

# Critical Infrastructure Capability Statement





## High quality tangible outcomes

Excelium provides strategic advice to senior business leaders on managing cyber and critical infrastructure risk in a way that supports business outcomes.

Excelium is a 100% Australian owned and operated company that provides cost-effective consulting services to federal, state, and local governments, and private industry.

We support the delivery of tangible business outcomes through the provision of exceptional services and personnel. We leverage our extensive private and public sector expertise, at both national and international levels to deliver outstanding results.

We attract highly skilled strategic thinkers, risk managers and cyber personnel who form our strong culture - shaping our success

and enabling us to continually deliver our outstanding results.

We utilise and promote the use of technical expertise as an input to our considerations and apply different lenses including, business process, business operations, risk management and business optimisation to provide clear, practical and proportionate advice that builds resilience and can be implemented at the business level.

Our team is led by experienced executives with private and public sector expertise at national and international levels, delivering a range of complex projects for clients across Australia, the Pacific and Asia.

# Critical Infrastructure Legislative Reform

In response to the increase in cyber-attacks and foreign interference in Australia, the Federal government initiated substantial amendments to cyber security legislation which may have significant impacts on your operations.

The reforms to the *Security of Critical Infrastructure Act 2018 (Cth)* establish a new framework for managing 'all hazards' risk to national security critical infrastructure assets.

The passage of the *Security Legislation Amendment (Critical Infrastructure) Bill 2021 (Cth)* in December 2021 and the *Security Legislation Amendment (Critical Infrastructure Protection) Act 2022* in April 2022 has concluded the major tranches of legislative amendments which collectively

impose higher levels of security obligation on critical infrastructure entities across the four security pillars of cyber, physical, personnel and supply chain.

The regulator, the Department of Home Affairs (DHA) is developing its compliance capability and will focus its initial efforts on several nationally significant sectors. The DHA will broaden its scrutiny through an 'all hazards' lens concentrating on four security pillars to assess overall compliance with the new legislation.

The compliance challenges presented to Organisations affected by these reforms include:

- A substantially broadened application of the Act across the four identified security pillars;
- A requirement to revisit its risk register to ensure it incorporates an 'all-hazards' approach;
- Mandatory ownership reporting obligations;
- Mandatory cyber security obligations including reporting of relevant incidents;
- Enhanced cyber resilience obligations if designated as a System of National Significance;
- Identification of Personnel security (insider threat) vulnerabilities;
- Mapping of supply chain and identification of supply chain vulnerabilities; and
- Cyber security across Information Technology and Operational Technology.

# Your Path To Compliance



The Excelium Critical Infrastructure Framework is multi-phased, modular and tailored to clients' and industry specific needs.

An assessment of compliance with the Act's requirements can be a complex process, requiring identification and remediation of security vulnerabilities and building an ongoing maintenance and adjustment program for the evolving threat landscape.

The Excelium multi-phased approach helps clients with these steps and ensures both lawful compliance and business resilience and continuity.

PHASE <b>1</b>	<b>Readiness Assessment</b>
PHASE <b>2</b>	<b>Remediation Planning</b>
PHASE <b>3</b>	<b>Implementation</b>
PHASE <b>4</b>	<b>Continuity</b>

# Our Framework

PHASE  
1

## Readiness Assessment

**Desktop Readiness Assessment:** Excelium will undertake a desktop assessment to identify which obligations are applicable to your business and what remediations are required under the Act. Our experts will review your current threat context and your programs and policies across the four pillars to map them to the obligations. The process will identify critical vulnerabilities that have the capacity to undermine your compliance and obligations under the Act.

**Operational Readiness Assessment:** Excelium will undertake an assessment of your infrastructure, practices, and behaviours to identify any differences between your business's security policies and your business's security operations; as well as a gap analysis between your current state and the positive security obligation under the Act.

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2

## Remediation Planning

The Excelium team will evolve the written assessments of Phase 1 to develop a comprehensive remediation plan to achieve compliance and improve your business's resilience to threats. Our Reports are developed to enable business leaders to clearly understand the threats, risks and remediations tailored to their business's capabilities, imperatives and funding.

