

Business continuity management

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Objective	5.1 We will have a strong, accountable and representative Government
Strategy	5.1.8 Undertake the civic duties of Council with the highest degree of ethics

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1. Purpose

To ensure that Council has in place a Business Continuity Plan (BCP) in the event of disruption to Council's critical business processes and/or critical services to the community. The BCP should provide for the reinstatement of those processes and services as soon as possible to minimise disruption to the community.

2. Scope

The BCP covers disruption to Council functions resulting from:

- (a) the destruction or partial destruction of Council buildings or depots or the inability to access these,
- (b) disruption to critical infrastructure such as sewerage treatment plants and pump stations, water storage facilities and pipelines, roads and bridges, and
- (c) the inability to provide critical community services such as meals on wheels and care services.

3. Objectives

In the event of a major disruption, it is Council's aim to meet the following objectives:

- (i) Provide timely availability of all key resources necessary to restore the critical business processes, initially to a level of operation that is acceptable to management and ultimately to their pre-disruption level.
- (ii) Monitor and manage staff welfare and maintain staff confidence
- (iii) Maintain contact with, and the confidence of, stakeholders
- (iv) Ensure observance of regulatory requirements
- (v) Maintain control of expenditure and minimise extraordinary costs resulting from the event
- (vi) Manage risk by determining priority areas via risk assessments

4. Actions

This Policy covers the following actions:

Action	Description
BCP Initiation and Management	<p>Coordination and Management of Business Continuity Planning Activities</p> <p>This is the ongoing process of ensuring that the Business Continuity measures are coordinated and controlled. There will be regular review to ensure that Business Continuity Planning measures are in place, current and familiar to staff.</p>
BCP Strategy	<p>Business Continuity Strategy Development</p> <p>This is the process of identifying critical business functions and the personnel, IT and infrastructure required to support these functions in a disaster. It also includes identifying suitable alternative locations, from which work can continue in a disaster and the identification of 'workaround' procedures in the absence of IT functionality.</p> <p>Business Impact and Risk Analysis</p> <p>This is the process for identifying and managing critical Council risks through Risk Assessment, Scenario Development and Vulnerability Assessment and identifying which of these have a business continuity aspect, requiring preparation, active review and management attention.</p>
BCP Documentation	<p>Business Continuity Plan Development</p> <p>This is the process of documenting the Business Continuity Strategy in such a way that it is of practical use in a disaster and that it fulfils business, regulatory, training and audit requirements. The plan should contain sufficient detail to allow the resumption of critical business processes and services and the supporting infrastructure identified in the Business Continuity Planning Strategy.</p>
BCP Recovery Locations	<p>Business Continuity Strategy Implementation</p> <p>This is the physical provision of the infrastructure and resources required to support the recovery of critical business functions.</p>
BCP Training and Auditing	<p>Business Continuity Plan Training and Auditing</p> <p>This is the verification process, to ensure that employees are familiar with the Business Continuity measures implemented and that the Plan functions properly.</p>

5. Ownership

The Executive Manager Organisation Performance and Governance, through guidance from Council's Executive, is responsible for defining and maintaining the framework for Business Continuity Management (including policy, strategy, overall implementation, plan documentation structure and auditing and reviews).

It is the responsibility of the Directors to ensure that their functional sections prepare Functional Recovery Plans, to enable them to recover from a disruption and restore services within acceptable timeframes.

It is the responsibility of the Functional Section Managers to prepare Functional Recovery Plans and to ensure that they have enough information in those Plans to enable them to restore the infrastructure and services required to support business recovery activities within acceptable timeframes.

6. Attachments

Appendix 1	BCP Escalation Process
Appendix 2	Glossary of Terms

APPENDIX 1

BCP Escalation Process

Incidents are defined to be one of four levels of significance. The level of an incident is initially set by the relevant Function Section Manager or by the Emergency Control Team if the incident extends over more than one section of Council. However, the Crisis Management Team (CMT) has full discretion over the assigned level and should be wary of optimistic projections for problem resolutions. Typically full invocation of the CMT only occurs given a level 3 or 4 incident.

The four levels of escalation for an incident are defined in the following table.

Level	Description	One or more of the following apply:
1	<p>Minor incident (Normal Operating Procedures Apply)</p>	<ul style="list-style-type: none"> • The incident is unlikely to affect critical business operations. • The incident can be dealt with and closed at an operational level by the Functional Section Manager <p>CMT involvement not required</p>
2	<p>Minor disruption to critical business process (Normal Operating Procedures Apply)</p>	<ul style="list-style-type: none"> • Critical business process interrupted but services expected to be restored within the critical business disruption period. • The incident can be dealt with and closed at an operational level by the Functional Section Manager <p>CMT notified</p>
3	<p>Significant disruption</p>	<ul style="list-style-type: none"> • Disruption to a part of a work environment, building or depot, or key facility or service, key supporting technology component or data that is not expected be restored within the critical business disruption period <p>CMT involvement mandatory</p>
4	<p>Major disruption</p>	<ul style="list-style-type: none"> • Disruption to an entire building or depot, or key facility or service, key supporting technology component or data that is not expected be restored within the critical business disruption period <p>CMT involvement mandatory</p>

APPENDIX 2

Glossary of Terms

Business Continuity

All organisations, including Clarence Valley Council face a variety of risks whether they are from external forces or internally. Internal risks arise both at the strategic (organisation-wide) level and at the operational (business process) level. The objective of business continuity management is to ensure the uninterrupted availability of all key business resources to support essential (or critical) business activities.

Emergency Control Team (ECT) / Emergency Control Plan (ECP)

The principal function of the Emergency Control Team is to ensure the safety of the staff and stakeholders by enacting the relevant Emergency Control Plan. To this end, the co-operation of all persons in observing the Emergency Control Plan and procedures, and in the event of an emergency, the instructions given by Building Wardens, is required.

It is impossible to plan in detail for every eventuality. Emergency Control Plans therefore attempt to establish a framework for the effective handling of emergencies and/or disasters at the time they occur and to ensure the evacuation and security of premises.

Crisis Management Team (CMT)

The highest level of management for Business Continuity. The CMT is responsible for invoking the BCP and for overseeing any recovery efforts, as well as acting as the committee who oversee the ongoing maintenance and development of the BCP.

Functional Recovery Team (FRT)

Responsible for the assessment of incidents as they occur and for the recovery and restoration of normal business operations. It comprises key individuals who take on business continuity responsibility within their area. FRT members are identified in the individual Incident Response Plans and follow the basic steps outlined in those Plans to manage the initial response to an incident and escalate the incident to the CMT if appropriate. They would then work under the direction of the CMT.

A recovery team leader, who is a member of the FRT, manages the team and alternates are to be nominated to protect against the non availability of these key members.

Critical Business Disruption Period

The maximum timeframe a function/system/facility can be inoperable until it starts to affect the business operations of Council or the relevant service.