

Kangaroo Island Council

Business Continuity Plan



Prepared by LGRS – Risk Management

Issue: 2

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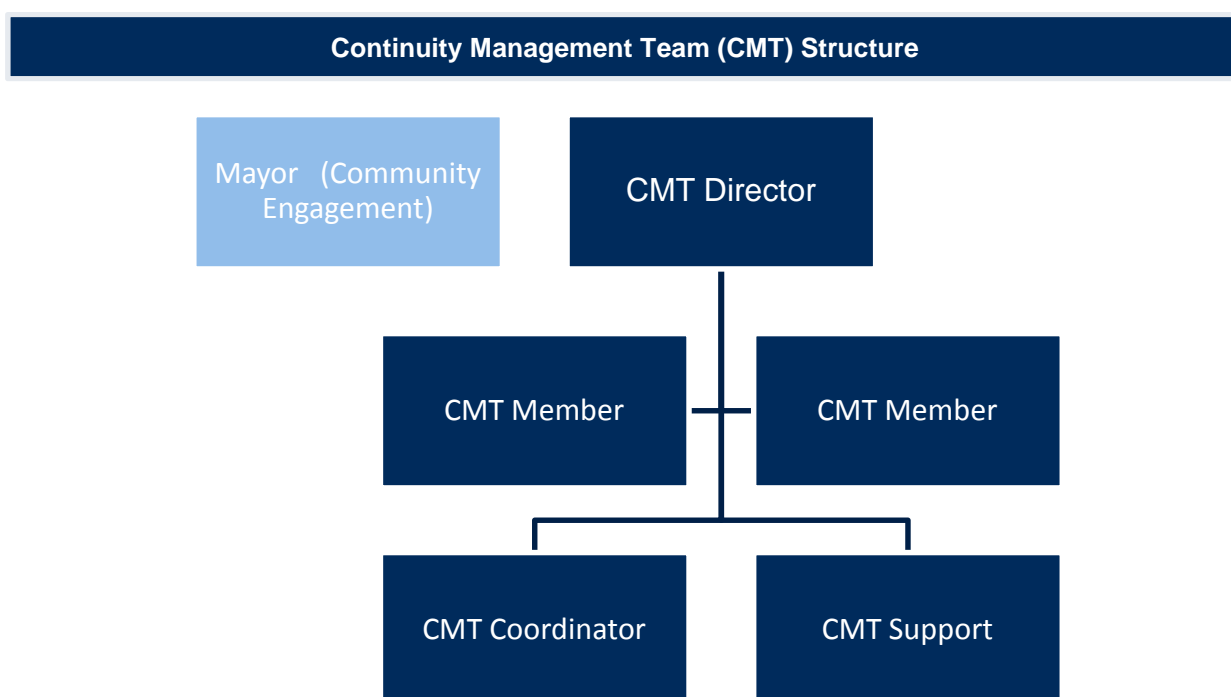
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Continuity Management Team

Roles and Responsibilities CMT

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

CMT – Structure

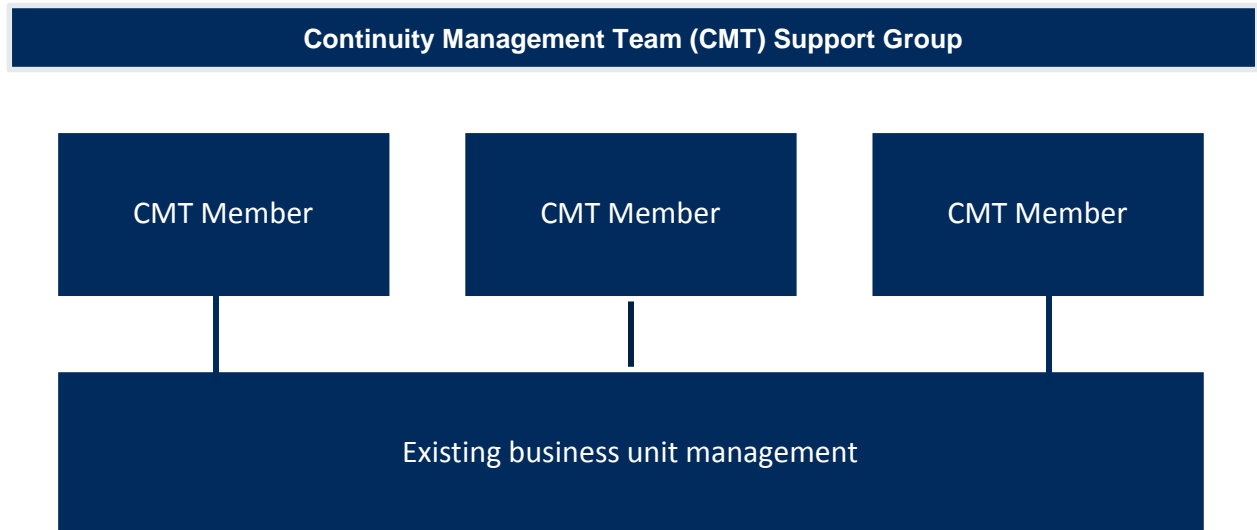


CMT Position	Staff Position	Alternate Staff Position
CMT Director	CEO	Deputy CEO
CMT Member	Deputy CEO	Director Council Services
CMT Member	Director Council Services	Human Resources
CMT Coordinator	Human Resources	Personal Assistant to CEO
CMT Support	Personal Assistant to CEO	Personal Assistant to CEO



Continuity Management Support Group

The existing business unit management structures may be called upon during activation of specific plans within their area of responsibilities to provide advice to the CMT as required. The positions as identified below when activated are collectively known as the Continuity Management Team Support Group.



Overview of Business Function Criticality

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

The following table summarise the functions as identified as critical and the maximum acceptable outage for that function.

Division/ Group	Assets & Infrastructure	
Business Unit	Critical Function	Max Acceptable Outage
Asset Services	Road access and serviceability (Arterial & Collector)	4 hours
	Airport operations	24 hours
	Community Wastewater Management Scheme	2 hours
	Responding to public health hazards	4 hours

Division/ Group	Business Services	
Business Unit	Critical Function	Max Acceptable Outage
Community & Marketing	Records Management	1 week
	Customer Service	4 hours
Human Resources & Risk	Payroll	Payday +1 working day
Development	Section 7's	10 working days

Responsibility Statements

CMT Director			
Position	CMT Director	Staff Position	Chief Executive Officer
During absence this role will be assumed by		Deputy CEO	
Position Statement	The CMT Director is responsible for declaring a business continuity event and invoking the BCP. The CMT Director is required to oversee and manage all resumption activities. During a workplace emergency the Chief Warden has authority until the workplace emergency is resolved and control is returned to the CEO or CMT Director if the BCP is to be activated.		
Knowledge Requirements	1. High level of organisation activities and service delivery priorities 2. Community, Business and Regulatory contacts		
Responsibilities	<p>The CMT Director must make decisions as to the best strategy for business resumption based on information received by other CMT members. This strategy is then translated into an action plan by the supporting teams.</p> <p>Responsibilities include:</p> <ul style="list-style-type: none">▪ Maintain working knowledge of BCP & relevant Critical Function Sub Plans▪ Participate in monitor and review activities▪ Participate in and ensure appropriate levels of training is undertaken <p>On Activation:</p> <ul style="list-style-type: none">▪ Activate the BCP▪ Notifying and liaising with stakeholders▪ Provide the focal point in communication to the staff, media and public▪ Establishing and chairing all CMT meetings (may delegate)▪ Authorisation of any detailed restoration plan▪ Delegate tasks and overseeing resumption activities▪ Monitor the gathering of business interruption event information▪ Ensure CEO is briefed as required▪ Promote the wellbeing and safety of all staff▪ Liaise with elected body via the Mayor		
Date approved by CMT			

CMT Members			
Position	CMT Members	Staff Positions	Director Council Services
During absence this role will be assumed by		Human Resources	
Position Statement	A successful Continuity Management Team (CMT) relies on expertise from within the organisation as they are the people that understand the business processes and related risks. Accordingly, the Executive Team members are the designated members of the CMT and charged with implementing the whole of organisation response. However they still maintain responsibility for the continuity and recovery actions of their individual business units. The business unit activities are undertaken by the function managers in accordance with agreed sub plans.		
Knowledge Requirements	<div>1. High level of group activities and service delivery priorities</div> <div>2. High level knowledge of group critical function sub plans</div> <div>3. High level knowledge of overarching BCP.</div>		
Responsibilities	<div>Responsibilities include:</div> <div><div>Maintain working knowledge of BCP & relevant Critical Function Sub Plans</div><div>Participate in monitor and review activities</div><div>Participate in and ensure appropriate levels of training are undertaken with Critical Function Sub Plan Managers</div></div> <div>On Activation:</div> <div><div>Operate as a member of the CMT</div><div>Ascertain the impact on business unit activities and report to CMT</div><div>Co-ordination of business unit Critical Function Sub Plan implementation as required</div><div>Monitoring implementation against the Business Continuity Plan</div><div>Maintaining information and report on costs to CMT</div><div>Maintain communications with staff</div></div>		
Date approved by CMT			



