

The Flinders Ranges Council

BUSINESS CONTINUITY PLAN 2021





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BUSINESS CONTINUITY PLAN

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DOCUMENT REVIEW

Whenever this document is reviewed and or amended, details are to be recorded on this page.

Date	Review Summary
Sept 2019	Amended review dates
November 2021	<p>Minor formatting and grammar changes. Updated job titles (e.g. Administration & Finance Manager updated to Director of Finance & Administration).</p> <p>Table of Contents updated.</p> <p>Definition added for Australian Health Management Plan for Pandemic Influenza.</p> <p>(p.8) Updated 'Monitoring and Review' table to include all Critical Sub-Plans; Manager responsible and review time frames.</p> <p>(pp. 8-9) Council meetings; accounts payable and environmental health added to list of Critical Function Sub-Plans (<i>after review of Covid-19 essential service documents April – June 2020</i>).</p> <p>(p.11) Reference to AS/ ISO 31000 changed from 2009 to 2018.</p> <p>(p.12) updated list of Continuity Management Team members (<i>after review of Covid-19 essential service documents April – June 2020</i>).</p> <p>(pp. 21-24) Updated emergency contact details: CMT (p.21) and External (pp.22-23). Updated Council contact list (p.24).</p> <p>(pp. 31-33) Pandemic information updated to reflect Australian Health Management Plan for Pandemic Influenza 2019. <i>National Action Plan for Human Influenza Pandemic (2011) has been superseded by the Australian Health Management Plan for Pandemic Influenza 2019 (AHMPPI)</i>.</p> <p>(pp. 33-36 & 44-45) Critical Sub-plans added: Council Conducting Meetings (p.33-34); Accounts Payable (p.35-36); and Environmental Health (p.44-45).</p>

ABBREVIATIONS AND DEFINITIONS

Term	Abbreviation	Definition
Australian Health Management Plan for Pandemic Influenza	AHMPPI	Is a national plan developed in 2019 which outlines Australia's strategy to manage an influenza pandemic and minimise its impact on the health of Australians and our health system.
Business Continuity	BC	Is the uninterrupted availability of all key resources supporting essential business functions.
Business Continuity Control Centre	BCCC	A central point of reference to co-ordinate the response to a business interruption event. Is established at the discretion of the CMT Director.
Business Continuity Instruction	BCI	Instructions developed to provide assistance upon declaration of an interruption event
Business Continuity Management	BCM	Provides for the availability of processes and resources in order to ensure the continued achievement of critical objectives.
Business Continuity Plan (s)	Plan	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	BIE	An event that by its duration exceeds the Maximum Acceptable Outage and / or has an adverse impact on business objectives and requires the implementation of the Plan or sub plans
Business Process Assessment	BPA	A management tool designed in the identification and assessment of criticality of business process and functions.
Continuity Management Team	CMT	An assembly of management representatives and other seconded staff formed for the express purpose of responding to an organisational crisis. CMT management structure will overlay all normal management structures during the response process.
Critical Function Sub Plan	CFSP	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.
Emergency Event	Emergency Event	An event due to an actual or imminent occurrence (such as fire, explosion, flood, earthquake, pandemic, etc) which: <ul style="list-style-type: none"> 1. Endangers or threatens to endanger the safety or health of staff or visitors to the organisation 2. Destroy or damages, or threatens to destroy or damage, property of the organisation 3. Has the capacity to disrupt operations to the extent that it impacts on business objectives.
Maximum Acceptable Outage	MAO	The maximum period of time that Council can tolerate the loss of capability of a critical business function, process, asset or IT application
Non-Critical Function Action Plan	Non-Critical function Action Plan	An agreed documented course of action that identifies mitigation, response and recovery actions for business functions identified as non-critical
Risk Management	RM	The culture, processes and structures that are directed towards realising potential opportunities whilst managing adverse effects.

INTRODUCTION

POLICY

Consistent with Council's mission to provide a wide range of local government services, The Flinders Ranges Council's (Council) policy is to develop and have available for implementation, a thoroughly tested Business Continuity Plan which ensures that, in the event of a major incident, those services which are most important to our stakeholders (residents, business, visitors, employees and contractors) can be restored to an acceptable level of effectiveness having regard to the severity of the incident, and the time and cost required to achieve restoration.

PURPOSE

The Council has adopted a comprehensive and integrated approach to the development and implementation of a Business Continuity Plan. The purpose of the 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 (Plan) 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 process.

This Plan 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 (BIE).

OBJECTIVES

The objective of the Council's Plan 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 of key staff positions
- Minimise the impact of function loss on stakeholders and the community.

This Plan provides a framework for staff to enable them to implement an agreed response process. In assessing the business continuity risks of the Council it became evident that given the structure of local government, the following inherent advantages were identified:

- Multitasking of staff
- Ability to transfer staff and tasks to other facilities
- The ability to call on adjoining Councils for assistance in service delivery.

In the event of a BIE, these advantages would suggest the business impact is a reduction in capacity rather than a loss of capability in a particular area.

USE OF THE PLAN

This Plan should be used in the event of a BIE that may impact on the ability of the Council to deliver business objectives. Staff with responsibilities for impacted areas of the business should use the Plan and any relevant sub plans to ensure a consistent and agreed course of action is implemented.

ASSUMPTIONS

The Plan is intended to provide guidance to Council employees to assist continuity of service for critical functions, where those employees are not normally responsible for managing the specific function affected. Where the Council employee 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 of an omission of important actions.

LIMITATIONS

It is not the intent of this document or process to develop Information Technology Disaster Recovery Plans (ITDRP). This process will however identify from a business perspective the business requirements for Information Technology resources that support the delivery of business-critical functions. This information could then be used to inform the development of an ITDRP plan.

DISTRIBUTION

The intended distribution of this Plan is to:

- Council
- Senior Leadership Team (SLT)
- Critical Function Sub Plan employees
- Non-Critical Function Action Plan Employees

The Plan is available to all staff via Council's intranet and is to be reviewed annually, with a formal review every three years.

VALIDATION AND TESTING

Business Continuity Management is a process, not an event. Once the Plan has been developed, commitment to a pre-planned, annual test and review is required by Council to ensure Plan procedures remain viable into the future.

The testing should include all aspects of the Plan, but not necessarily all in the one review. Major components (sub-plans) should be reviewed regularly. Information such as contact lists, or areas that are constantly undergoing changes, should also be validated annually.

In addition to the annual test and review of the Plan, any significant changes to Council's operations should also trigger a review of the Plan. Version control of the Plan should be maintained.

MONITORING AND REVIEW

Monitoring and review is an integral component of the Plan Process. Council recognises and is committed to ensure the following strategy is implemented.

	Activity for Review	Accountability	Timeframe
1	Business Continuity Plan (Overarching Plan)	Continuity Management Team (CMT) via the CMT Coordinator	Monitor annually and action as required
2	Business Continuity Plan Training	CMT via the CMT Coordinator	Annual training brief or refresher sessions
3	Business Continuity Plan Exercise	CMT via the CMT Coordinator	Bi-Annual desk top exercise simulation exercise each 2 yrs.
Corporate Services - CEO, Finance and HR			
4.1	Critical Function Sub-Plans	Relevant Manager	Timeframe
	1. Preparation of Council Agendas & Minutes.	CEO/ Director of Finance and Administration (DFA)	Annual review
	2. Council Meetings	CEO/ DFA	Annual review
	3. Accounts Payable	DFA	Annual review
	4. Customer Services	DFA	Annual review
	5. IT and Communications	CEO/ DFA	Annual review
	6. Payroll	CEO/ DFA	Annual review
4.2	Non-Critical Function Action Plans	DFA	Annual review
Environmental Health and Compliance, Development & Planning			
5.1	Critical Function Sub-Plans	Relevant Manager	Timeframe
	1. CWMS	Director of Works (DOW) & DFA	Annual review
	2. Environmental Health	DOW & DFA	Annual review
5.2	Non-Critical Function Action Plans	DOW & DFA	Annual review
Works			
6.1	Critical Function Sub-Plans	Relevant Manager	Timeframe
	1. Kerbside waste	DOW	Annual review
	2. CWMS (maintaining pumps and pipelines)	DOW	Annual review
6.2	Non-Critical Function Action Plans	DOW	Annual review

OVERVIEW OF BUSINESS FUNCTION CRITICALITY

Integral to the Plan 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 CMT coming together to direct, oversee and support the emergency, continuity and recovery response phases.

The following table identifies the functions as identified as critical, the MAO for the function and what Information technology services are required to facilitate resumption.

