



BUSINESS CONTINUITY MANAGEMENT POLICY

Approval Level:	EMT
Policy Type:	Organisation
Approval Date:	25/10/2022
Review cycle:	Four yearly
Review Date:	25/10/2026
Responsible Officer:	Risk and Assurance Advisor
Owner:	Governance
Responsible Director:	Corporate Performance
Relevant Legislation/Authority:	Local Government Act 2020 AS ISO 22301:2020 Security and resilience – Business continuity management systems - Requirements
DOCSETID:	4818420

1. PURPOSE

The purpose of this policy is to outline the City of Greater Bendigo's (the City) approach to business continuity management (BCM).

2. BACKGROUND

Effective business continuity management helps to prevent and mitigate the severity of potential business disruptions on the organisation and its stakeholders and fully restore operations in the most efficient manner following a disruption.

Business Continuity aims to:

- understand potential risks of unplanned disruptions, especially those related to the provision of the City's prioritised services;
- identify the City's prioritised services/activities, required recovery timeframes and hence the restoration priority for business operations; and
- periodically review, modify, update or revise the business continuity framework to consider and account for emerging risks.



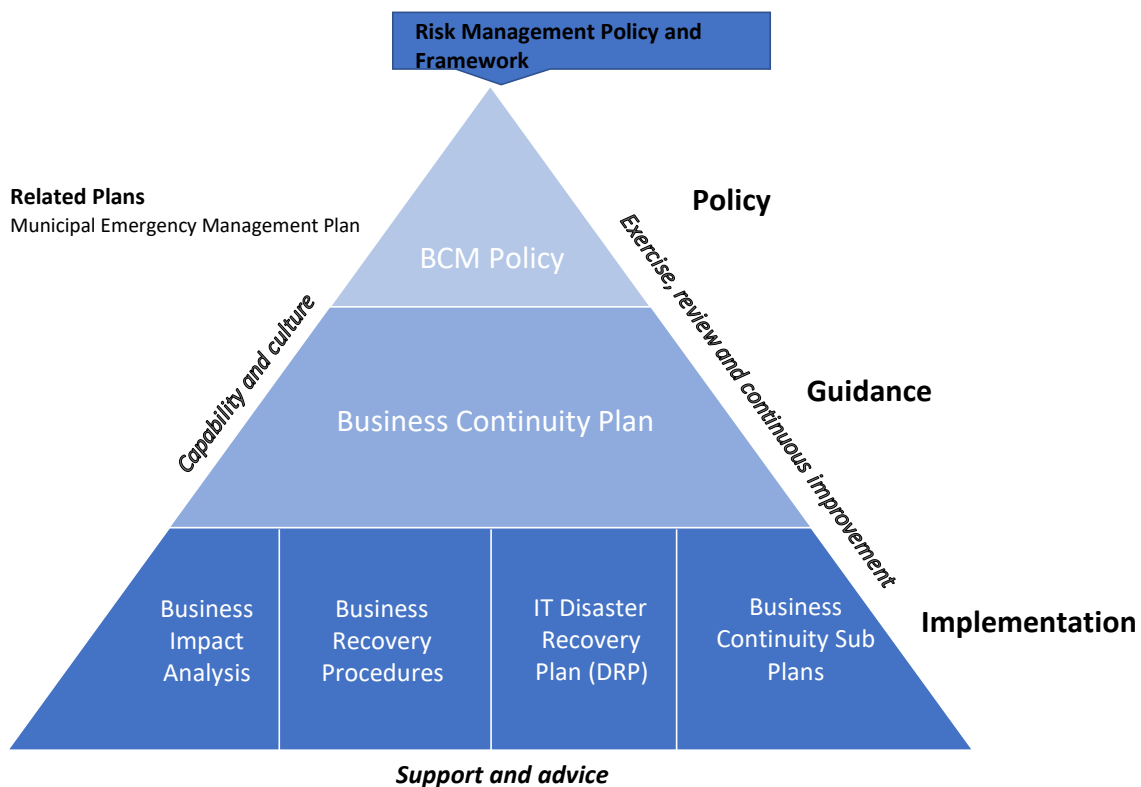
Effective Business Continuity enables the City to:

- continue to provide prioritised services to the public and other stakeholders in times of disruption;
- make best use of personnel and other resources at times when both may be scarce
- reduce the period of disruption to the organisation, the public and other stakeholders and resume normal working hours more efficiently and effectively after a period of disruption
- comply with applicable legislative and regulatory requirements;
- improve the resilience of the City's infrastructure to reduce the likelihood of disruption; and
- reduce the operational, financial and reputational impact of any disruption.

