

Yorke Peninsula Council

Business Continuity Plan 2023



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1 INTRODUCTION

1.1 Overview of Framework

The Business Continuity Plan (BCP) will ensure that appropriate structures and protocols are in place that enable an effective response to a business interruption event that has the potential to impact on Yorke Peninsula Council (Council) objectives (Attachment 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 which 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. Separate workplace emergency arrangements that are the responsibility of the Emergency Planning Committee are in place including the following Emergency Management documentation:

Community Emergency Management

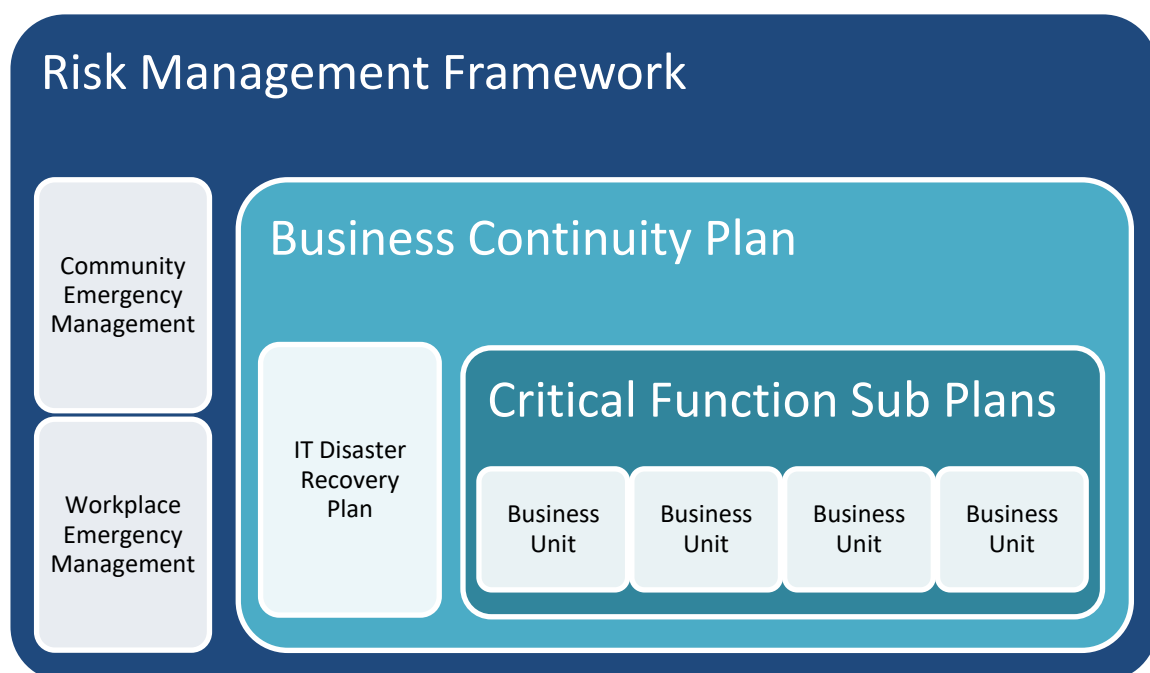
Council will work with the lead emergency service organisations during a community event.

- Yorke Peninsula Community Emergency Management Plan 2021-2025;
- Community Emergency Management and Disaster Recovery Policy (PO178);
- Incident Operations Arrangements 2021-2025;
- Provision of Council Resources During an Emergency Event Procedure (PR146);
- Employee Emergency Response Support Register (RO79); and
- Emergency Services Plant and Equipment Register (RO080).

Workplace Emergency Management

In all cases of activation of an emergency event that affects Council workplaces, the Chief Warden(s) will brief Council's Commander of any implications for business continuity as a result of the emergency plan activation. Council will work in accordance with the:

- Workplace Emergency Management Policy (PO005);
- Workplace Emergency Management Procedure (PR080);
- Workplace Emergency Evacuation Plans (WEEPs).



1.2 Purpose

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 BCP in isolation does not build capability, but it provides the approach to establishing effective capability. Whilst the plan is important, it is an outcome of the planning and analysis process and is a blueprint document to kick-start the response to a business interruption event.

The BCP and associated Critical Function Sub Plans identify 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;
- IT disaster recovery hardware located in another Council district;
- 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 occurrence 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 Plans (IT DRP). The BCP framework 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 within Council is to:

- Corporate Management Team (CMT);
- Incident Management Team (IMT);
- Business Continuity Sub Plan workers; and

- Council Staff.

