BCP and other risk management controls within the institution – avoidance of duplication
- Understanding the risk and opportunity drivers for business continuity in a Central Bank – how this environment is different to the commercial sector.
- Preparing and presenting a Business Impact and Risk Assessment report

Evening: Crisis simulation 1 – AFP News Report “hazardous substances missing”
DAY THREE: (Wednesday)

Session Three - Debriefing of crisis simulation 1 – what went well, what went wrong? 0900

Session Four – Planning for a crisis 10:15

- Establishing the team and plan structure
  - Emergency Response
  - Incident Management
  - Business Unit Recovery / Business Continuity Plans

- Developing the plans
  - Crisis Management Plan:
    - Establishing on-site and off-site Command Centres
    - Escalating emergencies and activating Business Continuity teams and plans
    - Crisis management checklists
    - Decision-making authority
    - Coordination with public authorities
    - Crisis Communications:
      - Dealing with the media and managing corporate image
      - Communicating proactively with ‘customers’, ‘suppliers’, and other stakeholders
      - Addressing the needs and concerns of employees and their families
      - Communications between the Crisis Management team and Business Continuity teams

- Documentation methods / strategies
  - Plan Templates and Software Tools:
  - Developing plan templates or selecting planning software
  - Off-the-shelf vs specialised software
  - Evaluating business continuity software
  - Documenting the plans and resource requirements
  - Developing activity and task lists for each phase of the recovery
  - Compiling supporting information

Lunch 13:00

Session Five – Putting the BC plan into practice

Crisis simulation 2 “One of our drivers is missing!”

- Simulation briefing 14:30

- Crisis simulation exercise 2 15:00

Session Six - Review of crisis simulation 2 Part a – 18:00
Lessons learned
Follow-up activities for ECH
Measures to be put in place for future occasions
DAY FOUR: (Thursday)

Session Seven - The People issues in Business Continuity and Crisis Management – 09:00

- Developing the teams
  - Most central bank Crisis Management Teams are populated by economists – are they the best people to manage a crisis?
  - Strategies to help determine the crisis-competence of your team members – how will those used to reaching decision by consensus manage crisis response and how will they work under stress generated by a non-financial crisis event?
  - Using proprietary tools such as the Myers-Briggs Type Indicator ® in a team setting to inform and train your team members.

- Banks are about people
  - Supporting your staff during and following a crisis
  - The need for an HR Support function as part of your plan
  - Why the people factor is so important and why it is so often missed in planning
  - What this means in detailed planning and ongoing plan management

Session Eight Review of simulation 2 Part b – Putting people into context – video and team feedback
10:30

Session Nine 11:30

- BC Exercising and Testing Styles and their use
  - Desktop Walkthroughs
  - Simulations
  - Component Tests
  - Integrated Tests
  - Operational Exercises
  - Call Tree Tests

- Setting Test and Exercise Objectives:
  - Planning and Preparation

- Measuring Success and Performance
  - Preparing meaningful test reports
  - Ensuring follow up of issues arising from your tests

- Reviewing and Maintaining an effective Programme

- Establishing a repository for all plan documentation and procedures
  - Implementing a Change Control system
  - Administering the maintenance process
  - Developing and ensuring compliance with corporate policies and standards

- Administering the plan maintenance process

- Managing access and dissemination of plan contents

- Auditing the Business Continuity Program

Session Ten – Drawing the Programme Together 12:30

- Key revision points
- Five point action plan for return to office
- Where to go for further help and advice
- Summary and Conclusions

Lunch (optional 13:30)
Crisis simulation 1; Part a - AFP News Report “Hazardous Substances Missing”

The objective of this participative exercise is to demonstrate what can go wrong when different aspects of business continuity planning are not prepared.

Scenario - a lorry carrying hazardous substances is en route from Brussels to Luxembourg......

Crisis simulation 1; Part b - AFP News Report “Hazardous Substances Missing”
Crisis simulation 2 - One of our drivers is missing

The objective of this exercise is to manage the crisis and put into action plans that have been developed. The chemicals and driver should be safely recovered.

