SHIRE OF Quairading
Take a closer look

BUSINESS CONTINUITY MANAGEMENT PROCEDURE MANUAL

@ShireofQuairading

@QuairadingCaravanPark

@shireofquairading

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1. INTRODUCTION

This manual is designed to provide the information and tools required to ensure the Shire of Quairading (the 'Shire') has a robust and effective Business Continuity Plan (BCP).

It has been developed to ensure a standardised, consistent approach to business continuity whilst providing a best practice methodology that fits within the Shire's overarching Risk Management Framework.

This document sets out the:

1. Management principles to be followed should any incident cause or threaten to cause serious impact to the operations of the Shire.
2. Ongoing procedural requirements to ensure the Shire's BCP remains current and effective.

The BCP provides a process that facilitates organised decision making in the event of a major incident that might otherwise be chaotic, to:

- Provide for the welfare of staff, visitors and contractors.
- Provide a flexible response to a variety of emergencies.
- Assist decision making in an uncertain and stressful environment.
- Manage and minimise consequence of incidents to the Shire operations.

The BCP is the tactical response implement, developed and maintained as a result of this process.

Business continuity should be considered with every project within the Shire to mitigate the risks associated with a potential failure. Risk is two-fold:

1. The risk of a project not delivering stated benefits; and
2. The impact of a project upon existing business continuity arrangements.

The change management process must incorporate an element of business continuity to ensure changes are replicated through to recovery arrangements and requirements.

Business continuity principles assume that all external hazard management agencies have and continue to respond as per normal.

2. MANAGEMENT PRINCIPLES

The Shire defines a business continuity event as an incident that could result in:

- The inability to use or access the Admin Building, Depot, CRC or Medical Practice for more than 1 day.
- The inability to access or use IT systems or applications for more than 1 day.
- Not having enough staff to perform critical activities for more than 1 day.
- A key supplier / contractor being unable to perform core services on behalf of the Shire for more than 1 day.

Business continuity events may result from single or multiple events; be accidental, intentional or an act of nature; occur suddenly or have an extended lead time.

It should be noted that an incident may affect the community as well as Shire operations. In these cases, the Shires Local Emergency Management Arrangements (LEMA) will work in conjunction with the Shire's BCP.

It is also important to note that management response is dictated by the impact the event has or may have on the Shire and not by the event itself. The Shire's BCP extends this principle to respond to the following impacts;

- Loss of (or access to) buildings or infrastructure
- Loss of IT & communication systems, applications or networks (including data)
- Loss of key staff
- Loss of key suppliers

Therefore, during any Business Continuity event the Shire will seek to:

- **Before all else**, establish the safety and wellbeing of staff, visitors, contractors and where applicable, the community.
- Provide assurance to the community that the Shire's core operations and services remain strong and viable.
- Provide regular, concise and meaningful communications internally and externally.
- Work together as a team demonstrating the Shire's principles and values to swiftly return the impacted areas to normality.

Business continuity is a scalable cyclical process, of which there are four generic phases.
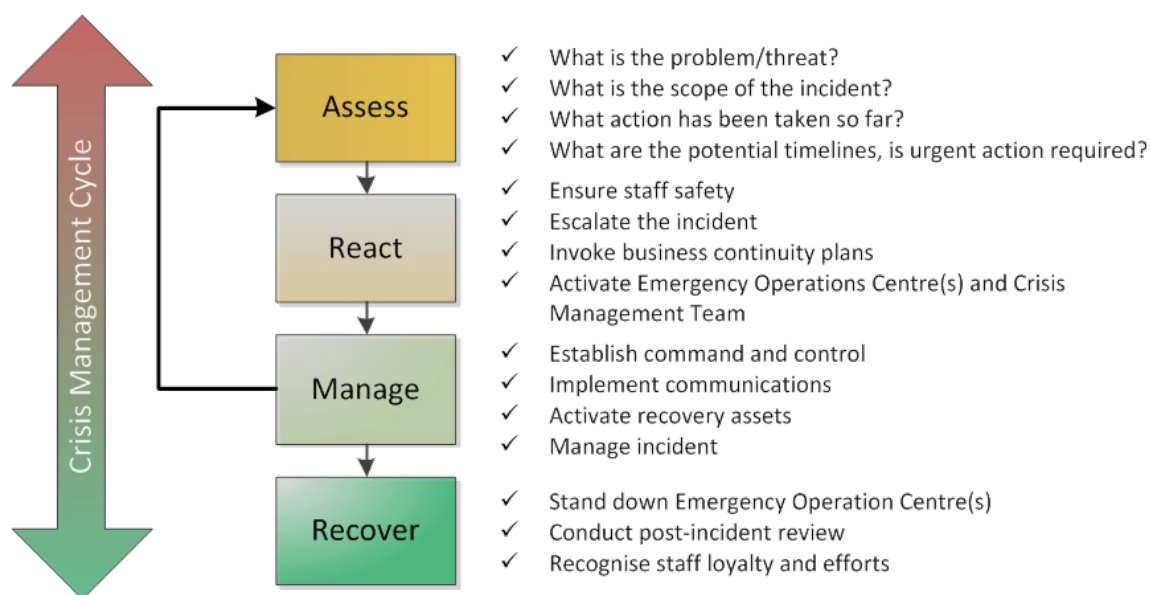
Flexibility is required at all times.

