

# Plan

## Business Continuity Plan

**Version:** 5.0 | **Version effective date:** 14/11/2025

**Supersedes:** Business Continuity Plan v 4.1

### Purpose

The Queensland Public Trustee (QPT) Business Continuity Plan (**BCP**):

- steps out actions for business continuity management of support and services in the event of a disruptive event
- details the roles and responsibilities of business continuity management in that event.

QPT's Organisational Resilience Policy and Resilience Planning Guide should be referred to for more information as required.

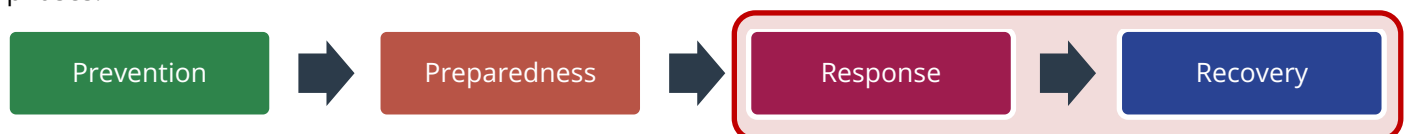
### Application

The BCP applies when a disruptive event causes QPT to be unable to deliver one or more of its **critical services**.

It may also be activated pre-emptively where there is early warning or credible intelligence of a significant threat to service continuity, such as severe weather, cybersecurity activity, impending infrastructure failure, emerging health risks, or announced actions affecting the availability of staff or essential suppliers.

Early activation in these cases enables proactive continuity measures to be implemented in a controlled manner, reducing the likelihood or severity of unplanned service interruption.

In QPT's organisational resilience framework and approach, the BCP focusses on the **Response** and **Recovery** phases:



### Activation

1. Where the delivery of a critical service is affected, or likely to be affected, by a **disruptive event** and the service's Recovery time objective (**RTO**) is or is likely to be exceeded, the relevant Critical Service Owner (**CSO**) must notify the Business Continuity Management Team (**BCMT**) Lead and provide all available and reliable information about the situation.
2. As soon as possible after receiving the notification, the BCMT Lead (with the support of the BCP Coordinator) will undertake an assessment in accordance with **Appendix D: Disruptive Event Impact Assessment** in the **Resilience Planning Guide**, and submit it to the Public Trustee of Queensland and CEO (PTQ&CEO) recommending one of the following:

# Business Continuity Plan

Recommendation to PTQ&CEO		Assessment
<b>A.</b>	<b>BCP activation not required</b>	<ul style="list-style-type: none"> <li>- The situation does not, at this point, require activation of the BCP.</li> <li>- The CSO is to continue monitoring the situation and provide an update to the BCMT Lead within the timeframe sought by the BCMT Lead.</li> </ul>
<b>B.</b>	<b>BCP activation recommended</b>	<ul style="list-style-type: none"> <li>- A critical service RTO has been, or is at credible risk of being, exceeded.</li> <li>- Formal activation of the BCP is assessed as appropriate.</li> </ul>
<b>C.</b>	<b>Both BCP and Strategic Response Plan (SRP) activation recommended</b>	<ul style="list-style-type: none"> <li>- A critical service RTO has been, or is at credible risk of being, exceeded.</li> <li>- Activation criteria (abnormal situations that threaten strategic objectives, reputation, or viability) under the SRP are also met.</li> <li>- Formal activation of the BCP and SRP is assessed as appropriate.</li> </ul>
<b>D.</b>	<b>SRP activation only</b>	<ul style="list-style-type: none"> <li>- Critical service RTOs have not been, and are not at risk of being, exceeded.</li> <li>- Activation of the SRP only is assessed as appropriate.</li> <li>- BCP activation is not required.</li> </ul>

3. The BCMT Lead must submit the completed Disruptive Event Impact Assessment form to PTQ&CEO for determination.

**The authority to activate the BCP rests with PTQ&CEO.**

**PTQ&CEO may also activate the BCP independent of a recommendation from the BCMT Lead.**

4. Where PTQ&CEO decides to activate the BCP, the BCMT Lead will:

- o immediately notify BCMT
- o as soon as practicable, convene the first meeting of BCMT to coordinate the organisation's overall continuity **response** to the disruptive event to:
  - stabilise the situation
  - contain immediate impacts to people and property
  - enable continuity of critical service delivery.