1.8 Authority

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

Training is provided to the IMT members as part of the BCP implementation.

Managers should be familiar with key deliverables as detailed in the Critical Function Sub Plans relevant to their area 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 (public version) and intranet (full version with Critical Function Sub Plans).

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

- Maitland Council Office safe;
- Minlaton Council Office strong room; and
- Yorketown Council Office safe.

1.11 Validation and Testing

Business Continuity Management is a process, not an event. Annual testing of the BCP plan is undertaken to ensure the BCP remains viable into the future.

The testing may include all aspects of the BCP, but not necessarily all in one year. The Business Continuity Critical Function Sub Plans will be reviewed biannually. Volatile information such as contact lists, or areas that are constantly undergoing changes, may be validated more frequently.

1.12 Monitoring and Review

Monitoring and review is integral to ensuring the BCP is implemented. The BCP will be reviewed within six months of each new Council term or as necessary in consideration to any significant changes to Council's operations, legislation and relevant standards, codes and guidelines, audit findings and/or after a test scenario as deemed necessary by the Chief Executive Officer (CEO).

Activity for Review		Accountability	Timeframe
1	BCP (Overarching Plan) including review of the Business Impact Analysis	IMT via the IMT Logistics Officer	Four Yearly Council Endorsement Monitor annually for minor updates during Council term and update if required
2	BCP Training	IMT via the IMT Logistics Officer	Annual training brief or refresher sessions
3	BCP Exercise	IMT via the IMT Logistics Officer	Annual desk top exercise. Simulation exercise every 2 years.

Activity for Review	Accountability	Timeframe
Executive Services Chief Executive Officer (CEO), Governance and Business Improvement		
Business Continuity Critical Function Sub Plans	Executive Assistant (EA) to CEO and Mayor and Executive Support Officer (in consultation with relevant workers)	Biannual review
Corporate and Community Services People Culture and Safety, Finance, Business and Public Relations		
Business Continuity Critical Function Sub Plans	Relevant Managers (in consultation with relevant workers)	Biannual review
Development Services Planning, Environmental Health and Compliance		
Business Continuity Critical Function Sub Plans	Relevant Managers (in consultation with relevant workers)	Biannual review
Assets and Infrastructure Services Operations, Works and Infrastructure		
Business Continuity Critical Function Sub Plans	Relevant Managers (in consultation with relevant workers)	Biannual 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 BCP IMT 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 (Attachment 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, a Standard Response Action Plan has been developed for the whole of organisation and is available at (Attachment C).

The Standard Response Action Plan 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 relevant section impacted by the business disruption event is responsible for the implementation of the actions identified in the Standard Response Action Plan. If more than one section is impacted by the disruption, the responsibility is shared. Where the IMT has been activated in response to the disruption, the CMT Leader or IMT Logistics Officer will delegate responsibility as they see fit.

The Standard Response Action Plan is owned by the Director Corporate and Community Services who has overall responsibility for this plan. The routine management of the Standard Response Action Plan 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 documents are listed below (total of nineteen).

Executive Services

- Leadership and Executive Support; and
- Governance.

Assets and Infrastructure Services

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

Corporate and Community Services

- Council Fleet Vehicles;
- Customer Service;
- Finance – Creditors;
- Leisure Options;
- Payroll;
- Risk and Assurance (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 INCIDENT MANAGEMENT TEAM

2.1 IMT – Roles and Responsibilities

The IMT 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 IMT 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 IMT to focus on the strategic or whole of business response to the interruption event. Each position in the IMT is to have an alternative member (proxy) identified and trained in the role.

