

Wakefield Regional Council Business Continuity Plan

Based on plan prepared by LGRS – Risk Management
December 2023 Update

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Document Review

Date	Review Summary
August 2015	Updated Critical Function Sub Plans
October 2015	Updated Critical Function Sub Plans
March 2016	Moved to new template. Updated Critical Function Sub Plans
April 2017	Updated Critical Function Sub Plans
June 2017	Updated contacts tables and minor amendments to Critical function sub plans
September 2017	Review and minor changes
May 2018	Minor changes following test exercise
June 2020	New template, simplification, review and update by Senior Leadership Group
November 2021	Update to reflect COVID-19 arrangements
January 2024	Review and minor changes to reflect organisational change

Abbreviations and Definitions

Term	Definition	Abbrev
Business Continuity	The uninterrupted availability of all key resources supporting essential business functions.	BC
Business Continuity Control Centre	Central point to co-ordinate the response to a business interruption event. To be established by CMT Director.	BCCC
Business Continuity Management	Provides for the availability of processes and resources to ensure the continued achievement of critical objectives.	BCM
Business Continuity Plan(s)	A collection of procedures and information maintained in readiness for use in the event of an emergency or disaster.	BCP
Business Process Assessment	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 that identifies the impacts of function loss on the organisation. Provides data upon which to base risk mitigation and continuity planning decisions.	BIA
Business Interruption Event	An event that exceeds the Maximum Acceptable Outage and / or has an adverse impact on business objectives and requires 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.	
Critical Function Sub Plan	An agreed documented course of actions to be taken in the event of business function loss. Describes the key actions required under preparation, response and recovery phases.	CFSP
Continuity Management Team	An assembly of Senior Leadership Group representatives and other seconded staff formed for the express purpose of responding to an organisational crisis. Overlays 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: <ul style="list-style-type: none"> • 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. 	
Maximum Acceptable Outage	The maximum period of time that Council can tolerate the loss of capability of a critical business function.	MAO
Risk Management	Culture, processes and structures directed towards realising potential opportunities while managing adverse effects.	RM

Senior Leadership Group	CEO, Managers (Finance, People and Governance, Development & Regulatory Services, Asset Delivery, Strategic Asset Planning)	SLG
Leadership Group	SLG and Group/Team Leaders	

Introduction

Purpose

Wakefield Regional Council's Business Continuity Plan aims to build organisational capabilities to allow critical business to continue in the face of uncertainty or disruption.

Council recognises this plan, in isolation, does not build capability. It provides the approach to establishing those effective capabilities. This plan identifies the required facilities, technical infrastructure, key responsibilities and processes that will be required to allow Council to respond and recover from a business interruption event.

Objectives

To enable Council and its employees (including contractors and volunteers) to:

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

In assessing Council's business continuity risks it became evident that, given the structure of local government, there are a number of advantages 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.

Use of the BCP

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

Assumptions

The plan is intended to provide guidance to Council 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, this document will serve as a reference to reduce possibility of missing important actions.

Limitations

It is not the intent of this plan to develop Information Technology (IT) Disaster Recovery plans. It will, however, identify requirements for IT resources that support the delivery of business critical functions. This information should then be used to inform the development of an IT specific plan.

Audience – Distribution

The intended audience for the Wakefield Regional Council Business Continuity Plan is:

- Council
- Senior Leadership Group
- Critical Function Sub Plan Managers and Staff
- Non-Critical Function Action Plan Managers and Staff.

The plan is available to all employees via Skytrust and is to be reviewed annually by the Senior Leadership Group.

Authority

This Plan has been developed under the authority of the Senior Leadership Group. Prior to implementation the plan was reviewed and approved by that body. A standing authority is given to the sub plan owners by the Senior Leadership Group to implement the actions identified within those sub plans.

Training and Communication

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

It will be the responsibility of the various leaders to ensure that the requirements of the plan are communicated to all staff and that induction and training programs include reference to business continuity in the context of sound risk management practices.

Managers should be familiar with key deliverables detailed in the Critical Function Sub Plans and ensure staff are aware of 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 plan has been prepared, commitment to a pre-planned, annual test plan and maintenance schedule is required by Council to ensure procedures remain viable into the future. The testing should include all aspects of the BCP, but not necessarily all in one year. 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.

