Business Continuity Plan
July 2016

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BCP Summary Information	
Primary Office Location	Davies Street, Whitemark, Tasmania
Plan Owner	Sophie Pitchford, Corporate Services Manager
Site Manager	General Manager
BCP Coordinator	Lauren Moraitis, Corporate Services Coordinator
Key Function	Provide services to the communities of the Furneaux Islands
Maximum Allowable Outage (MAO) • Critical • Semi-Critical • Non-Critical	• 1 – 4 hrs • 24 – 48 hrs • > 2 days
Business Unit Category (Critical, Semi Critical or Non-Critical)	Critical • Airport (1hr) • Built Asset Maintenance (1hr) • Emergency Management (1 hr) • Public Health (1 – 4 hrs) • Regulatory Services (1 – 4 hrs) • Municipal Enforcements (1 – 4 hrs) • Community Recovery (1 – 4 hrs) • Waste Management (24 hrs) • Management Team (24 hrs) • IT Infrastructure (48 hrs) Semi-Critical (3 – 15 days) & Non-Critical (Greater than 15 days) • Contract Management (3 days) • Community Development (7 days) • Records Management (7 days) • Finance (15 days) • HR (15 days) • Tourism & Economic Development (15 days) • Capital Works Planning (30 days) • Council (30 days)
Minimum Staff Requirements	Critical • Built Asset Maintenance - 6 • Emergency Management – 1 • Public Health - 1 • Regulatory Services - 1 • Municipal Enforcements – 0.5 • Community Recovery - 1 • Waste Management – 1 • Management Team – 2 • IT Infrastructure - 2 Semi-Critical (3 – 15 days) & Non-Critical (greater than 15 days) • Contract Management - 1 • Community Development – 1 • Records Management – 1 • Finance - 2 • HR & Payroll - 1 • Tourism & Economic Development – 1 • Capital Works Planning & Design - 2 • Council - 4

BCP Strategy	<u>Site Inaccessible</u> ▪ Staff notified by call tree ▪ Critical staff to be relocated to backup site ▪ Non critical staff to go or remain home <u>Office & Systems Unusable (Loss of Site & Systems)</u> ▪ Evacuate all staff from site ▪ Critical staff to be relocated to backup site ▪ Non critical staff to go or remain home <u>Staff Unavailable (including Pandemic and Terrorist events)</u> ▪ Arrange for alternate staff ▪ Critical staff to be relocated to alternate site ▪ Non critical staff to go or remain home <u>IT Unavailable</u> ▪ Remain at site pending resumption ▪ For an extended outage critical staff to be relocated to backup site ▪ Non critical staff to go or remain home
Alternate Site Space allocation	FAEC, Lady Barron Hall and Emita Hall can be utilised as temporary locations to continue Council services to the community
Workstation Requirements	Critical • Built Asset Maintenance - 1 • Emergency Management – 1 • Public Health - 1 • Regulatory Services - 1 • Municipal Enforcements – 0.5 • Community Recovery - 1 • Waste Management – 1 • Management Team – 2 • IT Infrastructure - 2 Semi-Critical (3 – 15 days) & Non-Critical (greater than 15 days) • Contract Management - 1 • Community Development – 1 • Records Management – 1 • Finance - 2 • HR & Payroll - 1 • Tourism & Economic Development – 1 • Capital Works Planning & Design - 1 • Council - 2
IT Required	<u>Hardware</u> • 11 laptops/computers • 1 printers/copiers • Servers **(TBA)** <u>Applications</u> • E-Mail • MS-Office Suite • Contacts D/B • Xero • PropertyWise
Staff with Remote Access (names)	8
Last Test Date	TBA
Staff Updates	
External Communications	• Staff • Media • Regulatory Bodies

SECTION 1 INTRODUCTION
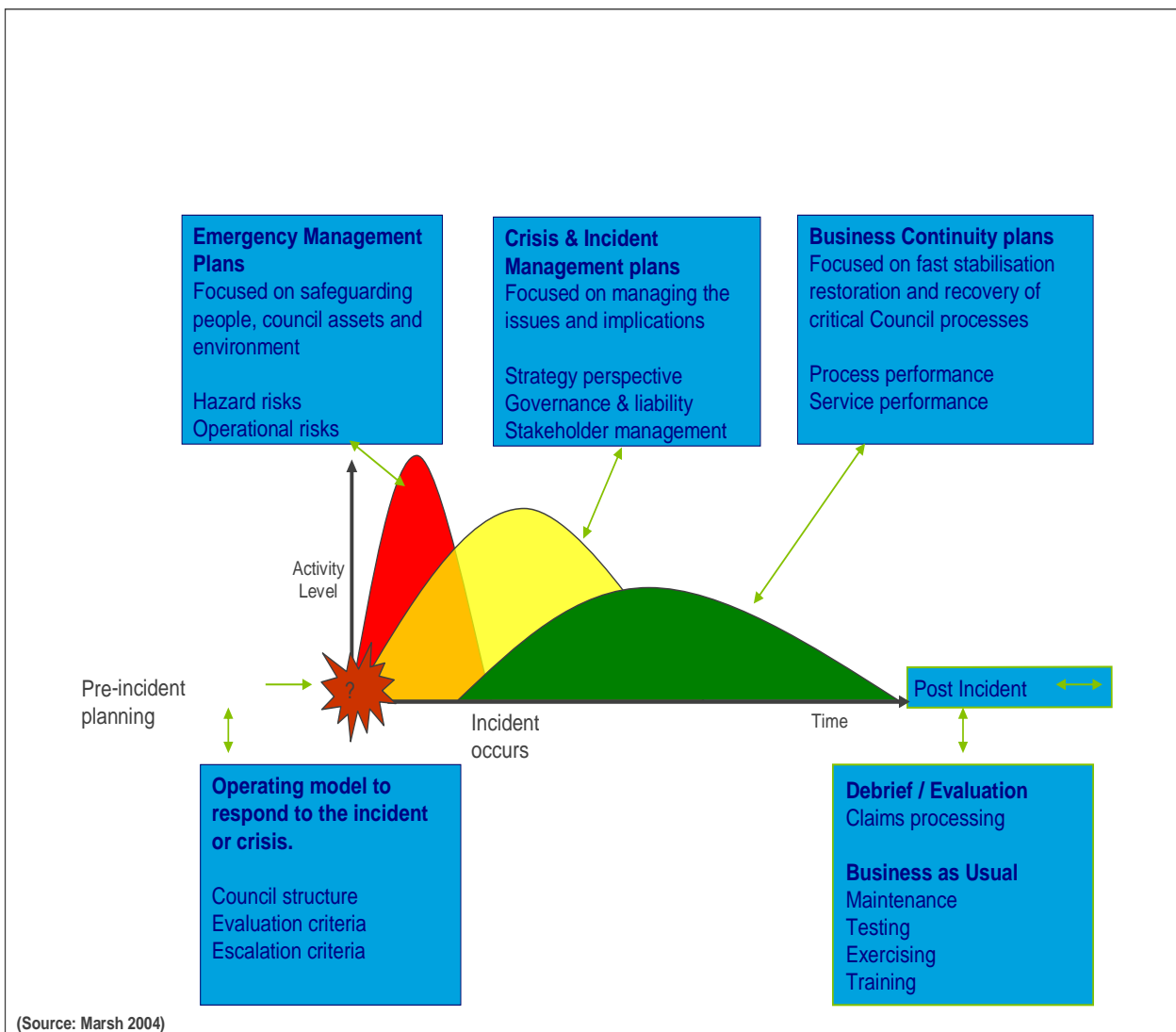
1.1 Introduction

Business Continuity focuses on sustaining an organisation's functions, during, and after an incident for a specified period of time.

This Business Continuity Plan (BCP) addresses a return to Business-As-Usual and covers interim requirements to continue operations immediately following the incident.