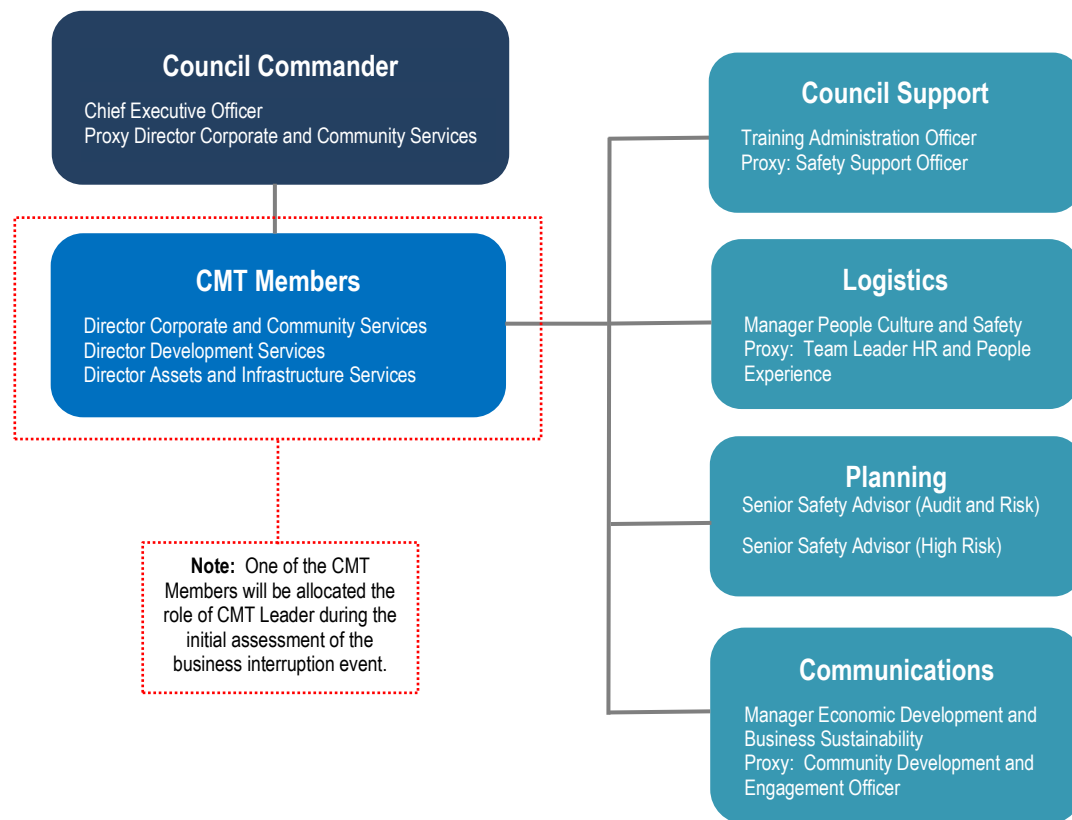
Responsibility Statements for each position in the IMT and supporting positions have been developed to ensure there are clear directions available for each of the IMT members. All responsibility statements are approved by the IMT (Attachment D).

2.2 IMT Structure

The IMT key positions are listed below including:

- **Council Commander** – Council's Chief Executive Officer
- **CMT Leader** – Allocated during the initial assessment of the business interruption event and delegated by the Council Commander with authority to coordinate recovery actions.
- **Communications** – the collection and preparation of information suitable for dissemination to the public and other stakeholders.
- **Logistics** – the acquisition of human and physical resources, facilities, services and materials to support the IMT.

- **Planning** – the collection, analysis and dissemination of information and development of plans during the recovery process.
- **Support** – provision of support to the IMT.



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 Leader.

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 with the relevant Director for any event that has the potential to impact on the service delivery of Council. Upon this notification, the Director (as a CMT Member) will discuss with the Council Commander (CEO) and other CMT Team Members (if available) the potential impacts upon Council business. The following information will be exchanged during the discussion:

- 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 notification process, 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 as the CMT Leader role.

The CMT Leader will draft internal and external communications for discussion at the initial IMT meeting.

4 INITIAL ACTION REQUIRED

4.1 Assessment

Following declaration of a business continuity event, the CMT Leader will:

- Coordinate a preliminary impact risk assessment on facility and technology infrastructure in conjunction with the IMT Logistics team member and relevant staff.

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

Unless declared a crime scene (in which case the SA Police will be the Control Agency and in control of the event), the relevant emergency service (SES or CFS) will initially control access to the site and will direct and be present at any inspections. The Chief Fire Warden will provide the emergency service with a copy of Council's BCP as soon as reasonably practicable (if requested). 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 on the extent of the damage, the services adversely affected, and an estimate of the time required for restoration.

4.2 Initial Incident Management Team Meeting

As soon as practicable after the initial assessment, a meeting consisting of the IMT is required. The CMT Leader will coordinate the meeting with the assistance of the IMT Support team member. The Business Continuity Declaration form will be completed to capture all required information (Attachment E).

