## Organisational Resilience

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## What is the world saying?

In a time of unprecedented social, economic and geopolitical disruption, organisations today face crisis more frequently, with the impact of those crises becoming more significant and widespread. The difference between companies that freeze and fail, while others innovate, advance and thrive is resilience.



#### 3 key takeaways

Break down silos. An integrated response is essential to executing a successful crisis management program and to building resilience. 3

Organisational resilience is critical — not just to succeed, but to survive.

## Outside In Perspective: The 5 D's

Organisational Resilience in a Volatile World

- 'Survival of the fittest' vs. 'ability to adapt'
- Change victims not change agents
- Organisations 'weather the storm' presented by COVID-19
- The difference of a '2' compared to a '4' on the response and recovery maturity scale
- '2' is not a sustainable model
- 5 key resilience moves that will increase an organisation's ability to adapt and survive



#### **Resilience maturity levels**



Maturity Levels							
Immature		Maturing	Mature				
1 Level 1: Initial	2 Level 2: Repeatable	3 Level 3: Defined	4 Level 4: Managed	5 Level 5: Optimised			
<ul> <li>Formal policies and procedures are not in place</li> <li>No teams identified or roles and responsibilities defined</li> </ul>	<ul> <li>Processes and policies exist, but not fully embedded across the organisation</li> <li>Capability is based on best-effort when the need arises</li> <li>Not a focus of leadership</li> <li>No central ownership or accountability</li> </ul>	<ul> <li>Policies, processes and standards are fully defined formalised. And embedded across the organisation</li> <li>Governance structure is appropriate with roles and responsibilities aligned</li> <li>Capability is aligned to associated standards</li> </ul>	<ul> <li>Strategic importance of capability is fully embraced across the organisation</li> <li>Organisational context shapes capability</li> <li>Senior leadership engaged and driving capability with appropriate sponsorship and stewardship</li> </ul>	<ul> <li>Processes are optimised, efficient and fully embedded within business operations and strategy</li> <li>Capability operates as a business enabler across the organisation</li> </ul>			

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## **Building Resilience**

5 moves to build organisational resilience





Interconnectedness and communication is the lifeblood required to keep momentum across these 5 moves

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#### The Ability to be Resilient

Resilience is not a strategy – but an ability. It needs to be assured.



Resilience is not a strategy, but an ability – this is shaped and tempered in the fire of extreme experience.



## Internal Audit and Resilience

Resilience is not a strategy – but an ability. It needs to be assured.

#### Key areas of focus in an internal audit

- **Risk** integrated approach to Risk Management and Business Resilience in managing/mitigating risks, the achievement of strategic objectives and operational priorities and the process of defining disruption tolerance and appetite for outages and impacts
- **Governance** Organisational structures, protocols and guidance and how they support effective coordination and integration during periods of uncertainty and disruption to enable robust and fast decision making
- **Supporting Program** Relationship and synchronised approach to the programs and life cycles associated with Organisational Resilience components to enable a fully integrated approach
- Standard alignment Assessment of capability against national, international standards and other good practice guidelines
- Ownership & Accountability definition and understanding of accountabilities and responsibilities across
   organisational stakeholders



Understand current state & desired future state



Documentation review Process / disruption walkthroughs



Report with Recommendations mapped to maturity trajectory

#### A Resilience Model

		Enterprise	Resilience		
		Enterprise   Anticipate & Prepare   Res	<b>Resilience</b> spond & Recover   Sustain		
<b>Operational Resilience</b>	Technology Resilience	Cyber Resilience	Data Resilience	Workforce Resilience	Strategic Resilience
The ability to maintain the availability of critical business processes	The ability to maintain the availability of core technology services	The ability to respond and continue to operate in the event of an extended technology outage resulting from a cyber attack	The ability to maintain the confidentiality, integrity, and availability of critical data after a disruption	The ability to maintain the availability and productivity of the workforce	The ability to respond to disruptive industry trends and events to realise strategic advantage
		Crisis & Inciden	t Management		
		Risk Appetite & Risk Managen	nent (strategic & operational)		
		Threat Intelligence	ce & Monitoring		
Physical Security & Emergency Planning					
	Disaster Recovery			Workforce Cost Effectiveness Management	Strategic plan & investments
Business Continuity & Contingency Management				Workforce Productivity Management	Modelling & scenario analysis
		Enterprise Risk GRC Technolog			
Technology New Tech., Cyber security, Data management Operational Risk (Cyber & Physical Security, Op. Contingency, 3rd Parties, Maintenance, WH&S)				Legal & Compliance (SOCI,Information Security & Privacy, ABAC, EHS)	Strategic Risk (Strat. Planning, Competition, ESG, New Tech, Pricing, Assets, Capital, Liquidity)

#### Thank you



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# Thank you

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