

9.8 New Policy - Business Continuity

REPORT BY THE WHS AND RISK COORDINATOR
TO 20 SEPTEMBER 2023 ORDINARY MEETING
GOV400103, RIS900011

RECOMMENDATION

That Council:

1. **receive the report by the WHS and Risk Coordinator on the New Policy - Business Continuity ; and**
 2. **adopt the new Business Continuity Policy.**
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Executive summary

The Business Continuity Policy has been developed to ensure Council is a resilient business with consistent and comprehensive risk management during a disruptive event to a critical function.

Disclosure of Interest

Nil

Detailed report

Council has not previously had a policy related to business continuity. A business continuity policy is the set of standards and guidelines an organisation enforces to ensure resilience and proper risk management during a disruptive event.

The practices within the Business Continuity Policy are consistent with the professional practices detailed in the Business Continuity Institutes Good Practice Guide 2018 (BCI GPG). These practices build on the requirements within ISO 22301:2012 Security and resilience: Business continuity management systems by ensuring a top to bottom and integrated approach to business continuity.

The Business Continuity Policy has been developed to:

- Confirm Council's commitment to the management of business continuity through a comprehensive and structured approach.
- Communicate the importance of, and expectations surrounding business continuity as it applies to Council.
- Assign roles and responsibilities relating to the management and lifecycle of business continuity.
- Ensure the documents that sit within the Framework can support Council's capability to effectively respond to a disruptive event.
- Outline the processes Council shall adopt to ensure a consistent approach to the management of continuity of Council's critical business activities outputs during a disruptive event.
- Ensures that systems, processes and documentation are established for staff to use when developing and implementing business continuity plans within their department or team.

Community Plan implications

Theme	Good Government
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Goal	An effective and efficient organisation
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Strategy	Prudently manage risks association with all Council activities
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Strategic implications

Council Strategies

Delivery Program Action: Monitor and review Council's policies and strategies.

Projects/Service: Identify and resolve existing policy gaps.

Council Policies

Not Applicable

Legislation

Not Applicable

Financial implications

Not Applicable

Associated Risks

If Council does not maintain and promote a current Business Continuity Policy, there may be an increase in risk of incurring consequences above Council's agreed risk tolerance.

VERONIKA BARRY
WHS AND RISK COORDINATOR

LEONIE VAN OOSTERUM
DIRECTOR CORPORATE SERVICES

21 August 2023

Attachments: 1. Business Continuity Policy.

APPROVED FOR SUBMISSION:

