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Cyber crisis exercise learnings from a business lens

CISO Melbourne

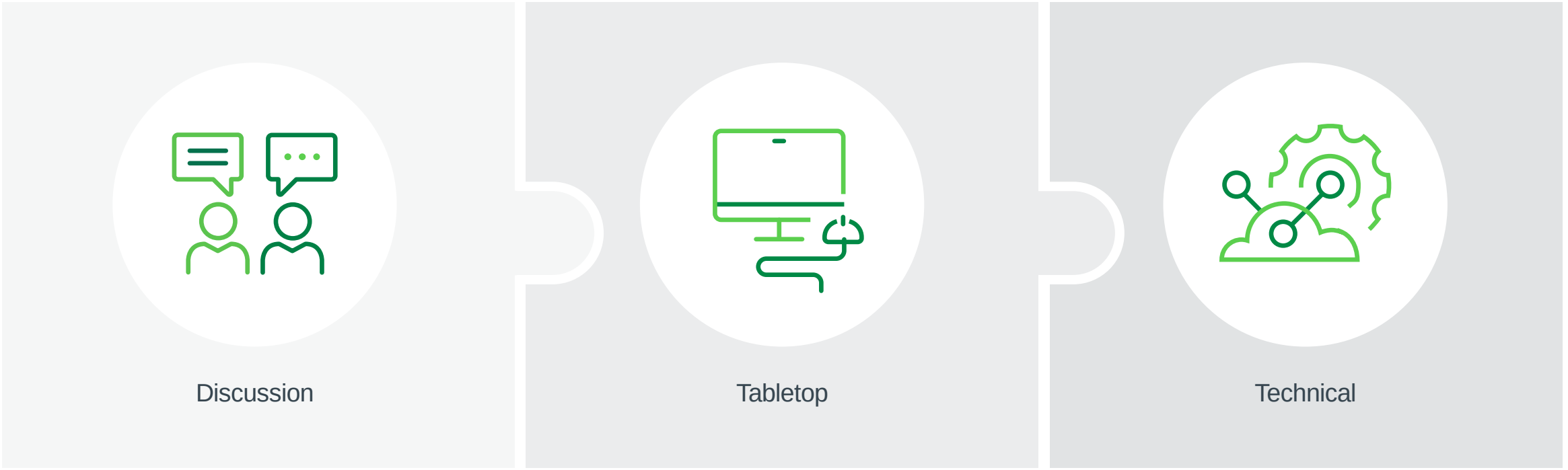
July 2024, James Ng – General Manager, Cyber Security

Insignia Financial is made up of leading brands

Our goal is to deliver superior, long-term outcomes for a diverse range of clients and their financial wellbeing

