WUJAL WUJAL ABORIGINAL SHIRE COUNCIL

Business Continuity and Recovery Management Policy

Document Control

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1. Origin / Authority

Wujal Wujal Aboriginal Shire Council

2. Purpose and Scope

Purpose

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, 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 and Recovery Management Policy (the Policy) is to provide an overview of the approach to business continuity and recovery 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 and Recovery Management Program** to ensure Council can continue to deliver a level of service to stakeholders in the event of a disruption.

Scope

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

3. Policy Statements

Wujal Wujal Aboriginal Shire Council (Council) recognises the importance of organisational resilience to ensure the uninterrupted availability of all key business resources and critical business functions. Effective business continuity management helps to prevent and mitigate the severity of potential business interruptions on the organisation and its stakeholders and fully restore operations in the most efficient manner following an interruption.

Council is committed to planning and preparing for organisational resilience during significant business interruptions and at all times ensuring the safety and wellbeing of its staff, the community and the environment.

3.1 Definitions

Term	Definition
Business Continuity Management	A holistic management program that identifies potential events that threaten an organisation and provides a framework for building resilience with the capability for an effective response that safeguards the interests of its key stakeholders, the environment, reputation, brand and value creating activities.
Business Continuity and Recovery Management Plan	The documented considerations and strategies that guide organisations in preventing, preparing for, responding to and recovering from the impacts of severe disruptions to critical business functions, including the prioritisation of efforts and resources to support the resumption of time-sensitive operations and services.

Term	Definition
Business Impact Assessment/Analysis (BIA)	The process by which the business determines the financial and non-financial impacts, effects and losses that might result if the business were to suffer a significant disruption to critical functions and services.
Business Operational Assessment and Analysis	The process by which the business identifies its core functions and determines which of those functions are critical, with subsequent analysis of those critical functions to determine the maximum time those functions may be impacted or unavailable before the business is affected.
CEO	Chief Executive Officer.
Core Business Functions	Those activities essential to deliver outputs and achievement of business objectives.
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 Functions	Those vital functions, without which the Council cannot effectively operate and as a result could suffer serious reputation, financial, legal or other damages or penalties.
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.
Executive Leadership Team	Includes the following roles: Chief Executive Officer, Community Services Manager, Finance Manager and Works and Building Services Manager.
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.
Disaster Management	Arrangements for managing the potential adverse effects of an event, including, for example, arrangements for mitigating, preventing, preparing for, responding to and recovering from a disaster as defined in Section 14 of the *Disaster Management Act 2003*
Emergency Response	An organisation's operational approach to minimise the effects of and coordinate efforts and resources in relation to localised incidents, emergencies and disaster events.
Manager	The person responsible for overseeing and coordinating specific functions, departments, teams or projects whose role position includes the title 'manager'.
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.

Term	Definition
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.
Risk Management	The process of defining and analysing risks, and then deciding on the appropriate course of action in order to minimise these risks, whilst still achieving business goals.
Significant business interruption	An extraordinary event causing a disruption to or loss of key critical business functions.
Staff	Includes employees, contractors, volunteers and all others who perform work on behalf of Council.
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.

3.2 Statement of Intent

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 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.

3.3 Procedure

3.3.1 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 equipment

An assessment of the risks arising from each of these scenarios will be 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 the Business Continuity Plan 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.

3.3.2 Business Continuity and Recovery Planning

Council has developed the following framework of Business Continuity and Recovery Management Plan 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. The BCP documents:

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 department's Business Continuity Plan includes the securing of appropriate financial resources within Council's budgeting processes. It is intended that the Business Continuity and Recovery Management Plan will operate during a business disruption, depending upon the nature of the disruption and the impact it has upon Council.

