Bayside Council
Serving Our Community

Business Continuity Management Policy

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Business Continuity Management Policy
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1 Introduction

1.1 Background

Council recognises that a significant threat exists to its ability to continue normal business operations following a major disruption. Council has a high level of dependency upon its people, systems and processes and this creates risks, which need to be managed.

Business Continuity Management is a structured approach to identifying disruption-related risks and building capability to respond to a disruption to Council, in order to ensure continued delivery of key business services and achievement of critical business objectives. It is an important part of Council's overall risk management framework.

The purpose of the Business Continuity Management Policy (the Policy) is to provide an overview of the approach to business continuity management and establish appropriate responsibilities. The policy outlines Council's commitment to and objectives around managing **disruption-related risks** that may impact on Council's ability to deliver services and achieve objectives.

The Policy provides a framework to mitigate the potential consequences of a major disruption by putting in place an effective **Business Continuity Management Program** to ensure that Council can continue to deliver a level of service to stakeholders in the event of a disruption.

1.2 Definitions

The definitions of certain terms are:

Awareness
To create understanding of basic BCM issues and limitations. This will enable staff to recognise threats and respond accordingly. Examples of creating such awareness include distribution of posters and flyers targeted at company-wide audience or conducting specific business continuity briefings for executive management of the organisation. Awareness is less formal than training and is generally targeted at all staff in the organisation.

Business Continuity
The capability of Council to continue delivery of services at an acceptable level following a disruption.

Business Continuity Management (BCM)
A holistic management process that identifies disruption-related risks to Council and the impacts to operations that those risks – if realised – might cause, and which provides a framework for building the capability for an effective response that safeguards the interests of its key stakeholders and reputation.

Business Continuity Management Program
Ongoing management and governance process supported by top management and appropriately resourced to ensure that the necessary steps are taken to identify the impact of potential losses, maintain viable recovery strategies and plans, and ensure continuity of services through training, exercising, maintenance and review.

Crisis Management Team (CMT)
A group of individuals responsible for implementing a comprehensive plan for responding to a disruption. The team consists of a core group of decision-makers trained and prepared to respond to any situation.

Critical Business Function
Functions that may, if disrupted, have a material or High rated impact within 30 days. A disruption may result in serious legal, financial, regulatory, reputational, or other material consequences and Council will lose the capability to effectively achieve its critical objectives.

Disruption
An event that interrupts normal business functions, operations, or processes, whether anticipated (e.g. cyclone, industrial dispute, political unrest) or unanticipated (e.g. a blackout, terror attack, technology failure or earthquake).

Disruption-related risk
Risk arising from the possibility of disruption events. E.g. Loss of premises as a result of a fire. A disruption-related risk is also classified as an operational risk.

Emergency
An event, actual or imminent, which endangers or threatens to endanger life, property or the environment, and which requires a significant and coordinated response. Response to an emergency is provided by first responders and emergency services.

Exercise
A process to assess, practice, and improve capability to respond to a disruption. There are many different types and variations of exercises including walk-through, simulation, functional, performance and full site. A Test is a type of exercise, which incorporates an expectation of a pass or fail element within the goal or objectives of the exercise being planned.

Maximum Tolerable Period of Disruption (MTPD)
The time it would take for an adverse impact, which might arise as a result of not providing a service or performing an activity, to become unacceptable. The MTPD is determined based on consideration of a disruption occurring at the worst possible time and the subsequent time taken for a High rated impact to result. If the MTPD is within 30 business days then the function is deemed critical and further analysis must be conducted, recovery objectives determined and recovery strategy developed.

Recovery Objectives
Pre-defined goals for recovering **Critical Business Functions** to a specified level of service (**Recovery Level Objective**) within a defined period (**Recovery Time Objective**) following a disruption.

Recovery Level Objective
Minimum level of services that is acceptable to Council to achieve its objectives during a disruption.

Recovery Point Objective (RPO)
Point to which information used by an activity must be restored to enable the activity to operate upon recovery. Also known as maximum data loss. The RPO is used to determine the appropriate back up strategy.

Recovery Time Objective (RTO)
The target time for recovery of a **Critical Business Function** to an acceptable level (**Recovery Level Objective**) following its disruption. The **RTO** must be less than the time it would take for the adverse impacts that would arise as a result of not providing a service or performing an activity to become unacceptable (**MTPD**). The difference in time between the MTPD and RTO reflects the risk appetite of the Council and the amount of desired buffer to cater for assessment, decision-making and unknown complications in implementing recovery strategies.

Training
Training is more formal than awareness. It aims to build knowledge and skills to enhance competency in job performance. Whereas awareness is generally targeted at all staff, training is directed at staff with specific functions and responsibilities.