Monitoring & review

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

Activity for Review	Accountability	Timeframe
Overarching Business Continuity Plan	Senior Leadership Group	Monitor annually and action as required
Business Continuity Plan Training	Senior Leadership Group	Annual training brief or refresher session
Business Continuity Plan Exercise	Senior Leadership Group	Annual desk top exercise / Simulation exercise biannually
Financial Services (sub plans 1-2)		
Critical Function Sub Plans	Manager Finance	Annual Review
Development & Regulatory Services (sub plan 3 and 7)		
Critical Function Sub Plans	Manager Development & Regulatory Services	Annual Review
Community Services (sub plans 4,5,6)		
Critical Function Sub Plans	Team Leader Community	Annual Review
Strategic Assets (sub plans 8,9)		
Critical Function Sub Plans	Manager Strategic Asset Planning	Annual Review

Overview of Business Function Criticality

Integral to the plan is the determination of the Maximum Acceptable Outage (MAO) of a particular process. The loss of a critical business function for a period greater than the MAO will generally result in establishment of the CMT to direct, oversee and support the emergency, continuity and recovery processes. The functions identified as critical and the MAOs for each are:

1. Payroll	Within 2 week cycle
2. Creditors	2 weeks
3. Public/environmental health management	1 day
4. Information provision to community	3-6 hours
5. Customer Service delivery – including payment processing	1 day
6. Information Technology	1 day

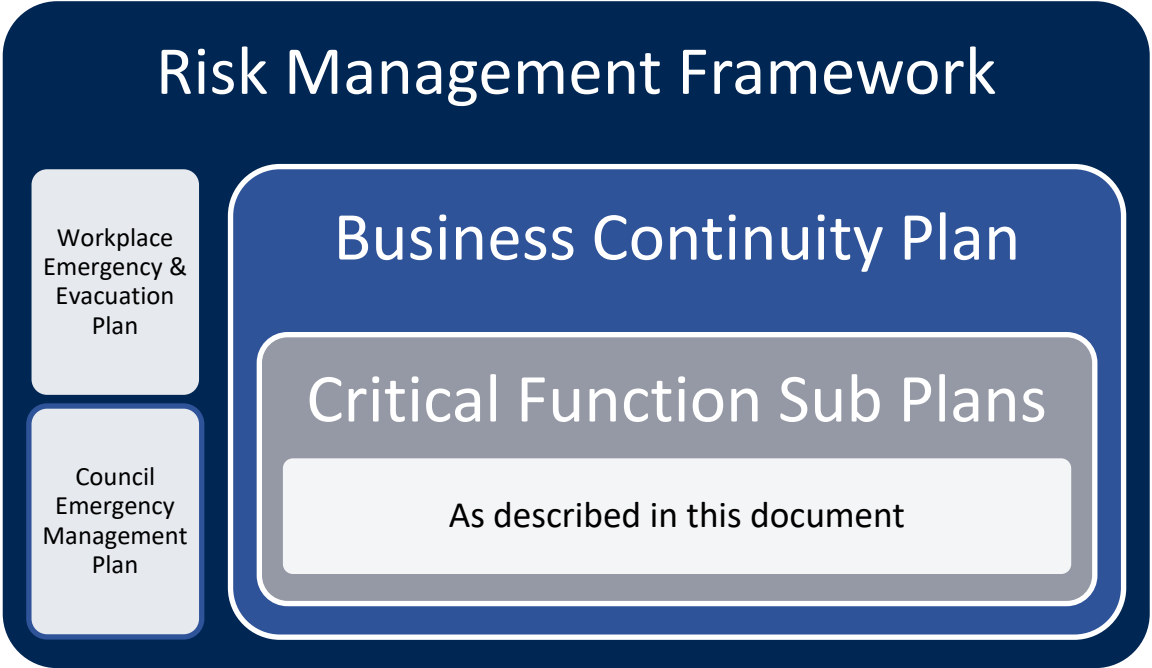
7. Community Wastewater Management Systems	8-10 hours
8. Cemeteries	1 weeks
9. Waste Management	2 weeks

Scope

The objective of the plan is to ensure appropriate structures and protocols are in place to enable effective response to a business interruption event. The plan 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.

