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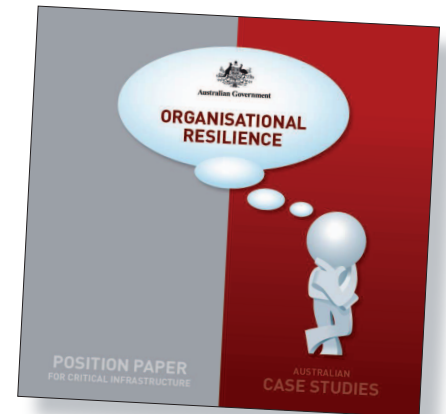
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ORGANISATIONAL RESILIENCE

Organisational Resilience was launched by the Attorney-General, the Hon Robert McClelland MP, on 7 April 2011 at a business luncheon with the American Chamber of Commerce in Melbourne.

The release of this publication is another initiative under the CIR Strategy that seeks to support critical infrastructure organisations – in this instance, by developing and promoting a common understanding of organisational resilience.

The booklet contains a position paper on organisational resilience for critical infrastructure that has been developed by the Resilience Expert Advisory Group of the TISN.



“ ... to develop and promote a common understanding of organisational resilience ”



The paper does not propose a single pathway or a specific tactical response to promoting resilience. Resilience is not a one off program or a management system that can be developed and then reviewed annually or as required. It is an approach that takes time to develop and is not a 'one size fits all'.

Rather, the publication covers core resilience principles and attributes for critical infrastructure organisations, as well as general guidance on a methodology for organisations to consider and implement as appropriate.

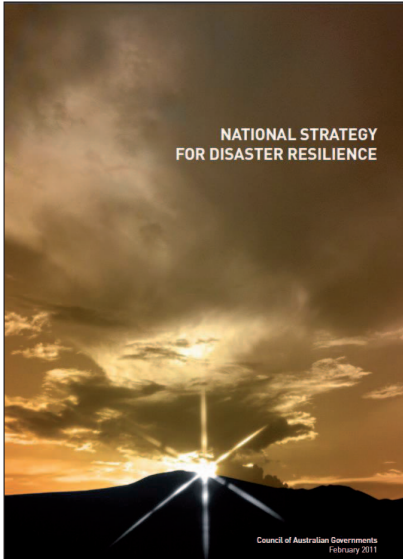
While targeted at critical infrastructure organisations, these principles and attributes can be applied by all businesses.

The booklet also includes a range of Australian case studies to examine how other businesses have dealt with disruptions to operations, and what lessons were learnt.



The booklet is available online at www.tisn.gov.au

NATIONAL STRATEGY FOR DISASTER RESILIENCE



The 2010-11 disaster season was in economic terms the largest in Australia's history with an estimated impact of around \$9 billion in lost economic output. The Government's expenditure on recovery and reconstruction efforts is estimated at \$6.6 billion over six years, including \$5.6 billion for Queensland.

In recognition of the growing impacts of disasters on the Australian community, in February 2011, the Council of Australian Governments endorsed a new national policy framework for managing disasters based on the concept of resilience. The *National Strategy for Disaster Resilience* calls for a far more comprehensive approach to disaster mitigation and preparedness across all sectors of society, informed by a more systematic approach to assessing and communicating disaster risk.

Decisions and activities undertaken across all sectors of society, for example land use planning, can have a significant influence on our exposure to disaster risk. This is why building disaster resilience is a shared responsibility.

The strategy emphasises the importance of partnerships in contributing to disaster resilience. In relation to critical infrastructure, the strategy recommends that the National Critical Infrastructure Resilience Committee examine ways to partner with owners and operators to identify and share best practice in organisational resilience, particularly focussing on the supply of essential goods and services to the community.

“ *Application of a resilience based approach is not solely the domain of emergency management agencies.*

Rather, it is a shared responsibility between communities, businesses and individuals ”

Implementation of the strategy is now underway under the leadership of the Standing Council on Police and Emergency Management. The Government is working closely with the states and territories on the strategy's priority initiatives. These touch upon a broad range of issues, including supporting volunteers, risk assessment and hazard mapping, building codes and land use planning, and insurance.

While it focuses on natural disasters, the strategy's approach may also be applicable in preparing communities to deal with other disasters such as pandemic, animal disease and terrorist activities.

The *National Strategy for Disaster Resilience* is available online at www.coag.gov.au

INSIDER THREAT TO BUSINESS

The Insider Threat to Business: A personnel security handbook was launched by the Attorney-General, the Hon Robert McClelland MP, at the CIR Conference in December 2010.



The release of this publication is just one of a number of initiatives under the CIR Strategy that seeks to support critical infrastructure organisations and their consideration of a range of threats – in this case, the trusted insider.

While malicious acts by insiders are relatively rare, the potential level of threat warrants business to be alert.