JULIAN GEDDES
ACTING GENERAL MANAGER



Business Continuity



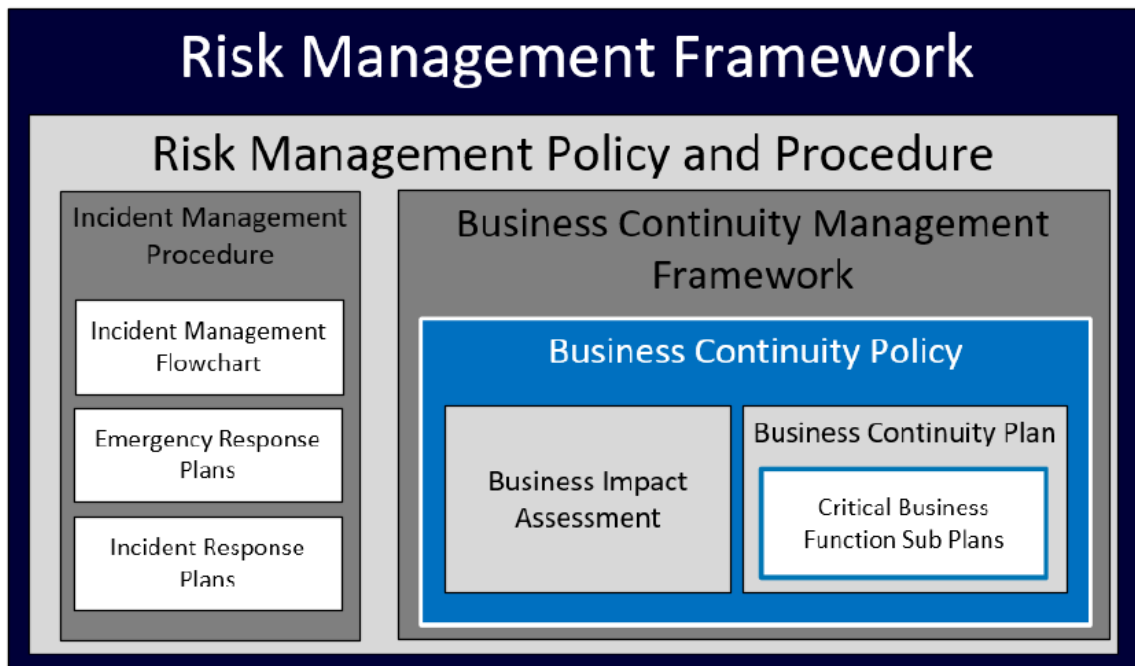
ADOPTED		VERSION NO	1.0
COUNCIL MEETING MIN	[xx/xx]	REVIEW DATE	[DATE TO REVIEW]
DATE:	[INSERT DATE]	FILE NUMBER	RIS900011 / RM200

Policy and Program Management

Purpose

This policy documents Mid-Western Regional Councils (Council) commitment to the management of business continuity to minimise disruption to its core and critical business activity outputs (CBAO). Business continuity will be managed through a structured and consistent approach, for risk and criticality informed decision making that is aligned with Council’s strategic and operational objectives.

The Business Continuity Management Framework (Framework) sit within the Risk Management Framework:



Context

Business continuity planning is an integral part of good governance and an important element in Council’s Risk Management Framework.

Council is committed to developing business resilience and securing long term performance and sustainability of its operations. By adopting a structured approach, Council will identify and analyse its core and critical business activities in order to:

- Create response plans to manage disruption to these outputs.
- Minimise consequences as a result of a disruptive event.

- Mitigate potential consequences of a disruption to a CBAO.

Continual improvement strategies will be implemented within the Framework to ensure procedures and plans are current and effective in the event they need to be enacted.

Councils approach to business continuity is consistent with the professional practices detailed in the *Business Continuity Institutes Good Practice Guide 2018 (BCI GPG)*. These practices build on the requirements within *ISO 22301:2012 Security and resilience: Business continuity management systems* by ensuring a top to bottom and integrated approach to business continuity. It further describes the key stages in developing, implementing and managing a successful business continuity program.



BCI GPG PROFESSIONAL PRACTICE	COUNCIL COMMITMENT
Policy and Program Management	Council will ensure top level management commitment to developing Business Continuity Management Framework that defines how business continuity processes will be developed, implemented and reviewed.
Embedding	Business continuity shall be integrated into business as usual activities and organisational culture, using a collaborative approach between related management disciplines to improve organisational resilience overall.
Analysis	Council shall review and assess its operational and strategic objectives to understand how it functions and what constraints exist in its operating environments.
Design	Council shall identify and implement appropriate solutions to minimise disruption to critical business functions and the consequences to Council when a disruptive event occurs.
Implementation	Council shall identify and document the priorities, procedures, responsibilities and resources identified in the analysis and design phases to ensure recovery of disrupted critical business activity outputs to a predefined level of services and within the planned timeframes.
Validation	Council shall ensure that processes are in place to confirm the business continuity program meets the objectives set in the policy, and that the plans and procedures in place remain current, accurate, effective and complete.