The IMT will manage the restoration of business activities in line with the responsibility's statements and alert/deploy other members within Council business units, as required.

The initial meeting of the IMT 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) Identifying recovery tasks required.
- c) Implementing the Business Continuity Critical Function Sub Plans.
- d) Agreeing on each team members objectives for the following three hours.
- e) Setting up a second meeting for three hours later.
- f) 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 IMT Support 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 IMT are located at Attachment F.

5 CONTROL CENTRE AND COMMUNICATION MANAGEMENT

5.1 Control Centre

A Control Centre will be 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 IMT Logistics member.

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. Other Town Hall facilities within the district, which may include but not limited to 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 Office 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 IMT 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 either within the kit or available at the office/depot site:

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 copy of the Business Continuity Documents	Cups, paper plates and cutlery	Small toiletries, tissues and toilet paper
First Aid Kit	Bottled Water	
Battery phone charger	ANZ Token Holders (Maitland and Yorketown only)	

During an interruption event if ANZ 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 IMT 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 CEO or the Mayor divulges any information to the media. This extends to contractors and other service providers and agencies. The CEO 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 (Attachment G) and submit the form to the IMT Communications team member.

Business Continuity Media Statements may be prepared (Attachment H provides an example).

5.5 Control Centre Stand Down

The stand down of a Control Centre will be at the discretion of the Council's Commander 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 event is deemed to be over following the resumption of business as usual. A post incident analysis (PIA) may 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 (Attachment I - Post Incident Analysis and Action Form).

6 BUSINESS CONTINUITY INSTRUCTIONS

6.1 Emergency Contacts - Incident Management Team

The IMT will maintain up to date contact details (Attachment J).

6.2 Council Contact List

For a full list of the Council Contacts, refer to ISO40 (Attachment K).

6.3 Councillors

For a full list of the Councillors, refer to ISO22 (Attachment L).

6.4 Buildings

Where	Work Telephone	Address
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 Depot	8854 5408	14 Oval Avenue, Warooka, SA 5577

6.5 Pandemic Response Information

If a pandemic of any description is declared within the Council area, the State Level Disaster Plans will be activated. These plans are separate to Business Continuity Plans and have a community response focus (Attachment M).

7 DEFINITIONS

Term	Definition
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.

Term	Definition
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.
Incident Management Team (IMT)	An assembly of management representatives and other seconded workers formed for the express purpose of responding to an organisational crisis. IMT management structure will overlay all normal management structures during the response process.
Business Continuity Critical Function Sub Plan	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.

SA Health Emergency Management Framework – Pandemic Influenza Plan – SA Health Version 5.1 October 2018

Australian Health Management Plan for Pandemic Influenza – Department of Health August 2019

9 DOCUMENT REVIEW

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

Date	Version No.	Review Summary
Jun 2016	1.0	New Document
Apr 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 IMT 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.
May 2020	3.0	Minor formatting and rewording. Updated title of Emergency Management Committee to Emergency Planning Committee, updated 1.9 Training and Communication, 1.11 Validation and Testing and 1.12 Monitoring and Review. Added Manager Assets and Senior Development Officer to ANZ Token Holders and provided new attachments at J and L. Updated Attachment C Standard Response Action Plan and Attachment M Pandemic Response Information Guide
March 2023	4.0	Realignment of Incident Management Team members and responsibility statements in line with staff changes. Minor formatting and rewording. Added in Community and Workplace Emergency Management detail.

ATTACHMENT 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)

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.

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 Corporate Management Team, 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.

ATTACHMENT 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 IMT (coming together to direct, oversee and support the emergency, continuity and recovery response phases.

Overview of Business Unit

Departments and Business Units							
Executive Services	Assets & Infrastructure Services		Corporate and Community Services			Development Services	
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?	
Function	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?	
Function	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?	
Function	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
HR - Payroll	X		X		X		X					X	
HR/Industrial Relations	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?	
Function	Yes	No	Yes	No	Yes	No	< 1 wk	1 wk – 4 wks	< 3 mths	> 3-6 mths	> 1 year	Yes	No
Finance - Insurance (policies, claims and advisory)	X		X		X		X					X	
Leisure Options	X			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?	
Function	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
Planning – Planning Assessment Services and Building Assessment Services	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?	
Function	Yes	No	Yes	No	Yes	No	< 1 wk	1 wk – 4 wks	< 3 mths	> 3-6 mths	> 1 year	Yes	No
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