3.3.3 Table of Business Continuity and Recovery Management Plans

Plan	Description	Responsibility	
		Planning	Execution
Emergency Response Procedures	Site-specific procedures for the preservation of life, site evacuation and emergency services notification.	CEO/LDC, Executive Leadership Team, HR Manager, Governance Officer.	CEO/LDC, Executive Leadership Team, All Staff
Crisis Management Plan	Identifies how the Executive Leadership Team manages an organisation-based business disruption. It outlines the Executive roles and responsibilities and the recovery from an organisational perspective.	CEO/LDC, Executive Leadership Team, Governance Officer	CEO/LDC, Executive Leadership Team
Business Recovery Plan	Recovery procedures for Council's critical business functions / services from a business disruption.	CEO/LDC, Executive Leadership Team, Business Unit Manager, Governance Officer	CEO, Executive Leadership Team
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.	Fourier, CEO, Executive Leadership Team, Governance Officer.	Fourier and CEO, Executive Leadership Team
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.	CEO, Executive Leadership Team, Governance Officer.	CEO, Executive Leadership Team
Local Disaster Management Plan (LDMG)	For Council-specific aspects of LDMG. Addresses Council's response to a variety of disasters within or impacting Wujal Wujal Aboriginal Shire Council or the region. This plan provides the mobilisation protocol for all agencies and resources within the region.	CEO/LDC, LDMG	CEO/LDC, LDMG representatives.

3.3.4 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 Governance Officer is responsible for facilitating and monitoring the timely review of BIAs and BCPs by plan owners and providing a report to Council.

BCPs will be exercised annually.

The scope and nature of annual exercises will be determined by the Chief Executive Officer. The results of each exercise will be presented to Council. If the exercise identifies any shortcomings the BCPs will be updated accordingly.

3.3.4 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 Chief Executive Officer is responsible for arranging appropriate BCM training in conjunction with the HR Manager.

3.4 Policy Implementation

3.4.1 Responsibilities

Item	Responsible
Business Continuity Management Program	Chief Executive Officer
Operational responsibility	Chief Executive Officer/Local Disaster Coordinator
Facilitation of the BCM Program	Governance Officer
Ensuring the CEO/LDC, Executive Leadership Team and all Managers are properly informed of their responsibilities under this policy	Governance Officer
Risk Assessment, Testing and Reporting	Governance Officer, who reports to the Chief Executive Officer.
Risk Management	Chief Executive Officer and Executive Leadership Team
Identification of risk, critical functions, recovery objectives and strategies for each business unit	Relevant Manager for each unit
Maintain an awareness of their roles and responsibilities in the event of a disruption and participate as required or directed.	All staff
Review of business continuity management and plan to assure the BCP is in accordance with the Business Continuity Policy and that the plans address the risks they are designed to and that testing procedures are adequate and have been conducted satisfactorily	Audit team (Pacifica), Chief Executive Officer and Executive Leadership Team, Governance Officer

3.4.2 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.   Application

This policy applies to all employees, volunteers and contractors (workers) of Council.

5.   Associated Policies

- Risk Management Policy.
- Risk Management Strategy.
- Disaster Management Policy.
- Local Disaster Management Plan and associated sub plans.
- Code of Conduct for Employees.
- Procurement Policy.
- Workplace Health and Safety Policy.

6.   Relevant Legislation

- AS/NZS 5050:2010 Business Continuity – Managing disruption-related risk
- Disaster Management Act 2003
- HB 292-2006 A Practitioners Guide to Business Continuity Management
- ISO 22301 Business Continuity Management BSI Australia
- ISO 31000 Risk Management Standards
- Queensland Local Government Act 2009
- Queensland Local Government Regulation 2012

7.   Review

This policy will be reviewed when any of the following occur:
1. The related legislation or governing documents are amended or replaced; or
2. Other circumstances as determined by resolution of Council or the CEO; or
3. Two years from date of adoption.

This Policy will commence on adoption by Council, it replaces all other policies (whether written or not).

Kiley Hanslow
Chief Executive Officer
Wujal Wujal Aboriginal Shire Council