Business Continuity Management Policy

Version 2.0

Adopted by Council at its meeting on15 September 2022

TWEED SHIRE COUNCIL | Living and Loving the Tweed

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Introduction

1. Business continuity management is the development, implementation and maintenance of polices, frameworks and programs to help an organisation to manage business disruption as well as build organisational resilience. It is an essential element of good governance and forms part of the overall approach to effective risk management.

2. Tweed Shire Council has experienced multiple natural disaster events in recent years including the severe storms of March 2017, February 2021 and February/March 2022 resulting in significant flooding across the Shire and faced challenges to keep continuity of critical services to the community. Additionally, the emergence of the world-wide pandemic, known as COVID-19, in March 2020 placed unprecedented challenges on Council to navigate supply disruption, public health order requirements and cross-border restrictions.

Scope

3. As a local government, Council works within a highly regulated environment. We supply services to our community that are communicated through our adopted community strategic plan (CSP) and supporting documentation.

4. In pursuit of those goals Council is committed to a systematic, proactive and enterprise-wide approach to managing risk that is consistent across the organisation as defined within our Enterprise Risk Management Policy. The management of our disruption-related risks will be guided by AS/NZS 5050 *Managing disruption-related risk.*

5. Council's business continuity management system will be guided by AS ISO 22301:2020 *Security and resilience – Business continuity management systems – Requirements.*

6. The system does not cover requirements associated with a workplace emergency (safety) system. Separate workplace systems are in place.

Application

7. This policy applies to all services of Council and to all staff involved in the delivery of these services, including Council officers, employees, visitors and contractors.

Definitions

Business Continuity: capability of an organisation to continue the delivery of products and services within acceptable time frames at predefined capacity during a disruption.

(*Source: AS ISO 22301:2020*)

Business Impact Analysis: process of analysing the impact over time of a disruption on the organisation.

(*Source: AS ISO 22301:2020*)

Council: means Tweed Shire Council

Disruption: event or changing conditions where routine modes of operation are interrupted, degraded or impaired, or where the ability to achieve purpose or key objectives is otherwise compromised.

(*Source: AS 5050 (Int):2020*)

Management System: set of interrelated or interacting elements of an organisation to establish policies and objectives and processes to achieve those objectives.

(*Source: AS 5050 (Int):2020*)

Commitment

11. Council provides a wide range of services to the community including critical services such as water supply, sewerage and solid waste services. Should they become unavailable for an extended period, community and customer health and safety may be compromised.

12. Council is committed to meeting its objectives by ensuring an appropriate and effective business continuity management system is implemented and supported to minimise the impacts of disruption-related risks on our community.

Objective

13. To implement and support an effective business continuity management system (BCMS) aimed at preparing for, providing and maintaining controls and capabilities for managing our overall ability to continue to work during disruptions.

Business Continuity Management Framework

14. Tweed Shire Council will adopt an organisation-wide business continuity management framework underpinned by the Business Continuity Management Plan (Protocol) and sub and supporting plans.

15. This framework will include the following:

- Identification of critical business services to be supported in case of a business interruption event. This will be supported by a Business Impact Analysis stating acceptable service levels e.g. maximum acceptable outage times
- Assignment of roles and responsibilities
- Responsibilities for training of staff and regular testing of the plans to build awareness of business continuity-related risks and response
- Responsibilities and timing for monitoring and reviewing of the plans
- Responsibilities for information management
- Testing and continuous improvement measures

- Ensuring the framework is adequately resourced

Key Responsibilities and Accountabilities

16. The General Manager is responsible for the implementation of appropriate and effective interval control systems and resources to ensure continuity of the delivery of identified critical services and adequately resourced.

17. Each Director is responsible for developing and testing relevant plans to support identified critical services under their control following the organisation's adopted business continuity plans. These plans should support the levels of service determined, on a whole of Council basis.

18. Managers/Unit Co-ordinators are also expected to:

    - ensure all agreed controls aimed at supporting continuity of critical services are in place

    - alert the Enterprise Risk officer of any undocumented or emerging continuity of service risk

    - ensure suppliers and contractors are aware of Council's policies and expectations in relation to business continuity management

    - ensure all staff complete relevant training and are aware of adopted business continuity management processes

    - Maintain a program of exercising and testing to validate over time the effectiveness of business continuity strategies and solutions

19. The following officers and groups have key roles:

    - Enterprise Risk Management Committee is responsible for ensuring that the business continuity management framework aligns with the organisation's enterprise risk management framework and is current and relevant, and identification of proper training and resourcing.

    - Manager Corporate Governance is the owner of this policy and is responsible for coordinating Council's overall business continuity management system.

    - The Audit, Risk and Improvement Committee is to review and provide independent advice to the Council on the implementation of its risk management framework and specifically, the effectiveness of business continuity arrangements, including business continuity plans, disaster recovery plans and the periodic testing of these plans.

    - Response teams have competency in assessing disruption and potential impact, activate the appropriate response, plan actions based on priorities, monitor effects and response activities, activate solutions and communicate with relevant stakeholders.

Linkages

Enterprise Risk Management Policy
Enterprise Risk Management Protocol
Crisis Management Procedure
Business Continuity Plan (Protocol) *under development*

Review Period

This policy will be reviewed within 12 months of the election of each new Council or more often in case of any material changes in circumstances.

Version Control

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<tr><td colspan="3" align="center">Version History</td></tr>
<tr><td align="center">Version #</td><td align="center">Summary of changes made</td><td align="center">Date changes made</td></tr>
<tr><td align="center">1.0</td><td>Incorporated into new policy template</td><td align="center">20/06/2013</td></tr>
<tr><td align="center">2.0</td><td>Updated structure, language and administrative arrangements, consistent with guidance provided under AS/NZS 5050(Int):2020 Managing disruption-related risk and AS ISO 22301:2020 Security and resilience – Business continuity management systems - Requirements.</td><td align="center">15/9/2022</td></tr>
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