Shire of York
Business Continuity Plan

Important information about this Plan for the user

This document is a series of checklists developed and maintained in readiness for use during an incident **resulting, or anticipated to result in a disruption to business-as-usual activities**.

The term 'Incident' can be used to indicate a 'Crisis', 'Disaster', 'Emergency', Accident or any other event **resulting, or anticipated to result in a disruption.**

This plan's main purpose is to offer guidance in restoring the Shire to an acceptable level of operation by focusing on communications, time-critical business activities, staff welfare and those people who will need to be contacted or mobilised due to the circumstances of the incident.

Every incident is unique. Therefore, the gap between continuity planning and the real disruptive incident now being faced, needs to be filled with new information, gathered after an assessment of the circumstances of the incident, and the Plan and response options updated accordingly.

Plan Activation Decision

Could the incident:	Yes	No
Disrupt critical activities for more than one day or affect multiple sites?		
Prevent the use of our Admin Building, Depot or IT systems, or disrupt our key supplies for more than 1 day?		
If YES to either of the above, this plan is to be activated.		

An Organisation's behaviours during an incident can significantly damage the trust of staff, the community and other stakeholders. Therefore, during a disruptive incident, the Shire will seek to:

1. **<u>Before all else</u>, establish the safety and wellbeing of staff, visitors and the community.**

2. **Provide regular, concise and meaningful communications internally and externally.**

3. **Strategically manage the incident through strong leadership.**

4. **Work together as a team demonstrating the Shire's principles and values to swiftly return operations to normality.**

5. **Provide the Shire's community, customers and stakeholders with essential services.**

6. **Provide Shire of York staff with a safe working environment to support service delivery in a productive manner.**

7. **Minimise the impact on the Shire's operations and public image.**

8. **Provide assurance to the community that the Shire's operations and service to residents remain strong and viable.**

9. **Ensure that the recovery efforts have the necessary resources and support.**

10. **Set critical milestones and time frames for recovery. Plan into the future.**

11. **Ensure all actions are documented for investigators.**

*Incident Leader and other Checklists begin after the Table of Contents
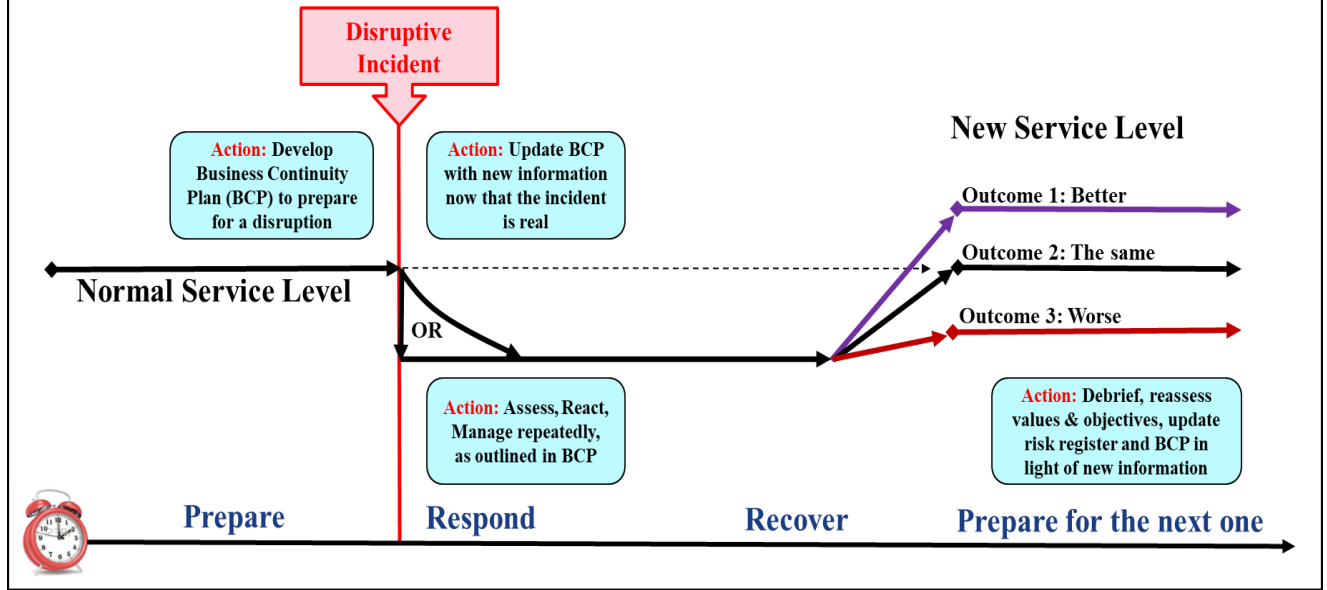
Indicative Disruption Timeline

Disruptive Incident

Action: Develop Business Continuity Plan (BCP) to prepare for a disruption

Action: Update BCP with new information now that the incident is real

New Service Level

Outcome 1: Better

Outcome 2: The same

Outcome 3: Worse

Normal Service Level

OR

Action: Assess, React, Manage repeatedly, as outlined in BCP

Action: Debrief, reassess values & objectives, update risk register and BCP in light of new information

Prepare　　　**Respond**　　　**Recover**　　　**Prepare for the next one**

Table of Contents

Document Control

Document Record	
Document name	Shire of York Business Continuity Plan
Document number	N18659

Review and Approval	
Prepared by	Michael Sparks, Marsh Advisory
Maintained by	Natasha Brennan - Administration & Governance Coordinator
Version date	March 2022
Approved by	Council
Frequency of review	Annual

Hard and soft copies of this plan are located:

- CEO's home/vehicle.
- Depot
- Admin Office

Checklists:

1. Emergency Response

<u>Before all else</u>, establish the safety and wellbeing of staff, visitors and the community.

2. Immediately After Emergency:

*It is essential that the Incident Leadership Team be informed of the incident as quickly as possible.

