

Yorke Peninsula Council Business Continuity Plan 2019



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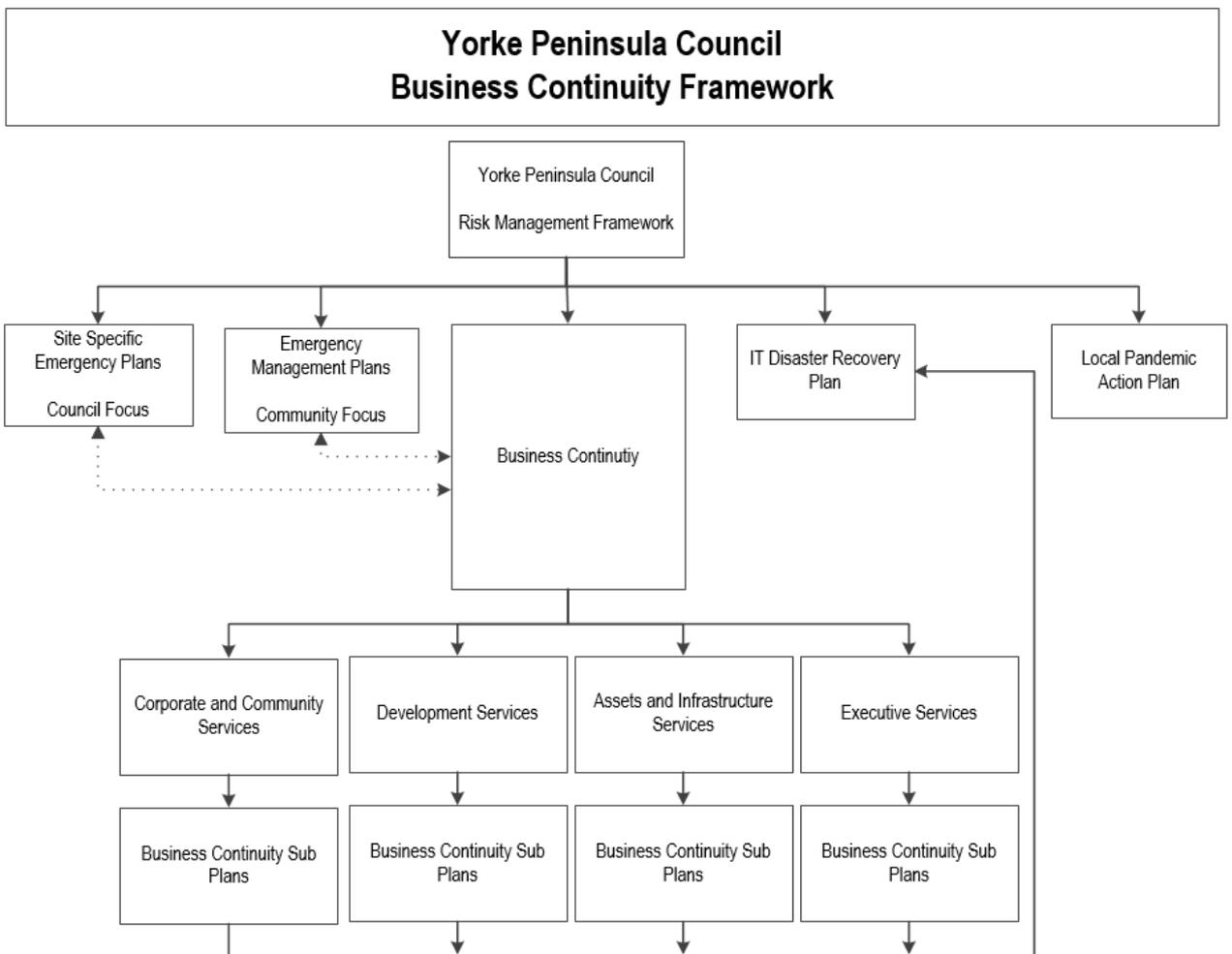
1 INTRODUCTION

1.1 Overview of Framework

The BCP is to ensure that appropriate structures and protocols are in place that enable effective response to a business interruption event that has the potential to impact on Councils objectives (Appendix A).

In identifying business continuity risks, the focus is on the building of resilience and response capabilities within business functions that have been identified as critical by the organisation. Treatment options for non-critical functions are also identified and documented within the framework, this ensures that Council has a whole of organisation view when responding to interruption events, as the nature of these events can change rapidly.

The BCP does not cover requirements associated with a workplace emergency (safety) situation. A separate workplace emergency plan that is the responsibility of the Emergency Management Committee / Emergency Services is to be implemented in an emergency situation. In all cases of activation of the workplace emergency plan, the Chief Warden will brief the BRT Owner of any implications for business continuity as a result of the emergency plan activation.



1.2 Purpose

The Yorke Peninsula Council (Council) has adopted a comprehensive and integrated approach to the development of a Business Continuity Management Plan. The purpose of this plan is to build organisational capabilities to support the continued achievements of critical business objectives in the face of uncertainty or disruption.

Council recognises that this Business Continuity Plan (BCP) in isolation does not build capability, it provides the approach to establishing effective capability. Whilst the plan is important, it is an outcome of the more

important planning and analysis process, and is a blueprint to kick-start the response to a business interruption event.

The BCP identifies the required facilities, technical infrastructure, key responsibilities and processes that will be required to position Council to be able to respond and recover from a business interruption event.

1.3 Objectives

The objective of Council's BCP is to provide a mechanism that enables the Council and its Officers to:

- identify business functions that are critical to Council in meeting its business objectives;
- develop resumption plans based on criticality of business functions rather than geographic location;
- build resilience within Council's operational framework;
- identify and document roles and responsibilities for key staff positions; and
- minimise the impact of function loss on stakeholders and the community.

This plan provides a framework for managers and staff to enable them to implement an agreed response. In assessing the business continuity risks of Council the following inherent advantages were identified:

- the provision of common services across multiple locations reducing the impact of a single facility loss;
- common IT systems with duplication and access across most facilities;
- ability to transfer workers and tasks to other facilities; and
- ability to call on adjoining Councils for assistance.

1.4 Use of the BCP

The BCP should be used in the event of a business interruption event that may impact on the ability of the Council to deliver business objectives. Managers and staff with responsibility for impacted areas of the business should use the BCP and any relevant sub plans to ensure a consistent and agreed course of action is implemented.

1.5 Assumptions

The BCP is intended to provide guidance to Council officers to assist continuity of service for critical functions, where those officers are not normally responsible for managing the specific function affected. Where the Council officer who is normally responsible for managing the specific function is available, it is assumed that this document will serve as a check document to reduce the possibility for omission of important actions.

1.6 Limitations

It is not the intent of this document or process to detail the Information Technology Disaster Recovery Plan (IT DR). This process will however, identify from a business perspective what the business requirements are for Information Technology resources to support the delivery of business critical functions. This information should be used to inform the development of ITDR plans.

1.7 Distribution

The intended distribution of this BCP is to:

- Council;
- Corporate Management Team (CMT);
- Business Recovery Team (BRT);
- Business Continuity Sub Plan workers; and
- Council Staff.

1.8 Authority

- a) The BCP has been developed under the authority of the CMT. Prior to implementation this plan was reviewed and approved by Council.

- b) A standing authority is given to the Sub-Plan owners by the CMT to implement the actions identified within the sub plans.

1.9 Training and Communication

A key objective of the BCP is to increase the awareness within Council of potential business interruption events that could impact Council. The plan outlines the response / recovery protocols associated with such an event where training and communication will play a key role in achieving this objective.

Initial training is provided by the BRT Coordinator, however one of the benefits of a facilitated process is that engagement and ownership of the BCP is developed at the business unit level. Training is provided to the CMT as part of the BCP implementation. It will be the responsibility of the CMT to ensure that the requirements of the BCP are communicated to all staff and that induction / training programmes include reference to business continuity in the context of sound risk management practices.

Managers should be familiar with key deliverables as detailed in the Critical Function Sub Plans and ensure that staff are aware of their roles and responsibilities in the event of a business interruption event.

1.10 Location of Plan

A soft copy of the BCP is available on the YPC web site.

Hard copies of the BCP are stored in the following locations:

- a) Maitland Council Office safe;
- b) Minlaton Council Office strong room;
- c) Yorketown Council Office safe;
- d) Off site in Council vehicles including Director Corporate and Community Services and the Manager People, Culture and Safety

1.11 Validation and Testing

Business Continuity Management is a process, not an event. Once the BCP has been prepared, commitment to a pre-planned, annual test plan and maintenance schedule is required by Council to ensure BCP remain viable into the future.

The testing should include all aspects of the BCP, but not necessarily all in one year. Major components (Business Continuity Critical Function Sub Plans) should be reviewed at least annually. Volatile information such as contact lists, or areas that are constantly undergoing changes, should be validated more frequently.

1.12 Monitoring and Review

Monitoring and review is integral to ensuring the BCP is implemented.

In addition to the annual test and review of the BCP, any significant changes to Council's operations should also trigger a review of the BCP with version control of the BCP being co-ordinated through the BRT Coordinator.