CMT Coordinator			
Position	CMT Coordinator	Staff Position	Human Resources
During absence this role will be assumed by		PA to the CEO	
Position Statement	The CMT Co-ordinator is required to assist the CMT Director in the management of the business resumption activities. The CMT Co-ordinator must be familiar with the business continuity plan, Critical function Sub Plans and team responsibilities.		
Knowledge Requirements	1. High level knowledge of overarching BCP 2. Understanding of organisation activities and service delivery priorities 3. High level of internal key contacts and accountabilities		
Responsibilities	<p>The CMT Co-ordinator is required to report to the CMT on the currency of individual and business level continuity plans and activities.</p> <p>Responsibilities include:</p> <ul style="list-style-type: none">▪ Pre event co-ordination of BCP and Sub plans with relevant owners▪ Co-ordination of training for CMT & CMT SG members▪ Co-ordination of testing for the Business Continuity Plan▪ Resourcing of Control Centre <p>On Activation:</p> <ul style="list-style-type: none">▪ Open Control Centre on direction of CMT Director▪ Assisting CMT Director as required▪ Notify Insurer and manage the insurance requirements <p>Media Functions:</p> <ul style="list-style-type: none">▪ Support the Mayor/ CEO to ensure the dedicated media briefing center is fit for purpose		
Date approved by CMT			

CMT Support			
Position	CMT Support	Staff Position	PA to CEO
During absence this role will be assumed by		PA to the CEO (2 nd PA)	
Position Statement	The CMT Support is responsible for the smooth functioning of the Control Centre (if established) and the administrative needs of the CMT.		
Knowledge Requirements	1. High level of internal key contacts and resource knowledge 2. High level of administrative functions and arrangements		
Responsibilities	Responsibilities include: <ul style="list-style-type: none">▪ Maintain working knowledge of BCP & relevant Critical Function Sub Plans▪ Maintain high level of administration skills On Activation: <ul style="list-style-type: none">▪ If required, assist with the set-up of the Control Centre and arranging stationery, equipment etc.▪ Arrange resources to assist CMT members (if required)▪ Making arrangements for all CMT meetings▪ Provide general administrative support (including log of all events and actions, resumption status, CMT members' movements etc.)▪ Create and maintain a chronological log of meetings and decisions made		
Date approved by CMT			

Critical Function Sub Plans

Assets Infrastructure

Asset Services:

Road Access & Serviceability			
Prepared by	Yarren Iversen John Fernandez	Date	10 July 2018
Sub Plan Owner	This plan is owned by the Director Council Services who has overall responsibility for this plan. The routine management of the plan is delegated to Technical Programs Manager/ APM who has responsibility for ensuring the accuracy and currency of the plan and advising the DCS of any changes required.		
Identified Critical Business Functions			
Arterial & collector road access (provision of detours in emergency events) under the direction of Emergency Services authorities.			
Overview of Functions (Context)			
Kingscote to Parndana Road – subject to regular and protracted flooding Kingscote to Penneshaw Road (Class C1 and C2)			
Business Impact Analysis			
Business Impact of Function Loss	Penalties for Non-Delivery	Functional Interdependencies	
<ul style="list-style-type: none">Reputation – Inability for members of the public to commute between townshipsProductivity – Inability to transport staff and plant for Council business	<ul style="list-style-type: none">Possible non-payment of fees for waste collection if Council unable to undertake task	<ul style="list-style-type: none">Civil Works ManagersAirportKIRRCDepots/Dauncy StreetQuarry material in various locationsCustomer Service (require ongoing updates for community and Depot Staff)	
Current Resources Premises/ Equipment/ Staff	Minimum Resources Required	Alternate Manual Process or Work Around	

Road Access & Serviceability		
<ul style="list-style-type: none">2 way radiosMobile PhonesHuman resources / staff x34Large Plant resources (including pumps/chainsaws etc.)Various signage	<ul style="list-style-type: none">Communications (VHF/UHF/Mobile Phone)Access to quarry materials and appropriate heavy vehiclesHazard signage	<ul style="list-style-type: none">Close road and detour where applicableCustomer Service to communicate updates with community and depot crews
Disruption Scenario		Max Acceptable Outage
<ul style="list-style-type: none">Flooding/Fire preventing Council from accessing roadsRoad block due to tree/road crash		<ul style="list-style-type: none">4 hours (post event as directed by Coordinating agency (SAPOL))
Authority for Invoking Plan	Technical Program Manager	
Key Decision Makers to be assembled		
<ul style="list-style-type: none">Asset Program ManagerAsset Services Coordinator		
Stakeholders other than process owner		
Internal	External	
<ul style="list-style-type: none">Chief Executive Officer/D-Chief Executive OfficeDCSCommunity Engagement & Marketing	<ul style="list-style-type: none">SAPOL/Control AgencyCommunity	
Pre Event Preparedness		
Current policies & procedures & access points required to deliver function		
The current policy and procedures for this critical function can be located –		
Electronic copies:		
<ul style="list-style-type: none">G:Asset services		
Hard copies:		
<ul style="list-style-type: none">Hard copy roads maps and emergency management plans – Depot and Admin Assistant.		

Road Access & Serviceability

Emergency Response Immediate actions required if function is lost.

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

- Inspect
- Identify required resources
- Deploy appropriate measures
- Ensure dispatcher is nominated at the depot
- Depot team to advise customer service and consider appropriate communication strategy to stakeholders
- Refer to emergency response plan & assemble the response team

Continuity Management Actions required to ensure continued availability of the function

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

- Update communications re road closed to community (Social Media and webpage). SAPOL, CFS, Ambulance, schools, Sealink, Airport and elected members
- Monitor and provide updates to stakeholders – prioritise repairs

Communication Considerations

Internal	External
<ul style="list-style-type: none"> ▪ Customer Services/Depot teams: <ul style="list-style-type: none">) Which road(s)) Alternative routes) Estimated outage) When next update will be provided 	<ul style="list-style-type: none"> ▪ SAPOL/SAAS/CFS/SES/DECD/KICE if road to be closed

Further Treatment/ Action Plans Actions required for continuous improvement

Treatment/ Action Plan	Position Responsible for development	Target Date
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Road Access & Serviceability		
<ul style="list-style-type: none">Consider developing map which highlights roads most critical in terms of impact if not available and alternate routes to be used in BC scenarios	DCS	Nov 2018

Airport			
Prepared by	Ashley Richardson	Date	10 July 2018
Sub Plan Owner	<p>This plan is owned by the Chief Executive Officer who has overall responsibility for this plan.</p> <p>The routine management of the plan is delegated to Asset Program Manager who has responsibility for ensuring the accuracy and currency of the plan and advising the Chief Executive Officer of any changes required.</p>		
Identified Critical Business Functions			
<p>Provision of airside and landside functions at airport – daily inspections of runway and perimeter prior to each daily flight.</p> <p>Maintenance of airstrips, fencing, vermin, terminal building, sheds, parking</p>			
Overview of Functions (Context)			
<ul style="list-style-type: none">3 runways (2 sealed/1 unsealed)Helipad x11 unsealed runway has lighting for night/emergency operationsUp to 20 aircraft movements per 24 hour period plus external pilot training			
Business Impact Analysis			
Business Impact of Function Loss	Penalties	Interdependencies	
<ul style="list-style-type: none">Finance – Loss of revenue from RPT head taxTourism reducedReputational – not meeting community expectations	<ul style="list-style-type: none">Possible for airline to try to recoup costs if unable to land		
Current Resources Premises/ Equipment/ Staff	Minimum Resources Required	Alternate Manual Process or Work Around	
<ul style="list-style-type: none">Lighting on taxi and main runway8 Airport Reporting Officer's (5 male & 2 female security screening officers)WindsockAirband radios x5Terminal building	<ul style="list-style-type: none">Portion of current terminal or ATCO x1Runway lighting (emergency)Windsock2 male & 2 female security screening officers (for search)1 operational runway1 Airport Reporting OfficerAirband Radio	<ul style="list-style-type: none">Alternative air stripAir Charter airlines (smaller planes)Hire temporary buildings if main building inaccessibleNRM/SAPOL for vermin controlSource contract Airport Reporting Officer/Security screeners from Mainland	

