Business Continuity Plan
Part 1 – Manual

Version: <mark>DRAFT 3</mark>

Date: <mark>13 OCTOBER 2022</mark>

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Prepared by JLT Consulting Australia Pty Ltd

The JLT Group is a part of the Marsh & McLennan Companies (MMC)

Table of Contents

Effective date	Version:	Next Review Date	Page 2 of 33
13 OCTOBER 2022	DRAFT 3	13 OCTOBER 2023	

UNCONTROLLED WHEN PRINTED

Document Review

Whenever this document is reviewed or amended, details must be recorded on this page

Version	Review Summary	Approver (role)	Approved Date
1	Version 1 development of BCP document	Executive Team	18/03/2020
2	Version 2 review of BCP document	Executive Team	21/04/2021
		Audit, Risk and Improvement Committee	20/05/2021
3	Version 3 review of BCP document	Executive Team	16/11/2022
		Audit, Risk and Improvement Committee	17/11/2022

NOTE: this document must be kept current at all times in accordance with the Monitoring and Review program included within this document**.**

Responsibility

Responsibility for annual review of this document rests with the Strategic Risk Coordinator.

Related documents:

This document is part of a suite of BCP documents comprising:

- BCP Part 1 - Manual *(this document)*

- BCP Part 2 - Procedure (including Forms and Templates)

- BCP – Contacts List and Business Continuity Coordination Centre Locations

- Directorate Business Continuity Plans containing all identified Critical Function Sub Plans:

    - General Manager's Office
    - Corporate & Community Services
    - Infrastructure Services
    - Sustainable Environment & Economy

All documents work together to form the Business Continuity planning arrangement for Byron Shire Council (Council).

Effective date	Version:	Next Review Date	Page 4 of 33
13 OCTOBER 2022	DRAFT 3	13 OCTOBER 2023	

UNCONTROLLED WHEN PRINTED

Distribution

This document is to be distributed to all staff and managers involved in the process of development, implementation and reviewing of this document. This includes those staff nominated as alternate to a key position. The following is the current list of personnel to whom a copy of this document has been distributed:

Issue No.	Member Role	Key Position	Alternate Position
1	CMT Leader	General Manager	DirectorCorporate & Community; Director Sustainable Environment & Economy; Director Infrastructure Services
2	CMT Coordinator	Strategic Risk Coordinator	Corporate Planning and Improvement Coordinator
3	CMT Admin Support	Corporate Planning & Improvement Coordinator	Executive Assistant Corporate & Community Services
CMT Members			
4	General Manager's Office	Executive Officer	Legal Counsel
5	Corporate & Community Services	Director Corporate & Community Services	A/Manager Corporate Services
6	Infrastructure Services	Director Infrastructure Services	Manager Assets & Major Projects
7	Sustainable Environment & Economy	Director Sustainable Environment & Economy	Manager Sustainable Development
Tactical Support			
8	People & Culture	Manager People & Culture	Business Partner (Workforce Management)
9	Media & Communications	Media Communications Coordinator	Media, Communications & Research Officer/Digital Communications Officer
10	Property & Facilities	Property Maintenance Coordinator	Property Maintenance Officer
11	Business Systems & Technology	Manager Business Systems & Technology	Technology Coordinator
12	Finance	Manager Finance	Financial Operations Accountant
13	Corporate Services	Manager Corporate Services	Staff member acting in the position
14	Social and Cultural Planning	A/Manager Social and Cultural Planning	Community and Cultural Development Coordinator

Effective date	Version:	Next Review Date	Page 5 of 33
13 OCTOBER 2022	DRAFT 3	13 OCTOBER 2023	

UNCONTROLLED WHEN PRINTED

For information relating to this document refer to the relevant personnel listed above.

Effective date	Version:	Next Review Date	Page 6 of 33
13 OCTOBER 2022	DRAFT 3	13 OCTOBER 2023	

UNCONTROLLED WHEN PRINTED

1. Business Continuity Management Policy

1.1. Purpose

Council is committed to developing business resilience and securing long term performance and sustainability of its operations. Business Continuity Management is an integral part of good governance and an important element in Council's Risk Management Framework.

The purpose of this policy is to ensure implementation of the integrated planning and management processes that are designed to minimise disruption related risks at Council.

The policy is required to ensure Council can maintain uninterrupted availability of key business resources necessary to meet Council's strategic and operational objectives and legal obligations.

1.2. Scope

Council's policy covers disruptive incidents of such a scale as to otherwise be beyond the coping capability of an organisation's normal management system.

The Business Continuity arrangements have been built around a time scale of **TWO WEEKS**. This means that any business function or service that needs to be operational within two weeks to prevent significant consequences will have a Critical Function Sub-Plan developed and maintained.

This policy provides for the CMT Leader to undertake appropriate action(s) necessary to assess, evaluate and respond to and recover from disruptive incidents.

1.3. Objectives

Council has adopted a comprehensive and integrated approach to the development of a Business Continuity Plan (BCP). The purpose of the BCP is to build organisational capabilities to support the continued achievements of critical business objectives in the face of uncertainty or disruption.

Council recognises that the BCP in isolation does not build capability; it provides the approach to establish effective capability. Whilst the BCP is important, it is an outcome of the more important planning and analysis process, and is a blueprint to initiate the response to a disruption by effectively implementing the activities outlined in the BCP.

The BCP identifies the required actions, facilities, technical infrastructure, key responsibilities, and processes that will be required to allow Council to effectively respond and recover from a disruption.

The objective of Council's Business Continuity Management Framework is to provide a mechanism that enables Council and its officers to:

- Identify business functions that are critical to Council in meeting its business objectives (Critical Functions)
- Develop resumption plans based on criticality of business functions rather than geographic location
- Build resilience within Council's operational framework
- Identify and document roles and responsibilities for key staff positions
- Minimise the impact of function loss on stakeholders and the community

Effective date	Version:	Next Review Date	Page 7 of 33
13 OCTOBER 2022	DRAFT 3	13 OCTOBER 2023	

UNCONTROLLED WHEN PRINTED

1.4. General Principles

Through the establishment of a BCP, Council aims to:

- Meet best practice in Business Continuity planning in accordance with Standards Australia AS/NZS 5050:2010 Business Continuity – Managing Disruption related risk and AS ISO 22301- Societal Security – Business continuity management systems – Requirements (as revised from time-to-time)

- Define the minimal level of acceptable operating performance of the organisation, business unit, and/or services as a result of business-related disruption(s) and in turn understand what the organisation absolutely must achieve

- Define the maximum timeframe a Critical Function can be inoperable until it starts to affect business operations of Council or the relevant service

- Define what infrastructure and resources are required to achieve minimum operating performance

- minimise any risks:

  o to public health, safety and welfare

  o to Council's reputation

  o associated with decline in consumer and/or stakeholder confidence

  o to the health, safety and wellbeing of Council's employees

- Ensure observance of regulatory requirements and/or compliance with legally enforceable contracts

- Maintain control of expenditure and minimise extraordinary costs resulting from the incident

- Expedite return to normal and full recovery

- Capitalise on any opportunities created by the incident

- Assume any additional risks with confidence

- Define roles and responsibilities of stakeholders

1.5. Implementation

- Critical Function Sub Plans will be developed for each Critical Function required to be operational within two weeks following a disruption, based on a priority schedule including the general principles above.