Resource information (e.g. people Resources, Hardware, Application requirements, etc) contained in this Business Continuity Plan are vital to the continuation of services and the subsequent Continuity and commencement of services.

This BCP has been written for the possibility that a less experienced team member may be delegated the responsibility of activating the plan. As such there are clear and definitive steps outlined to ensure continuation or speedy continuation of key business processes.

1.2 Phases of Business Continuity

Emergency Management Plans
Focused on safeguarding people, council assets and environment

Hazard risks
Operational risks

Crisis & Incident Management plans
Focused on managing the issues and implications

Strategy perspective
Governance & liability
Stakeholder management

Business Continuity plans
Focused on fast stabilisation restoration and recovery of critical Council processes

Process performance
Service performance

Activity Level

Pre-incident planning

Incident occurs

Time

Post Incident

Operating model to respond to the incident or crisis.

Council structure
Evaluation criteria
Escalation criteria

Debrief / Evaluation
Claims processing

Business as Usual
Maintenance
Testing
Exercising
Training

(Source: Marsh 2004)

1.3   Flinders Council Business Continuity Plan

This Business Continuity Plan (BCP) is concerned with the business and operational responsibilities of Flinders Council. Those responsibilities include the management, operation and promotion of the following departments:

- Public Health
- Regulatory Services
- Municipal Enforcements
- Works
- Built Asset Maintenance
- Emergency Management
- Community Services
- Community Development
- Community Recovery
- Tourism & Economic Development
- HR
- Finance
- Records Management
- IT Infrastructure
- Waste Management
- Contract Management
- Capital Works Planning
- Council
- Management Team

1.4   Aim

The aim of this BCP is to ensure that in the event of a loss of or interruption to departments of the Flinders Council, the following actions will occur:

- Previously identified critical departments can be recovered in priority order;
- Primary resources required to support a recovery have been identified;
- Predetermined processes for the notification of interruptions are utilised;
- Agreed parameters for BCP activation are adhered to;
- Predetermined structures for the management of a response to an interruption are implemented;
- Appropriate references to any additional contingency documentation are made; and
- Recovery strategies to support the recovery of critical functions are implemented as required.

1.5   Scope

The information within this BCP serves to provide guidance to management during an interruption to various council departments that are longer than tolerable. This information is intended to assist with an efficient and coordinated response to any significant incidents and to minimise any potential impacts on Flinders Council.

This document focuses upon the recovery of departments identified as being critical or not as determined during the Business Impact Assessment (BIA) process.

Critical departments can be generally defined as those functions which, if not performed, would have a serious impact on:

- Finances;
- Image and reputation;
- Legal and compliance issues;
- Clients and staff; and/or
- Ability to perform essential services.

As it is not feasible, nor necessary, to plan continuity actions for every function undertaken, any functions without documented recovery strategies will need to be addressed on an as required basis. This judgement will need to be exercised by the appointed BCP management team at the time of an interruption.

1.6   Planning, Context and Assumptions

This BCP has been developed within the context that:

- The sites are occupied by Flinders Council;
- One or more site has been affected by a significant incident.

This plan assumes that a significant incident may occur at the Council site, and that the level of disruption may affect part or all, of the site. An entire loss of key staff and/or suppliers or contractors has not been considered.

Council has separate IT continuity strategies. The impact of and tolerance to the interruption has been taken into consideration when determining priorities and continuity strategies.

This plan assumes that centrally stored vital data such as an equipment registers, technical support, contact lists and floor plans are kept current and can be made available either on or off site at the time of an interruption.

1.7   Contingency Documentation Suite

It is intended that this BCP will be activated with regard to all appropriate Council contingency documentation that is relevant to the incident (e.g. Emergency Evacuation Procedures, Works Operations Procedures, Finance Operations Procedures, etc) As such it is assumed that the contents of this BCP will be supported by, and utilised in conjunction with, information, processes and procedures contained in additional Council contingency documents such as the Emergency Management Plan.

1.8   Notification and Activation Process

1.8.1   Activating the Plan

This plan can be activated by the following people:

Authorised Person	Title
Sophie Pitchford	Acting General Manager
Lauren Moraitis	Corporate Services Coordinator

1.8.2   Notification, Activation & Escalation

The process shown below illustrates the notification, activation and escalation protocols to be implemented during a significant interruption to critical business functions at Council. It also serves to illustrate the transition from regular business management positions to business continuity management positions (roles), as well as the responsibilities associated for each of the key positions (roles). Further details on how these positions integrate to form the overall management structure to be utilised during activation of this plan can be found in Section 3.

In the absence of key individuals at the time of an event, their appointed delegate or next highest position is to be notified and an appropriate delegate must be identified to fulfil the relevant role(s).

Notification, Activation & Escalation Process
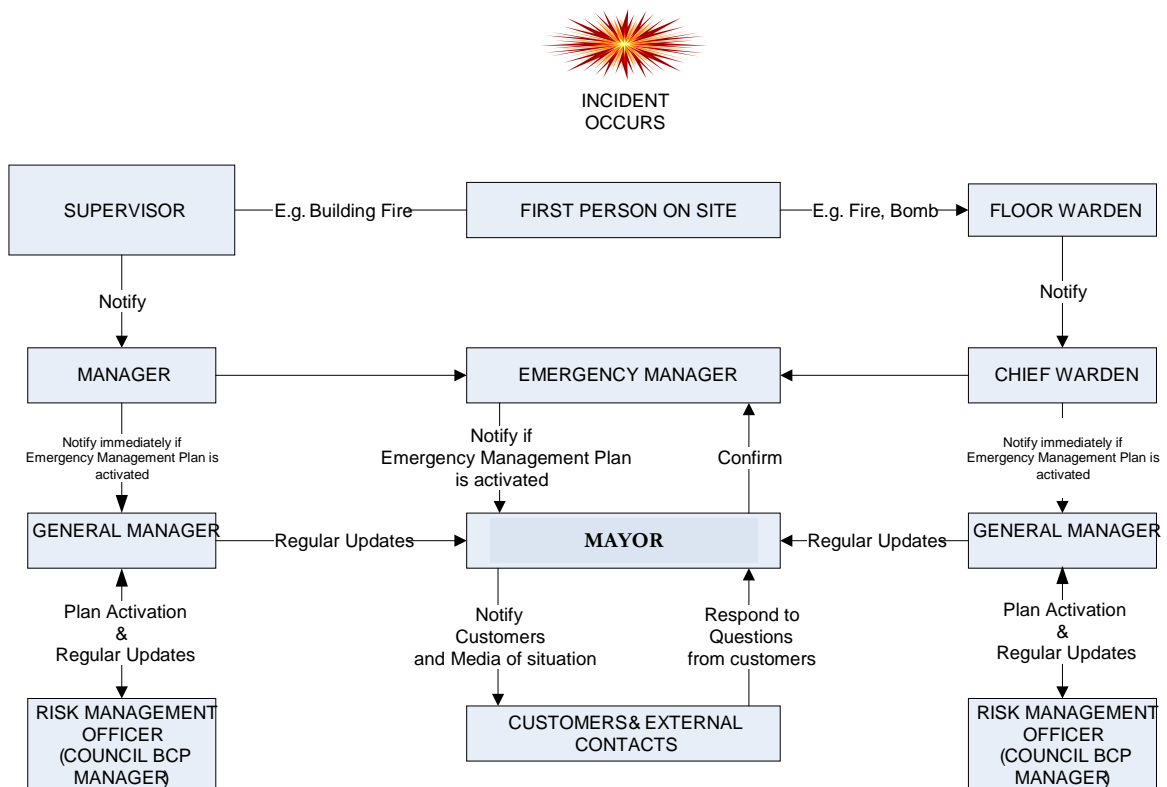
1.9 How to Use This Plan

This plan is divided into 8 Sections:

Section	Description
1. Plan Introduction	*Describes the information relating to the Business Continuity Planning process*
2. Plan Administration	*Lists all the administrative aspects of the plan including the Ownership, Change Management, etc.*
3. Plan Activation and Reporting Process	*Lists all the Roles, responsibilities of the BCP team and the plan activation and reporting process*
4. Continuity Strategies	*Details of the steps to be undertaken to manage the Continuity of operations*
5. Contact Information	*A list of all critical contacts required as part of the plan activation process. These include Staff, Vendors and Clients*
6. Business Resumption	*Details of actions to be performed for a damaged site after a major disruption*
7. Resource Requirements	*Resources required to continue the operations at alternative locations*
8. Special Forms	*Special forms required to document the series of steps undertaken during the management of the incident*

Each section in this plan has details pertaining to specific topics which are critical to the successful activation of the plan.