	<i>Activity for Review</i>	<i>Accountability</i>	<i>Timeframe</i>
1	BCP (Overarching Plan) including review of the Business Impact Analysis	Business Recovery Team (BRT) via the BRT Coordinator	Monitor annually and action as required
2	BCP Training	BRT via the BRT Coordinator	Annual training brief or refresher sessions
3	BCP Exercise	BRT via the BRT Coordinator	Annual desk top exercise simulation exercise every 2 years

<i>Activity for Review</i>	<i>Accountability</i>	<i>Timeframe</i>
Executive Services Chief Executive Officer (CEO), Governance and Business Improvement		
Business Continuity Sub Plans	Executive Assistant (EA) to CEO and Mayor and Executive Support Officer (in consultation with relevant workers)	Annual review
Corporate and Community Services People, Culture and Safety, Finance, Business and Public Relations		
Business Continuity Sub Plans	Relevant Managers (in consultation with relevant workers)	Annual review
Development Services Planning, Environmental Health and Compliance		
Business Continuity Sub Plans	Relevant Managers (in consultation with relevant workers)	Annual review
Assets and Infrastructure Services Operations, Works and Infrastructure		
Business Continuity Sub Plans	Relevant Managers (in consultation with relevant workers)	Annual review

1.13 Business Function Criticality

Integral to the BCP is the determination of the Maximum Acceptable Outage (MAO) of a particular business process. The loss of a critical business function for a period greater than the MAO will generally result in the establishment of the Business Recovery Team to direct, oversee and support the emergency, continuity and recovery response phases.

Identification of critical business functions, the processes, people and property that support the delivery of the Council's critical functions are analysed within the Business Impact Analysis process which has been completed to identify the critical functions of Council (Appendix B).

1.14 Standard Response Action Plan

A number of the responses or actions required during a business interruption event are standard across the organisation. Rather than repeat these in each of the action plans for individual sections, a Standard Response Action Plan (SRAP) has been developed for the whole of organisation and is available at (Appendix C).

The SRAP lists standard actions to be implemented, where applicable, in conjunction with the activation of the Business Continuity Critical Function Sub Plans. The Manager of the section impacted by the business disruption event is responsible for the implementation of the actions identified in the SRAP. If more than one section is impacted by the disruption the responsibility is shared. Where the Business Recovery Team has been activated in response to the disruption, the CMT Leader or BRT Coordinator will delegate responsibility as they see fit.

The SRAP is owned by the Director Corporate and Community Services who has overall responsibility for this plan. The routine management of the SRAP is delegated to the Manager People, Culture and Safety who is responsible for ensuring the accuracy and currency of the plan and for advising the director of any changes required.

1.15 Business Continuity Critical Function Sub Plans

The functions that have been identified as critical have been developed and incorporated into the Business Continuity Critical Function Sub Plan document as follows:

Executive Services

- Leadership and Executive Support; and
- Governance – Corporate and Civic Duties.

Assets and Infrastructure Services

- Community Wastewater Management Schemes and Waste Water Management; and
- Waste Management (kerbside collection).

Corporate and Community Services

- Council Fleet Vehicles;
- Customer Service;
- Finance – Creditors;
- Payroll;
- Insurance;
- Media Management (communications, media and media crisis management);
- Media Management (Website and Social Media);
- Procurement and Contracts Management;
- Records Management; and
- Information Technology.

Development Services

- Food Safety Regulations;
- Environmental Health Emergency Management;
- Cemeteries Administration; and
- Planning Services and Property Searches.

2 BUSINESS RECOVERY TEAM (BRT)

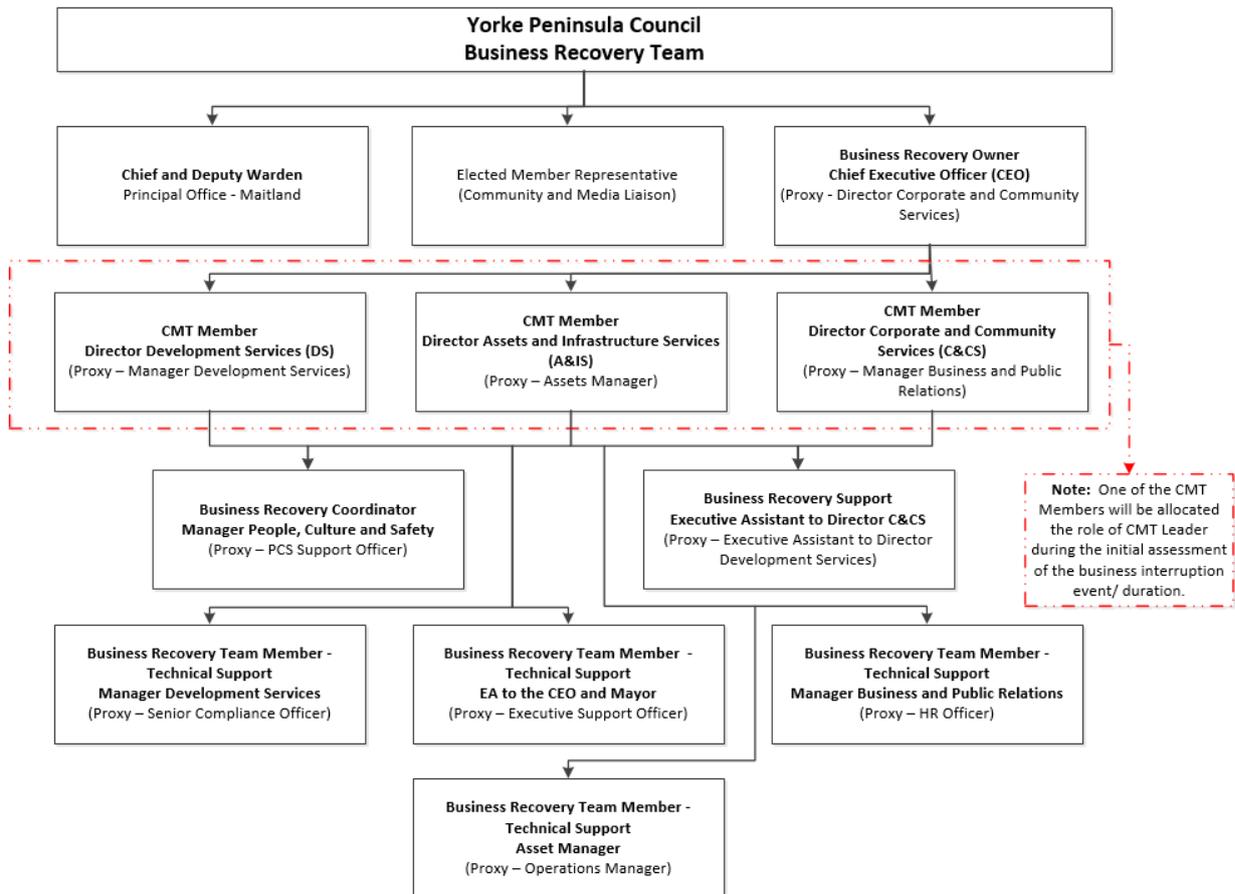
2.1 BRT – Roles and Responsibilities

The BRT is established to provide a management mechanism that can ensure reporting lines and responsibilities are clear when the BCP is activated. The focus of the BRT is to manage the business interruption event from a corporate perspective while providing guidance and support to the Managers on site. This process is facilitated by the development of pre-determined courses of actions (sub-plans), allowing the BRT to focus on the strategic or whole of business response to the business interruption event. Each position in the BRT is to have an alternative member (proxy) identified and trained in the role.

Responsibility Statements for each position in the BRT and supporting positions have been developed to ensure there are clear directions available for each of the BRT Members. All responsibility statements are approved by the BRT (Appendix D).

2.2 Business Recovery Team Structure

The BRT Key Positions is below.



2.3 Existing Business Unit Management

The existing business unit management structures may be called upon during activation of specific plans within their area of responsibilities to provide advice to the CMT as required. This would normally occur through the CMT member.

3 DECLARATION PROCESS

3.1 Notification

On first becoming aware of a possible business continuity event, the relevant function manager is required to assess the situation in consultation their relevant Director of the event that has the potential to impact on the service delivery of Council. Upon this notification the Director (as a CMT Member) will arrange for a conference between the Business Recover Owner (CEO), CMT Team Members and the BRT Coordinator to discuss the potential impacts on Council business. The following information will be exchanged during the conference:

- Nature of the incident – time informed etc.;
- Describe business elements impacted;
- Facility/equipment impacted;
- Workers impacted/required;
- Any media involvement/interest; and
- Any immediate support requirements.

If the business interruption event is likely to exceed the agreed Maximum Acceptable Outage (MAO), Business Continuity Critical Function Sub Plans will be implemented where appropriate to address an immediate response requirement.

3.2 Declaration

At the conclusion of the conference, a declaration of a Business Continuity Event will be determined, together with the need and preferred location of the Business Continuity Control Centre and which Director will be allocated the CMT Leader role.

The CMT Leader is then required to facilitate the draft internal and external communications for discussion at the initial BRT meeting and complete the Business Continuity Declaration Form (Appendix E).

