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.

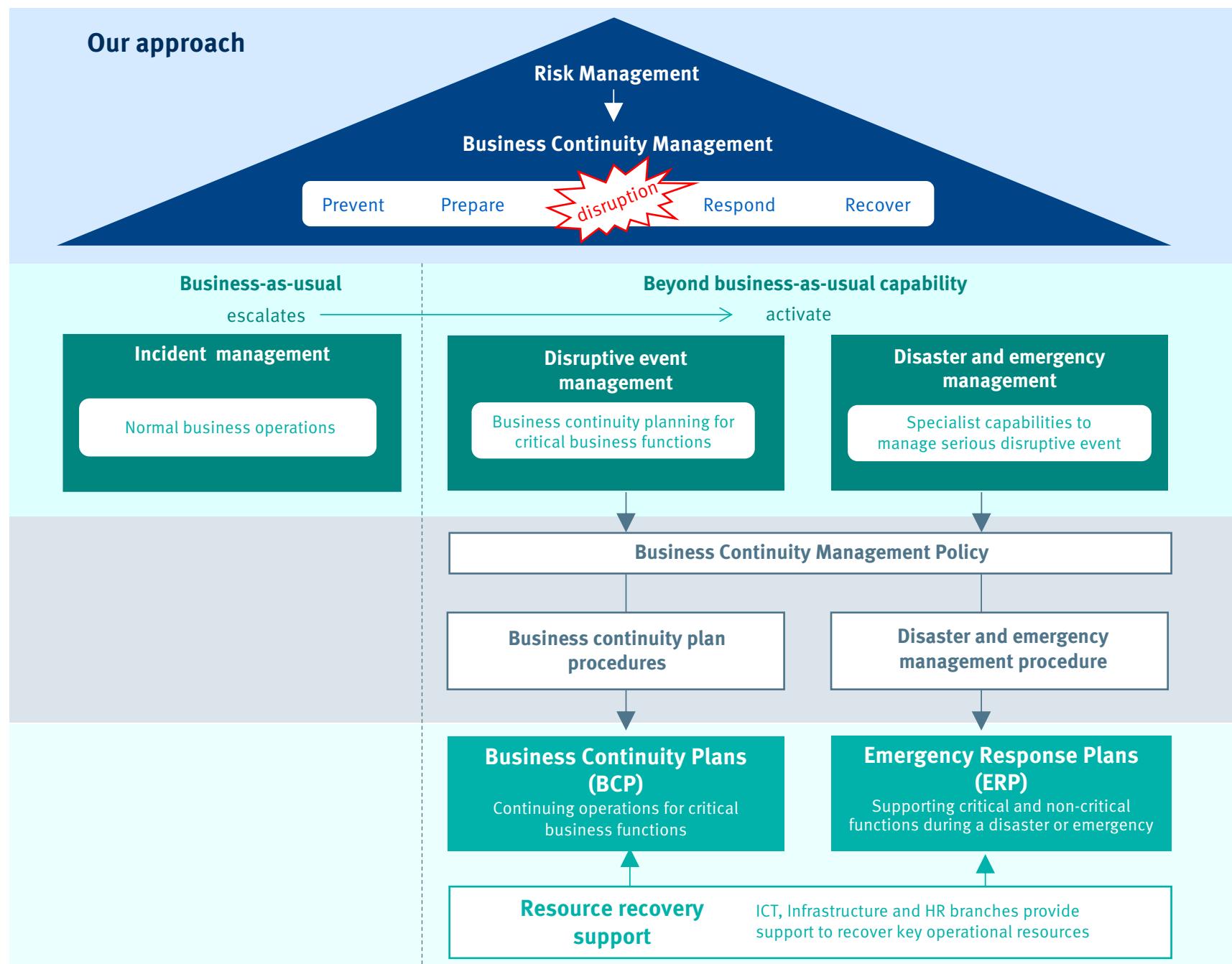### Better practice and authorising environment

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

Our approach

Risk Management

Business Continuity Management

| Prevent | Prepare | disruption | Respond | Recover |

Business-as-usual

escalates →

Beyond business-as-usual capability

activate

Incident management

Normal business operations

Disruptive event management

Business continuity planning for critical business functions

Disaster and emergency management

Specialist capabilities to manage serious disruptive event

Business Continuity Management Policy

Business continuity plan procedures

Disaster and emergency management procedure

Business Continuity Plans (BCP)
Continuing operations for critical business functions

