



Policy P7.1.9 Business Continuity Management

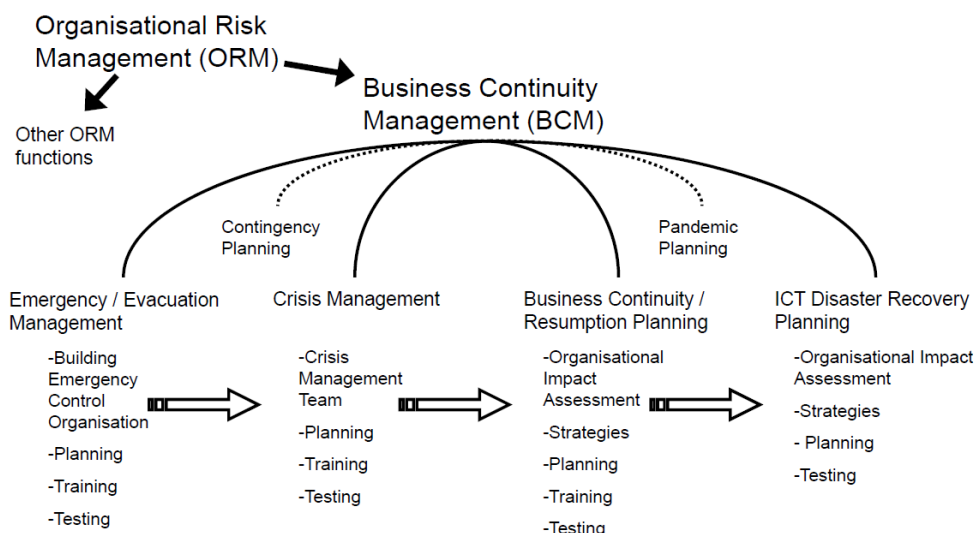
Date of Issue 6 November 2012

Version Number 2.0

1. Purpose

- 1.1 The NSW Rural Fire Service (NSW RFS) must be able to deal with periods of disruption to normal business. Good business continuity management builds organisational resilience by identifying risks and planning for them. It is important as an emergency service to be able to deal with disruptions to continue to help keep the public safe.
- 1.2 Business Continuity Management (BCM) is part of the NSW RFS overall approach to effective risk management and is closely aligned to its incident management, evacuation/emergency response management and IT disaster recovery.
- 1.3 This Policy aligns to Australian Standard AS/NZS 5050: 2010 Business Continuity – Managing disruption-related risk.
- 1.4 The graphic below illustrates the overarching role of BCM and the linkages with other functions:

Business Continuity Umbrella



2. Definitions

For the purpose of this Policy and the Business Continuity Management process, the following terms apply:

- 2.1 Activation:** when all or a portion of the business continuity, emergency or recovery plan has been put into motion.
- 2.2 Business Continuity Management (BCM):** Business Continuity Management provides for the availability of processes and resources in order to ensure the continued achievement of critical functions.
- 2.3 Business Continuity Plan (BCP):** a documented collection of procedures and information that is compiled and maintained in readiness for use to enable the NSW RFS to continue to deliver its critical functions.
- 2.4 Business Continuity Incident Management Team (BC IMT):** is a structured team, based on an IMT, solely deployed to manage any Business Continuity event impacting the operations and or Headquarters functions of the NSW RFS.
- 2.5 BCP Team Leader:** is the owner of the individual BCP and has the responsibility for implementing, maintaining and ensuring currency of the plan.
- 2.6 Business Unit:** any clearly distinguishable section or department within NSW RFS Headquarters or its satellite locations, Regional or District Offices.
- 2.7 Critical functions:** vital business functions, without which, the NSW RFS cannot operate or achieve its critical objectives.
- 2.8 Criticality:** is the quality, state or degree of the highest importance as per the outcomes of a risk rating in prioritising the vital business functions of the NSW RFS.
- 2.9 Exercise:** an activity that is performed to evaluate the effectiveness or capabilities of a plan relative to specified objectives or criteria.
- 2.10 Maximum Acceptable Outage (MAO):** the maximum period of time that critical business processes cannot operate before the loss of critical resources affects their operations.
- 2.11 Organisational Impact Assessment (OIA):** detailed risk analysis that examines the nature and extent of disruptions and the likelihood of the resulting consequences.
- 2.12 Recovery:** actions taken following the commencement of a disruptive event to return the NSW RFS to routine management.
- 2.13 Risk management:** the process for the effective management of potential opportunities and adverse effects.