4 INITIAL ACTION REQUIRED

4.1 Assessment

Once the business continuity event has been declared, the CMT Leader will:

- Notify the other members of the BRT of the event; and
- Coordinate a preliminary impact risk assessment on facility and technology infrastructure in conjunction with the BRT Coordinator and relevant staff.

If there is any structural damage in nature, an initial inspection will be coordinated through Development Services staff with a briefing providing to the CMT Leader.

Unless declared a crime scene (in which case the Police will be in control), the relevant emergency service (SES or CFS) will initially control access to the site and will direct and be present at inspections. The Chief Fire Warden will provide the emergency service with a copy of the BCP as soon as reasonably practicable. The site may be hazardous and therefore severely limited for access, other than for selected personnel. In serious cases, the Coroner may intervene.

Following the initial assessment, the CMT Leader will coordinate a report is to be prepared on the extent of the damage, the services adversely affected and an estimate of the time required for restoration.

4.2 Initial BRT Meeting

As soon as practicable after the initial assessment, a meeting consisting of the BRT is required. The CMT Leader will coordinate the meeting with the assistance of the BRT Support team member. They will manage the restoration of business activities in line with the responsibilities statements.

The BRT members will alert and deploy other members of their business units, as required.

The initial meeting of the BRT will ensure the following objectives are met:

- a) Confirm the details of the incident, the extent of disruption, its consequences and the probable implications for the foreseeable future.
- b) Selecting a specified location as an operations centre.
- c) Identifying recovery tasks required.
- d) Implementing the Business Continuity Sub Plans.
- e) Agreeing on each team members objectives for the following three hours.
- f) Setting up a second meeting for three hours later.
- g) Ensure the Local Government Risk Services (LGRS) has been notified (if required).

The CMT Leader will then submit a detailed report to the CMT on actions being taken, future intentions and additional help required.

A formal record of the meeting is to be taken by the BRT Support team member with particular emphasis on items to be actioned. This record shall be regularly reviewed and updated as additional information comes to hand. Detailed actions of the BRT are located at Appendix F.

5 CONTROL CENTRE AND COMMUNICATION MANAGEMENT

5.1 Control Centre

A Control Centre is opened if deemed appropriate by the CMT Leader on the declaration of a Business Interruption Event. The resourcing and opening of this centre is the responsibility of the BRT Coordinator. Given the variable nature of business continuity events, the following control centres have been identified and prioritised:

If the incident does not impact on the Maitland Council Office Building:

- Maitland Council Office.

If the Maitland Council Office Building is unusable:

1. Minlaton Council Office;
2. Maitland or Minlaton Town Hall;
3. Yorketown Council Office;
4. Warooka Council Office;
5. Other Town Hall facilities within the district, this could include Ardrossan, Arthurton, etc.

If an incident occurs and a Council Depot is unusable, the following depots can be used:

- Minlaton Council Depot;
- Maitland Council Depot;
- Yorketown Council Depot;
- Warooka Council Depot.

5.2 Business Continuity Kits

The Maitland, Minlaton and Yorketown Locations have available a Business Continuity Kit. These kits have been set up in advance with useful items (see items below) that will assist the Business Recovery Team to focus on their key role which is to ensure staff and community safety and the essential business functions can continue to operate. The contents of the kits must be kept current. Below is a list of items which are available at each location:

Pens, Stationary & Blue Tac	4G card for internet access	Torches and Batteries
Note pads and flip chart paper	USB sticks	UHF Radio and Batteries
Laptop's	Power Boards	Radio and Batteries
Mobile phone	Printer and Cartridge	Clock with separate Batteries
Hard copies Business Continuity Documents x 8	Cups, paper plates and cutlery	Small toiletries, tissues and toilet paper
First Aid Kit	Bottled Water	
Battery phone charger	ANZ Token Holders	

ANZ Token Holders are held by individual Council Officers including:

- Director of Corporate and Community Services;
- Director of Assets and Infrastructure Services;
- Director of Development Services;
- Manager Financial Services
- Manager Business and Public Relations; and
- Manager People, Culture and Safety.

During an interruption event if token holders are required, two officers will be coordinated. Payments can be processed by the token holders from any location with internet access.

5.3 Media Protocols

Due to the nature of the media, the timeliness of reporting in these circumstances is critical. Prompt reporting to, and liaison with the Business Recovery Team is in the best interest in terms of allowing for the preparation of an appropriate response.

It is Councils policy that no person other than the Chief Executive Officer or the Mayor divulges any information to the media. This extends to contractors and other service providers and agencies. The Chief Executive Officer will determine where practicable in consultation with CMT and the Mayor the appropriate communication strategy.

5.4 General Statement to Media

In the event of a business interruption event, there may be a period of time before the designated media spokesperson is in a position to respond to media enquiries. Should any workers be approached by media representatives or the community for a comment they are only authorised to make the following statement:

“I am sorry, but I am not authorised to make any statement at this time. The CEO and Mayor are currently being briefed on the situation and someone will be available to talk to you shortly.”

There is no such thing as an “off the record” comment.

Take the details of the person requesting the comment, including how the person came to contact you and let them know that someone will contact them as soon as possible. You should then complete the Media Enquiry Record (Appendix G) and submit the form to the BRT Support team member.

Business Continuity Media Statements may be prepared (Appendix H).

5.5 Control Centre Stand Down

The stand down of a Control Centre will be at the discretion of the BRT Owner and may be a gradual phasing down over a period of time or it may be immediate cessation of the operation.

5.6 Post Incident Analysis

A business continuity is deemed to be over following the resumption of business as usual. A post incident analysis (PIA) will be conducted at the completion of a Business Continuity event and will involve the CMT Leader and representatives from any external agencies that were involved in response or recovery operations (Appendix I - Post Incident Analysis and Action Form).

6 BUSINESS CONTINUITY INSTRUCTIONS

6.1 Emergency Contacts Business Recovery Team

Current employee emergency contact information for the Business Recovery Team is to be kept with the BCP at all times.

6.2 Council Contact List

For a full list of the Council Contacts, refer to ISO40. The current copy of ISO40 is to be kept with the BCP at all times.

6.3 Councillors

For a full list of the Councillors, refer to ISO22. The current copy of ISO22 is to be kept with the BCP at all times.

6.4 Buildings

<i>Where</i>	<i>Work Telephone</i>	<i>Address</i>
Maitland Office	8832 0000	8 Elizabeth Street, Maitland, SA 5573
Maitland Depot	8832 2574	28 Elizabeth Road, Maitland, SA 5573
Minlaton Office	8853 3800	18 Main Street, Minlaton, SA 5575
Minlaton Town Hall	8853 3830	57 Main Street, Minlaton, SA 5575
Minlaton Depot	8853 2351	8 Park Terrace, Minlaton, SA 5575
Yorke town Office	8852 0200	15 Edithburgh Road, Yorke town, SA 5576
Yorke town Depot	8852 1634	58 Minlaton Road, Yorke town, SA 5576
Warooka Office	8854 5055	Player Street, Warooka, SA 5577
Warooka Depot	8854 5408	14 Oval Avenue, Warooka, SA 5577

6.5 Pandemic Response Information

If a pandemic of any description was to eventuate within the YPC area, the State Level Disaster Plans will be activated. These plans are separate to Business Continuity Plans and have a community response focus (Appendix J).

7 DEFINITIONS

<i>Term</i>	<i>Definition</i>
Business Continuity	Uninterrupted availability of all key resources supporting essential business functions.
Business Continuity Plan (BCP)	A collection of procedures and information that is developed. Compiled and maintained in readiness for use in the event of an emergency or disaster.
Business Impact Analysis (BIA)	A management level analysis which identifies the impacts of function loss on the organisation. The BIA provides management with data upon which to base risk mitigation and continuity planning decisions.
Business Interruption Event	An event by its duration exceeds the Maximum Acceptable Outage and/or has an adverse impact on business objectives and requires the implementation of the BCP or sub plans.
Business Recovery Team (BRT)	An assembly of management representatives and other seconded workers formed for the express purpose of responding to an organisational crisis. BRT management structure will overlay all normal management structures during the response process.
Business Continuity Sub Plan (BCSPs)	An agreed documented course of actions to be taken in the event of business function loss. Plan describes the key actions required under preparation, response and recovery phases.
Control Centre	An administrative or operational centre for a group of related activities.
Corporate Management Team (CMT)	CEO and Directors in Council.
Maximum Acceptable Outage (MAO)	Maximum period of time that Council can tolerate the loss of capability of a critical business function, process, asset or IT application.

8 RELATED DOCUMENTS AND RESOURCES

AS/NZS 5050:2010 Business Continuity – Managing Disruption Related Risk

AS/NZS/ISO 31000:2009 Risk Management Principles and Guidelines.

www.sahealth.sa.gov.au

9 DOCUMENT REVIEW

When this document is reviewed and or amended, details will be recorded in the table below.