The plan does not cover requirements associated with a workplace emergency (safety) situation. A separate workplace emergency and evacuation plan is available.



Methodology

Business continuity encompasses the identification and risk management of Council's business processes. It seeks to identify, assess control and monitor Council's business functions. 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, criteria for invoking the plan, agreed courses of actions for emergency, continuity and recovery.

4. Overarching Business Continuity Plan (BCP)

The BCP identifies the responsibilities of key leaders, 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 Senior Leadership Group, 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:

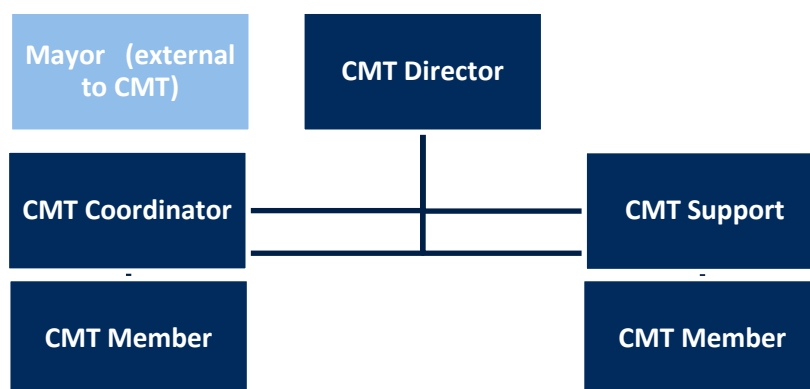
- Desktop/ paper audit to ensure that the appropriate documents are available and understood;
- Structured "walk through" where a business interruption scenario is played out through a mock recovery; and a divisional or whole of organisation level. Frequency and actions to be undertaken are identified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

Continuity Management Team

Roles and Responsibilities CMT

The CMT is established to provide a structure 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 leaders. This process is facilitated by the development of the pre-prepared actions (sub plans – refer later in the plan) thus allowing the CMT to focus on the strategic or whole of business response to the business interruption event. Each CMT position has an alternate member identified and trained in the role.

CMT – Structure



CMT Position	Staff Position	Alternate Staff Position
CMT Director	Chief Executive Officer	Manager People & Governance
CMT Coordinator	WHS & Risk Coordinator	Governance & HR Officer
CMT Support	Records Officer	Community Support Officer
CMT Members	Senior Leadership Group	
CMT Member	Team Leader Community	

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 – when activated – are collectively known as the Continuity Management Team Support Group.

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 (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)
- Employees / facility/ equipment impacted
- Any response actions implemented (Critical Function Sub Plan)
- Any media involvement/ interest
- Any immediate support requirements.

Sub plan elements can be implemented at local level, where appropriate, to address an immediate response requirements even if the event is expected to be resolved within an acceptable period.

Assessment

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

- Formally note details
- Notify other members of the CMT (through appropriate communication channel)
- Confirm the details of the incident and appropriate communication strategies
- Conduct preliminary impact assessment (facility and technology infrastructure)
- Determine if a control centre 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 CMT Director 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.

If the incident does not impact on the Council Office:

- Council Office, 1 Scotland Place, Balaklava

If the Council Office is uninhabitable, then:

- Balaklava Works Depot, 31 Gwy Terrace, Balaklava
- Balaklava Town Hall or Owen Town Hall or Blyth Town Hall
- Via Zoom video conferencing (working remotely from homes)

Dedicated Media Briefing Centre

The CEO has determined all media briefings are to be held at the Council Office, 1 Scotland Place, Balaklava, unless the incident impacts that office. Refer 'Control Centre' above. 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 CM Team Meeting Agenda
- BCI 4 Media Enquiry Record Form
- BCI 5 Media Release
- BCI 6 Telephone Redirection Authorisation
- BCI 7 Business Continuity Coordination Centre Checklist
- BCI 8 Pandemic Response Guide
- BCI 9 Staff BCI alert

Emergency Contacts

A list of Emergency Contacts has been prepared including all nominated members of the CMT, their designated proxies 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
- Salvage of building and/or IT equipment, and
- 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 Wakefield Regional Council's policy that the Mayor (or CEO as delegate) is Council's key spokesperson and may divulge information to the media. No other employee, contractor or service provider is authorised to release information to the media unless under delegation from the CEO.