Each section can be allocated to separate resources to perform specialised tasks.

Example:

When an incident occurs, Key Staff, Vendors, and Clients need to be notified of the effect it may have on business deliverables.

To perform this task effectively, it is best handled by dedicated resources who could then report the outcomes to the Management and/or Incident Management Team. Section 3 – Contact Information could thus be detached from the plan and utilised by the Incident Notification Team without them having to search the whole plan or the information required.

All details within each section must be complete to ensure a high level of accuracy and effectiveness and maintained to ensure efficiency.

1.10 Business Continuity Definitions

Term	Definition
Business Continuity	The uninterrupted availability of key resources supporting essential business functions.
Business Continuity Management (BCM)	A management discipline that provides for the availability of resources to support functions in order to ensure the continued achievement of critical business objectives.
Business Continuity Plan (BCP)	A collection of procedures and information that are developed compiled and maintained in readiness for use in the event of disruption to normal business operations.
Business Disruption	An incident that results in a material disruption to normal business operations. Can be localised to one site or affect numerous sites and/or infrastructure.
Continuity Strategy	A pre-defined, approved course of action to be employed in response to a disruption to business operations.
Function (critical function):	Critical business functions are those processes or management activities that are essential to the achievement of organisational objectives. The interruption to a function is measured as part of the Business Impact Analysis (BIA). The interruption timeframe where the impact reaches the consequence level of '3' or greater is classified as the Maximum Acceptable Outage (MAO) timeframe. It is the objective of BCM to restore the function to acceptable levels before the MAO timeframe is reached.
IT	Information Technology
IT Disaster Recovery Plan (ITDRP)	A collection of procedures and information that are developed compiled and maintained in readiness for use in the event of disruption to normal IT operations.
Maximum Acceptable Outage (MAO)	The maximum period of time that a critical business process or system can be interrupted before the achievement of organisational objectives is threatened and/or an unacceptable impact on the organisation is incurred.
Recovery Time Objective (RTO)	The time by which a critical business process or function must be operational and/or recovery strategy deployed in order to ensure the viability of ongoing business operations.

SECTION 2 PLAN ADMINISTRATION

2.1 Plan Ownership

This plan is owned, maintained and tested by the C and must not be altered in any way unless approved by the Corporate Services Manager

Name: Sophie Pitchford

Title: Corporate Services Manager

Date: 01.06.2016

2.2 Leadership Approval Statements

This Business Continuity Plan includes continuity instructions and information for the following locations:

• Council Chambers	• Flinders Island Airport
• Works Depot	

Position/Title and Name	Approval	Date
General Manager, Raoul Harper		
Corporate Services Manager, Sophie Pitchford		
Corporate Services Coordinator, Lauren Moraitis		
Works Manager, Brian Barnewall		
Airport Operations Officer – Ben Foot		
Development Services Coordinator – Jacci Viney		
Community & Economic Development Manager – Jana Harper		

I have reviewed this business continuity plan and concur with its content and support its invocation in the event of an interruption. By approving this page, I am indicating that:

- The plan supports the approved strategy for the business function (s).
- The impact for not performing the non-critical processes/functions or discontinuing for a certain period, have been assessed and acknowledged while developing the BCP strategy.
- Agreements to perform work or accept staff at alternate site(s) are signed by management at both sending and receiving locations.
- Approval for Information Technology infrastructure and Support Group functions (IT Infrastructure, Voice services, Real Estate, etc.) required to support the continuity of the business function(s) has been signed by management.
- Impact on their functions is acknowledged by management responsible for other functions affected by activation of this plan.

2.3 Plan Maintenance

2.3.1 Change Management

Change	Date	Version
Initial Draft	1st June 2016	V0.1

2.3.2 Plan Distribution

Document	Date	Recipient
		General Manager, Raoul Harper
		Corporate Services Manager, Sophie Pitchford
		Corporate Services Coordinator, Lauren Moraitis
		Works Manager, Brian Barnewall
		Airport Operations Officer – Ben Foot
		Development Services Coordinator – Jacci Viney
		Community & Economic Development Manager – Jana Harper

2.3.3 Exercise Statement

Date	Exercise Type	Results

2.3.4 Document References

While this Plan is designed to be read separately, there are a number of other existing Plans that may need to be read in conjunction with this BCP.

These other existing documents are:

Description	Location
Emergency Management Plan	
IT Disaster Recovery Plan - to be developed	
Fire and Emergency Procedures	
Risk Management Policy	
Internal Operations Procedures	

2.3.5 BCP Formats

All BCP Team Members are required to keep a copy of this BCP in the following formats:

- Soft Copy available in the Management System
- Soft Copy on all Managers smart phones
- Hard Copy at work
- Hard Copy in a secure place at home.

2.3.6 Soft copies of Critical Records

It is the responsibility of the Business Continuity team to establish a 'Grab Box' and locate it at Reception or an easily accessible location.

The Council BCP Manager (the Council Corporate Services Coordinator) or the nominated backup, is to take the box during an evacuation of the site.

The Box must contain copies of the following types of documents:

- Soft copies of policies or procedures on a memory stick
- Templates / forms
- Telephone contact details for third parties
- A hard and soft copy of this plan

2.3.7 BCP Review and Testing Program

- BCP Review

  The BCP is to be reviewed and updated on an annual basis by the Council BCP Manager in liaison with relevant management team members. This will include an annual review of the business impact analysis to ensure that the recovery strategies remain relevant to business needs.
  The BCP Manager will then distribute revised editions of this plan following a review in accordance with the Document Control requirements.