Incident Leadership Team and spokesperson	Date & Time contacted	Deputy
CEO ▉▉▉▉▉	Date & Time	Appointed by the Leadership Team in the absence of the CEO
EM Corporate & Community ▉▉▉▉	Date & Time	Administration and Governance Coordinator ▉▉▉▉ Finance Manager ▉▉▉▉
EM Infrastructure & Development ▉▉▉▉	Date & Time	Development Services Coordinator ▉▉▉▉ Graduate Engineer ▉▉▉▉
Manager Finance ▉▉▉▉	Date & Time	Payroll Officer ▉▉▉▉
Spokesperson for non-operational communications: Shire President ▉▉▉▉	Date & Time	Deputy Shire President ▉▉▉▉
Administration & Governance Coordinator ▉▉▉▉	Date & Time	HR and Executive Support ▉▉▉▉

*If a Team Member cannot be reached, consider calling their home number or sending someone to notify them

Evidence

Log details of all Witnesses, Photographic and CCTV evidence

Support Specialists

Mobile	Support Specialist Title	Time
███████████	Records Officer	
███████████	Community & Economic Development	
███████████	Environmental Health Officer	
███████████	Community Development / Social Media	
█████████████	Ranger	
███████████	Manager YRCC Belgravia Leisure	
███████████	Road Maintenance Supervisor	
███████████	Town Supervisor	
███████████	IT & Payroll	
███████████	IT External Support	
█████████	Technical Services Officer	
███████████	CESM	
█████████████	Development Services Coordinator	
███████████	On Call	
███████████	Graduate Engineer	
███████████	Avon Waste	

Note time of contacting Specialist for investigators

SHIRE OF York

3. Incident Leader Checklist

Remember to log all activities for investigators

Incident Leader Checklist		
Incident Leader - Consider the following actions important:		
Convene the Incident Leadership Team to review the situation at the muster point (if applicable), then moving to an *'Incident Control Centre'* venue in the following order: 1. **CEO's Office/Council Chambers *If inaccessible;** 2. **Another office in the Admin Building (to be determined)** 3. **MS Teams / Zoom, etc** 4. **YRCC** Arrange access and teleconferencing facilities at *Incident Control Centre.* Nominate a scribe. Determine Leadership Team roles and responsibilities.	Incident Leadership Team Leader	Date & Time
Start recording an assessment of the situation: **This is what we know (& who is impacted?) ……………………………..** …………………………………………………….………………………………….. **This is what we don't know……………………………………………………** **This is what we need you to do…………………..…………………………..** **This is what we're going to do……………………………………………………** A more detailed assessment checklist can be found on the pages below.	Delegated to:	Date & Time
What is your desired realistic outcome? Determine objectives: Objective 1)**……………………………………………………………………** Objective 2)**……………………………………………………………………**	Incident Leadership Team Leader	Time
Secure involvement of staff from support areas with expertise relevant to the incident (HR/I.T./Works, etc.) (Support Specialists contact list above).	Incident Leadership Team Leader	Date & Time
If moving staff to a new work facility *******Set up a minimum of three workstations and a printer for completion of time-sensitive activities such as Payroll, Communications and Customer Services. (See: Time-sensitive activity list).	Delegated to:	Date & Time
Determine employee support & wellbeing requirements (See section 4 for a checklist).	Delegated to:	Date & Time
Contact all relevant Stakeholders who need to be informed about the incident or will be affected by the incident, including local businesses, schools & community leaders where appropriate (See: Key Contacts checklist)	Delegated to:	Date & Time

Incident Leader - Consider the following actions important:		
Consider nominating a trusted administrator to assist you to work through the checklists and act in an advisory capacity (as a right-hand person)	Delegated to:	Date & Time
Obtain details of any witnesses, photographic or CCTV evidence	Delegated to:	Date & Time
Arrange Stakeholder and staff communications. (Email, Text messaging, MS Teams, Zoom, WhatsApp, Social Media, White Board, Bulletin board) For templates: Appendix A – *Communications Guidelines*	Delegated to:	Date & Time
Contact any relevant contractors to confirm if they have been affected by the incident (See: Key Contacts checklist)	Delegated to:	Date & Time
Arrange legal or expert advice if required	Delegated to:	Date & Time
Determine Management and Staff roles and responsibilities before sending anyone home (if applicable): **Make sure:** If you're sending staff home, that they are actually capable of getting home and not (for example) in shock or ill and unable to drive. Ask them if a family member or friend can fetch them, or arrange an ambulance or taxi. That they are able to contact their families if they need or want to. **Make sure they understand:** 1. Where they should go 2. What they should do and how they should do it 3. The options available to them 4. Reporting arrangements 5. That their jobs are safe, if applicable, or the options available to them 6. When they should come back to work 7. When the next communication can be expected and how it will be communicated. Remind them about the Shire's **Social Media policy** (not to talk to the Press, or post anything on Facebook, or alert Friends). If an employee is approached for a comment, they should refer the media body to you as the Incident Leader. Contact and instruct staff not affected by the incident, currently off site, on leave or located elsewhere. Consider Union involvement. A main internal point of contact should be nominated and provided to all staff should they need to communicate. This should be a different person to that making the staff contacts.	Delegated to:	Date & Time