# Business Continuity Plan

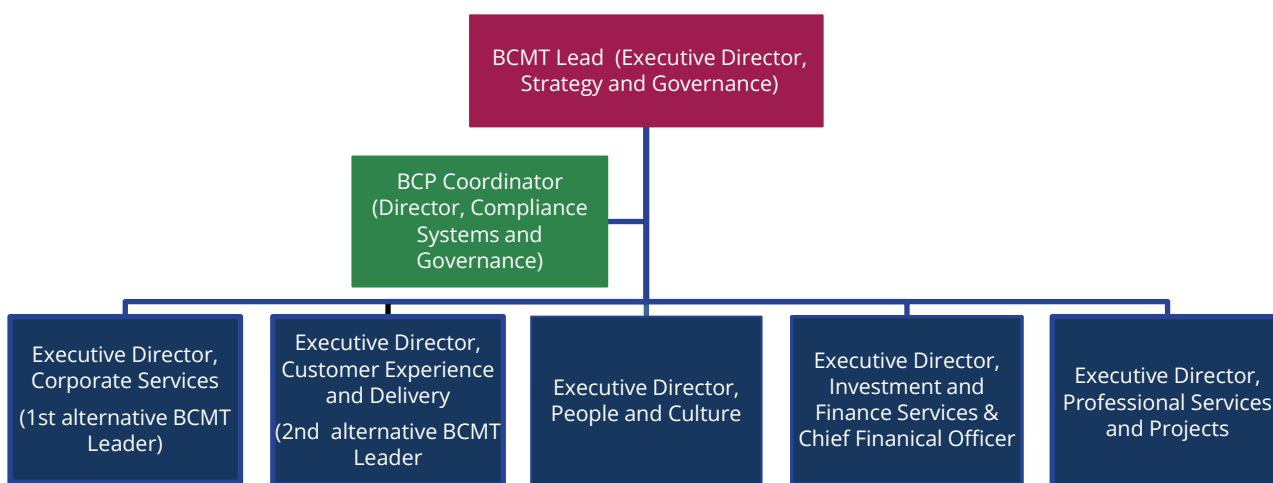
A checklist to aid discussion and design of **response** actions, is [Appendix A](#), and includes key considerations such as:

- Rapidly assessing the impacts to critical services
- Safeguarding the wellbeing of staff and customers
- Applying immediate workarounds
- Isolating or disabling affected systems
- Communications with staff, customers, partners, suppliers, regulators, and other stakeholders
- Activating other response plans (emergency, strategic), where warranted

Possible response actions are contained in the Resilience Planning Guide (Section 2.3 Response).

## Business Continuity Management Team

BCMT is comprised of:



Managers or Directors may be co-opted into BCMT based on the nature and impact of the disruption, the critical services affected, or their subject matter expertise. Other staff may also be assigned to support BCMT as required.

BCMT is administratively supported by the BCP Coordinator, who organises meetings and communications, records key discussion points and decisions, and issues follow-up actions to stakeholders.

## Roles and responsibilities

Position	Responsibility *
Public Trustee of Queensland and Chief Executive Officer (PTQ&CEO)	<ul style="list-style-type: none"> <li>• Authorising activation and closure of the BCP.</li> <li>• Providing strategic direction and oversight of the organisation’s continuity response.</li> <li>• Responding to business continuity management issues and decisions required, including as escalated from BCMT Lead.</li> </ul>

