POLICY – OPERATIONAL – BUSINESS CONTINUITY MANAGEMENT

DATE AMENDED: **May 2019**

DATE OF NEXT REVIEW: **May 2022**

ADOPTED BY: **Risk Management Team**
DATE ADOPTED: **September 2019**

RESPONSIBLE OFFICER: **Director Corporate & Community Services**

REFERENCES: **Business Continuity Plan**
                                  Critical Incident Management Plan
                                  Municipal Emergency Management Plan

Best Value Principles

Pyrenees Shire Council has the responsibility to provide its ratepayers with best value, with all services provided by Council meeting the expectations in terms of quality and cost. In providing this, all services need to be accessible, responsive to the needs of the community, considerate of the natural environment and subject to continuous improvement.

To achieve the best over life outcome for Council's expenditures, which meets quality and service expectations, there will be periodic review of services against best on offer in both the public and private sectors.

All Council staff members are responsible for supporting best value principles in their normal day to day actions to ensure services are recognised by the community as delivering best value.

Signed

KATHY BRAMWELL
DIRECTOR CORPORATE & COMMUNITY SERVICES

1 PURPOSE

Business continuity management (BCM) plays an integral part in strategic and operational planning, risk management, operational management and decision-making throughout the organisation. A Business Continuity Management Plan (BCM Plan) supports the implementation, monitoring and review of the BCM Policy and Council's business continuity arrangements more broadly.

The BCM Policy outlines the commitment of the Pyrenees Shire Council and Executive Leadership Team towards establishing and maintaining a Business Continuity Management program. The BCM Program provides a commitment to:

- Communicate importance of, and expectations around BCM as it applies to Council activities and service delivery;
- Allocate BCM roles and responsibilities to staff for identifying and managing disruption related risks and provide adequate resources (human, financial, physical and technological) to manage business disruption effectively;
- Ensure consistent implementation of a BCM process across the organisation to ensure the continuity of critical business functions and service delivery;
- Ensure an organised, integrated and effective approach to isolated incidents that could seriously impact critical business processes (Disaster Recovery Planning);
- Effectively manage incidents that may impact Council reputation and the health and wellbeing of people associated with Council (Emergency / Critical Incident Management Planning); and
- Integrate BCM within Council's Risk Management Framework, Critical Incident Management Plan and the ICT Disaster Recovery Plan.

2 SCOPE

This BCM Policy applies to all areas of Council operations. The Policy also applies to all Council staff, contractors, volunteers and visitors within facilities or workplaces controlled by Council.

Specifically, this policy:

a) Extends to all current and future activities;
b) Emphasises the importance of robust business continuity management arrangements being developed and applied to all key activities / services based on the risks of disruption that may impact them;
c) Includes assessing and identifying critical suppliers of goods and services to Council, as well as partners or stakeholders where a business disruption may have an upstream or downstream impact on Council activities or processes; and
d) Ensures systems, processes and documentation are established for staff to use when developing and implementing local business continuity contingency plans within their business units.

3 DEFINITIONS

Business continuity	The capability of the organization to continue delivery of services at acceptable, predefined levels following a disruption event.
Business Continuity Management Program	Ongoing management and governance processes supported by the Executive and Senior Leadership Team.
Business Continuity Management Plan (BCM Plan)	Documented procedures that guide Council to respond, recover, resume and restore to a predefined level of operation following significant disruption.
Business Impact Analysis (BIA)	Process of analyzing Council activities and the impact that a significant interruption might have on those activities.
Business Continuity Lifecycle	A series of business continuity activities which collectively cover all phases of the BCM program.
Critical Incident Management Team	The body of people convened by the CEO to manage Council's response to a critical incident or crisis.

4 METHODOLOGY

Underlying business continuity management at the Pyrenees Shire Council, the following business continuity management lifecycle model is used:

The model identifies five stages of repeated activity with the overall aim of improving resilience to significant disruption.
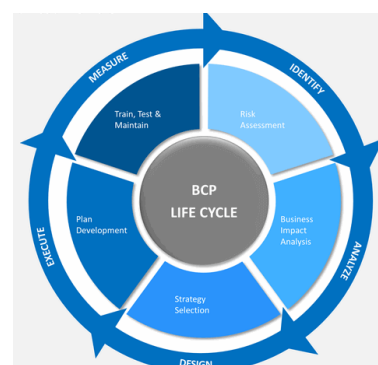
4.1 Stage 1 - Identify
Identification of significant disruption risks is undertaken in accordance with Council's risk management framework.

4.2 Stage 2 – Analyse
Business impact analysis is conducted for each business function to identify critical functions, how they normally operate and minimum levels of operation that should be implemented in the event of a significant disruption.

4.3 Stage 3 – Design
Identify and document response strategies for each key disruption risk and appropriate tactics to determine how recovery from a disruption will be achieved to re-establish continuity.

4.4 Stage 4 – Execute
Develop business continuity plans that document response strategies for disruption risks.

4.5 Stage 5 – Measure
The final stage is to test and confirm that the BCM program meets its objectives and validates that the BCP is fit for purpose.

5   ROLES AND RESPONSIBILITIES

Executive Leadership Team

The Executive Leadership Team (ELT) are the BCM Plan owners with responsibility for ensuring all critical functions under their responsibility have established business continuity plans and that these plans are maintained and reviewed in accordance with the BCM lifecycle methodology.

Critical Incident Management Team

Led by the CEO, the Critical Incident Management Team (CIMT) are responsible for the activation of BCPs and implementation of appropriate response to, and recovery from, significant disruption events.

The CIMT will provide leadership and control in the overall coordination, decision-making and communications process until recovery to predefined levels of Council operations is achieved.

Governance & Risk Team

The Governance & Risk Team for the purpose of the BCM Policy includes the Manager Governance Risk & Compliance, Emergency Management Coordinator and the Risk & OHS Advisor.

The Governance & Risk Team is responsible for the implementation and testing of business continuity management, including the oversight of appropriate documentation, training, testing and monitoring of the program.

Communications Officer

In the event of a critical incident, communications are managed by the Communications Officer under the direction of the CEO and the CIMT.

Managers (Senior Leadership Team)

Members of the Senior Leadership Team are responsible for the determination of business continuity priorities within their areas of responsibility and involvement in the development and implementation of local business continuity contingency plans.

Managers must determine their business continuity priorities and follow the BCM lifecycle as it applies to their business continuity planning. Managers are responsible for the implementation of continuity arrangements within their areas of responsibility should a critical function be disrupted. Managers are required to follow instructions issued by the Critical Incident Management Team in such an event.

All staff

Every staff member is expected to understand the importance of business continuity and familiarize themselves with this policy and their local business continuity contingency plan. Staff must support the BCM program to ensure business disruption is managed appropriately.

Improved response will be achieved by staff actively taking part in awareness and training sessions as required.

6   RELATIONSHIP TO THE PYRENEES SHIRE COUNCIL PLAN

This Policy directly relates to the ***Financially Sustainable, High-performing Organisation*** Strategic Objective within the Pyrenees Shire Council Plan 2017-2021.

7 REFERENCE

OHS Act
AS/NZS 5050:2010 Business continuity – managing disruption-related risk
AS/NZS ISO 31000:2009 Risk management – principles and guidelines
Victorian Auditor-General's Report September 2010 – Business Continuity Management in Local Government

PSC Risk Management Policy and Framework
PSC Health Safety & Wellbeing Policy and Strategy

8 DOCUMENT HISTORY

Version Number	Issue date	Description of change
1.0	April 2016	Initial release
2.0	May 2019	Complete review and revision