Incident Leader - Consider the following actions important:		
Depending on the nature of the incident, **consider:** o Requesting assistance from contractors or stakeholders o Staffing requirements for the next 5 days, 10 days, 1 month, 3 months, etc. o Supply requirements for the next 5 days, 10 days, 1 month, 3 months, etc. o Other resources or equipment required for the next 5 days, 10 days, 1 month, 3 months, etc. o Clearing backlogs o Leadership and staff rotation / rostering	Delegated to:	Date & Time
Notify neighbours	Delegated to:	Date & Time
Notify insurer and seek advice	Delegated to:	Date & Time
Contact local business, school & community leaders where appropriate	Delegated to:	Date & Time
Remind staff to photograph all evidence prior to initiating urgent repairs (for insurance purposes)	Delegated to:	Date & Time
Ensure emergency funds are available if required	Delegated to:	Date & Time
Arrange for phones to be diverted and set up a temporary reception area.	Delegated to:	Date & Time
Agree future location of your Incident Control Centre and future meeting times for convening the Incident Leadership Team.	Delegated to:	Date & Time
Assess and Prioritise: A. **Employee's support & wellbeing requirements** B. **Time-Critical business functions** C. **Other Considerations** D. **All upcoming activities or events** E. **Key contacts / Organisations / Contractors to be contacted** ***After assessing and prioritising, focus your resources where they're needed most**	See '**Assess**' Below	
See 'Scenario-Specific' Checklists on following pages for more specific information relating to: • **Loss of People** • **Loss of (or access to) buildings / infrastructure / equipment** • **Loss of I.T., Data or Communications** • **Loss of key Suppliers**	See: '**React**' Below	
End of Incident Leader Checklist		

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Team checklists begin on the following page

4.   Assess

Leadership Team - Assess the Situation
Describe what has happened:
What action has been taken so far?
What has changed / is changing? / Will work hours be affected?
Who is impacted? Which areas are impacted, or may still become impacted?
What might happen next?
How long is this Incident likely to continue?
What actions should be taken immediately?
What's the desired realistic outcome?
Can we put plans in place to deal with any backlogs?
How often should the team meet?

Assess and Prioritise:

A. **Employee's support & wellbeing requirements**

B. **Time-Critical business functions**

C. **Other Considerations**

D. **All upcoming activities or events**

E. **Key contacts / Organisations / Contractors to be contacted**

*After assessing and prioritising, focus your resources where they're needed most

4A. Employee's support & wellbeing requirements

Determine employee's support & wellbeing requirements:	Delegated to:	Complete
Set up incoming and outgoing contact arrangements for staff	Delegated to:	Time
Monitor employee's medical & stress factors. Consider support options for staff who are ill, are fearful or anxious about the risks, or fail to show up to work due to safety concerns, caring for sick family members or due to travel restrictions. Identify space to segregate/isolate teams or individuals if necessary. Be mindful of any potential bullying or harassment of any particular demographic. See checklist: 'Loss of People' for additional information.	HR	Time
Engage external employee assistance program (EAP) Refer Key Contacts	HR	Time
Consider employee's family responsibilities (e.g. children). Allow them to contact their family if they want to or need to.	HR	Time
If required, assist employees who may have increased medical requirements such as; those who may be pregnant, recently undergone an operation, disabled or frail.	HR	Time
Consider flexible working arrangements such as shifts, additional breaks or fewer hours per day or week.	HR	Time
Set up a roster system and / or additional resources to manage workload & fatigue	HR	Time
Contact family or next of kin only with assistance from Employee Assistance Program or Police	HR	Time
Ensure regular wellness checks on staff working from home		
Organise refreshments, catering and toilet facilities	HR	Time
Organise suitable transport arrangements for employees if required	HR	Time
Organise temporary accommodation if required	HR	Time
Ensure regular updates to staff and allocate responsibilities for updates (Email, Text messaging, Zoom, WhatsApp, Social Media, White Board, Bulletin board, Other)	HR	Time
During recovery and returning to work, consider that staff may need time to heal or adjust to any changes	HR	Time
Arrange OSH assessments for any changes in working arrangements or redeployment	HR	Time

4B. Time-Critical business activities according to priority

Priority	Critical Activity	Business Unit	Minimum Staff	Work remotely	Guidelines
1	Communications	Office of the CEO	3	Yes	Internal and external communication updates to staff, elected members, stakeholders and community, media liaison & official media releases, website, social media, etc.
1	Customer service	Corporate & Community	2 (rotating)	Yes	Redirect main office numbers, manage customer appointments, support the community.
1	Contract management	Executive Leadership Team	1	Yes	Contractors includes any external business engaged to complete works for the Shire. Includes construction projects.
1	Accident investigation and incident reporting	Office of the CEO	1	Yes	Affected party to complete incident reporting forms, safety representative to be nominated for investigation.
1	Urgent Environmental Health assessments and approvals	Development Services	1	No	Respond and assess urgent requests such as asbestos, food poisoning, contamination, pests, diseases, applications, etc.
1	Reactive facilities maintenance	Development Services	2	No	Urgent facility repairs, reactive maintenance to be prioritised (make safe). Includes cleaning services.
1	Information technology	ICT	1	Yes	Providers are Focus Networks & Vocus. Services, operating systems, mainframe, core business applications, security, desktop and mobile devices, hardware and software, etc. Important systems include Synergy, MS Office, InfoCouncil.
1	Reactive parks and reserves requests	Infrastructure	2	No	Urgent park and reserve repairs, reactive maintenance to be prioritised (make safe).
1	Reactive road and drainage requests	Infrastructure	2	No	Urgent road and drainage repairs, reactive maintenance to be prioritised (make safe). Approve, manage or supply traffic management.
1	Payroll	Finance	2	Yes	1 Payroll coordinator, payment authorisation.
1	Ranger	Development Services	1	No	Urgent Ranger related requests such as Local Law enforcement, animal control, Emergency Management, Police support, bushfire control etc.
1	Engineering assessments	Infrastructure	1	No	Undertake site inspections of Shire assets and provide technical assessment of damaged assets for remediation.
1	Waste collection services	Development Services	1	No	Manage waste contractor for Waste Transfer Station. Household waste to be prioritised for collection.
1	Bushfire response	Development Services and Bushfire Brigade Volunteers	2	No	Manage and respond to request for fire fighting assistance. Applicable where Shire is PCBU, (fire is not DFES controlled). Bushfire brigade responses must be compliant with WHS legislation.