3. Policy

- 3.1** This policy defines the processes and procedures for the NSW RFS Business Continuity Management system in responding to disruptions

from internal or external events in a way that ensures critical functions are maintained and/ or restored in a timely fashion.

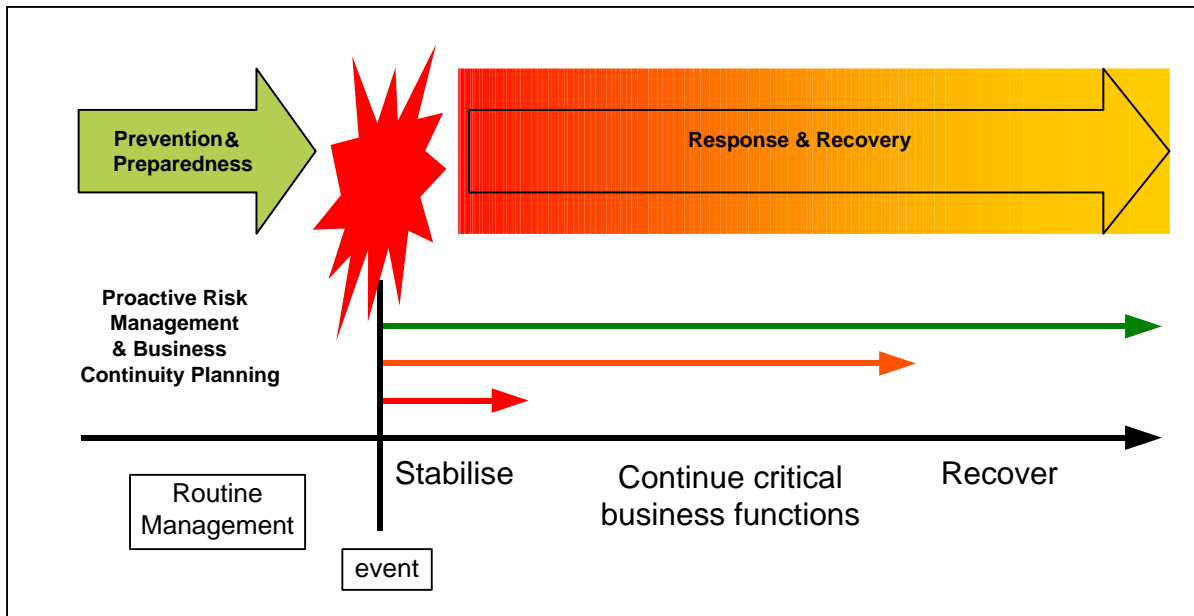
- 3.2** The scope of the BCM policy extends across the organisation - Regions, Districts and all Directorates.
- 3.3** The continuity of critical functions is the responsibility of all Management and Staff.
- 3.4** The Business Continuity Plans (BCPs) reflect the overall NSW RFS Business Continuity Strategy. This Strategy details the relocation approach taken by the NSW RFS in determining priority relocation for Headquarters, its satellite locations and Regional Offices. The Strategy document will be reviewed and if necessary updated on an annual basis, subsequent to the update of the Organisational Impact Assessment (OIA) as per SOP P7.1.9 – 5.
- 3.5** The NSW RFS BCM system:
 - (a)** integrates with the Service’s Risk Management Framework, Headquarters Emergency Procedures, ICT Disaster Recovery (DR) system, Operations Management Procedures; Incident Management Procedures; BC IMT structure; and
 - (b)** aligns to the NSW RFS Prevention Preparedness Response Recovery (PPRR) paradigm.
- 3.6** The BCPs support all identified critical functions within Headquarters, its satellite locations, Regions and Districts.
- 3.7** The Team Leader identified on each BCP is responsible for ensuring the most current version of the plan is readily available should activation occur. This may mean that the BCP is stored in multiple locations.
- 3.8** The Business Continuity Incident Management Team (BC IMT) is responsible for overseeing activities associated with the activation of BCPs.
- 3.9** Version control of BCPs is managed by the BCM unit within the Membership and Strategic Services Directorate.
- 3.10** Activation and Response of BCPs within Headquarters, satellite offices and Regions for a coordinated, timely recovery of critical functions will be in accordance with the established NSW RFS Incident Management Procedures, the Business Continuity Plans (BCPs) and SOP P7.1.9-1.
- 3.11** Activation and response of BCPs within Districts will be in accordance with SOP P7.1.9-2 and the local BCP.
- 3.12** Exercising BCPs will be a regular part of the scheduled program as detailed in SOP P7.1.9-3.
- 3.13** BCPs are required to remain as up to date as possible and require ongoing scheduled reviews as detailed in SOP P7.1.9-4.