Airport	
Disruption Scenario	Max Acceptable Outage
<ul style="list-style-type: none"> Inadequate number of Airport Reporting Officers (minimum 1) Aircraft accident/Terrorist threat Environmental conditions (i.e. storm, flooding, fire – grass and terminal building, fog) 	<ul style="list-style-type: none"> 24 hours 24 hours 24 hours
Authority for Invoking Plan	Asset Program Manager
Key Decision Makers to be assembled	
<ul style="list-style-type: none"> Airport Reporting Officers / Contracts Officer Chief Executive Officer / D-Chief Executive Office / DCS / Airport Services Coordinator 	
Stakeholders other than process owner	
Internal	External
<ul style="list-style-type: none"> Community Affairs Manager Customer Service 	<ul style="list-style-type: none"> RFDS Civil Aviation Safety Authority Office of Transport Security Carriers (Rex Airlines / Qantas) Community Hertz /Budget / KI Transfers
Pre Event Preparedness Current policies & procedures & access points required to deliver function	
<p>The current policy and procedures for this critical function can be located –</p> <p>Electronic copies:</p> <ul style="list-style-type: none"> External contactors have their own procedures G/Airport drive <p>Hard copies:</p> <ul style="list-style-type: none"> Airport office – Kangaroo Island Airport Emergency Plan 	
Emergency Response Immediate actions required if function is lost.	
<p>On being advised of a business interruption event the following immediate responses should be considered:</p> <ul style="list-style-type: none"> NOTAM if related to airside function Refer Aerodrome Emergency Manual Refer to MOS 139 Refer Council Emergency Plan 	

Airport		
Continuity Management Actions required to ensure continued availability of the function		
<p>In the event of a business interruption event occurring as identified within the disruption scenario analysis, that exceeds the identified MAO the following responses may be appropriate:</p> <ul style="list-style-type: none">▪ Communication to Stakeholders▪ Refer alternate work around process in this CFSP▪ Organise portable toilets if required		
Communication Considerations		
Internal	External	
<ul style="list-style-type: none">▪ Anticipated closure timeframe▪ Services impacted▪ Time of next status update▪ Elected members	<ul style="list-style-type: none">▪ NOTAM▪ Contact individual airlines▪ SAPOL▪ RFDS▪ Community	
Further Treatment/ Action Plans Actions required for continuous improvement		
Treatment/ Action Plan	Position Responsible for Development	Target Date
<ul style="list-style-type: none">▪ Review Airport emergency plant	DCS	As per CASA requirement
<ul style="list-style-type: none">▪ Airport security & safety plan – Review	DCS	As per CASA requirement

CWMS			
Prepared by	John Fernandez	Date	10 July 2018
	Yarran Iversen		
	Shaun Prince		
Sub Plan Owner	This plan is owned by the DCS who has overall responsibility for this plan. The routine management of the plan is delegated to Asset Program Manager/Manger Development and Environmental Services who has responsibility for ensuring the accuracy and currency of the plan and advising the DCS of any changes required.		
Identified Critical Business Functions			
CWMS Operations			
Overview of Functions (Context)			
<ul style="list-style-type: none">4 x CWMS (Kingscote, Parndana, American River, Penneshaw) – independent of each other2 are full sewer schemes and 2 are STEDS typeIncludes pipe, pump systems and treatment lagoons			
Business Impact Analysis			
Business Impact of Function Loss		Penalties for Non-Delivery	Functional Interdependencies
<ul style="list-style-type: none">Environmental / Public healthPotential revenue loss/costs for clean-up etc.Reputational damage		<ul style="list-style-type: none">EPA finesSA Health fine	<ul style="list-style-type: none">Council buildings connected to CWMSCommunity housingSCADA telemetry (alarms etc.)SA Power Networks generator provision for island
Current Resources	Premises/ Equipment/ Staff	Minimum Resources Required	Alternate Manual Process or Work Around

CWMS		
<ul style="list-style-type: none">1.5 CWMS OperatorsMobile phones & iPadsVarious pump stations4 storage & treatment lagoonsBack-up generators at Kingscote & Penneshaw x3 fixedMobile generators x5Council has diesel fuel storage of 55,000 litresLarge mobile pump	<ul style="list-style-type: none">1 CWMS operator and 1 or 2 others to assistMobile generatorsMobile trailer pumpKI liquid waste contractorIPad and mobile phoneElectrician (possible if componentry affected by water)	<ul style="list-style-type: none">Engage KI liquid waste contractorInundation – sandbaggingDiesel generatorsEmergency response document for each system <p>(Note: Penneshaw, Kingscote and American River have CWMS close to marine environment)</p>
Disruption Scenario		Max Acceptable Outage
<ul style="list-style-type: none">Power outageRising main failure (blowout/excavation hits major pipe) will affect entire systemTreatment plant pump failureInundation for Kingscote (key components of individual systems may jeopardize the whole system)		<ul style="list-style-type: none">2 hours2 hours2 hours2 hours
Authority for Invoking Plan	Director Council Services	
Key Decision Makers to be assembled		
<ul style="list-style-type: none">Chief Executive Officer / D-Chief Executive OfficerDirector Council ServicesAPMCWMS OperatorMDES		
Stakeholders other than process owner		
Internal	External	
<ul style="list-style-type: none">Customer ServicesEHO	<ul style="list-style-type: none">SA HealthEPASES for additional resourcing	

CWMS		
Pre Event Preparedness Current policies & procedures & access points required to deliver function		
The current policy and procedures for this critical function can be located –		
Electronic copies:		
<ul style="list-style-type: none">G drive – CWMS emergency response		
Hard copies:		
<ul style="list-style-type: none">Depot		
Emergency Response Immediate actions required if function is lost.		
On being advised of a business interruption event the following immediate responses should be considered:		
<ul style="list-style-type: none">Contact KI Liquid Waste to be on standbyCWMS operator to deploy to location – inspect and escalateEnact activities to prevent environmental harm – i.e. start pumps/generators etc.Contact EHO for any considerations if overflow possible.		
Continuity Management Actions required to ensure continued availability of the function		
In the event of a business interruption event occurring as identified within the disruption scenario analysis , that exceeds the identified MAO the following responses may be appropriate:		
<ul style="list-style-type: none">CWMS emergency management plan to be implemented for each location (hospital, schools, hotels & food outlets to be notified)Notify public affected to minimise water usage and wastewater outputEPA and SA Health (to be notified by KI Council EHO)		
Communication Considerations		
Internal	External	
<ul style="list-style-type: none">Actual cause of issue (power loss, rising mains failure)Estimated outage timeRecommended precautions for communityNext update timeframe	<ul style="list-style-type: none">See Internal reporting proformas/templates to be used to update to SA Health /EPA (on their website) – EHO to undertake this task	
Further Treatment/ Action Plans Actions required for continuous improvement		
Treatment/ Action Plan	Position Responsible for development	Target Date
<ul style="list-style-type: none">Review Emergency management plans for each system (2 yearly)	APM/MDES	Dec 2018



Business Support

Finance

Payment & Creditors			
Prepared by	Kerryn Fricke	Date	10 July 2018
Sub Plan Owner	This plan is owned by the Director Council Services who has overall responsibility for this plan. The routine management of the plan is delegated to Accountant who has responsibility for ensuring the accuracy and currency of the plan and advising the Director Council Services of any changes required.		
Identified Critical Business Functions			
Payment of critical creditors invoices Compliance with statutory ATO requirements			
Overview of Functions (Context)			
<ul style="list-style-type: none">ATO – remit PAYG fortnightlyBAS – monthlyPayment of regular monthly accounts			
Business Impact Analysis			
Business Impact of Function Loss	Penalties for Non-Delivery	Functional Interdependencies	
<ul style="list-style-type: none">Possible loss of credit ratingsReputational damage to CouncilAccounts restrictedPossible loss of supply / resourcesFinancial reports not up to date	<ul style="list-style-type: none">Late payment fees / interestATO fines (minor)	<ul style="list-style-type: none">Synergy	

Payment & Creditors		
Current Resources Premises/ Equipment/ Staff	Minimum Resources Required	Alternate Manual Process or Work Around
<ul style="list-style-type: none">IT access & equipment (internet banking, ATO access)Creditor officer (& procedures)AccountantDepot OfficesInvoices / Purchase OrdersFire proof safe (Dauncey St)	<ul style="list-style-type: none">1 PC – could be laptop remotely via VPNInternet to lodge payment1 x FTE	<ul style="list-style-type: none">Write chequesPaper based invoicingInternet fail overRecreate hard copies from softCan be done from mobile location
Disruption Scenario		Max Acceptable Outage
<ul style="list-style-type: none">IT hackBuilding fire (loss of hard copy documents)		<ul style="list-style-type: none">4 weeks
Authority for Invoking Plan	Accountant	
Key Decision Makers to be assembled		
<ul style="list-style-type: none">IT SupportD-Chief Executive OfficerDirector Council Services		
Stakeholders other than process owner		
Internal	External	
<ul style="list-style-type: none">Finance and Audit Committee Staff	<ul style="list-style-type: none">Creditors (suppliers)ATOBank SA	

Payment & Creditors

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

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

Electronic copies:

- G: Drive / Finance

Hard copies:

- Creditors office at Depot

Emergency Response Immediate actions required if function is lost.