Priority	Critical Activity	Business Unit	Minimum Staff	Work remotely	Guidelines
2	Accounts Payable, Accounts Receivable, Insurance, Investments, Rates	Finance	1	Yes	1 x Accounts Payable, payment authorisation x 2. Liaise with insurers for inquiries and claims.
2	Cemetery and interment	Infrastructure	2	No	Dig grave for burials.
2	Cemetery and interment	Corporate & Community	2	No	Burials, burial register & liaison with Funeral Directors.
`	Funding submissions	Office of the CEO	1	Yes	Grants.
2	Record keeping, registration & distribution of mail, FOI & retrieval and distribution of archives	Corporate & Community	2	No	If these facilities are unavailable, outsource to Australia Post.
2	Stock Management	Infrastructure and Development	1	Yes	Order and manage logistics of key stock supply such as petrol, cleaning supplies etc.
2	Special Council meetings	Office of the CEO	1	Yes	Governance & Council – includes statutory decisions, compliance, LG Act, Local Laws, authorisations, etc.
3	Building approvals (including archive plan searches, customer service & lodging of applications)	Development Services	1	Yes	Work requiring site inspections. Monitor legislative requirements.
3	Development Approvals (Planning - including building, demolition & occupancy permits)	Development Services	1	Yes	Work requiring site inspections. Monitor legislative requirements.

4B. Time-Critical business activities according to Business Unit

Priority	Critical Activity	Business Unit	Minimum Staff	Work remotely	Comments
1	Customer Service	Corporate & Community	2 (rotating)	Yes	Redirect main office numbers, set up new customer face-to-face at YRCC, post messages on Social Media, etc.
2	Record keeping, registration & distribution of mail, FOI & retrieval and distribution of archives	Corporate & Community	2	No	If these facilities are unavailable, outsource to Australia Post.
2	Cemetery and interment	Corporate & Community	2	No	Burials, burial register & liaison with Funeral Directors.
1	Reactive facilities maintenance	Development Services	2	No	Urgent facility repairs, reactive maintenance to be prioritised (make safe). Includes cleaning services.
1	Urgent Environmental Health assessments and approvals	Development Services	1	No	Respond and assess urgent requests such as asbestos, food poisoning, contamination, pests, diseases, applications, etc.
1	Ranger	Development Services	1	No	Urgent Ranger related requests such as Local Law enforcement, animal control, Emergency Management, Police support, bushfire control etc.
1	Waste collection services	Development Services	1	No	Manage waste contractor for Waste Transfer Station. Household waste to be prioritised for collection.
1	Bushfire response	Development and Bushfire Brigade Volunteers	2	No	Manage and respond to request for fire fighting assistance. Applicable where Shire is PCBU, (fire is not DFES controlled). Bushfire brigade responses must be compliant with WHS legislation.
3	Building approvals (including archive plan searches, customer service & lodging of applications)	Development Services	1	Yes	Work requiring site inspections. Monitor legislative requirements.
3	Development Approvals (Planning - including building, demolition & occupancy permits)	Development Services	1	Yes	Work requiring site inspections. Monitor legislative requirements.
1	Payroll	Finance	2	Yes	1 Payroll coordinator, payment authorisation.
2	Accounts Payable, Accounts Receivable, Insurance, Investments, Rates	Finance	1	Yes	1 x Accounts Payable, payment authorisation x 2. Liaise with insurers for inquiries and claims.
1	Information technology and communications	ICT	1	Yes	Providers are Focus Networks & Vocus. Services, operating systems, mainframe, core business applications, security, desktop and mobile devices, hardware and software, etc. Important systems include Synergy, MS Office, InfoCouncil

Priority	Critical Activity	Business Unit	Minimum Staff	Work remotely	Comments
1	Reactive parks and reserves requests	Infrastructure	2	No	Urgent park and reserve repairs, reactive maintenance to be prioritised (make safe).
1	Reactive road and drainage requests	Infrastructure	2	No	Urgent road and drainage repairs, reactive maintenance to be prioritised (make safe). Approve, manage or supply traffic management.
1	Engineering assessments	Infrastructure	1	No	Undertake site inspections of Shire assets and provide technical assessment of damaged assets for remediation.
2	Cemetery and interment	Infrastructure	2	No	Dig grave for burials.
1	Accident investigation and incident reporting	Office of the CEO	1	Yes	Require incident reporting forms.
1	Communications	Office of the CEO	3	Yes	Internal and external communication updates to staff, elected members, stakeholders and community, media liaison & official media releases, website, social media, etc) See also: 'Key Contact List'.
2	Funding submissions	Office of the CEO	1	Yes	Grants.
2	Special Council meetings	Office of the CEO	1	Yes	Governance & Council – includes statutory decisions, compliance, LG Act, Local Laws, authorisations, etc.
2	Contract management	Executive Leadership Team	1	Yes	Contractors includes any external business engaged to complete works for the Shire. Includes construction projects. 1 Approving Officer. Go to Council if necessary for current tenders.
2	Stock management	Infrastructure and Development	1	Yes	Order and manage logistics of key stock supply such as petrol, cleaning supplies etc.

4C. Other Considerations

Other considerations	Priority	Delegated to:
Animal poles for Rangers		
Banking security tokens (X2)		
Bulletin board		
Car mobile chargers		
Coffee & tea		
Dog / cat cages		
EFTPOS/cash		
Emergency Management arrangements (available from other LG's and Synergy/Altus)		
Environmental health sample equipment		
Essential records include: • Agreements • Certificates of Title • Contracts • Deeds • Leases • MOUs • Vesting Orders		
Fuel		
Generator		
Manual timesheets and purchase orders		
Mobile phone chargers		
Office safe		
Pens, paper & stationery		
Signage (roads, etc)		
Vehicles		
White board & markers		

4D. Upcoming Activities and Events

Month	Recurring Activity
ALL	Check Compliance Calendar.
ALL	Check Events Calendar.
January	New Year's Day and Australia Day public holidays.
March	Labour Day Public Holiday (WA: first Monday in March).
March	Good Friday and Easter Monday Public Holidays.
April	ANZAC Day Public Holiday.
June	Western Australia Day (formerly Foundation Day) – typically the first Monday in June.
September	Queen's Birthday Public Holiday (typically the last Monday of September).
November	Melbourne Cup Day (held on the first Tuesday of November).
December	Christmas Day and Boxing Day Public Holidays.

