Toukley Neighbourhood Centre
Ph: 02 43961555 / Email: admin@tnc.org.au / Website: www.tnc.org.au
PO Box 55, Toukley NSW 2263 / ABN: 64 997 484 484 / Association No: Y02437-47

TNC is the heartbeat of a connected, supported, empowered, inclusive and thriving community. We partner with the broader community to share what we can and provide a hand up to those in need, so they can Wallamba-bayn (come back) and join us in delivering our vision.

POLICY – ORGANISATIONAL RESILIENCE

1. Policy Information

Title:	Organisational Resilience
Effective Date:	14-Aug-2026
Policy Owner:	EO
Oversight:	R&CC
Next Review Date:	Aug-2027

1.1. Definitions

This policy uses the terms defined in the *TNC Master Definitions Table*, available on the Toukley Neighbourhood Centre website (www.tnc.org.au/policies).

Policy-specific definitions are listed below (if required).

Term	Explanation
BCP	Business Continuity Plan
BIA	Business Impact Analysis
CMP	Crisis Management Plan
CMT	Crisis Management Team
MBCO	Minimum Business Continuity Objective — the minimum level of service TNC must maintain during a disruption
ORT	Operational Recovery Team

1.2. Context

At Toukley Neighbourhood Centre (TNC), policies are developed in alignment with the *TNC Policy Framework* and support the delivery of safe, effective and accountable community services.

TNC policies are developed to:

- Assist TNC to meet its organisational objects and manage risk effectively
- Support staff and volunteers in performing their duties
- Demonstrate how TNC meets its governance, compliance and quality expectations
- Provide clarity, transparency and consistency across all areas of TNC operations.

TNC is bound by the *Australian Charities and Not-for-profits Commission Act 2012 (Cth)* and regulated by the *ACNC*.

1.3. Related Documents

- Business Continuity Plan (BCP)
- Business Impact Analysis (BIA)
- Compliance Policy

- Facilities Management Policy
- Incident Management Policy
- Risk Management Policy
- Work, Health and Safety Policy

1.4. Change Control

Effective Date	Author	Approver	Comments
13-Feb-2023	Bronwyn Evans	BoM	Initial document
24-Feb-2025	Bronwyn Evans	BoM	Document reviewed, no changes
[draft]	Bronwyn Evans	Draft for R&CC	Rebuilt on current Policy.dotx structure. Added Related Documents, RACI, Policy Guidelines and Processes sections that were missing from the prior version. Added an explicit annual BCP testing/exercising requirement and aligned oversight terminology with the current Risk Management Policy (R&CC as Oversighting Committee).

1.5. Contents

2. Policy Overview

2.1. Purpose

This policy sets out TNC's approach to organisational resilience: reducing the risk of disruption to TNC's operations, and — where disruption does occur — minimising its duration and impact. It establishes the Organisational Resilience Program as an ongoing, business-as-usual cycle of activity, not a one-off project.

2.2. Overview

The goal of the Program is to increase TNC's ability to recover from incidents over time, and to build the skills of staff and volunteers to manage a crisis of any type effectively. The Program is underpinned by a Business Impact Analysis (BIA) and detailed in a Business Continuity Plan (BCP), both of which are treated as controls within TNC's Risk Management Framework and recorded in the Control Register.

2.3. Scope

This policy applies to all TNC staff, volunteers, contractors, students, and any other individuals engaged in TNC activities.

It applies to all TNC programs, services, premises, digital systems, equipment and activities unless otherwise stated within this policy.

Policy-specific scope requirements or exclusions are detailed below (if applicable).

3. Policy Principles

Policies always contain a set of principles that provide information relating to the rationale for the document. Staff and volunteers must consider and comply with these guiding principles when performing their duties.

Principle 1: Scope covers prioritised TNC program delivery and social enterprises

TNC's programs and social enterprises are prioritised for recovery based on the Minimum Business Continuity Objective (MBCO) for each activity, as established through the BIA.

Principle 2: The R&CC provides governance oversight of the Program on behalf of the Board

The R&CC oversees the development, ongoing operation and enhancement of the Organisational Resilience Program, consistent with its role as Oversighting Committee under the Risk Management Policy. At least annually, the R&CC will:

- Review this policy for currency and effectiveness
- Review the effectiveness of the Organisational Resilience Program, including the outcome of BCP testing
- Recommend improvements to the Program, and report to the Board.

The Board retains ultimate accountability for organisational resilience and approves this policy.

Principle 3: The BIA underpins the Organisational Resilience Program

The BIA analyses TNC's activities and the effect a disruption would have on each of them, to determine which are most time-critical. The BIA establishes:

- TNC's Prioritised Activities
- The Maximum Allowable Outage Time for each Prioritised Activity
- The resources each Prioritised Activity relies on (people, buildings, IT systems, logistics, special equipment, third-party providers)
- Upstream and downstream dependencies for each Prioritised Activity.

The BIA is reviewed at least annually, and sooner if TNC's programs, premises or key dependencies change materially.