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

A well-coordinated approach to managing communications is critical during major incidents to minimise risks to the community and Council through issuing of incorrect information. 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 they should provide no comment but take details and advise the Communications Officer or appropriate spokesperson of the contact (refer Media Inquiry Form BCI 4). They should provide the CMT Director with the journalist's details as soon as possible, along with any background and relevant information about the event.

Depending on the nature of the incident, other agencies may take a lead or coordinating role in communications.

Responsibility Statements

CMT Director			
Position	CMT Director	Staff Position	Chief Executive Officer
During absence this role will be assumed by		Manager People & Governance	
Position Statement	<p>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.</p> <p>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.</p>		
Knowledge Requirements	<ol style="list-style-type: none"> 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 • Promote the wellbeing and safety of all staff • Liaise with elected body via the Mayor 		
Date approved by SLG	January 2024		

CMT Coordinator			
Position	CMT Coordinator	Staff Position	WHS & Risk Coordinator
During absence this role will be assumed by		Governance & HR Officer	
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	<ol style="list-style-type: none"> 1. High level knowledge of overarching BCP 2. Understanding 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 SLG 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 the Governance Officer to liaise with 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 centre is fit for purpose 		
Date approved by SLG	January 2024		

CMT Support

Position	CMT Support	Staff Position	Records Officer
During absence this role will be assumed by		Community Support Officer	
Position Statement	The CMT Support is responsible for the smooth functioning of the Control Centre (if established) and administrative needs of the CMT.		
Knowledge Requirements	<ol style="list-style-type: none"> 1. High level of internal key contacts and resource knowledge 2. High level of administrative functions and arrangements 		
Responsibilities	<p>Responsibilities include:</p> <ul style="list-style-type: none"> • Maintain working knowledge of BCP & relevant Critical Function Sub Plans • Maintain high level of administration skills <p>On Activation:</p> <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 chronological log of meetings/decisions made 		
Date approved by SLG	January 2024		

CMT Members			
Position	CMT Members	Staff Position	Senior Leadership Group; Team Leader Community
During absence this role will be assumed by			
Position Statement	<p>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 Senior Leadership Group members are the designated members of the CMT and charged with implementing the whole of organisation response. However, they still maintain responsible 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.</p>		
Knowledge Requirements	<ol style="list-style-type: none"> 1. High level of group activities and service delivery priorities 2. High level knowledge of group critical function sub plans 3. High level knowledge of overarching BCP. 		
Responsibilities	<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 are undertaken with Critical Function Sub Plan Managers <p>On Activation:</p> <ul style="list-style-type: none"> • Operate as a member of the CMT • Ascertain the impact on business unit activities and report to CMT • Co-ordination of business unit Critical Function Sub Plan implementation as required • Monitoring implementation against the Business Continuity Plan • Maintaining information and report on costs to CMT • Maintain communications with staff 		
Date approved by SLG	January 2024		

BCI 1 Emergency Contacts – Internal

Continuity Management Team

CMT Position	Staff Position	Contact Details	Alternate Staff Position	Contact Details
CMT Director	Chief Executive Officer	Darren Starr 0461 570 061	Manager People & Governance	Alisha Senior 0417 875 269
CMT Coordinator	WHS & Risk Coordinator	Jhing Mojares 0428 436 779	Governance & HR Officer	Debra Swan 0408 223 657
CMT Members	Manager People & Governance	Alisha Senior 0417 875 269		
	Manager Asset Delivery	Scott Holberton 0401 846 681		
	Manager Finance	<i>Vacant</i>		
	Manager Strategic Assets	Stuart Roberts 0417 832 032		
	Manager Development & Regulatory Services	Kirsty Morgan 0439321871		
	Team Leader Community	Holly Hannaford 0436 333 682		