The Business Continuity Management Framework is outlined in diagram 1. Depending on the type and severity of the disruption, the BCP, the IT Disaster Recovery Plan (DRP), Cyber Incident Response Plan, the Integrated Municipal Emergency Management Plan and Pandemic Plan could all be enacted simultaneously.

The City's approach is based on AS ISO 22301:2020 – Security and resilience – Business continuity management systems – Requirements.

BCM Framework (Diagram 1)





3. SCOPE

This policy applies to Councillors, staff, volunteers, contractors and service providers engaged to conduct authorised City business.

4. DEFINITIONS

Definitions	
Business Continuity	Capability of an organisation to continue the delivery of services within acceptable timeframes at predefined capacity during a disruption.
Business Continuity Management System	The process of planning, organising, leading and controlling the activity of the organisation; in relation to preparation for the potential occurrence of disruptive events, and response and recovery should those events occur.
Business Impact Analysis (BIA)	The process of analysing the impact over time of a disruption on the organisation. It considers the functions, people, processes, activities, equipment, infrastructure, systems, resources, information, dependencies, and the extent of business disruption over time.
Business Continuity Plan (BCP)	Documented information that guides an organisation to respond to a disruption and resume, recover and restore the delivery of products and services consistent with its business continuity objectives.
Business Continuity Framework	A set of documents to assist in the preparation and response of a Business Continuity disruption.
Business Continuity Sub Plan	A plan for each of the prioritised services identified through the Business Impact Analysis, which is updated regularly and referred to during an event.
Disruption	Is an incident whether anticipated or unanticipated that causes an unplanned, negative deviation from the expected delivery of services according to the City's objectives.
Integrated Municipal Emergency Management Plan	Details the agreed arrangements for the mitigation and prevention of, preparedness for, response to, and recovery from, emergencies. The Plan covers the footprint of five municipalities.
IT Disaster Recovery Plan (DRP)	Is the documented method of regaining access and functionality to IT infrastructure after a disruption. The plan contains strategies on minimising the effects of a disruption, so the City can continue to operate, or quickly resume prioritised services. This forms part of the business continuity framework.
Organisational Resilience	The ability of an organisation to absorb and adapt in a changing environment to enable it to deliver its objectives and to survive and prosper.
Prioritised Service/ Activity	A business service/ activity to which urgency is given in order to avoid unacceptable impacts to the business during a disruption eg. legislative or regulatory requirements and/ or the needs of the community or other stakeholder to which a duty is owed.
Risk	Effect of uncertainty on objectives

5. PRINCIPLES

The purpose of a Business Continuity Management System (BCMS) is to prepare for, provide and maintain controls and capabilities for managing an organisation's overall ability to continue to operate during disruptions. To achieve this, the City needs to be:

- a) From a business perspective:
 - Supporting its strategic objectives;
 - Protecting and enhancing its reputation and credibility;
 - Contributing to organisational resilience;



- b) From a financial perspective:
 - Reducing legal and financial exposure;
 - Reducing direct and indirect costs of disruptions;
- c) From the perspective of interested parties:
 - Protecting life, property and the environment;
 - Considering the expectations of interested parties;
 - Providing confidence in the organisation's ability to succeed;
- d) From an internal process perspective:
 - Improving its capability to remain effective during disruptions;
 - Demonstrating proactive control of risks effectively and efficiently; and
 - Addressing operational vulnerabilities.