3.14 The OIA requires annual review in accordance with SOP P7.1.9-5 to ensure the BCPs accurately reflect the business unit it protects.

4. Procedure

4.1 The procedures for the NSW RFS BCM program are detailed in the Standard Operating Procedures (SOPs) attached to this policy.

4.2 The graphic below presents an overview of the NSW RFS Business Continuity process.



5. Links

- NSW RFS Incident Management Procedures
- Standards Australia Handbook HB221:2004
- AS/NZS 5050:2010 Business Continuity – Managing disruption-related risk
- Policy P5.1.7 Disaster Recovery
- NSW RFS ICT Disaster Recovery Plan
- NSW RFS Business Continuity Strategy
- Headquarters Emergency Management Procedures
- Operational Management Procedures

6. Who is responsible for implementing the Policy?

Director Membership and Strategic Services

7. Amendments

- Reviewed to reflect current practices

6 November 2012



SOP P7.1.9 - 1

BCP Activation and Response for Headquarters, its locations and Regional Offices

This SOP forms part of Policy P7.1.9 Business Continuity Management

Related Form(s) ▪ None

1. Purpose

- 1.1 This Standard Operating procedure (SOP) provides detail on the procedures for activating Business Continuity Plans (BCPs) in response to an incident at NSW RFS Headquarters, its satellite locations or Regional Offices.

2. Structure

BC Incident Management Team Structure

- 2.1 The NSW RFS has adopted the Business Continuity Incident Management Team (BC IMT) to manage any Business Continuity event impacting the NSW RFS Headquarters, its satellite locations or Regional offices.
- 2.2 Business Continuity (BC) incidents will be managed by the BC Incident Controller who will be appointed by the State Duty Operations Officer or the State Overview Coordinator (SOC), in consultation with the Commissioner, at the time of the incident.
- 2.3 The Business Continuity Incident Management Team (BC IMT) is responsible for ensuring that critical business activities are resumed according to the re-established prioritisation and within the required timeframes.
- 2.4 The BC Incident Controller will be assisted in managing a BC incident by a number support teams who will carry out specialised functions depending on the incident.
- 2.5 The structure also includes the Commissioner and the Executive team. While they don't have a formal plan they are captured as part of the decision making process and have an essential role in providing direction as to the management of the BC incident and resumption of normal business.



- 2.6** The BC IMT has been structured with the following roles:
- (a) BC Incident Controller
 - (b) BC Co-ordination
 - (c) BC Building Services Coordination
 - (d) BC Relocation Site Control
 - (e) BC Major Incident Logistics Support (MILS)
 - (f) BC Information Technology / Comms and Radio Support
 - (g) BC Corporate Communications
 - (h) BC Critical Incident Support Services (CISS) / Chaplaincy