<i>Date</i>	<i>Version No.</i>	<i>Review Summary</i>
June 2016	1.0	New Document
10/04/2019	2.0	Full review of documentation to align with plan developed for Council by Local Government Risk Services including major revisions - adding overview of framework, purpose, use of the BCP, Assumptions, Limitations, Authority, Training and Communication, Business Function Criticality, Standard Response Action Plan, Business Continuity Critical Function Sub Plans, revised BRT structure, Existing Business Unit Management, Business Continuity Kits, Media Protocols, Post Incident Analysis, overview of the business continuity framework, standard response action plan, business continuity declaration form, media enquiry record, post incident analysis and action form and pandemic response information guide.

APPENDIX A - Overview of Business Continuity Framework

Business continuity encompasses the identification and risk management of Council's business processes. It involves a stepping process that seeks to identify, assess control and monitor Council's business functions. The plan has been developed with consideration given to AS/NZS 5050:2010 Business continuity - Managing disruption-related risk, AS/NZS/ISO 3100:2009 Risk Management- Principles and guidelines and the ANAO Business Continuity Management guidelines – “Keep the wheels in motion”, and Societal Security – Guidelines for incident preparedness and operational continuity management (ISO N022: 2007).

Broadly, the steps in developing the Business Continuity Plan include:

1. Identify and Assess Business Processes and Functions
Identify business processes and functions within each individual business unit/section/division. Once the functions are identified an analysis at a whole of organisational level is conducted to determine which functions are critical and require further planning to ensure the ability to respond in the face of a business interruption event.
2. Conduct the Business Impact Analysis (BIA)
The BIA is conducted on those functions identified as critical within the business process assessment. The BIA is intended to identify the impacts of the function loss on the business including penalties for non-delivery, functional interdependencies, organisational ownership, it also looks at the resources currently required to support the functions and assesses the minimum level of resources required to continue the availability. Importantly the BIA is the tool that is used to determine the Maximum Allowable Outage (MAO).
3. Critical Function Sub Plan (CFSP) & Non Critical Function Action Plans
The CFSP identifies the agreed actions that a business process owner will undertake to manage the loss of the function through the emergency, continuity and recovery phases. The sub plan identifies ownership, failure scenarios, criteria for invoking the plan, agreed courses of actions for emergency, continuity and recovery. The CFSP also allows for targeted messages to be developed for specific function loss.

The Non Critical Function Action Plans are designed to assist the organisation in adopting a risk management approach to the identification, assessment control and monitoring of those business functions determined in the planning phase as non-critical.
4. Overarching Business Continuity Plan (BCP)
The BCP identifies the responsibilities of key Managers, with particular emphasis on direction setting and effective and timely communication to stakeholders at an organisational level. It is important to recognise that this document provides a flexible framework in which the organisation can plan for disruption of its critical functions. It does not attempt to identify and plan for every contingency or outage that could occur, it provides a flexible framework for the process owners to identify, plan and develop redundancy for business processes.
5. Test and maintain the BCP
The BCP will be reviewed annually by the Executive, these actions are essential to ensure that it reflects the current practices of the organisation.

Testing of the Critical Function Sub plans and overarching plans will provide management assurance that the plan(s) are effective. The testing regime is based on the following:
 - Desktop / paper audit to ensure that the appropriate documents are available and understood; for sub plans and overarching plan
 - Structured “walk through” where a business interruption scenario is played out through a mock recovery; and a divisional or whole of organisation level, and
 - Frequency and actions to be undertaken are identified within the monitoring and review section of this document.

APPENDIX B – Business Impact Analysis

This summary of the critical business functions of Council includes the assessment of the Maximum Acceptable Outage (MAO) for a particular business process which is integral to the BCP. The loss of a critical business function for a period greater than the MAO may result in the Business Recovery Team (BRT) coming together to direct, oversee and support the emergency, continuity and recovery response phases.

Overview of Business Unit

<i>Departments and Business Units</i>							
<i>Executive Services</i>	<i>Assets & Infrastructure Services</i>		<i>Corporate and Community Services</i>			<i>Development Services</i>	
Agenda/ Minutes	Airports	Patrol Grading	Budgets	Employees	Public Relations (PR)/ Media	Building Assessment	General Inspectors
Business Improvement	Asset Management	Plant/Machinery and Maintenance	Casual Staff	Finance – management and control	Rates	Building Fire Safety	Heritage
CEO and Mayor Functions	Cemetery Maintenance	Public Convenience Maintenance	Community Depot/ Library Services	Grants Sponsorship and Donations	Records Management	Cemeteries Leasing	Leases/ Licences/ Permits
Committees	Community Wastewater Management Schemes	Road Maintenance	Corporate Publications	Human Resources (HR)/Industrial Relations (IR)	Special Event Permits	Compliance Notices (notice to remedy)	Limited Liquor Licences
Complaints	Depot Maintenance	Roadside Vegetation	Corporate Reporting	Injury Management/ Return to Work	Treasury Management	Council Building Assets	Local Laws (expirations/by laws)
Elected Members	Footpath Maintenance	Stormwater Drainage and Construction	Council Owned Caravan Parks	Insurance (policies, claims and advisory)	Visitor Information Centre	Dog and Cat Control	Nuisance Control
External Investigations	Infrastructure Development	Traffic Control Devices	Council Fleet Vehicles	Technology Support (telecommunication and network infrastructure)	Website/ Social Media	Environmental Health	Parking and Traffic Control
Delegated Authority	Jetties/Boat Ramps/ Coastal Infrastructure Maintenance	Water Supply Infrastructure	Creditors	Learning and Development	WHS/Risk Management	Fire Prevention	Planning
Funding	Parks, Reserves and Playgrounds	Waste Management (kerbside collection)	Customer Service	Leisure Options	Finance – statutory finance and other legislative reporting	Food Inspections	Septic Tanks/CWMS Connections
Governance	Construction (reseal program, roadworks)		Debtors	Long Term Financial Plan (LTFP)	Transaction processing (invoicing and debt collection (accounts receivable and rates)	By Laws	
Internal Audit			Economic Development	Payroll	Transaction processing (general journal)		
Policies			Technology Support (Help desk, PC support, network, email and database administration)	Business Support System (2 nd level support, software implementation, system maintenance (upgrades and configuration), report and query design, business analysis)	Media Management (communications, media management and media crisis management)		
Reporting			Procurement and Contracts Management	Grants	Sponsorship		
Youth Services							

Executive Services

Date of Analysis	Does Council perform this function? (no means it is fully or partially outsourced)		Are there other significant Council activities that require this function to be able to operate?		Is this a legislated function?		How long could the Council operate without this Function/ Activity before significantly impacting on Council objectives? 'Maximum Acceptable Outage'					Is this function critical to the Council meeting its objectives during a business interruption event?	
	Yes	No	Yes	No	Yes	No	< 1 wk	1 wk – 4 wks	< 3 mths	3-6 mths	> 1 year	Yes	No
Business Improvement	X		X			X			X				X
CEO and Executive Services	X		X		X		X					X	
Elected Member Support	X		X		X			X				X	
External Investigations	X		X		X			X					X
Resource Management	X		X			X		X				X	
Complaints Management	X		X		X		X					X	
Delegations and appointments	X		X		X			X				X	
Freedom of Information	X			X	X			X				X	
Council, Committees and workshops	X		X		X			X				X	
Local Government elections	X		X		X							X	
Civic Events and Awards	X			X		X				X			X
Internal Audit	X		X		X					X			X
Policies and Procedures	X		X		X			X					X
Corporate Reporting	X		X		X				X				X
Youth Services	X		X			X			X				X

Assets and Infrastructure Services

Date of Analysis	Does Council perform this function? (no means it is fully or partially outsourced)		Are there other significant Council activities that require this function to be able to operate?		Is this a legislated function?		How long could the Council operate without this Function/ Activity before significantly impacting on Council objectives? 'Maximum Acceptable Outage'					Is this function critical to the Council meeting its objectives during a business interruption event?	
	Yes	No	Yes	No	Yes	No	< 1 wk	1 wk – 4 wks	< 3 mths	> 3-6 mths	> 1 year	Yes	No
Airstrips	X			X						X			X
Asset Management	X			X							X		X
Cemetery Maintenance	X			X						X			X
Community Wastewater Management Schemes	X		X				X					X	
Depot Maintenance	X			X							X		X
Footpath Maintenance	X			X							X		X
Jetties/ Boat Ramps/ Coastal Infrastructure Management	X			X							X		X
Parks, Reserves and Playgrounds	X			X							X		X
Plant/Machinery and Maintenance	X		X							X			X
Public Convenience Maintenance	X			X				X					X
Road Construction (reseal program, roadworks)	X			X							X		X
Road Maintenance	X			X							X		X
Roadside Vegetation Maintenance	X			X							X		X
Stormwater Drainage	X		X						X				X
Traffic Control Devices	X		X						X				X
Waste Management (kerbside collection)	X			X				X				X	
Water Supply Infrastructure	X			X				X					X