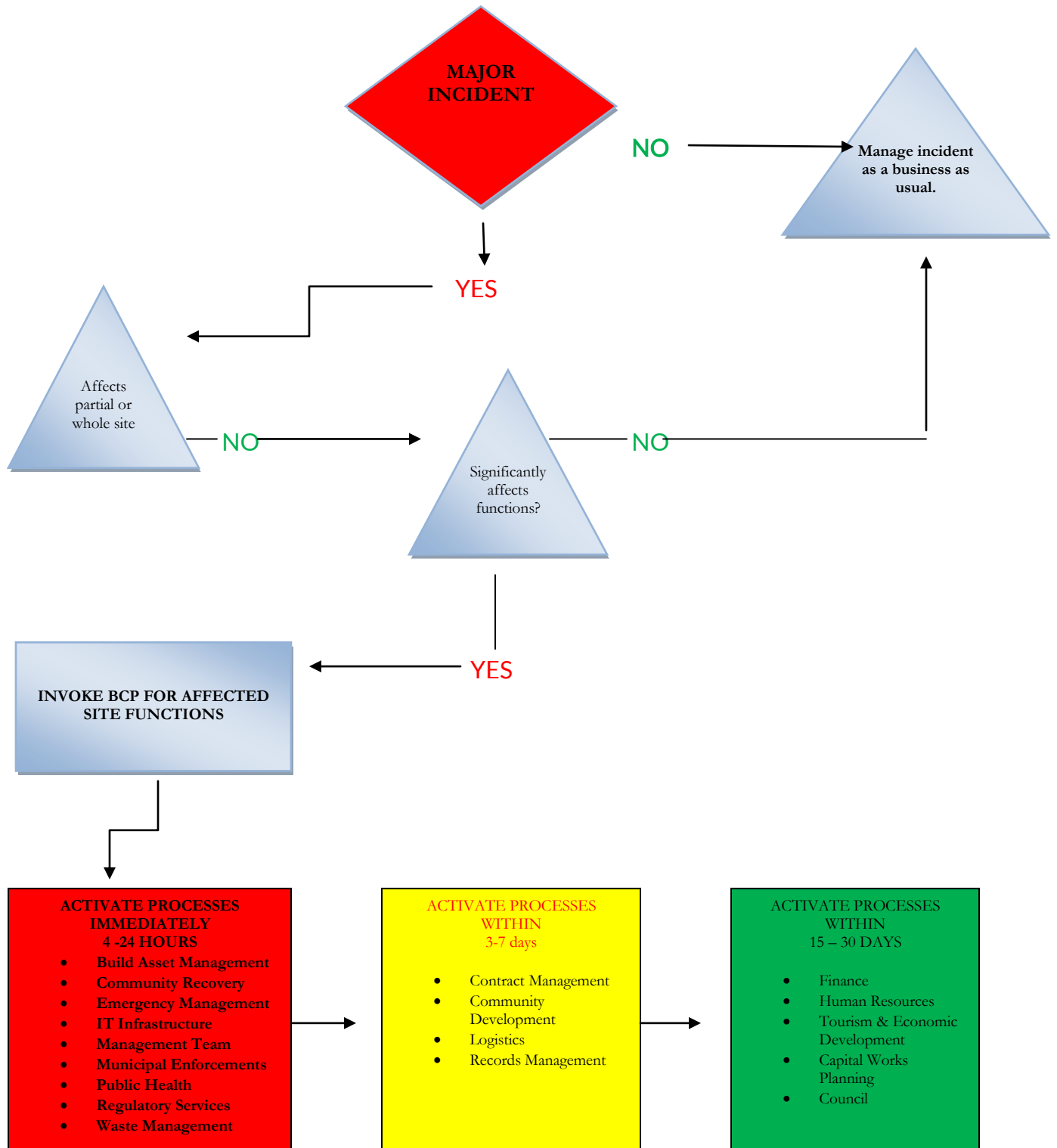- BCP Testing

  The BCP Manager (Corporate Services Coordinator) will be responsible for arranging a BCP test / simulation involving key stakeholders at least bi-annually. External facilitators may be required to facilitate these simulations.

  The outcome of these exercises should be taken into consideration as part of the overall review of the BCP.

SECTION 3 PLAN ACTIVATION & REPORTING PROCESS

3.1   BCP ACTIVATION PROCESS

FLINDERS COUNCIL BCP ACTIVATION

MAJOR INCIDENT

NO → Manage incident as a business as usual.

YES

Affects partial or whole site

NO →

Significantly affects functions?

NO →

YES

INVOKE BCP FOR AFFECTED SITE FUNCTIONS

ACTIVATE PROCESSES IMMEDIATELY 4 -24 HOURS	ACTIVATE PROCESSES WITHIN 3-7 days	ACTIVATE PROCESSES WITHIN 15 – 30 DAYS
• Build Asset Management • Community Recovery • Emergency Management • IT Infrastructure • Management Team • Municipal Enforcements • Public Health • Regulatory Services • Waste Management	• Contract Management • Community Development • Logistics • Records Management	• Finance • Human Resources • Tourism & Economic Development • Capital Works Planning • Council

3.2   BUSINESS CONTINUITY REPORTING PROCESS

| EMERGENCY MANAGER | Status Updates | COUNCIL BUSINESS CONTINUITY MANAGER | Status Updates | COUNCIL GENERAL MANAGER | Status Updates | MAYOR (External Communications) |

- DEVELOPMENT SERVICES
- CORPORATE SERVICES
- WORKS & SERVICES
- AIRPORT
- COMMUNITY & ECONOMIC DEVELOPMENT
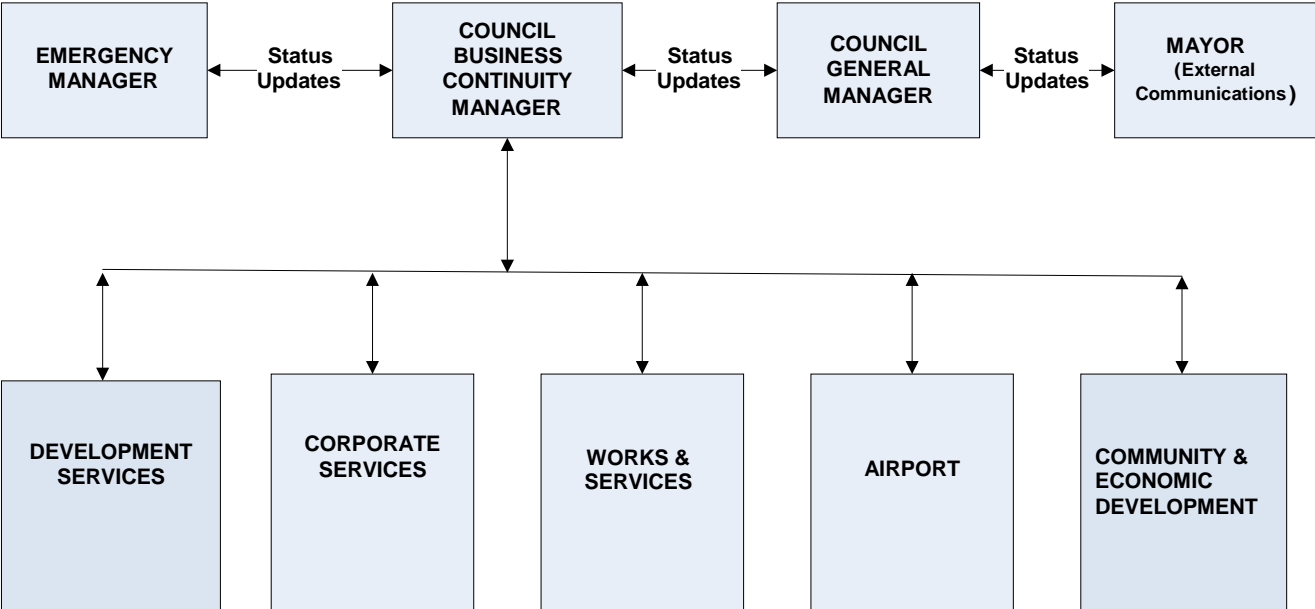
3.3 BCM Roles & Responsibilities

Role	Responsibilities
Council Business Continuity Team (BCT)	A team comprised of relevant stakeholders responsible for the coordination and management of the organisations response to a disruption incident. The BCT consists of the CEO and Senior Management and/or delegated staff depending on the nature of the incident and the functions affected. **For WTC, this team consists of the Managers (or their delegates) of all the departments within the Council**: • **Corporate Services** • **Community Services** • **Development Services** • **Works & Services** • **Airport**
Council BCP Manager	• This is the Risk Management Officer • Invokes the plan after discussions with the Council General Manager and other BCP Teams • Monitor and manage all the BCP teams • Communicate with the General Manager providing an update on the status of the plan implementation • Ensure all plans are invoked successfully • Report and escalate any issues to Senior Management
Council Emergency Manager	• The Manager responsible for activating and managing the Emergency Evacuation process • Overall responsibility for the management of the Incident • Monitor/manage all Emergency Management Personnel e.g. Fire Wardens • Liaise with external emergency services e.g. Fire Brigade, Police, etc
General Manager	• Oversight of process • Liaison between team and councillors
Management /Communications Team	• Communicate with external customers and media • Take responsibility for and manage any significant issues
IT Disaster Recovery Team	• Consists of members of the IT internal team and external service providers e.g. Telstra • Support all other teams in the implementation of their plans • Report to Council BCP Manager on the status of plan implementation • Escalate any issues to Council BCP Manager
Development Services Team	• Manage the private and public development services • Manage Public Health and Environment services • Manage Municipal Inspections • Report to Council BCP Manager on the status of plan implementation • Escalate any issues to Council BCP Manager
Corporate Services Team	• Manage the physical security and organisation of the site • Manage the recruitment and support of staff • Liaise with external providers e.g. Training • Manage the financial impacts of the organisation • Manage Payroll • Report to external financial regulatory and private organisations e.g.Banks, etc • Report to Council BCP Manager on the status of plan implementation • Escalate any issues to Council BCP Manager
Airport	• Manage the airport including Emergency services • Report to Council BCP Manager on the status of plan implementation • Escalate any issues to Council BCP Manager