# Business Continuity Plan

Position	Responsibility *
Reform and Management Group (RMG)	<ul style="list-style-type: none"> <li>• Reviewing and endorsing the BCP.</li> <li>• Contributing to ongoing response and recovery activities.</li> </ul>
Executive Director, Strategy & Governance (ED S&G)	<ul style="list-style-type: none"> <li>• Assuming the role of BCMT Lead.</li> <li>• Leading regular review of the BCP in accordance with relevant standards, policies and guides.</li> </ul>
Director, Compliance Systems & Governance	<ul style="list-style-type: none"> <li>• Assuming the role of the BCP Coordinator.</li> <li>• Conducting regular review of the BCP in accordance with relevant standards, policies and guides.</li> </ul>
Business Continuity Management Team Lead (BCMT Lead)	<ul style="list-style-type: none"> <li>• Undertaking Disruptive Event Impact Assessments.</li> <li>• Recommending activation of the BCP (and/or SRP) or otherwise, to PTQ&amp;CEO.</li> <li>• Leading BCMT, including convening and chairing BCMT meetings.</li> <li>• Providing direction and coordination of the organisation's overall continuity response to disruptive events.</li> <li>• Escalating business continuity management issues and decisions to PTQ&amp;CEO where required.</li> </ul>
Business Continuity Management Team (BCMT)	<ul style="list-style-type: none"> <li>• Holding copies of the BCP, and Organisational Resilience Policy and Guide onsite and offsite.</li> <li>• Attending, and actively participating in, BCMT meetings and "lessons learnt" activities.</li> <li>• Providing subject matter expertise (e.g. Information Technology, Human Resources, Facilities, Communications) to inform decision-making as to response and recovery measures to the organisation's overall continuity response.</li> </ul>
BCP Coordinator	<ul style="list-style-type: none"> <li>• Providing administrative and operational support to BCMT Lead and BCMT, including maintaining appropriate records.</li> <li>• Coordinating regular testing of the BCP by BCMT.</li> </ul>
Critical Service Owners (CSO)	<ul style="list-style-type: none"> <li>• Owning responsibility for critical services assigned to them.</li> <li>• Ensuring critical service continuity procedures are developed and maintained.</li> <li>• Ensuring testing of their critical service continuity procedures.</li> </ul>
Staff with a role in business continuity	<ul style="list-style-type: none"> <li>• Understanding and maintaining their capability for their specified role in critical service continuity procedures.</li> </ul>

\* Detailed operational responsibilities for organisational resilience are set out in the Resilience Planning Guide.

# Business Continuity Plan

## Recovery and transitioning to normal operations

Once the situation has been stabilised, and the immediate impacts are contained, **critical services are to be restored and resumed within agreed RTO, and the organisation supported to transition back to normal operations.**

BCMT Lead will convene BCMT to coordinate the organisation's recovery actions following the actions identified in the Guide, including:

- Visual and technical evaluations of affected sites
- Repairing facilities to enable safe occupation
- Arranging alternate or reconfigured workspaces
- Restoring technology and validating data
- Reassigning staff and engaging external support
- Clearing backlogs
- Supporting staff in managing workload and their wellbeing
- Managing insurance claims and notifications

An expanded list of possible recovery actions is contained in the Resilience Planning Guide (Section 2.4 Recovery).

**Once recovery objectives appear to have been achieved and critical services have been restored,** BCMT Lead will convene the BCMT to transition the organisation to normal operations to:

- **ensure continuity measures are withdrawn in a controlled manner**
- **business-as-usual responsibilities are resumed.**

Transition to normal operation actions include:

- Confirming critical service delivery has been restored and is stable
- Recommending transition to normal operations to the PTQ&CEO
- Communicating resumption of normal operations to staff, customers, and stakeholders
- Returning staff to normal work arrangements
- Deactivating alternate sites, temporary workarounds, and recovery workspaces
- Handing over remaining tasks to the relevant organisational area
- Scheduling a post-event review to support continuous improvement

## Definitions

Term	Definition
Business continuity	Capability of an organisation to continue the delivery of products and services within acceptable time frames at predefined capacity during a disruption. <i>AS ISO 22301:2020, clause 3.3 *</i>