Corporate and Community Services

Date of Analysis	Does Council perform this function? (no means it is fully or partially outsourced)		Are there other significant Council activities that require this function to be able to operate?		Is this a legislated function?		How long could the Council operate without this Function/ Activity before significantly impacting on Council objectives? 'Maximum Acceptable Outage'					Is this function critical to the Council meeting its objectives during a business interruption event?	
	Yes	No	Yes	No	Yes	No	< 1 wk	1 wk – 4 wks	< 3 mths	> 3-6 mths	> 1 year	Yes	No
Community Depot/Library Services	X			X		X					X		X
Corporate Publications	X			X	X					X			X
Council Fleet Vehicles	X		X				X					X	
Council Owned Caravan Parks	X			X				X					X
Customer Service (Front Counter)	X		X				X					X	
Economic Development	X			X		X				X			X
Finance – Financial analysis and operational support, financial planning, budgeting and forecast advice	X			X	X				X				X
Finance – Accounts payable and other bank transfers	X		X			X		X				X	
Finance – Invoicing and debt collection (accounts receivable) and rates	X		X		X				X				X
Finance – statutory finance and other legislative reporting	X		X		X				X				X
Finance – Transaction processing (general, journals)	X			X		X				X			X
Finance - Treasury Management	X			X					X				X
Finance (management and internal control)	X			X	X			X					X
Grants, Sponsorships and Donations	X			X		X				X			X
HR – Recruitment and support	X		X			X			X				X
HR - Injury Management/Return to Work	X		X		X			X			X		X
HR - Learning and Development	X		X			X				X			X

Date of Analysis	Does Council perform this function? (no means it is fully or partially outsourced)		Are there other significant Council activities that require this function to be able to operate?		Is this a legislated function?		How long could the Council operate without this Function/ Activity before significantly impacting on Council objectives? 'Maximum Acceptable Outage'					Is this function critical to the Council meeting its objectives during a business interruption event?	
	Yes	No	Yes	No	Yes	No	< 1 wk	1 wk – 4 wks	< 3 mths	> 3-6 mths	> 1 year	Yes	No
HR - Payroll	X		X		X		X					X	
HR/Industrial Relations	X		X		X				X				X
Finance - Insurance (policies, claims and advisory)	X		X		X		X					X	
Leisure Options	X					X			X				X
Media Management - communications, media and media crisis management)	X		X			X	X					X	
Procurement and Contracts Management	X		X		X			X				X	
Media Management – provision of online communication including website and social media	X		X			X	X					X	
Records Management	X		X		X			X				X	
Special Event Permits	X			X	X					X			X
Sponsorship	X		X		X						X		X
Information Technology – Application Development/ Business Analyst and Change Management	X		X			X		X				X	
Information Technology - Business Support Systems (2 nd level support, software implementation, system maintenance (upgrades and configuration), report and query design, business analysis)	X		X			X		X				X	
Information Technology Support (help desk, PC support, network, email and database administration)	X		X			X	X					X	
Information Technology Support (telecommunications and network infrastructure)	X		X			X	X					X	
WHS/Risk Management	X		X		X				X				X

Development Services

Date of Analysis	Does Council perform this function? (no means it is fully or partially outsourced)		Are there other significant Council activities that require this function to be able to operate?		Is this a legislated function?		How long could the Council operate without this Function/ Activity before significantly impacting on Council objectives? 'Maximum Acceptable Outage'					Is this function critical to the Council meeting its objectives during a business interruption event?	
	Yes	No	Yes	No	Yes	No	< 1 wk	1 wk – 4 wks	< 3 mths	> 3-6 mths	> 1 year	Yes	No
Building Fire Safety	X			X	X						X		X
Building Services (Inspections, compliance and enforcement of the Development Act and development conditions)	X			X	X			X					X
Cemeteries Leasing	X			X			X					X	
Compliance Notices (Notice to Remedy)	X		X		X			X					X
Building Maintenance	X			X						X			X
Environmental Health Emergency Management	X			X	X		X					X	
Environmental Health - Food Inspections and Audits	X			X	X				X				X
Environmental Health – Food Safety Regulations	X			X	X			X				X	X
Environmental Health – Septic Tanks	X			X	X			X					X
General Inspectors	X			X	X				X				X
Heritage – Provision of heritage advice	X			X		X				X			X
Leases/ Licences/ Permits	X		X						X				X
Limited Liquor Licences	X			X		X				X			X

Date of Analysis	Does Council perform this function? (no means it is fully or partially outsourced)		Are there other significant Council activities that require this function to be able to operate?		Is this a legislated function?		How long could the Council operate without this Function/ Activity before significantly impacting on Council objectives? 'Maximum Acceptable Outage'					Is this function critical to the Council meeting its objectives during a business interruption event?	
	Yes	No	Yes	No	Yes	No	< 1 wk	1 wk – 4 wks	< 3 mths	> 3-6 mths	> 1 year	Yes	No
Planning – Planning Assessment Services and Building Assessment Services	X			X	X			X				X	
Property Searches (Section 7 statements)	X			X	X			X				X	
Ranger – Animal Management (Dog and Cat Control)	X			X	X			X					X
Ranger - Fire Prevention	X			X	X				X				X
Ranger - Local Laws (expirations/by laws)	X			X	X				X				X
Ranger - Nuisance Control	X		X		X				X				X
Ranger - Parking and Traffic Control	X			X	X					X			X

APPENDIX C – Standard Response Action Plan

Category	Action Detail (identify immediate actions required if function ability is lost – identify actions that are required to ensure continued availability of function – identify manual workarounds)
<p>Communication Notify internal stakeholders delivery of the function has been disrupted until further notice or a date specified</p>	<ul style="list-style-type: none"> • As required, provide details of the impact on service delivery, interim measure that have been or will be implemented to manage the disruption, measures that have been or will be implemented to restore the function in addition to a timeframe for the resumption of business as usual (BAU) <ul style="list-style-type: none"> ○ Corporate Management Team (CEO and Directors) Managers, Supervisors and Leading Workers and Elected Members ○ Customer Relations (information required to pass on to customers impacted by the disruption) ○ Media & Communications (information required for publishing on council website and social media pages) • Business Recovery Team (BRT) if the BRT has been activated
<p>Communication Notify external stakeholders delivery of the function has been disrupted until further notice or a date specified</p>	<ul style="list-style-type: none"> • Provide details of the impact on service delivery, interim measure that have been or will be implemented to manage the disruption, measures that have been or will be taken to restore the function, and a timeframe for the resumption of BAU • Consider the use of external media outlets (print, radio, television) to publicise details of the disruption event to the community • Communications to external stakeholders is to be processed through the BRT (if the BRT has been activated) • Where the impacted facility is not council owned, ensure joint use partners and/or lessors are contacted
<p>Information Technology Failure of ICT systems</p>	<ul style="list-style-type: none"> • Where the disruption is due to a failure of IT systems (computer software/hardware, telephones, and/or the mobile network): <ul style="list-style-type: none"> ○ Contact IT to ensure they are aware of the failure ○ Initiate manual processes and/or other workarounds until IT systems are restored ○ Ensure appropriate records keeping processes are in place (all manual documents to be saved to the relevant Electronic Document Records Management System (EDRMS) when systems restored) ○ Utilise hard copy documents and plans ○ Utilise mobile phones or other mobile technology ○ Utilise standalone laptop or desktop computers until IT systems are restored (if possible, access council's network using wireless networks) • Where required assist with the recovery of IT systems to enable the resumption of BAU
<p>Pandemic Influenza A pandemic event may result in the loss of key staff</p>	<ul style="list-style-type: none"> • Consider implementing remote work arrangements including work from home option (Directors and Managers to ensure appropriate work from home approvals are in place) • Cancel all non-essential work – focus on the delivery of critical functions • Consider cancellation or postponement of meetings • Consider suspending all business related travel • Purchase and make available health and safety consumables such as disinfectant, gloves and face masks • Require staff to wear surgical masks, introduce cough etiquette and other hygiene measures • Implement cleaning regime for phones and all touched services between shifts • Educate staff that if they believe they are unwell they should stay home • Educate staff that if they get sick and recover, they should return to work as they will be immune to the disease • Maintain a register of staff who get sick and recover as they are immune to the disease

Category	Action Detail <small>(identify immediate actions required if function ability is lost – identify actions that are required to ensure continued availability of function – identify manual workarounds)</small>
<p>Staff Resourcing Reallocate existing, source additional staff</p>	<ul style="list-style-type: none"> • Encourage staff to eat at their desks and stagger breaks to prevent groups congregating • Where the disruption event impacts on staffing, to ensure critical business functions continue: <ul style="list-style-type: none"> ○ Reallocate internal staff resources ○ Second staff from other sections ○ Engage casual staff from employment agencies ○ Seek assistance from other councils • Maintain a record of staff hours worked in relation to overtime payment or time-off in lieu (TOIL)
<p>Workplace Disruption Identify and relocate to alternate workplace</p>	<ul style="list-style-type: none"> • Where the disruption event prevents employees carrying out their duties in their normal workplace, identify an alternate workplace and relocate – in the event of power loss the Maitland Office has independent power source available (consider work from home option – Directors and Managers to ensure appropriate approvals are in place) • Liaise with IT (computer and network access and phones) to enable a resumption of BAU as soon as is practicable (the resumption of critical business functions is a priority)