ATTACHMENT 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)
Communication Notify internal stakeholders delivery of the function has been disrupted until further notice or a date specified	<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) IMT, if the IMT has been activated
Communication Notify external stakeholders delivery of the function has been disrupted until further notice or a date specified	<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 IMT Communication team member (if the IMT has been activated) Where the impacted facility is not council owned, ensure joint use partners and/or lessors are contacted
Information Technology Failure of ICT systems	<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
Pandemic Influenza A pandemic event may result in the loss of key staff	<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 and home safety checks 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 sanitiser, disinfectant, gloves and face masks etc. Require staff to wear surgical masks (if required), 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 may be immune to the disease Maintain a register of staff who get sick and recover as they are immune to the disease Encourage staff to eat at their desks and stagger breaks to prevent groups congregating Consider allowing staff to work from home

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>
	<ul style="list-style-type: none"> • Plan ways to increase social distancing in the workplace e.g. video conferencing • Offer flu vaccinations to all staff during flu season • When vaccine becomes available, offer to staff as early as practical
Staff Resourcing Reallocate existing, source additional staff	<ul style="list-style-type: none"> • 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)
Workplace Disruption Identify and relocate to alternate workplace	<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)

ATTACHMENT D – Responsibility Statements

Council Commander

RESPONSIBILITY STATEMENT			
Position	Council Commander	Workers Position	CEO
During absence the role will be assumed by (Proxy)		Director Corporate and Community Services (C&CS)	
Position Statement	The Council Commander is the Owner by definition and is assumed to be the CEO, however the CEO does have the discretion to appoint an alternative Council Commander where the nature or location of the event warrants such action. The Council Commander 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. 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 CMT Leader if the BCP is to be activated.		
Knowledge Requirements	<ul style="list-style-type: none">• High level knowledge of organisation activities and service delivery priorities• Community, Business and Regulatory contacts		
Responsibilities	The Council Commander shall make decisions as to the best strategy for business resumption based on information received by the CMT Leader. Responsibilities include: <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 On Activation: <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		

Corporate Management Team Leader

RESPONSIBILITY STATEMENT			
Position	CMT Leader	Workers Position	Director (to be allocated)
During absence the role will be assumed by (Proxy)		Director	
Position Statement	A successful IMT relies on expertise from within the organisation as they are the people that understand the business processes and related risks. Accordingly, the IMT 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. The CMT Leader is responsible for managing all resumption activities when a business continuity event is declared and the BCP is invoked by the Council Commander.		
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 IMT Leader shall manage the best strategy for business resumption based on information received from other IMT 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 IMT 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 IMT Owner• Promote the wellbeing and safety of all workers• Provide briefings as required to the IMT Owner• Ensure communicate/media strategy in coordinated by the IMT Communications team member in consultation with CEO and Mayor		

Incident Management Team Logistics

RESPONSIBILITY STATEMENT			
Position	Logistics	Workers Position	Manager People, Culture and Safety
During absence the role will be assumed by (Proxy)		Team Leader, HR and People Experience	
Position Statement	The Incident Management Team (IMT) Logistics team member shall assist the CMT Leader in the management of the business resumption activities. The Logistics team member 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 IMT Logistics team member is required to report to the IMT 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 IMT 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• Coordinate the implementation of the Critical Function Sub Plans as required• Gather information and report on costs to CMT Leader (as applicable)		

Incident Management Team Communications

RESPONSIBILITY STATEMENT			
Position	Communications	Workers Position	Manager Economic Development and Business Sustainability
During absence the role will be assumed by (Proxy)		Community Development and Engagement Officer	
Position Statement	The Incident Management Team (IMT) Communications team member will assist the CMT Leader and Council Commander to ensure communications are maintained during an event. The IMT Communications team member will assist to implement 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 critical function sub plans• High level knowledge of overarching BCP		
Responsibilities	<p>Responsibilities include:</p> <ul style="list-style-type: none">• Maintain working knowledge of BCP and relevant Critical Function Sub Plans• Participate in training/testing and monitor/review the activities <p>On Activation:</p> <ul style="list-style-type: none">• Operate as a member of the IMT• Establish and communicate Media strategy in consultation with CEO/ Mayor and CMT Leader• Assist to co-ordinate business units Critical Function Sub Plans implementation (as required)• Monitor implementation against the BCP• Maintain information and report on costs to IMT Logistics team member• Maintain communications with business unit workers• Maintain media and social media• Maintain media enquiry records• Maintain flow of information to the CMT Leader		