Within this cycle, it is appropriate to continually re-assess the situation and modify the response, which will result in a different set of reactions, and tasks to manage the incident, leading to the ultimate recovery of Shire operations.

3. PROCEDURAL REQUIREMENTS

3.1 **Generic Requirements**

The following provides a summarised list of generic requirements for the ongoing management of business continuity.

Outsourced Partners/Key Supplies

Identify and assess the associated risks and be satisfied that these entities have robust processes and business continuity arrangement in place. Where these entities perform key services for the Shire, ensure that options are in place for the Shire to either resume (internally) or source alternative arrangements within appropriate times.

Budgetary Considerations

Fund and provide forecast budgeting for the continual improvement of business resiliency measures and testing of both operational and IT related events.

Risk Identification & Reporting

Regularly review the Shire's risk profiles to identify potential threats, determine the impact and likelihood of business continuity events. Once assessed, determine appropriate treatments and implement on a risk versus reward basis.

Off-site Copies of Plans

Off-site copies of all plans must be appropriately and securely kept at relevant recovery sites where applicable as well as by a number of responsible staff who have designated responsibilities under the Plan.

Human Resources

Develop processes to allow for trauma counselling for colleagues and their families.

Work Health & Safety

Developing and implementing emergency response plans and drills as required under legislation. This includes identifying and training wardens and first aid representatives in each Shire workplace.

Information Technology

Fund and provide forecast budgeting for all IT Infrastructure associated with potential recovery sites, in addition to any other IT Disaster Recovery or IT Connectivity testing as required. Ensure there is a direct understanding between Shire expectations for recovery (timeframes) and the capability of the IT Team or service provider.

Finance

Ensure the ability to make payments as requested by Incident Management Team in the case of a business continuity event.

Communications

Manage all media during a business continuity event in addition to developing processes to provide internal & external communications in the case of an incident.

- **President** - The Shire's official spokesperson on all non-operational issues in a crisis management situation and plays a key role in developing Shire messages.

- **Chief Executive Officer** - The Shire's official spokesperson on all operational issues in a crisis management situation. In the CEO's absence the Executive acting as CEO must be able to take on the role of official spokesperson.

The Shire is committed to delivering accurate, timely and relevant information to the community, media, councillors, staff, the public and other stakeholders.

3.2 Policy & Program Management

Defining, reviewing and consistently improving business continuity arrangements and how it will be implemented, controlled and validated.

This document forms part of the overarching Risk Management Framework. The review the business continuity procedures are subject to the review frequency as set out in that framework. At a minimum it is expected that this frequency would be at least every 2 years.

The business continuity program (including procedures) are owned and managed by the Chief Executive Officer.

3.3 Embedding Business Continuity

The integration of Business Continuity into business as usual activities and organisational culture.

A consultative approach to the business continuity framework review will assist in raising awareness and embedding the appropriate culture. In addition, conducting regular validations involving those with an incident management responsibility will also contribute to increased awareness and an improved management response.

3.4 Analysis

The ongoing review and assessment of the Shires objectives, functions and environmental constraints against operations.

A Business Impact Analysis (BIA) must be reviewed and endorsed every two years for all work areas as a minimum, alternatively following any material change including but not limited to:

- Structural (hierarchy).
- Operational Objectives.
- Project/change management.
- IT software or infrastructure.