APPENDIX D – Responsibility Statements

Business Recovery Team Owner

RESPONSIBILITY STATEMENT	
Position	BRT Owner
Workers Position	CEO
During absence the role will be assumed by (Proxy)	Director Corporate and Community Services (C&CS)
Position Statement	<p>The BRT Owner by definition is assumed to be the Chief Executive Officer, however the CEO does have the discretion to appoint an alternative BRT Owner where the nature or location of the event warrants such action.</p> <p>The BRT Owner is responsible for declaring a business continuity event and invoking the BCP. They will oversee the resumption activities and be informed at all stages of the business continuity recovery process.</p> <p>During a workplace emergency the Chief Fire Warden has authority until the workplace emergency is resolved and control is returned to either the CEO or the BRT Leader if the BCP is to be activated.</p>
Knowledge Requirements	<ul style="list-style-type: none"> • High level knowledge of organisation activities and service delivery priorities • Community, Business and Regulatory contacts
Responsibilities	<p>The BRT Owner shall make decisions as to the best strategy for business resumption based on information received by the BRT Leader.</p> <p>Responsibilities include:</p> <ul style="list-style-type: none"> • Maintain working knowledge of BCP and relevant BCSPs • Participate in monitor and review activities • Participate in and ensure appropriate levels of training are undertaken • Approve activation of the BCP <p>On Activation:</p> <ul style="list-style-type: none"> • Notifying and liaising with stakeholders • Upon notification, coordinate CMT members and appoint a CMT Leader • Provide the focal point in communication to the media and public • Authorise any detailed restoration plan • Delegate tasks and overseeing resumption activities • Monitor the gathering of business interruption event information • Promote the wellbeing and safety of all workers • Liaise with Elected Members via the Mayor
Date approved	

Corporate Management Team Leader

RESPONSIBILITY STATEMENT			
Position	CMT Leader	Workers Position	Director (to be allocated)
During absence the role will be assumed by (Proxy)		Manager Business and Public Relations	
Position Statement	<p>A successful BRT relies on expertise from within the organisation as they are the people that understand the business processes and related risks. Accordingly, the BRT Owner will allocate one of the Corporate Management Team (CMT) members as the CMT Leader who is charged with implementing the whole of organisation response. However, they still maintain responsibility for the continuity and recovery actions of their individual business units. The business unit activities are undertaken by the function managers in accordance with agreed sub plans.</p> <p>The CMT Leader is responsible for managing all resumption activities when a business continuity event is declared and the BCP is invoked by the BRT Owner.</p>		
Knowledge Requirements	<ul style="list-style-type: none"> • High level of group activities and service delivery priorities • High level knowledge of group critical function sub plans • High level knowledge of overarching BCP • Community, Business and Regulatory contacts 		
Responsibilities	<p>The BRT Leader shall manage the best strategy for business resumption based on information received from other BRT Members.</p> <p>Responsibilities include:</p> <ul style="list-style-type: none"> • Maintain working knowledge of BCP and relevant BCSPs • Participate in monitor and review activities • Participate in and ensure appropriate levels of training are undertaken <p>On Activation:</p> <ul style="list-style-type: none"> • Manage the activation of the BCP and open the Control Centre • Regularly report back to other members of CMT • Notify and liaise with stakeholders • Maintain and provide the focal point in communications to the workers • Establish and chair all BRT meetings • Coordinate any detailed restoration plan • Delegate tasks and oversee resumption of activities • Monitor the gathering of business interruption event information • Maintain information and report on costs to BRT Owner • Promote the wellbeing and safety of all workers • Provide briefings as required to the BRT Owner • Establish and communicate Media strategy in consultation with CEO and Mayor 		
Date approved			

Business Recovery Team Coordinator

RESPONSIBILITY STATEMENT			
Position	BRT Coordinator	Workers Position	Manager People, Culture and Safety
During absence the role will be assumed by (Proxy)		P&C Support Officer	
Position Statement	The BRT Coordinator shall assist the BRT Leader in the management of the business resumption activities. The BRT Coordinator shall be familiar with the BCP, BCSPs and team responsibilities.		
Knowledge Requirements	<ul style="list-style-type: none"> • High level knowledge of overarching BCP • Understanding of organisation activities and service delivery priorities • High level knowledge of internal key contacts and accountabilities • Understanding of safe work practices and risk assessment 		
Responsibilities	<p>The BRT Coordinator is required to report to the BRT on the currency of individual and business level continuity plans and activities.</p> <p>Responsibilities include:</p> <ul style="list-style-type: none"> • Pre event coordination of BCP and BCSPs with relevant owners • Coordination of training for CMT and BRT Members • Coordination of testing for the BCP • Resourcing of Control Centre <p>On Activation:</p> <ul style="list-style-type: none"> • Open Control Centre on direction of the CMT Leader, as required • Assist CMT Leader as required • Assess the onsite impacts • Coordinate the implementation of the BCSPs as required • Gather information and report on costs to CMT Leader (as applicable) 		
Date approved			

Business Recovery Team Support

RESPONSIBILITY STATEMENT			
Position	BRT Support	Workers Position	EA to the Director C&CS
During absence the role will be assumed by (Proxy)		EA to the Director Development Services	
Position Statement	The BRT Support is responsible for the administrative needs of the BRT.		
Knowledge Requirements	<ul style="list-style-type: none"> • High level knowledge of internal key contacts and resources • High level knowledge of administrative functions and arrangements 		
Responsibilities	<p>Responsibilities include:</p> <ul style="list-style-type: none"> • Maintain working knowledge of BCP and relevant BCSPs • Assist with co-ordination of testing for the BCP • Assist with resourcing of Control Centre <p>On Activation:</p> <ul style="list-style-type: none"> • Assist with the setup of the Control Centre and arrange stationary, equipment, etc. • Arrange resources to assist BRT Members (if required) • Make arrangements for all BRT Meetings • Provide general administrative support (including log of all events and actions, resumption status, BRT Members movements, etc.) • Create and maintain a chronological log of meetings and decisions made • Assist CMT Leader as required • Gather information and report on costs to CMT Leader (as applicable) • Coordinate the notification to the Local Government Risk Services (LGRS) insurer to facilitate insurance requirements 		
Date approved			

Business Recovery Team Member

RESPONSIBILITY STATEMENT			
Position	BRT Member	Workers Position	1. Manager Business and Public Relations 2. Manager Development Services 3. Assets Manager 4. EA to the CEO and Mayor
During absence the role will be assumed by (Proxy)		1. HR Officer 2. Senior Compliance Officer 3. Operations Manager 4. Executive Support Officer	
Position Statement	These workers are designated members of the BRT and charged with implementing the whole organisational response while maintaining responsibility for the continuity and recovery actions of their individual business units.		
Knowledge Requirements	<ul style="list-style-type: none"> • High level knowledge of organisation activities and service delivery priorities • High level knowledge of group BCSPs • High level knowledge of overarching BCP 		
Responsibilities	Responsibilities include: <ul style="list-style-type: none"> • Maintain working knowledge of BCP and relevant BCSPs • Participate in training/testing and monitor/review the activities • Participate in and ensure appropriate levels of training are undertaken with BCSP managers On Activation: <ul style="list-style-type: none"> • Operate as a member of the BRT • Ascertain the impact on department activities and report to BRT • Co-ordinate business units BCSP implementation as required • Monitor implementation against the BCP • Maintain information and report on costs to BRT Coordinator • Maintain communications with business unit workers • Maintain flow of information to the CMT Leader 		
Date approved			

APPENDIX E – Business Continuity Declaration Form

<div style="background-color: #cccccc; padding: 5px; border-radius: 5px 5px 0 0;"> <h1 style="margin: 0; color: white;">YORKE PENINSULA COUNCIL</h1> </div>	<p style="font-size: small;"> PRINCIPAL OFFICE: 8 Elizabeth Street, Maitland Telephone (08) 8832 0000 ALL CORRESPONDENCE TO: PO Box 57, MAITLAND, SA 5573 Fax (08) 88532494 Email: admin@yorke.sa.gov.au Website: www.yorke.sa.gov.au </p> 
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BUSINESS CONTINUITY DECLARATION FORM	SF Responsible Officer: CEO Issue Date: Next Review Date:
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Declaration (completed by the CEO or the CMT Leader)			
Business Continuity Name:			
Description:			
Declaration date:		Declaration Time:	
Initial CMT Conference activated:	<input type="checkbox"/> Yes <input type="checkbox"/> No	Date:	
Business Recovery Team Activated:	<input type="checkbox"/> Yes <input type="checkbox"/> No	Date:	
Comments:			

Contact Details (Internal/ Coordinating Agency/ Emergency Services – if known)			
Name:		Position:	
Organisation/ Agency:			
Mobile No:		Email:	
Name:		Position:	
Organisation/ Agency:			

Resumption of Business as Usual (to be completed by the CMT Leader)			
Resumption Date:		Resumption Time:	
Total Days:		Total Hours:	

Signed by the CMT Leader (at the resumption of Business as Usual)			
Name:		Date:	
Signature:			

Printed copies are considered uncontrolled.
 Before using a printed copy, verify that it is the current version.

