**TEMPLATE BUSINESS CONTINUITY PLANBUSINESS CONTINUITY PLAN**

Introduction

In the event of a major incident, Business Continuity Planning (BCP) ensures that those services which are most important to our stakeholders (residents, businesses, visitors, employees and contractors) can be maintained to an acceptable level. Business Continuity Planning comprises the following elements:

* Understanding the environment in which the organisation operates
* Understanding what services the organisation must deliver
* Understanding what barriers or interruptions may be faced in trying to deliver these services
* Understanding how the organisation can continue to deliver these services in the event of a major incident
* Understanding the criteria for triggering the activation of business continuity plans
* Ensuring staff understand their role and responsibilities when a major disruption occurs

A business impact analysis (BIA) has been completed for ‘critical services’ to assess risks to the community and the organisation.

This Business Continuity Plan is supported by Business Continuity Action Plans (BCAP) for each essential service and support service detailing:

* Services to be delivered, business impact analysis, and the Maximum Allowable Outage (refer BCAPs Tables X)
* Roles and responsibilities of managers and staff (refer BCAPs Table X)
* Key contacts and alternates (refer BCAPs Table X)
* Minimum requirements to ensure business continuity (refer BACPs Table X)
* Strategies and actions to ensure service continuity (refer BCAPs Table X)

Key information from each business unit BCAP has been consolidated in Appendix 1 – Tables X and X

Objectives

The objectives of the BCP process are to provide a cost effective means of:

* Preventing or minimising the impact of events capable of disrupting business operations
* Ensuring that business units can respond to unavoidable disruptions
* Ensuring a smooth and rapid restoration of normal business operations after a disaster

Legislation, Standards and Related Plans

The following acts and their respective regulations are relevant to this plan:

* State Emergency and Rescue Management Act 1989 (as amended)
* Local Government Act 1993
* Essential Services Act 1988 (as amended)

The following standards are relevant to this plan:

* ISO 31000:2009 Risk Management Standard
* ISO 22301:2012 Societal security—Business continuity management systems—Requirements
* ISO 22313:2012 Societal security—Business continuity management systems—Guidance.28
* AS/NZS 5050:2010 – Managing Disruption Related Risk.

The following external plans are relevant to this plan:

* State/Region/Local Emergency Management Plans
* Sub Plans and Supporting Plans

The following Council plans relevant to this plan:

* Crisis and Emergency Management Plan
* Sub Plans and Supporting Plans
* Business Continuity Action Plans

Scope

This plan details the X Organisation’s response in the event of disruption to essential services and support services caused by:

* Loss of access to building
* Major staff absenteeism
* Disruption to critical internal support service
* Disruption of critical external supply chains

The development of Business Continuity Action Plans (BCAPs) will be limited to essential services/support services where the maximum acceptable outage is less than one month.

The requirements of non-essential services are documented in Appendix X – Tables X and X, including staffing, accommodation, support, and IT requirements. Recommencement of services by these business units will be based on the Corporate Strategies and Actions identified in Table 3 of this plan, at the discretion of the GM, and following the recommencement of Essential Services/Support Services.

**Note: Following a disruptive incident the Executive Management Team, in consultation with key senior staff, will need to re-assess essential services and support services to determine response priorities.**

Risk Assessment

Maximum acceptable outage has been agreed at an Executive level based on the assessment of risk to X Organisation/Council operations and the community. The following criteria, drawn from the X Organisation’s Crisis and Emergency Management Plan, were used as a basis for this assessment:

|  |  |
| --- | --- |
| * Ensuring safety and wellbeing of our staff and the community
* Complying with legislation and contractual obligations
* Protecting our assets
 | * Maintaining public confidence
* Controlling the financial impact
* Essential internal support service
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The following table documents the maximum allowable outage and provides a summary of the risk assessment completed for each service. Greater detailed of the risk assessment is provided in the Business Continuity Action Plans.

**Table 1:**

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| **Essential Services and Support Services** |
| **Services/Support Services** | **Maximum Acceptable Outage** | **Reason** | **Last review / exercise** | **Last approved** |
|  | **< 1 Day** | **< 1 Week** | **< 1 Month** |  |  |  |
| Cleansing & Waste  | X |  |  | Safety and wellbeing |  |  |
| Direct Services  | X |  |  | Safety and wellbeing |  |  |
| Customer Service  | X |  |  | Maintaining public confidence |  |  |
| Technology & Digital Services  | X |  |  | Essential support service |  |  |
| Data & Information Mgt  | X |  |  | Essential support service |  |  |
| Workforce Services  | X |  |  | Essential support Service |  |  |
| Security & Emergency Mgt  | X |  |  | Protection of assets |  |  |
| Communications & Media  | X |  |  | Maintaining public confidence |  |  |
| Property Services  | X |  |  | Essential support service |  |  |
| Office of Mayor  | X |  |  | Maintaining public confidence |  |  |
| Office GM & Executive  | X |  |  | Maintaining public confidence |  |  |
| Fleet Services  | X |  |  | Essential support service |  |  |
| Rangers  |  | X |  | Safety and wellbeing |  |  |
| Legal & Governance  |  | X |  | Essential support service |  |  |
| Chief Finance Office  |  | X |  | Controlling financial impact |  |  |
| Infrastructure and Traffic  |  | X |  | Safety and wellbeing |  |  |
| Greening and Leisure  |  | X |  | Safety and wellbeing |  |  |
| Health & Building Services  |  | X |  | Safety and wellbeing  |  |  |
| Homelessness Services  |  |  | X | Safety and wellbeing |  |  |
| Parking Services  |  |  | X | Controlling financial impact |  |  |
| Child and Family Services  |  |  | X | Safety and wellbeing |  |  |