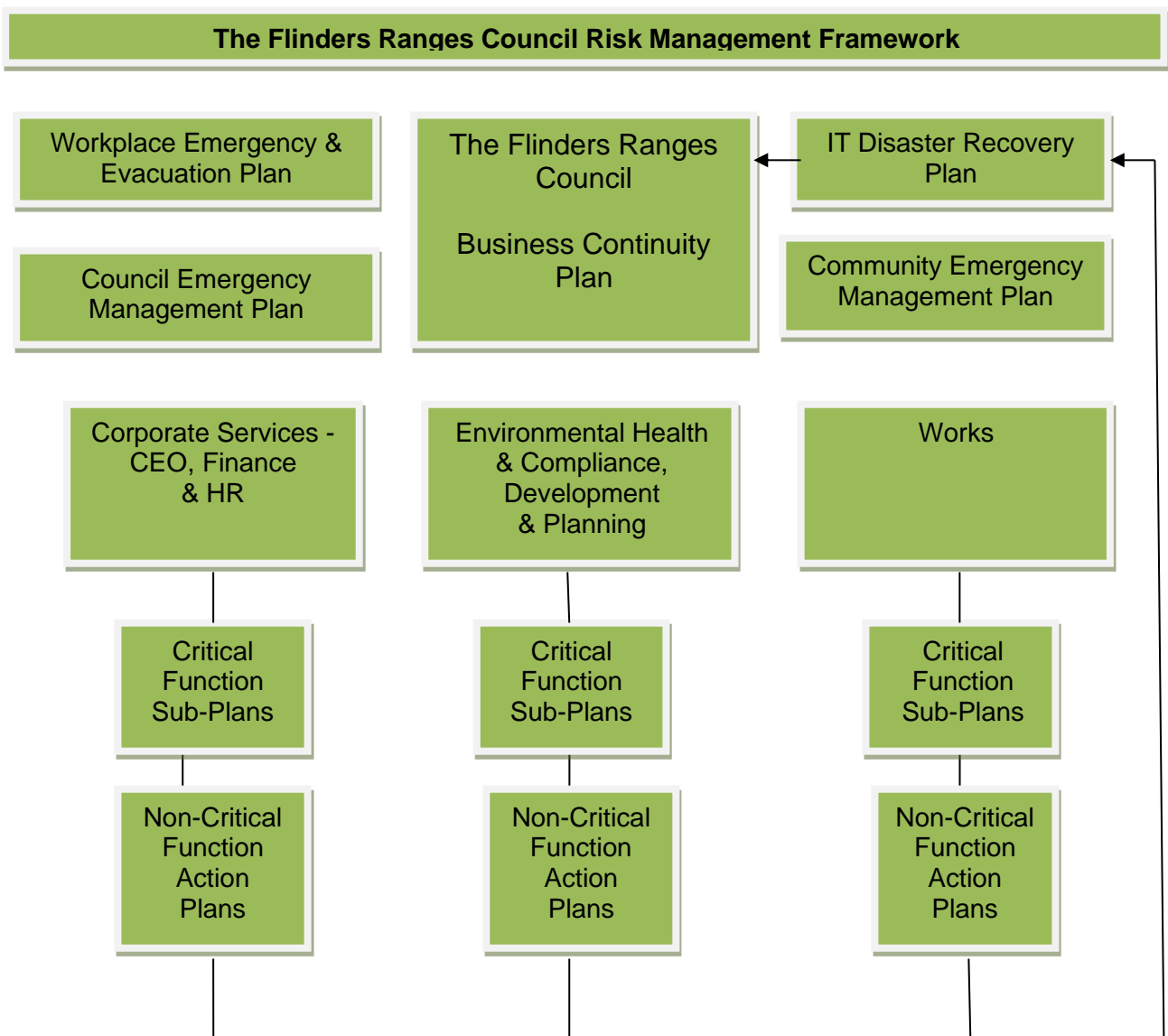
Corporate Services - CEO, Finance and HR	
Critical Function Sub-Plan	Max Acceptable Outage
Council and Committees Agenda and Minute Preparation	1- 4 weeks
Council meetings	1 – 2 weeks
Accounts Payable	1 – 4 weeks
Customer Service – Liaising with the public	1 day
Loss of IT & Communications (Computers, phones, internet)	< 1 week
Staff payroll function	1-13 days
Environmental Health and Compliance, Development & Planning	
Critical Function Sub-Plan	Max Acceptable Outage
<i>CWMS (included within Works - CWMS)</i>	< 1 week
Environmental Health	1 – 2 days
Works	
Critical Function Sub-Plan	Max Acceptable Outage
Kerbside Waste Collection	< 1 week
CWMS – maintaining pumps and pipelines – maintaining environmental health requirements	< 1 week

SCOPE

The object of the Plan is to ensure that appropriate structures and protocols are in place to enable an effective response to a BIE that has the potential to impact on Council’s critical objectives. The Plan documents the processes and resources required by Council in the delivery of its Critical Business Objectives.

In identifying business continuity, the focus is on the building of resilience and response capabilities within critical business functions as identified by Council. Treatment options for non-critical functions may also be identified and documented. This allows Council to have a whole of organisation view when responding to interruption events, as the nature of these events can change rapidly.

The Plan does not cover Workplace Emergencies (safety) situations. These are covered under a separate document: Workplace Emergency Evacuation Plan (WEEP). If the WEEP is activated the CEO will brief the CMT of any implications for business continuity as a result of the activation.



METHODOLOGY

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. This Plan has been developed with consideration given to AS/NZS 5050:2010 Business Continuity – Managing Disruption Related Risk, AS/ ISO 31000: 2018 Risk Management Principles and Guidelines.

These steps include:

1. IDENTIFY AND ASSESS BUSINESS PROCESSES AND FUNCTIONS

Identify business processes and functions within each individual department, then determine which functions are critical to the Council and those which require further planning to ensure the ability to respond in the face of a BIE.

2. CONDUCT A BUSINESS IMPACT ANALYSIS (BIA)

A BIA is conducted on those functions identified as critical within the business process assessment. This identifies the impacts of the function loss on the business including penalties for non-delivery and for any functional interdependencies. It also looks at the resources currently required to support the functions and assesses the minimum level of resources to support the function to continue the availability.

3. CRITICAL FUNCTION SUB PLAN (CFSP) AND 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 CFSP identifies ownership, failure scenarios and criteria for invoking the plan, agreed courses of actions for emergency, continuity and recovery.

The Non-Critical Function 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 (PLAN)

The Plan identifies the responsibilities of staff, with particular emphasis on directional setting and effective and timely communication to stakeholders at a Council level. This is a flexible document in which the Council can plan for disruption of its critical functions by identifying, planning and developing redundancies for business processes but it does not attempt to identify and plan for every contingency or outage that could occur.

5. TEST AND MAINTAIN THE PLAN

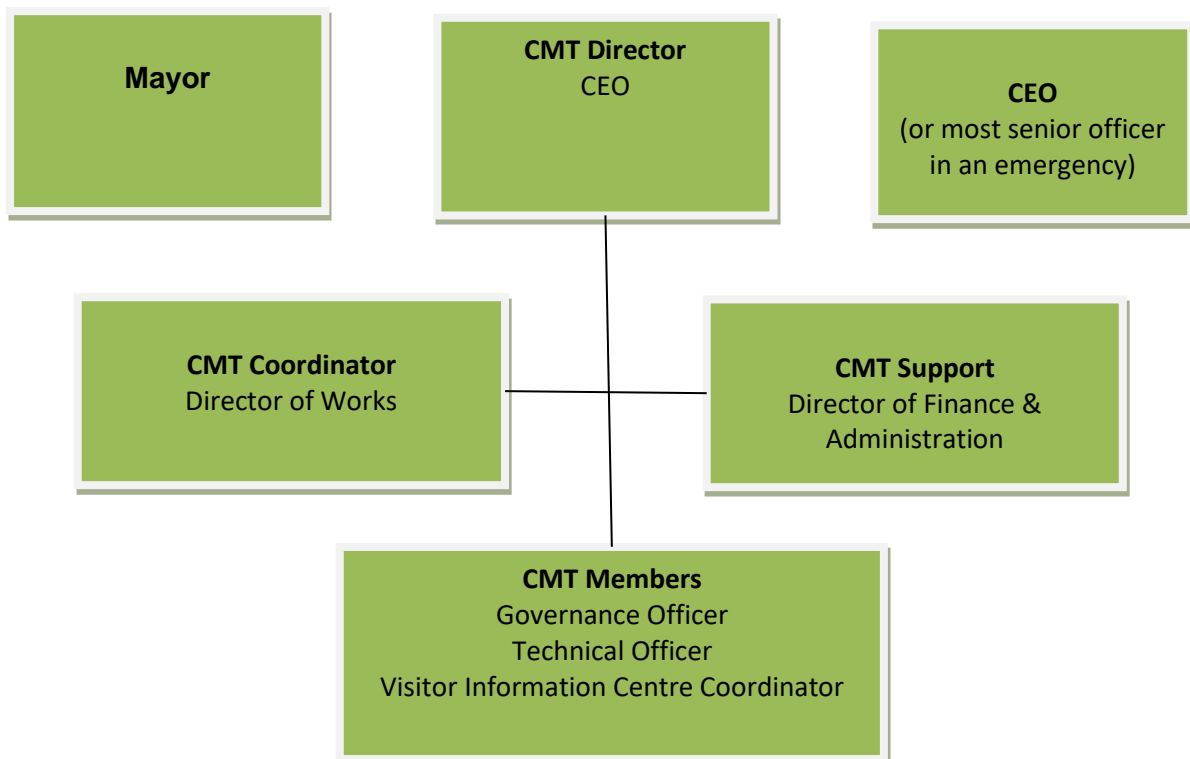
The Plan will be reviewed annually by the SLT, to ensure that it reflects the current practices of the organisation. Testing of the Critical Function Sub Plans and overarching plans will provide assurance that the plan(s) remain effective.

CONTINUITY MANAGEMENT TEAM

CMT - ROLES AND RESPONSIBILITIES

The CMT is established to provide a management mechanism that can ensure reporting lines and responsibilities are clear when the Plan is activated. The focus of the CMT is to manage the BIE 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 (sup-plans) thus allowing the CMT to focus on the strategic or whole of business response to the BIE. Each position in the CMT is to have an alternative member identified and trained in the role.

CMT – STRUCTURE



CMT Position	Staff Position	Alternate Staff Position
CMT Director	Chief Executive Officer	Director of Finance & Administration
CMT Coordinator	Director of Works	Works Supervisor
CMT Support	Director of Finance & Administration	Governance Officer
CMT Member (general)	Director of Finance and Administration	Governance Officer Technical Officer
CMT Member (financial)	Director of Finance and Administration	Payroll Officer
CMT Member (Environmental)	Environmental Health Officer / Development Officer <i>(shared service)</i>	Governance Officer Technical Officer
CMT Member (communications)	Visitor Information Centre Coordinator	Governance Officer

NOTIFICATION – DECLARATION PROCESS

NOTIFICATION

On first becoming aware of a possible business continuity event, the relevant function manager is required to assess the situation and if the event is likely to exceed the agreed MAO, then the CMT Director should be notified immediately by phone and where possible, with a follow up email or personal briefing detailing the key issues including:

- Nature of the incident – time informed etc
- Describe business elements impacted
- Facility / equipment impacted
- Staff impacted / required
- Any response actions implemented (Critical Function Sub Plan (s))
- Any media involvement / interest
- Any immediate support requirements

Elements of the Plan (Sub-plans) can be implemented at the local level, where appropriate to address an immediate response requirement even if the event is expected to be resolved within an acceptable period.

ASSESSMENT

On receipt of a notification that will impact business continuity the CMT Director will:

- Formally note details
- Notify the other members of the CMT
- Confirm the details of the incident and appropriate media strategies
- Conduct preliminary impact assessment (on facility and technology infrastructure)
- Determine if a control centre needs to be opened
- Ensure that Local Government Risk Services (LGRS) has been notified (if required)

DECLARATION

The CMT Director is to review the preliminary information and if considered necessary declare a BIE.

The CMT Director is to facilitate the draft communications, both internal and external, for discussion at the initial CMT meeting.

