



Business Continuity Management Framework



ACT
Government

ACT Health

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Related BCP Documentation and Planning

ACTHD Health Emergency Management

The ACT Emergency Services Agency (ESA) is responsible for prevention, preparedness, response and recovery strategies in supporting the ACT community. The ESA is part of the Justice and Community Safety Directorate of the ACT Government.

The ACT Health Directorate and the Chief Health Officer (CHO) have legislated emergency management roles and responsibilities including leadership, direction and coordination to support the ACT Health sector in responding to incidents, emergencies, public health risks and disasters that occur locally, nationally and internationally.

The Public Health Protection & Regulation Divisions, Health Emergency Management Unit (HEMU) supports the CHO in their emergency management functions. The HEMUs goal is to ensure that the ACT Health sector can respond effectively to incidents, emergencies and disasters.

Business Continuity Management (BCM) Principles Version 1 (SEMB 14 October 2020)

– *A Whole of Government document* to provide a strategic approach to business continuity management in the ACT Government, to improve consistency between administrative units in business continuity planning.

The ACTHD Business Continuity Plan (BCP)

– *The ACT Health Directorates BCP Plan* outlines the organisations business continuity activities during a Business Continuity Event.

1. Purpose

To outline business continuity management responsibilities, plans and processes under the ACT Health Directorate’s (ACTHD) remit and outline how business continuity is managed across the directorate.

Business continuity management (BCM) and associated planning is necessary to ensure that the during a business disruption ACTHD is able to maintain the welfare of its people as its main priority and support business capability.

2. Scope

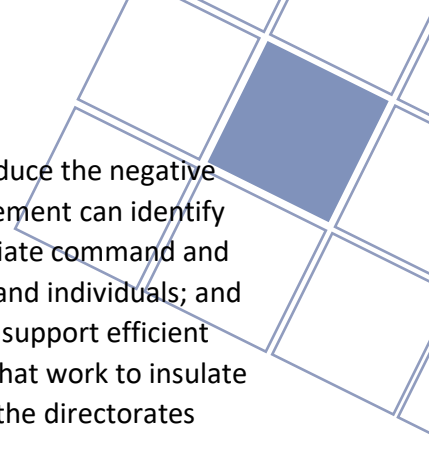
Business continuity is considered a fundamental part of four interrelated and, at times, co-dependent disciplines being:

- Risk management
- Emergency management
- Business continuity management, and
- Disaster recovery.

These terms are often used interchangeably, however each focuses on different components of preventing, responding to and recovering from a crisis.

Diagram from ACT WHOG principles demonstrating plan and process interrelationships





Mitigation of risks, disaster recovery and emergency management can greatly reduce the negative impacts on business during a business continuity event. Appropriate risk management can identify and prepare for unscheduled events; emergency management involving appropriate command and control, trained and experienced personnel can reduce the impacts on activities and individuals; and good disaster recovery policies and planning can greatly influence directions and support efficient business resurgence. All four terms thus relate to important business processes that work to insulate an organisation from various types of disruptions – and ideally focus on building the directorates capability and literacy to respond to, and recover from, those disruptions.

3. Policy Statement

When an incident occurs that interrupts business activity, the safety and ongoing welfare of staff and visitors is the priority.

Our business continuity framework and associated planning aims to guide the Directorate in accordance with the *ACT Government Business Continuity Management Principles*, to respond to a disruption and resume, recover and restore the delivery of products and services consistent with our business objectives.

4. Components of Business Continuity Management

We aim to ensure that the ACTHD manages business continuity through effective:

1. **Planning** – ensuring that plans are current, relevant, and available
2. **Preparing** – ensuring processes and systems to support a response are in place, including testing
3. **Responding**– using agreed approaches when business interruptions occur, to enable responsive and accountable decision-making
4. **Recovering** – taking a planned approach to returning to business as usual
5. **Debriefing/Review** –continually improving our plans and preparation post testing and interruptions.