Updated

APPENDIX F – Business Recovery Team Meeting Action Checklist

First Three Hours	Responsibility	Completed
1. Undertake a site assessment with area managers if possible. Main points: <ul style="list-style-type: none"> • Receive initial reports. • Assess the effect of the incident on all critical business functions. • Which business units can use the site immediately? • Which business units can use the site after cosmetic attention? • When can they re-occupy the site? • Which business units cannot be re-housed in the short term? • Which priority one functions can share accommodation on a temporary basis? • Decide on outline strategy for re-occupation of and/or re-deployment to an alternative site. 	CMT Leader and BRT Coordinator	
2. Establish the recovery operations centre either on or off site and use the centre as the main point of contact for the emergency services, public utilities, CMT and workers.	CMT Leader	
3. Manage incident log.	BRT Support	
4. Coordinate briefing sessions with workers, community members and the media.	CMT Leader/BRT Owner	
5. Organise safety survey and arrangements to make the site secure.	BRT Coordinator/ BRT Member	
6. After consultation with the BRT Members, start planning the order of the business unit reinstatement in accordance with pre-planned priorities.	CMT Leader/BRT Coordinator	
7. Contact IT and alert them to possible action who will be responsible for coordinating the impact on IT hard/software, peripherals, network installations and telephone network.	BRT Member (Manager Business and Public Relations)	
8. Consider salvage options. Liaise with business unit managers and make an initial assessment about the replenishment of damaged furniture, fittings, equipment and supplies. Coordinate provision of essential items.	BRT Member (Operations Manager/ Manager Development Services) BRT Coordinator/BRT Support	
9. Schedule and coordinate second BRT meeting after the first three hours.	BRT Support	
10. Start and maintain a record of financial expenditure.	BRT Coordinator	
11. Collate information as may be required for insurance purposes.	BRT Support	
12. Monitor workers welfare issues taking into consideration many workers may be upset by the event, may have lost colleagues, personal belongings, etc., may have to be working from an alternative location after an event, etc. Utilisation of counselling services as appropriate.	BRT Member (EA to the CEO and Mayor)	

Next 24 Hours	Responsibility	Completed
1. The CMT Leader will chair a second meeting of the BRT with the following objectives: a) to receive updates to initial reports; b) to agree to objectives for the next 24 hours; c) to establish workers rosters.	CMT Leader	
2. Schedule and coordinate third BRT meeting for 24 hours later and continue to maintain log of events.	CMT Support	
3. Set up an Information Board at the Control Centre containing: a) Current Operations - showing all tasks currently being carried out; b) Contacts Display - showing all important contact numbers in regular use; and c) Resources Allocation - showing resources location, resources committed and resources available.	BRT Members (Manager Business and Public Relations/EA to CEO and Mayor)	
4. Keep workers, community members and communications up to date via email, noticeboards or briefings and provide regular updates to BRT Owner verbally or via email.	CMT Leader	
5. As per BCSP, either: a) Plan to re-allocate office space on site in order of priorities; or b) Move to an alternative site.	BRT Members	
6. Coordinate with BRT Members the essential services with public utilities and other suppliers at either the disaster site or alternative site (electricity, heating, lighting, water, air conditioning, fire detection/alarm systems, access control systems, telephones) as necessary.	BRT Coordinator/BRT Support	
7. Coordinate IT to: a. Finalise telecommunications services to the required site(s); b. Define the priorities for restoring networks and data on a gradual basis in order to provide a minimum initial communications requirement for departmental critical functions; c. Prepare to initiate interim back-up procedures for priority systems; and d. Finalise requirements for hardware/software and peripherals replacements and agree on installation schedules.	BRT Member (Manager Business and Public Relations)	
8. Check on measures being taken for disaster site safety and security.	BRT Coordinator/BRT Member (PCS Support Officer)	
9. Coordinate and agree on office equipment and supplies delivery schedules with Suppliers.	BRT Member (Manager Business and Public Relations/ EA to the CEO and Mayor)	
10. Consult with BRT members, arrangements for reinstating critical business functions in priority order whether on-site or at alternative premises. Brief directly affected workers accordingly.	BRT Members	
11. Ensure community members are re-assured that service delivery will be returned to normal as soon as possible via email, noticeboards or briefings.	BRT Owner	
12. Develop workers roster if extended use of a Control Centre is expected.	BRT Member (EA to the CEO and Mayor)	
13. Implement a salvage plan and arrange temporary storage as necessary.	BRT Member (Operations Manager/ Manager Development Services)	
14. Reorganise postal arrangements as necessary.	BRT Support	

Next 24 Hours	Responsibility	Completed
15. Monitor Workers welfare issues taking into consideration many workers may be upset by the event, may have lost colleagues, personal belongings, etc., may have to be working from an alternative location after an event, etc. Utilisation of counselling services as appropriate.	BRT Member	

Next Month	Responsibility	Completed
1. Hold a third meeting to finalise plans and/or monitor progress.	CMT Leader	
2. Continue to maintain log of events.	BRT Support	
3. Keep workers, community members and communications up to date and provide regular updates to BRT Owner.	CMT Leader	
4. Update Information Board at the Control Centre.	BRT Members (Manager Business and Public Relations/ EA to the CEO and Mayor)	
5. Continue to keep financial records.	BRT Coordinator	
6. Monitor the installation/repair of essential services to the disaster site/alternative site (electricity, heating, lighting, water, air conditioning, fire detection, alarm systems, access, control systems, telephones).	BRT Coordinator/BRT Support	
7. Continue removal and re-deployment of salvaged items from the disaster site.	BRT Member (Manager Development Services)	
8. Monitor measures being taken for disaster site safety and security.	BRT Coordinator/BRT Member	
9. Maintain liaison with key insurance contacts.	BRT Support	
10. Continue to provide support/re-configuration to departments when required. Monitor the programme for installation and back-up of IT networks, hardware/software and peripherals in the agreed order of priority.	BRT Member (Manager Business and Public Relations)	
11. Monitor the programme for the delivery of supplies to the disaster/alternative site.	BRT Support	
12. Monitor the reinstatement of functions in order of priority and the consequent effects on service delivery.	BRT Members	
13. Monitor overall progress on a regular basis.	CMT Leader/BRT Owner	
14. Co-ordinate interim and/or final report drafting.	BRT Leader	
15. Monitor workers welfare issues taking into consideration many workers may be upset by the event, may have lost colleagues, personal belongings, etc., may have to be working from an alternative location after an event, etc. Utilisation of counselling services as appropriate.	BRT Member	
16. Ensure meetings continue until event is finalised.	CMT Leader/BRT Support	

APPENDIX G – Media Enquiry Record

Business Continuity – Media Enquiry Record Form			
Council Officer taking enquiry:			
Date:		Time of call:	
Journalist name:			
Contact numbers:			
Media outlet:			
Deadline:			
Publication date:			
Question:			
Response required by:			
Response provided to Media:			
Council Officer providing response:			
Date		Time:	

APPENDIX H – Example of Business Continuity Media Release

YORKE PENINSULA COUNCIL

PRINCIPAL OFFICE:
8 Elizabeth Street, Maitland
Telephone (08) 8832 0000
ALL CORRESPONDENCE TO:
PO Box 57, MAITLAND, SA 5573
Fax (08) 8853 2494
Email: admin@yorke.sa.gov.au
Website: www.yorke.sa.gov.au



DD/MM/YYYY

MEDIA RELEASE

On (insert day and date) at approximately (insert time) Council experienced a business interruption event (describe event) As a result of this event the following services are currently impaired:
(add / delete as appropriate)

- Rates
- Waste Water
- Roads
- Kerbside Household Waste
- Community Services
- etc

Services that are not impacted by the business interruption event include: (add / delete as appropriate)

- Depot Libraries
- etc

Alternate solutions are currently being put in place in line with Council’s Business Continuity Plan.

Council will advise the community via the media and other Council communication channels once service delivery strategies have been confirmed.

Council’s contact number remains (insert number) and will be manned from (insert times) until further notice.

Issued by

Andrew Cameron
Chief Executive Officer

END

BRANCH OFFICES

MINLATON: Phone 08 8853 3800
YORKETOWN: Phone 08 8852 0200
WAROOKA: Phone 08 8854 5055

SFXXX Post Incident Analysis (PIA) Action Form

Business Items	
1. Welcome	Actions Arising
•	•
2. Summary of Council Involvement	Actions Arising
•	•
3. Administration	Actions Arising
•	•
4. HR and WHS	Actions Arising
•	•
5. Media/ Communications/ Public Information	Actions Arising
•	•
6. Finance/ Cost Recovery	Actions Arising
•	•
7. ITC	Actions Arising
•	•
8. Fleet and Waste	Actions Arising
•	•
9. Operations	Actions Arising
•	•
10. Infrastructure	Actions Arising
•	•
11. Works	Actions Arising
•	•
12. Asset protection/ security	Actions Arising
•	•
13. Provision of Resources	Actions Arising
•	•
14. Command and Control	Actions Arising
•	•
15. Other	Actions Arising
•	•
Closure	
•	
Meeting closed (time):	

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Updated

SFXXX Post Incident Analysis (PIA) Action Form

Post Incident Analysis Action Plan				
Item	Action	By Who	By When	Date Completed
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				
13.				
14.				
15.				
16.				
17.				
18.				

