Strathbogie Shire Council

Business Continuity Management Policy

April 2025

Strathbogie
SHIRE COUNCIL

Contents

Business Continuity Management Policy

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PART 1   POLICY

1.   PURPOSE

The purpose of this policy is to address the organisation's approach to business continuity management.

2.   POLICY STATEMENT

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.
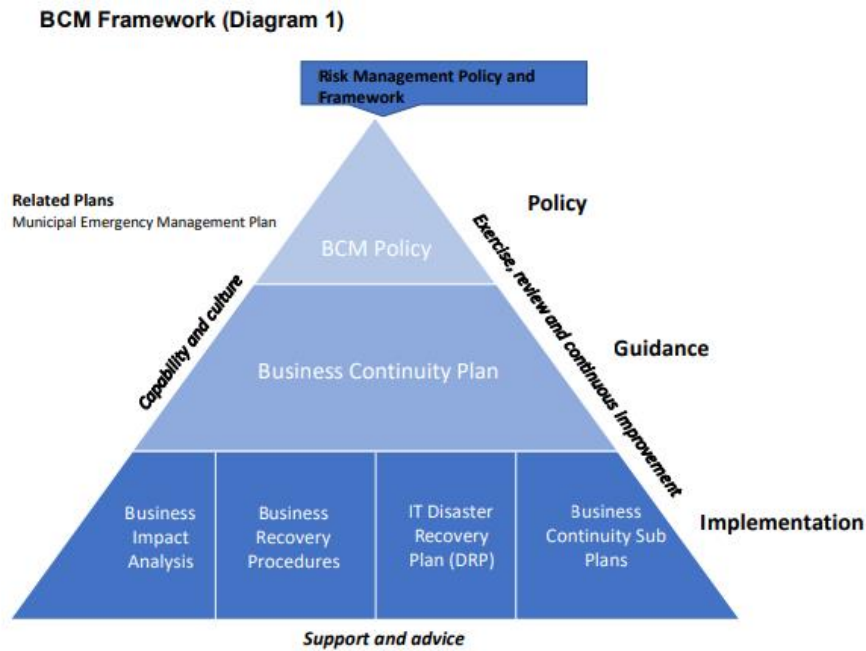
Business Continuity aims to:

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

Effective Business Continuity enables:

- continued prioritised services to the public and other stakeholders in times of disruption
- best use of personnel and other resources at times when both may be scarce
- reduces 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
- complies with applicable legislative and regulatory requirements
- improve the resilience of the Council's infrastructure to reduce the likelihood of disruption, and
- reduces the operational, financial, and reputational impact of any disruption.

The Business Continuity Management Framework is outlined in diagram one. Depending on the type and severity of the disruption, the Business Continuity Plan, the IT Disaster Recovery Plan (DRP), and the Municipal Emergency Management Plan could all be enacted simultaneously. The Council's approach is based on AS ISO 22301:2020 – Security and resilience – Business continuity management systems – Requirements.

BCM Framework (Diagram 1)

3. APPLICATION OF THIS POLICY

This policy applies to all Council staff, Councillors, contractors and service providers, volunteers, and visitors.

The policy must be read in conjunction with Council's Business Continuity Plan, Risk Management Policy, Emergency Management Plan, and the IT Disaster Recovery Plan.

4. DEFINITIONS

Term	Meaning
Business Continuity Management	means a framework for identifying an organisation's risk of exposure to internal and external threats, with the ability to effectively respond to such threats and protect the business interests of the organisation.
Business Continuity Plan (BCP)	means a plan established by an organisation, identifying potential impacts that threaten the organisation and providing a framework for building resilience and the capability for an effective response that safeguards the interests of its key stakeholders, reputation, brand, and value creating activities
Business Impact Analysis	The process that assesses the quantitative and qualitative loss that might occur if the business was to suffer a major business interruption. The findings from the business impact analysis are used to inform a business continuity planning strategy and solution.
Council	means the Strathbogie Shire Council
Crisis	an intense, unexpected, and unstable state that disrupts normal operations, has highly undesirable outcomes and

	requires out-of-the-ordinary measures to restore order and normality.
Business Continuity Management Team	means the group responsible for the implementation of the BCP should it be invoked. This group is given prime responsibility for ensuring that the Plan is implemented when required.
Critical Business Functions	means a service that, if not delivered, would have a major or catastrophic impact on Council's reputation, client health, legislative or contract compliance, service delivery, financial performance and public health and safety.
Disaster Recovery Plan (DRP)	the DRP serves as the guide for Council IT staff to maintain IT services in the event of an interruption or restore IT systems and infrastructure in the event of a disaster or similar scenario.
Disruption	an event that interrupts normal business functions, operations, or processes, whether anticipated (e.g. hurricane, political unrest) or unanticipated (e.g. security breaches, blackout, terror attack, earthquake).
Incident	an adverse event that might cause disruption, loss or emergency, or lead to a crisis.
Risk	means the chance that an event will occur that will impact upon the Council's objectives as defined in the Council Plan. It is measured in terms of consequence and likelihood.
Threat	a potential cause of an unwanted incident, which can result in disruption to business processes, harm to individuals, the environment, or the community.