Insider activity can be harmful, expensive, embarrassing and disruptive. It can also have long term detrimental effects on business operations, profitability, reputation and culture.

insider activity can be harmful and expensive ...

The handbook emphasises the importance of being aware of potential threats from the insider, and covers the importance of evaluating the risks, and incorporating these in a personnel security framework.

This is part of building the resilience of an organisation – managing both foreseeable and unforeseen or unexpected risks.

The handbook is available online at www.tisn.gov.au

CERT AUSTRALIA AND ENGAGEMENT

Cyber security is still at the forefront of the Government's agenda a year and a half since the Attorney-General, the Hon Robert McClelland MP, launched Australia's first Cyber Security Strategy.

Speaking at the 2011 SANS Asia Pacific SCADA Summit on 5 April 2011, Mr McClelland officially opened the talks with a speech on cyber security and control systems.

Mr McClelland described the importance of CERT Australia, Australia's Computer Emergency Response Team, as an integral part of the Government's strategic approach to ensuring that cyber threats and vulnerabilities are detected and mitigated, as it works closely with the owners and operators of critical infrastructure and systems of national importance.

"A large component of this work involves CERT Australia building networks, engaging with stakeholders both locally and internationally and building on international relations.

It's through this work that CERT Australia is able to assist the owners and operators of critical infrastructure to ensure that Australia's control systems are able to withstand the ever increasing global cyber security threat."

The speech was very well received by the summit's audience.

CERT Australia representatives were also on hand to engage with attendees on the various aspects of cyber security including control systems.

The full speech can be viewed at www.attorney-general.gov.au

For more on CERT Australia see www.cert.gov.au



PROTECTING YOURSELF ONLINE - SECOND EDITION

The second edition of *Protecting Yourself Online – What Everyone Needs to Know* is now available.

The first edition was launched last year and has been very popular, with more than 438,000 hard copies being distributed through libraries, ISPs, community legal centres, and government agencies and programs.

The second edition builds on the first with updates that reflect the always changing cyber landscape. It also highlights new government initiatives and has links to many helpful resources to educate home users on potential risks and the starting points when looking for help.

The second edition of the booklet was launched at the start of Cyber Security Awareness Week on 30 May, by the Attorney-General, the Hon Robert McClelland MP and the Minister for Broadband, Communications and the Digital Economy, Senator Stephen Conroy.

“I encourage all Australians to read this booklet and keep it as a handy reference to stay safe and secure online” Mr McClelland said.

“...keep it as a handy reference to stay safe and secure online”

Protecting Yourself Online is available at www.ag.gov.au/cybersecurity or www.staysmartonline.gov.au

If you would like to distribute copies of the booklet or use a pamphlet as part of your organisation’s cyber security awareness campaigns, email cybersecurity@ag.gov.au



Revised National Guidelines

The following National Counter-Terrorism Committee (NCTC) revised documents have now been published:

- *National Guidelines for Protecting Critical Infrastructure from Terrorism*
- *National Guidelines for the Protection of Places of Mass Gathering from Terrorism*

These documents are available on the National Security website - www.nationalsecurity.gov.au

Hard copies are also available via your state and territory representatives.



WATER SECTOR MUTUAL AID



Staff in the operations room



A Sydney Water truck undergoing quarantine



Banking facilities - Christchurch style

Images courtesy of Sydney Water

Recently, the world has been hit hard by a range of awful incidents.

In Australia, we've experienced devastating floods, fires and cyclones.

Our neighbours in New Zealand are recovering from the shocking earthquake in Christchurch.

And Japan is reeling from the earthquake and tsunami that has destroyed parts of the country, and damaged nuclear facilities.

The most heartbreaking aspect of each tragedy is the loss of life.

In addition to this pain, is the huge financial cost and challenge of dealing with the loss and damage to homes, businesses and critical infrastructure.

When tragedy strikes – we need to look out for each other. A fine example of this is the work of the Australian Water Sector providing mutual aid to Christchurch.

activities...

Tues 22 Feb – 6.3 earthquake hits Christchurch

Wed 23 Feb – the Australian Water Sector's offer of mutual aid is recorded in the Christchurch City Emergency Operations Centre

Mon 7 March – Christchurch City Council formally request mutual aid in the form of jetting and suction trucks for clearing stormwater and sewer pipes

Thurs 17 March – trucks are loaded onto a ship in Wollongong. Meanwhile, a Sydney Water representative is deployed to Christchurch to make sure arrangements for the trucks and the work crews are in place before arrival

Sat 26 March – trucks arrive in Christchurch – and are being put to good use.

The Australian Water Sector has also provided mutual aid to Queensland, Victoria, and Japan – either in the form of equipment, personnel and/or information. Well done to all involved.