- A list of appropriately authorised personnel that are responsible for owning and communicating these plans and ensuring their employees and other stakeholders understand and can implement the plans will be documented and maintained.

- These plans will be tested and audited on a regular basis as defined in each of the plans.

- The BCP will be reviewed annually.

- The BCP will be reviewed following any activation.

Effective date	Version:	Next Review Date	Page 8 of 33
13 OCTOBER 2022	DRAFT 3	13 OCTOBER 2023	

UNCONTROLLED WHEN PRINTED

1.6. Authority

The BCP has been developed under the authority of the Executive Team (ET). Prior to implementation the BCP was reviewed and approved by that body.

The General Manager or delegated Council officer holds the authority to develop, assess, evaluate, and activate Council's Business Continuity arrangements in response to incidents.

A standing authority is given to the Critical Function Sub Plan owners by ET to implement the actions identified within the plans.

BCP roles and responsibilities will be reflected in the relevant position and delegations accordingly.

1.7. Use of the Business Continuity Plan

The BCP should be used in the event of a disruption that may impact on the ability of Council to deliver business objectives for an extended period that exceeds the maximum allowable timeframe (Business Interruption event).

Managers and staff with responsibility for the affected areas of the business should be guided by the BCP and the relevant Critical Function Sub Plans ensuring a consistent and agreed course of action is implemented.

1.8. Assumptions

The BCP is intended to provide guidance to Council officers to assist continuity of service for Critical Functions, where those officers are not normally responsible for managing the specific function affected.

Where the Council officer who is normally responsible for managing the specific function is available, it is assumed that this document will serve as a check document to reduce the possibility for omission of important actions.

1.9. Monitoring & Review of BCM Framework

Monitoring and review is an integral component of the BCM process. Coordination of the following monitoring and review program is a key responsibility of the Strategic Risk Coordinator.

	Activity for Review	Accountability	Timeframe
1	General Review of Business Continuity Management Framework by ET through – Standing Item on Agenda	General Manager by Report from Strategic Risk Coordinator to ET	Every six months
2	BCP Parts 1 & 2 (Manual and Procedure including Forms and Templates) for currency.	Strategic Risk Coordinator	Annual review and as required
3	Directorate Business Continuity Plans (including Critical Function Sub Plans)	Executive Team (ET)	Annual review and as required
4	Review of non-critical functions for each Directorate	Directors/ Managers	Annual review and as required
5	Maintenance of BCP Contacts List	Strategic Risk Coordinator	Annual review and as required
6	Training of key and alternate delegates	Strategic RiskCoordinator	Annually or as required
7	Awareness training on BCM for general staff	Directors	Annually or as required
8	New staff induction to include BCM awareness	Strategic Risk Coordinator	Quarterly
9	BCP test & exercise with key personnel and alternates	Strategic Risk Coordinator	Annual desk top exercise Simulation exercise every 2 years

NOTE: It is also recommended that the monitoring and review program be extended to and is conducted in conjunction with other key associated response arrangements such as the Emergency Response and Council's IT Disaster Recovery Plan.

Effective date	Version:	Next Review Date	Page 10 of 33
13 OCTOBER 2022	DRAFT 3	13 OCTOBER 2023	

UNCONTROLLED WHEN PRINTED

2.   Abbreviations and Definitions

Term	Definition	Abbreviation
Activation	The art of declaring that an organisation's Business Continuity arrangements need to be put into effect in order to continue delivery of key products and services.	
Business Continuity	The approach to managing disruption related risk of such a scale as to otherwise be beyond the organisation's normal management system to cope with. The capability of an organisation to continue delivery of products or services at acceptable predefined levels following a disruptive incident.	**BC**
Business Continuity Control Centre	A central base to coordinate the response to a Business Interruption event. To be established at the discretion of the CMT Leader.	**BCCC**
Business Continuity Management	The holistic management process that identifies potential threats to an organisation and the impacts to business operations of those threats, if realised, might cause and which provides a framework for building organisational resilience with the capability of an effective response that safeguards the interests of its stakeholders, reputation, brand and value creating activities.	**BCM**
Business Continuity Management System	Part of the overall management system that establishes implements, operates, monitors, reviews, maintains and improves Business Continuity. The management system includes organisational structure, policies, planning activities, responsibilities, procedures, processes and resources.	**BCMS**
Business Continuity Plan	Documented procedures that guide the organisation to respond, recover, resume and restore to a predefined level of operation following a Business Interruption event, for any service or activity that must be operational within two weeks May be one or a suite of documents.	**BCP**
Business Impact Analysis	A management level analysis that identifies the impacts of function loss on the organisation. The BIA provides management with data upon which to base risk mitigation and continuity planning decisions.	**BIA**
Business Interruption	An event that by its duration exceeds the Maximum Acceptable Outage and / or has an adverse impact on business objectives and requires the implementation of the BCP or a Critical Function Sub Plan.	**BI**
Business Process Assessment	A management tool designed to assist in the identification and assessment of criticality of business processes and functions.	**BPA**
Continuity Management Team	An assembly of executive management representatives and other seconded staff formed for the express purpose of responding to an organisational crisis. CMT management structure will overlay all normal management structures during the response process.	**CMT**
Corporate Governance	A system by which the organisation is directed and controlled. Corporate Governance activities are represented as four principal components: direction, executive action, supervision and accountability.	**CG**
Crisis	A situation or period in which things are very uncertain, difficult, or painful, especially a time when action must be taken to avoid complete disaster or breakdown. Situation that is beyond the capacity of normal management structures and processes to deal with effectively. NOTE: A crisis may require significant diversion of management time, attention and resources away from normal, routine operations to respond to the situation.	
Critical Function Sub Plan	An agreed documented course of action to be taken in the event of a Business Interruption. The plan describes the key actions required under preparation, response and recovery phases.	
Disruption	A situation that has the potential to cause total or partial disruption to business operations and/ or total or partial loss to business resources. The time frame for such	