BCI 2 Emergency Contacts – External

Service / Agency	Company	Contact Details
Local Government Functional Support Group – State Duty Officer		8120 1720
SA Police		131 444
SES Unit – Port Pirie		132 500
SES Unit – Snowtown		132 500
SA CFS Region 2		8522 6088
SA CFS Region 4		8642 2399
SA Water		1300 729 283
Environment Protection Authority		8204 2004
SA Power Networks		13 12 61
Bureau of Meteorology		132 500
SA Health		8226 6000
Balaklava Hospital		8862 1400
Telephones	Telstra	Sales and Customer Service 13 2000
	Wireless Communications	Faults and Technical Support 13 2999 / 8274 0000 Account Manager Patrick Rogers 0438 444 010
IT	New Era	1300 001 337 Account Manager Joel Sutton 0497 019 552
IT - Synergy	IT Vision	Sebastian Sapio - 8354 1617; 0417 882 494
Waste Management	Clare Valley Waste	Toni Ashby 0438 884 340
Plumber	Joel Wilson Plumbing & Gas	0458 103 833
Electrician	Balaklava Electronics	0427 860 223/8862 2211
Banking services	ANZ	133199
Electricity	Origin	1300 661 544
Emergency support	SES	132500 Storm and Flood Port Pirie - Ben Birbeck - 8633 3811

Service / Agency	Company	Contact Details
Security	Chubb Fire & Security	13 15 98
Locksmith	Clare Lock & Key	8842 3610
Department of Health	SA Health	8226 6000
Local Government Association	LGA	8224 2000
Environmental Health Authority	Environmental Health Association (EHA)	Member Support Officer: Roxanne Clark 0448 606 005
CWMS	Trility	Nicole Hughes Regional Operations Manager 0488 921 459 Glenn Shaw Operations Manager 0429 916 617
CWMS- Desludging	Mid North Environmental Services	Gary Corfield 0417 877 450
Waste removal	Clare Valley Waste Services	0438 884 340
Septic desludging	Mid North Environmental	0417 877 450
Control Centre	Balaklava Civic Centre	Scotland Place, Balaklava
Backup Centre	Balaklava Works Depot	Gwy Terrace, Balaklava
Backup Centre	Balaklava Town Hall	8 Wallace St, Balaklava, SA
Backup Centre	Owen Town Hall	Main Street, Owen
Backup Centre	Blyth Town Hall	10 Harley St, Blyth, SA
Media Position	Balaklava Civic Centre	Scotland Place Balaklava
Media Briefing Centre	Balaklava Civic Centre	Scotland Place Balaklava

BCI 3 CM 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:			
Issue:			
Response by:			
Position in Wakefield Regional Council:			
Response:			
Date:		Time:	

BCI 5 Media Release (initial holding statements)

General

On (insert day and date) at approximately (insert time) Council experienced (insert type of business interruption event) and, as a result, the following services are impacted:

- Rates
- Water & Sewer
- Roads
- Community Services
- Etc – as required

No other services were impacted.

Workarounds are currently being put in place to support our customers.

Council will advise the community of any progress in returning the affected services to normal.

Please contact us on 8862 0800 or via email (admin@wrc.sa.gov.au) if you have any queries. [OR alternative contact arrangements if required].

Media contact: [INSERT DETAILS].

Pandemic – office closure

Wakefield Regional Council is moving swiftly to manage its operations in response to the increasing cases of COVID-19 in the community.

From [today]:

Only essential Council services will operate;

The Balaklava office will be closed. Customers will be able to continue business with Council either by phone on 8862 0800 or email admin@wrc.sa.gov.au or via the website wrc.sa.gov.au – please bear with us if there are delays in responding.

Emergency matters (dogs, trees etc) – please phone xxx.

Transfer stations, libraries and pools are closed until further notice.

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-authorized. Emergency Redirections can be obtained with the above information by calling **13 22 53** Telstra Corporate Faults.

Authorised Council Account Holders:

- Darren Starr
- Scott Holberton
- Holly Hannaford
- Ethan Allen
- Lorraine Mills
- Les Pearson

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

Email: business.care@team.telstra.com

(Date)

Wakefield Regional Council
Scotland Place
Balaklava SA 5461

The Manager
Telephone Redirections

Dear Sir/ Madam

The Wakefield Regional Council is in the process of activating its Business Continuity Plan in response to a business interruption event.