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Updated

APPENDIX J – Pandemic Response Information Guide

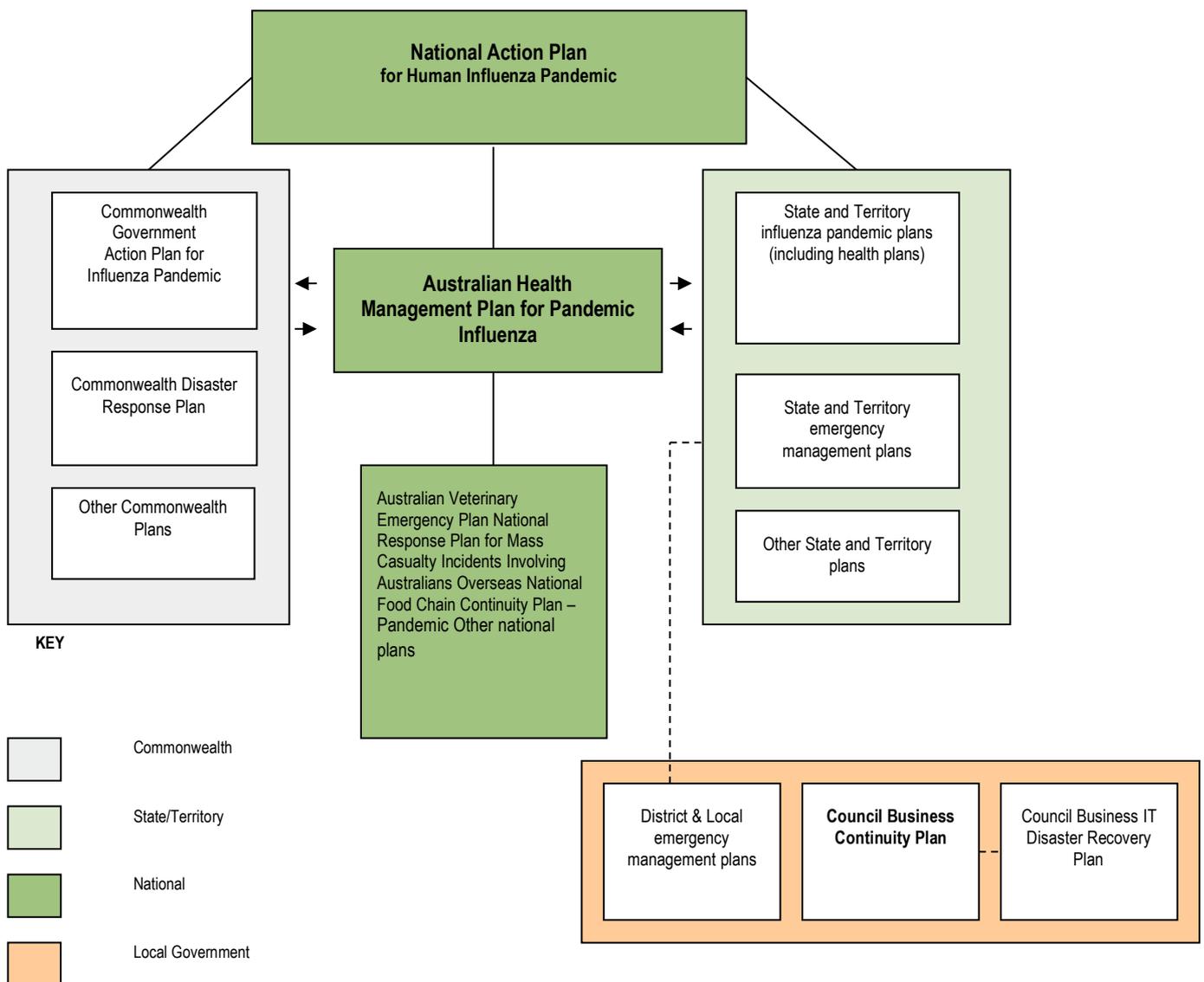
If a pandemic of any description was to eventuate within any local government area, it is probable that state level disaster plans would be activated, these plans are separate to Business Continuity Plans and have a community response focus.

Currently it is a requirement of the National Action Plan for Human Influenza Pandemic for all local government authorities to have in place a Business Continuity Plan.

Council's BCP model places the importance on identifying what functions are critical to the business in delivering it objectives, identifying likely failure scenarios (Pandemic, loss of IT etc) for those critical business functions and then developing plans to ensure the continuity of those critical functions.

A pandemic event occurring may result in the failure scenario occurring "loss of critical staff". It is the impact of that loss scenario that the business continuity plan is design to respond to.

National, State & Local Pandemic Planning Matrix



Phases of Human Influenza Pandemic

		<i>Global phase</i>	<i>Australian phase</i>	<i>Description of phase</i>	<i>AHMPPPI 2008</i>	
RECOVERY	PREVENTION AND PREPAREDNESS	AUS 0		No circulating animal influenza subtypes in Australia that have caused human disease	Australian phases	
		1	Overseas 1	Animal infection overseas: the risk of human infection or disease is considered low		
			AUS 1	Animal infection in Australia: the risk of human infection or disease is considered low		
		2	Overseas 2	Animal infection overseas: substantial risk of human disease		
			AUS 2	Animal infection in Australia: substantial risk of human disease		
		3	Overseas 3	Human infection overseas with new subtype/s but no human to human spread or at most rare instances of spread to a close contact	ALERT	
	AUS 3		Human infection in Australia with new subtype/s but no human to human spread or at most rare instances of spread to a close contact			
	RECOVERY	RESPONSE	4	Overseas 4	Human infection overseas: small cluster/s consistent with limited human to human transmission, spread highly localised, suggesting the virus is not well adapted to humans	DELAY
				AUS 4	Human infection in Australia: small cluster/s consistent with limited human to human transmission, spread highly localised, suggesting the virus is not well adapted to humans	
			5	Overseas 5	Human infection overseas: larger cluster/s but human to human transmission still localised, suggesting the virus is becoming increasingly better adapted to humans, but may not yet be fully adapted (substantial pandemic risk)	DELAY
				AUS 5	Human infection in Australia: larger cluster/s but human to human transmission still localised, suggesting the virus is becoming increasingly better adapted to humans, but may not yet be fully adapted (substantial pandemic risk)	
			6	Overseas 6	Pandemic overseas: increased and sustained transmission in general population	DELAY
				AUS 6a	Pandemic in Australia: localised (one area of country)	CONTAIN
		AUS 6b		Pandemic in Australia: widespread	SUSTAIN	
		AUS 6c		Pandemic in Australia: subsiding	CONTROL	
		RECOVER		AUS 6d	Pandemic in Australia: next wave	RECOVER
		RECOVERY				

Source: National Action Plan April 2009

Recommended Actions for Australian Businesses

Aus Phase	Description of phase	Recommended Actions for Australian Businesses
Aus 4	Human infection in Australia: Smaller cluster(s) consistent with limited human to human transmission, spread highly localised, suggesting the virus is not well adapted to humans	<ul style="list-style-type: none"> • Consider implementing remote work arrangements • Consider suspending all overseas/interstate travel • Purchase health and safety consumables such as disinfectant, gloves and face masks • Distribute hard copies of staff contact and supplier contact list • Educate staff that if they get sick and recover, they should return to work as they will be immune to the disease. If they believe they are unwell, they should not go to work. • Prepare rosters that have no overlaps and include sufficient time for disinfecting the area before the new shift arrives • Encourage staff to eat at their desks and stagger breaks to prevent groups meeting in the break rooms • Provide staff with details of the location of fever clinics, designated influenza hospitals, infection control guidelines, the hotline for influenza and other relevant information • Exercise the Business Continuity Plan examine how continuity will be affected in an environment of high absenteeism including up to 50% absenteeism, when regions are quarantined, preventing staff and goods from leaving or arriving, and when schools are closed and other social distancing is introduced. • Plan to allow staff to work from home • Plan for ways to increase social distancing in the workplace, e.g. video conferencing • Identify the conditions where all but the critical functions would be suspended • Update company succession plans in case the key staff succumb • Review insurance policies for pandemic coverage
Aus 5	Human infection in Australia: larger cluster(s) but human to human transmission still localised, suggesting the virus is becoming increasingly better adapted to humans, but may not yet be fully adapted	<ul style="list-style-type: none"> • Activate remote work arrangements • Implement social distancing at work • Cancel all non-essential work • Activate rosters that have no overlaps and include sufficient time for disinfecting the area before the new shift arrives • Maximise building ventilation • Require staff to wear surgical masks, introduce cough etiquette and other hygiene measures • Undertake daily temperature checks of staff • Clean phones and all touched surfaces between shifts
Aus 6a	Pandemic in Australia: localised (one area of country)	<ul style="list-style-type: none"> • Maintain a register of staff who get sick but recover, as they are immune to the disease.
Aus 6b	Pandemic in Australia: Widespread	<ul style="list-style-type: none"> • Encourage immune staff to return to work • Maintain contact with all employees and provide situational updates
Aus 6c	Pandemic in Australia: Subsided	<ul style="list-style-type: none"> • When vaccine becomes available, organise for all non-immune staff to be vaccinated as early as practical • Implement plan for the restoration of operations

Adapted from: *National Security Briefing Notes May 2009*