Term	Definition	Abbreviation
	an outage could be acute, creeping, or sustained.	
	Examples include: Natural (fire, flood, earthquake); Deliberate acts of arson, sabotage, theft, terrorism; Industrial action; Workplace Safety Incidents; Major traffic accidents; Closure of business of third party suppliers.	
Emergency	An event due to an actual or imminent occurrence (such as a fire, earthquake, or epidemic which: o Endangers or threatens to endanger the safety or health of staff or visitors to the organisation. o Destroys or damages, or threatens to destroy or damage, property of the organisation. o Has the capacity to disrupt operations to the extent that it impacts on business objectives. An event that arises internally, or from external sources, which may adversely affect the occupants or visitors in a facility, and which requires an immediate response. An unexpected and sudden event that must be dealt with urgently.	
Maximum Acceptable Outage	The maximum period of time that Council can tolerate the loss of capability of a critical business function, process, asset or IT application.	**MAO**
Risk Management	Coordinated activities to minimise adversity and leverage opportunity to achieve objectives.	**RM**
Tactical Support	Team comprising representatives of each identified Corporate Service in the areas of People & Culture, Media & Communications, Property & Facilities, Business Systems & Technology, Public & Environmental Services, and Finance that provide key corporate support and resources to the impacted critical business functions and Critical Function Sub Plan owners. TS is a sub-group of the CMT.	**TS**

Source:

- AS/NZS 5050:2010 – Business continuity – Managing disruption related risk

- AS ISO 22301 – Societal security – business continuity management systems

Effective date	Version:	Next Review Date	Page 12 of 33
13 OCTOBER 2022	DRAFT 3	13 OCTOBER 2023	

UNCONTROLLED WHEN PRINTED

3.   Background

The object of Business Continuity planning is to ensure that appropriate resources, structures,and protocols are in place to enable the effective response to a disruption that can potentially impact on Council's objectives. The suite of BCP documents is a record of the development processes, implementation arrangements and resources identified as required by Council to ensure the continued delivery of its critical business objectives.

Identifying and managing Business Continuity risks is key to Council building resilience and response capabilities within business functions that have been identified as critical by the organisation.

The BCP does not cover requirements associated with a workplace emergency. Council has an Emergency Response Procedures Manualsthat is the responsibility of the Chief Warden / Emergency Services to implement as required. In all cases of activation, the Chief Warden will brief the General Manager / CMT Leader of any implications for Business Continuity as a result of the Workplace Emergency Plan activation.

3.1. Business Function Criticality

Clause 1.3.13 of AS/NZS 5050:2010 Business Continuity – Managing disruption-related risks, defines a critical business function as "*a business function or part thereof identified as essential for survival of the organisation and achievement of its critical objectives.*

… A business function which has the effect of protecting critical interests of the community or another stakeholder to which a duty is owed, may qualify as a critical business function".

Determining the Maximum Acceptable Outage (MAO) of a particular business process is integral to the BCP. Loss of a critical business function for a period beyond than the MAO generally leads to establishing the Continuity Management Team (CMT) to direct, oversee and support the emergency, continuity and recovery response phases.

A list of Critical Functions with established Maximum Acceptable Outage (MAO) timeframes and resources requirements for resumption is included in the BCP Part 2 – Procedure document.

3.2. Non–Critical Functions

For the purpose of this BCP, a non-critical function is a function that has a greater tolerance to "downtime". This is not to say that these functions are not important. This classification is simply providing a mechanism for better managing the business during a significant disruption.

It is important to recognise that, should a significant disruption occur and any of the non-critical functions become or be deemed as critical at the time, that a Critical Function Sub Plan should be developed and included in the respective Directorate Business Continuity Plan as a Critical Function.

There is provision for non-critical functions to be reviewed on a regular cycle and as such, have been listed and included within each BCP Part 2 – Procedure document for appropriate review and action during and after a Business Interruption event.
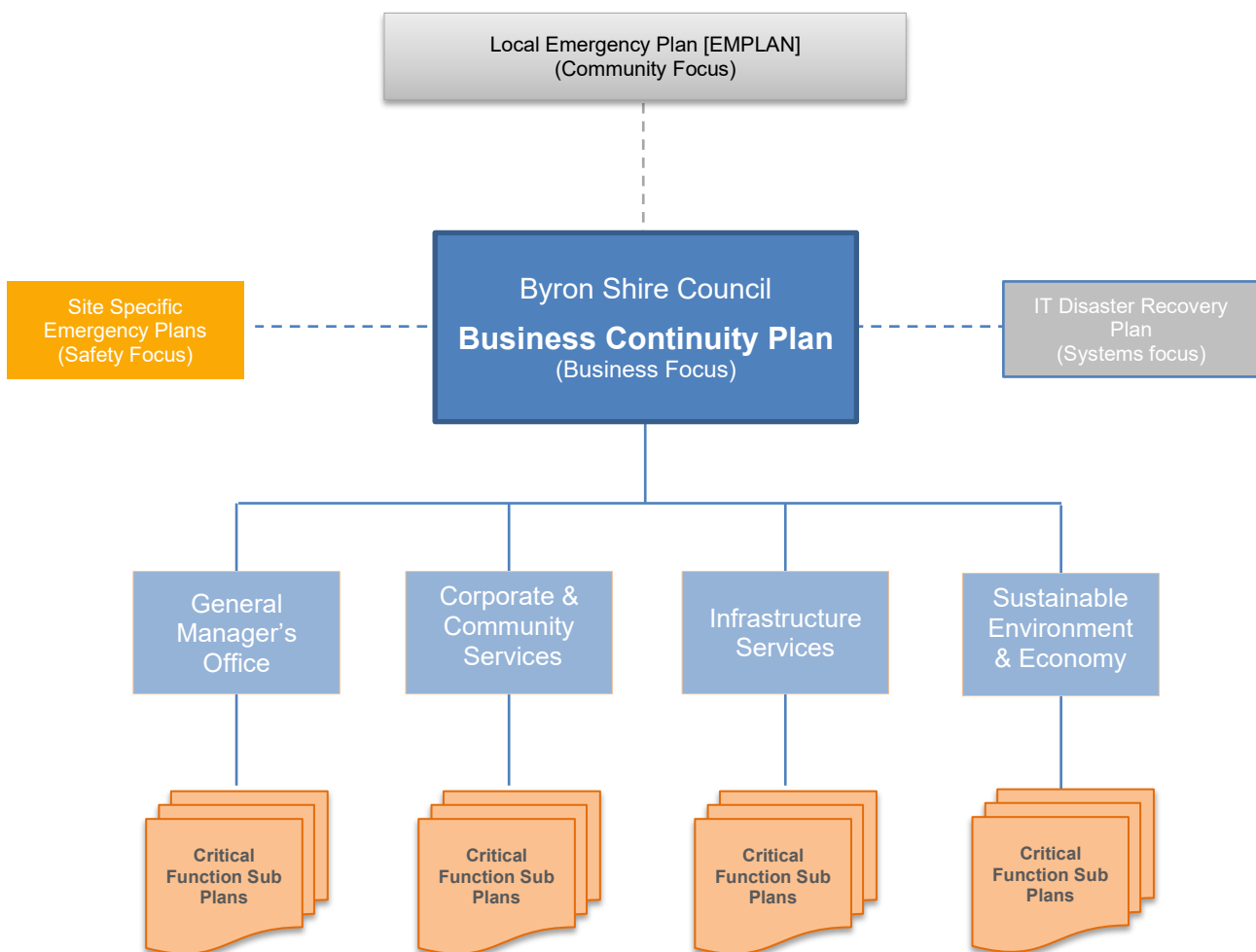
Effective date	Version:	Next Review Date	Page 13 of 33
13 OCTOBER 2022	DRAFT 3	13 OCTOBER 2023	

UNCONTROLLED WHEN PRINTED

4.   Business Continuity – The Process

Business Continuity encompasses the identification and risk management of Council's business processes. It involves a staged process that seeks to identify, assess, control and monitor Council's business functions.