This email is to request in writing Telstra immediately redirect the current Wakefield Regional 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
Wakefield Regional 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 is the Balaklava Office - providing the building is not subject to the interruption event	Maintain IT functionality
Alternate Location of BCCC	Balaklava Town Hall, Owen Town Hall or Blyth Town Hall– in near proximity and has all facilities at hand.	Establish 'plan' for set up and ensure IT functionality
'On line' version of BCCC	Working remotely from home, with access via mobiles and Zoom	Install Zoom for everyone; WFH checklists and TRA
Provisions of telecommunications facilities	Council has access to telecommunications at the Balaklava Office. Key personnel have mobile phones.	Maintain IT/network functionality
Provision of internet facilities	Council has access to wireless internet (laptops) along with PC/phone access at head office	Maintain IT/network functionality
Emergency power requirements for BCCC	No sites have emergency backup power generation.	Assess availability of back up generators at neighbouring councils.
Management and Staffing	See Responsibility Statements for nominated positions <ul style="list-style-type: none"> • CMT Director • CMT Member • CMT Coordinator • CMT Support 	Ensure all staff familiar with BCP roles and actions
Security	Sites are monitored by Chubb Security	Maintain site security
Media	Media strategy to be developed by CMT and a briefing provided to Mayor at regular intervals.	Brief Mayor on Overarching BCP
Initial level of activation	CMT Director will contact CMT Members to assess situation and make determination on activation of BCCC	Ensure all staff familiar with BCP roles and actions

Business Continuity Coordination Centre

Stages of Operation Activation	Activation of BCCC will be made on an assessment of the business interruption event. The composition of the Team will be at the discretion of the CMT director and CMT Members and may include one or more specialist advisors from within Council.	
Information Displays	<p>Information Board required in BCCC (if 'physical' location)</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>	<p>Establish a share folder for information on n://drive for easy access</p> <p>Document to be made available on Skytrust for quicker access</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	
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	