Incident Management Team Planning

RESPONSIBILITY STATEMENT			
Position	Planning	Workers Position	Senior Safety Advisor (Audit and Risk)
During absence the role will be assumed by (Proxy)		Senior Safety Advisor (High Risk)	
Position Statement	The Incident Management Team (IMT) Planning Officer will assist the IMT Members to assess impacts and risk exposure levels as a result of the business interruption event. The IMT Planning team member will assist to implementing the whole organisational response while maintaining responsibility for the continuity and recovery actions as requested by the CMT Leader.		
Knowledge Requirements	<ul style="list-style-type: none">• High level knowledge of organisation activities and service delivery priorities• High level knowledge of overarching BCP and understanding of Critical Function Sub Plans		
Responsibilities	<p>Responsibilities include:</p> <ul style="list-style-type: none">• Maintain working knowledge of BCP and relevant Critical Function Sub Plans• Participate in training/testing and monitor/review the activities <p>On Activation:</p> <ul style="list-style-type: none">• Operate as a member of the IMT• Ascertain the impact on department activities and report to IMT• Organise safety survey and arrangements to make the site secure.• Assess any other onsite impacts and risk exposure levels including rolling out risk mitigation strategies as appropriate• Coordinate the notification to the Local Government Risk Services (LGRS) insurer to facilitate insurance requirements• Assist to coordinate business units Critical Function Sub Plan implementation (as required)• Monitor implementation against the BCP• Maintain information and report on costs to IMT Logistics Officer• Maintain flow of information to the CMT Leader		

Incident Management Team Member – Support

RESPONSIBILITY STATEMENT			
Position	Support	Workers Position	Training Administration Officer
During absence the role will be assumed by (Proxy)		Safety Support Officer	
Position Statement	The Incident Management Team (IMT) Support team member is responsible for the administrative needs of the IMT.		
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 Critical Function Sub Plans• 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 IMT Members (if required)• Make arrangements for all IMT Meetings• Provide general administrative support (including log of all events and actions, resumption status, IMT 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)		

ATTACHMENT E – Business Continuity Declaration Form

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



BUSINESS CONTINUITY DECLARATION FORM

SF
Responsible Officer: CEO
Issue Date:
Next Review Date:

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

ATTACHMENT F – Incident Management 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 Logistics	
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.	Support	
4. Coordinate briefing sessions with workers, community members and the media.	CMT Leader/ Council Commander	
5. Organise safety survey and arrangements to make the site secure.	Planning	
6. After consultation with the IMT Members, start planning the order of the business unit reinstatement in accordance with pre-planned priorities.	CMT Leader/ Logistics	
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.	IMT	
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.	Planning/ Logistics and Support	
9. Schedule and coordinate second IMT meeting after the first three hours.	Support	
10. Start and maintain a record of financial expenditure.	Logistics	
11. Collate information as may be required for insurance purposes.	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.	Logistics	

Next 24 Hours	Responsibility	Completed
1. The CMT Leader will chair a second meeting of the IMT 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 IMT meeting for 24 hours later and continue to maintain log of events.	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.	Communications	
4. Keep workers, community members and communications up to date via email, noticeboards or briefings and provide regular updates to IMT 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.	IMT Members	
6. Coordinate with IMT 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.	Planning/ 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.	CMT Leader	
8. Check on measures being taken for disaster site safety and security.	Planning	
9. Coordinate and agree on office equipment and supplies delivery schedules with Suppliers.	Logistics	
10. Consult with IMT members, arrangements for reinstating critical business functions in priority order whether on-site or at alternative premises. Brief directly affected workers accordingly.	IMT 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.	Council Commander	
12. Develop workers roster if extended use of a Control Centre is expected.	Logistics	
13. Implement a salvage plan and arrange temporary storage as necessary.	Planning	
14. Reorganise postal arrangements as necessary.	Support	
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.	Logistic	