The CEO is also required to consider and analyse any specific threats to Shire Operations and ensure that these are reflected in business continuity or threat specific planning.

The Shire-wide Profile section within the BCP effectively records the latest BIA information and will be utilised as such.

3.5 Design

Identification and enablement of appropriate strategies and processes to determine how best to recover from business disruption.

The Shire currently considers the following recovery strategy themes. This list is non-exhaustive and subject to constant review. In all cases resiliency options should be considered as a priority. The following are a reflection of current strategies only and may be used in part or consecutively as required.

3.5.1 Do Nothing (mothball the activity)

This strategy is to be employed for all activities that are not considered time critical. One of the main objectives of any Incident Management Team is to ensure the resumption of these activities (and managed backlog) as soon as practical. This approach is to allow initial efforts to focus on critical activities only.

3.5.2 Recovery Sites

Formal Recovery Sites are designed to ensure the swift resumption of critical business functions following an incident which has rendered the original operational site inaccessible or inoperable.

Whilst they provide the benefit of almost immediate recovery in the case of a building related incident, they are expensive and currently considered out of scope.

Other forms of Recovery Sites include "hot desk" arrangements at alternative operational sites. These are more cost effective and provide a dual resource to staff who need to work at other sites for varied reasons.

3.5.3 Sharing (budge up)

This strategy has two main options:

1. Increasing the number of people per workstation. This should only be considered for short term disruptions as there are 'social distancing' issues to content with. IT requirements may also impact the effectiveness of this type of strategy.
2. Creating shifts over a greater period of the day. This is where workstations or work areas are used over 16 – 24 hours, rather than the standard 8. Human Resource involvement is a necessity for this strategy as there are a number of people management issues to content with.

3.5.4 Teleworking (working from home)

A simple and quick strategy which allows the 'almost' immediate resumption of activities. It is only effective for those staff that are PC work based and it relies on them:

- Having their own PC.
- Taking Laptops home (prior to incident)
- Having available connectivity (at home and work infrastructure capacity.

There are also Work Health & Safety considerations that need to be managed.

3.6 Implementation

Maintaining the Business Continuity Plan around current strategies and processes.

The Shire must be covered by an effective, up to date and fit-for-purpose Business Continuity Plan ("Plan").

Whilst the BCP is owned by the CEO, it is developed, managed and reviewed by the Executive Management Team under delegation. Adequate time and resources must be allocated to achieve a functional and valuable BCP. Filling in the blanks is one thing, but it is the input and understanding of the business continuity data and localised strategies that determines how effective the BCP can be.

The BCP must be reviewed annually.

The BCP must also be reviewed whenever structural, technological or procedural considerations indicate. Once reviewed, it must be approved by the Executive Management Team and approved copies distributed accordingly.

3.7 Validation

Validating, through exercise and formal review that this program meets the key objectives.

An effective fit-for-purpose BCP cannot be considered reliable until it has been exercised and proven as workable, especially since false confidence may be placed in its reliability. Consequently, exercising the BCP assumes considerable importance in establishing the capability of the Shire to effectively recovery from a business continuity event in a timely fashion.

Exercising the BCP is an ongoing requirement that provides a mechanism to validate and ensure that it remains up to date. Exercises do not create pass/fail situations; rather they are designed to expose the areas in the BCP which need to be revisited.

The major components of the BCP should be tested annually and revised upon the results of each test.

Exercising the BCP can cause disruption to the business, and it requires commitment from the Executive Management Team to ensure sufficient resources are available. As business continuity develops within the Shire, additional test types will be introduced, however at this stage the BCP will be tested via desktop scenarios.

Desktop scenario exercises provide a mechanism to:

1. Validate the BCP
2. Identify any improvements that can be made and;
3. Provide training to the colleagues who would be involved with the enactment of the BCP in an actual crisis.

Among other things, desktop scenario exercises are designed to identify any potential roadblocks and their solutions, so that when the BCP is executed in a real-life situation it will work without fail.

The objectives of the exercise are to:

- Ensure staff are aware of their roles and responsibilities.
- Act out critical steps to recognise difficulties in the plan and;
- Demonstrate decision making abilities and knowledge of response operations.
- Highlight areas of improvement