Process for Activation

An incident that impacts on the delivery of an essential service beyond the maximum allowable outage, as identified in table one, may trigger the activation of both the Crisis Management Plan and Business Continuity Plan.

The GM and/or Crisis Director have been delegated responsibility for approving the activation of the Business Continuity Plan and individual business unit Action Plans.

**a. Assess** – Business Unit Manager assesses the incident and the impact it will have on operations

**b. Advise** – Business Unit Manager advises the Director and outlines the response and recovery strategies

**c. Approve** –Director/CEO approval obtained for the activation of the Business Continuity Plan

**d. Activate** – Business Continuity Plan is activated and the Director is kept informed on critical issues

The Business Unit Manager is to regularly assess impact/progress and review strategies, keeping the director informed of progress at all times.

A BCP Recovery Team has been established to support the implementation of the business continuity plan. Membership and the responsibilities of this team are summarised in table 2.

Audit and Testing

The Crisis Management Team will conduct a test of systems, information and teamwork by means of an exercise not less than once every 12 months. Business Unit Managers with responsibilities under the plan will test their Business Continuity Actions Plans by means of an exercise not less than once every two years. The program for review and testing is documented in [appendix X plans] will be reviewed every two or following a disruptive incident.

**Table 2:**

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| **Roles and Responsibilities**Refer to individual Business Continuity Action Plans for roles and responsibilities within each business unit |
| **Crisis Management Team (Executive)*** Identify the critical services to be delivered by the x Organisation in accordance with the assessment criteria
* Read and understand the BCP and participate in regular testing
* Following a disruptive incident, meet to assess the impact of the incident on Council operations
* Re-assess priorities based on the nature of the disruptive incident
* Activate the BCP and Crisis Management Plan, and sub plans where applicable
* Provide leadership and direction for the X Organisation for all issues surrounding the incident, allowing other parts of the business to focus on maintaining normal operations where possible
* Control the business continuity response specific to his or her business unit
* Confirm message strategy and maintain communication flow
* Maintain liaison with stakeholders regarding continuity and recovery process
 | **Unit Managers (Essential Services and Support Services)*** Develop and maintain business unit specific continuity action plans (BCAP)
* Participate in annual testing and review, including business unit & executive tabletop exercises
* Following a disruptive incident, advise the relevant director of the situation, including:
* Severity
* Likely or actual impact
* Response and recovery strategies
* Activate business continuity action plans in the event of a disruptive incident
* Establish priorities for response and recovery
* Keep the Director informed of any problems with critical services and business continuity
 | **Business Continuity Recovery Team**A business continuity recovery team has been established to support the implementation of the business continuity plan. The team is comprised of representatives from key business support units, including:* Chief Operating Officer [name]
* Security Systems Manager [name]
* Work Health & Safety Manager [name]
* Manager, Client Services, Information Services [name]
* Manager, Customer Service [name]
* Facility and Operations Manager [name]
* Senior Media Advisor [name]
* Procurement Manager [name]
* Manager, Risk and Governance [name]
* EA to the CFO [name]

Members of the recovery team will:* Coordinate the provision of services in accordance with BCP requirements [name]
* Implement actions as directed by Crisis Management Team [name]
* Provide advice and assistance to Unit Managers [name]
 | **Security and Emergency Management Unit*** Ensure effective maintenance, management, training, and testing of the BCP and BCAPs
* Ensure the BCP and BCAPs are robust, up to date, and accessible
* Ensure all those with responsibilities under the plan know and understand these responsibilities
* Provide support and advice to the Crisis Management Team and Business Unit Managers
* Evaluate and report on the performance of the plans
* Complete post event reviews, make recommendations, and ensure plans are updated
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**Table 3:**

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| **Corporate Strategies and Actions**(Business Unit Managers are to ensure business unit level continuity strategies are consistent with these corporate strategies) |
| **Major Staff Absenteeism****Responsibility:** Business Unit Manager**Supported by:** Workforce ServicesTo ensure sufficient staff are available to maintain critical services, the following strategies have been considered, and documented in the Business Unit Business Continuity Action Plans:* Internal transfers from non-essential to essential
* Within/external to business unit
* Flexible working arrangements
* Overtime
* Shift transfers
* Shift changes
* Higher grade duties
* Leave arrangements
* External personnel providers
* Existing providers to business unit
* Suppliers approved by Procurement Unit
* Management and supervisor alternates
* Within business unit
* Outside business unit
* Two alternates required
* Services to be delayed, reduce, discontinued, enhanced, outsourced
* Minimum staffing levels required to maintain services
* Qualifications, skills and experience required to maintain services
* Working from home arrangements
* Alternative transport and parking arrangements
* Private car + parking at depot & council owned parking stations
* Council vehicles (car pool & bus fleet) for transport of key staff
* Staff contact details, report generated from X system every quarter and available ‘off line’, held by Workforce Services