The BCP was developed with consideration given to Australian Standards– AS/NZS 5050:2010 Business Continuity – Managing disruption-related risk, the AS ISO AS 22301:2017 Societal Security - Business continuity management systems and the Business Continuity Institute (BCI) Good Practice Guide. Reference to these key documents resulted in the development of a robust strategy to effectively manage a disruption.

4.1. Business Continuity Management Framework

The diagram outlines the relationship of the Business Continuity arrangements in respect of other relevant arrangements.

Effective date	Version:	Next Review Date	Page 14 of 33
13 OCTOBER 2022	DRAFT 3	13 OCTOBER 2023	

UNCONTROLLED WHEN PRINTED

5.   Business Continuity Plan – Methodology

To develop the BCP, the following steps were involved:

5.1. Business Process Assessment (BPA)

This is the identification of Council's business processes and functions within each individual business unit. Once the functions were identified, an analysis at a whole of organisation level was conducted to determine which functions are considered critical and require further planning to ensure Council has the ability and capability to respond in the face of a disruption.

5.2. Business Impact and Vulnerability Analysis (BIA)

The Business Impact Analysis (BIA) is the process that identifies the impacts of function loss on the organisation. The BIA provides management with the data that will assist and inform planning decisions targeted at risk mitigation and continuity of business.

The BIA was conducted on those functions identified as critical at the earlier BPA stage. The BIA considers the potential impacts of function loss on the business including penalties for non-delivery, functional interdependencies, organisational ownership, it also looks at the resources currently required to support the functions and assesses the Maximum Acceptable Outage (MAO).

5.3. Response Strategies

5.3.1. Critical Function Sub Plans

Each Critical Function Sub Plan identifies the agreed actions that a business process owner will undertake to manage the loss of the function through the emergency, continuity and recovery phases. Each Critical Function Sub Plan identifies ownership, failure scenarios, criteria for invoking the plan, and actions to consider for emergency, continuity and recovery phases of an event. The Critical Function Sub Plan also allows for targeted messages to be developed for specific function loss.

5.3.2. Non–Critical Function Action Plans

The Working Group participating in the workshops above to develop the BCP agreed on which functions were determined as non-critical. As such sub plans were not developed for these activities at this stage. However, it is the individual Manager's responsibility to determine the most appropriate course of action, should a Business Interruption event impact on the delivery of these functions. A list of the non-critical functions is included in the BCP Part 2 - Procedure document.

5.4. Overarching Business Continuity Plan (BCP)

The overarching BCP comprises three key documents:

- BCP Part 1 – Manual (*this document*);
- BCP Part 2 – Procedure; and
- BCP – Contacts List and Business Continuity Coordination Centre Locations

These documents identify the key organisation-wide strategies that will ensure the smooth implementation of the BCP. It identifies such elements as the responsibilities of key Managers, with particular emphasis on the coordinated direction and effective and timely communication with stakeholders at an organisational level.

It is important to recognise that these documents provide a flexible framework in which the organisation can plan for the potential disruption of its Critical Functions. It does not attempt to identify and plan for every contingency or outage that could occur. However, it provides a flexible framework for the Critical Function Sub Plan owners to identify, plan and develop redundancy for their business processes.

5.5. Testing and Maintaining the BCP

The BCP must be continually reviewed and tested to ensure it remains relevant and accurate.

The review also serves to reacquaint the relevant staff and Managers with the process and to be ready to implement in a confident and effective manner and that it reflects the current practices of the organisation.

Testing should where possible be conducted in conjunction with any other emergency arrangement / plan as well as the IT Disaster Recovery Plan (DRP) to ensure there is a smooth synergy with those plans and arrangements.

Business Continuity Management is a process, not an event. With the BCP now developed, there needs to be active commitment to a pre-planned:

- annual desktop exercise

- simulation exercise every two years

- annual maintenance program

    by Council to ensure BCP arrangements remain viable into the future.

The exercise should include all aspects of the BCP, but not necessarily all in one exercise. Major components (i.e. Critical Function Sub Plans) should be reviewed at least annually. Volatile information such as contact lists, or areas that are constantly undergoing changes, should be validated more frequently.

Testing of the Critical Function Sub Plans and Overarching BCP will provide Management with the assurance that the plan(s) are effective.

Testing of the BCP can be based on any or all of the following methods:

- **Paper Audit** - to ensure that the appropriate documents are available, current and known and accessible by all relevant parties, including personnel nominated as alternate for a role.

- **Desktop exercise** - to ensure that the appropriate documents are available, current and understood by all parties that may be required to implement a response. This includes personnel nominated as alternate for a role. This process tests the knowledge and readiness of personnel to access and apply the process outlined within their relevant Critical Function Sub Plans and overarching BCP.

- **Scenario-based exercise** – a structured "walk through" of the BCP where a Business Interruption scenario event is played out through a mock response strategy; at a Directorate or whole of organisation level.

In addition to the exercise and review of the BCP, any significant changes in Council's operations should also trigger a review of the BCP. Version control of the BCP will be coordinated and managed in accordance with the agreed review cycle found on Section 1.9 of this document.

6. Training

6.1. Training at all levels

A key objective of the BCP is to increase the awareness within Council of potential disruptions that could have a significantly impact on organisation. The BCP outlines the response / recovery protocols associated with such an event. Training and communication will play a key role in achieving this objective.

The first level of awareness occurs at the introduction stage of the development process; through the workshops. This initial awareness was provided by the process facilitator to all the participants. Participation in the development stage also has the benefit of engagement of key staff in the process and generating ownership of the BCP at the business unit level.

It is the responsibility of the various Directors and Managers to ensure that the requirements and strategies of the BCP are clearly communicated to all staff. This should occur in the following way:

- Through an information awareness session held by each Manager with their staff to explain the purpose of the BCP their own role in the implementation and what is required by the staff at each stage of a response strategy.

- Through staff induction / training programs, include reference to Business Continuity in the context of sound risk management practices.

- Through an agreed information protocol in respect of notifying Councillors to avoid confusion.

- A record of any training and exercises and attendances is to be kept. Template forms are found in the Forms and Templates section of the BCP Part 2 – Procedure document.

