

# AFP National Guideline on business continuity management

## 1. Disclosure and compliance

This document is classified **UNCLASSIFIED** and is intended for internal AFP use.

Disclosing any content must comply with Commonwealth law and the [AFP National Guideline on information management](#).

This instrument is part of the AFP's professional standards framework. The [AFP Commissioner's Order on professional standards \(CO2\)](#) outlines the conduct expected of AFP appointees. Inappropriate departures from the provisions of this instrument may constitute a breach of AFP professional standards and be dealt with under Part V of the [Australian Federal Police Act 1979](#) (Cth).

## 2. Guideline authority

This guideline was issued by Assistant Commissioner National Support Command using power under s. 37(1) of the [Australian Federal Police Act 1979](#) (Cth) as delegated by the Commissioner under s. 69C of the Act.

## 3. Introduction

This guideline outlines the procedures for managing business continuity in the AFP with a view to safeguarding AFP operations.

AFP appointees should also familiarise themselves with:

- Better Practice Guide: [Operation of the Incident Coordination Centre \(ICC\)](#) where an incident requires an AFP operational response.

## 4. Policy

The AFP recognises that uncertainty can affect business planning and some risks have the potential to disrupt services. The AFP therefore needs to be prepared to respond to and manage such disruptions.

Business continuity is a key management discipline which supports this preparedness and builds organisational resilience. The AFP has an effective business continuity program which seeks to develop and enhance organisational resilience and the ability to absorb and adapt in a changing environment while supporting the AFP's strategic objectives. The AFP's business continuity framework takes into account a number of factors, including prioritisation of activities and identified resources. Business continuity considerations should also cover circumstances where a third-party provider is relied upon by the AFP to deliver essential services.

## 5. The AFP's business continuity principles

1. *Specific responsibilities:* Business continuity management is applied across every site in the organisation – commands, functions, airports, protection establishments and ACT Policing. The AFP's first priority in managing a disruption is always the safety, security and welfare of its members and the general public.
2. *A consistent approach:* Business continuity management is essential to ensure all business areas recognise interdependencies with other business areas and can operate effectively under adverse circumstances. All business continuity plans (BCPs) must be exercised every 12 months to ensure they are fit for purpose and to improve the overall level of organisational resilience including, where relevant, third-party outsourced activities and suppliers of products and services.
3. *Managed locally:* Disruptions are managed locally by the regional commands. Operation Obtineo will be activated in the event that resources are not adequate to support recovery efforts locally or a disruption affects multiple sites/commands. Operation Obtineo has been established as the responsible committee for coordinating an AFP-wide recovery from a major disruption.
4. *Time bracket tolerances:* Timeframes are used to determine the impact on business continuity requirements, enabling the organisation to build capability to deliver its products and services at acceptable predefined levels following a disruption. *Further guidance on timeframes and impact ratings are located in the [Business impact assessment tool](#).* The AFP has three distinct time brackets which include:

0–24 hours	For example: operationally critical as a delayed response could create a potentially life-threatening situation
1–7 days	For example: delays or inability to provide or maintain key activities required for the successful achievement of operational outcomes
1–3 weeks	For example: substantial reduction in critical stakeholder services or support.

5. *Scope of business continuity management framework:* Beyond three weeks of a disruption it becomes an organisation-wide incident moving outside the scope of this business continuity management framework and necessitating the move to the AFP's Incident and Emergency Management Planning Framework. Further information on the AFP's response to a major incident can be found in the Better Practice Guide: [Operation of the Incident Coordination Centre \(ICC\)](#).

## 6. Work health and safety

In addition to the provisions contained in this guideline, AFP appointees must comply with the AFP's [work health and safety](#) obligations.

## 7. Security

In addition to the provisions contained in this guideline, AFP appointees must comply with the AFP Commissioner's Order on security (CO9), ensuring security incidents are reported via a Security Incident Report upon and during the enactment of business continuity arrangements for any critical business activity (CBA).

## 8. Business continuity management framework

As an operational policing agency, the AFP is required to ensure CBAs are maintained in the event of a disruption.

All appointees have a responsibility to comply with the AFP's business continuity management framework.