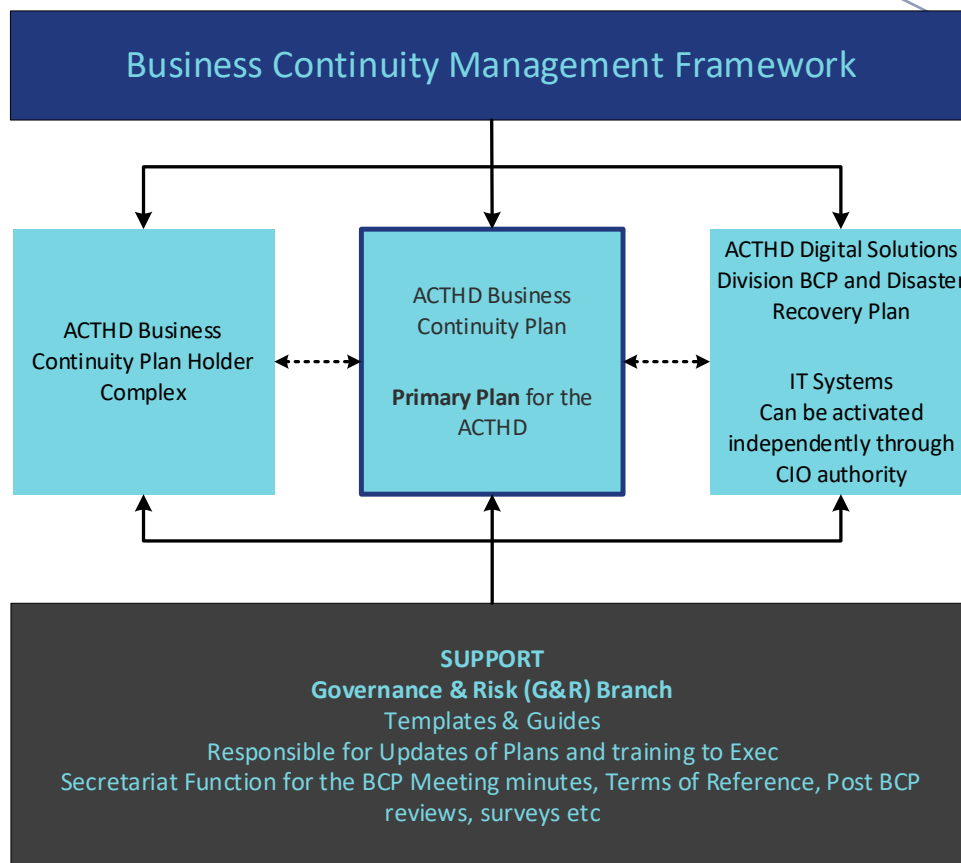
Approved Business Continuity Plans will be considered in the event of an ACTHD building/site, staff and/or systems becoming unavailable.

5. Business Continuity Plans (BCP)

ACTHD has the following plans in place to support responses to business disruptions

- ACTHD BCP – supporting management of business disruption events affecting multiple divisions
- Health Protection Service BCP supporting the work of the Public Health Protection and Regulation Division
- Digital Solutions Division BCPs and disaster recovery plans

Our business continuity planning enables the ACT Health Directorate (ACTHD) to maintain necessary business activities should a critical business function and/or facility that manages that activity becomes unavailable due to business disruption (see [Attachment A](#) for more information on each plan)



6. Governance

Governance mechanisms that are embedded in the organisation aim to ensure transparency, accountability, and operational effectiveness with appropriate oversight.

BCM is governed through the Corporate Governance and Finance Committee. This committee reports to the Directorate Leadership Committee on changes, improvements, activities and testing of the BCP, with additional oversight of BCP activities undertaken by the Audit and Risk Committee.

A Business Continuity Planning and Preparedness Committee, comprising of operational representatives with key roles in supporting effective BCM will convene to consider business impact assessments, planning and preparedness, testing programs and be available to support business continuity responses when disruptions occur.