Effective date	Version:	Next Review Date	Page 17 of 33
13 OCTOBER 2022	DRAFT 3	13 OCTOBER 2023	

UNCONTROLLED WHEN PRINTED

7.   Tactical Support – Core Corporate Services

CMT Tactical Support comprises representatives of key corporate service areas that support the organisation as a whole. These are:

- **People & Culture** – focuses on the safety and wellbeing of all staff during the course of and post a significant event.

    A Contact List of all staff and Next of Kin is maintained by People & Culture. The lists are stored within the payroll system and staff are requested to update on a six-monthly basis.

- **Media & Communications** – responsible for the preparation and delivery of suitable and timely external communications.

- **Property & Facilities** – responsible for sourcing and fitting out facilities as required in a timely manner.

- **Business Systems & Technology** – responsible for ensuring access to IT and telecommunications by operations at the earliest opportunity.

- **Finance** – responsible for ensuring appropriate records are maintained of extraordinary expenditure and providing access to funds as required and as authorised by the CMT Leader.

This Group forms part of the CMT and its primary responsibility is to:

- Provide support to the Critical Functions that have been impacted by a significant event.

- Ensure they restore the essential services required in accordance with their respective Critical Function Sub Plans and within the agreed MAO to continue to deliver services to the agreed standard.

- Ultimately to assist the whole organisation to recover from the event and resume services at the earliest opportunity.

Individual functional roles and responsibilities are outlined in the Responsibility Statements in Section 9 below.

Effective date	Version:	Next Review Date	Page 18 of 33
13 OCTOBER 2022	DRAFT 3	13 OCTOBER 2023	

UNCONTROLLED WHEN PRINTED

8. Continuity Management Team (CMT)

8.1. CMT – Structure

The following is the Continuity Management Team:
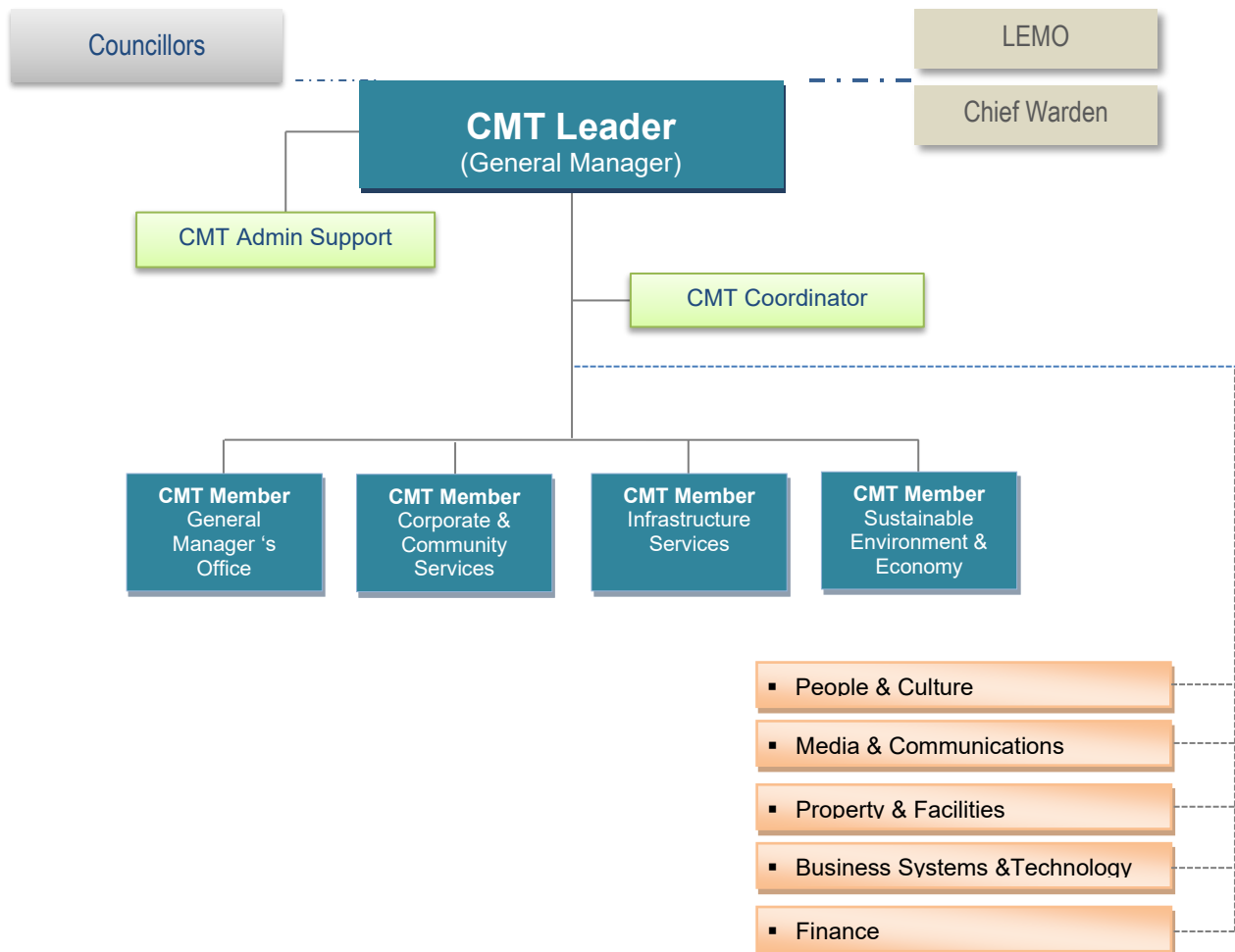
Note: *the Chief Warden and Councillors are acknowledged in this diagram but are not part of the official CMT Structure*

Effective date	Version:	Next Review Date	Page 19 of 33
13 OCTOBER 2022	DRAFT 3	13 OCTOBER 2023	

UNCONTROLLED WHEN PRINTED

9.   Roles and Responsibilities

9.1. The CMT

A successful CMT relies on expertise from within the organisation, as they are the people that understand the business processes and related risks. Accordingly, the Executive Team are the designated members of the CMT and charged with implementing the whole of organisation response. However, they still maintain responsibility for the continuity and recovery actions of their respective Directorates.

The CMT is established to provide a management mechanism that can ensure reporting lines and responsibilities are clear when the BCP is activated. The focus of the CMT is to manage the Business Interruption event from a corporate perspective while providing guidance and support to the Managers on site. This process is facilitated by the development of pre-determined courses of actions (Critical Function Sub Plans) thus allowing the CMT to focus on the strategic or whole of business response to the Business Interruption event.

Redundancy within the CMT is the responsibility of the CMT. If a member of the CMT is absent or on leave, the staff member acting in the position will be the alternate member. If there is no staff member acting in the CMT member's position or the CMT member is unavailable, the CMT Leader may appoint another staff member to fulfill the role. All managers will be trained in the role by their Director.

Responsibility Statements for each position in the CMT have been developed to ensure there are clear and unambiguous directions available for each of the members of the CMT. All responsibility statements are to be approved by the CMT and this action is to be recorded on the statement. Upon activation of the BCP these statements come into effect. These statements are listed in Section 9.4 below.