PHASE  
3

## Implementation

The Excelium team and its partners provide advice and capabilities for the implementation of your remediation plan. We draw on our experience of designing and implementing security programs to help you achieve your obligations under the Act and build a business resilient to threats. Additionally, we can provide expert staff augmentation to ensure your ongoing operations are not compromised during the delivery phase and to support your remediation and maintenance programs.

PHASE  
4

## Continuity

Compliance is an ongoing activity which requires not just agile adjustments in response to the changing threat landscape but also annual audits, checks, and mandatory reporting in order to maintain business resilience and compliance with the Act. The Excelium team can serve as your partner to undertake these functions or augment your in-house functions.

# Our Approach

Our approach is based strongly around providing consistent, sustainable, quality service to all of our clients, where long-term relationships with both our clients and our team are valued and supported. This approach has allowed us to form strong relationships and a strong professional reputation within the professional services industry.



## Strong partnerships

Business relationships should be more than transactional. At Excelium we believe forming strong partnerships is the best way to deliver successful outcomes. Partnerships enable both organisations to understand requirements and work together to design and deliver cost effective and sustainable programs of work.



## Outstanding results

At Excelium, we are committed to delivering outstanding results. We work to understand our partner's requirements, utilise highly professional and skilled resources and review and refine delivery, to ensure alignment between desired and actual outcomes.



## Valuing our people

Our key assets are our people. We take the time to understand individuals, their career aspirations and employment requirements tailoring roles to individuals to ensure they get the maximum benefit and enjoyment possible.



## Fairness

We strive for fairness in all aspects of our business, whether it is in relation to our people, clients or suppliers. Looking for fair outcomes as opposed to the most beneficial for one party is at the core of all our business interactions.

# Executive Team



## Roman Quaedvlieg

National Security & Critical Infrastructure

**National Security, Technology, Cyber, Enforcement, Strategy, Leadership**

Roman is a highly experienced senior executive with senior public sector appointments including Commissioner of the Australian Border Force (ABF) (2015-18); CEO of the Australian Customs and Border Protection Service (2013-15); and ACT Chief Police Officer (2010-13). As the ABF Commissioner, Roman had direct reporting responsibility to the Federal Minister and the Australian Parliament for a range of functions including customs, immigration, Australian trade flows, maritime enforcement and combatting border crime. In this capacity, he oversaw an operating budget of \$2.5 billion and led a 6,000-strong workforce delivering both operational and corporate support functions. Roman was responsible for the merger of the federal Customs and Immigration organisations and the associated multi-year reform programs including the coarchitecture of the Department of Home Affairs.



## Darryl Hoffman

Strategy & Capability

**Business & Risk Management, Strategic Business Planning and Implementation, Stakeholder Engagement, IT & Cyber Centric.**

Darryl is a dynamic and success-driven professional known for reliability and dedication to high quality work standards. He has an extensive background in Leadership and Management, Strategic Business Planning and Implementation, Business and Technical Solutions, Business Outreach, Policy Development, Security and Relationship Building and Management. Darryl has extensive experience in a diverse range of roles spanning both the public and private sectors. He has run his own consultancy business which assisted the development of Australian companies in the China market. Darryl possesses strong business acumen and commercial awareness to help identify clients' needs and has a strong understanding of compliance to various legal and professional standards and frameworks.

# Executive Team



## Matt Lefebvre

Business Operations & Consulting

**Business & Risk Management, Leadership, Business Continuity and Optimisation, Project & Change Management, IT & Cyber Centric.**

Matt is a skilled and innovative Senior Executive with demonstrated expertise in business operations, strategic reform, design and implementation. A feature of his experience is a strong track record of providing services to Federal Government clients on a wide range of high value / high risk and politically sensitive Commonwealth programs and initiatives.

Matt's senior roles have been in program/project design, delivery and business process reforms involving complex and challenging organisations with national agendas such as the AFP, Home Affairs, DFAT, SA, AGD as well as several large private sector organisations where he held roles of Business Manager, Director of Operations and Chief Operating Officer.

## Contact

Contact Excelium today to get expert advice on the requirements to achieve compliance and improve your business resilience and continuity.



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