

## 2.12 – BUSINESS CONTINUITY PLANNING POLICY

### 1. INTRODUCTION

The purpose of this policy is to ensure that Council is able to continue to deliver its key services to residents following a significant business disruption event, such as the failure/loss of a major Council facility or the impacts of an accident. Business Continuity Planning is an integral element of the current best practice approach to emergency management referred to as 'Plan, Prepare, Respond and Recover' or the 'PPRR model'. Business Continuity Planning is implemented in the respond and recover phases of the model and compliments the Norfolk Island Disaster and Emergency Management Plan (NORDISPLAN 2018).

### 2. POLICY OBJECTIVE

The Business Continuity Policy will help Council to ensure:

- The continuity of key services to the Norfolk Island Community
- The well-being and safety of employees in their working environment
- The protection of Council's assets and records

### 3. POLICY SCOPE

This policy applies to all functions of Council and to all staff involved in the delivery of these functions, including Council officers, employee, visitors and contractors. It is noted that the Norfolk Island Disaster and Emergency Management Plan (NORDISPLAN 2018) is in place for use in responding to emergency situations.

### 4. DEFINITIONS

**Business Continuity** – is the continued, uninterrupted operation of a business or organisation in all contexts.

**Business Continuity Management** – is the development, implementation and maintenance of policies and strategies to assist an organisation manage a disruption event.

Disruption events are infrequent but are not able to be resolved by routine management. They can have severe consequences for the delivery of critical services and an organisation's reputation.

**Disruption event** - Disruption events include unanticipated events such as accidents, significant loss of utilities or loss of data, and anticipated events such as a strike or equipment failure, which disrupt the normal course of business operations at a Council location.

### 5. LEGAL AND POLICY FRAMEWORK

There is no current legislative requirement for the implementation of Business Continuity Planning. However Business Continuity Planning is a characteristic of well-governed and highly functional organisations and is an integral element of the 'Plan, Prepare, Respond and Recover' approach to emergency management. Council insurers have an expectation that Business Continuity Planning is in place and mainland Councils are strongly encouraged by authorities to have deployable plans in place. The Business Continuity Planning Policy and Plan will form an important element of Council's management of organisational and operational risk.

The attainment of good governance is a key element of the Norfolk Island Regional Council Community Strategic Plan 2016-2026, Strategic Direction 5 – An informed and accountable community. Two objectives under this Strategic Direction are relevant:

Objective 9: An informed community

- 9.1 Representative, responsive and accountable community governance
- 9.3 Provision of quality best practice government administration

Objective 10: Transparency in decision making

- 10.1 Consistent and sustainable governance through documented processes

## **6. IMPLEMENTATION**

### **6.1 Communication**

- Following adoption by Council, this Policy will be communicated to all staff as well as made available on Council's public website.
- The Executive Manager Governance and Human Resources is responsible for overseeing the management and assessment of risk across Council and liaison with Council's Risk and Audit Committee. Advice to Council on the Business Continuity Planning Policy will be provided through these resources.
- The Executive Manager Governance and Human Resources is responsible for the implementation of business continuity management, including the oversight of appropriate documentation and the setting of requirements for training, testing and monitoring of the business continuity plans.
- Business Area Managers are the Business Continuity Plan owners with responsibility for ensuring that all critical functions under their responsibility have been identified and that Business Continuity and Recovery Plans are established, maintained and reviewed.
- All staff of Council are expected to recognise the importance of business continuity, to be familiar with the provisions of this policy, and to support the processes that will manage appropriately any threat to business continuity.

### **6.2 Associated Documents**

- Business Continuity Management Framework (in development)
- Risk Management Policy (in development)
- Risk Management Framework (in development)
- NORDISPLAN 2018

## **7. POLICY**

### **7.1 Business Continuity Management Framework**

Council will maintain a Business Continuity Management Framework, which will detail the whole of Council's system to ensure continuity of key services following a business disruption event of sufficient magnitude to affect the ability of Council to deliver its services, either as a whole or in part.