6.1 Roles and Responsibilities

To ensure appropriate resources and priorities are met during a business disruption event, various officers, individuals and groups have defined responsibilities and identified roles for managing business and critical functions during a business disruption event, these include:

Director-General and Deputy Director-General will:

- endorse the ACTHD Business Continuity Framework;
- endorse ACTHD Business Continuity Plan;

- provide strategic leadership for business continuity management within the directorate; and
- undertake, delegate, and approve business continuity roles as appropriate

Executive Group Managers will:

- be familiar with the Framework, plans and their application and aim to continually develop their knowledge and skills in business continuity management.
- Develop and endorse specific Business Continuity Plans in their areas of responsibility (where and when needed);
- provide leadership for business continuity management activities across the directorate and in their Division; and
- fulfil, delegate, and approve business continuity roles and requirements as required.

Executive Branch Managers will:

- be familiar with the Framework, plans and their application and aim to continually develop their knowledge and skills in business continuity management;
- ensure staff and contractors understand and fulfil their business continuity roles;
- report and provide advice on business continuity matters including escalating issues when appropriate;
- continually develop knowledge and skills in business continuity; and
- ensure contact details for their staff are maintained in the event of a business continuity requirement.

Section Heads and Managers will:

- undertake, understand and build capability with business continuity roles as appropriate;
- encourage staff to develop knowledge of business continuity processes, and actively participate in business continuity processes;
- develop, own and maintain operational risks indicative of their respective areas of responsibility, including, identifying risk treatments that may impact on business continuity objectives;
- review the adequacy of internal controls to ensure the intended level of treatment is maintained and aligns with business continuity objectives as required; and
- report and provide advice to the Executive Branch Managers on business continuity related matters including the escalation of issues when appropriate.

Staff and contractors will:

- develop an understanding of roles and responsibilities in relation to business continuity management processes; and
- actively support and contribute to business continuity management practices and processes when required.

Business Continuity Coordinator (EBM Governance and Risk) will:

- Support the governance ACTHD's business continuity management practices;
- Monitor compliance of ACTHD against the *Whole of Government Business Continuity Principles*;

- Support business/lines areas to develop their business continuity plans as needed;
- Ensure review of ACTHDs business impact assessments;
- Prepare the ACTHD annual report on business continuity to the Audit and Risk Committee;
- provide secretariat support to both the Business Continuity Planning and Preparedness committee and the Business Continuity Team (BCT);
- provide tools and documentation to support BCM
- Ensure annual testing of BCPs;
- Make training and education available to the executive and staff in key roles.

Version Control

Version	Date	Author
1 – Final	16 March 2021	Director Enterprise Risk Management Approval by Corporate Governance and Finance Committee 18 January 2021 approved for use ACTHD 16 March 2021 by DLC

ACT Health acknowledges the Traditional Custodians of the land, the Ngunnawal people. ACT Health respects their continuing culture and connections to the land and the unique contributions they make to the life of this area. ACT Health also acknowledges and welcomes Aboriginal and Torres Strait Islander peoples who are part of the community we serve.

ACCESSIBILITY

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Attachment A - Business Continuity Plans in use in ACTHD

ACTHD BCP

This Plan (the ACTHD Primary Plan) is maintained by the Governance and Risk Branch in the Corporate and Governance Division. It is comprised of a series of directions for the Executive to follow in response to a business disruption event. The plan aligns to the *ACT Government Business Continuity Management Principles Version 1, dated 14 October 2020, and can be tailored /utilised across the Directorate.*

Accordingly, the Plan can be used when a critical function or facility becomes unavailable; a building or facility that encompasses several business functions becomes uninhabitable or inaccessible and can be utilised in support of a whole of ACT Government disruption. Its design accommodates remote working (work from home); alternate sites for business activity, sound governance requirements, communication priorities, and processes to ensure business functions are maintained within the organisation's governance framework.

ACTHD Health Protection Service BCP.

This the Health Protection Service incorporates regulatory, policy and scientific functions located at 25 Mulley Street Holder. . The HPS BCP identifies the minimum requirements for Business Continuity Management in the event of a disruption to service. The plan provides for the availability of processes and resources to ensure the continued achievement of critical business objectives. The HPS BCP is maintained by the Health Emergency Management Unit (HEMU).