The framework is comprised of the:

- [AFP National Guideline on business continuity management \(this document\)](#)
- [Business Continuity Management Process](#)
- [Critical Business Activity Register User Guide](#)
- [Business Impact Assessment tool](#)
- [Operation Obtineo](#)

This guideline has been informed by:

- [ISO/TS 22330:2018 Security and resilience Business continuity management systems](#)
- [Business Continuity Institute Good Practice Guidelines 2018](#)
- [AFP National Guideline on risk management](#)
- Better Practice Guide: [Operation of the Incident Coordination Centre \(ICC\)](#).

Business areas and commands must ensure all CBAs are captured within the Critical Business Activity Register (CBAR) and exercised within a 12-month period. Information on capturing and exercising CBAs can be found in the [CBAR user guide](#).

Each business area and command must nominate a member to perform the duties of a business continuity (custodian). All roles are detailed in section 9 of this national guideline.

In the event of a business area or team activating a BCP or experiencing any unscheduled outage or interruption of services, business continuity custodians (or line managers) must notify the National Operations State Services Centre (NOSSC). The NOSSC must notify the AFP Continuity Director. The Continuity Director will determine whether further action is required and whether Operation Obtineo should be activated (see section 9 Roles and Responsibilities).

***The AFP's Business Continuity Priorities Model***

To support Operation Obtineo, the Business Continuity Priorities Model has been implemented. The Priorities Model is a way of prioritising critical business activities across the AFP. The model has three levels of ratings which are applied to the AFP's critical business activities:

- Priority 1
- Priority 2
- Priority 3.

This priority ranking assists Operation Obtineo by determining which critical business activities should be resumed as quickly as possible to avoid a damaging impact on the community and AFP operations and reputation.

<b>Priority 1</b>	<b>Prevent the loss of life</b>				
<b>Priority 2</b>	<b>Maintain community confidence in policing services</b>				
	Maintain physical police presence	Maintain integrity & safety of our members	Continue obligations to partners, and Government	Maintain essential investigations	Maintain critical systems and infrastructure
<b>Priority 3</b>	<b>Maintain communication with our stakeholders</b>				

**9 Roles and responsibilities within the business continuity management framework**

<b>Position</b>	<b>Roles and responsibilities</b>
Commissioner	<ul style="list-style-type: none"> <li>• Maintain communications with government and other jurisdictions in the event of a business continuity management disruption.</li> </ul>
Deputy commissioners	<ul style="list-style-type: none"> <li>• As members of the senior executive, inform the Continuity Director on operational priorities during the recovery period.</li> </ul>

<p>Continuity Director</p>	<ul style="list-style-type: none"> <li>• Continuity Director and Chair of Operation Obtineo</li> <li>• Performed by Assistant Commissioner National Support Command</li> <li>• On behalf of the Commissioner and in consultation with the senior executive, once Operation Obtineo is activated, the Continuity Director will lead the AFP's recovery process following a disruption until the disruption is declared over.</li> <li>• In consultation with the Assistant Commissioner of the affected Command, assess the impacts of unscheduled outages and/or disruptions and determine whether broader business continuity arrangements through Operation Obtineo are required.</li> <li>• Activate and deactivate Operation Obtineo as required.</li> <li>• Determine and direct priority resourcing for critical business activities across the AFP in the event of a business continuity management disruption.</li> <li>• Develop and maintain the business continuity management framework, including this guideline.</li> </ul>
<p>Assistant commissioners</p>	<ul style="list-style-type: none"> <li>• Assess the impacts of unscheduled outages and/or disruptions within their Command.</li> <li>• Oversee the activation of BCPs within the Command and lead recovery.</li> <li>• In consultation with the Continuity Director, determine whether broader business continuity arrangements through Operation Obtineo are required.</li> </ul>
<p>Deputy Continuity Director</p>	<ul style="list-style-type: none"> <li>• Deputy Continuity Director for Operation Obtineo</li> <li>• Performed by Assistant Commissioner People</li> <li>• Conduct all or any of the duties of the Continuity Director, as outlined above, in the absence of the Continuity Director or as directed by the Continuity Director.</li> </ul>
<p>Operation Obtineo</p>	<p>Operation Obtineo is responsible for coordinating the AFP's recovery from a major disruption. The focus is on restoring core supporting functions required for the AFP to continue business activities. Operation Obtineo will be chaired by the Continuity Director or the Deputy Continuity</p>