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.	Support	
3. Keep workers, community members and communications up to date and provide regular updates to Council Commander.	CMT Leader	
4. Update Information Board at the Control Centre.	Communications	
5. Continue to keep financial records.	Logistics	
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).	Planning/ Support	
7. Continue removal and re-deployment of salvaged items from the disaster site.	Planning	
8. Monitor measures being taken for disaster site safety and security.	Planning	
9. Maintain liaison with key insurance contacts.	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.	CMT Leader	
11. Monitor the programme for the delivery of supplies to the disaster/alternative site.	Support	
12. Monitor the reinstatement of functions in order of priority and the consequent effects on service delivery.	IMT Members	
13. Monitor overall progress on a regular basis.	CMT Leader/ Council Commander	
14. Co-ordinate interim and/or final report drafting.	CMT 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.	IMT Members	
16. Ensure meetings continue until event is finalised.	CMT Leader/ Support	

ATTACHMENT 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:	

ATTACHMENT 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

ATTACHMENT I – Post Incident Analysis and Action Form

YORKE PENINSULA COUNCIL

PRINCIPAL OFFICE:
8 Elizabeth Street, Maitland
ALL CORRESPONDENCE TO:
PO Box 57, MAITLAND, SA 5573
Telephone (08) 8832 0000
Email: admin@yorke.sa.gov.au
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POST INCIDENT ANALYSIS (PIA) ACTION FORM

SF344

Responsible Officer: Manager People
Culture and Safety

Issue Date: 07/02/2023

Next Review Date: February 2027

PIA Date:		PIA Time:	
Incident Name:			
Incident type/impact:			
Incident start date:		Start time:	
Incident finish date:		Finish time:	
Control agency:			
Incident controller name:			

Meeting attendance			
Position	Name	Role	Present



Business Items	
1. Welcome	Actions Arising
2. Summary of Council Involvement	Actions Arising
•	•
3. Administration	Actions Arising
•	•
4. HR and WHS	Actions Arising
•	•

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Before using a printed copy, verify that it is the current version.

Updated: 07/02/2023

SF344 Post Incident Analysis (PIA) Action Form

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: 07/02/2023

SF344 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: 07/02/2023

ATTACHMENT J – Emergency Contacts - Incident Management Team

<i>Position Title</i>	<i>Team Member</i>	<i>Telephones W – Work M – Mobile</i>	<i>Proxy Title</i>	<i>Proxy</i>	<i>Telephones W – Work M – Mobile</i>
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This section is available for viewing in the internal copy of the BCP. Information is omitted in the external version.

ATTACHMENT K – Council Contact Details IS040

This section is available for viewing in the internal copy of the BCP. Information is omitted in the external version.

ATTACHMENT L – Councillor Contact Details ISO22

This section is available for viewing in the internal copy of the BCP. Information is omitted in the external version.

ATTACHMENT M – Pandemic Response Information Guide

From within the Department for Health and Wellbeing, the Disaster Management Branch (DMB) provides strategic leadership and direction for SA Health in preparing for, responding to and recovering from major incidents, emergencies and disasters that occur in South Australia as well as nationally or internationally. Within the South Australian Government's emergency management arrangements, SA Health is:

- Hazard Leader for human disease
- Control Agency for human epidemic and food & drinking water contamination

SA Health fulfils its responsibilities to the State arrangements through a comprehensive Prevention, Planning, Response and Recovery (PPRR) approach, including development of response and recovery plans and implementation of education, training and exercise programs. In addition, SA Health engages with the Commonwealth Government and jurisdictional partners to maintain and develop the national health emergency management arrangements and associated capabilities within SA Health. The Public Health Act 2011 also provides legislative and administrative powers in the event of a human disease outbreak.

If a pandemic of any description was to eventuate within any local government area, the state level disaster plans would be activated and these plans are separate to Council's Business Continuity Plan as they have a community response focus. A severe pandemic will disrupt Australia's social and economic functioning. Maintaining essential services may require a whole-of-government response, incorporating agencies at the Australian Government and state and territory government level.

For an influenza pandemic, decision making and consultation at this level in relation to an influenza pandemic will be in line with existing emergency arrangements. The primary forum for coordinating the cross-government response will be the National Crisis Committee (NCC). The NCC will consolidate information and coordinate information exchange and advice to ministers. It will also coordinate ministerial decisions across the Australian Government, State and Territory and local governments. The Australian Government Crisis Committee (AGCC) will coordinate the response across the Commonwealth.

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.