9.2. CMT Tactical Support

CMT Tactical Support comprises personnel performing a role within the key support areas that service the organisation as a whole.

This Group is part of the CMT and provides support at the organisation wide level and gives specific advice to the CMT when the Business Continuity arrangements are activated by the CMT Leader. The Tactical Support Members Responsibility Statements are listed in Section 9.5 below.

9.3. Critical Function Sub Plan Owners

Critical Function Sub Plan owners are Manager and/or staff positions that have been identified within individual Critical Function Sub Plans or are identified given the prevailing situation. Typically, they would only be required if their plan has been activated or to give specific advice to the CMT. The main responsibility of each Critical Function Sub Plan owner is to implement their plan arrangements if and when required and to maintain communication with the CMT and manage their staff throughout the process.

9.4. CMT Responsibility Statements

CMT Leader	
Staff Position	General Manager
Alternate during absence	Director Corporate & Community Services Director Sustainable Environment & Economy Director Infrastructure Services
Position Statement	• Discretion to appoint an alternate CMT Leader where the nature or location of the event warrants such action • Declares a Business Interruption event and activates the BCP • Notifies Councillors and CMT members that the BCP has been activated • Oversees and monitors all resumption activities to the extent that it is deemed necessary • Makes decisions as to the best overall strategy for business resumption based on information received by other CMT Members. This response strategy is then translated into an action plan by the supporting teams • Liaises with appropriate contact at the Emergency Operations Centre and arrange for periodic updates, if required **NB**: The Chief Warden has authority during a workplace emergency (evacuation) until the emergency is resolved. Control is then returned to the General Manager to determine if the BCP is to be activated.
Knowledge Requirements	• High level knowledge of organisation activities and service delivery priorities • Community, Business and Regulatory contacts • Sound working knowledge of the BCM framework and responsibilities of the CMT
Responsibilities	Responsibilities include:

Business As Usual period:	**On Activation:**
• Actively support activities relating to BCM • Consideration of BCM matters as required • Maintain working knowledge of BCP. • Participate in, monitor and review activities • Ensure both key and alternate personnel are suitably trained to effectively perform this role	• Activate the BCP and assemble the CMT • Provide the focal point in communication to staff, Councillors, media and members of the public • Establish and chair all CMT meetings • Authorise any detailed restoration plans • Delegate tasks and oversee resumption activities • Monitor the gathering of Business Interruption event information • Promote the wellbeing and safety of all staff

CMT Coordinator

Staff Position	Strategic Risk Coordinator
Alternate during absence	Corporate Planning & Improvement Coordinator
Position Statement	The CMT Coordinator is required to: • Assist the CMT Leader in the management of the business resumption activities • Be familiar with the BCP, Critical Function Sub Plans and team responsibilities • Maintain sound working knowledge of the BCM arrangements • Maintain oversight and report to ET on the currency of the overarching BCM framework
Knowledge Requirements	• Sound working knowledge of the BCM framework and responsibilities of the CMT • Understanding of organisation activities and service delivery priorities • High level knowledge of internal key contacts and accountabilities
Responsibilities	Responsibilities include:

Business As Usual period:	**On Activation:**
• Maintain working knowledge of BCP & activities of the CMT • Ensure both key and alternate personnel are suitably trained to effectively perform this role • Maintain the BCCC Resource Kit (refer to BCP Part 2 – Procedure Form 3) • Coordination of training for CMT & TS Members • Coordination of testing for the BCP and liaise with IT in testing the DRP • Liaising with TS Members; Property & Facilities and IT in respect of resourcing the Business Continuity Coordination Centre (BCCC)	• Set up and open BCCC on direction of CMT Leader • Set up Display Board and keep information up to date • Assist CMT Leader as required • Ensure communications established with all CMT and TS Members • Monitor operation of CMT and ensure CMT & TS Members have access to food and drinks and breaks as needed • Notify Insurer and oversee the insurance requirements with Insurance Officer

CMT Admin Support

Effective date 13 OCTOBER 2022	Version: DRAFT 3	Next Review Date 13 OCTOBER 2023	Page 22 of 33

UNCONTROLLED WHEN PRINTED

Staff Position	Corporate Planning & Improvement Coordinator
Alternate during absence	Executive Assistant Corporate & Community Services
Position Statement	• Ensure the smooth functioning of the BCCC and the administrative needs of the CMT Leader and CMT • Responsible for ensuring all items on the CMT Meeting Agenda are covered and accurately and chronologically logged
Knowledge Requirements	• High level knowledge of internal key contacts • High level knowledge of administrative functions • Sound working knowledge of the BCM framework and responsibilities of the CMT
Responsibilities	Responsibilities include:

Business As Usual period:	**On Activation:**
• Maintain working knowledge of BCP & activities of the CMT • Ensure both key and alternate personnel are suitably trained to effectively perform this role. • Be familiar with the CMT Meeting Agenda (refer to BCP Part 2 – Procedure Form 4) and understanding of note taking and know where and how to access BCP documents at any time • Be fully familiar with the BCP Contacts List and know where and how to access at any time	• Provide key administrative support to the CMT Leader • Commence and maintain an accurate chronological log of all meeting events and actions, resumption status, CMT & TS Members' movements etc.) • Assist with the set-up of the BCCC and arrange stationery, equipment etc. • Arrange resources to assist CMT & TS Members as required • Make arrangements for all CMT meetings • Create and maintain a chronological log of meetings and decisions made • Ensure BCP Contacts List is available to the CMT

CMT Member – General Manager's Office

Staff Position	Executive Officer
Alternate during absence	Legal Counsel
Position Statement	• Contribute to the whole of organisation response as part of the CMT • Maintain responsibility for the continuity and recovery actions of all functions within the General Manager's Office • Establish communication links with Critical Function Sub Plan owners and regularly seek information to inform the CMT and assist the CMT Leader in decision making • Provide oversight to activities being managed by the Critical Function Sub Plan owners in accordance with agreed Critical Function recovery strategies
Knowledge Requirements	• High level knowledge of the Directorate's activities and service delivery priorities • Knowledge of authority and delegations vested with the role • High level knowledge of the Directorate's Critical Function Sub Plans • High level knowledge of overarching BCP
Responsibilities	Responsibilities include:

	Business As Usual period:	**On Activation:**
	• Maintain working knowledge of BCP, role in the CMT & Directorate's Critical Function Sub Plans • Actively participate in, monitor and review activities in accordance with the adopted program • Ensure both key and alternate personnel are suitably trained to effectively perform this role • Ensure participation in training by Critical Function Sub Plan owners within Directorate	• Promptly ascertain the impact on business functions within Directorate and report to CMT • Oversee activation of Critical Function Sub Plans as required • Oversee and monitor activities of non-critical business functions • Monitor status and maintain frequent communication with Critical Function Sub Plan owners and non-critical business units • Monitor implementation of recovery strategies against the BCP • Remain informed on Directorate situation and report on costs and updates to CMT • Maintain communications with Directorate business unit leaders in relation to staff