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

- Identify possible downtime with key decision makers
- Communicate with creditors / ATO as necessary

Continuity Management Actions required to ensure continued availability of the function

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

- Consult with key decision makers on appropriate course of action
- Directly contact affected creditors / ATO (depending on time of month)

Communication Considerations

Internal	External
<ul style="list-style-type: none"> ▪ Ensure purchasing officers are aware of situation i.e. may be to avoid unnecessary purchases ▪ Inform CLT 	<ul style="list-style-type: none"> ▪ Ensure key creditors are consulted with to not effect reputation ▪ Contact ATO

Further Treatment/ Action Plans Actions required for continuous improvement

Treatment/ Action Plan	Position Responsible for Development	Target Date



Community Engagement

Records Management				
Prepared by	Debbie Neeson Danielle Fleet	Date	10 July 2018	
Sub Plan Owner	This plan is owned by the Customer Engagement Manager who has overall responsibility for this plan. The routine management of the plan is delegated to Records Management Officer who has responsibility for ensuring the accuracy and currency of the plan and advising the Customer Engagement Manager of any changes required.			
Identified Critical Business Functions				
Retrieval and storage (of some older) key information				
Overview of Functions (Context)				
Post initial emergency the critical function is focused on our ability to retrieve key information. Should there be a long outage there will be a volume of work coming into council which will require document management processes to be implemented – this will then cause a backlog of work to be processed.				
Business Impact Analysis				
Business Impact of Function Loss		Penalties for Non-Delivery	Functional Interdependencies	
<ul style="list-style-type: none">ReputationExposure to possible legal action		<ul style="list-style-type: none">Fines & Penalties	<ul style="list-style-type: none">Synergy records management systemPhysical records/electronicStrong room, Records room, Depot records room (ATCO), Airport Office, HR Personnel Files, Development and Environmental Services	
Current Resources Equipment/ Staff	Premises/	Minimum Required	Resources	Alternate Manual Process or Work Around
<ul style="list-style-type: none">1 PCInternet connectionSynergy records management system1 full time staffRecords Management policy and procedure		<ul style="list-style-type: none">1 FTE1 PCAccess to SynergyAccess to Records File master		<ul style="list-style-type: none">Work from Depot/alternative location to access Synergy

Records Management	
Disruption Scenario	Max Acceptable Outage
<ul style="list-style-type: none"> Fire/Building failure Loss of staff Power outage IT outage 	<ul style="list-style-type: none"> 1 week – accessible via Synergy at other sites 1 week procedures & others – Staff 1 week accessible via Synergy at other sites 1 week – accessible via other locations
Authority for Invoking Plan	Director Council Services
Key Decision Makers to be assembled	
<ul style="list-style-type: none"> Records Management Officer IT 	
Stakeholders other than process owner	
Internal	External
<ul style="list-style-type: none"> All Departments 	<ul style="list-style-type: none"> Real Estate Agents (S7) Government Agencies FOI requests
Pre Event Preparedness Current policies & procedures & access points required to deliver function	
<p>The current policy and procedures for this critical function can be located –</p> <p>Electronic copies:</p> <ul style="list-style-type: none"> Records Management policy & [procedures on G drive <p>Hard copies:</p> <ul style="list-style-type: none"> Records Management policy & procedures – held with Records Management Officer 	
Emergency Response Immediate actions required if function is lost.	
<p>On being advised of a business interruption event the following immediate responses should be considered:</p> <ul style="list-style-type: none"> Records File Master – Updated daily. Can be accessed electronically via Data Com 	
Continuity Management Actions required to ensure continued availability of the function	
<p>In the event of a business interruption event occurring as identified within the disruption scenario analysis, that exceeds the identified MAO the following responses may be appropriate:</p>	

Records Management		
Communication Considerations		
Internal	External	
<ul style="list-style-type: none">All Departments	<ul style="list-style-type: none">CommunityBusiness Partners	
Further Treatment/ Action Plans Actions required for continuous improvement		
Treatment/ Action Plan	Position Responsible for development	Target Date
<ul style="list-style-type: none">Print copy of records, files, spreadsheets at a set frequency (i.e. 12 months/EOFY) to use in times of power outage etc.	Records Management Officer	30/6/17
<ul style="list-style-type: none">Scan old DA (currently hard copy only) files based on priority to ensure ability to retrieve electronic copy later	Records Management Officer	

Customer Service			
Prepared by	Danielle Fleet	Date	10 July 2018
Sub Plan Owner	<p>This plan is owned by the Director Council Services, who has overall responsibility for this plan.</p> <p>The routine management of the plan is delegated to Community Engagement and Marketing Manager who has responsibility for ensuring the accuracy and currency of the plan and advising the Director Council Services of any changes required.</p>		
Identified Critical Business Functions			
<ul style="list-style-type: none">Customer Service			
Overview of Functions (Context)			
<ul style="list-style-type: none">Provide information to the Community – email, phone and face to faceReceipt money / paymentsAct as liaison between the Community and Council staff			
Business Impact Analysis			
Business Impact of Function Loss	Penalties for Non-Delivery		Functional Interdependencies

Customer Service		
<ul style="list-style-type: none">▪ Reputational damage▪ Impact on productivity▪ Staff possibly put at risk through poor communication in emergency scenarios▪ Money / payments not receipted	<ul style="list-style-type: none">▪ Nil	<ul style="list-style-type: none">▪ Synergy modules▪ Telephone / email / Council website and social media
Current Resources Premises/ Equipment/ Staff	Minimum Resources Required	Alternate Manual Process or Work Around
<ul style="list-style-type: none">▪ 4 PC's▪ Internet▪ Synergy▪ 3 FTE▪ Customer Service procedures	<ul style="list-style-type: none">▪ 1 PC▪ Internet▪ Synergy▪ 2 FTE▪ Customer Service procedures▪ Phone	<ul style="list-style-type: none">▪ Telephone – afterhours service▪ Manual receipting▪ Information website▪ Could work from Depot / Penneshaw Community Business Centre
Disruption Scenario		Max Acceptable Outage
<ul style="list-style-type: none">▪ Fire / Building inaccessible▪ Loss of staff▪ Power outage▪ IT outage		<ul style="list-style-type: none">▪ 4 hours – community only▪ 1-2 days – Front counter Customer Service
Authority for Invoking Plan	Customer Engagement Manager	
Key Decision Makers to be assembled		
<ul style="list-style-type: none">▪ Director Council Services▪ Customer Service Staff▪ Depot Admin/Construction Department		

Customer Service

Stakeholders other than process owner

Internal

- All departments
- Penneshaw Community Business Centre

External

- Elected Members
- FRWA

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

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

Electronic copies:

- Customer Service procedures held on Synergy – G drive

Hard copies:

- Customer Service procedures – held with CE Manager

Emergency Response Immediate actions required if function is lost.

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

- After hours services notified immediately in case of phone failure
- Penneshaw Community Business Centre Notified
- Notice provided for Community on community board and front & back doors
- Website/Social Media updated
- Evacuation of building if required

Continuity Management Actions required to ensure continued availability of the function

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

- Identify suitable site to run if required
- Utilise other Council trained staff
- Consider closing library (using resource in customer service team)
- Information updated for Community as and when received
- After hours notified

Customer Service		
Communication Considerations		
Internal	External	
<ul style="list-style-type: none">All departmentsPenneshaw Community Business Centre	<ul style="list-style-type: none">CommunityBusiness PartnersElected Members	
Further Treatment/ Action Plans Actions required for continuous improvement		
Treatment/ Action Plan	Position Responsible for development	Target Date
<ul style="list-style-type: none">Continue to review and updated procedure manuals	Customer Engagement Manager	Ongoing

Human Resources & Risk

Payroll			
Prepared by	Lidia Pasquale Jacinta Lasscock	Date	11 July 2018
Sub Plan Owner	This plan is owned by the Director Council Services , who has overall responsibility for this plan. The routine management of the plan is delegated to Accountant who has responsibility for ensuring the accuracy and currency of the plan and advising the Director Council Services of any changes required.		
Identified Critical Business Functions			
<ul style="list-style-type: none">The preparation and processing of Council's fortnightly payroll.			
Overview of Functions (Context)			
<ul style="list-style-type: none">Approximately 60 employees. Majority online time sheets and only a few hardcopies. IT Vision undertakes data entry and provide reports which are then authorised by Council and loaded into bank.			
Business Impact Analysis			
Business Impact of Function Loss	Penalties for Non-Delivery	Functional Interdependencies	

