diagnostic
case study

diaxion
IT Strategy & Optimisation

Overview

A large not-for-profit needed to modernise its corporate and IT risk practices. Part of this modernisation included the assessment of the current state of its Disaster Recovery and Business Continuity Planning practices

The organisation selected Diaxion to assist in the development of a robust BCP practice and DR plan that could be implemented in the case of a disaster scenario.

Diaxion delivers a DR and BCP assessment for a large not-for-profit organisation

The Challenge

Our client is a large not for profit currently modernising its IT and Corporate risk practices.

The organisation needed to re-establish and uplift the Disaster Recovery (DR) and Business Continuity Planning (BCP) practices within the organisation. The effort had board level reporting and visibility and was stalling on realising tangible progress. Our client needed a better understanding of current and desired capability, practices and organisational ownership to inform a re-enablement roadmap, to enable DR for the top two tiers of applications, improve BCP across the business operation and enable an ongoing practice for maintenance and testing of both. Organisational change and ownership of the practices were focal to the success of the initiative.

In order to prepare for this, Diaxion was asked to assess the current state of the DR and BCP practices. This involved the definition and review of standards and processes to be uplifted to meet the desired target state of DR and BCP maturity. Diaxion was also to provide the frameworks, guidance and mentoring for the construction of the BCP and DR plans.

The Solution

Diaxion's engagement followed a phased approach of Discovery, Analysis, Plan and Implement. In the Discovery phase, Diaxion undertook the work by reviewing documentation and conducting workshops. The initial documentation requested covered various areas including current DR and BCP, recent Business Impact Assessment (BIA), DR charter, Crisis Management Plan, communications plans, last DR and BCP exercises, and supporting documentation such as sequencing, system recovery, and service tiering.

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After reviewing the documentation, Diaxion conducted workshops to confirm the desired target state for both DR and BCP, and to understand or confirm current gaps. Diaxion also brought samples of different DR and BCP strategies, plans and runbook formats from previous engagements to facilitate alignment to the style best suited to the organisation. The workshops were held with key stakeholders across the business including risk and crisis managers, BIA process manager, operations manager, service owner, and solution design lead.

In the Analysis phase, Diaxion analysed capability gaps and determined how they could be best resolved; be that through technology, process improvement, 3rd party requirements, or people capability and capacity. Diaxion then identified an appropriate DR framework for the client and assessed them against it by considering how the framework would integrate into the existing Crisis Management Plan, the DR charter and triggers to be catered for, and the DR calendar. Diaxion also considered initial socialisation and ongoing project life cycle integration, training and testing for re-establishment, and how to test and mature the DR capability over a two year period.

The Plan phase saw Diaxion use the findings from the Analysis phase to create and update our client's DR documentation and guide the business on BCP documentation. These documents included an overall DR strategy and plan, DR plans for each application and service, a DR runbook, BCP services definition, maintenance practices and BCP processes per identified business service. While the client was responsible for the construction of the plans Diaxion provided the supporting framework, explanation, oversight, assistance, and quality assurance review of all BCP and initial DR documentation.

The Outcome

The engagement provided the organisation with a set of realistic and achievable BCP and DR documentation and ongoing practices including corporate ownership assignment. From a BCP perspective, many where subsequently enacted and proven during the early stages of the Covid19 Pandemic.