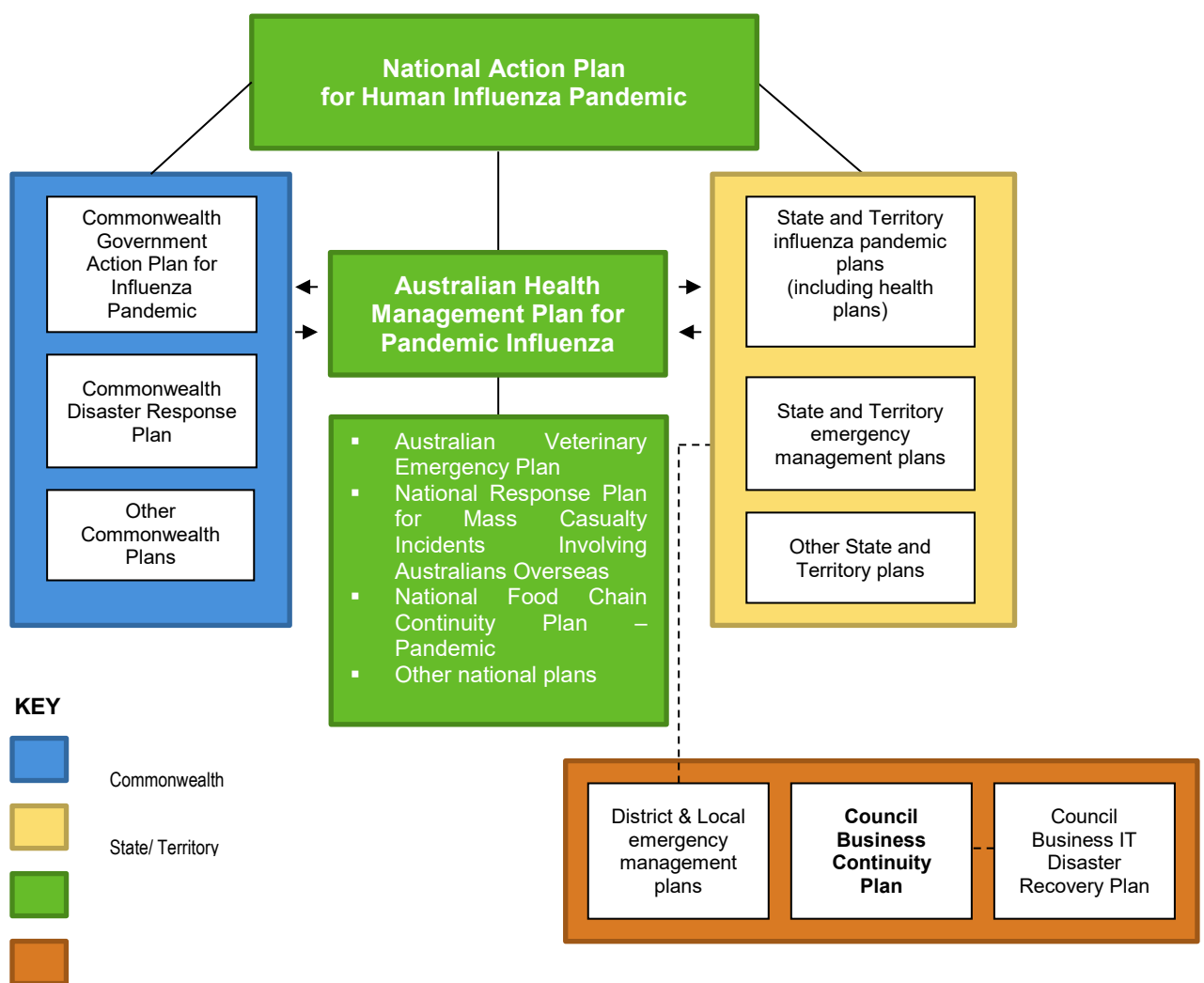
BCI 8 Pandemic Response Guide

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.

This plan model identified 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 “loss of critical staff”. It is the impact of that loss scenario that the plan is design to address.

National, State & Local Pandemic Planning Matrix



Key government public information responsibilities

Health	<p>Will develop national public information materials and coordinate national public information and media engagement, working with the AHPPC and its standing committees. This will include both</p> <ul style="list-style-type: none"> • health specific information, such as management of the disease, progress in Australia and overseas, and measures at our international borders; and • national messaging, such as explanation of the overall approach to managing the incident and what is being done across government.
Australian Government agencies	Will provide input to Health concerning activities within their agencies and sectors (developed by Health into materials such as WoG Talking Points).
State and territory governments	Will communicate about individual cases and about what is happening within their jurisdiction.
	Will manage pre-emptive communication to those in high risk groups.
Local government	Will support dissemination of key messages into the community.
DFAT	Will provide public information materials concerning consular issues.

Source: Emergency Response Plan for Communicable Disease Incidents of National Significance:

BCI 9 Staff Business Interruption Alert

Situation

At (insert time) on (insert date) Council experienced (insert event) which has impacted on (insert impacts). The following services have been impacted (insert losses/impacts).

As a consequence, the Chief Executive Officer has declared a Business Interruption Event and the Continuity Management Team is working to restore Council's critical business functions.

Plan

Council has now temporarily varied operations to ensure we can continue to provide key services to our customers. The continuity management team is reassessing the allocation of personnel which may involve reassignment of staff to new roles within the organisation for a short period of time.

Administration

The continuity management team is as follows;

- CMT Director
- CMT Members
- CMT Coordinator
- CMT Support

A staff briefing will be conducted at (insert time) at (insert location) to discuss the Council's strategy and the role you will play in restoration. Meanwhile, all staff must ensure they have access to the following resources (list resources) and protective clothing (insert clothing requirements).

All continuity actions must be authorised by the CMT Director.

All staff must keep a personal log of actions and requests.

Communications

Any urgent questions or concerns should be directed to [INSERT NAME AND PHONE NUMBER] and we will keep you updated.

The primary mode of communication within the organisation will be (insert communication method). As a result priority will be given to the following functions (insert functions).

Council's business telephone number has been temporarily diverted to (insert location).

CMT Director

(insert time)

(insert date)

Critical Function Sub Plans

1. Payroll
2. Creditors
3. Public/environmental health management
4. Information provision to community
5. Customer Service delivery – including payment processing
6. Information Technology
7. Community Wastewater Management Systems
8. Cemeteries
9. Waste Management

Critical Function 1: Payroll

Prepared by: Manager People & Governance
 Sub-plan owner: Manager Finance
 Responsible officer: Finance & Payroll Officer

Reviewed: January 2024

Identified Critical Business Functions

The staff payroll functions including preparation, processing and transmission.