Payroll		
<ul style="list-style-type: none">Disgruntled employeesReputational damage to councilProductivity issues if prolongedIndustrial unrest	<ul style="list-style-type: none">Nil	<ul style="list-style-type: none">IT Vision (outsourced)AltusSynergy (Bank SA Software)ATO
Current Resources Premises/ Equipment/ Staff	Minimum Resources Required	Alternate Manual Process or Work Around
<ul style="list-style-type: none">IT access & equipment (Synergy, internet banking, emails)Payroll Officer & Payroll ManualTimesheetsToken x4	<ul style="list-style-type: none">1 PC – could be laptop remotely via VPNScannerInternet on Thursday for processing (fortnight)Token x2	<ul style="list-style-type: none">Refer to Emergency Payroll Procedure i.e. run standard pay
Disruption Scenario		Max Acceptable Outage
<ul style="list-style-type: none">IT OutageBuilding fire/flood etc.		<ul style="list-style-type: none">Pay day plus 1 business day
Authority for Invoking Plan	Director Council Services	
Key Decision Makers to be assembled		
<ul style="list-style-type: none">IT SupportPayrollHRFinance		

Payroll	
Stakeholders other than process owner	
Internal	External
<ul style="list-style-type: none"> All Employees 	<ul style="list-style-type: none"> Bank SA IT Vision
Pre Event Preparedness Current policies & procedures & access points required to deliver function	
<p>The current policy and procedures for this critical function can be located –</p> <p>Electronic copies:</p> <ul style="list-style-type: none"> G: Drive / Payroll procedures (including manual work around) Synergy Records IT Vision <p>Hard copies:</p> <ul style="list-style-type: none"> Not required 	
Emergency Response Immediate actions required if function is lost.	
<p>On being advised of a business interruption event the following immediate responses should be considered:</p> <ul style="list-style-type: none"> Identify possible downtime with key decision makers (IT, HR, finance) Consult with stakeholders (i.e. let employees know of possible outcomes, liaise with bank, delay or variation / standard / base pay. Implement emergency procedure Document & review emergency process taken 	
Continuity Management Actions required to ensure continued availability of the function	
<p>In the event of a business interruption event occurring as identified within the disruption scenario analysis, that exceeds the identified MAO the following responses may be appropriate:</p> <ul style="list-style-type: none"> If deemed necessary, process standard hour pay run as per Emergency Procedure Communicate with stakeholders 	

Payroll		
Communication Considerations		
Internal	External	
<ul style="list-style-type: none">▪ Inform members of CLT▪ Provide all employees with up to date information (may need to use alternate methods if no emails)▪ Access emergency contact details if no IT available	<ul style="list-style-type: none">▪ Liaise with Bank SA (Local branch or business banking online)▪ Notify applicable statutory bodies – super and child support▪ ATO	
Further Treatment/ Action Plans Actions required for continuous improvement		
Treatment/ Action Plan	Position Responsible for development	Target Date
<ul style="list-style-type: none">▪ Payroll procedure to be saved in synergy to ensure systematic review process takes place	Governance Officer Payroll Officer	Sept 2018

Section 7s			
Prepared by	Manager, Development & Environmental Services	Date	20/7/2018
Sub Plan Owner	<p>This plan is owned by the Manager, Development & Environmental Services who has overall responsibility for this plan.</p> <p>The routine management of the plan is delegated to Manager, Development & Environmental Services who has responsibility for ensuring the accuracy and currency of the plan and advising the Director of Council Services of any changes required.</p>		
Identified Critical Business Functions			
<ul style="list-style-type: none">Section 7 Searches.			
Overview of Functions (Context)			
<ul style="list-style-type: none">Provision of statutory service (provision of statutory documentation) under Land and Business (Sale and Conveyancing) Act 1994 to land agents / conveyancers in order to execute sale and conveyancing of property.Requires and relies upon the provision of ‘Certificate of financial liabilities’ (the rates search) from the Rates Officer.Requires the search of Synergy system / modules to locate and report / disclose any of the ‘Prescribed encumbrances’ required by the Act (the filling out of the Search form)Requires the search of Paper files (development applications) to locate and report / disclose any of the ‘Prescribed encumbrances’ required by the Act (the filling out of the Search form)Attaching copies of relevant documentation required relating to any of the ‘prescribed encumbrances’, to the searchReturning the completed search form, with copies of documents to the applicant agent or conveyancer.Saving of completed search documents for records purposes.			
Business Impact Analysis			
Business Impact of Function Loss	Penalties for Non Delivery	Functional Interdependencies	

Section 7s		
<ul style="list-style-type: none">reputation	<ul style="list-style-type: none">Possible civil claims for loss or damages as a result of failed statutory process.	<ul style="list-style-type: none">Synergy systems.Finance Dept. – financial reporting requirementRecords Dept. – for paper copy and staffCustomer Service and Finance for work flow
Current Resources Premises/ Equipment/ Staff	Minimum Resources Required	Alternate Manual Process or Work Around
<ul style="list-style-type: none">1FTEComputer and online resourcesHardcopy of documents	<ul style="list-style-type: none">1FTEHardcopy of documentsComputer and online resourcesCould work remotely if can print scan and copy	<ul style="list-style-type: none">Already a manual process
Disruption Scenario		Max Acceptable Outage
<ul style="list-style-type: none">Loss of staffLoss of hard copy paper (building fire)		<ul style="list-style-type: none">2 weeksUnknown
Authority for Invoking Plan	Director of Council Services	
Key Decision Makers to be assembled		
<ul style="list-style-type: none">Director of Council ServicesManager Development & Environmental ServicesRates Officer + Customer Service Officer + Records Officer		

Section 7s

Stakeholders other than process owner

Internal	External
<ul style="list-style-type: none"> ▪ Rates Officer ▪ Customer Services ▪ Records Officer 	<ul style="list-style-type: none"> ▪ Real Estate Agents ▪ Conveyancers ▪ Property Vendors ▪ Property Purchasers

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

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

Electronic copies:

- Search Training package – **Corporate Services G drive > Environmental Services > Environmental > Aaron > Search Training...**(also Director of Business Services and HR).

Hard copies:

- Nil

Emergency Response Immediate actions required if function is lost.

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

- Advise stakeholder – i.e. Real Estate agents and Conveyancers
- Liaison with customer services to update on situation.

Section 7s

Continuity Management Actions required to ensure continued availability of the function

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

- Seek human resource assistance from other Councils who use similar systems (i.e. Yankalilla, Alexandrina, Walkerville.)
- Access protocols to be established to all relevant areas of Synergy:
 - Mapping
 - Development Applications
 - Block Clearing Module
 - Health Module
 - KI Development Plan
- Access to hard copy files ASAP:
 - Land Management Agreements
 - Building Fire Notices
 - KI Development Plan (also available electronically)
- Establish access to copying / printing facilities.
- If access to electronic systems or hard copy files is compromised (may not be available / destroyed etc) Legal direction will be necessary.

Communication Considerations

Internal	External
<ul style="list-style-type: none"> ▪ Computer / electronic systems ▪ Verbal / telephone ▪ Email / fax ▪ Print / copy 	<ul style="list-style-type: none"> ▪ Email / fax ▪ Telephone

Section 7s

Further Treatment/ Action Plans Actions required for continuous improvement

Treatment/ Action Plan	Position Responsible for development	Target Date
<ul style="list-style-type: none"> Strategy to capture 'critical documentation' from paper / hard copy records to electronic records. 	DCS	June 2019
<ul style="list-style-type: none"> Training to provide for back-up / cover in critical situations. 	MDES	
<ul style="list-style-type: none"> Legal advice on total loss of paper records / inability to comprehensively report. 	MDES	

BCI 1 Emergency Contacts – Internal

Continuity Management Team

CMT Position	Staff Position	Contact Details	Alternate Staff Position	Contact Details
CMT Director	CEO	Greg Geogopoulos 08 8553 4506 0416 181 927	Director Council Services	Nicki Putland 08 8553 4537 0418 879 054
CMT Member	Deputy CEO	Greg Georgopoulos 08 8553 4521 0416 181 927	Director Council Services	Nicki Putland 08 8553 4537 0418 879 054
CMT Member	Director Council Services	Nicki Putland 08 8553 4537 0418 879 054	Human Resources	Lidia Pasquale 08 8553 4535 0417 855 029
CMT Coordinator	Human Resources	Lidia Pasquale 08 8553 4535 0417 855 029	Personal Assistant to CEO	Melissa Grimes 08 8553 4506
CMT Support	Personal Assistant to CEO	Melissa Grimes 08 8553 4506	Personal Assistant to CEO	Phillipa Berden 08 8553 4506