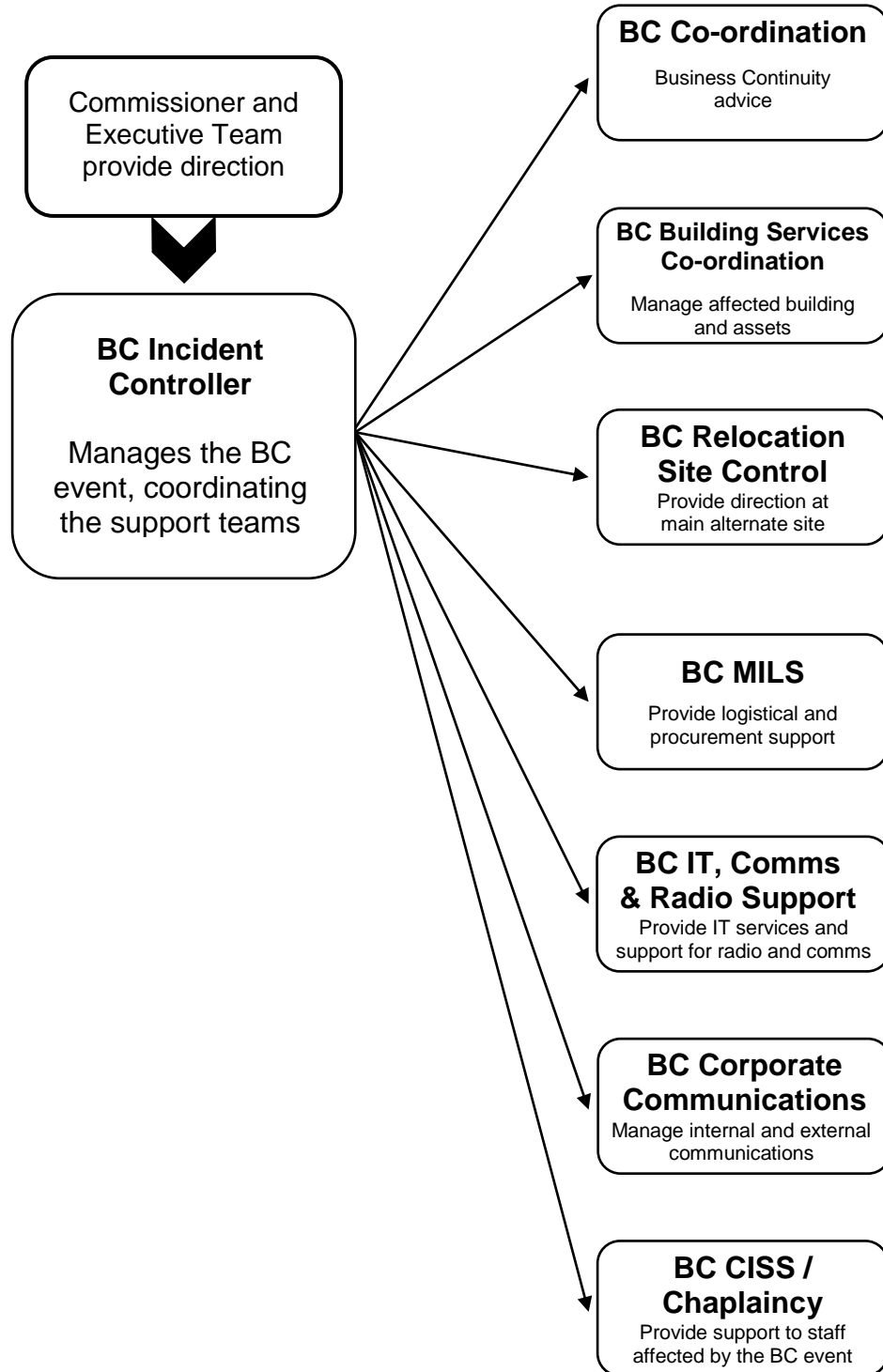
- 2.7** These roles align with existing NSW RFS State Operations Incident Management Team (IMT) roles.

Business Continuity IMT Structure

- 2.8** The BC Incident Management Team (BC IMT) comprises the BC Incident Controller, BC coordination and BC support teams. As a team their charter is to control, manage and co-ordinate the overall recovery effort and to report through to the Commissioner.
- 2.9** The BC IMT Structure document provides further detail on the roles of the BC IMT.