Principle 4: The Organisational Resilience Program is detailed in the BCP

The BCP documents how TNC will manage an emergency or disaster situation, including:

- Roles and responsibilities, including the Crisis Management Team (CMT) and Operational Recovery Team (ORT)
- The Business Impact Analysis and associated risk assessment
- Recovery strategies for each Prioritised Activity
- The method used to manage a crisis, including activation and stand-down triggers
- Templates to support incident management (e.g. incident log, communications templates, contact lists).

Principle 5: The BCP is tested, not just written

A documented plan that has never been exercised provides limited assurance. TNC will test or exercise the BCP at least annually — through a desktop exercise, scenario walk-through, or live drill as appropriate — and document the outcome, including any gaps identified and corrective actions assigned. Testing outcomes are reported to the R&CC and inform the next BIA and BCP update.

Principle 6: Organisational resilience is integrated with TNC's Risk and WHS frameworks

The BIA and BCP are treated as controls within TNC's Control Register and are cross-referenced from the Risk Management Policy and the Work, Health and Safety Policy where relevant — in particular, where a WHS risk (such as an accident, health incident, or hazardous materials exposure) could also disrupt TNC's operations. Findings from WHS risk assessments, incidents and audits should be considered when the BIA and BCP are next updated.

4. Roles and Responsibilities

4.1. Overview

Clear roles and responsibilities ensure that TNC policies are implemented effectively, monitored appropriately and aligned with governance expectations.

Accountability for policy application is shared across the organisation, with oversight provided by the designated committee identified in the Policy Information section.

The Community Support Manager administers the Organisational Resilience Program day to day, ensures the BIA and BCP remain current, and coordinates testing. Program and Volunteer Coordinators support the BIA by providing accurate information about their program's resources and dependencies. All staff and volunteers are expected to know their role under the BCP and to participate in testing when asked.

4.2. RACI

This RACI identifies who is **Responsible (R)**, **Accountable (A)**, **Consulted (C)** and **Informed (I)** for the activities required under this policy.

Activity	BoM	Oversighting Committee	Community Support Manager	Program / Volunteer Coordinators	Staff and Volunteers
Generic Policy Activities					
Understand and comply with the policy	I	I	C	R	R
Implement policy requirements in daily operations	I	I	A	R	R
Maintain procedures and records required by the policy	I	I	A	R	R
Monitor compliance and identify issues	I	A	R	R	R
Report incidents, risks or non-compliance	I	C	A	R	R
Review policy effectiveness and recommend improvements	I	A	A	C	I
Approve policy revisions	A	C	R	I	I
Policy Specific Activities					
Maintain and update the Business Impact Analysis (BIA)	I	C	R	C	I
Maintain and update the Business Continuity Plan (BCP)	I	A	R	C	I
Test / exercise the BCP at least annually and document findings	I	A	R	C	I
Convene the Crisis Management Team (CMT) during an incident	I	I	R	C	I
Report resilience program effectiveness to the Board	I	A	R	I	I

5. Policy Guidelines

The policy guidelines outline the rules, expectations and minimum requirements that must be followed under this policy. These guidelines apply to all individuals covered in the Scope section and support consistent, safe and compliant delivery of TNC operations. Policy-specific guidelines are listed below.

- The BIA and BCP must be reviewed at least annually, and updated sooner if TNC's programs, premises, staffing or key third-party dependencies change materially.
- The BCP must be tested or exercised at least annually, with outcomes documented and reported to the R&CC.
- The CMT and ORT membership must be current and known to relevant staff at all times.
- Records relating to the BIA, BCP, testing and any actual activation must be retained in accordance with TNC's records management requirements.
- Any activation of the BCP must be reported to the Community Support Manager and, for a material incident, escalated to the R&CC and Board without delay.

6. Processes

The processes describe how the requirements of this policy are applied in practice. They outline the key steps, actions and records needed to implement the policy effectively. Detailed procedures or work instructions, where required, are maintained separately and referenced from this section.

6.1. Business Impact Analysis

- Identify TNC's Prioritised Activities across all programs, services and social enterprises.
- Determine the Maximum Allowable Outage Time and required resources for each Prioritised Activity.
- Document upstream and downstream dependencies.
- Review at least annually and update the BCP to reflect any changes.

6.2. Business Continuity Planning

- Maintain the BCP with current roles, recovery strategies and templates.
- Ensure the CMT and ORT understand their responsibilities under the BCP.
- Test or exercise the BCP at least annually and record findings and corrective actions.

6.3. Activation

- Any staff member or volunteer identifying a potential or actual disruption must notify the Community Support Manager immediately.
- The Community Support Manager (or delegate) determines whether to activate the BCP and convenes the CMT.
- The CMT manages the response using the BCP, and stands down the response when the disruption is resolved.
- A post-incident review is conducted, findings are documented, and the BIA/BCP are updated as needed.

6.4. Recordkeeping Requirements

Records created under this policy must be stored in accordance with TNC's records management requirements, including that records are complete, accurate, accessible to authorised personnel, and retained for the required period. Records may include the BIA, the BCP, testing/exercise reports, activation records and post-incident reviews.