Works & Services	• Manage all Council owned and maintained infrastructure • Report to Council BCP Manager on the status of plan implementation • Escalate any issues to Council BCP Manager • Manage and maintain waste collection/removal
Community Services Team	• Manage Council supported Community Services • Report to Council BCP Manager on the status of plan implementation • Escalate any issues to Council BCP Manager

SECTION 4 CONTINUITY STRATEGIES

4.1 Summary of Departments and Maximum Acceptable Outage (MAO)

The table below provides a summary of departments identified during the Business Impact Analysis. The Maximum Acceptable Outage (MAO) indicates the amount of time that each function could typically be rendered inoperable without causing significant impacts to be felt by the immediate stakeholder(s) of each function – this timeframe is defined as the Maximum Acceptable Outage (MAO). All functions that have a Maximum Tolerable Outage timeframe of less than one week have a corresponding Contingency Arrangement developed and documented in Section 3 of this plan.

Ref	Departments	Recovery timeline							
		Immediately (within 4 hrs)	8 hours	24 hours	48 hours	3 days	7 days	15 days	30 days
1	Built Asset Management	■							
2	Emergency Management	■							
3	Community Recovery	■							
4	Municipal Enforcements	■							
5	Public Health	■							
6	Regulatory Services	■							
7	IT Infrastructure			■					
8	Management Team			■					
9	Waste Management			■					
10	Contract Management					■			
11	Community Development						■		
12	Records Management						■		
13	Finance							■	
14	HR							■	
15	Tourism & Economic Development							■	
16	Capital Works Planning								■
17	Council								■

4.2   Continuity Strategies

Continuity Strategy:	Inability to Access Council Sites
Ideal Response Time: As soon as possible following declaration	**Pre-requisite Actions:** - IT Disaster Recovery Plan may need to be invoked simultaneously - Use of alternate sites being FAEC, Works & Services Depot, Airport Office, Lady Barron Hall or Emita Hall.
Services Affected	• Corporate Services • Development Services • Works & Services • Airport Services • Community Services

Continuity Actions	Timing	Action Owner (If owner not available BCT to appoint delegate)
1. Depending on the nature of the incident resulting in no access to the Council Building ensure that: ▪ Everyone on site at the Building is accounted for and is safe in accordance with Emergency Evacuation Procedures for the site. ▪ Emergency services have been contacted where necessary.	▪ < 1 hour	▪ ▪ Chief Fire Warden
2. If the incident is likely to result in an inability to work from or access the Building for greater than 24 hours, staff authorised to activate the BCP decide whether it is necessary to activate the BCP. ▪ In making a decision whether to activate or not refer to Section 1of the BCP ▪ Notify the Mayor of the incident and establish a communications protocol.	▪ 1 hour	▪ General Manager ▪ BCT Leader ▪ Corporate Services Manager
<td colspan="3" style="text-align:center">Assume activation of BCP for further actions</td>
3. Convene BCT and establish a command centre. If a suitable command centre for the BCT cannot be found, re-locate the BCT to alternate premises at FAEC, Works & Services Depot, Airport Office, Lady Barron Hall or Emita Hall. ▪ Depending on the scenario appoint the BCT Leader and ensure BCT members are	▪ 1.5 hours	▪ General Manager ▪ BCT Leader ▪ Corporate Services Manager

Continuity Actions	Timing	Action Owner (If owner not available BCT to appoint delegate)
assembled or delegates are appointed. ▪ Ensure BCT members clearly understand their roles and responsibilities (Section 2)		
4. Undertake initial assessment of the situation. ▪ Commence development and implementation of loss of site continuity strategies refer to Section 6 for alternative locations and recovery priorities ▪ Refer to Section 5 for resource requirements at recovery locations.	▪ 2 hours	▪ BCT
5. Activate internal communication plan ▪ In accordance with approved Council protocol ▪ Provide information to staff ▪ Provide scripted information to switchboard and Customer Services to respond to enquiries ▪ Communication to Councillors on Council's operations and to scheduled Council Meetings (as appropriate).	▪ 2.5 hours	▪ BCT (Communications)
6. The Information Management team is to make appropriate arrangements for IT Disaster Recovery (DR) if there is a need to activate the DR Plan ▪ This may involve systematically powering down the server environment remotely ▪ Depending on the nature of the incident, consideration must be given to re-building the network from the Council Centre building or other facility. ▪ Provide regular updates to the BCT on the status of IT systems, recovery and/or availability ▪ Instigate salvage procedures for damaged hard records	▪ 3 hours +	▪ BCT (Information Management)
7. Activate external communication plan ▪ In accordance with approved Council protocol ▪ Ensure that appropriate information is provided to the Community via Council website and Island News and print if appropriate advising of the situation and alternative arrangements ▪ BCT Leader & Communications Manager to determine whether a press conference is necessary ▪ Notify insurance broker (Arthur Gallagher) of incident. ▪ Notify State Archive Office of Tasmania of incident	▪ 4 hours	▪ BCT (Communications)
8. Make arrangements with Telecommunications Provider for all Council telephones to be diverted as required.	▪ 4 hours	▪ BCT (Information Management)
9. If possible erect appropriate signage at the entrance points of the building ▪ Signage to include brief information of the situation and alternative arrangements made for	▪ 6 hours	▪ BCT (Corporate Services)

Continuity Actions	Timing	Action Owner (If owner not available BCT to appoint delegate)
customer service matters and approximate outage time.		
10. Arrange for Security to provide security services around the perimeter of the Building if appropriate to do so	• 8 hours	• BCT (Corporate Services)

11. BCT to work through the relocation of staff required to undertake critical functions
• Refer to Section 6 for alternative locations and recovery priorities
• Refer to Section 5 for resource requirements at recovery locations and workaround strategies.
• It may be necessary to reallocate workstations at these alternative sites from job functions that are not critical to enable critical functions to be recovered and continued.
• Those staff with laptops that do not have critical job functions may be required to surrender their laptop to be used by staff with critical job functions that are placed at a site with no desktop PC.
• Where appropriate staff with critical job functions that can be undertaken from home / other site may not need an alternative location found for them.
• All other staff that do not have critical job functions will be instructed accordingly by their Manager depending on the nature of the incident.
	• 8 – 24 + hours	• BCT
		• Managers from Work Areas with critical departments which include:
		  o Built Asset Management
		  o Emergency management
		  o Community Recovery
		  o Municipal Enforcements
		  o Public Health
		  o Regulatory Services
		  o IT Infrastructure
		  o Waste Management

12. BCT Leader to meet with Mayor to arrange alternative facilities for Council Meetings • Printing of papers can be performed from alternate locations or outsourced	• Day 2	• BCT (Leader & Corporate Services)
13. Corporate Services to commence planning and working towards the recovery of operations into the future, which may include: • Relocating back to affected Council site • Furnishing of alternate site as medium term solution and relocating affected functions to the site in order of priority • Investigate the potential for long-term use of an alternative site and equip for the recovery of critical functions and other affected functions in priority order.	• Day 2 onwards	• BCT (Infrastructure)
14. Risk & Insurance to continue to monitor situation and recovery progress and communicate to Insurance Brokers and/or insurers.	• Ongoing	• BCT (Facilities & Legal)