# Business Continuity Plan

Term	Definition
Business continuity management	Holistic management process that identifies potential threats to an organisation and the impact those threats, if realised, can cause on business operations, and provides a framework for building organisational resilience with the capability of an effective response that safeguards the interest of key interested parties, reputation, brand and value-creating activities. <i>AS ISO 22300:2019 Security and resilience – Vocabulary, clause 3.25</i>
Business Continuity Plan (BCP)	Documented information that guides an organisation to respond to a disruption, and resume, recover and restore the delivery of products and services consistent with its business continuity objectives. <i>AS ISO 22301:2020, clause 3.4 *</i>
Business Impact Analysis (BIA)	Process of analysing the impact over time of a disruption on the organisation. <i>ISO 22301:2020, clause 3.5 *</i>
Critical service continuity procedures	Structured, documented processes that guide the organisation in maintaining or restoring critical services during and after a disruptive event.
Critical service	A service essential to the organisation’s ability to meet its objectives, legal or regulatory obligations, or stakeholder expectations, and which must be resumed within an acceptable timeframe to prevent unacceptable impact following a disruption.
Disruption	An incident, whether anticipated or unanticipated, that causes an unplanned, negative deviation from the expected delivery of products and services according to an organisation’s objectives. <i>AS ISO 22301:2020, clause 3.10 *</i>
Disruptive event	Any actual or potential situation – whether sudden or escalating, internal or external – that interrupts, impairs, or threatens to interrupt or impair an organisation’s ability to deliver services, maintain normal operations, protect people, property and assets, or that threaten its strategic objectives, reputation, or viability.  Disruptive events can vary in scale, duration, origin, and complexity.  Examples of disruptive events include, but are not limited to, emergencies, natural disasters, system and equipment failures, cyber incidents, supply chain disruptions, security breaches, or situations that have the potential to significantly damage the organisation’s reputation or threaten its viability.
Recovery Time Objective (RTO)	The timeframe, measured in hours, within which a service must be resumed at a minimum acceptable capacity to avoid escalating impacts.  RTO reflects the target recovery time required to restore the service before the disruption causes serious but manageable impacts to become unacceptable.
Staff	Any person who carries out work for the QPT, including work as a QPT employee, contractor or subcontractor (or their employee), trainee, work experience student, employee of a labour hire company or a volunteer.
Strategic Response Plan (SRP)	Document specifying the procedures and associated resources to be applied by whom and where for the organisation’s strategic response.

\* AS ISO 22301:2020 Security and resilience – Business continuity management systems – Requirements.

# Business Continuity Plan

## Contact

For further information, please contact:

Compliance Systems & Governance

Email: [compliance@pt.qld.gov.au](mailto:compliance@pt.qld.gov.au)

# Business Continuity Plan

## Appendix A: Response Actions

Please refer to Section 2.3 of the **Resilience Planning Guide** for further guidance.

### Disruptive event monitoring, and notification

- Continuously monitor internal and external environments for signs of disruption to **critical services** through mechanisms such as system alerts, environmental sensors, access controls, supplier notifications, staff reports, IT service tickets, WHS incident logs, news media, weather alerts, government bulletins, and social media intelligence.
- Verify the event through available tools, sensors, reports or direct observation.
- Assess whether escalation to a potential BCP consideration is required based on potential risks to continuity of critical services.
- Escalate any **immediate requirements** in accordance with the nature of the event:
  - **Life safety and physical emergencies:** Notify designated emergency response roles (e.g. Chief Warden, Emergency Warden, First Aider). Refer to Emergency Response Plans.
  - **Operational or service disruption:** Notify designated continuity roles (e.g. Manager, Director, Executive Director, BCMT Lead, PTQ&CEO).
- Activate emergency internal alerts systems as needed (e.g. evacuation alarms, SMS messaging) as appropriate.
- Document the time, source, and method of detection and notification, and initiate event logging to support ongoing coordination, situational tracking, and post-incident review.