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	Director.
Further roles & responsibilities	See <a href="#">Operation Obtineo guide</a> .
National managers, state managers, airport commanders and Protection Establishment managers	<ul style="list-style-type: none"> <li>• Ensure CBAs for areas of responsibility are fit for purpose for any activity deemed critical.</li> </ul>
Managers	<ul style="list-style-type: none"> <li>• Ensure CBAs for areas of responsibility are fit for purpose for any activity deemed critical.</li> <li>• Sign off relevant CBA(s) to confirm effectiveness in maintaining AFP strategic objectives in the event of a disruption.</li> <li>• Select a suitable appointee to perform the role of business continuity custodian and ensure they undertake relevant training in business continuity.</li> <li>• Inform the Continuity Director, if requested, of critical business activities for their business area in the event of a business continuity management disruption.</li> </ul>
Business continuity custodians	<ul style="list-style-type: none"> <li>• Assigned by the relevant assistant commissioner, national manager, command manager, airport commander, Manager Protection Establishments and/or delegates</li> <li>• Maintain familiarity with business continuity requirements.</li> <li>• Ensure the functional CBA is current, exercised and reviewed within 12 months.</li> <li>• Ensure all AFP appointees are aware of their role or likely standdown if a business continuity management disruption occurs.</li> <li>• Develop an effective communication system to facilitate contact with all relevant AFP appointees during a business continuity management disruption.</li> <li>• Ensure the NOSSC is notified of any unscheduled outages or interruptions to services, a business continuity management disruption and/or the activation of a BCP.</li> <li>• Maintain appropriate business continuity equipment and expertise.</li> </ul>

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<p>Strategic Risk Team</p>	<ul style="list-style-type: none"> <li>• Develop and maintain the business continuity management framework.</li> <li>• Monitor and advise on the AFP's level of overall preparedness.</li> <li>• Provide administrative support to Operation Obtineo and the Business Continuity Recovery Team as required.</li> <li>• Foster a culture and awareness of business continuity management within the AFP and promote the practice of BCM as a routine part of business/operations management.</li> <li>• Ensure best practice business continuity management in the AFP.</li> <li>• Maintain contacts with business continuity areas in other Commonwealth entities in order to enable cross-agency business continuity support.</li> <li>• Provide reports to the Audit Committee on the business continuity management framework every six months.</li> </ul>
<p>NOSSC</p>	<ul style="list-style-type: none"> <li>• NOSSC informs the Continuity Director of any unscheduled outages or interruptions to services, a business continuity management disruption and/or the enactment of a BCP.</li> <li>• Notify Security Operations of reported disruptions, including any disruptions of unscheduled outages or interruptions.</li> <li>• Provide initial communications to AFP appointees during a disruption.</li> <li>• Provide coordination to assist the smooth establishment and functioning of the Business Continuity Recovery Team that supports Operation Obtineo (if requested by the Continuity Director).</li> <li>• Engage with the Attorney-General's Department on the Australian Government Crisis Management Arrangements.</li> </ul>
<p>Security</p>	<ul style="list-style-type: none"> <li>• Provide Security response, advice and support to ensure minimal impact to AFP appointees' business operations and unacceptable risk during the enactment of a BCP.</li> </ul>
<p>Operational Technology and Information</p>	<ul style="list-style-type: none"> <li>• Assist in preventing, preparing for, responding to, managing and recovering from the impacts of a disruption.</li> <li>• Provide specialist advice and services to ensure</li> </ul>

	AFP appointees, assets and information are protected against unacceptable risk during the enactment of a BCP.
AFP Audit Committee	<ul style="list-style-type: none"><li>• Determine whether a sound and effective approach has been followed in establishing the AFP's business continuity management arrangements, including whether business continuity and disaster recovery plans have been periodically updated and tested.</li></ul>

## 10. Business continuity management process

All AFP areas have an obligation to ensure they can continue to meet their key business objectives in the face of significant disruption. Managers must ensure their business areas participate in an annual exercise and review of their business continuity arrangements for all their business activities. Critical business activities identified will be recorded in the CBAR to facilitate clear understanding and activation of BCPs in the event of a disruption to business.

The AFP's [Business continuity management process](#) consists of five key stages:

1. Conduct an Initial Assessment to determine what activities are undertaken at the business level. Assess the Critical Business Activities using the [Business Impact Assessment \(BIA\)](#) tool, to determine how the CBA can be protected from disruption.
2. Input all Critical Business Activities in to the Critical Business Activity Registrar (CBAR)
3. All CBA's for your area will make up your BCP
4. Apply the CBAs through regular exercises to ensure it is an appropriate contingency for the business processes it covers.
5. Regularly review, update and improve the BCP/CBAs to adapt it to changes within the Business area and in the strategic environment.