SECTION 5 CONTACTS

Key Organisation Contacts

5.1 Management Team

Name	Title	Business Tel	Mobile Phone	E-Mail address
Raoul Harper	General Manager	63595000	0488030830	raoul.harper@flinders.tas.gov.au
Sophie Pitchford	Corporate Services Manager	63595008	0411103975	sophie.pitchford@flinders.tas.gov.au
Jacci Viney	Development Services Coordinator	63595005	0419316823	jacci.viney@flinders.tas.gov.au
Jana Harper	Community & Economic Services Manager	63595012	0400091786	jana.harper@flinders.tas.gov.au
Brian Barnewall	Works & Services Manager	63595021	0427592069	brian.barnewall@flinders.tas.gov.au
Ben Foot	Airport Operations Officer	63592144	0487474277	airport.operations@flinders.tas.gov.au
Lauren Moraitis	Corporate Services Coordinator	63595007	0438299691	lauren.moraitis@flinders.tas.gov.au
Megan Boyes	Finance Officer (IT Coordinator)	63595003	0427661758	megan.boyes@flinders.tas.gov.au
Vicki Warden	Executive Assistant	63595009	0418763307	executive.assistant@flinders.tas.gov.au

5.2 Back-Up Contacts

Name	Department	Title	Business Tel	Mobile Phone	E-Mail address
Ralph Posche	Works & Services	2IC	63595021	0427635901	
Allan Rhodes		3IC	63595021	0488311144	
Dianne Walsh	Corporate Services	2IC	63595004	0408175528	dianne.walsh@flinders.tas.gov.au
Megan Boyes		3 IC	63595003	0427661758	megan.boyes@flinders.tas.gov.au
Cody Swan	Airport	2 IC		0419617756	
Stacey Wheatley	Community Services	2IC	63595006	0428327445	stacey.wheatley@flinders.tas.gov.au
Rolph Vos (WTC)	Development Services	2 IC	63239300	0409196797	rolph.vos@wtc.tas.gov.au
Management Team	General Manager	2 IC	63595000	0488030830	raoul.harper@flinders .tas.gov.au
Sonia Judge	Information Services	2IC	63595001	0400486644	front.office@flinders.tas.gov.au
Jade Boyes	Records	2IC	63595001	0427576624	front.office@flinders.tas.gov.au

5.3 Key Government Contacts

Organisation	Business Tel	E-Mail address
Department of Economic Development, Tourism and Arts	62335888	www.development.tas.gov.au
Department of Education	1800816057	www.education.tas.gov.au
Department of Primary Industries, Parks, Water and Environment	1300368550	www.dpipwe.tas.gov.au
Department of Health & Human Services	1300135513	www.dhhs.tas.gov.au
Department of Infrastructure Energy and Resources - DIER	1300135513	www.dier.tas.gov.au
Department of Police and Public Safety	131444	www.police.tas.gov.au
Department of Premier & Cabinet	1300135513	www.dpac.tas.gov.au
Department of Treasury and Finance	62333100	secretary@treasury.tas.gov.au
State Archives Office of Tasmania	62337488	grk@education.tas.gov.au

5.4 IT Vendor Contacts

Organisation	Service Provided	Business Tel	Mobile Phone	E-Mail address
Another Computer Store	Purchase of computers & IT support	036344 4423		

5.5 Vendor Contacts

Organisation	Contact Name	Business Tel	Mobile Phone	E-Mail Address
Tasmanian Laboratory Services		63343424		

5.6 Utility Services Vendor Contacts

Organisation	Service Provided	Business Tel	Mobile Phone	E-Mail address
Tas Water	Water	136992		enquiries@taswater.com.au
Aurora	Electricity	132004		www.auroraenergy.com.au
Telstra	Telephone	132000		www.telstra.com

SECTION 6 RESOURCE REQUIREMENTS

6.1 Resource Requirements

Function	Normal Staff Level (FTE)	Min staff required	Min. Computers / Laptops	Min. Workstations (incl. Phone)	Min. Printers/ Copiers	Current Operating site	Secondary Recovery site	Workarounds
Public Health	0.3	0.3	1	1		Council Chambers	FAEC	Contact other Council or DHHS to continue function
Regulatory Services	0.6	0.6				Council Chambers	FAEC	Request Councils or alternate suppliers to perform tasks
Municipal Enforcements	0.1	0.1				Council Chamber	FAEC	Request other Councils to perform tasks
Built Asset Maintenance	1	1	1	1		Works Depot	FAEC	Request Councils or alternate suppliers to perform tasks
Emergency Management	0.2	0.2	1	1		Airport	FAEC	Request State Emergency Services (SES) to perform tasks
Community Development	1.5	1	1	1		Council Chamber	FAEC	Request Councils or alternate suppliers to perform tasks
Community Recovery	1	1	1	1		FAEC	FAEC	Request State Community Recovery Services to perform tasks
Tourism & Economic Development	1	1	1	1		Council Chamber	FAEC	Request Councils or alternate suppliers to perform tasks
HR & Payroll	2	1	1	1		Council Chamber	FAEC	Request Councils or alternate suppliers to perform tasks

Function	Normal Staff Level (FTE)	Min staff required	Min. Computers / Laptops	Min. Workstations (incl. Phone)	Min. Printers/ Copiers	Current Operating site	Secondary Recovery site	Workarounds
Finance	1.5	1	1	1		Council Chamber	FAEC	Request other Councils to perform tasks
Records Management	1	1	1	1		Council Chamber	FAEC	Request other Councils to perform tasks
IT Infrastructure	0.2	0.2	1	1		Council Chamber	Another Computer Store	Engage external contractor to support process
Waste Management	1	1	1	1		Works Depot	FAEC	Engage external contractor to support process
Contract Management	0.2	0.2	1	1		Council Chamber	FAEC	Engage external contractor to support process
Capital Works Planning & Design	2	2	1	1		Council Chamber	FAEC	Engage external contractor to support process
Council	2	1	1	1		Council Chamber	FAEC	Request State Government to appoint administrator to perform task
Management Team	4	2	2	2		Council Chamber	FAEC	Utilise internal staff to perform management tasks
Totals	20	14.6	15	15				

6.2 IT Applications

Department	IT Application	Maximum Acceptable Outage	Recovery Point Objective	Manual Workarounds	Workaround Timeframe
Public Health	• E-mails • MS Office Suite • PropertyWise	24 hours	24 hours	Manual records,	2-5 days
Regulatory Services	• E-mails • MS Office Suite • PropertyWise	24 hours	24 hours	Manual records,	2-5 days
Municipal Enforcements	• E-mails • MS Office Suite • PropertyWise	24 hours	24 hours	Manual records,	2-5 days
Built Asset Maintenance	• E-mails • MS Office Suite • Propertywise	24 hours	>24 hours	Manual records,	5 days+
Emergency Management	• E-mails • MS Office Suite	24 hours	>24 hours	Manual records,	24-48 hrs
Community Development	• E-mails • MS Office Suite	>24 hours	24 hours	can operate in manual setting with mobile phone	2-5 days
Community Recovery Program	• E-mails • MS Office Suite	<4 hours	1 hour	can operate in manual setting with mobile phone	24-48 hrs
Tourism & Economic Development	• E-mails • MS Office Suite	>24 hours	24 hours	Manual paper downtime	24-48 hrs
HR & Payroll	• E-mails • MS Office Suite • Xero	24 hours	24 hours	Manual Records	2-5 days
Finance	• E-mails • MS Office Suite • Xero • PropertyWise	24 hours	24 hours	Some sections possible e.g. Manual receipts	24-48 hrs