BUSINESS CONTINUITY CONTROL CENTRE (BCCC)

A BCCC is opened if deemed appropriate by the CMT Director on the declaration of a BIE. The resourcing and opening of this centre is the responsibility of the CMT Coordinator. Given the variable nature of Business Continuity Events, the following sites have been identified and prioritised:

If the incident does not impact on the Quorn Council Building:

1. Quorn Civic Centre

If the Quorn Council Administration building is unusable then:

1. Quorn and District War Memorial Swimming Pool, or
2. The Visitor Information Centre, or
3. The Quorn Depot.

BUSINESS IMPACT ANALYSIS (BIA)

Central to ensuring the ongoing viability of the business in an interruption event is the identification of critical business functions, the processes and assets (people and property) that support the delivery of these critical functions and the impact of the loss of the functions on the business are analysed within the BIA. BIAs have been completed for each of the identified critical functions and are contained within the Critical Function Sub-plans.

RESPONSIBILITY STATEMENTS

Responsibility Statement for each position in the CMT and supporting positions have been developed to ensure there are clear directions available for each of the members of the CMT. All responsibility statements are to be approved by the CMT and this action is to be recorded on the statement. On activation of the Plan these statements come into effect. These Responsibility Statements can be found in the appendices of this document.

BUSINESS CONTINUITY INSTRUCTIONS (BCI)

Upon declaration of an interruption event a number of instructions have been developed to provide assistance. These BCIs can be found in the appendices of the document.

EMERGENCY CONTACTS

A list of Emergency Contacts has been prepared including all nominated members of the CMT, their designated deputies as well as key external services.

A copy of this listing should be held off premises by respective CMT and members and identified alternates to enable the listing to be referenced in the event that access is not available to the premises.

INITIAL CMT MEETING

The CMT Director is to call the initial CMT meeting to obtain more detailed information from the relevant business areas impacted, including:

- Staff affected / required
- Any associated Emergency Services issues
- Building facilities
- Public relations / Media
- Damage / security
- Salvage of building and / or IT equipment
- Review and conformation of delegation of authorities of staff.

Ensure all team members understand their responsibilities and their assigned staff.

During the meeting information will have been gathered by the various CMT members to produce an evaluation of the incident. A formal record of the meeting is to be taken by the CMT Support person with particular emphasis on items to be actioned. This record needs to be regularly reviewed and updated as additional information comes to hand.

The CMT Director manages the restoration of business activities in line with the responsibilities defined in the Plan.

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 CMT is in the best interests in terms of allowing for the preparation of an appropriate response.

AUTHORITY

It is the Council's policy that no person other than the CEO or Mayor divulges any information to the media.

GENERAL STATEMENT TO MEDIA

In the event of a major incident, particularly after hours, there may be a period of time elapsed before the designated media spokesperson is in a position to respond to media enquiries. Should any staff member be approached by media representatives 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 journalist, complete the Media Enquiry Record and advise that someone will return their call as soon as possible.

Provide the CMT Support Officer with the journalist's details, and any other relevant information, including how the journalist came to contact you.

RESPONSIBILITY STATEMENTS

RESPONSIBILITY STATEMENT – CMT DIRECTOR			
Position	CMT Director	Staff Position	CEO
During Absence the role will be assumed by		Director of Finance & Administration	
Position Statement	<p>The CMT Director is responsible for declaring a business continuity event and invoking the Plan.</p> <p>The CMT Director is required to oversee and manage all resumption activities.</p> <p>During a workplace emergency the CEO (or senior person on duty) has authority until the workplace emergency is resolved and control is returned to the CEO or CMT Director if the Plan is to be activated.</p>		
Knowledge Requirements	<ol style="list-style-type: none"> 1. High level knowledge of Council activities and service delivery priorities 2. Community, Business and Regulatory contacts 		
Responsibilities	<p>The CMT Director must make decisions as to the best strategy for business resumption based on information received by the other CMT members. This strategy is then translated into an action plan by the supported teams.</p> <p>Responsibilities include:</p> <ul style="list-style-type: none"> • Maintain working knowledge of Plan & relevant CFSPs • 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"> • Activate the Plan • Notify and liaise with stakeholders • Provide the focal point in communication to the staff, media and public • Establish and chair all CMT meetings (may delegate) • Authorise any detailed restoration plan • Delegate tasks and overseeing resumption of activities • Monitor the gathering of BIE information • Promote the wellbeing and safety of all staff • Liaise with elected body via the Mayor 		
Date approved by CMT	<p>March 2015. (Reviewed September 2020)</p>		

RESPONSIBILITY STATEMENT – CMT CO-ORDINATOR			
Position	CMT Co-ordinator	Staff Position	Director of Works
During Absence the role will be assumed by		Works Supervisor	
Position Statement	The CMT Co-ordinator is required to assist the CMT Director in the management of the business resumption activities. The CMT Co-ordinator must be familiar with the Plan, CFSP and team responsibilities.		
Knowledge Requirements	<ol style="list-style-type: none"> 1. High level knowledge of overarching Plan 2. Understanding of Council activities and service delivery priorities 3. High Level of internal key contacts and accountabilities. 		
Responsibilities	<p>The CMT Co-ordinator is required to report to the CMT 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 co-ordination of Plan and CFSPs with relevant owners • Co-ordination of training for CMT and SLT members • Co-ordination of testing for the Plan <p>On Activation:</p> <ul style="list-style-type: none"> • Open Control Centre on direction of the CMT Director • Assist CMT Director as required • Assess the onsite impacts • Implementation of CFSPs as required • Maintain information and report on costs to CMT • Maintain communications with staff 		
Date approved by CMT	March 2015 (Reviewed September 2020)		

RESPONSIBILITY STATEMENT – CMT SUPPORT			
Position	CMT Support	Staff Position	Director of Finance & Administration
During Absence the role will be assumed by		Governance Officer & Technical Officer	
Position Statement	The CMT Support is responsible for the smooth functioning of the BCCC (if established) and the administrative needs of the CMT.		
Knowledge Requirements	<ol style="list-style-type: none"> 1. High level of internal key contacts and resource knowledge 2. High level of administrative functions and arrangements 		
Responsibilities	<p>The CMT Support is required to report to the CMT on the currency of individual and business level continuity plans and activities.</p> <p>Responsibilities include:</p> <ul style="list-style-type: none"> • Maintain working knowledge of Plan and relevant CFSPs • Maintain high level of administration skills • Co-ordination of testing for the Plan • Resourcing of BCCC <p>On Activation:</p> <ul style="list-style-type: none"> • If required, assist with the setup of the BCCC and arranging stationery, equipment etc. • Arrange resources to assist CMT members (if required) • Make arrangements for all CMT meetings • Provide general administrative support (including log of all events and actions, resumption status, CMT members' movements etc) • Create and maintain a chronological log of meetings and decisions made • Assist CMT Director as required • Open BCCC on direction of CMT Director • Notify Insurers and manage insurance requirements 		
Date approved by CMT	March 2015 (Reviewed September 2020)		

RESPONSIBILITY STATEMENT – CMT MEMBER			
Position	CMT Member	Staff Position	Governance Officer & Technical Officer
During Absence the role will be assumed by		VIC Coordinator	
Position Statement	A successful CMT relies on expertise from within the organisation. They are the people who understand the business processes and related risks. Accordingly, the SLT members are the designated members of the CMT and 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 the agreed CFSPs.		
Knowledge Requirements	<ol style="list-style-type: none"> 1. High level knowledge of Council activities and service delivery priorities 2. High level knowledge of group CFSPs 3. High level knowledge of overarching Plan 		
Responsibilities	<p>Responsibilities include:</p> <ul style="list-style-type: none"> • Maintain working knowledge of Plan and relevant CFSPs • Participate in monitor and review activities • Participate in and ensure appropriate levels of training are undertaken with CFSP managers <p>On Activation:</p> <ul style="list-style-type: none"> • Operate as a member of the CMT • Ascertain the impact on department activities and report to CMT • Co-ordination of Department CFSP implementation as required • Monitor implementation against the Plan • Maintain information and report on costs to CMT • Maintain communications with staff 		
Date approved by CMT	March 2015 (Reviewed September 2020)		

BUSINESS CONTINUITY INSTRUCTIONS

BCI 1 EMERGENCY CONTACTS CONTINUITY MANAGEMENT TEAM

CMT Position	Staff Position	Contact Number	Alternate Staff	Contact Number
CMT Director	Chief Executive Officer	0498 200 506	Director of Finance and Administration	0427 663 333
CMT Coordinator	Director of Works	0428 486 031	Governance Officer	0409 754 418
CMT Support	Director of Finance and Administration	0427 663 333	Governance Officer	0409 754 418
CMT Member	Governance Officer	0409 754 418	VIC Coordinator	0428 486 032

BCI 2 EMERGENCY CONTACTS EXTERNAL

Agency	Phone number
Ambulance	000
Police	000 Quorn 8648 6060 Hawker 8648 4028 Port Augusta 8648 5020
Fire	000
SES	13 25 00 Quorn HQ 8648 6982 (only when manned) Hawker 8648 4247 (only when manned)
Fire bans information Hotline	1300 362 361
Fire – CFS Region 4 Command	8642 2399
Hospital	Quorn 8648 7888 Hawker 8648 4007 Port Augusta 8648 5500
Medical Centre	Hawker Medical Centre 8648 4172 Kanyaka Surgery (Quorn) 8648 6338
Electrician	Lachlan Moore 0447 828 415 Corey Finlay 0488 119 993 Ashley ('Moose') Haywood 0427 758 288
Plumber	Feyne Kaesler 0428 486 644
Waste contractor	John Schmidt 0427 581 185 Veolia Waste Management 08 8640 3100 Clare Valley Waste Services 0438 884 340
DIT	Northern and Western Region 8648 5211 General Enquiries 8343 2222
SA Water (24/7 fault reporting)	1300 883 121
SA Power Networks	13 13 66 General Enquiries 13 13 61
RSPCA (24 hour hotline)	1300 477 722
PIRSA	Animal Disease Hotline (24 hours) 1800 675 888 Plant Pest Hotline (24 hours)

Agency	Phone number
	Freecall: 1800 084 881
Insurers	LGRS Adam Jones 0422 886 168
LGA WCS	08 8235 6460
LGA MLS	08 8235 6444
LGA RS	08 8235 6444
SIMM IT	1800 746 648 0422 273 122 Stephen Simm
Magiq Software Limited	03 9468 9401 (AUS) +64 6 835 9380 (NZ) 0404 036 143 John Dimitrieski
RBE Internet Services	08 8862 2134
Media	
ABC Radio (North & West)	08 8638 4811
The Transcontinental (Port Augusta)	08 8642 2688
Southern Cross Television	08 8642 7110