6. POLICY

- 6.1 The City will maintain a complete, organised and effective approach to the BCMS that will enable an efficient and orderly resumption of prioritised services following a disruption, through to restoration of all services.
- 6.2 The City will foster a constructive business continuity culture to support and enable employees to understand their contribution to the City's functions, activities and processes which deliver our services.
- 6.3 The City will ensure that the resources needed for the BCMS are available and will support Managers to demonstrate their leadership and commitment as it applies to their areas of responsibility.
- 6.4 The City will undertake a Business Impact Analysis and assess the risk of the loss of key activities/ services relied on to determine the services critical to our community and our service continuity objectives. The City will maintain a systematic process for analysing the business impact and assessing the risks of disruption.
- 6.5 The City is committed to the establishment and maintenance of a BCP and sub plans for prioritised services, which enables the City to respond to and recover from potential loss. This is crucial to reinstating the prioritised services within required timeframes and can assist in mitigating the severity of the disruption.
- 6.6 The City will be prepared if the disruption requires the Integrated Municipal Emergency Management Plan and/ or BCP and/ or DRP to be enacted. This will enable the City to support our community both publicly and through the ongoing delivery of our prioritised services.
- 6.7 The City will implement and maintain a program of testing to validate the effectiveness of its business continuity management system as well as maintaining and updating the associated documentation for Business Continuity.
- 6.8 The City will educate, train and raise awareness on BCM to ensure employees are competent in their allocated role.
- 6.9 The City will commit to a continual improvement process of the BCMS.

7. ROLES AND RESPONSIBILITIES

Role	Responsibility
Audit and Risk Management Committee	To obtain sufficient assurance that management have an appropriate and effective Business Continuity Management System in place.
Executive Management Team (EMT)	Approve the Business Continuity Management Policy and Business Continuity Plan and to support its implementation,



Working together

to create the world's most liveable community

	as well as continued identification of risks across the City to respond to and increase our organisational resilience.
Risk and Assurance Team	To centrally coordinate the City's Business Continuity Management System, to drive its continuous improvement as well as maintaining its currency, organisational awareness and testing program.
Business Continuity Manager	Assesses severity of situation to determine activation of BCP, assembles BC Team and facilitates key decision making during the disruption.
Business Continuity Team	Under direction of the Business Continuity Manager, the BC Team will assist where required with executive decisions and strategic direction on the City's priorities when responding to disruptive events affecting the City and managing Business Continuity responses through until business as usual is able to be resumed.
Business Continuity Sub Plan Owners	Develop, review and test business continuity sub plans for their prioritised services which have been identified by the organisation as a key tool to effectively respond to and recover from disruptive events within predetermined timeframes. Invoke their business continuity sub plan as required, managing its activation in the event of a localised disruption impacting only their service; or act as directed by the Business Continuity Team should the event impact multiple services.
Managers and Coordinators	Contribute to the periodic business impact analysis process and actively notify of material changes as they occur, to ensure the prioritised services are identified correctly and that their contribution is known and documented.
Employees	Participate in Business Continuity as directed and within the scope of their responsibilities.

8. RELATED DOCUMENTS

Employees are encouraged to access the related internal documents which are available on the intranet and/or external resources which are available as per the below.

These include:

- [Business Continuity Plan](#) (ECM 4369563)
- [Risk Management Policy](#) (ECM 4249023)
- [Risk Management Framework](#) (ECM 947782)
- [Disaster Recovery Plan](#) (ECM 4802806)
- [Cyber Incident Response Plan \(ECM 4802805\)](#)
- [Integrated Municipal Emergency Management Plan](#)
- AS ISO 22301 – Security and resilience – Business continuity management systems – requirements

Further information or advice on this policy should be directed to the Risk and Assurance team in Governance.

9. HUMAN RIGHTS COMPATIBILITY

The implications of this policy have been assessed in accordance with the requirements of the Victorian Charter of Human Rights and Responsibilities.



10. ADMINISTRATIVE UPDATES

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter this, such a change may be made administratively. Examples include a change to the name of a Business Unit, a change to the name of a Federal or State Government department, and a minor update to legislation which does not have a material impact. However, any change or update which materially alters this document must be made through consultation with the staff Consultative Committee and with the approval of EMT or where required, resolution of Council.

11. DOCUMENT HISTORY

Date Approved	Responsible Officer	Unit	Change Type	Version	Next Review Date
<i>Oct, 2022</i>	<i>AC</i>	<i>Governance</i>	<i>Development of Policy</i>	<i>1</i>	<i>Oct, 2026</i>