Emergency Response Plans (ERP)
Supporting critical and non-critical functions during a disaster or emergency

Resource recovery support

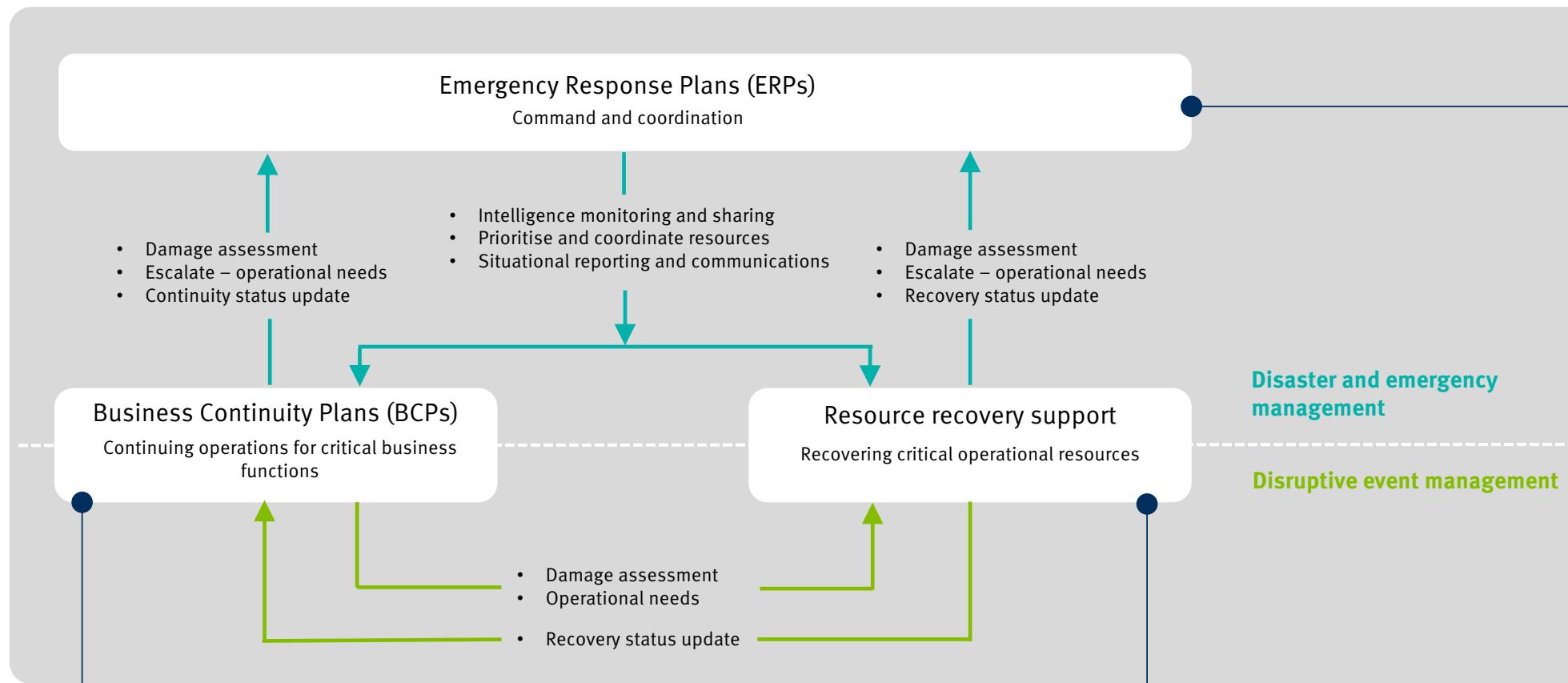ICT, Infrastructure and HR branches provide support to recover key operational resources

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 (ERPs)
Command and coordination

- Intelligence monitoring and sharing
- Prioritise and coordinate resources
- Situational reporting and communications

- Damage assessment
- Escalate – operational needs
- Continuity status update

- Damage assessment
- Escalate – operational needs
- Recovery status update

Disaster and emergency management

Disruptive event management

Business Continuity Plans (BCPs)
Continuing operations for critical business functions

Resource recovery support
Recovering critical operational resources

- Damage assessment
- Operational needs

- Recovery status update

Emergency Response Plans

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

Executive ERP

Regional ERPs

School ERPs

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.

Operational BCPs

Coordination BCPs

Regional BCPs

Executive BCP

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