This whole of Council Business Continuity Management Framework will be underpinned by specific Business Continuity and Business Recovery Plans developed by each business area for key services under their control.

This framework will include the following:

- Council’s Business Continuity Planning Policy
- Definition of the interrelationship between the various business continuity documents within Council
- Identification of key services to be maintained in the event of a business interruption event. This will be supported by a Business Impact Analysis and will state acceptable service levels e.g. maximum acceptable outage times
- Responsibilities for training of staff and regular testing of the plans
- Responsibilities and timing for reviews of the plans
- Reference to specific plans developed by business areas.

It will be structured according to the three-phased best-practice approach of Planning and Preparation, Response and Recovery, as illustrated in the diagram below.<sup>1</sup>

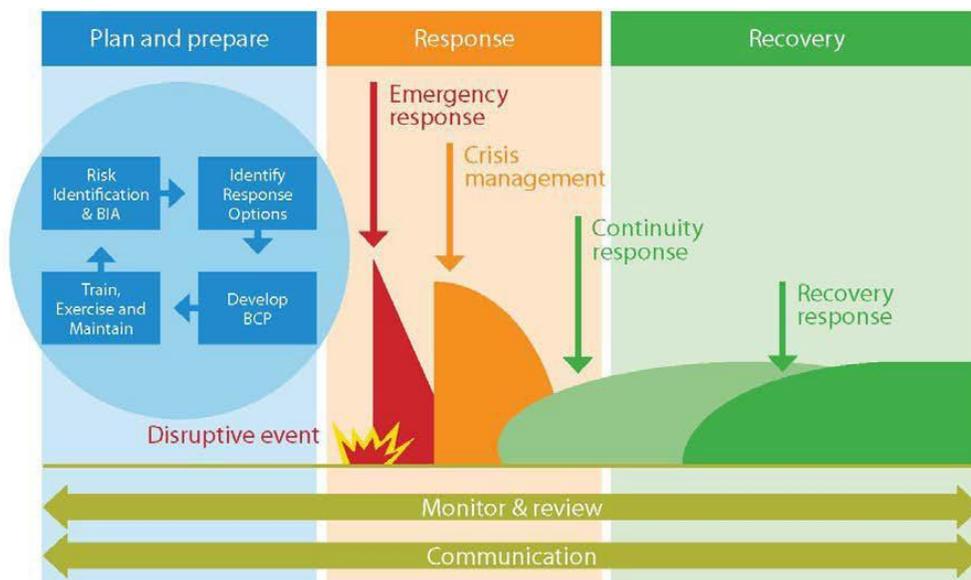


Figure 1: The relationship between the activities in managing disruption-related risk  
Source: Adapted from Marsh & McLennan Companies

## 7.2 Business Continuity Plans

Each Business Area Manager will be responsible for developing Business Continuity Plans (BCP) and Business Recovery Plans (BRP) to support identified critical services under their control. These plans should support the levels of service determined, on a whole of Council basis, in the Business Continuity Management Framework.

It is the responsibility of each Business Area Manager to ensure that staff receive adequate training and that plans are kept current and they undertake review, testing and maintenance of these plans, as required by the Business Continuity Plan Framework.

## 8. REVIEW AND VERSION CONTROL

Policy Number	2.12		Responsible Officer	Executive Manager Governance and Human Resources
Effective Date	19 September 2018		Next Review Date	12 months from election of each new Council or more frequently in the event of any legislative changes or change in circumstances.
Version Number	<b>Version</b>	<b>Resolution No.</b>	<b>Effective Date</b>	<b>Version description</b>
	V1	2018/147	19 September 2018	Developed and Adopted

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<sup>1</sup>QLD Department of Education, Training and Employment, *Business Continuity Management Framework 2014-18: Building organisational resilience*. <https://qed.qld.gov.au/det-publications/managementandframeworks/Documents/business-continuity/business-continuity-management-framework.pdf>