Effective date	Version:	Next Review Date	Page 24 of 33
13 OCTOBER 2022	DRAFT 3	13 OCTOBER 2023	

UNCONTROLLED WHEN PRINTED

CMT Member – Corporate & Community Services

Staff Position	Director Corporate & Community Services
Alternate during absence	Manager Corporate Services
Position Statement	• Contribute to the whole of organisation response as part of the CMT • Maintain responsibility for the continuity and recovery actions of all functions within the Corporate & Community Services Directorate • Establish communication links with Critical Function Sub Plan owners and regularly seek information to inform the CMT and assist the CMT Leader in decision making • Provide oversight to activities being managed by the Critical Function Sub Plan owners in accordance with agreed Critical Function recovery strategies
Knowledge Requirements	• High level knowledge of the Directorate's activities and service delivery priorities • Knowledge of authority and delegations vested with the role • High level knowledge of the Directorate's Critical Function Sub Plans • High level knowledge of overarching BCP
Responsibilities	Responsibilities include:

	Business As Usual period:	**On Activation:**
	• Maintain working knowledge of BCP, role in the CMT & Directorate's Critical Function Sub Plans • Actively participate in, monitor and review activities in accordance with the adopted program • Ensure both key and alternate personnel are suitably trained to effectively perform this role • Ensure participation in training by Critical Function Sub Plan owners within Directorate	• Promptly ascertain the impact on business functions within Directorate and report to CMT • Oversee activation of Critical Function Sub Plans as required • Oversee and monitor activities of non-critical business functions • Monitor status and maintain frequent communication with Critical Function Sub Plan owners and non-critical business units • Monitor implementation of recovery strategies against the BCP • Remain informed on Directorate situation and report on costs and updates to CMT • Maintain communications with Directorate business unit leaders in relation to staff

Effective date	Version:	Next Review Date	Page 25 of 33
13 OCTOBER 2022	DRAFT 3	13 OCTOBER 2023	

UNCONTROLLED WHEN PRINTED

CMT Member – Infrastructure Services

Staff Position	Director Infrastructure Services
Alternate during absence	Manager Assets & Major Projects
Position Statement	• Contribute to the whole of organisation response as part of the CMT • Maintain responsibility for the continuity and recovery actions of all functions within the Infrastructure Services Directorate • Establish communication links with Critical Function Sub Plan owners and regularly seek information to inform the CMT and assist the CMT Leader in decision making • Provide oversight to activities being managed by the Critical Function Sub Plan owners in accordance with agreed Critical Function recovery strategies
Knowledge Requirements	• High level knowledge of the Directorate's activities and service delivery priorities • Knowledge of authority and delegations vested with the role • High level knowledge of the Directorate's Critical Function Sub Plans • High level knowledge of overarching BCP
Responsibilities	Responsibilities include:

Business As Usual period:	**On Activation:**
• Maintain working knowledge of BCP, role in the CMT & Directorate's Critical Function Sub Plans • Actively participate in, monitor and review activities in accordance with the adopted program • Ensure both key and alternate personnel are suitably trained to effectively perform this role • Ensure participation in training by Critical Function Sub Plan owners within Directorate	• Promptly ascertain the impact on business functions within Directorate and report to CMT • Oversee activation of Critical Function Sub Plan as required • Oversee and monitor activities of non-critical business functions • Monitor status and maintain frequent communication with Critical Function Sub Plan owners and non-critical business units • Monitor implementation of recovery strategies against the BCP • Remain informed on Directorate situation and report on costs and updates to CMT • Maintain communications with Directorate business unit leaders in relation to staff

Effective date	Version:	Next Review Date	Page 26 of 33
13 OCTOBER 2022	DRAFT 3	13 OCTOBER 2023	

UNCONTROLLED WHEN PRINTED

CMT Member – Sustainable Environment & Economy

Staff Position	Director Sustainable Environment & Economy
Alternate during absence	Manager Sustainable Development
Position Statement	• Contribute to the whole of organisation response as part of the CMT • Maintain responsibility for the continuity and recovery actions of all functions within the Sustainable Environment & Economy Directorate • Establish communication links with Critical Function Sub Plan owners and regularly seek information to inform the CMT and assist the CMT Leader in decision making • Provide oversight to activities being managed by the Critical Function Sub Plan owners in accordance with agreed Critical Function recovery strategies
Knowledge Requirements	• High level knowledge of the Directorate's activities and service delivery priorities • Knowledge of authority and delegations vested with the role • High level knowledge of the Directorate's Critical Function Sub Plans • High level knowledge of overarching BCP
Responsibilities	Responsibilities include:

Business As Usual period:	**On Activation:**
• Maintain working knowledge of BCP, role in the CMT & Directorate's Critical Function Sub Plans • Actively participate in, monitor and review activities in accordance with the adopted program • Ensure both key and alternate personnel are suitably trained to effectively perform this role • Ensure participation in training by Critical Function Sub Plan owners within Directorate	• Promptly ascertain the impact on business functions within Directorate and report to CMT • Oversee activation of Critical Function Sub Plans as required • Oversee and monitor activities of non-critical business functions • Monitor status and maintain frequent communication with Critical Function Sub Plan owners and non-critical business units • Monitor implementation of recovery strategies against the BCP • Remain informed on Directorate situation and report on costs and updates to CMT • Maintain communications with Directorate business units leader in relation to staff

Effective date 13 OCTOBER 2022	Version: DRAFT 3	Next Review Date 13 OCTOBER 2023	Page 27 of 33

UNCONTROLLED WHEN PRINTED

9.5. CMT Tactical Support – Responsibility Statements

Tactical Support – People & Culture	
Staff Position	Manager People & Culture
Alternate during absence	Business Partner (Workforce Management)
Position Statement	• Establish effective communication protocols and channels with all staff and relevant stakeholders to provide appropriate information and assistance in a timely manner • Seek CMT Leader approval for all staff communication arrangements • Communicate any temporary measures during a Business Interruption event • Maintain a close overview on staff needs impact etc. and engage relevant external assistance as required and report activities to CMT • Inform CMT of any impacts on staff relating to conditions or resumption activities • Efficiently manage staff matters and responsibilities to minimise impact due to disruption
Knowledge Requirements	• High level knowledge of the P&C processes and procedures • High level knowledge of staff communication protocols • Knowledge of, and access to, external support services
Responsibilities	Responsibilities include:

Business As Usual period:	**On Activation:**
• Maintain currency of staff contact details. • Ensure both key and alternate personnel are suitably trained to effectively perform this role. • Ensure currency of induction & orientation regarding BCP arrangements for new staff	• Provide advice in relation to the capabilities and capacities of the staff affected by the Business Interruption event • Effectively manage the safety and wellbeing of staff during a BI event • Make available appropriate staff to assist in the response process • Assess the needs of staff during a BI event (i.e.- do they need counselling, a break, replacement, etc.) and implement actions as required • Establish general staff communications measures