4E. Key Contacts

Key Contacts / Organisations / Contractors to be contacted	Contact
Department of Education WA	9264 4111
Department of Fire & Emergency Services (DFES)	000
Department of Health	1800 020 103
Department of Local Government & Communities	6551 8700
Department of Transport	1800 354 928
Department of Water and Environmental Regulation	6364 7000
Dept Biodiversity, Conservation and Attractions	9219 9000
Environmental Protection Authority (EPA)	6364 7000
LGIS – Insurance	9483 8888
Main Roads	13 81 38
Perth Energy	9420 0300
Police (non-emergency)	13 14 44
Police, Fire, Ambulance	000
Public Transport Authority (PTA)	9326 2000
Shire of Beverley	9646 1200
Shire of Northam	9622 6100
St John Ambulance (non-emergency)	9334 1222
State Administrative Tribunal (SAT)	9219 3111 / 1300 306 017
State Library of Western Australia	9427 3111
State Records Office	9427 3600
Synergy	13 13 53 / 13 13 51 (Emergency)
WA Country Health Service (Wheatbelt)	9621 0700
WALGA	9213 2000 / info@walga.asn.au
Waste Authority WA	6364 6965
Water Corporation	13 13 75 (Emergency)
Western Power	13 10 87
WorkSafe: 1800 678 198 (24hrs serious incidents)	1300 307 877
York District High School	9641 3100
York Health Service	9641 0200

Contractors

Now that the incident is real, decide which Contractors can assist you:			
Service	**Business Unit**	**Service**	**Business Unit**
Accommodation providers		Glass repairs	
Advertising		I.T. Internet & Telecoms: Focus Networks & Vocus	
After hours phone message		Indoor plants	
After hours phone service		Insurance (LGIS)	
Animal pound		Labour Hire	
Asbestos removal		Landfill	
Australia Post		Lawyer	
Banking		Laundry Services	
Bitumen supply & repair (Asphalt)		Locksmith	
Building security		Mail	
Building Surveyors		Media Outlets - Radio	
Bushcare		Media-Local newspaper	
Cash collection		Milk delivery	
Cat pound		Newspaper Delivery	
Catering		Pest Control	
Cleaners		Plumbing	
Couriers		Power lines	
Dog pound		Respite Centre	
Drainage materials		Road resurfacing	
Drainage repairs		Security	
Earthmoving		Stationery	
Electrical engineers		Street sweeping	
Electrician		Structural engineers	
Employee Assistance Program		Supermarket	
Engineers		Supermarket	
Equipment Hire		Traffic Management	
Fish		Trees	
Footpaths		Vehicle Towing	
Fuel		Vet	
Geotechnical engineers		Waste - Avon	
Geothermal			

5.   React

Scenario-Specific Checklists

a) Loss of (or access to) buildings / infrastructure / equipment

Tasks: Loss of (or access to) buildings / infrastructure / equipment	Complete
If relocation is necessary; consider: **Alternative Locations:** **YRCC** **Depot** **Town Hall** **Work from home** **Civic Centres in other Local Governments** **Portable site offices** **Set up a minimum of three workstations and a printer in the new facility.** **Storage Locations: Physical stock or equipment;** Council Reserves, vacant land, Depot, Contractors, Local businesses	Date & Time
➢ **Notify current users of the alternate location of your intention to occupy the building**	
Depending on the nature of the incident, **consider:** - Requesting assistance from contractors or stakeholders - Staffing requirements for the next 5 days, 10 days, 1 month, 3 months, etc. - Supply requirements for the next 5 days, 10 days, 1 month, 3 months, etc. - Other resources or equipment required for the next 5 days, 10 days, 1 month, 3 months, etc. - Clearing backlogs - Leadership and staff rotation / rostering	Date & Time
Consider how workstations & communications for staff **relocating to other sites** will be established and allocated	Delegated to: Date & Time
Staff travel arrangements to other sites	Delegated to: Date & Time
Consider how staff working in shifts will be established and allocated (e.g. work two shifts of 5 hours rather than one shift of 8 hours)	Delegated to: Date & Time
How workstations & communications for staff **working from home** will be organised Note: staff working from home should be housed at the office 2 days per week wherever possible	Delegated to: Date & Time
Consider other support areas to assist with relocation	Delegated to: Date & Time

Tasks: Loss of (or access to) buildings / infrastructure / equipment	Complete	
Familiarise staff with new arrangements and determine communication protocols	Delegated to:	Date & Time
Arrange security access controls for the **affected building/s**	Delegated to:	Date & Time
Arrange security access controls for the **new building/s**	Delegated to:	Date & Time
Manage any new **OHS/Support & wellbeing issues** that may arise either 1. During relocation or 2. At the new building/s or 3. With the use of new equipment	Delegated to:	Date & Time
Notify Stakeholders of amended working arrangements	Delegated to:	Date & Time
Create a Communication Plan for Councillors, Media, Regulators, other Stakeholders and Staff as required. (Template: Appendix A – Communications Guidelines)	Delegated to:	Date & Time
Redirect: Emails, phones, couriers, etc	Delegated to:	Date & Time
Identify necessary people & equipment requirements to maintain Time-Critical Activities	Delegated to:	Date & Time
If possible, begin salvage or restoration activities	Delegated to:	Date & Time
Other:	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time