BCI 3 COUNCIL CONTACT LIST

Position	Name	Work Phone	Mobile	Email
CEO	Eric Brown	8620 0500	0498 200 506	council@frc.sa.gov.au
Director Finance and Administration	Sean Cheriton	8620 0500	0467 663 333	dfa@frc.sa.gov.au
Governance Officer	Paula Osborn	8620 0500	0409 754 418	pto@frc.sa.gov.au
General Inspector	Dean Brooksby	8620 0500	0408 354 406	deb@frc.sa.gov.au
WHS & RM Coordinator	Marina Wagner	8620 0500		m.w@frc.sa.gov.au
Director of Works	Mitchell Foote	8620 0500	0426 486 031	dow@frc.sa.gov.au
Works Supervisor	Danny Martin	8620 0500	0499 486 031	djm@frc.sa.gov.au
Parks & Gardens Supervisor		8620 0500	0448 486 024	njc@frc.sa.gov.au
Technical Officer	Angie Finlay	8620 0500	0418 486 482	ajf@frc.sa.gov.au
FRVIC Coordinator	Jillian Wilson	8620 0500	0428 486 032	jkw@frc.sa.gov.au

Councillors

Position	Name	Address	Town	Mobile	Email
Mayor	Greg Flint	2 Heysen Ave	Hawker	0403 409 034	Greg.Flint@frc.sa.gov.au
Councillor	Ken Anderson	13 South Tce	Quorn	0417 202 143	Ken.Anderson@frc.sa.gov.au
Councillor	Julian Hipwell	39 First St	Quorn	0412 141 122	Julian.Hipwell@frc.sa.gov.au
Councillor	Steve Taylor	13 Wonoka Tce	Hawker	0467 061 554	Steve.Taylor@frc.sa.gov.au
Councillor	Kevin Woolford	62 Park Tce	Quorn	0429 011 212	Kevin.Woolford@frc.sa.gov.au
Councillor	Andrew Smith	25 Wolseley Tce	Quorn	0429 977 015	Andrew.Smith@frc.gov.au
Councillor	Patsy Reynolds	12 West Tce	Quorn	0428 486 035	Patsy.Reynolds@frc.gov.au
Councillor	Ian Carpenter	32 Sixth St	Quorn	0417 810 324	Ian.Carpenter@frc.sa.gov.au
Councillor	Asley Parkinson	952 Yarra Vale Rd	Quorn	0429 588 828	Ashley.Parkinson@frc.sa.gov.au

Buildings

Where	Work Phone	Work Mobile		Email
Quorn Office	8620 0500			council@frc.sa.gov.au
Quorn Depot	8620 0523			council@frc.sa.gov.au
Quorn Pool		0428 486 150		council@frc.sa.gov.au
Hawker Depot	8648 4142			council@frc.sa.gov.au
Hawker Pool		0429 484 168		council@frc.sa.gov.au
Visitor Information Centre	8620 0510		1800 220 980	council@frc.sa.gov.au
Volunteer Resource Centre	8620 0510			council@frc.sa.gov.au
Hawker Motors	8648 4014			info@hawkermotors.com.au

BCI 4 INITIAL CMT MEETING

The CMT Director is to call the initial CMT meeting to obtain more detailed information from the relevant business areas impacted, including:

- Staff
- Any associated Emergency Services Issues
- Building facilities
- Public relations / media
- Damage / security, and
- Salvage of building and / or IT equipment

During the meeting information will have been gathered by the various CMT Members to produce an evaluation of the incident. A formal record of the meeting is to be kept by the CMT Support person with particular emphasis on items to be actioned. This record needs to be regularly reviewed and updated as additional information comes to hand.

Other items for Consideration include:

- Identification of affected departments
- Scheduling a visit of affected site
- Public notification
- Schedule of staff meetings
- Development of initial plan for operations (short term)
- Allocation of temporary work locations



BCI 5 MEDIA ENQUIRY RECORD FORM

Taken by :	
Date: / /	Time of call:
Journalist name:	
Contact number:	
Media Outlet:	
Deadline:	
Publication date:	
Question / Issue	
Response by:	
Position in FRC	
Response	
Date:	Time:

BCI 6 PRESS RELEASE

(Example)

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
- Wastewater
- Roads
- Kerbside Household Waste
- Community Services
- etc

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

- Swimming Pool
-
- Passenger Transport
-
- etc

Workarounds are currently being put in place in line with Council's Business Continuity Strategy.

Council will advise the community via the media and other Council communication 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

Chief Executive Officer
The Flinders Ranges Council

Time:

Date:

BCI 7 BUSINESS CONTINUITY COORDINATION CENTRE CHECKLIST

Business Continuity Coordination Centre (BCCC)		
Element	Issues to be addressed	Actions Required
<u>Location of BCCC</u> FRC's Coordination Centre	Council Chambers, 1 Seventh Street, Quorn	
<u>Alternate location of BCCC</u>	Quorn Works Depot, 26 Railway Terrace, Quorn or Flinders Ranges Visitor Information Centre, Railway Station, Railway Terrace, Quorn or Quorn and District War Memorial Swimming Pool Complex, Silo Road, Quorn	
<u>Provisions of telecommunication facilities</u>		
<u>Provision of internet facilities</u>		
<u>Emergency power requirements for BCCC</u>		
<u>Management and Staffing</u>	See Responsibility Statements for nominated positions CMT Director CMT Co-ordinator CMT Support CMT Member	
<u>Security</u>		
<u>Media</u>		
<u>Initial level of Activation</u>		
<u>Stages of operation of Activation</u>		
<u>Information Displays</u>	Information Board required in BCCC Current Operations Display Board - showing all tasks currently being carried out. Contacts Display Board – showing all important contact numbers in regular use	

Business Continuity Coordination Centre (BCCC)		
Element	Issues to be addressed	Actions Required
	<p>Resources Allocation Board – showing resources location, resources committed and resources available</p> <p>Timing details – recording of briefing, meetings, situation reports etc</p> <p>Media Releases – copies of publicly released material</p>	
Documents	Hard and electronic copies of Plan, including CFSPs	
Administration	Stationery Equipment list to be developed by the CMT Support	
Extended Operations	Staff Roster to be developed if protracted use of the BCCC is expected	
Briefing Sessions	<p>Suitable briefing session times to be identified by the CMT</p> <ol style="list-style-type: none"> 1. Staff 2. Media 3. Community 4. Elected Members 	
Stages of Operation Stand down	<p>Stand down of the BCCC will be at the discretion of the CMT Director</p> <p>A stand down of the BCCC may be a gradual phasing down over a period of time or it may be immediate cessation of the operation</p>	
Forms	CMT Co-ordinator to identify suitable forms to be used to collect and record information within the BCCC	
Date approved by the CMT		

BCI 9 PANDEMIC RESPONSE INFORMATION

The **Australian Health Management Plan for Pandemic Influenza (AHMPPI) 2019** outlines how Commonwealth, State, Territory and Local governments will work together to protect Australia against the threat of an influenza pandemic and support the Australian community.

Supporting the AHMPPI are plans within each Australian State and Territory that cover, in more detail, how individual governments and agencies are working together to prepare for, respond to and recover from an influenza pandemic.

Federal and State Governments acknowledge that no matter how well prepared they might be, they alone cannot control and manage the spread of an influenza pandemic. All levels of governments, including Local Governments (Councils) are committed to working with business and the community generally, and providing them with accurate and timely information, to help them prepare for, and deal with a pandemic within Australia, and where necessary overseas.

A severe influenza pandemic could have a major impact on Australia's economy, health, and wellbeing resulting in social and community impacts (which would be significant). Even a mild pandemic is likely to have a significant impact on the health sector and the community. Appropriate business planning and preparation will underpin our ability to recover quickly. Business continuity guides to help Australian businesses and non government organisations consider how a pandemic might affect them and the actions they should take to prepare are available through: www.flupandemic.gov.au. The Commonwealth, State, Territory and Local Governments will all play a role in supporting business continuity planning.

In the AHMPPI it states:

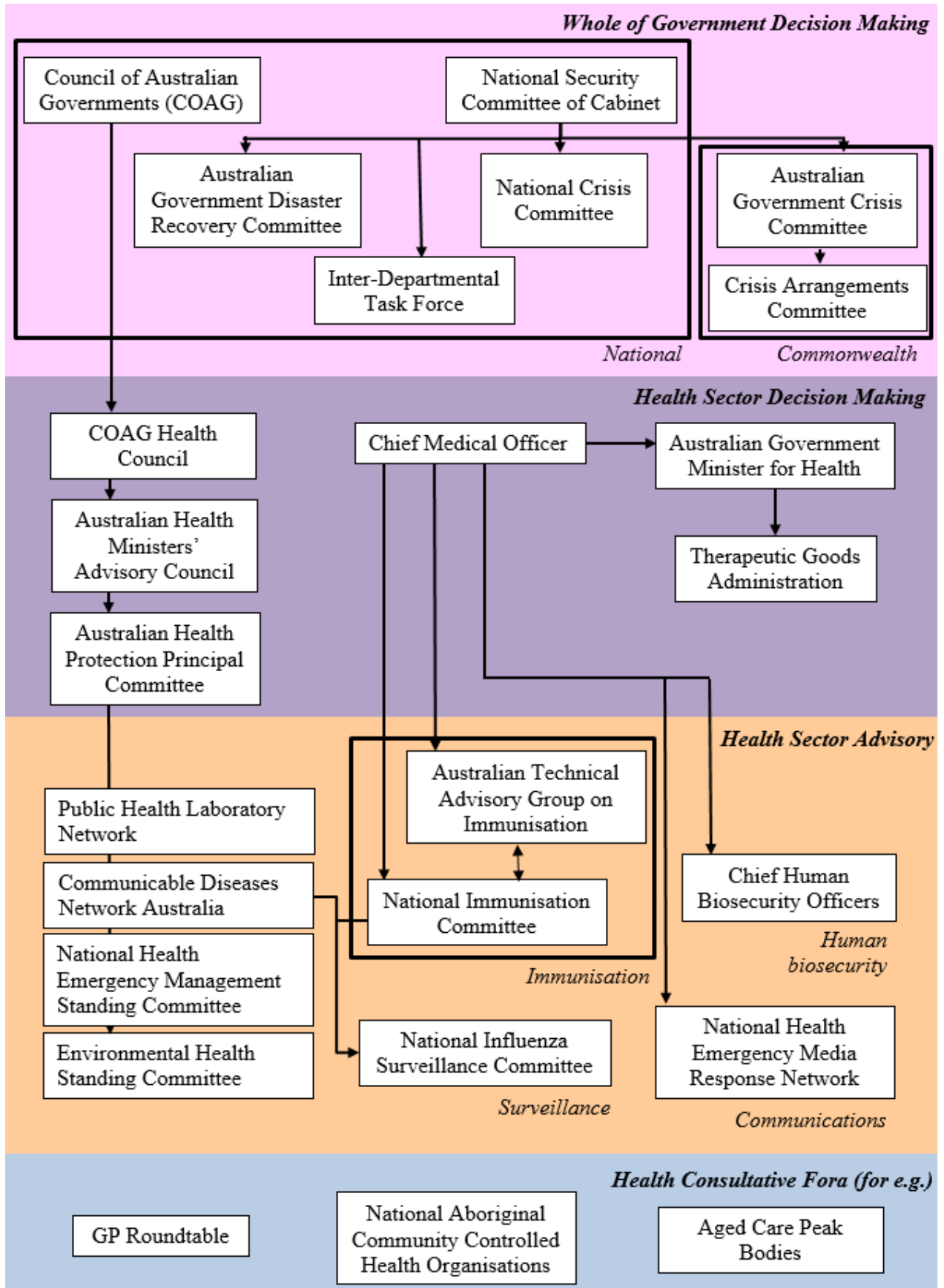
“Local governments will:

- Determine and maintain pandemic influenza policies and plans consistent with the role of local government and complementing relevant State, Territory and national policies and plans;
- Maintain business continuity plans to enable the delivery of local government essential services;
- Support national, State and Territory response and recovery by representing the needs of local communities and contributing to their continuing viability;
- Support State and Territory emergency management frameworks;
- Work with business and the community;
- In partnership with State and Territory governments, inform the public of planning and preparation under way and maintain information to the public during the response to, and recovery from, an influenza pandemic; and
- Work with their respective State and Territory government to develop public education material and ensure effective ‘bottom up’ information exchange is undertaken.”

The Council's Plan places the importance on identifying what functions are critical to the business in delivering its 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 AHMPPI is designed to respond to.

Australian Health Management Plan for Pandemic Influenza 2019 Whole of Government (WoG), health sector, health advisory and consultative committees involved in decision making for an influenza pandemic (AHMPPI, Figure 2).



CRITICAL FUNCTION SUB PLANS

PREPARATION OF COUNCIL AGENDA AND MINUTES			
Prepared by	CEO / WHS, Grants and Admin Officer	Date	17 December 2014
Reviewed by	SLT and WHS & RM Coordinator	Date	30 September 2020
Sub Plan Owner	<p>This plan is owned by the CEO who has overall responsibility for this plan.</p> <p>The routine management of the plan is delegated to the HR Officer who has responsibility for ensuring the accuracy and currency of the plan and advising the SLT of any changes required.</p>		
Identified Critical Business Functions			
<p>Council Agenda and Minutes Committees</p>			
Overview of Functions (Context)			
<p>Preparation and distribution of Agenda, Minutes and Reports to Elected Members and Committees</p>			
Business Impact Analysis			
Business Impact of Function Loss	Penalties for Non-Delivery	Functional Interdependencies	
<ul style="list-style-type: none"> Inability or Delay to hold meeting 	<p>Legislative Penalties</p>	<p>IT</p>	
Current Resources Premises/ Equipment/ Staff	Minimum Resources Required	Alternate Manual Process or Work Around	
<ul style="list-style-type: none"> CEO HR Officer Computer System 	<ul style="list-style-type: none"> Computer X 1 Staff X 1 Backup server 	<ul style="list-style-type: none"> Staff work from mobile office i.e. home 	
Disruption Scenario		Max Allowable Outage	
<ul style="list-style-type: none"> Civic Centre Destroyed or not available i.e. fire, flood, explosion Personnel not able to get to office 		<ul style="list-style-type: none"> 1- 4 weeks 1- 4 weeks 	
Authority for Invoking Plan	CEO		
Key Decision Makers to be assembled			
<ul style="list-style-type: none"> SLT 			
Stakeholders other than process owner			
Internal		External	
<ul style="list-style-type: none"> CEO EA 		<ul style="list-style-type: none"> Elected members Committees Community LGRS 	

PREPARATION OF COUNCIL AGENDA AND MINUTES

Pre Event Preparedness Current policies and procedures and access points required to deliver function

The current policy and procedures for this critical function can be located –

Electronic copies:

- Agenda and Minutes template

[..\..\..\9 Governance\9.24 Council Meetings\9.24.1 Records of meeting of Council Disposal Permanent\9.24.1.1 Council Agenda\](#)

(Minutes are developed from the Agenda document)

Council website

Hard copies:

- Previous Council Agenda and Minutes
- At Quorn Civic Centre and Hawker Motors

Emergency Response Immediate actions required if function is lost

On being advised of a BIE the following immediate responses should be considered:

- Portable laptop setup offsite and connected to the internet
- Contact LGRS

Continuity Management Actions required to ensure continued availability of the function

In the event of a BIE occurring as identified within the **disruption scenario analysis**, that exceeds the identified MAO the following responses may be appropriate:

- Office setup at an alternate site i.e., adjoining Council
- Enact full Plan

Communication Considerations

Internal	External
<ul style="list-style-type: none"> ▪ SLT 	<ul style="list-style-type: none"> ▪ Elected Members ▪ Committees ▪ Community

Further Treatment/ Action Plans Actions required for continuous improvement

Treatment/ Action Plan	Position Responsible for development	Target Date
<ul style="list-style-type: none"> ▪ Develop a Backup Sever Procedure ▪ Determine server setup at 3 different locations 	<p>CEO CEO</p>	

CONDUCTING COUNCIL MEETINGS

Prepared by	WHS & RM Coordinator	Date	30 September 2020
Reviewed by	SLT	Date	30 September 2020
Sub Plan Owner	<p>This plan is owned by the CEO who has overall responsibility for this plan.</p> <p>The routine management of the plan is delegated to the Director of Finance & Administration who has responsibility for ensuring the accuracy and currency of the plan and advising the SLT of any changes required.</p>		

Identified Critical Business Functions

Council Meetings (face to face) held monthly, as per legislative requirements.
Public access to Council meetings

Overview of Functions (Context)

Linked to 'Preparation of Council Agenda & Minutes', availability of a suitable location, and restrictions in place in the case of a State/ National emergency.

Business Impact Analysis

Business Impact of Function Loss	Penalties for Non-Delivery	Functional Interdependencies
<ul style="list-style-type: none"> Inability or Delay to hold meeting 	Legislative Penalties	<ul style="list-style-type: none"> Preparation of Council Agenda & Minutes IT Availability of a suitable location, and Restrictions in place in the case of a State/ National emergency.
Current Resources/ Premises/ Equipment/ Staff	Minimum Resources Required	Alternate Manual Process or Work Around
<ul style="list-style-type: none"> CEO, Directors Council chamber iPads Smart screen 	<ul style="list-style-type: none"> Computer X 1 SLT Meeting Venue 	Remote access (e.g. zoom meeting)
Disruption Scenario		Max Allowable Outage
<ul style="list-style-type: none"> Civic Centre Destroyed or not available i.e. fire, flood, explosion SLT not able to get to attend Council meeting (no quorum) State/ National Emergency 		<ul style="list-style-type: none"> 1- 2 weeks 1- 2 weeks
Authority for Invoking Plan	CEO	
Key Decision Makers to be assembled		
<ul style="list-style-type: none"> SLT 		

CONDUCTING COUNCIL MEETINGS

Stakeholders other than process owner

Internal

- CEO
- SLT

External

- Elected members
- Committees
- Community
- LGRS

Pre Event Preparedness Current policies and procedures and access points required to deliver function

Refer sub-element for Preparation of Committee Agenda & Minutes

Emergency Response Immediate actions required if function is lost

On being advised of a BIE the following immediate responses should be considered:

- Portable laptop setup offsite and connected to the internet
- Contact LGRS

Continuity Management Actions required to ensure continued availability of the function

In the event of a BIE occurring as identified within the **disruption scenario analysis**, that exceeds the identified MAO the following responses may be appropriate:

- Council meeting setup at an alternate site e.g., adjoining Council
- Council meeting setup on-line/ remotely
- Enact full Plan

Communication Considerations

Internal

- SLT

External

- Elected Members
- Committees
- Community

Further Treatment/ Action Plans Actions required for continuous improvement

Treatment/ Action Plan	Position Responsible for development	Target Date
<ul style="list-style-type: none"> ▪ Develop a Backup Procedure 	GO/CEO	

ACCOUNTS PAYABLE

Prepared by	DFA	Date	30 September 2020
Reviewed by	SLT and WHS & RM Coordinator	Date	30 September 2020
Sub Plan Owner	<p>This plan is owned by the DFA who has overall responsibility for this plan.</p> <p>The routine management of the plan is delegated to the DFA who has responsibility for ensuring the accuracy and currency of the plan and advising the SLT of any changes required.</p>		

Identified Critical Business Functions

Accounts Payable

Overview of Functions (Context)

The timely preparation, input and payment of invoices from contractors, suppliers and other creditors

Business Impact Analysis

Business Impact of Function Loss	Penalties for Non Delivery	Functional Interdependencies
<ul style="list-style-type: none"> Inability or Delay in making payment to Contractors, Suppliers and other Creditors 	<ul style="list-style-type: none"> Reputational Damage Contractual Penalties Interest Charges 	<ul style="list-style-type: none"> IT Systems (Magiq & NAB) Telecommunications
Current Resources Premises/ Equipment/ Staff	Minimum Resources Required	Alternate Manual Process or Work Around
<ul style="list-style-type: none"> Staff Office IT & Software Internet & Telecommunications 	<ul style="list-style-type: none"> Computer x1 Staff x1 Internet and Telecommunications Signatories x2 	<ul style="list-style-type: none"> Remote Access Alternative Workplace Pay by Cheque

Disruption Scenario

- Telecommunications Failure
- Failure of Magiq Software
- Loss of Office Building(s)
- Bank (NAB) Failure

Max Allowable Outage

- 1-4 weeks**
- 1-4 weeks**
- 1-4 weeks**
- 1-4 weeks**

Authority for Invoking Plan

CEO

Key Decision Makers to be assembled

- SLT

ACCOUNTS PAYABLE

Stakeholders other than process owner

Internal	External
<ul style="list-style-type: none"> ▪ DFA ▪ Accounts Payable Officer ▪ Customer Service Staff 	<ul style="list-style-type: none"> ▪ Contractors ▪ Suppliers ▪ NAB ▪ Magiq Software ▪ SIMM IT ▪ Optus / Voiteck ▪ LGRS