Tactical Support - Media & Communications

Staff Position	Media Communications Coordinator
Alternate during absence	Media, Communications and Research Officer
Position Statement	• Establish effective communication protocols and channels with Councillors, stakeholders and media to provide appropriate information in a timely manner • Distribute timely communications approved by the CMT Leader • Coordinate all media enquiries and communicate any temporary measures during a Business Interruption event as directed • Efficiently manage and maintain control of communications to minimise impact due to disruption
Knowledge Requirements	• High level knowledge of Council's media and communications processes and procedures and service delivery priorities • High level knowledge of communication protocols
Responsibilities	Responsibilities include:

Business As Usual period:	**On Activation:**
• Maintain current media protocols to effectively manage operational requirements during a Business Interruption event • Ensure both key and alternate personnel are suitably trained to effectively perform this role • Ensure resources identified within the communications protocols are available to enable the arrangements to be implemented • Establish & communicate protocols for the distribution of public information during a BI event	• Provide advice to the CMT in relation to the communication channels available • Coordinate communications media releases and liaise with relevant stakeholders (including Councillors, Customer Service and other customer-facing Council offices) • Distribute documents / information approved for public distribution on agreed communication channels • Establish a frequency for the issue/ release of information through agreed/ available channels • Bring any serious/ adverse media/ public information issues to the attention of the CMT Leader as soon as practicable • Organise appropriate after-hours service message/s • Document all media releases as well as a log on a Display Board for easy reference by CMT

Effective date	Version:	Next Review Date	Page 29 of 33
13 OCTOBER 2022	DRAFT 3	13 OCTOBER 2023	

UNCONTROLLED WHEN PRINTED

Tactical Support – Property & Facilities

Staff Position	Property Maintenance Coordinator
Alternate during absence	Property MaintenanceOfficer
Position Statement	• Manage the effective provision of facilities following a Business Interruption event that impacts on the use or occupation of a Council owned building • Source an appropriate location for the establishment of the BCCC and arrange for appropriate fit out • Source appropriate alternative location for the Critical Functions affected, in accordance with the agreed priorities and MAO timeframes • Keep the CMT informed of the progress in relation to the provision of facilities for business operations and ongoing impact on Critical Functions • Efficiently manage responsibilities to minimise impact due to disruption
Knowledge Requirements	• High level knowledge of property & facilities management processes and procedures • Knowledge of Critical Function MAO and minimum resources requirements in accordance with Critical Function Sub Plan protocols and service delivery priorities • High level knowledge of communication protocols
Responsibilities	Responsibilities include:

Business As Usual period:	**On Activation:**
• Maintain high level knowledge of Critical Functions in relation to facility needs • Ensure both key and alternate personnel are suitably trained to effectively perform this role • Ensure resources identified within Critical Function Sub Plans are available to enable the plan to be implemented • Maintain and monitor readiness of BCCC resources • Maintain a register of alternative BCCC/operational arrangements and locations	• Investigate on behalf of and liaise with the CMT any building / contents damage • Evaluate / advise alternate operational options where the building is unsuitable for occupation and arrange fit-out if necessary • Consult with the Emergency Services if required in terms of facilities • Coordinate the clearing of material from affected area • Notify Insurance Officer of situation and any proposed property restoration plans • Liaise with security providers to secure the site and safeguard property • Document alternate operational location arrangements and note on the display board for easy reference by CMT

Effective date	Version:	Next Review Date	Page 30 of 33
13 OCTOBER 2022	DRAFT 3	13 OCTOBER 2023	

UNCONTROLLED WHEN PRINTED

Tactical Support – Business Systems & Technology

Staff Position	Manager Business Systems & Technology
Alternate during absence	Technology Coordinator
Position Statement	• Provide IT and telecommunications support for the Critical Functions impacted by a Business Interruption event • Communicate with Critical Function Sub Plan owners regarding provision of an IT platform in accordance with established priorities and MAO timeframe following a Business Interruption event • Inform CMT of the progress of resumption of IT system functionality and availability and ongoing impacts to the Critical Function activities
Knowledge Requirements	• High level knowledge of the IT processes and procedures • Practical knowledge of DRP implementation • Knowledge of Critical Functions MAO and minimum resources requirements in accordance with Critical Function Sub Plan protocols and service delivery priorities • High level knowledge of communication protocols
Responsibilities	Responsibilities include:

Business As Usual period:	**On Activation:**
• Maintain high level knowledge of Critical Functions in relation to IT needs • Regularly maintain and test DRP (IT) response taking into account BCP requirements and timeframes • Ensure both key and alternate personnel are suitably trained to effectively execute this role • Ensure any new resources or changes in technology considers the Critical Function Sub Plan needs and priorities	• Activate and manage the Disaster Recovery Plan (DRP) if required • Prioritise IT resumption in accordance with MAO priorities • Regularly advise CMT of disaster recovery response and systems availability • Supervise the supply and installation of equipment to affected Critical Functions to restore acceptable services in the agreed priority and timeframes • Provide guidance and assistance to IT users • Establish and maintain communication with Critical Function Sub Plan owners in regard to IT resumption activities

Effective date	Version:	Next Review Date	Page 31 of 33
13 OCTOBER 2022	DRAFT 3	13 OCTOBER 2023	

UNCONTROLLED WHEN PRINTED

Tactical Support – Finance

Staff Position	Manager Finance
Alternate during absence	Financial Operations Accountant
Position Statement	• Provide financial advice and support for the Critical Functions impacted by a Business Interruption event • Provide Critical Function Sub Plan owners with financial resources and or arrangements in accordance with established priorities and MAO limits after the Business Interruption event to enable these functions to implement required arrangements • Inform CMT of the progress of finance related resumption activities • Efficiently manage financial responsibilities to minimise impact due to disruption
Knowledge Requirements	• High level knowledge of and appropriate delegation and authority to implement Council's financial policy and procedures during a Business Interruption event • High level knowledge of Critical Functions MAO and minimum resources requirements in accordance with Critical Function Sub Plan protocols and service delivery priorities • High level knowledge of financial reporting protocols
Responsibilities	Responsibilities include:

Business As Usual period:	**On Activation:**
• Maintain high level knowledge of Critical Functions in relation to finance needs • Ensure both key and alternate personnel are suitably trained to effectively perform this role • Ensure resources identified within Critical Function Sub Plans are available to enable the plans and response strategies to be implemented • Regularly review system access and delegations of staff relating to invoking a finance related Critical Function Sub Plan	• Provide advice to the CMT in relation to the financial impact and requirements • Coordinate availability and access to funds and procurement arrangements with relevant stakeholders to assist Critical Function operations • Bring any serious financial issues to the attention of the CMT Leader as soon as practicable • Document all financial decisions, transactions and approvals and note on display board for easy reference by CMT