BCI 2 Emergency Contacts – External

Service	Company	Contact Details
IT Provider	Datacom	
Ambulance	South Australian Ambulance Service	Michael Berden Emergency: 000 Kingscote Headquarters: 08 8553 0417
Hospital	Kangaroo Island Health Service (State Government)	08 8553 4200
Police	Kangaroo Island (Kingscote) Police Station	Emergency: 000 General Queries: 08 8553 2018
EPA	Environmental Protection Authority South Australia	General Queries: 8204 2004 Freecall: 1800 623 445
Water	SA Water	Service Issues: 1300 883 121 General Queries: 1300 650 950
Plumber	Bookers Plumbing	08 8553 2362 0427 858 831
Payroll	IT Vision	08 93157000
Electrician	Island Electrics	Ray Wadsworth 08 8553 2539 0458 500 270
State Emergency Service	SES	Emergency: 000 State Headquarters: 08 8463 4171
Fire Fighting	CFS	Emergency: 000 State Headquarters: 08 8463 4200
Medical	Kangaroo Island Medical Clinic	08 8553 2037
Coast Guard	Australian Volunteer Coast Guard	Kingscote: 0407 611 255 Hindmarsh Island: 08 8555 7300
Ferry	Sealink	08 8202 8688
Airline	Regional Express Airlines	Head Office: 02 9023 3599 General Queries: 13 17 13



BCI 3 Continuity Management Team Meeting Agenda

Initial CMT Meeting

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

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

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

Other Issues for consideration include

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



BCI 4 Media Enquiry Record Form

Business Continuity – Media Enquiry Record Form			
Taken by:			
Issue:			
Date:		Time of call:	
Journalist name:			
Contact numbers:			
Media outlet:			
Deadline:			
Publication date:			
Question:			
Taken by:			
Issue:			
Response by:			
Position in Kangaroo Island Council:			
Response:			
Date:		Time:	



BCI 5 Press Release

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

- Rates
- Water & Sewer
- Roads
- Community Services

Services that are not impacted by the business interruption include:

- Libraries
- Swimming pools
- Meals on wheels
- etc.

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

Council will advise the community via the media once service delivery strategies have been confirmed.

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

Issued by

Chief Executive Officer
Kangaroo Island Council
(Time)
(Date)



BCI 6 Telephone Redirection Authorisation

Note that telephone redirection has not been setup by Local Government Risk Services. Indications from Telstra are that clients will need to provide the following information to effect a redirection on phone numbers.

- Company name
- ABN
- Billing Address
- Redirection numbers.

Only Authorised council account holders will be able to authorise effect and will need to be pre authorised.

Emergency Redirections can be obtained with the above information by calling **13 22 55** Telstra Corporate Faults.

The following may be used to confirm your requirements with Telstra:

(Date)
(Council)
(Address)
(Town State Post Code)

The Manager
Telephone Redirections

Dear Sir/ Madam

The **Kangaroo Island Council** is in the process of activating its Business Continuity Plan in response to a business interruption event.

This fax is to request in writing Telstra immediately redirect the current **Kangaroo Island Council** (insert council number) to (insert alternate site name and number).

Council will inform Telstra again in writing when a change to this arrangement is required.

If you need clarification or to speak to a Council Representative please call (insert Mobile Number of CMT member).

Issued by

Chief Executive Officer
Kangaroo Island Council
(Time)
(Date)

BCI 7 Business Continuity Coordination Centre Checklist

Business Continuity Coordination Centre		
Element	Issues to be addressed	Actions Required
Location of BCCC	The location of the Kangaroo Island Council Coordination Centre is the Control Centre Location providing that the building is not subject to the interruption event	
Alternate Location of BCCC	Backup Centre Location	
Diagram of BCCC		
Provisions of telecommunications facilities		
Provision of internet facilities		
Emergency power requirements for BCCC		
Management and Staffing	<p>See Responsibility Statements for nominated positions</p> <ul style="list-style-type: none"> ▪ CMT Director ▪ CMT Member ▪ CMT Coordinator ▪ CMT Support 	
Security		
Media		
Initial level of activation		
Stages of Operation Activation		
Information Displays	<p>Information Board required in BCCC</p> <p>Current Operations Display Board, showing all tasks currently being carried out</p> <p>Contacts Display Board Used to display important contact telephone and fax numbers in regular use</p> <p>Resources Allocation Board Showing resources location, resources committed and resources available</p> <p>Staff Rosters for longer or protracted use of the BCCC</p> <p>Timing Details recording of Briefing, meetings Situation Report etc.</p> <p>Media Releases Copies of publicly released materials</p>	
Plans and Documents	Hard and soft copies of BCP, including Critical Function Sub Plans	
Administration	Stationary Equipment list to be developed by the CMT coordinator	
Extended Operations	Staff Roster to be developed if protracted use of the BCCC is expected	

Business Continuity Coordination Centre		
Briefing Sessions	<p>Suitable briefing timing sessions to be identified by the CMT</p> <ul style="list-style-type: none"> ▪ Staff ▪ Media ▪ Community ▪ Elected Members 	
Stages of Operation Stand down	<p>Stand down of the BCCC will be at the discretion of the CMT Director</p> <p>A stand down of the coordination centre may be a gradual phasing down over a period of time or it may be immediate cessation of the operation</p>	
Forms	CMT Coordinator to identify suitable forms to be used to collect and record information within the BCCC	
Date approved by CMT		

BCI 8 Pandemic Response Information Guide

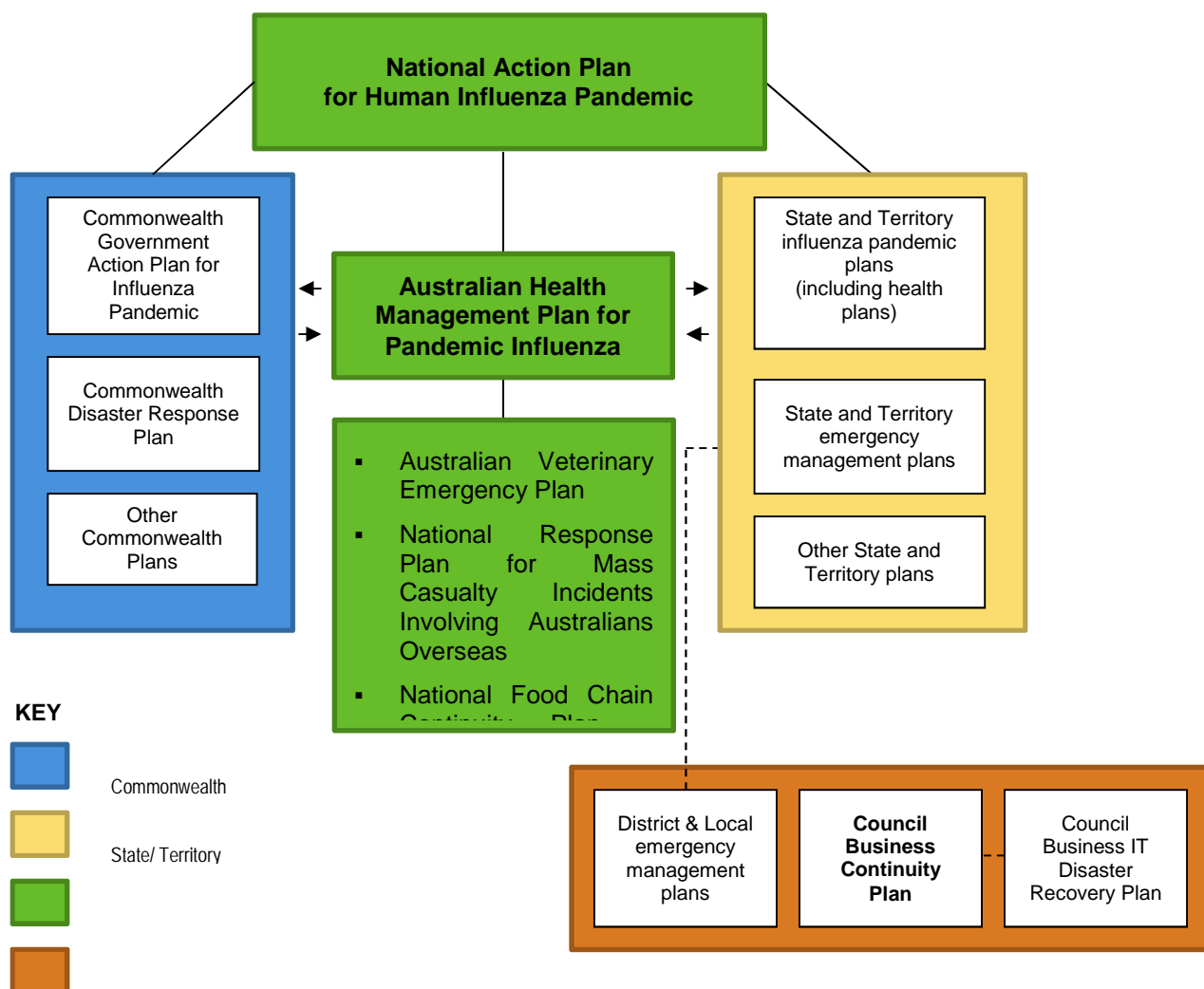
If a pandemic of any description was to eventuate within any local government area, it is probable that state level disaster plans would be activated; these plans are separate to Business Continuity Plans and have a community response focus.