### Initial impact assessment for potential BCP activation

- Assess the scope and severity of the disruption and its immediate impacts on critical services, and **identify and alert CSO** who will:
  - identify affected organisational units, locations, and any critical dependencies or interdependencies.
  - evaluate whether the disruption is impairing the delivery of critical or time-sensitive services or exceeding RTO.
- **CSO to advise BCMT Lead of initial assessment**, and provide all relevant information.
- BCMT Lead to:
  - lead assessment of whether formal activation of BCP may need to be considered.
  - advise PTQ&CEO of assessment, for determination about activation of BCP.
- After PTQ&CEO determination, BCMT Lead will:
  - notify BCMT members and RMG of the assessment outcome and intended course of action.
  - document assessment findings, escalation time, and the rationale for activation decisions.

# Business Continuity Plan

## Activation and coordination of BCP

- **Where the BCP is activated, BCMT Lead will:**
  - stand up BCMT to provide centralised leadership and direction.
  - schedule and hold the initial BCMT meeting as soon as practicable to assess the situation and initiate coordinated response actions and communications protocol.
  - ensure delegated authority is in place to maintain leadership continuity if the BCMT Lead or other key BCMT members are unavailable.
  - conduct regular status briefings for PTQ&CEO and RMG to monitor the disruption and review the effectiveness of the response.
  - coordinate internal and external communications to ensure messaging is consistent and clearly aligned with the evolving situation.
  - document all key actions, decisions, and resource deployments to support transparency, accountability, and post-incident review.
  - establish the designated response and recovery coordination space (physical or virtual).
  - request additional resources or external assistance (e.g. specialist contractors) where necessary to support response efforts.

## Communications during BCP activation

- A **communication protocol and plan** based on the nature and severity of the disruption, will be developed by Strategy and Governance, and agreed at the BCMT meeting. Unless otherwise agreed at BCMT meeting, the **designated communication lead** will be Director, Strategic Engagement and Community Education (SECE), to manage messaging and media engagement (in partnership with Director Media).
- The designated communication lead will:
  - ensure all communications are accurate, consistent and timely.
  - tailor messages to relevant audiences (e.g. staff, customers, governing bodies, regulators) to ensure relevance and clarity.
  - ensure all communications are approved through the required authoriser prior to release.
- The communication protocol and plan will:
  - use approved channels – such as SMS alerts, email, intranet, website updates, or public contact phone line scripts) – to distribute information.
  - include timely, factual updates to internal stakeholders (e.g. staff, managers, response teams) to support operational awareness.
  - include external stakeholder messages (e.g. customers, government, regulators, partners, suppliers) as appropriate.
  - schedule ongoing updates and adapt messaging as the situation evolves.

# Business Continuity Plan

- use, adapt or leverage the Extreme Weather Events Communications Plan, as required.
- The designated communication lead will work with the BCP Coordinator to maintain a communication log capturing message content, recipients, timing, and method of delivery.

## Response actions

- Response actions will emerge and be undertaken during the BCP activation period by relevant leads as the event evolves. These may be directed by PTQ&CEO or through the BCMT.
- All divisions are to consider and undertake relevant **during event** actions outlined in **E: Roles and Responsibilities** in the **Resilience Planning Guide**, as core required response actions during the BCP activation period. These include:

Response actions	
General	
<input type="checkbox"/>	Follow instructions issued by BCMT Lead.
<input type="checkbox"/>	Provide advice on relevant considerations.
<input type="checkbox"/>	Maintain delivery of critical services and core services where possible.
<input type="checkbox"/>	Maintain appropriate level of internal controls over core functions.
<input type="checkbox"/>	Actively monitor progress of event and provide relevant information and updates as agreed in BCMT and communication protocol and plan (e.g. provide to BCMT Lead and Director SECE for use in BCMT meetings, briefings and communications).
Customer Experience and Delivery	
<input type="checkbox"/>	Notify impacted Regional Offices and Welcome Desk of any reallocation of services and or relocation of staff.
<input type="checkbox"/>	Generate customer dataset for communications, relaying messaging to teams and providing feedback to CED BCP executive.
<input type="checkbox"/>	Collaborate with Finance & Investments on pension and payments and notify Regional Offices on the status of payments.
<input type="checkbox"/>	Inform QCAT of any issues in preparing for, or attending, a hearing (in liaison with Official Solicitor as required).
Finance and Investments, CFO	
<input type="checkbox"/>	Maintain the delivery of critical services where possible, in particular actively monitor payments including customer pensions and customer expenses to ensure they are processed on time without interruption.
<input type="checkbox"/>	Ensure employee wages are processed via Aurion.
People and Culture	
<input type="checkbox"/>	Provide advice on relevant HR directives and issues pertinent to the event including WHS matters and employee entitlements.