Pre Event Preparedness Current policies and procedures and access points required to deliver function

The current policy and procedures for this critical function can be located –

Electronic:

- Previous invoices for all creditors are saved on G drive under 7.1.1.1
- Procedures are saved on G drive under

Hard Copies:

- Copies of paid invoices are kept in main council office in Rates & Payroll Officer work area
- Procedures are kept at Works Depot with Works Administration Officer

Emergency Response Immediate actions required if function is lost

On being advised of a BIE the following immediate responses should be considered:

- Relevant staff advised of anticipated duration of interruption
- Source of disruption (internal or external) identified where possible
- If expected duration greater than 2 weeks, continuity measures to be implemented

Continuity Management Actions required to ensure continued availability of the function

In the event of a BIE occurring as identified within the **disruption scenario analysis**, that exceeds the identified MAO the following responses may be appropriate:

- Manual payment of contractors or suppliers
- Use of cheques to make payment (if bank related BIE)
- Inform contractors and suppliers of situation
- Invoices collected and stored securely until system restored
- Workspace set up remotely or at alternate location
- Enact full plan

Communication Considerations

Internal	External
<ul style="list-style-type: none"> ▪ SLT ▪ Customer Service Staff 	<ul style="list-style-type: none"> ▪ Contractors ▪ Suppliers ▪ NAB ▪ Magiq Software ▪ SIMM IT ▪ Elected Members

ACCOUNTS PAYABLE

Further Treatment/ Action Plans Actions required for continuous improvement

Treatment/ Action Plan	Position Responsible for development	Target Date
<ul style="list-style-type: none"> ▪ Develop a Backup Procedure Consider alternate payment options (for a NAB related BIE) 	DFA DFA	

CUSTOMER SERVICE

Prepared by	CEO / WHS, GO	Date	17 December 2014
Reviewed by	SLT and WHS & RM Coordinator	Date	30 September 2020
Sub Plan Owner	<p>This plan is owned by the Governance Officer who has overall responsibility for this plan.</p> <p>The routine management of the plan is delegated to Governance Officer who has responsibility for ensuring the accuracy and currency of the plan and advising the SLT of any changes required.</p>		

Identified Critical Business Functions

- Customer Service – Liaising with the public

Overview of Functions (Context)

The Council Office is the main point of contact for the community in times of emergency and in everyday life. Being a small, isolated community with some residents unable to access or understand electronic communication, Council is their main source of information.

Business Impact Analysis

Business Impact of Function Loss	Penalties for Non Delivery	Functional Interdependencies
<ul style="list-style-type: none"> Inability to communicate with the general public 	<ul style="list-style-type: none"> Community unrest or panic 	<ul style="list-style-type: none"> IT Telecommunications
Current Resources Premises/ Equipment/ Staff	Minimum Resources Required	Alternate Manual Process or Work Around
<ul style="list-style-type: none"> Staff Office IT and Software Telecommunications (phone) 	<ul style="list-style-type: none"> Staff x 1 Office space Telecommunications (phone) 	<ul style="list-style-type: none"> Divert office phone Setup temporary office

Disruption Scenario	Max Allowable Outage
<ul style="list-style-type: none"> Civic Centre Destroyed or not available i.e. fire, flood, explosion Personnel not able to get to office Loss of landline 	<ul style="list-style-type: none"> 1 day 1 day 1day

Authority for Invoking Plan	CEO
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Key Decision Makers to be assembled

- SLT

CUSTOMER SERVICE

Stakeholders other than process owner

Internal	External
<ul style="list-style-type: none"> ▪ Staff 	<ul style="list-style-type: none"> ▪ Optus ▪ IT Providers ▪ Community ▪ LGRS

Pre Event Preparedness Current policies and procedures and access points required to deliver function

The current policy and procedures for this critical function can be located – Council website

Electronic copies:

- Customer Service Goals Policy
- Customer Complaints policy

Hard copies:

- CEO office – Master Register

Emergency Response Immediate actions required if function is lost.

On being advised of a BIE the following immediate responses should be considered:

- Notify Optus
- Relocate / Divert phone
- Set up temporary office
- Contact LGRS

Continuity Management Actions required to ensure continued availability of the function

In the event of a BIE occurring as identified within the **disruption scenario analysis**, that exceeds the identified MAO the following responses may be appropriate:

- Office setup at an alternate site i.e. adjoining Council
- Enact full Plan

Communication Considerations

Internal	External
<ul style="list-style-type: none"> ▪ Staff 	<ul style="list-style-type: none"> ▪ Community

Further Treatment/ Action Plans Actions required for continuous improvement

Treatment/ Action Plan	Position Responsible for development	Target Date
<ul style="list-style-type: none"> ▪ Investigate alternate offices / locations ▪ Determine Optus diversion codes 	<p>GO</p> <p>GO</p>	

LOSS OF IT AND COMMUNICATIONS

Prepared by	CEO / WHS, GO	Date	17 December 2014
	SLT	Date	30 September 2020
Sub Plan Owner	This plan is owned by the CEO who has overall responsibility for this plan. The routine management of the plan is delegated to DFA who has responsibility for ensuring the accuracy and currency of the plan and advising the SLT of any changes required.		

Identified Critical Business Functions

- Loss of IT and Communications (Computers, phones, internet)

Overview of Functions (Context)

All Council systems and processes currently rely on IT internally and externally. This includes liaising with the Elected Members and general public.

Business Impact Analysis

Business Impact of Function Loss	Penalties for Non Delivery	Functional Interdependencies
<ul style="list-style-type: none"> Inability to contact remote / isolated workers Loss of 1 day of data Inability to communicate with offsite staff and community 	<ul style="list-style-type: none"> Reputation issues if delays result from the loss of data 	<ul style="list-style-type: none"> SIMM IT Optus / Voiteck Magiq Software
Current Resources Premises/ Equipment/ Staff	Minimum Resources Required	Alternate Manual Process or Work Around
<ul style="list-style-type: none"> Servers x 4 Internal phone system Mobile phones UHF Repeater 	<ul style="list-style-type: none"> Backup server Offsite laptop x 2 Available Optus Backup Hardware Mobile phone x 1 	<ul style="list-style-type: none"> Use old phone landline Restore data from offsite server

Disruption Scenario

- Optus Tower Exchange failure
- Interruption to IT Services
- Office Destroyed (explosion, fire, flood)

Max Allowable Outage

- < 1 week
- <1 week
- <1 week

Authority for Invoking Plan

DFA

Key Decision Makers to be assembled

- SLT

LOSS OF IT AND COMMUNICATIONS

Stakeholders other than process owner

Internal	External
<ul style="list-style-type: none"> Staff 	<ul style="list-style-type: none"> Optus Magiq SoftwareSIMM IT Community LGRS

Pre Event Preparedness Current policies and procedures and access points required to deliver function

The current policy and procedures for this critical function can be located

Electronic copies:

Hard copies:

- Contract for IT Supplier – to have backup server (located in Council Safe)

Emergency Response Immediate actions required if function is lost.

On being advised of a BIE the following immediate responses should be considered:

- Source of disruption to be identified where possible (i.e. internal IT system / External telecommunications infrastructure)
- Contact Optus or supplier
- Set up off site office

Continuity Management Actions required to ensure continued availability of the function

In the event of a BIE occurring as identified within the **disruption scenario analysis**, that exceeds the identified MAO the following responses may be appropriate:

- Enact Full Plan

Communication Considerations

Internal	External
<ul style="list-style-type: none"> Advise staff of situation as soon as is possible 	<ul style="list-style-type: none"> Advise community by radio Advise elected members as is possible

Further Treatment/ Action Plans Actions required for continuous improvement

Treatment/ Action Plan	Position Responsible for development	Target Date
<ul style="list-style-type: none"> Consideration of Cloud Computing for remaining services Relocation of servers to Adelaide 	DFA	

STAFF PAYROLL

Prepared by	DFA	Date	30 September 2020
Reviewed by	SLT and WHS & RM Coordinator	Date	30 September 2020
Sub Plan Owner	<p>This plan is owned by the DFA who has overall responsibility for this plan.</p> <p>The routine management of the plan is delegated to Payroll Officer who has responsibility for ensuring the accuracy and currency of the plan and advising the SLT of any changes required.</p>		

Identified Critical Business Functions

- Staff payroll function

Overview of Functions (Context)

Councils' payroll is processed on a fortnightly basis with pay periods finishing every second Sunday and the funds transferred through Council's NAB account electronically by the following Wednesday night. Payments are made to staff in accordance with the relevant Awards and Council's adopted salary system.

Business Impact Analysis

Business Impact of Function Loss	Penalties for Non-Delivery	Functional Interdependencies
<ul style="list-style-type: none"> ▪ Staff do not receive pay ▪ Staff reliance on pay ▪ Staff may not be able to buy petrol so may not be able to get to work 	<ul style="list-style-type: none"> ▪ Staff dissatisfaction ▪ Potential for staff to request reimbursement of financial institution default charges 	<ul style="list-style-type: none"> ▪ Timesheets and variations (works processed daily) ▪ IT system MAGIQMAGIQ and Bank lines
Current Resources Premises/ Equipment/ Staff	Minimum Resources Required	Alternate Manual Process or Work Around
<ul style="list-style-type: none"> ▪ Staff x 4 ▪ 2 managers for staff authorisation ▪ Desk space ▪ IT System including email and internet and payroll software ▪ Telephone 	<ul style="list-style-type: none"> ▪ Staff x 1 ▪ 2 managers for staff authorisation ▪ IT System including email and internet and payroll software 	<ul style="list-style-type: none"> ▪ Pay basic 76 hours ▪ Use previous fortnight sheets ▪ Pay by cheque ▪ Request bank manager to run last pay again

STAFF PAYROLL

Disruption Scenario

- MAGIQMAGIQ crash
- IT crash (general)
- Loss of office building (explosion, fire, flood)
- Bank (NAB) crash

Max Allowable Outage

- 1-13 days
- 1-13 days
- 1-13 days
- 1-13 days

Authority for Invoking Plan

DFA

Key Decision Makers to be assembled

- SLT

Stakeholders other than process owner

Internal

- Staff

External

- NAB
- IT Providers

Pre Event Preparedness Current policies and procedures and access points required to deliver function

The current policy and procedures for this critical function can be located –

Electronic copies:

- Payroll data from last fortnight MAGIQMAGIQ (backup if required)
- Copies of Payroll Reports saved on G Drive

Hard copies:

- Payroll notes kept in Rates / Payroll Admin Officer's Office
- Payroll folders and printouts in locked filing cabinet in Rates / Payroll Admin Officer's Office

Emergency Response Immediate actions required if function is lost.