Scenario - An extreme but non violent group opposed to the poor safety record at a major chemical......
About the presenters

Peter Barnes FBCI

Peter has spent almost 20 years as a specialist in crisis management, business continuity and disaster recovery – during which he has worked with organisations in many different industries and sectors of commerce, industry and government. He was, for nine years, International Operations Director for Survive Ltd – the global information exchange for business continuity and disaster recovery management before taking on a role with PricewaterhouseCoopers as a lead consultant advising clients in the development of crisis management strategies, crisis communications, media management and business continuity. Leaving PwC in 2000, Peter established 2C Consulting Ltd to specialize exclusively in continuity and crisis management in a post “9/11” world.

At a time of unprecedented financial market drama and instability Peter’s clients include central banks and other leading financial institutions and commercial organisations in Europe and the Middle East. From 2003 to 2007 Peter lead the European Central Bank to maturity in Crisis Management while supporting the in-house team in advancing and updating their ongoing programme of business continuity management. Peter is also known to members of the BC teams in the Seychelles, Malaysia, several eastern European countries and the Middle East who have attended his workshops on business continuity and crisis management in those regions.


Peter’s media activities include contributions as a crisis management or business continuity expert to features broadcast on the BBC, EBN (European Business Network), ABN (Asia Business Network), SKY News, BBC Learning Zone plus radio interviews with Independent Radio News, Classic FM, Heart 106FM, Capital Radio and BBC Radio Belfast.

Paul Church

Before joining pbp, Paul was Portfolio Manager and Head of Division in the Projects Directorate of the European Central Bank, where he deputised for the Director of IT Projects and was responsible for aligning IT solutions to business strategy and objectives and for managing an IT matrix organisation comprising 200 technical experts. This included oversight, resourcing and management of all IT programmes within the ECB and those performed co-operatively by the 28 Central Banks of the European Union. Paul was project lead for implementation of business continuity plans, procedures and a disaster standby site for the European Central Bank, and ESCB business processes. He managed relationships between the IT organisation and the key business areas responsible for Eurosystem markets and monetary policy, payment systems and banknotes; he also developed and delivered enterprise content management solutions that have increased collaboration and specialisation across all 28 Central Banks. Paul was a member of the small team that set up the ECB in 1996. He was responsible for defining and implementing the IT systems and
infrastructure that were needed throughout the Eurosystem to prepare for and support the launch of the Euro in 1999. Paul is a certified Myers Briggs Type Indicator Step I and Step II practitioner.

**Bob D'Hauwers**

Bob is a certified clinical psychologist and group therapist. His experience includes general management of an artificial intelligence research institute and several years in the practical application of expert systems. He also has extensive experience as an international IT project manager. Bob's background as a group therapist and counsellor equip him to improve communication and performance within teams, and to develop leadership, conflict management, decision-making, and goal-setting skills in an environment of trust. His broader experience enables him to develop these skills from a real-world perspective. Bob specialises in the application of a specially developed range of outdoor activities to complement class based training and deliver a complete and consistent training solution for crisis management, leadership and performant-team development. Together with Myriam Van de Wiele, Bob has established a strong track record in interpersonal skills development, coaching and leadership training across diverse cultures and organisations, ranging from the European System of Central Banks, to public and private sector organisations throughout Belgium and other EU countries.

**Myriam Van de Wiele**

Myriam’s background provides extensive combined experience, from her training as a teacher of mathematics and physics, to counselor for alcohol and drug abuse and for emotional and psychological difficulties. Myriam has provided consulting and advice over many years on psychological wellbeing in the workplace, specialising in fields such as addiction, bullying and interpersonal conflict in individual and group environments. Over the past 12 years she has been a coach and trainer for team, individual and management skills development, with an extensive track record over this period as a certified practitioner of learning and evaluation tools and techniques, such as DISC, Belbin and Firo-B. As a coach and trainer Myriam specialises in learning-by-doing through role play and simulations in which participants practice their skills in communication, decision-making and conflict resolution. Myriam applies principles of making learning fun, together with a no-nonsense approach to skills development.