ACTHD - Digital Solutions Division BCP

Relates directly to the Division, and is maintained by the Digital Solutions Division; this plan relates directly to IT systems and or facilities failure that are being managed by the Digital Solutions Group; it includes critical sever applications that must be maintained to ensure ongoing clinical related activities within the health system; it additionally addresses several business and administrative related activities under the control of the division e.g. Help Desks etc. It identifies key processes, interaction with specialist teams in Shared Services, recovery arrangements and key resources.

As is the case in the ACTHD Bowes Street BCP, the document comprises of a series of directions for the Executive to follow, from an alternate business location in the event of the temporary and or permanent loss of the Bowes Street or other facility (databanks etc). This plan is typically invoked post an issue or event within the DSD areas of responsibility, e.g. fire, structural damage, gas leak, pandemic etc.

ACTHD - Digital Solutions Division BCP - Disaster Recovery Plan

Maintained by the Digital Solutions Division; this plan is utilised in the event of an IT systems and or facilities failure that is being managed by the Digital Solutions Group. This plan similar to but is a sub-level plan associated with the DSD BCP, and details the operational aspects following an IT failure that are necessary to restore the systems to operational status and use.

The plan identifies critical systems, backup and restore facilities and is the go-to document in the event of IT failure. The Plan identifies key resources in Shared Services for systems recovery and details those responsible for rectifying IT and systems issues. This plan is typically invoked following an IT systems failure and can be part of related BCPs at Holder, Bowes Street and/or the Canberra Health Service or Calvary Hospital and support facilities in terms of recovery of systems (Disaster Recovery).

Attachment B – Types of BCP Testing for ACTHD Primary Plan

Regular testing is to be undertaken in relation to approved BCPs. Typically, this will take two forms on an annual basis. The following relates to the Primary BCP for the ACT HD Bowes Street offices Health Protection Services – Holder should also consider the benefits of the test activities below.

Test Type	Description	Benefits
Desktop review	<p>This will enable staff identified in the BCP activity to gain a basic understanding of processes and directions during a BCP event.</p> <p>Additionally, a desktop review will provide some experience to critical staff, particularly the Executive level and could identify any areas needing change in preparation for any unplanned BCP event.</p> <p>This test aims to ensure that:</p> <ul style="list-style-type: none"> the BCP is complete and relevant to the identified business needs (operational and strategic) the relevance and currency of the risk assessment, business impact assessment and continuity plan are tested inconsistencies in logical flow, resources allocations or conflict between individual plans are recognised. 	<ul style="list-style-type: none"> Inexpensive and relatively easy to organise. Acts as a training exercise and assists to clarify roles and responsibilities Allows a rapid test to be undertaken on completion of the plans.
Live scenario tests	<p>Must follow an Emergency Evacuation exercise to make the experience as real as possible for participants in a test environment. This test should be facilitated by an independent business (consultant) with specialist skills in business continuity and emergency management. The test itself should involve the core members of the Incident Response Team as defined in the BCP and may include additional executives or key individuals. Relevant executives are to be advised to ensure mandatory attendance. The output of this test will inform any necessary changes to the BCP and will take the form of a report through the Governance and Risk Branch to the Corporate Governance and Finance Committee. This report will also be made available to the Audit and Risk Management Committee for their noting.</p>	<p>Provides a robust means of testing the BCP, staff awareness of it and use by the relevant areas.</p> <p>This test, typically conducted by an external (independent) entity, will give both an independent appreciation of the testing of the approved BCP and should enhance staff and executive confidence in preparation of an emergency/BCP event, while concurrently identifying any areas needing improvement.</p>
Other ICT related testing	<p>Digital Solutions Division may consider testing of systems or ICT related programs and function in planning for disaster recovery of critical systems. This testing and its ongoing need will be determined by the DSD teams - under the guidance of the CIO.</p>	<p>Specialist testing of recovery times and requirements around data and systems functionality – used in determination of recovery post an event.</p>