1.3 Policy statement

Council is committed to ensuring the safety of people and continuity of its critical business functions during periods of major disruption. Council recognises that it needs to minimise the impact of disruption and that this necessity to ensure a speedy restoration of services requires a significant level of advance planning and preparation.

The Council and management are committed to maintaining an effective and efficient BCM framework. This commitment will be demonstrated by:

- incorporating Business Continuity Management into Council's risk management framework;
- maintaining a Business Continuity Management Program (BCM Program) that is appropriate to Council's business and environment;
- adopting a formal, structured Business Continuity Management approach consistent with the principles of the Business Continuity Institute Good Practice Guidelines;
- ensuring that plans to respond to disruption-related risk are kept up-to-date and are subject to periodic review and testing;
- ensuring the Business Continuity Management Program is subject to periodic reviews;
- involving staff and management as appropriate.

1.4 Scope

This policy applies to all staff and operations of Bayside Council. Management of disruption-related risks should be considered in day-to-day business activities, all projects and supplier arrangements.

2 Procedure

2.1 Business Impact Analysis

Council conducts Business Impact Analysis (**BIA**) in order to identify all **critical business functions**, resources and infrastructure and assess the impact of a disruption on these. The BIA takes into account:

a plausible disruption scenarios;

b the period of time for which Council could not operate without each of its critical business functions (**Maximum Tolerable Period of Disruption**); and

c the extent to which a disruption to the critical business functions might have a material impact on the interests of stakeholders.

d the financial, legal, regulatory and reputational impact of a disruption to Council's critical business functions over varying periods of time

A key component of the BIA is an assessment of disruption-related risks and plausible disruption scenarios. Council has identified the following plausible disruption scenarios as being relevant to the ongoing provision of Council services:

- Loss of premises (permanent or temporary)
- Loss of key personnel
- Loss of IT systems and / or data
- Loss of other dependencies including key suppliers, utilities and office equipment

An assessment of the risks arising from each of these scenarios has been undertaken in accordance with the process outlined in Council's Risk Management Policy and Risk Management Strategy. The risk assessment will be reviewed and updated on an annual basis or following any material changes to business operations and / or risk profile.

The BIA is designed to identify Critical Business Functions that may, if disrupted, result in any of the following High rated impacts to Council within 30 days of a disruption occurring:

- Financial loss >$1m (not property damage related)
- Serious medium-term effect on environment
- Serious public safety issue
- Significant reputational risk (negative political / media interest or impact on staff morale)
- >6-month delay in achieving objectives

The period of time until the disruption of a business function results in a High impact is the Maximum Tolerable Period of Disruption. For each Critical Business Function, recovery strategies must be determined and documented in Business Continuity Plans to ensure recovery within the target timeframe (**Recovery Time Objective**) to avoid a High impact to Council.

A **Recovery Point Objective** is determined based on the acceptable amount of rework and provided to the Information Technology function to implement an appropriate the back-up strategy.

The BIA will be reviewed and updated on an annual basis or following any material changes to business operations and/or key dependencies.

2.2 Business Continuity Planning

Council has developed the following framework of Business Continuity Plans which contain procedures and information that will enable Council to respond to an emergency, manage an initial business disruption (crisis management) and recover Critical Business Functions. Each of the BCPs document:

a critical business functions;

b time targets for recovery of each critical business function (RTO);

c recovery strategies for each critical business function;

d infrastructure and resources required to implement the BCP;

e roles, responsibilities and authorities to act in relation to the BCP; and

f communication plans with staff and external stakeholders.

Planning responsibility for each Business Continuity Plan includes the securing of appropriate financial resources within Council's budgeting processes. It is intended that all plans can operate independently or simultaneously during a business disruption, depending upon the nature of the disruption and the impact it has upon Council.

PLAN	DESCRIPTION	RESPONSIBILITY	
		Planning	Execution
EMERGENCY RESPONSE PROCEDURES	Site-specific procedures for the preservation of life, site evacuation and emergency services notification.	Manager People and Organisational Culture	Chief Wardens Site Controllers All staff
CRISIS MANAGEMENT PLAN	Identifies how the Council Executive Leadership Team manages an organisation-based business disruption. It outlines the Executive roles and responsibilities and the recovery from an organisational perspective.	Manager Governance & Risk	Crisis Management Team
BUSINESS RECOVERY PLANS	Recovery procedures for Council's critical business functions / services from a business disruption.	Business Unit Owner	Business Unit Owner
ICT DISASTER RECOVERY PLAN	A set of action-orientated plans and/or procedures used by IT Staff to recover applications, systems and infrastructure from an Information Technology disruption.	Manager Information Technology	Manager, Information Technology
BUSINESS RESUMPTION PLAN	A plan which identifies medium and long-term recovery strategies to reinstate all business processes and return Council to its pre-disruption (or Business-a-Usual) state.	Manager Governance & Risk	Business Owners
BAYSIDE PANDEMIC PLAN	Council's response to a flu pandemic within the Bayside Local Government Area. This plan is to be developed based on NSW Department of Health and World Health Organisation (WHO) Pandemic procedures.	Manager People and Organisational Culture	Crisis Management Team
BAYSIDE LOCAL EMERGENCY MANAGEMENT PLAN (LEM Plan)	For Council-specific aspects of LEM Plan: Addresses Council's response to a variety of disasters within or impacting the Bayside region. This plan provides the mobilisation protocol for all agencies and resources within the region.	Local Emergency Management Committee	(Bayside) Local Emergency Management Officer

