

Business Continuity Management Framework

What is business continuity management?

Business continuity management (BCM) is a holistic approach for managing risks related to disruptive events. There are a number of integrated activities that work together to assist in preventing, preparing for, responding to and recovering from the impacts of an event that disrupts our business.

Principles

- Takes an all hazards approach
- Scalable and adaptable to change
- Supports local decision-making
- Collaboration and productive relationships
- Continuous improvement

Why is BCM important?

- BCM helps the department to:
- minimise the impact of a disruption and return to normal service delivery as quickly as possible
 - safeguard areas of lowest risk appetite
 - create value by enhancing business-as-usual capability, long-term financial performance and organisational resilience.

Overarching framework

The department's approach to managing risks related to disruptive events consists of four phases: prevent, prepare, respond and recover.

This proactive and comprehensive approach is vital in preventing and managing disruptive events, as well as enhancing resilience by continuing to create opportunities to improve from adversity.

Management action

The department has a suite of management actions we can draw upon to help us manage the range of scenarios which may interrupt our service delivery.

If a disruptive event escalates beyond our business-as-usual incident management capability, our resources are redirected to disruptive event management and/or disaster and emergency management, depending on the complexity and severity of the impact.

Policy instruments

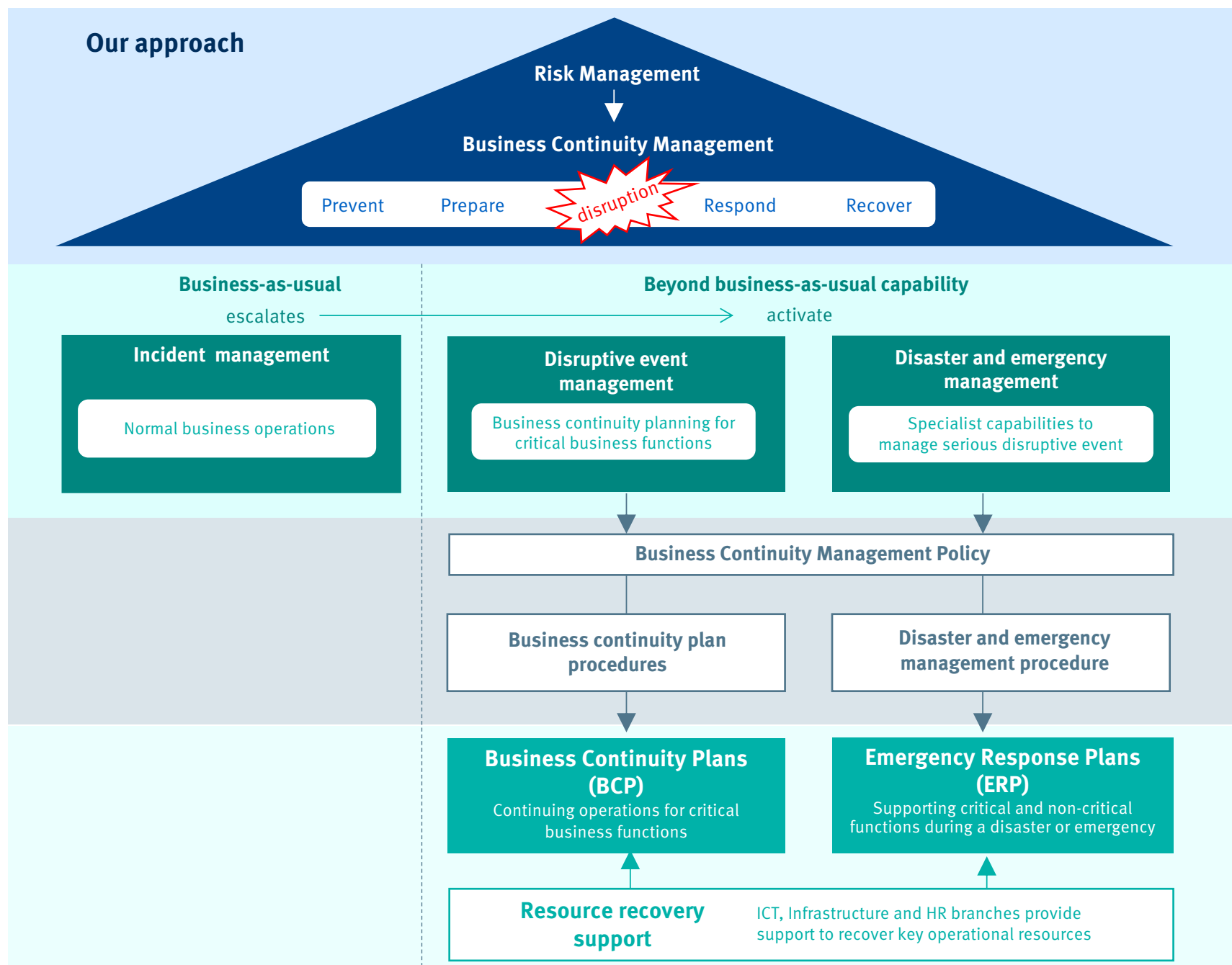
The policy establishes a clear statement of the department's business continuity management intent and position. The procedures provide the 'how to' and set out processes to implement the policy.