b) Loss of People

Tasks: Loss of People	Delegated to:	Time
Determine: The number of staff away, affected service areas & expected return dates. Record and track staff absences.	Delegated to:	Date & Time
Ensure the safety and wellbeing of remaining staff	Delegated to:	Date & Time
Identify Time-Critical deliverables due today and for the next 5 days	Delegated to:	Date & Time
Determine the minimum number of staff required to continue operations and identify critical servicing and staffing gaps. Identify staff to be re-deployed from other areas.	Delegated to:	Date & Time
Consider how staff working in shifts will be established and allocated (e.g. work two shifts of 5 hours rather than one shift of 8 hours)	Delegated to:	Date & Time
Ensure appropriate inductions, training and supervision to be in place for any replacement staff	Delegated to:	Date & Time
Ensure risk assessments in regard to any potential safety issues	Delegated to:	Date & Time
Discuss changes with personnel and relevant Union if required and engage specialist Industrial Relations assistance	Delegated to:	Date & Time
Arrange any required medical assistance	Delegated to:	Date & Time
Cease all non-critical activities where appropriate	Delegated to:	Date & Time
In consultation with HR, notify / escalate to Health Department or Worksafe etc.	Delegated to:	Date & Time
Can temporary competent replacements be arranged from: o Other Local Governments o Casuals / increase part-time hours o Volunteers / from the Community / prisoners o Existing contractors o Recruitment agencies for Labour Hire (e.g. LOGO, WALGA) o State Government Agencies o Retired or former employees	Delegated to:	Date & Time
Depending on the nature of the incident, **consider:** o Requesting assistance from contractors or stakeholders o Staffing requirements for the next 5 days, 10 days, 1 month, 3 months, etc. o Supply requirements for the next 5 days, 10 days, 1 month, 3 months, etc. o Other resources or equipment required for the next 5 days, 10 days, 1 month, 3 months, etc. o Clearing backlogs o Leadership and staff rotation / rostering	Delegated to:	Date & Time
Create a Communication Plan for Councillors, Media, Regulators, other Stakeholders and Staff as required. (Template: Appendix A – Communications Guidelines)	Delegated to:	Date & Time

Tasks: Loss of People	Delegated to:	Time
Notify Stakeholders of amended working arrangements	Delegated to:	Date & Time
Organise any required Employee Assistance including counselling to assist with personnel returning to work.	Delegated to:	Date & Time
Develop and distribute return-to-work guidance to staff	Delegated to:	Date & Time
Conduct regular Fitness for Work Assessments	Delegated to:	Date & Time
Establish a method to provide financial advice to staff who have been financially impacted	Delegated to:	Date & Time
Other:	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time

d) Loss of IT or Communications

Tasks: Loss of IT or Communications	Delegated to:	Complete
Contact IT Contractor / Support / or LGIS Cyber Insurer Incident Response Hotline: 1800 730 705 **See response process below Determine potential cause/s Clarify the extent of the outage Clarify the extent of any data loss Determine restoration target timeframes	Delegated to:	Date & Time
Determine whether there is a need for any other staff to assist I.T.	Delegated to:	Date & Time
Detail a strategy and resources for recovery, including assistance from external contractors, cyber insurer and I.T. specialists. Communications and employee contact details are on Synergy	Delegated to:	Date & Time
Consider: Deliverables due today and for the next five days, 10 days, 1 month, etc. Consider how workstations & communications for staff relocating to other sites or working from home will be established and allocated Staff travel arrangements to other sites Manual procedures or workarounds Other productive activities not requiring I.T. or communications infrastructure	Delegated to:	Date & Time
Detail a strategy and resources for recovery, including assistance from neighbouring local governments, responders, external contractors, suppliers, insurers and specialists:	Delegated to:	Date & Time
Invoke the I.T. Disaster Recovery Plan	Delegated to:	Date & Time
If there has been a partial loss of IT or Communications, consider how staff working in shifts will be established and allocated (e.g. work two shifts of 5 hours rather than one shift of 8 hours)	Delegated to:	Date & Time
Notify Stakeholders of amended working arrangements	Delegated to:	Date & Time
Create a Communication Plan for Councillors, Media, Regulators, other Stakeholders and Staff as required. (Template: Appendix A – Communications Guidelines)	Delegated to:	Date & Time
Ensure ongoing interaction with appropriate IT Incident Management for regular updates and feedback	Delegated to:	Date & Time
Ensure protocols for regular updates and feedback	Delegated to:	Date & Time
Consider support & wellbeing requirements of I.T.	Delegated to:	Date & Time
Other:	Delegated to:	Date & Time

Tasks: Loss of IT or Communications	Delegated to:	Complete
Check for update from Damien LGIS	Delegated to:	Date & Time

e) Loss of Supplier

Tasks: Loss of Supplier	Delegated to:	Complete
Contact the Supplier (where possible) and determine: The nature and extent of the incident Have operations ceased entirely, or is it limited? Supply of any goods currently in transit Whether the supplier has stock on hand that you can collect Communication updates from the supplier if possible Assign someone to monitor & communicate with the supplier	Delegated to:	Date & Time
Restoration timeframes and clearance of backlogs (if applicable)	Delegated to:	Date & Time
Consider: o Time-Critical activities that rely on this supplier. Can these be prioritised immediately? o Length of time before these activities are impacted o Alternative suppliers? Contact them immediately o Procurement Requirements Purchasing policy o Alternative procedures	Delegated to:	Date & Time
Determine if there are any legal, health and safety, reputation or financial implications	Delegated to:	Date & Time
Depending on the nature of the incident, **consider:** o Requesting assistance from contractors or stakeholders o Staffing requirements for the next 5 days, 10 days, 1 month, 3 months, etc. o Supply requirements for the next 5 days, 10 days, 1 month, 3 months, etc. o Other resources or equipment required for the next 5 days, 10 days, 1 month, 3 months, etc. o Clearing backlogs o Leadership and staff rotation / rostering	Delegated to:	Date & Time
Notify Stakeholders of amended working arrangements	Delegated to:	Date & Time
Create a Communication Plan for Councillors, Media, Regulators, other Stakeholders and Staff. (Template: Appendix A – Communications Guidelines)	Delegated to:	Date & Time
Place additional orders to make up any low supply quantities	Delegated to:	Date & Time
Other:	Delegated to:	Date & Time

6. Manage

The following is a basic standing agenda for each regular meeting. Incident-specific information should also be included where relevant.