BOTANY BAY PRECINCT EMERGENCY SUB-PLAN	Details the arrangements for control and coordination of the response to an emergency or imminent emergency impacting on the Botany Bay Precinct. The plan should be read in conjunction with the LEM Plan.	State Emergency Operations Controller	Local Emergency Operations Controller

2.3 Reviewing and Exercising

The BIA and BCPs will be reviewed annually, or following any material changes to business operations, to ensure that the BCP continues to meet business continuity management objectives. The Manager Governance & Risk is responsible for facilitating and monitoring the timely review of BIAs and BCPs by plan owners and providing a report to the Risk & Audit Committee.

BCPs will be exercised annually. The scope and nature of annual exercises will be determined by the Manager Governance & Risk and agreed by the Director City Performance. The results of each exercise will be presented to the Risk & Audit Committee. If the exercise identifies any shortcomings the BCPs will be updated accordingly.

2.4 Training and Awareness

Training will be provided to:

- all staff members involved in the BIA process to ensure conducted appropriately; and
- members of the Crisis Management Team and other personnel with responsibilities under Council's BCPs to ensure that they are familiar with their roles and responsibilities.

This includes appropriate training for any new employees within a reasonable period of their commencing employment.

All staff should be provided with a basic awareness of the BCM Program to:

- provide assurance that Council has plans in place to protect staff and recovery services;
- provide support for active participation in the BCM Program including BIA and BCP update and exercises; and
- ensure staff maintain up-to-date emergency contact details.

The Manager, Governance & Risk is responsible for arranging appropriate BCM training in conjunction with the Coordinator Learning & Development.

3 Policy implementation

3.1 Policy responsibilities

The ***General Manager*** is ultimately responsible for Council's Business Continuity Management Program. Operational responsibility has been delegated to the ***Director City Performance*** and the ***Manager Governance & Risk*** who assists in facilitating the BCM Program through the ***Coordinator Risk Management***.

The ***Coordinator Risk Management*** is responsible for ensuring the Directors and Managers are properly informed of their responsibilities under this policy for BCP

Risk Assessment, Testing, Reporting and other matters as directed by the ***Manager Governance & Risk***.

Directors and ***Managers*** are responsible for ensuring that within their Directorate or area of business operations:

- all disruption-related risks are identified;
- critical business functions are identified;
- recovery objectives are determined;
- recovery strategies are documented; and
- appropriate awareness and testing of the business continuity plans are performed.

Each emergency plan owner is responsible for ensuring that their plan is periodically tested and reviewed.

All staff are expected to maintain an awareness of their roles and responsibilities in the event of a disruption and participate as required or directed.

The ***Internal Auditor***, or an appropriate external expert, must periodically review Business Continuity Management and provide assurance to the Risk & Audit Committee that:

- the Business Continuity Management Program is in accordance with the Policy and that Business Continuity Plans address the risks they are designed to control; and
- testing procedures are adequate and have been conducted satisfactorily.

3.2 Breaches

Sanctions for a breach of this policy will be determined in accordance with the provisions applied under the Council’s Code of Conduct. Staff members in breach of this policy will be subject to disciplinary procedures as provided under the Local Government (State) Award.

4 Document control

4.1 Review

This policy will be reviewed every four years or more frequently in the event of any material changes in circumstances. This includes when there are changes to the Risk Management Policy or Risk Management Strategy.

The General Manager and Manager Governance & Risk may approve nonsignificant and/or minor editorial amendments to this document that do not change the policy substance.

4.2 Related documents

- Risk Management Policy
- Risk Management Strategy
- Procurement Policy

- Occupational Health and Safety Policy
- Business Continuity Institute Good Practice Guidelines
- Circular to Councils 07-12 Business Continuity Plans
- Local Government Reform Program – Promoting Better Practice Checklist
- Circular to Councils 09-16 Review of Business Continuity Plans
- Implementing Emergency Risk Management Through The Integrated Planning and Reporting Framework: A Guideline for Local Government & Emergency Managers

4.3 Version history

Version	Release Date	Author	Reason for Change
1.0	10/10/2018 (Council) 23/08/2018 (R&A Ctte)	Coordinator Risk Management	New document