Types of crisis exercises

More than just cyber

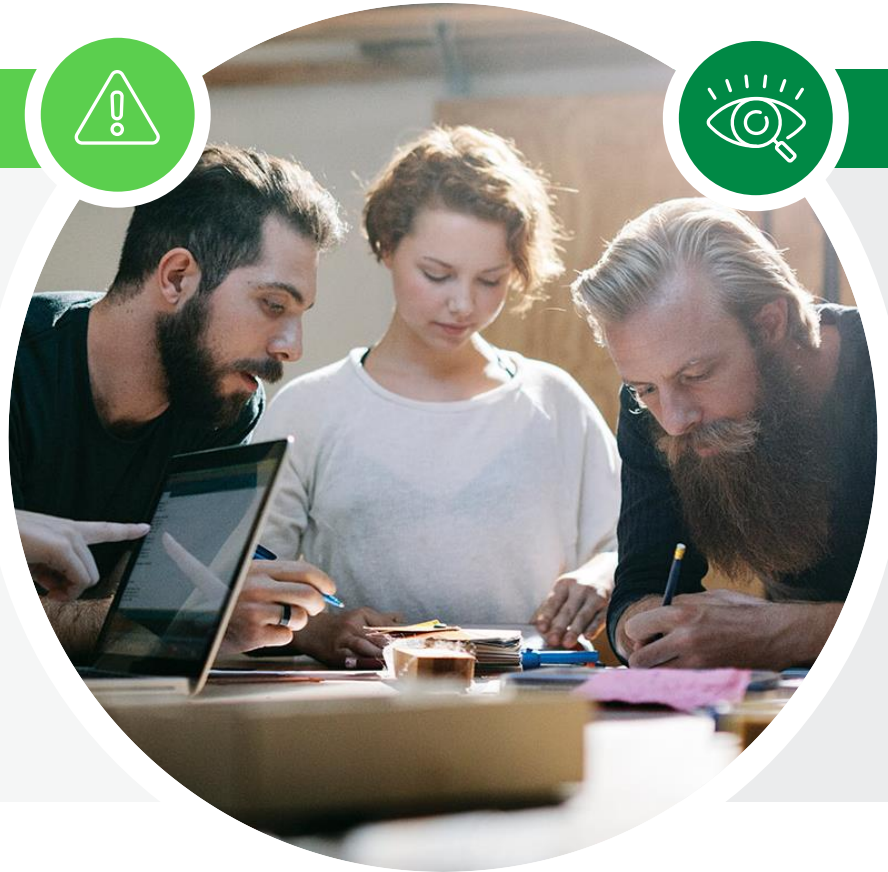


Limitations when exercises are run in isolation

Different plans

Cyber incident response plan

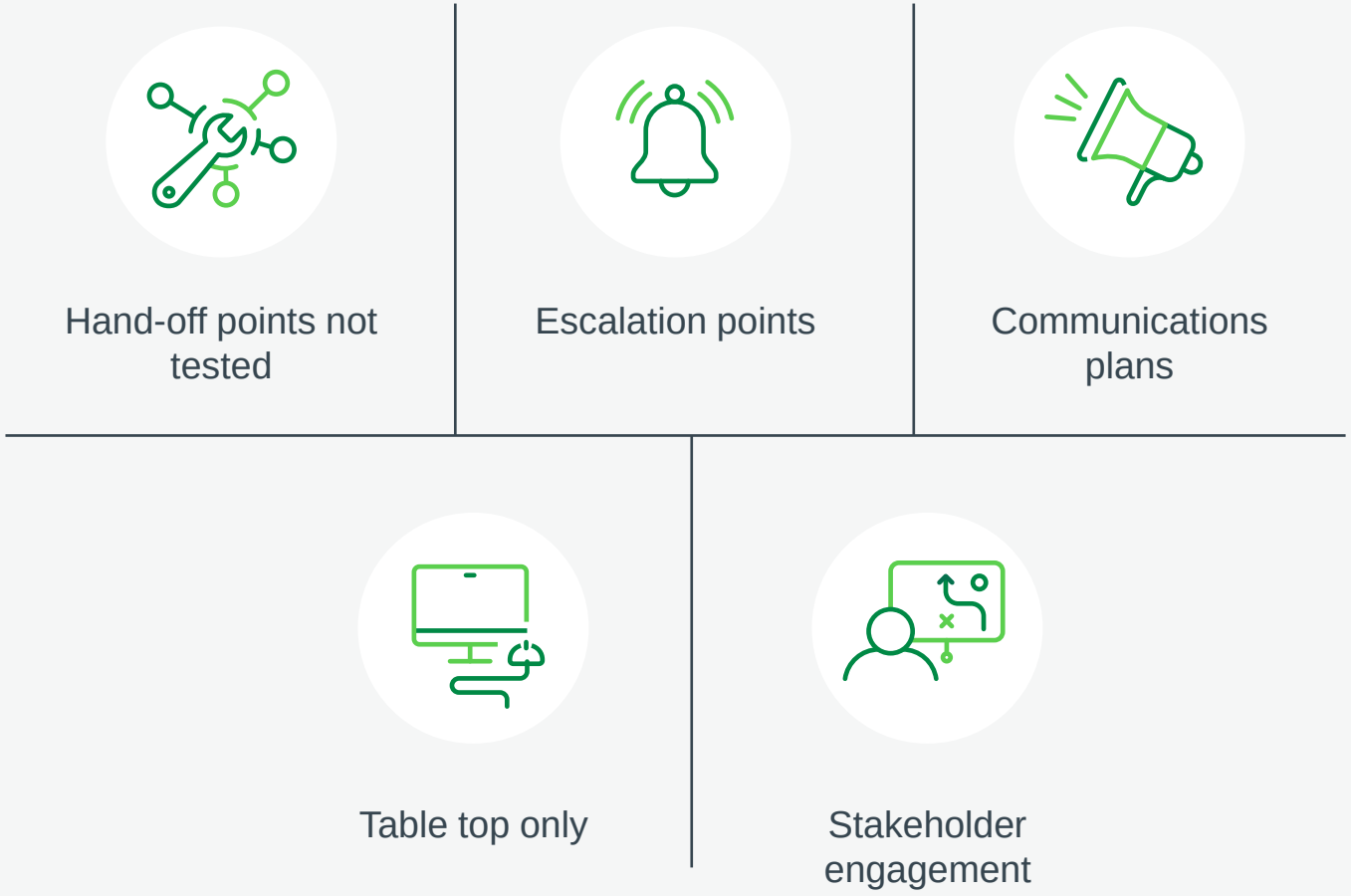
- Owned by Cyber Security
- Cyber Security focused incidents
- Internal and external contacts including the CIRT (Cyber Incident Response Team)
- Cyber incident management steps in line with NIST stages
- Integration and linkage to the CMP for critical cyber incidents



Cyber Management plan

- Owned by Risk Management
- Crisis focused scenarios, including cyber
- Internal and external contacts including CMT (Crisis Management Team)
- Crisis management and response steps
- Supported by other subservient plans such as the crisis communications plan

Limitations when only testing the CIRP



Crisis Management Exercise Maturity

CM Test #1 "Crawl"

- A "crawl" scenario exercise
- Scenario was 2 hours in duration
- Workshop focused
- Core CMT involvement