The AFP business continuity management process provides guidance to assist any AFP appointee to undertake the business continuity management process.

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## Business continuity management process



## 11. Further advice

Queries about the content of this guideline should be referred to the [team responsible for business continuity](#).

## 12. References

### Legislation

- [Australian Federal Police Act 1979](#) (Cth)

### AFP governance instruments

- [AFP Commissioner's Order on professional standards \(CO2\)](#)
- [AFP Commissioner's Order on security \(CO9\)](#)
- [AFP National Guideline on personnel security](#)
- [AFP National Guideline on information management](#)
- [AFP National Guideline on risk management](#)
- [Better Practice Guide on operation of the Incident Coordination Centre \(ICC\)](#)
- [Better Practice Guide on emergency procedures](#)

### Other sources

- [Australian Government Protective Security Policy Framework](#)
- [ISO 22301:2012 Societal security – business continuity management systems – requirements](#)
- [Business Continuity Institute Good Practice Guidelines 2018](#)
- [AFP Pandemic Influenza Contingency Plan](#)
- [AFP's business continuity management](#)
- [Operation Obtineo guide](#)

### 13. Shortened forms

<b>AFP</b>	Australian Federal Police
<b>BCP</b>	business continuity plan
<b>CBA</b>	critical business activity
<b>CBAR</b>	Critical Business Activity Register
<b>NOSSC</b>	National Operations State Service Centre

### 14. Definitions

**AFP appointee** means a deputy commissioner, AFP employee, special member or special protective service officer and includes a person:

- engaged overseas under s. 69A of the [Australian Federal Police Act 1979](#) (Cth) (AFP Act) to perform duties overseas as an AFP employee
- seconded to the AFP under s. 69D of the AFP Act
- engaged under s. 35 of the AFP Act as a consultant or contractor to perform services for the AFP and determined under s. 35(2) of the AFP Act to be an AFP appointee.

(See s. 4 of the AFP Act.)

**Business continuity custodian** means an AFP appointee assigned responsibility for maintaining a functional/office BCP.

**Business continuity management** is the development, implementation and maintenance of policies, frameworks and programs to assist the AFP to manage an unplanned business disruption. It is the capability that assists in preventing, preparing for, responding to, managing and recovering from the impacts of a disruption.

**Business continuity plan** means the documented collection of procedures and information relating to a set of CBAs. The BCP should enable the relevant AFP business area to continue to deliver its critical business activities in the event of disruption.

**Business impact assessment** means the identification and documentation of critical business activities and the resources required to resume such activities in the event of a disruption within the approved time bracket. The gathered data informs the required coverage of the relevant CBA.

**Critical business activities** means the activities that are essential to the AFP in meeting its objectives. Each CBA supports one or more key objectives. Business areas can have multiple CBAs and each CBA recorded by a business area makes up the entirety of their BCP.

**Critical Business Activity Register** is a tool used to create and record business continuity planning relating to the AFP's CBAs. Once created it can be reviewed and updated at any time.

**Disruption** means an event that causes an unplanned negative deviation from the expected delivery of services according to the AFP's objectives. Disruptions are likely to come from three main scenarios (loss of infrastructure and/or logistics, personnel and ICT). The disruption may:

- cause harm to people or damage to property/environment
- adversely impact the AFP's financial position
- cause close media or government scrutiny
- restrict resources required to achieve objectives
- interfere with normal operations and absorb significant management time and/or financial resources
- jeopardise the AFP's reputation, services or appointees and therefore negatively impact the AFP's ability to achieve its government-mandated objectives
- adversely impact the ability of the AFP to deliver/maintain business as usual.

**Exercise** means an activity in which a BCP is rehearsed fully, or in part, to ensure that the appropriate information is contained and the desired result is produced when activated. There are various forms in which a CBA can be exercised (for example desktop, questionnaires or live exercises).

**Incident means** any planned or unplanned event, incident or operation requiring an AFP response.

**Organisational resilience means** the ability of an organisation to absorb and adapt in a changing environment.

**Risk** means the effect of uncertainty on objectives, where *effect* is a deviation from the expected. Risk is often characterised in terms of likelihood and consequences.

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