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

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

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

National, State & Local Pandemic Planning Matrix



Phases of Human Influenza Pandemic

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

Recommended Actions for Australian Businesses

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

Overview of BCM Process

Purpose

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

Council recognises that this plan (Business Continuity Plan) in isolation does not build capability; it provides the approach to establishing effective capability. Whilst the plan is important, it is an outcome of the more important planning and analysis process, and is a blueprint to kick-start the response to a business interruption event.

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

Objectives

The objective of the Kangaroo Island Council's Business Continuity Framework is to provide a mechanism that enables Council and its officers to:

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

The business continuity plan provides a framework for management and staff to enable them to implement an agreed response process.

In assessing the business continuity risks of the Kangaroo Island Council it became evident that given the structure local government a number of inherent advantages were identified such as:

- Multiple facilities providing common services reducing the impact of a single facility loss
- Common IT systems with duplication and access across most facilities
- Ability to transfer staff and tasks to other facilities, and
- The ability to call on adjoining Councils for assistance in service delivery.

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

Use of the BCP

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

Assumptions

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

Limitations

It is not the intent of this document or process to develop Information Technology Disaster Recovery (ITDR) plans. This process will however identify from a business perspective the business requirements for Information Technology resources that support the delivery of business critical function. This information should then be used to inform the development of ITDR plans.

Audience – Distribution

The intended audience for the Kangaroo Island Council Business Continuity Plan is:

- Council
- Executive Team
- Critical Function Sub Plan Managers and Staff
- Non Critical Function Action Plan Managers and Staff.

The plan is available to all Managers and staff via Councils intranet and is to be reviewed annually by the executive.

Authority

1. The Kangaroo Island Council Business Continuity Plan has been developed under the authority of the managing executive. Prior to implementation the plan was reviewed and approved by that body.
2. A standing authority is given to the Sub-Plan owners by the managing executive to implement the actions identified within the sub plans.

Training and Communication

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

Initial training has been provided by the process facilitators however one of the benefits of a facilitated process is that engagement and ownership of the BCP is developed at the business unit level. Training was provided to the Senior Management Team as part of the BCP implementation. It will be the responsibility of the various Senior Managers to ensure that the requirements of the BCP are communicated to all staff and that induction/ training programs include reference to business continuity in the context of sound risk management practices.

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

Validation and Testing

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

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

In addition to the annual test and review of the BCP, any significant changes in the Kangaroo Island Council's operations should also trigger a review of the BCP. Version control of the BCP should be co-ordinated through the CMT – Coordinator.

Monitoring & review

Monitoring and review is an integral component of the BCP process. Council recognises and is committed to ensure the following monitoring and review strategy is implemented.

	Activity for Review	Accountability	Timeframe
1	Business Continuity Plan (overarching plan)	Continuity Management Team	Monitor annually and action as required
2	Business Continuity Plan Training	Continuity Management Team	Annual training brief or refresher session
3	Business Continuity Plan Exercise	Continuity Management Team	Annual desk top exercise Simulation exercise each 2 years
Asset Services			
4	Critical Function Sub Plans	Sub Plan Owner	Annual Review
Finance			
5	Critical Function Sub Plans	Sub Plan Owner	Annual Review
Community and Marketing			
6	Critical Function Sub Plans	Sub Plan Owner	Annual Review
Human Resources & Risk			
7	Critical Function Sub Plans	Sub Plan Owner	Annual Review
Development			
7	Critical Function Sub Plans	Sub Plan Owner	Annual Review

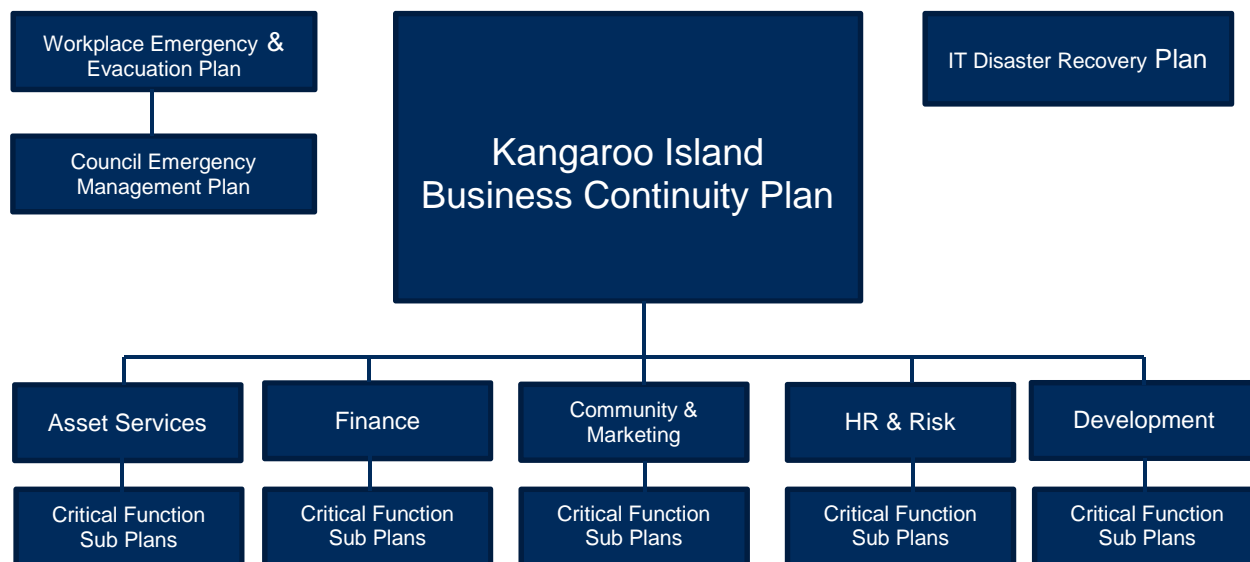
Scope

The object of the BCP is to ensure that appropriate structures and protocols are in place that enables effective response to a business interruption event that has the potential to impact on council's objectives. The BCP documents the processes and resources required by Council in the delivery of its critical business objectives.

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

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

Risk Management Framework



Methodology

Business continuity encompasses the identification and risk management of Council's business processes. It involves a stepping process that seeks to identify, assess control and monitor Council's business functions. The plan has been developed with consideration given to AS/NZS 5050:2010 Business continuity - Managing disruption-related risk, AS/NZS/ISO 31000:2009 Risk Management- Principles and guidelines and the ANAO Business Continuity Management guidelines – "Keep the wheels in motion", and Societal Security – Guidelines for incident preparedness and operational continuity management (ISO N022: 2007).

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

1. Identify and Assess Business Processes and Functions

Identify business processes and functions within each individual business unit/section/division. Once the functions are identified an analysis at a whole of organisational level is conducted to determine which functions are critical and require further planning to ensure the ability to respond in the face of a continuity interruption event.

2. Conduct the Business Impact Analysis (BIA)

The BIA is conducted on those functions identified as critical within the business process assessment. The BIA is intended to identify the impacts of the function loss on the business including penalties for non-delivery, functional interdependencies, organisational ownership, it also looks at the resources currently required to support the functions and assesses the minimum level of resources required to continue the availability. Importantly the BIA is the tool that is used to determine the Maximum Acceptable Outage (MAO).

3. Critical Function Sub Plan (CFSP)

The CFSP identifies the agreed actions that a business process owner will undertake to manage the loss of the function through the emergency, continuity and recovery phases. The sub plan identifies ownership, failure scenarios, and criteria for invoking the plan, agreed courses of actions for emergency, continuity and recovery. The CFSP also allows for targeted messages to be developed for specific function loss.

4. Overarching Business Continuity Plan (BCP)

The BCP identifies the responsibilities of key Managers, with particular emphasis on direction setting and effective and timely communication to stakeholders at an organisational level. It is important to recognise that this document provides a flexible framework in which the organisation can plan for disruption of its critical functions. It does not attempt to identify and plan for every contingency or outage that could occur, it provides a flexible framework for the process owners to identify, plan and develop redundancy for business processes.