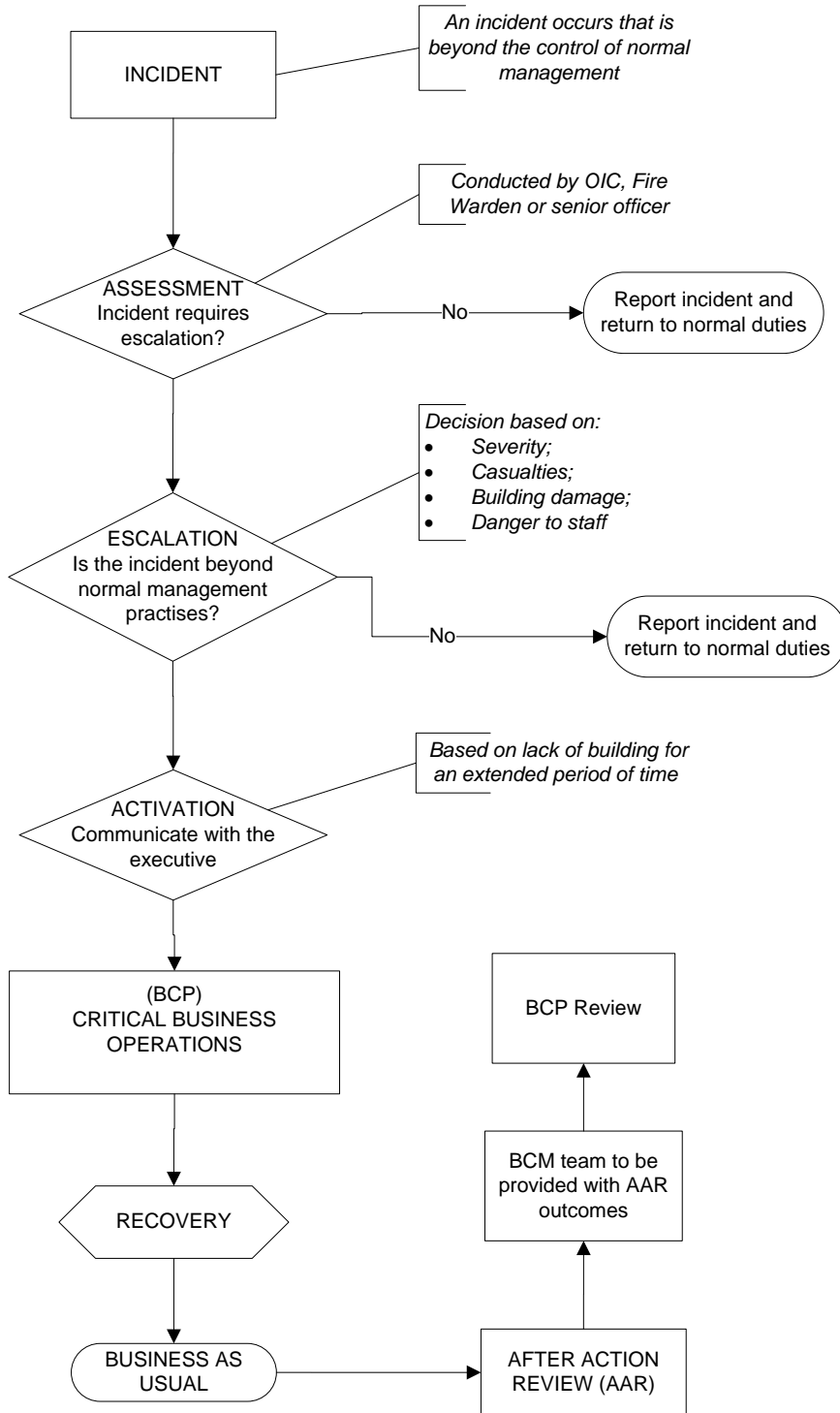
2.10 The diagram below illustrates the BC IMT structure.





3. Procedures

- 3.1** The activation of BCPs will be dependent on the size and nature of the incident. Analysis and executive consultation regarding the incident must be conducted in order to determine the need to activate the BCPs. The BC Incident Controller will provide a summary report of the incident to the NSW RFS Executive to support this determination.
- 3.2** The safety of staff and visitors is of paramount concern to the NSW RFS and should an incident occur that requires evacuation, this must be conducted in accordance with existing evacuation plans.
- 3.3** BCPs are only to be activated after the safe evacuation of staff and visitors from the building in which the incident has occurred.
- 3.4** The activation must not take priority over any police or emergency service directive.
- 3.5** Once BCPs have been activated the BCM Hotline recorded message should be updated in accordance with the agreed procedure.
- 3.6** The flow chart below illustrates the BCP activation process:





SOP P7.1.9 - 2

BCP Activation and Response for District Offices

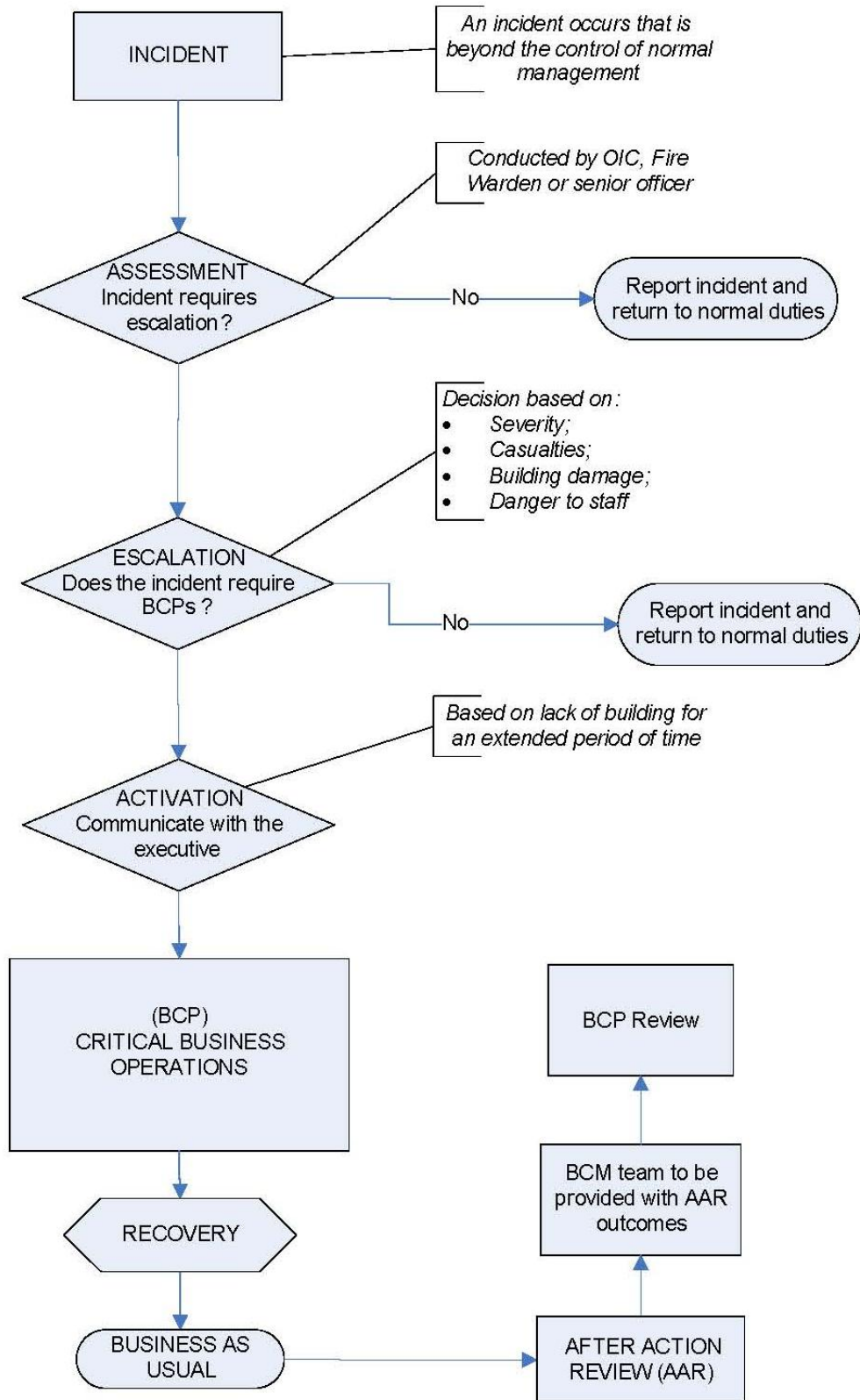
This SOP forms part of P7.1.9 Business Continuity Management
Related Form(s) ▪ None

1. Purpose

- 1.1 This Standard operating Procedure (SOP) provides detail on the procedures for activating Business Continuity Plans (BCPs) in response to an incident at NSW RFS District Offices.