Tasks	Delegated to:	Complete
Arrange responsibilities for tasks & determine target completion times		
Record all decisions, actions and issues.	Delegated to:	Date & Time
Monitor ongoing staff support & wellbeing requirements	Delegated to:	Date & Time
Considerations to be discussed and actioned accordingly: • Review effectiveness of recovery actions to date	Delegated to:	Date & Time
• Discuss any emerging issues or new information	Delegated to:	Date & Time
• Reassess resource requirements and capabilities for the following weeks and months	Delegated to:	Date & Time
• Review all working arrangements for affected areas	Delegated to:	Date & Time
• Review all Time-Critical business activities	Delegated to:	Date & Time
• Review existing / current workload and any backlogs	Delegated to:	Date & Time
• Review all deferred activities and arrange resumption where possible	Delegated to:	Date & Time
• Assess any insurance implications	Delegated to:	Date & Time
• Set next meeting and venue	Delegated to:	Date & Time
Identify & notify Key Contacts of any amended working arrangements	Delegated to:	Date & Time
Provide feedback, information, copies of communications & copies of logs to Admin Support to ensure that an appropriate record of the incident is maintained	Delegated to:	Date & Time
Provide updates to staff and consider welfare provisions for impacted individuals	Delegated to:	Date & Time
Release external communications if deemed appropriate	Delegated to:	Date & Time
Conduct site visits if deemed appropriate and safe	Delegated to:	Date & Time
Ensure all relevant stakeholders continue to be kept informed	Delegated to:	Date & Time
Continue to monitor Incident and issue instructions as appropriate	Delegated to:	Date & Time
Review status of Incident and scale down recovery as situation dictates	Delegated to:	Date & Time
Implement staff rotation / rostering	Delegated to:	Date & Time
Other:	Delegated to:	Date & Time

7. Recover

Tasks	Delegated to:	Complete
Contact other Local Governments who've experienced a similar incident and request assistance by sharing their post-incident recovery experiences with you		
Arrange responsibilities for tasks & determine target completion times		
Record all decisions, actions and issues.	Delegated to:	Date & Time
Monitor ongoing staff support & wellbeing requirements	Delegated to:	Date & Time
For review and agreement: • Completed action items	Delegated to:	Date & Time
• Recovery objectives	Delegated to:	Date & Time
• Plans are in place to deal with any backlogs	Delegated to:	Date & Time
• Communication to staff to recognise efforts	Delegated to:	Date & Time
• Target date for completion of post incident review	Delegated to:	Date & Time
Provide copies of logs and decisions to Admin Officer for collation	Delegated to:	Date & Time
Undertake <u>post-incident review / debrief</u>, including: • Communication within and between Incident Leadership Team and Support areas • Effectiveness of communication with affected areas and stakeholders • Cost of recovery arrangements and insurance offsets • Effectiveness of recovery strategies • Advice to external and internal customers • Media arrangements • Impact of incident on Shire's reputation • Timeframes for tasks and achievement of targets • Impact on workflows of affected and interdependent areas • Special staffing arrangements and acknowledgment of contributions. • IT system performance and recovery arrangements.	Delegated to:	Date & Time
Present findings for review.	Delegated to:	
Celebrate achievements and anniversary of incident (if appropriate).	Delegated to:	

Appendix A – Communications Guidelines

Sample Communications Template
New York Mayor Rudy Guiliani's format for providing 9/11 disaster information is given as an example of best practice: • **this is what we know (& this is who is impacted)** _____ _____ • **this is what we don't know** _____ • **this is what we are doing** _____ • **this is what we want you to do** _____ Press Release Example On (insert day and date) at approximately (insert time) the Shire of York experienced a business interruption event (describe event • this is what we know, • this is what we don't know, etc, as above). See 'Notification Chart' below for Likely questions from Stakeholders and 'Message Mapping' below for a template.

Note: ONLY an authorised spokesperson may speak to the media.

Communications Team Responsibilities		
Primary	Deputy	Role / Responsibility
CEO	EMIDS Or EMCCS	• Works with Management Team / Council, to issue statements to the media. • Serves as lead representative at press conferences with assistance as required. • Approves all publicly disseminated information. • Identifies spokespersons if required.
		• Works in close liaison with the spokesperson to ensure message accuracy and delivery. • Assists with media relations.
		• Provides legal advice on communications strategies. • Provides legal advice on messaging to victim(s), family members, media, etc. • Approves messages before release.

Verify the Incident	
WHAT happened? **WHAT** is impacted?	
WHERE did it happen?	
WHEN did this happen?	
WHO is involved? **WHO** is impacted?	
HOW did it happen?	
WHY did it happen?	
WHAT is currently being Completed?	