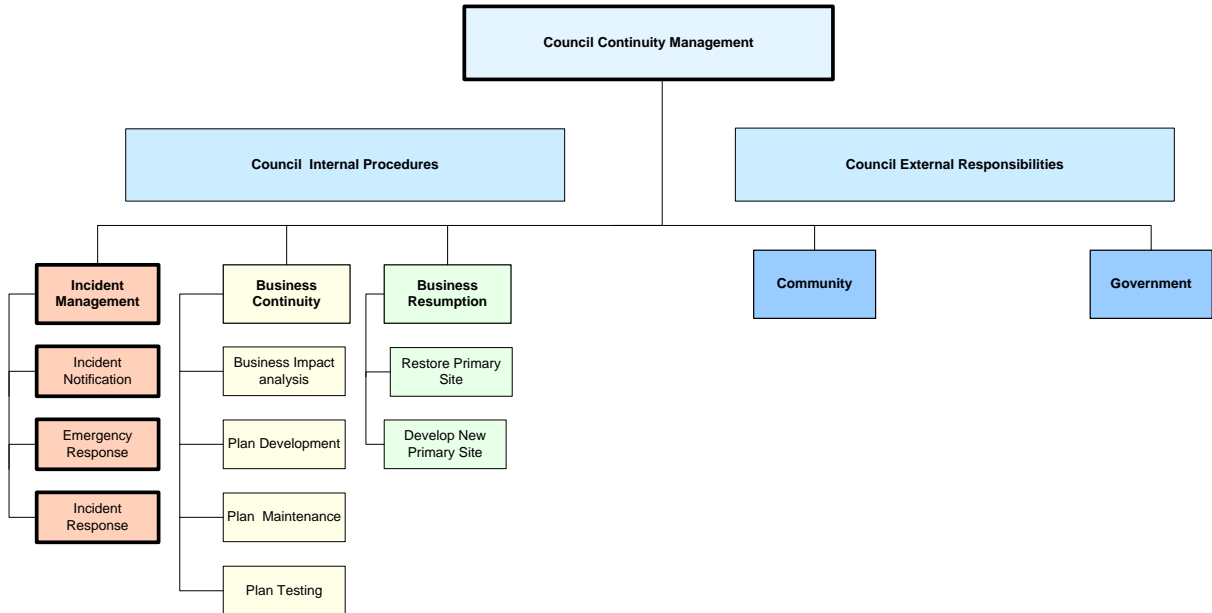| Department	IT Application	Maximum Acceptable Outage	Recovery Point Objective	Manual Workarounds	Workaround Timeframe
Records Management	• E-mails • MS Office Suite • PropertyWise	>24 hours	>24 hours	Stand alone computer and scanner, manual records, external access to email system	5 days+
IT Infrastructure	• E-mails • MS Office Suite • PropertyWise • Xero	Zero	24 hours	not possible	
Waste Management	• E-mails • MS Office Suite	24 hours	24 hours	Manual Records	2-5 days
Contract Management	• E-mails • MS Office Suite	24 hours	24 hours	Manual Records	2-5 days
Capital Works Planning & Design	• E-mails • MS Office Suite	>24 hours	24 hours	Manual Records	5 days+
Management Team	• E-mails • MS Office Suite • Xero	24 hours	24 hours	Manual Records	5 days+

6.3 Special Equipment & Vital Records

Department	Equipment / Vital Record Requirement	Redundancy	Are spares available? Where are they located?	Replacement Time	Comments
Public Health	• Vehicle, • Vaccine fridge, • Sampling equipment, • Vaccine supplies	• Rental vehicles,	• Yes • DHHS	24 hours	
Regulatory Services	• Inspectors vehicles	• Rental vehicles • Contractors	• Yes • Various sites	24 hours	
Built Asset Maintenance	• Plant/equipment, • Raw material • Consumables • Communications	• Hire of plant/equipment • Contractors	• Yes • Various sites	24 hours	
Emergency Management	• Plant/equipment • Raw material • Consumable • IT/Communications	• Hire of plant/equipment • Contractors	• Yes • Various sites	24 hours	
Community Recovery	• Recovery kit bag • Vehicles	• Northern Regional Community	• Yes • Remotely	4 hours	Arrangements are already in place
HR & Payroll	• Hardcopy pay records	• Manual pay from previous fortnight	• Yes • Remotely	1 hour	Assumption that access to manual records not totally lost
Records Management	• Hardcopy customer records	• Manual records for past 6 months	• No • Remotely	4 hours	Assumption that access to manual records not totally lost
Waste Management	• Contractor vehicles	• Other contractors	• Yes • Various sites	24 hrs	

SECTION 7 BUSINESS RESUMPTION

7.1 Business Resumption

Business Resumption is split into Salvage, Restore Primary Site and the Build New Primary Site and is overseen by the Incident Management Team. The Team leaders report directly to the Crisis Management Team. The diagram below provides a summary of this structure.

```
                          ┌──────────────────────────────┐
                          │ Council Continuity Management │
                          └──────────────────────────────┘
                                         │
              ┌──────────────────────────┴──────────────────────────┐
   ┌─────────────────────────┐                        ┌──────────────────────────────────┐
   │ Council Internal Procedures │                    │ Council External Responsibilities │
   └─────────────────────────┘                        └──────────────────────────────────┘
        │                                                   │
 ┌──────────┬──────────────┬──────────────┐          ┌───────────┬──────────────┐
 │ Incident │   Business   │   Business   │          │ Community │  Government  │
 │Management │  Continuity  │  Resumption  │          └───────────┴──────────────┘
 └──────────┘ └──────────┘ └──────────────┘
      │              │              │
 ┌──────────┐ ┌──────────────┐ ┌──────────────┐
 │ Incident │ │Business Impact│ │Restore Primary│
 │Notification│ │   analysis   │ │     Site     │
 └──────────┘ └──────────────┘ └──────────────┘
      │              │              │
 ┌──────────┐ ┌──────────────┐ ┌──────────────┐
 │ Emergency │ │Plan Development│ │ Develop New │
 │ Response │ └──────────────┘ │ Primary Site │
 └──────────┘        │          └──────────────┘
      │       ┌──────────────┐
 ┌──────────┐ │Plan Maintenance│
 │ Incident │ └──────────────┘
 │ Response │        │
 └──────────┘ ┌──────────────┐
              │  Plan Testing │
              └──────────────┘
```

7.2 Business Resumption Team (BRT) Composition

The BRT consists of representatives from Corporate Services, Works, Infrastructure Services, Development Services, Community Services, IT and external vendors. The team details are as follows:

- The team is managed by Council's General Manager.
- The purpose of this team is to secure, salvage, and restore the primary site to operational status as quickly as possible
- The Resumption Team is tasked with conducting an in-depth damage assessment with recommendations to management on required repair or restoration activities
- Concurrent with performing their evaluation procedures, members are responsible for initiating and monitoring recovery tasks assigned to their functional areas
- The roles and responsibilities of the resumption team are as follows:

Team Member Titles	Responsibility
Business Resumption Team Leader	• Authority and knowledge to deal with damage assessment, damage mitigation, salvage, restoration, alternate site installation, etc.
Alt. Team Leader	• Authority and knowledge to act in place of the team leader.
Department Managers	• As required, depending upon the situation. • Manage the requirement of special equipment
Vendors (Site, Hardware, Maintenance, Communications, Salvage/Restoration)	• A critical element in the team • Much of the team effort is in coordinating, supporting, and reporting on recovery activities.
IT	• Restoration of operations, print services, security and change management services and technical services. • Manager Technology Customer Services • Recovery of voice and data network infrastructure. Includes recovery of hardware components, connectivity to the recovery site and recovery of critical network software • Recovery of critical servers

7.3 Business Resumption Timeline

The timeline post the occurrence of any incident follows the steps of:

- Assessment
- Salvage
- Restore Primary Site
- Build New Primary Site; and
- Return to Site

It is important to note that the timing of these steps and actions potentially overlap.