2. Procedures

- 2.1 All NSW RFS District Offices must have a current BCP that has been validated by the HQ BCM unit.
- 2.2 The intent of the BCP is a guide and checklist designed to assist in quickly re-establishing critical functions after an incident has taken place, as well as informing necessary internal and external stakeholders of the unplanned event.
- 2.3 All staff within a District Office are required to be aware of the District BCP; where a copy can be found; and how it is to be activated.
- 2.4 Should an unplanned and potentially disruptive event occur that may exceed the capacity of normal management methods and structures, the BCP must be activated.
- 2.5 The activation of BCPs will be dependent on the size and nature of the incident. Analysis and executive consultation regarding the incident must be conducted in order to determine the need to activate the BCPs.
- 2.6 The safety of staff and visitors is of paramount concern to the NSW RFS and should an incident occur that requires evacuation, this must be conducted as per existing detailed evacuation plans.
- 2.7 BCPs are only to be activated after the safe evacuation of staff and visitors from the building in which the incident has occurred. The activation must not take priority over any police or emergency service directive.
- 2.8 The following flowchart illustrates the activation process:





SOP P7.1.9 - 3

Exercising of BCPs

This SOP forms part of P7.1.9 Business Continuity Management
Related Form(s) ▪ None

1. Purpose

- 1.1 Exercising BCPs is aimed at improving abilities and confidence in the activation and implementation of the plans. It provides staff and relevant third parties with improved awareness of the content of plans, identifies inadequacies, allows for continuous improvement and provides assurance that plans can be implemented effectively when required.
- 1.2 This Standard Operating Procedure (SOP) provides detail on the various types of exercises conducted on the BCPs, the procedure for reporting of outcomes, and the review process.

2. Procedures

- 2.1 The approach taken by the NSW RFS is a progressive exercising regime based on meeting performance expectations and seeing improvement in applying basic testing techniques.
- 2.2 Membership and Strategic Services is responsible for developing the annual BCP exercise schedule.
- 2.3 The level of exercising must be appropriate to the business function and level of criticality stated on the BCP.
- 2.4 This involves adopting a risk based exercising program as outlined below:

Desktop Exercise	A desktop exercise approach will be applied for selected BCPs. This requires participants to discuss the application of BCPs in response to a presented hypothetical incident scenario. The activity does not require the activation and mobilisation of any associated resources or personnel.
Walk-through	A walk-through consisting of a restricted plan activation and mobilisation activity will be applied. Typically, selected critical functions may be required to mobilise resources (e.g. emergency procedures and warden testing) to respond to a presented scenario. This may also involve utilisation of an alternate site.
Simulation	A simulated exercise will be developed involving multiple functions and potentially impacting an entire site. The exercise may require relocating personnel and resources to an alternate site and applying BCPs to respond to the scenario.



- 2.5** The BC exercise involves:
- (a)** the critical review of the BCP;
 - (b)** rehearsing the roles of team members and staff and;
 - (c)** testing the NSW RFS systems to demonstrate BCM competence and capability.
- 2.6** The exercise is designed to promote continuous improvement. Any shortcomings identified will provide beneficial insight for plan enhancement and improved preparedness.
- 2.7** The outcomes of these activities will be integrated into the existing business structures and processes as well as the BCPs and other emergency and critical incident management documentation to ensure that the processes remain focused for the NSW RFS and the plans remain current and reflective of the Service's business needs and strategies.
- 2.8** The BCM Unit within the Membership and Strategic Services Directorate will keep records of exercises, including participation lists and dates using a recording system approved by the Manager CRMPG.
- 2.9** The Team Leader identified on the BCP is responsible for initiating and coordinating the BC exercise in accordance with the schedule, or as may be directed on an ad hoc basis.
- 2.10** BC exercises may be initiated by the NSW RFS HQ BCM unit or the Regional Office.
- 2.11** Throughout the exercise the BCP must be continuously referred to and any deviations from the plan must be recorded. Any changes or deviations from the plan will require the plan to be updated by the Team Leader and sent via email to the BCM Unit for review.
- 2.12** A revised BCP will be provided in line with SOP P7.1.9 – 4.
- 2.13** Exercise level and frequency will be determined by the level of criticality shown on the BCP and will be in accordance with SOP P7.1.9-5.