Note:

When collecting information, it is important to consider the following:

- Have all the facts been obtained (to the best of your knowledge)? _____

- What other information is needed? _____

- Have the details of the situation been confirmed? _____

- Are the information sources credible? _____

- Is the information consistent from several sources? _____

Other? _____

Notification Chart		
Stakeholder	**Organisational context**	**Likely questions**
Employees	o Organisational impact of event o Continuing operational capability o Alternate work arrangements	➢ What has happened and why? ➢ What will happen in the immediate future? ➢ Where is assistance available? ➢ Where should we go? ➢ What should we do? ➢ How do we do it? ➢ What are we allowed to say? ➢ Will I get paid? ➢ Is my job safe? ➢ When do I come back to work?
Family / Next of kin	➢ Immediately o The extent of the event o Names of individuals involved and injuries o Access to counseling services	➢ What has happened? ➢ Who are the staff members involved and are they safe? ➢ What do we do now? Or later? ➢ How could it happen? ➢ Who is responsible?
Board / Council / Committee	o Impact on local Communities / customers o Timeline to normal capability and capacity	➢ What has happened and why? ➢ What is being done to fix it? ➢ What are the impacts on local communities / customers and how are these being managed? ➢ When will normal capability and capacity be restored?
Auditors / Shareholders	o The nature of the event o Immediate impacts on operational capability o Expected recovery performance	➢ Immediate impacts on sales, profits, cash flow? ➢ Financial and brand/image impacts, short term viability etc? ➢ Longer term impacts on organisation? ➢ Asset valuation changes? ➢ What is being done to prevent it from happening again?
Local Community	➢ Immediately o That an event has occurred o Safety concerns for the local area	➢ What has happened? ➢ Is it safe? ➢ Could it happen again? ➢ What is being done to ensure that it does not happen again?

Notification Chart		
Stakeholder	**Organisational context**	**Likely questions**
Customers	o That an event has occurred o Impact on service/product delivery o Alternate delivery arrangements	➤ What is the impact on product/service quality? ➤ How will delivery be affected? ➤ How will contractual conditions be affected? ➤ Will the organisation be able to continue? ➤ What compensation will be made available? ➤ What other alternate sources of the product/service exist? ➤ What is the customer's relative priority/ importance to the organisation?
Suppliers	o That the event has occurred o Changes in supply requirements o Alternate arrangements for receipt of supplies o Alternate arrangements for accounts payable	➤ Will my bills be paid? ➤ Changes to supply requirements? ➤ How long will inventory be required to be held for? ➤ Capacity for changed pricing? ➤ Likely duration of supply changes? ➤ Compensation available under contractual conditions?
Regulators	o That the event has occurred and how o How it will be fixed o How it will be prevented from happening again	➤ What has happened? ➤ How did it happen? ➤ What is being done to fix it? ➤ What is being done to prevent it happening again? ➤ What is the compliance / capability / performance of other related areas? ➤ Are all relevant rules and regulations being adhered to?
Media	o That an event has occurred o Factual. Only what is known. No assumptions o What measures are being put in place	➤ What has happened and how? ➤ Who is responsible? ➤ Can it happen again? ➤ What similar events have happened previously?

Appendix B - Pandemic Response Guide

This Guide should be used to help ensure the health and safety of staff by implementing protocols to limit the spread of the virus and limit potential exposure for employees while delivering essential services to customers.

A Pandemic event can last from weeks to months and could potentially impact a large percentage of the workforce.

State-level disaster plans are separate to Business Continuity Plans as their focus is on community response and not for an individual organisation.

A Pandemic may result in a loss of critical staff and/or an inability to access the workplace safely and/or a supply disruption.

A Pandemic is declared "ended" when evidence indicates that influenza, worldwide, is transitioning to seasonal patterns of transmission.

Description of infection	Recommended Actions for Australian Businesses

Human infection anticipated in Australia /
 	
 Minimal human to human transmission in Australia
	• Consider implementing remote work arrangements, especially for key staff and those who rely on public transport.
	 • Consider suspending all overseas / interstate travel.
	 • Purchase health and safety consumables such as tissues, disinfectant, gloves and facemasks.
	 • Increase cleaning schedules.
	 • Update staff, stakeholder and supplier contact lists.
	 • Create pre-scripted messages to address staff and other stakeholders.
	 • Plan for ways to increase social distancing and face-to-face contact between staff, customers, visitors and vendors, such as:
	    o Modifying, postponing, or cancelling meetings, gatherings, training sessions or conferences.
	    o Encouraging video conferencing, staggered shifts and breaks and working from home.
	 • Develop protocols for infection control for employees who are exposed to the pandemic, are suspected to be ill, or become ill at work.
	 • Update employee compensation and sick-leave absence Policies.
	 • Provide delegations of authority, orders of succession for key roles and a fast-track procurement process.
	 • Consider cross-training personnel for delivery of essential functions.
	 • Review insurance policies for business interruption or event cancellation terms.
	 • Educate staff that if they are unwell, or a member of their families have contracted the virus, that they should not go to work.
	 • Prepare rosters that have no overlaps and include sufficient time for disinfecting the area before the new shift arrives.
	 • Encourage staff to eat at their desks and stagger breaks to prevent groups meeting in the break rooms.

Description of infection	Recommended Actions for Australian Businesses
	- Provide staff with details of clinics, designated influenza hospitals, infection control guidelines and other relevant information. - Test the Business Continuity Plan to examine: - How continuity will be affected in an environment of high absenteeism - When all but the critical functions would be suspended - When necessary resources are not available because suppliers are not equally well prepared for a pandemic - When regions are quarantined and moving personnel is restricted - When schools are closed - When social distancing is introduced. - A process for reopening facilities and resuming business functions
Human infection in Australia Human to human transmission localised (one area of the country)	- Activate remote work arrangements - Implement social distancing at work - Cancel all non-essential work - Activate rosters that have no overlaps and include sufficient time for disinfecting the area before the new shift arrives - Maximise building ventilation - Require staff to wear surgical masks, introduce cough etiquette and other hygiene measures - Undertake daily temperature checks of staff - Clean all touched surfaces between shifts - Maintain a register of staff who get sick
Pandemic in Australia: Widespread	Maintain contact with all employees and stakeholders and provide situational updates.
Pandemic in Australia: Subsided	- When a vaccine becomes available, organise for all non-immune staff to be vaccinated as early as practical. - Implement plan for the restoration of operations. - Conduct post-pandemic debrief with response team to capture lessons learned for the future.