Model of Pandemic Stages and the Model for Surveillance in the Standby, Action and Standdown stages¹

Stage	Standby	Action		Standdown
		Initial	Targeted	
Trigger	Sustained community human-to-human transmission detected overseas.	Detection of cases in Australia. ⁶	Sufficient data collected to describe the pandemic.	Public health threat can be managed within normal arrangements and monitoring for change is in place.
Aim	Detect initial cases in Australia.	Understand epidemiology within Australian context to inform targeted action.	Monitor course of pandemic and assess actions.	Monitor for reappearance. Evaluate actions.



¹ Australian Health Management Plan for Pandemic Influenza – Department of Health August 2019

Actions in pandemic phases: Whole of Government²

PREPAREDNESS	
Influenza specific plans	> Develop and maintain (including exercising) pandemic plans
Broader planning	<ul style="list-style-type: none"> > Ensure influenza pandemic arrangements can be incorporated into wider emergency plans and arrangements > Incorporate planning for an influenza pandemic into overall business continuity plans
Resources (HR)	> Consider arrangements to ensure maintenance of human resource availability, particularly in highly skilled areas
Sharing information	> Share information broadly amongst staff on the emergence of influenza viruses with the pandemic potential
STANDBY	
Prepare to commence enhanced arrangements	
<ul style="list-style-type: none"> > Monitor SA Health messaging to help understand the nature of the disease (commenced in Preparedness) > Communicate to raise awareness and confirm governance arrangements 	
RESPONSE - INITIAL	
When information about the disease is scarce	
Action	<ul style="list-style-type: none"> > Monitor SA Health messaging to help understand the nature of the disease > Coordinate and support effective governance across your organisation to manage the impacts of the disease > Prepare and support organisational needs > Identify and prioritise essential services and operations > Establish strategies to maintain essential services and operations > Provide information on the nature of the disease to support and empower your staff and the community and to help them manage their own risk of exposure > Continue to communicate to help engage, empower and build confidence in your staff and the community > Provide a coordinated and consistent approach across your organisation
RESPONSE - TARGETED	
When enough is known about the disease to tailor measures to specific needs	
	<ul style="list-style-type: none"> > Continue to monitor SA Health messaging to help understand the progression of the disease > Support effective governance to manage the initial and ongoing impacts of the disease and ensure a proportionate response > Ensure that essential services and operations are maintained > Consider scaling back of non-essential services and redirecting staff if required. This loss of workforce strategy should be considered at the preparedness stage and during business continuity planning. > Identify any at risk groups within your workforce and/or clients and support them as necessary > Communicate a consistent and timely message, to engage your staff and the community effectively in pandemic response measures and to build trust and confidence when there is broader vulnerability

² Pandemic Influenza Plan – SA Health October 2018

Department for Health & Ageing (DHA)	<p style="text-align: center;">STAND DOWN and RECOVERY</p> <ul style="list-style-type: none"> > Supporting and maintaining quality care > Ceasing activities that are no longer required and transitioning activities to seasonal or interim arrangements > Communications activities to support the return from pandemic to normal business services > Evaluating systems and revising plans and procedures <ul style="list-style-type: none"> > Advise of the commencement of transition to seasonal arrangements and how this will be managed > Acknowledge the recovery efforts that will be occurring > Provide information about the debrief and review process > At the end of stand down notify stakeholders of the transition to ongoing vigilance to ensure we are well placed to respond in future > Monitoring for a second wave of the outbreak > Monitoring for the development of antiviral resistance
Public communications	<ul style="list-style-type: none"> > Coordinate public messaging > Notify the public that services will transition to normal arrangements and the reason for this > Provide specific information for groups at risk or with specific needs (e.g. CALD, aged care or Aboriginal and Torres Strait Islander people) about the transition of services > Thank the public for their engagement in the response > Monitor feedback and refine communications to address issues and concerns identified > Provide the media with access to information regarding the change of the status of disease spread and the transition of the response > Make spokespeople available > Respond to media requests
Health Systems	<ul style="list-style-type: none"> > Support any resources that are depleted in order to meet remaining demand > Assess the status of stockpiles and equipment, replenish where required > Review processes, update plans/protocols > Resume elective procedures/any services held during pandemic > Terminate additional supply contracts
Whole of Govt	<ul style="list-style-type: none"> > Implement recovery measures in accordance with the State Recovery Committee recommendations > Make recommendations through whole of government channels where implementation of measures outside the health sector should be stood down, such as school or workplace closures > Participate in whole of government review processes