# Business Continuity Plan

<b>Response actions</b>	
<b>Corporate Services – Information and Technology</b>	
<input type="checkbox"/>	Activate any phone diversions if instructed.
<input type="checkbox"/>	Provide advice on relevant ICT and recordkeeping considerations.
<input type="checkbox"/>	Maintain ICT infrastructure (including CIMS) and telephony services.
<input type="checkbox"/>	Maintain the delivery of core services as possible.
<input type="checkbox"/>	Advise the BCP Coordinator of any expenditure incurred during the event.
<input type="checkbox"/>	Make available additional equipment if required.
<input type="checkbox"/>	Assist with any relocation of staff including availability of ports and connectivity.
<input type="checkbox"/>	Ensure key activation codes are accessible by appropriate delegates.
<b>Corporate Services – Facilities Management</b>	
<input type="checkbox"/>	Ensure alternative accommodation can be sourced and liaise with Official Solicitor if required.
<input type="checkbox"/>	Source any equipment that is required urgently (including for example, furniture).
<input type="checkbox"/>	Maintain ongoing security and protection for all sites.
<input type="checkbox"/>	Coordinate any immediate property management activities to maintain critical service delivery.
<b>Corporate Services – Official Solicitor</b>	
<input type="checkbox"/>	Provide legal advice and services as required.
<input type="checkbox"/>	Communicate with registries and other parties.
<input type="checkbox"/>	Where possible, maintain legal and conveyancing services including Court and Tribunal appearances, settlements, limitation dates and due dates.
<b>Strategic Engagement and Community Education, in partnership with Media</b>	
<input type="checkbox"/>	Monitor Whole of Government announcements and media, (Heads of Comms network) and mainstream media for information and updates as relevant.
<input type="checkbox"/>	Update website information as directed (in collaboration with Information & Technology).
<input type="checkbox"/>	Coordinate media briefings and conferences.
<input type="checkbox"/>	Manage media requests.
<input type="checkbox"/>	Prepare media statements and briefings as directed.
<input type="checkbox"/>	Disseminate media releases to BCMT Lead or BCP Coordinator if they include relevant event related information.

# Business Continuity Plan

Other general response actions to be considered, for applicability and/or tailoring to the specific event scenario, include:

- Isolate affected systems, areas, or processes to prevent escalation and contain the disruption.
- Coordinate with Information & Technology, Facilities, or other specialist teams to implement containment and stabilisation measures.
- Shut down or disable compromised equipment, systems and infrastructure if needed to prevent further damage.
- Apply technical controls (e.g. firewalls, access controls, network segmentation) to support containment.
- Implement temporary workarounds, failovers or other solutions to sustain critical services until full recovery can begin.
- Monitor the effectiveness of containment efforts and adjust as conditions evolve.
- Secure access to affected environments and sensitive systems to maintain operational integrity.
- Document all actions, decisions, and observations to support recovery planning and post-incident review.

## **Transition to recovery**

- Confirm the situation has stabilised and that immediate response objectives have been met.
- Notify recovery teams to prepare for activation and provide a situational briefing.
- Secure the necessary resources, systems, access, and locations required to support recovery activities.
- Maintain essential functions and any temporary controls during the transition to prevent service interruption.
- Document current operational status, unresolved issues, and immediate recovery priorities.
- Prepare and communicate the transition plan and timeline to relevant stakeholders.
- Transfer incident records, response logs, and key decisions to recovery teams to ensure continuity of information and action.
- Demobilise response roles that are no longer required once recovery coordination is in place.