On being advised of a BIE event the following immediate responses should be considered:

- Payroll Staff advised of length of outage
- Source of disruption identified where possible (internal or external)
- If longer than pay fortnight, continuity measures to be taken

Continuity Management Actions required to ensure continued availability of the function

In the event of a BIE occurring as identified within the **disruption scenario analysis**, that exceeds the identified MAO the following responses may be appropriate:

- Manual pay process to be implemented. This may require arranging with bank to “run last pay” until further advised
- Inform staff of situation and that adjustments may be required to their pays when Council back on line
- Times sheets collected and stored securely until system restored.

STAFF PAYROLL

Communication Considerations

Internal	External
<ul style="list-style-type: none"> ▪ Staff 	<ul style="list-style-type: none"> ▪ NAB ▪ IT provider (MAGIQ)

Further Treatment/ Action Plans Actions required for continuous improvement

Treatment/ Action Plan	Position Responsible for development	Target Date
<ul style="list-style-type: none"> ▪ Review Master Folder for all procedures ▪ Letter to NAB authorising CEO to run last payroll in emergency 	DFA	

ENVIRONMENTAL HEALTH

Prepared by	WHS & RM Coordinator	Date	30 September 2020
Reviewed by	SLT	Date	30 September 2020
Sub Plan Owner	<p>This plan is owned by the CEO who has overall responsibility for this plan.</p> <p>The routine management of the plan is delegated to the CEO (for Planning Development and permits) and the Director of Works (for Local Noise & Litter Control and Waste Management including asbestos) who have the responsibility for ensuring the accuracy and currency of the plan and advising the SLT of any changes required.</p>		

Identified Critical Business Functions

- Planning & Development (TO)
- Permits (TO)
- Noise & Litter Control (DOW)
- Clean Air – EPA Clean Air Policy (DOW)
- Waste Management (dump/ transfer station) – *including asbestos disposal* (DOW)

Overview of Functions (Context)

Compliance with legislative requirements

Business Impact Analysis

Business Impact of Function Loss	Penalties for Non Delivery	Functional Interdependencies
<ul style="list-style-type: none"> ▪ Inability in complying with legislative requirements. 	Legislative Penalties	IT
Current Resources Premises/ Equipment/ Staff	Minimum Resources Required	Alternate Manual Process or Work Around
<ul style="list-style-type: none"> ▪ Planning Officer (<i>shared service</i>) ▪ Permits/ EHO (<i>shared service</i>) ▪ General Compliance Officer ▪ Parks & Gardens Supervisor 	<ul style="list-style-type: none"> ▪ Computer X 1 ▪ Staff (<i>as listed</i>) ▪ Backup server 	<p><u>NOTE</u>: this relies on a lot of on-site work.</p> <ul style="list-style-type: none"> ▪ Laptop or ▪ Hand written notes etc in the interim <i>and admin assistance from Admin. Officer when IT available.</i>

Disruption Scenario

Max Allowable Outage

- | | |
|---|--|
| <ul style="list-style-type: none"> ▪ Shared Services not available ▪ Unable to use Office ▪ IT and/ or communication disruption ▪ Personnel unable to get to office (pandemic; adverse weather) | <ul style="list-style-type: none"> ▪ 1- 4 weeks ▪ 1- 4 weeks ▪ 1- 4 weeks ▪ 1- 4 weeks |
|---|--|

Authority for Invoking Plan CEO

ENVIRONMENTAL HEALTH

Key Decision Makers to be assembled

- SLT

Stakeholders other than process owner

Internal

- CEO
- DFA
- DOW
- EA

External

- Elected members
- EPA
- Community
- LGRS

Pre Event Preparedness

Current policies and procedures and access points required to deliver function

The current policy and procedures and legislative requirements for the key elements of this critical function can be located –

Electronic copies:

- GDS (20)/ 9. Governance/ Policies
- EPA website
- Legislation SA website

Hard copies:

- Quorn Council Office

Emergency Response

Immediate actions required if function is lost

On being advised of a BIE the following immediate responses should be considered:

- Obtaining shared service (Planning Officer; EHO) from an alternative Council
- Portable laptop setup offsite and connected to the internet
- Contact LGRS

Continuity Management

Actions required to ensure continued availability of the function

In the event of a BIE occurring as identified within the **disruption scenario analysis**, that exceeds the identified MAO the following responses may be appropriate:

- Office setup at an alternate site
- Enact full Plan

Communication Considerations

Internal

- SLT

External

- Elected members
- EPA
- Community
- LGRS

Further Treatment/ Action Plans

Actions required for continuous improvement

Treatment/ Action Plan

- Develop a Backup Server Procedure
- Determine server setup at 3 different locations

Position Responsible for development

DFA
DFA

Target Date

KERBSIDE WASTE COLLECTION

Prepared by	DOW	Date	30 September 2020
Reviewed by	SLT and WHS & RM Coordinator	Date	30 September 2020
Sub Plan Owner	This plan is owned by the DOW who has overall responsibility for this plan. The routine management of the plan is delegated to the DOW who has responsibility for ensuring the accuracy and currency of the plan and advising the SLT of any changes required.		

Identified Critical Business Functions

- Kerbside Waste Collection

Overview of Functions (Context)

Council contracts out its kerbside waste collection. Contractors collect general household wet waste weekly and recyclables fortnightly.

Business Impact Analysis

Business Impact of Function Loss	Penalties for Non Delivery	Functional Interdependencies
<ul style="list-style-type: none"> ▪ General household wet waste build up on kerbsides ▪ Public Health concerns / risks increased 	<ul style="list-style-type: none"> ▪ Statutory penalties including fines from EPA ▪ Reputation loss 	<ul style="list-style-type: none"> ▪ Contractors ▪ EHO
Current Resources Premises/ Equipment/ Staff	Minimum Resources Required	Alternate Manual Process or Work Around
<ul style="list-style-type: none"> ▪ 4 Contractors ▪ Contract Operation by Director of Works ▪ Administration of contract by CEO 	<ul style="list-style-type: none"> ▪ Contractor 	<ul style="list-style-type: none"> ▪ As part of the contract onus is on contractor to supply replacement truck or staff if unavailable. ▪ If contract breached, request neighbouring Councils to assist

Disruption Scenario

- Unavailability of waste Truck or staff
- Breach of Contract
- Severe weather (floods, storms)
- Grass fires/ bush fires

Max Allowable Outage

- < 1 week
- < 1 week
- < 1 week
- 1 – 2 weeks

Authority for Invoking Plan CEO / DOW

Key Decision Makers to be assembled

- DOW
- Works/Team Supervisor
- CEO, SLT

KERBSIDE WASTE COLLECTION

Stakeholders other than process owner

Internal	External
<ul style="list-style-type: none"> ▪ DOW ▪ SLT 	<ul style="list-style-type: none"> ▪ Contractor ▪ Community ▪ EPA ▪ LGRS

Pre Event Preparedness Current policies and procedures and access points required to deliver function

The current policy and procedures for this critical function can be located –

Electronic copies:

- Environmental Management Policies
- Contracts – waste management

Hard copies:

- Contract kept in Council Safe
- Policies kept at Council Admin. Office

Emergency Response Immediate actions required if function is lost.

On being advised of a BIE the following immediate responses should be considered:

- Liaise with Contractor / Engage Alternate Contractor
- Notify Office staff
- If required Council staff collect waste

Continuity Management Actions required to ensure continued availability of the function

In the event of a BIE occurring as identified within the **disruption scenario analysis**, that exceeds the identified MAO the following responses may be appropriate:

- Liaise with other Councils
- Enact full Plan

Communication Considerations

Internal	External
<ul style="list-style-type: none"> ▪ Liaise with Office staff re status of Collection 	<ul style="list-style-type: none"> ▪ Place notification on website and social media ▪ Place notice on notice Boards

Further Treatment/ Action Plans Actions required for continuous improvement

Treatment/ Action Plan	Position Responsible for development	Target Date
<ul style="list-style-type: none"> ▪ Review Contract and discuss with neighbouring Councils 	DOW	

CWMS – MAINTAINING PUMPS AND PIPELINES

Prepared by	DOW	Date	30 September 2020
Reviewed by	SLT and WHS & RM Coordinator	Date	30 September 2020
Sub Plan Owner	<p>This plan is owned by the DOW who has overall responsibility for this plan.</p> <p>The routine management of the plan is delegated to the Director of Works who has responsibility for ensuring the accuracy and currency of the plan and advising the SLT of any changes required.</p>		

Identified Critical Business Functions

- CWMS – maintaining pumps and pipelines
- CWMS – maintaining public health treated water/ sewerage requirements

Overview of Functions (Context)

- Council maintains 2 pumps in Quorn to pump effluent to the effluent ponds. Council also has an extensive pipe network in Quorn and Hawker to maintain. These at times can become blocked or damaged.

Business Impact Analysis

Business Impact of Function Loss	Penalties for Non-Delivery	Functional Interdependencies
<ul style="list-style-type: none"> ▪ Pump break down or loss of power supply causing overflow of waste ▪ Pipe blockage causing backup of waste 	<ul style="list-style-type: none"> ▪ Statutory penalties including fines from Department of Health ▪ Community unrest ▪ Reputation loss 	<ul style="list-style-type: none"> ▪ SA Power Networks ▪ Contractor - Electrician ▪ Contractor – plumber ▪ EHO - shared service
Current Resources Premises/ Equipment/ Staff	Minimum Resources Required	Alternate Manual Process or Work Around
<ul style="list-style-type: none"> ▪ 2 X pump Stations ▪ 4 X pumps ▪ 1 X generator set ▪ Contractor to pump from one station to another 	<ul style="list-style-type: none"> ▪ Generator Set ▪ Staff X 1 ▪ Contractor 	<ul style="list-style-type: none"> ▪ Install Generator set ▪ Hire Contractors to fix problem ▪ Note additional Generator Set available at the Hawker Aerodrome.