SOP P7.1.9 - 4

Creation and Maintenance of BCPs

This SOP forms part of P7.1.9 Business Continuity Management

Related Form(s) ▪ BCP template

1. Purpose

- 1.1 This Standard Operating Procedure (SOP) provides guidance for creating new BCPs when a new business unit is created, and updating and maintaining existing BCPs, to ensure they remain current, effective and relevant.
- 1.2 Assistance in updating or creating a BCP can be sought, in the first instance, by emailing: bcm@rfs.nsw.gov.au

2. Procedures

Updating an existing BCP

- 2.1 BCPs are to be reviewed and updated by the Team Leader identified on the BCP:
 - (a) on an annual basis;
 - (b) as required to reflect any changes to details within plans;
 - (c) after exercising;
 - (d) following an event; and
 - (e) immediately following any major change to the business process, including organisational changes, implementation of new technology, process changes, realignments, etc. which may affect the level of criticality of the business unit.
- 2.2 BCP Team Leaders are to review and update the plan with any changes.
- 2.3 The updated plan is to be submitted to the HQ BCM Unit at bcm@rfs.nsw.gov.au.
- 2.4 The HQ BCM Unit will review amended BCPs and provide the Team Leader with the most current version as a .PDF file. Version control will be the responsibility of the BCM unit.

Creation of a new BCP

- 2.5 The manager of any newly created NSW RFS business unit, region or district will develop and submit a draft BCP to the relevant Director to



determine the level of criticality of the business unit and approve the content of the BCP.

- 2.6** The manager of a new NSW RFS business unit must submit the approved BCP to the HQ BCM unit at bcm@rfs.nsw.gov.au for review, recording and publication to the NSW RFS Intranet.
- 2.7** Once a version controlled .PDF version is received by the Team Leader from the BCM Unit, it is the Team Leaders responsibility to ensure that:
 - (a)** the most current version is held;
 - (b)** all members of the business unit are aware of the plan and where it exists; and
 - (c)** a copy is kept at an alternate location to ensure access to the plan at any time.
- 2.8** In accordance with clause 2.1 above, the ongoing review and maintenance of the BCP is the responsibility of the BCP Team Leader.
- 2.9** The BCP Team Leader is responsible for maintaining and storing a key contact list to ensure all staff members can be contacted at any time.
- 2.10** The current version of each BCP will be available on the NSW RFS intranet.



SOP P7.1.9 - 5

Review of the Organisational Impact Assessment

This SOP forms part of P7.1.9 Business Continuity Management
Related Form(s) ▪ None

1. Purpose

- 1.1 The Organisational Impact Analysis (OIA) is a component of the BCM process. It is a series of analyses to determine the level of criticality of the business unit and to gather information about critical functions, their dependencies, relocation strategies and resource requirements so as to satisfactorily carry out critical functions and processes during an unplanned event.
- 1.2 This Standard Operating Procedure (SOP) provides detail on the OIA review process.

2. Procedures

- 2.1 The Membership and Strategic Services Directorate is responsible for the OIA and will ensure all business units are involved in the review.
- 2.2 The findings of the review are to be validated by the Executive and any feedback is provided back to the business to assist in related planning activities such as ICT disaster recovery and emergency/evacuation management.
- 2.3 The outcomes of the OIA review should be reflected in changes to the relevant risk registers, BCPs and the NSW RFS BCM strategy document if applicable.
- 2.4 The OIA is to be reviewed annually or where a business unit, function or process has changed to such a degree that the criticality has increased and a review is required, in accordance with SOP P7.1.9-3.
- 2.5 The annual review of the OIA will be conducted by an initial review of business plans, risk registers and BCPs to determine any significant changes to the current business units, regions or districts that would clearly indicate an increase to the current level of criticality.
- 2.6 As part of the annual review, business units may be asked to provide information that relates to:
 - (a) changes to processes;



- (b) staffing changes;
 - (c) change of business unit location;
 - (d) changes to business unit activities;
 - (e) increased business unit activities; or
 - (f) restructure or realignment of the unit.
- 2.7** A due date for the information will be negotiated with the business unit manager and further detail may be required to clarify the information given.
- 2.8** The draft OIA will be presented to the Executive for endorsement. Any resultant changes will be notified to the manager of the business unit as appropriate.
- 2.9** Once endorsed, version control will be applied and the previous version archived.
- 2.10** The BCM unit will make the results of the OIA review available to relevant managers to assist in related planning activities such as ICT disaster recovery and emergency/evacuation management.