CM Test #2 "Walk"

- Improvement in capability and maturity – moved from a "crawl" exercise to a "walk"
- Scenario duration was 4 hours
- Extended CMT involvement (e.g., CEO and CMO)
- Concept of Incident Response Team (IRT) introduced during the test
- New roles introduced (Minute-taker and Coordinators)
- New templates and agenda utilised during the session

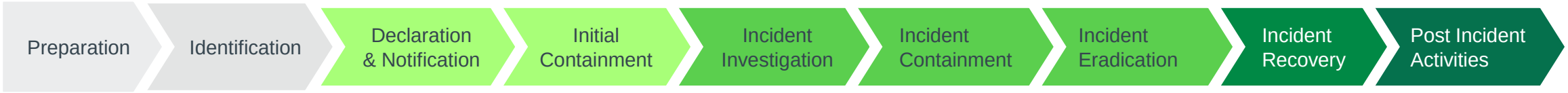
CM Test #3 "Jog"?

- More complex scenario
- Facilitated integration between CIRP (Cyber Incident Response Plan) and CMP (Crisis Management Plan)
- Facilitated integration between IRT and CMT (Crisis Management Team)
- Designated crisis chair and crisis coordinator
- Crisis communications plan and external media considerations
- Board engagement

Cyber Incident Management Flow

AICD 'Governing through a Cyber Crisis' Phases

Cyber Incident Response Plan (CIRP) Stages

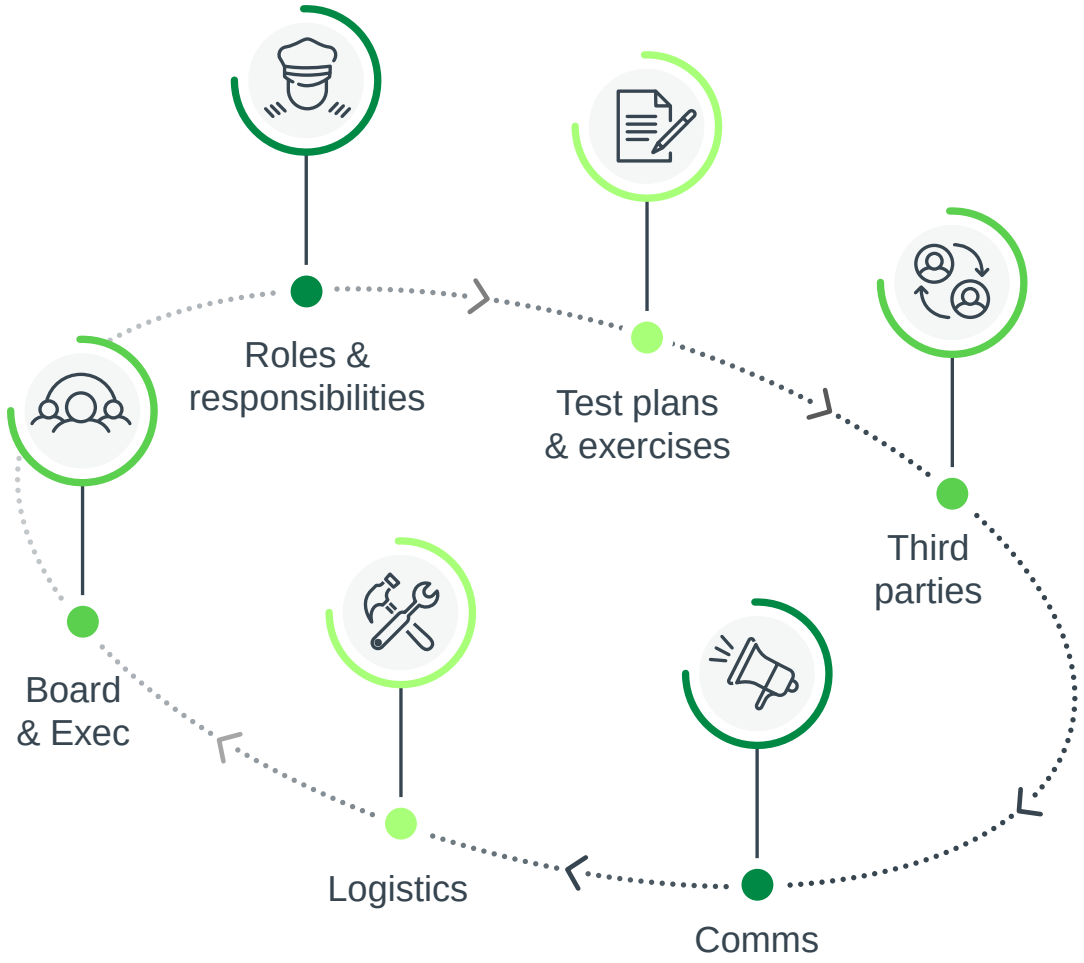


Crisis Management Plan

Crisis Communications Plan

Other considerations

Summary and takeaways



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Q&A