Supporting plans

BCM supporting plans guide how we manage disruptive events that are beyond our business-as-usual capability, supporting the chosen management action.

Better practice and authorising environment

Disaster Management Act 2003 (Qld)
AS/NZ 5050:2010 Business continuity – managing disruption-related risk

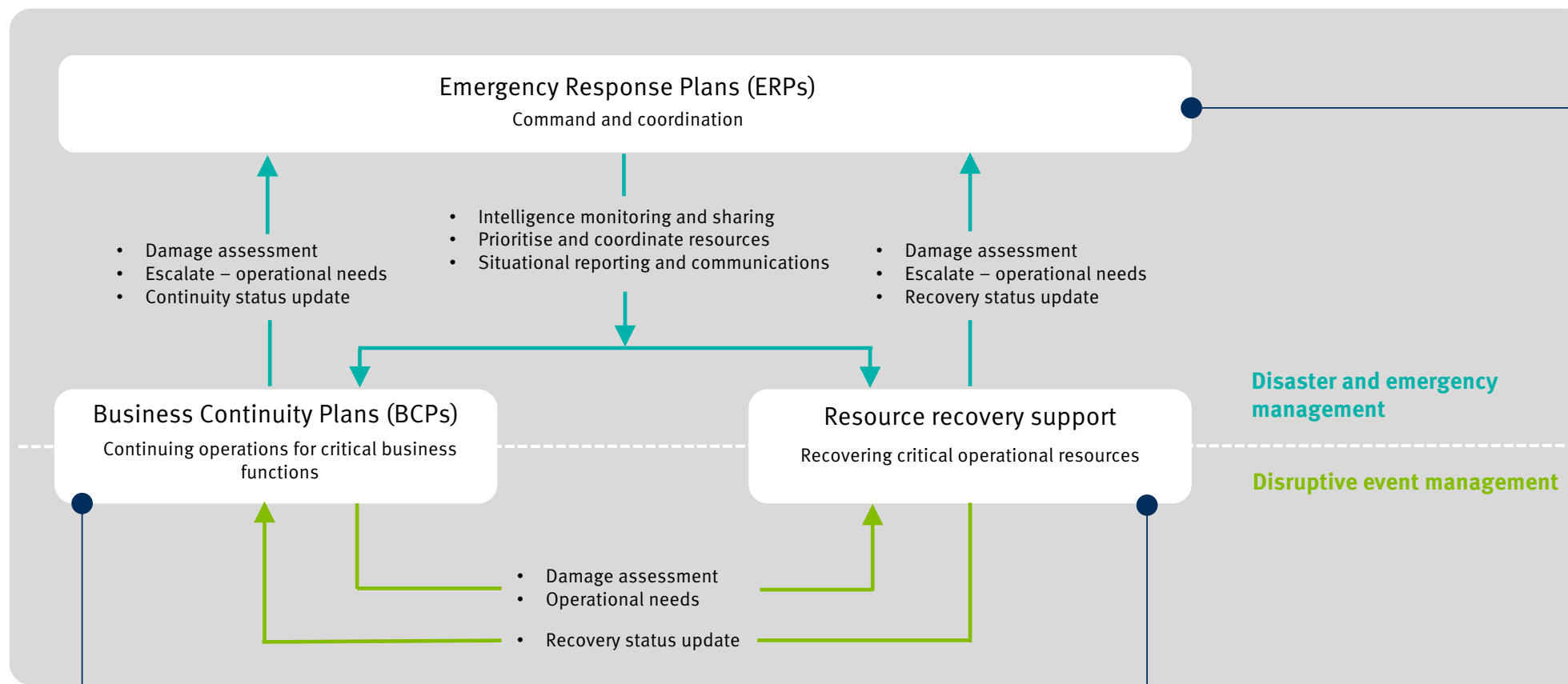


Business continuity management in action

Depending on the complexity and severity of the event, plan activation can occur individually or in tandem.

Plan activation is designed to adapt to how an event unfolds. It covers a range of scenarios including:

- self-initiated activation of a local level ERP
- self-initiated activation of an individual BCP and related operational resource recovery support, in tandem with an ERP (e.g. building fire)
- self-initiated activation of a BCP and related operational resource recovery support, with no ERP response (e.g. prolonged IT system outage)
- activation of regional and executive ERPs as the event increases in complexity and severity
- activation of DoE ERPs under the command and coordination of the State Disaster Management Plan.



Emergency Response Plans

The department has a tiered command structure, each level supported by an emergency response plan (ERP):



Business continuity plans

The department has four types of BCP that take into account the size and complexity of the department's service delivery and operating structures.



Resource recovery support

The ICT, Infrastructure and HR branches ensure they have in place the necessary systems and processes to support the activation of any BCP or ERP.

Resources

- [BCM policy](#)
- [Business continuity plan procedures, supporting templates and information sheets](#)
- [Disaster and emergency management procedures, supporting templates and information sheets](#)
- [Disaster and emergency management website](#)
- [OnePortal Business continuity management page](#)