5. Test and maintain the BCP

The BCP will be reviewed annually by the Executive, these actions are essential to ensure that it reflects the current practices of the organisation.

Testing of the Critical Function Sub plans and overarching plans will provide management assurance that the plan(s) are effective. The testing regime is based on the following:

- Desktop/ paper audit to ensure that the appropriate documents are available and understood; for sub plans and overarching plan
- Structured "walk through" where a business interruption scenario is played out through a mock recovery; and a divisional or whole of organisation level, and
- Frequency and actions to be undertaken are identified within the monitoring and review section of this document.

Notification – Declaration Process

Notification

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

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

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

Assessment

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

- Formally note details
- Notify other members of the Continuity Management Team (consider conference call)
- Confirm the details of the incident and appropriate media strategies
- Conduct preliminary impact assessment (facility and technology infrastructure)
- Determine if a control center needs to be opened.
- Ensure that the Insurer has been formally notified (if appropriate)

Declaration

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

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

Control Centre

On the declaration of a Business Interruption Event by the Director CMT and if deemed appropriate a control centre will be opened. The resourcing and opening of this centre is the responsibility of the CMT coordinator. Given the variable nature of Business Continuity Events, the following sites have been identified and prioritised.

1. Council Administration building

2. Council Depot

Dedicated Media Briefing Centre

The Media Position has determined that all media briefing are to be held at the Council Chambers or Council Depot

The CMT coordinator in conjunction with the CMT team is to ensure that this facility is able to be used when required.

Business Impact Analysis (BIA)

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

Responsibility Statements

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

Business Continuity Instructions (BCI)

Upon declaration of an interruption event the following instructions have been developed to provide assistance. However, any restoration plan developed by the CMT will take precedence over the respective instruction.

Instruction Title

- BCI 1 Emergency Contacts – Internal
- BCI 2 Emergency Contacts – External
- BCI 3 Continuity Management Team Meeting Agenda
- BCI 4 Media Enquiry Record Form
- BCI 5 Press Release
- BCI 6 Telephone Redirection Authorisation
- BCI 7 Business Continuity Coordination Centre Checklist
- BCI 8 Pandemic Response Information Guide

Emergency Contacts

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

A copy of this listing should be held off premises by respective CMT and members and identified alternates to enable the listing to be referenced in the event that access is denied to the premises.



Initial CMT Meeting

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

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

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

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

The CMT Director to manage the restoration of business activities in line with the responsibilities defined in the BCP.

Media Protocols

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

Authority

It is the Kangaroo Island Council's policy that no person other than the Chief Executive Officer divulges any information to the media. This extends to contractors and other service providers and agencies and should be communicated in any site contractor agreements.

The CEO will determine where practicable in consultation with other senior management and the Mayor the appropriate communication strategy in the circumstances.

General Statement to Media in the event of a business interruption event

In the event of a major incident, particularly after-hours, there may be a period of time elapsed before the designated media spokesperson is in a position to respond to media enquiries. Should any staff member be approached by media representatives for a comment they are only authorised to make the following statement:

"I am sorry, but I am not authorised to make any statement at this time. The appropriate personnel are currently being briefed on the situation and a spokesperson will be available to talk to you shortly"

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

If you cannot immediately refer the journalist to the CEO, please complete the Media Enquiry Record Form.



Let the journalist know that someone will return their call promptly.

Provide the CMT Director with the journalist's details as soon as possible. Also provide any background and relevant information that you have about the event, including how the journalist came to contact you.



Document Review

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

Date	Review Summary
April 2011	Draft One Initial consultation update
May 2011	Draft Two final consultation updated
June 2011	Issue One released
June 2014	Issue Two – Critical Function Sub Plans updated
August 2017	Plan and Critical Function Sub Plans updated
Sept 2018	Plan and Critical Function Sub Plans updated

Abbreviations and Definitions

Term	Definition	Abbreviation
Business Continuity	Is the uninterrupted availability of all key resources supporting essential business functions.	BC
Business Continuity Control Centre	A central point of reference to co-ordinate the response to a business interruption event. To be established at the discretion of the CMT Director.	BCCC
Business Continuity Management	Provides for the availability of processes and resources in order to ensure the continued achievement of critical objectives.	BCM
Business Continuity Plan(s)	A collection of procedures and information that is developed compiled and maintained in readiness for use in the event of an emergency or disaster.	BCP
Business Process Assessment	A management tool designed to assist in the identification and assessment of criticality of business processes and functions	BPA
Business Impact Analysis	A management level analysis which identifies the impacts of function loss on the organisation. The BIA provides management with data upon which to base risk mitigation and continuity planning decisions.	BIA
Business Interruption Event	An event that by its duration exceeds the Maximum Acceptable Outage and / or has an adverse impact on business objectives and requires the implementation of the BCP or sub plans.	BIE
Non Critical Function Action Plan	An agreed documented course of action that identifies mitigation, response and recovery actions for business functions identified as non-critical.	Non Critical Function Action Plan
Critical Function Sub Plan	An agreed documented course of actions to be taken in the event of business function loss. Plan describes the key actions required under preparation, response and recovery phases.	CFSP
Continuity Management Team	An assembly of executive management representatives and other seconded staff formed for the express purpose of responding to an organisational crisis. CMT management structure will overlay all normal management structures during the response process.	CMT
Emergency Event	An event due to an actual or imminent occurrence (such as a fire, earthquake, or epidemic which: endangers or threatens to endanger the safety or health of staff or visitors to the organisation destroys or damages, or threatens to destroy or damage, property of the organisation has the capacity to disrupt operations to the extent that it impacts on business objectives.	Emergency Event
Maximum Acceptable Outage	The maximum period of time that Council can tolerate the loss of capability of a critical business function, process, asset or IT application.	MAO
Corporate Governance	A system by which the organisation is directed and controlled. Corporate Governance activities are represented as four principal components: direction, executive action, supervision and accountability.	CG
Risk Management	The culture, processes and structures that are directed towards realising potential opportunities whilst managing adverse effects.	RM



Assets Programs Manager	APM
Airport Reporting Officer	ARO
Asset Services Technical Officer	ASTO
Australian Taxation Office	ATO
Air Traffic Services	ATS
Business Activity Statements	BAS
Civil Aviation Safety Authority	CASA
Chief Executive Officer	CEO
Country Fire Service	CFS
Community Waste Management Scheme	CWMS
Council Leadership Team	CLT
Deputy Chief Executive Officer	DCEO
Director Council Services	DCS
Environmental Health Officer	EHO
Environmental Protection Authority	EPA
Environmental Health Officer	EHO
Fleurieu Regional Waste Authority	FRWA
Fringe Benefits Tax	FBT
Full Time Employee	FTE
Human Resources	HR
Information Technology	IT
Kangaroo Island Resource Recovery Centre	KIRRC
Local Government Risk Services	LGRS
Manager Development and Environmental Services	MDES
Notice to Airmen	NOTAM
Operational Leadership Team – (Asset Services)	OLT
Office of Transport Security	OTS
Personal Assistant	PA
Precision Approach Pathway Indicator	PAPI
Royal Flying Doctor Service	RFDS
South Australian Police	SAPOL
Technical Programs Manager	TPM



LGRS

Local Government Risk Services was established to manage and service the unique risk management and insurance needs of Local Government in South Australia. Our extensive history of meeting the needs of Local Government has resulted in the evolution from our traditional insurance broking services to the establishment of very successful self-insurance schemes such as the LGA Workers Compensation Scheme and the LGA Mutual Liability Scheme. Local Government Risk Services has continually developed an industry wide approach to all insurance and risk management issues and in more recent years this has been extended to include new self-insurance schemes for Council assets, motor vehicles and the income protection needs of employees. As Local Government continues to develop in SA, LGRS is working with all Councils to ensure we can jointly identify opportunities to minimise risks through the introduction of proactive systems and processes in the area of risk management, claims management and insurance risk transfer. These services are available in both metropolitan and regional areas, which again reflect our commitment to service the needs of our entire local government client group.

Our services include:

- Organisational Risk Management
- Emergency Management
- Workplace Emergency & Evacuation Planning
- Business Continuity Planning
- Environmental Management Systems
- Safety Management Systems
- Property Risk Assessment
- Fraud and Security

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The value we create is driven through the personal determination of our 5,000 highly motivated and skilled people.

Local Government Risk Services
ABN 69 009 098 864 AFS Licence 226827
Level 1
148 Frome Street
ADELAIDE SA 5000
Tel +61 (08) 8235 6444
Fax +61 (08) 8235 6448

A member of the Jardine Lloyd Thompson Group.

CONTACTS

Paul Kerrish

Risk Consultant

Tel +61 (08) 8235 6106

Mob +61 (0)437 252 302

paul.kerrish@jlta.com.au