7.4   Business Resumption Checklist

Area	Notes

1.   **Incident Assessment**
❑Incident Details
    ❑   Known
    ❑   Gaps
 	
❑Incident Impact
    ❑   People
    ❑   Site
    ❑ Business	

2. **Site Impact** ❑Partial Damage ❑Total Destruction	
3. **Restoration Activities** ❑Salvage ❑Repair Site ❑New Site	
4. **Team Activation** ❑Administration ❑Technology	
5. **Salvage** ❑Site Security ❑Debris & Salvage company ❑Technology Hardware ❑Facilities	
6. **Salvage** ❑Damage ❑Business Unit Impact ❑Duration ❑Cost	
7. **New Site** ❑Location ❑Size ❑Suitability ❑Cost ❑Availability	
8. **Backup Site Monitoring** ❑Site Access ❑Technology ❑Resources/Suppliers ❑Staff	
9. **Expenditure**	
10. **Corporate Communications** ❑Web site Updates ❑Regulatory& Public Update	

7.5 Salvage

Salvage is one of the key steps in the resumption process and may occur at the same time as the other strategies.

Purpose	Segregate damaged from undamaged property
Team	- Team Leader – Corporate Services Manager - Team Members - Security - External vendor - IT representative
Required Information	Floor plans Planned layout
Vendors	TBA
Tasks	Secure site Contact external vendor Recover undamaged equipment

Time	Task	Completed
0 – 4 hrs	Secure site	❏
	Contact vendor	❏
	Activate team	❏
4 – 8 hrs		❏
8 – 12 hrs		❏
12 – 24 hrs		❏

7.6 Restore Primary Site

The restoration of the primary site is dependent on the extent of the damage sustained. The decision to restore the site will depend upon:

- The integrity of the physical structure given the level of damage sustained
- Whether the security of site has been compromised
- The cost effectiveness of restoring the site against the creation of a new one

Purpose	To restore all or part of the primary site after the incident	
Team Structure	- Team Leader's – Corporate Services Manager - IT Manager - Team Members - Department Managers - External vendors	
Required Information	- Damage assessment - Floor plans - Business impact - Risk assessment - Cost of repair - Cost justification	
Vendors	TBA	
Time	**Task**	**Completed**
0 – 4 hrs		❑
		❑
		❑
4 – 8 hrs		❑
8 – 12 hrs		❑
12 – 24 hrs		❑

7.7 Build New Primary Site

The development of a new site is dependent on the level of damage sustained by the primary site. In the event that a decision is to be made regarding the development of a new site

Purpose	To create a new site replacing restore all or part of the primary site after the incident
Team Structure	- Team Leader's – Corporate Services Manager - IT Manager - Team Members - Administration representative - Technology representatives - Department Managers - External vendors
Required Information	- Damage assessment - Floor plans - Business impact - Risk assessment - Cost of repair - Cost justification
Vendors	TBA

Time	Task	Completed
0 – 4 hrs		❑
		❑
		❑
4 – 8 hrs		❑
8 – 12 hrs		❑
12 – 24 hrs		❑

7.8   Salvage Checklist
The following is a checklist for managing the Salvage operations.

Item Description	Complete
Insurance company	❑
Debris / Removal Company	❑
Assign areas for the Salvage team to work	❑
Time Sheet	❑
Desk / Separate Work Area	❑
Water Removal	❑
Debris removal	❑
Separate damaged from undamaged property	❑
Damage Property Inventory	❑
Protect undamaged property	❑
Record activities	❑
Replacement equipment and supplies	❑

7.9   Administration Checklist
The following is a checklist to be used by the Administration team:

Item Description	Complete
Receive Communication	❑
Report to Site	❑
Perform complete damage assessment	❑
Identify equipment and facility damage	❑
Report on site status	❑
Estimate of repair time	❑
List of equipment needs	❑
Clean-up and repair of facility	❑
Order replacement equipment and supplies.	❑
Oversee and validate Facility repair	❑
Test replacement equipment	❑
Return to primary site	❑

7.10 I.T. Checklist

Item Description	Complete
Damage assessment	❑
Recover computer systems and network environment(s)	❑
Acquire and install replacement desktop computer equipment	❑
Re-establish data network connections to external resources (branch locations, vendors)	❑
Implement all telephone response plans (re-routing critical telephone numbers)	❑
Arrange for all alternate site telephone installations	❑
Ensure all system security devices and procedures are in place.	❑

SECTION 8 SPECIAL FORMS

Initial (First 3 hours) Assessment Form

[Once the Team Leader has completed all initial notifications this form will be used to submit initial details of the incident].

Date/Time: _____

Assessment Question	Log the Response
What is the nature of the incident (type, location, severity)?	
Are there any staff or resident casualties or fatalities?	
Is the incident currently affecting business operations? If so, which areas?	
Have the Emergency Services been called?	
Have all necessary external statutory bodies been informed?	
Which parts of the site are inaccessible? If so, for how long (estimate if not known)?	
Is there evidence of structural damage at the premises?	
Is there any need to change the site security arrangements?	
If so, which parts of the site have been destroyed, damaged or made unusable?	
Are there potential environmental or community implications?	
Are the IT systems working? If not, which ones?	
Is the telephone system working?	
Are there any key personnel unavailable?	
Have any utilities (electricity or water) been affected?	
What is the estimated expected duration of the incident?	

Initial Damage & Impact Assessment Checklist (Within 24 Hrs)

[This form is to be used to carry out the initial damage and impact assessment following an incident]

Date/Time: _____

Area	Condition
Structural Assessment	
Buildings (*Perform initial damage assessment)*	
Roadways	
Fire Detection & Fighting Systems	
Infrastructure Assessment	
Electricity • Determine if power cut off required	
IT • Is IT network available	
Communications • Internet • Mobile Network • Landline Telephone	
Water • Determine if mains supply is available • Shut off as necessary	
Environmental	
Sewerage	
Assess Security requirements to safeguard people and property	
Other relevant information:	

Extended Impact Assessment Form

[The BCT Manager's communication with internal and external stakeholders should use this form to help assess more fully the impact on the council].

Date/Time: _____

Assessment Question	Log the Response
How long is the disruption to business expected to be?	
What areas of the site are affected?	
What is the anticipated recovery / restoration time?	
What functions need to be shifted to another site?	
Will staff need to be relocated?	
How often does the Team need to meet and require updates?	

Incident Log

[Please enter the details of the activities that occurred during the incident. Start with the time the incident occurred; Follow this with all the steps taken during the incident until the incident has ended and operations have returned to a back-to-usual. Use as close to accurate times and activity details as possible. Add more lines to the table as required]

Date: _____

Department: _____

Name: _____

Page ____ of ____Pages

Time	Comments/Summary of Activities

Signature: _____

Issues Management Log

[Please enter the details of any and all issues that occurred during the incident. Provide a 'Description of the Issue' with as much detail as possible e.g. the recovery of the computer applications was delayed for up to 30 minutes; List the 'Source' of the issue e.g. the issue was caused by a faulty cable in the computer room; what 'Actions' were taken to rectify the situation e.g. the cable was disconnected and a replacement cable was patched in]

Date: _____

Department: _____

Name: _____

Page ____ of ____Pages

Description of Issue	Source	Actions

Signature: _____

Expense Log

[The 'Expense Log' is to be used to log any and all expenses incurred during the outage. This will provide more information which will contribute to the overall financial impact of the incident. All expenses incurred MUST be signed off by Senior Management and receipts produced].

Date: _____

Department Name: _____

Name: _____

Page ___ of ___ Pages

Date	Item	Cost	Approved By

Signature:_____