5. ACCOUNTABILITY AND RESPONSIBILITIES

Role	Responsibilities
Audit and Risk Committee	• monitor the effectiveness of the Business Continuity Plan ensuring alignment with the AS ISO 23001
Council	• adopt a Business Continuity Management Policy and be familiar with the business continuity arrangements. Authorise CEO to make amendments to the Business Continuity Management Policy from time to time • ensure adequate resources are allocated for testing the business continuity arrangements • receive reports from time to time on the aspects of business continuity.
Chief Executive Officer	• oversees the establishment and facilitation of the business continuity management throughout the Council.

Director People and Governance	- oversee regular reviews and testing of the validity, integrity, and practicality of implementing the IT Disaster Recovery Plan (DRP) - provide updates on significant changes and report on the performance of the DRP to the Chief Executive Officer, Executive Leadership Team and the Audit and Risk Committee - oversee the regular review and assessment of the strategies outlined in the DRP including confirmation that adequate financial and human resources are available to implement the strategies.
Executive Leadership Team (ELT)	- initiate actions out of the Business Continuity Plan when required - implement action items identified in the Business Continuity Plan - as required, test the aspects of the Business Continuity Plan and make the organisation 'ready' for any emergency affecting the organisation - provide awareness and training to staff members - work with regional and State organisations to resource share to reduce cost of business continuity arrangements - adopt suitable modern approaches to make business continuity aspects more economical - advise Council from time to time of arrangements and progress on the action from the Business Continuity Plan - review the Business Continuity Plan at least every two years.
Manager Digital Innovation and Technology	- overseeing regular reviews and testing of the validity, integrity and practicality of implementing the DRP - providing updates on significant changes and report on the performance of the DRP to the Chief Executive Officer, Executive Leadership Team and the Audit and Risk Committee - overseeing the regular review and assessment of the actions outlined in the DRP
All Staff	- to be familiar with the Business Continuity Plan - participate in the relevant training and testing of the Business Continuity Plan - advise Senior Management proactively on the aspects of business continuity relevant to individual work areas - action items from the Business Continuity Plan - report to Senior Management on the issues effecting business continuity.

6. POLICY PRINCIPLES

The purpose of a Business Continuity Management Framework is to prepare for, provide and maintain controls and capabilities for managing an organisation's overall ability to continue to operate during disruptions. This can be achieved through:

    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.

7.   POLICY

The following attributes will be implemented and maintained as part of this statement:

- a complete, organised and effective approach to business continuity management that will enable an efficient and orderly resumption of prioritised services following a disruption, through to restoration of all services
- a constructive business continuity culture to support and enable employees to understand their contribution to the Council's functions, activities and processes which deliver our services
- assurance that the resources needed for Business Continuity Management are available and will support Managers to demonstrate their leadership and commitment as it applies to their areas of responsibility
- regular business impact analysis and assessment of the risk of the loss of key activities/ services relied on to determine the services critical to our community and our service continuity objectives.
- commitment to the establishment and maintenance of a business continuity plan which enables the Council 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
- preparation for when disruption requires the Municipal Emergency Management Plan and/ or business continuity plan and/ or DRP to be enacted.
- implement and maintain a program of testing to validate the effectiveness of its business continuity management plan
- education, training and awareness on business continuity management to ensure employees are competent in their allocated role
- commitment to a continual improvement process of business continuity management.

8.   COMPLIANCE AND MONITORING

The Audit and Risk Committee monitors the effectiveness of the Business Continuity Management Framework ensuring alignment with the *AS ISO 23001.*

The success of business continuity management will be measured against each element of the business continuity management lifecycle including the following measures:

- whether the policy is current
- the extent to which business continuity has been incorporated into risk management reviews and strategies
- an initial business impact analysis has been conducted for each department within the past three (3) years
- percentage of business impact analyses with business continuity solutions approved by the Executive Leadership Team
- percentage of approved solutions implemented within approved timeframe
- business continuity test has been conducted in the past twelve months.
- the Executive Leadership Team review the Business Continuity Plan annually.

9.   RELATED POLICIES AND LEGISLATION

The following Council, State, regional and national plans, and policies are relevant to this policy under each subtitle.

Legislation

- *Local Government Act 2020*
- *Occupational Health and Safety Act 2004*
- AS/NZS 5050:2010 – Business continuity – Managing disruption related risk
- ISO 31000:2018 – Risk Management - Guidelines

Council Related Documents

- Business Continuity Plan
- IT Disaster Recovery Plan
- Municipal Emergency Management Plan
- Risk Management Policy

10.   POLICY REVIEW

Council may review this policy at any time and at least two years from the date of adoption.

Minor amendments to the policy may be authorised by the Chief Executive Officer at any time where such changes do not alter the substance of the policy (e.g. a change to the name of a related document, or a change in legislation).

11.   CHARTER OF HUMAN RIGHTS AND RESPONSIBILITIES ACT 2006 AND THE EQUAL OPPORTUNITY ACT 2010

The Council acknowledges the legal responsibility to comply with the Charter of *Human Rights and Responsibilities Act 2006 and the Equal Opportunity Act 2010*. The Charter of *Human Rights and Responsibilities Act 2006* is designed to protect the fundamental rights and freedoms of citizens. The Charter gives legal protection to 20 fundamental human rights under four key values that include freedom, respect, equality, and dignity.

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