Publication CD now available

Each CD contains the following publications

- CIR Strategy
- CIR Supplement
- Insider Threat to Business
- Organisational Resilience

Perfect for the busy traveller or keeping documents in one convenient location!

To request a copy, please contact cip@ag.gov.au

TISN DESKTOP EXERCISE



It's a first – the inaugural TISN Desktop Exercise on Cross-Sectoral Dependencies

Planning for the inaugural TISN Desktop Exercise is well underway and it promises to be a very successful forum for generating strategic thinking and discussion on CI resilience issues.

The exercise is a key activity to help deliver the Australian Government's CIR Strategy and will be held annually. It is being run by the Australian Government, in partnership with the TISN.

Read on to find out more about the first exercise and stay tuned – because registration will open soon.

What's the scenario?

The 2011 exercise scenario will focus on an electricity shortage impacting Australia, resulting in rolling electrical blackouts, in conjunction with an acute diesel shortage.

Who can play?

Members of all TISN sector groups, as well as stakeholders from emergency services and Australian Government, state and territory government agencies. Please note – places will be limited.

Why play?

The exercise will provide an opportunity for players to explore and gain a better understanding of cross-sectoral dependencies and vulnerabilities. It will also help build communication, coordination and collaboration capability to improve sectoral and organisational resilience.

In addition, the Attorney-General's Department will host a networking event on the evening of the first day of the exercise. This will be a great way to catch up with colleagues and meet new contacts.

It will feature Bernard Salt, who is a leading commentator and advisor to corporate Australia on consumer, cultural and demographic trends. Trend forecasting assists business and governments in anticipating future challenges which might impact on the continuity of service delivery. Consequently, the opportunity to hear Bernard speak and ask him questions on issues that will impact your organisation is not to be missed.

When?

The exercise will be held on Wednesday 5 and Thursday 6 October 2011

Where?

The exercise will be held at Rydges Melbourne, 186 Exhibition St

For more info

Refer to the TISN members' website, email tisnex@ag.gov.au, or call 02 6141 3035

*Stay tuned -
registration
will be open
soon...*

“ the CIR conference
was a hit ”

Colin Chapman

Queensland Urban
Utilities

Water Services
Sector Group



FIVE MINUTES WITH...

Describe your role...

Business Resilience Manager responsible for Risk Management, Security and Critical Infrastructure, Emergency Management, Business Continuity, Compliance and Enforcement. I have been fortunate enough to establish a Resilience framework with a great team of people and a boss who supports the Resilience ethos

The greatest challenge in my role is...

balancing work life and home

I enjoy being involved with the TISN because...

I have made such great friends and learned so much. I have been able to share learnings back at work with my colleagues - I know they grimace when I return from the meetings. Special thanks to David, Helen and the AGD staff for their continual support and all the selfless contributions from the WSSG members

A career highlight would be...

contributing to the Organisational Resilience Paper which was recently released and just working with an amazing bunch of people

If I wasn't Business Resilience Manager, I would be...

doing my apprenticeship as a grey nomad travelling and fishing with my fiancé, best friend and fishing buddy Jenny

I am inspired by...

my father in law 'to be' what he doesn't know about fish and their feeding habits is not worth knowing.

When I'm not working you can find me...

spending time with my family, going to Suncorp Stadium, plotting the next fishing trip.

If I could live anywhere in the world, it would be...

a secluded bush/beach location along the Queensland east coast

The last book I read was...

Zig Zag Street - Nick Earls

I can't live without...

my wife 'to be', the kids and the latest copy of CIR News

Many thanks to Colin for participating in the first edition of '5 minutes with...'

the CIR Conference.

The inaugural Critical Infrastructure Resilience (CIR) Conference was a hit.

It attracted more than 100 industry delegates and addressed the theme CIR: Why it's good for business and the community.

Held on 9-10 December 2010 at Westpac Place in Sydney, the conference was officially opened by the Attorney-General, the Hon Robert McClelland MP.

The program featured 15 additional speakers, including two international guests.

Presentations covered a range of critical infrastructure sectors, addressing the value proposition of resilience in business continuity planning.

For example:

- John Valastro - Resilience within the Qantas Group
- Brendan Beckett – Organisational Resilience
- Dr Kerry Schott – Creating a Resilient Enterprise
- Don Wirth – DuPont Integrated Operations
- Lindsey Clarke – Westpac Group Emergency Management Plan
- Mark Duckworth – CIR and Emergency Services

These presentations are available on request – please email cirevent@ag.gov.au

So when's the next CIR Conference?

It will be held in **March 2012** – stay tuned for details.

Security in Government Conference July 25-27, Canberra

AGD is hosting the 23rd Security in Government (SIG) Conference from 25-27 July 2011 at the National Convention Centre, Canberra.

For further information visit www.ag.gov.au/sig