Disruption Scenario

- Breakdown / Failure of pump
- Power Outage
- Pipe Blockage – Tree roots,
- Collapsed drain or other type of reportable incident (involving sewerage/ treated water) which must be reported to Office of the Technical Regulator

Max Allowable Outage

- < 1 week
- 1 – 2 days
- 1 – 3 days
- < 1 week

Authority for Invoking Plan CEO / DOW

CWMS – MAINTAINING PUMPS AND PIPELINES

Key Decision Makers to be assembled

- DOW / EHO
- CEO, SLT

Stakeholders other than process owner

Internal	External
<ul style="list-style-type: none"> ▪ Customer Service staff 	<ul style="list-style-type: none"> ▪ Community ▪ Elected members ▪ LGRS ▪ EPA ▪ Office of the Technical Regulator (reportable incidents only)

Pre Event Preparedness Current policies and procedures and access points required to deliver function

The current policy and procedures for this critical function can be located –

Electronic copies:

- Gen Set (WHS SWI # 7030)
- Flushing of lines SWI (GDS 5.87 CWMS Flushing)
- CWMS operations manual

Hard copies:

- kept in the Records Room, Council
- Depots at Quorn and Hawke

Emergency Response Immediate actions required if function is lost.

On being advised of a BIE the following immediate responses should be considered:

- Investigate source of problem
- Identify if problem is related to an incident – advise DOW. **NOTE:** If a reportable incident - secure site (*do not alter anything*), and wait for instruction from Office of Technical Regulator
- Setup generator set if required or Engage Contractor
- Liaise with SA Power Networks
- Notify Office staff
- Clean up spill if required

Continuity Management Actions required to ensure continued availability of the function

In the event of a BIE occurring as identified within the **disruption scenario analysis**, that exceeds the identified MAO the following responses may be appropriate:

- Enact full Plan

CWMS – MAINTAINING PUMPS AND PIPELINES

Communication Considerations

Internal	External
<ul style="list-style-type: none"> Liaise with Office staff re status of problem 	<ul style="list-style-type: none"> Place notification on website and social media Place notice on notice boards Notify Department of Health

Further Treatment/ Action Plans Actions required for continuous improvement

Treatment/ Action Plan	Position Responsible for development	Target Date
<ul style="list-style-type: none"> Investigate plug in pumps rather than hard wire (rather than calling out Electrician) Investigate purchase of Jetter (high pressure) 	DOW	
	DOW	

BUSINESS IMPACT ANALYSIS

DEPARTMENTS AND BUSINESS UNITS

Corporate Services Governance / Finance / HR			Environmental Health and Compliance Development / Planning		Works
Agenda / Minutes	Budgets	Training	Food Inspection	Building Inspections	Roads
Newsletters	AMP	WHS	Nuisance Control	Issued Consent	Waste, Roadside pickup, Transfer Stn
Members	LTFP	WC / Rehab	Infectious Disease	Application Assessment	Grave Digging, Ashes Internment
Committees	Grants	Staff	Septic Tanks	Strategic Planning	Dog and Cat Management
Customer Service	Bank Agency	VIC / Tourism	Sewerage connections (CWMS)	Council Property Inspections	Fleet Maintenance
Licences / Leases	Rates	Pool	Swimming Pools	Building Fire Safety	CWMS Maintenance / Emergencies
Policies / Bylaws	Payroll	Library	Water Monitoring	Assessment Panel	Town Amenities Maintenance
IT/Communications	Creditors		Compliance Notices		Airports – Quorn and Hawker
Website / Social	Debtors		Plan Preparation		Fire Hazard Control and Emergency Assist
Annual Reports	Treasury		Local laws		Depot Maintenance (2)
Cemeteries	Asset Management				Road Signage, Temp & Permanent
Complaints	Counter Functions				Support for Community Events
Record Management	OCA				Compliance Reporting
Strategic Plan					Parks and Gardens
PR / Media					Tree Management

GOVERNANCE													
Date of Analysis : 30 September 2020	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?		How long could the Council operate without this Function/ Activity before significantly impacting on Council objectives?					Is this Function critical to the Council meeting its objectives during a business interruption event?		Is the delivery of this Function impacted by the declaration of a catastrophic fire danger day?	
	YES	NO	YES	NO	< 1 wk	1 wk- 4 wks	< 3 months	>3-6 months	>1 year	YES	NO	YES	NO
Newsletters / PR / Media	X	X	X				X				X		X
Agenda and Minutes	X		X			X				X			X
Elected members	X		X			X				X			
Committees	X		X			X				X			X
Customer Service	X		X		X					X			X
Licences and Leases	X		X				X				X		X
Policies / Bylaws	X	X	X				X				X		X
IT / Communications	X	X	X		X					X			X
Website / Social Networking	X	X	X			X					X		
Annual Reports	X		X				X				X		X

Governance (cont)													
Date of Analysis: 30 September 2020	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?		How long could the Council operate without this Function/ Activity before significantly impacting on Council objectives?					Is this Function critical to the Council meeting its objectives during a business interruption event?		Is the delivery of this Function impacted by the declaration of a catastrophic fire danger day?	
	YES	NO	YES	NO	< 1 wk	1 wk- 4 wks	< 3 months	>3-6 months	>1 year	YES	NO	YES	NO
Community Events	X		X				X				X	X	
Cemeteries / Dogs / Complaints	X		X		X						X		X
Records Management	X		X			X					X		X
Strategic Planning	X		X					X			X		X

FINANCE

Date of Analysis: 30 September 2020	Does Council perform this Function? <i>(No means it is fully or partially outsourced)</i>		Are there other significant Council activities that require this function to be able to operate?		How long could the Council operate without this Function/ Activity before significantly impacting on Council objectives?					Is this Function critical to the Council meeting its objectives during a business interruption event?		Is the delivery of this Function impacted by the declaration of a catastrophic fire danger day?	
	YES	NO	YES	NO	< 1 wk	1 wk- 4 wks	< 3 months	>3-6 months	>1 year	YES	NO	YES	NO
Finance / Rates	X		X			X					X		X
Payroll	X		X			X				X			X
Creditors	X		X			X					X		X
Debtors	X		X				X				X		X
Treasury	X		X				X				X		X
Grants	X	X	X				X				X		X
Budgets / ABP / LTFP	X		X					X			X		X
Asset Management	X		X					X			X		X
OCA Contract	X		X			X					X		X
Counter Functions	X		X		X						X		X

HUMAN RESOURCES

Date of Analysis: 30 September 2020	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?		How long could the Council operate without this Function/ Activity before significantly impacting on Council objectives?					Is this Function critical to the Council meeting its objectives during a business interruption event?		Is the delivery of this Function impacted by the declaration of a catastrophic fire danger day?	
	YES	NO	YES	NO	< 1 wk	1 wk- 4 wks	< 3 months	>3-6 months	>1 year	YES	NO	YES	NO
Workers Compensation , Claims and Rehab	X	X	X			X					X		X
WHS, Policies, Procedures, Meetings, Reporting	X	X	X				X				X		X
HR – General	X	X	X		X						X		X
Elected Members – General - Liaison	X	X	X			X					X		X
Training	X	X	X				X				X		X
HR – pools (staff)	X		X				X				X		X

ENVIRONMENTAL HEALTH AND COMPLIANCE

Date of Analysis: 30 September 2020	Does Council perform this Function? <small>(No means it is fully or partially outsourced)</small>		Are there other significant Council activities that require this function to be able to operate?		How long could the Council operate without this Function/ Activity before significantly impacting on Council objectives?					Is this Function critical to the Council meeting its objectives during a business interruption event?		Is the delivery of this Function impacted by the declaration of a catastrophic fire danger day?	
	YES	NO	YES	NO	< 1 wk	1 wk- 4 wks	< 3 months	>3-6 months	>1 year	YES	NO	YES	NO
Food Inspection	X			X				X			X		X
Nuisance Control	X		X					X			X		X
Infectious Disease Investigation	X			X		X					X		X
Septic Tanks Approval / Inspection	X			X				X			X		X
Sewerage (CWMS) Connections		X		X			X				X		X
Sewerage (CWMS) Operations	X		X		X					X			X
Swimming Pools Inspections & Monitoring	X			X				X			X		X
Water Monitoring		X		X				X			X		X
Compliance Notices	X		X		X						X		X
Plan preparation	X			X				X			X		X
Local Laws	X			X				X			X		X

DEVELOPMENT / PLANNING

Date of Analysis: 30 September 2020	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?		How long could the Council operate without this Function/ Activity before significantly impacting on Council objectives?					Is this Function critical to the Council meeting its objectives during a business interruption event?		Is the delivery of this Function impacted by the declaration of a catastrophic fire danger day?	
	YES	NO	YES	NO	< 1 wk	1 wk- 4 wks	< 3 months	>3-6 months	>1 year	YES	NO	YES	NO
Building Inspection	X			X				X			X		X
Issue of Consents	X			X				X			X		X
Application Assessments	X			X				X			X		X
Strategic Planning	X			X				X			X		X
Council Property Inspection	X			X				X			X		X
Building Fire Safety	X			X				X			X		X
Assessment Panel	X			X				X			X		X

WORKS

Date of Analysis: 30 September 2020	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?		How long could the Council operate without this Function/ Activity before significantly impacting on Council objectives?					Is this Function critical to the Council meeting its objectives during a business interruption event?		Is the delivery of this Function impacted by the declaration of a catastrophic fire danger day?	
	YES	NO	YES	NO	< 1 wk	1 wk- 4 wks	< 3 months	>3-6 months	>1 year	YES	NO	YES	NO
Road Maintenance – Public safety and Access	X		X		X						X		
Waste – Kerbside Collection / Transfer Station	X		X		X					X			
Cemetery Management	X		X		X						X		
CWMS Management - Council	X		X		X					X			
CWMS Management - Contractor		X	X		X					X			
Town Amenities – Council	X		X			X					X		
Town Amenities – Contractor		X	X			X					X		
Airports	X		X						X		X		
Works Depot Maintenance	X		X						X		X		
Compliance Reporting	X			X					X		X		

Works (cont)

Date of Analysis: 30 September 2020	Does Council perform this Function? <small>(No means it is fully or partially outsourced)</small>		Are there other significant Council activities that require this function to be able to operate?		How long could the Council operate without this Function/ Activity before significantly impacting on Council objectives?					Is this Function critical to the Council meeting its objectives during a business interruption event?		Is the delivery of this Function impacted by the declaration of a catastrophic fire danger day?	
	YES	NO	YES	NO	< 1 wk	1 wk- 4 wks	< 3 months	>3-6 months	>1 year	YES	NO	YES	NO
Dog and Cat Management	X		X			X					X		
Fleet Maintenance	X		X			X					X		
WHS Compliance (employees)	X		X		X						X		
Fire Hazard Management	X		X			X					X		
HR Management (staff)	X		X			X					X		
Emergency Services Backup	X		X		X						X		
Road Signage – Temporary and Permanent	X		X						X		X		