Objective

The objective of this policy is to:

- Confirm Council’s commitment to the management of business continuity through a comprehensive and structured approach.
- Communicate the importance of, and expectations surrounding business continuity as it applies to Council.
- Assign roles and responsibilities relating to the management and lifecycle of business continuity.
- Ensure the documents that sit within the Framework can support Councils capability to effectively respond to a disruptive event.
- Outline the processes Council shall adopt to ensure a consistent approach to the management of continuity of Councils critical business activities outputs during a disruptive event.
- Ensures that systems, processes and documentation are established for staff to use when developing and implementing business continuity plans within their department or team.

Scope

The requirements within this policy and the rest of the Framework shall apply to all Council workers (including labour hire and temporary employees), work experience people, volunteers, contractors and other relevant duty holders.

This policy extends to all current and future activities, and new opportunities.

Governance

Roles and responsibilities

POSITION	RESPONSIBILITIES
Council	<ul style="list-style-type: none"> ■ Adopt Council’s Business Continuity Policy
Audit Risk and Improvement Committee (ARIC)	<ul style="list-style-type: none"> ■ Periodically review the Framework to ensure the documented processes are in alignment with the Business Continuity Policy and the Risk Management Framework. ■ Ensure testing processes are in place and implemented to ensure the effectiveness of incident response and continuity plans.
General Manager	<ul style="list-style-type: none"> ■ Approve Council’s Framework and associated procedures, plans and tools ■ Oversee Council’s Framework and ensure it is effectively documented, communicated, implemented and reviewed regularly. ■ Ensure sufficient resources are provided for the effective management of business continuity. ■ Provide communications to Councillors as required upon activation of the BCP

POSITION	RESPONSIBILITIES
Executive	<ul style="list-style-type: none"> ■ Take a lead role in developing Council’s Framework and associated procedures, plans and tools ■ Support the communication and implementation of the Framework across Council.
WHS & Risk Coordinator	<ul style="list-style-type: none"> ■ Support the Executive by providing clear and concise business continuity information and advice to ensure effective planning and decision-making. ■ Coordinate activities relating to the development, implementation and maintenance of the Framework. ■ Facilitate the Business Impact Analysis process. ■ Provide guidance to stakeholders on the development of continuity response plans.
Risk Officer	<ul style="list-style-type: none"> ■ Support the development, implementation and maintenance of the Framework. ■ Provide guidance to stakeholders on the development of continuity response plans.
IT Manager	<ul style="list-style-type: none"> ■ Coordinate activities relating to the development and maintenance of the Disaster Recovery Plan.
Managers	<ul style="list-style-type: none"> ■ Actively participate in the identification and analysis of core business activities and development, implementation and testing of continuity plans within area of management.
Workers	<ul style="list-style-type: none"> ■ Actively participate in the business continuity process. ■ Maintain awareness of role and responsibilities in the event of a disruption and participate as required or directed.

Key Performance Indicators

ACTIVITY	FREQUENCY	COMPLIANCE
Exercises		
Conduct exercise for each sub plan	Annually	100%
Conduct exercise for Business Continuity Plan	Annually	100%
Document Review		
Business Impact Analysis	Biennially	100%
CBAO Sub Plan	Annually	100%
Business Continuity Plan	Biennially	100%

Embedding

The Framework aims to foster and support a business resilience culture that identifies and responds to risk-related uncertainty, and recognises the value that these risk management practices bring to Council.

The business continuity process aims to:

- Promote honest, open and transparent risk-related conversations.
- Support organisational awareness in the identification, reporting and management of disruption related risk.
- Encourage organisation-wide understanding and importance of managing disruption related risks.

Related policies and plans

Business Continuity Management Framework

- Business Continuity Plan (and continuity sub-plans)
- Incident Management Flowchart
- Disaster Recovery Plan (IT)

Risk Management Framework

- Risk Management Policy
- Risk Management Procedure
- Incident Management Procedure

Related standards

- Business Continuity Institutes Good Practice Guide 2018
- ISO 22301:2012 Security and Resilience: Business Continuity Management Systems
- HB 292-2006 A Practitioners Guide to Business Continuity Management