**Supporting Documents:*****Minimum Requirements for Business Continuity*** Summarises staffing level requirements for all business units – both essential/non-essential  | **Building Access Denied****Responsibility:** Properties Division **Supported by:** Business Unit ManagersTo ensure appropriate accommodation for all key staff involved in the delivery of critical services and support services, the following accommodation options have been considered, and documented in the Business Unit Business Continuity Action Plans, for Corporate, Operational, Community, and Specialist accommodation:* X Organisation owned
* State government owned
* Commercial leasing
* Neighbouring council
* Contractor premises

Alternate accommodation arrangements are:* **Corporate** – X building has been identified as the alternate site for key personnel.
* **Operational** – X and X Depots have been identified as the alternate sites for the staging of outdoor operations.
* **Community** – Community properties and available facilities are detailed in the Evacuation Centres Sub Plan
* **Specialist** – Alternate sites are identified in the relevant BCAPs, these include control rooms, workshops, meal facilities, and call centres.

Business units have confirmed their equipment requirements, including:* IT and telephone connections
* Office equipment – printers, PC, workstation
* Amenities – kitchen, bathrooms
* Other specific requirements

Working from home arrangements have been established for key staff, including remote IT access and mobile computing devices where appropriate.Options available for dealing with building access denied include:* Relocation to alternate site
* Working from home
* Send non-essential staff home
* Reassign accommodation to essential staff

**Supporting Documents:*****Minimum Requirements for Business Continuity*** Summarises accommodation and equipment requirements for all business units – both essential/non-essential ***Building Access Denied – Alternative Sites*** Summarises all available properties and their capacity/timeframe for use as alternate sites. ***X Building Seating Plan*** Details the layout of levels X and X of X building and the proposed seating plan ***Evacuation Centre Supporting Plan*** Details community facilities which may be available for adaptive re-use either as evacuation/welfare centres or staff accommodation  | **Critical Internal Support Service Failure****Responsibility:** Essential Support Business Unit Manager**Supported by:** Business Unit ManagersTo ensure essential service support areas have a clear understanding of their business continuity requirements, the following have been considered in developing action plans:* Information services (ISU) requirements
* Number of personal computers and timeframe
* Mobile computer devices and timeframe
* Number of telephones and timeframe
* Software requirements and timeframe
* Access to files and data
* X system profile contact details
* Alternatives if ISU services not available
	+ Back-up copies of electronic data
	+ Non network personal computers and laptops
	+ Hard copies of electronic data
	+ External sources of data
	+ Hardcopy systems for recording information
* Customer Service (CSU) requirements
* All essential information has been added to the Customer Service Database
* Alternatives for managing customer requests
* Fleet Services
* Minimum number and type of vehicle required, and when
* Legal Services requirements
* Type of services required and timeframe
* Financial Services requirements
* Procurement requirements, including emergency procurement
* Cash flow
* Cash collection
* Workforce Services
* Human Resources Operations, payroll
* Work Health and Safety

**Supporting Documents:*****Personal Computers by Location*** Details the number of PC’s by location to assist contingency/relocation arrangements ***Phones by Location*** Details the number of phones by location to assist contingency/relocation arrangements ***X building Seating Plan*** Details the layout of X building, including proposed seating plan and allocates phones and PCs to key staff ***Fleet Vehicle Asset Register***Details available fleet, including light and heavy vehicles, and current allocations, to assist with contingency/reassignment arrangements ***IT Disaster Recovery Plan*** Details the recovery arrangements for the X Organisation’s IT systems, software and data  | **Critical External Supply Chain Failure****Responsibility:** Business Unit Managers**Supported by:** Manager, ProcurementTo ensure external services providers and support services continue to support essential services, the following strategies have been considered in developing action plans:* Critical supply chains/service providers identified and documented in the Business Unit Business Continuity Action Plan.
* Business Continuity Planning
* Development of Business Continuity Plan by all contracted essential services providers
* Inclusion of this requirement in tender specifications for contracted essential services
* Annual testing of service provider business continuity plans
* Emergency Procurement of goods and services
* Under Section 55 of the Local Government Act, part (3)(k), contracts made in case of an emergency are exempt from tender.
* Procurement under this section to be coordinated through the X Organisation’s Procurement Unit
* Public Transport in the event of network failure
* Alternate public transport
* Private transport
* Commercial parking stations
* Depot parking
* Council fleet, buses and car pool
* Car sharing
* Working from home
* Service provider panels
* Establishment of panel of service providers for essential contracts
* Contact lists
* Primary and alternate suppliers
* Fuel Rationing
* Utilise available external supplies
* Suspend non-essential use of vehicles
* Reallocate fuel based on service delivery priorities

**Supporting Documents:***Not applicable* |