Overview of Functions

All Council employees are paid fortnightly with the pay periods finishing on Tuesday and the funds being transferred to the ANZ bank electronically prior to 5.30pm (CST) on the following day. Payments are made in accordance with the Council's Enterprise Agreements and staff contracts.

Business Impact Analysis

Business impact of function loss	<ul style="list-style-type: none"> • Inability to pay employees • Workforce morale issues • Industrial issues
Penalties for non delivery	<ul style="list-style-type: none"> • Employee complaints • No financial penalties identified • Possible reimbursement of financial institution penalties to employees
Functional interdependencies	<ul style="list-style-type: none"> • Timesheets & non-standard payment requests • Systems – hard copy timesheets, IT platform and software • Ability to transfer data to bank • Banking system to receive and action data
Current resources premises/ equipment/ staff	<ul style="list-style-type: none"> • Computer hardware & software (SynergySoft) • Office • USB security key – required for release of funds • 4 staff (total) – 4 authorised signatures
Minimum resources required	<ul style="list-style-type: none"> • Employee's pay rates, standard hours, allowances, superannuation info • Tax tables • Calculator • Employees BSB & Account numbers. • One staff member • 2 signatures • Retain the last fortnight's transaction report – stored in safe
Alternate manual process or work around	<ul style="list-style-type: none"> • Re-submit previous payroll EFT file to bank – requires 2 x signatures • Manual calculations (if time permits) • 2 signatories

Disruption Scenario

Max Acceptable Outage (MAO)

1. Power failure	Dependent on timing in fortnightly payroll cycle: Less than 1 day – to up to 2 weeks
2. Loss of electronic data	
3. Loss of relevant staff	
4. Denial of access to the site	
5. Loss of utilities to site	
6. Failure of critical IT system	

Key roles

Authority for invoking plan	Manager Finance
Key decision makers to be assembled	Chief Executive Officer / Manager Finance / Finance & Payroll Officer / Manager People & Governance
Internal stakeholders	Staff
External stakeholders	IT service providers / bank

Pre-event Preparedness

The current policy and procedures for this critical function are:

- Payroll procedure manual – Hard copy (with Finance Officer) and online
- Register of salaries (standard pay rates and hours)
- Previous payroll reports – Hard copy (with Finance Officer) and can be obtained electronically
- List of employee's Bank Account details held in safe fortnightly
- USB security keys – held on person by holders of key.

Emergency Response

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

- Management to be informed immediately
- Source of disruption to be identified where possible (i.e. IT / banking or telecommunications)
- Start preparation of a standard pay for employees
- Determine probable duration of outage. If outage is to be longer than identified MAO the continuity response to be enacted

Continuity Management

In the event of a business interruption event that exceeds the MAO the following responses may be appropriate:

- Manual pay process. This may require resubmitting previous payroll EFT file to the bank.
- Time sheets to be collected and securely stored until restoration activities can occur.
- In the event of loss of staff then the CMT to be informed by Team Leaders/Managers to identify suitable staff to assist in the payroll preparation process
- IT Software supplier could guide a number of staff to input the data.
- Organise a neighbouring council (preferably with same software) to process pays

Communication Considerations

Internal:

- **Management** to be advised of the timetable and authorising changes.
- **Staff** to be advised of any variation to pay.

External - if long term outage:

- Unions
- Payroll creditors (for employee deductions) e.g. Child Support, ATO, Super, Maxxia

Further Treatment/ Action Plans

Treatment/action:	Consider generating an email address that can be emailed to the cloud where Council reports or documents can be placed or alternatively drop information in drop box. MOU with adjoining councils.
Responsible officer:	Manager Finance
Target date:	Complete

Critical Function 2: Creditors

Prepared by: Manager People & Governance

Reviewed: January 2024

Sub-plan owner: Manager Finance

Responsible officer: Creditors Officer

Identified Critical Business Functions

The creditors function including preparation, processing and transmission of funds to suppliers.

Overview of Functions

All Council creditors are paid with in the payment terms.

Business Impact Analysis

Business impact of function loss	<ul style="list-style-type: none"> • Inability to pay suppliers • Reputation damage • Loss of suppliers
Penalties for non delivery	<ul style="list-style-type: none"> • Possible late payment fees • Possible stop credit facility from creditors
Functional interdependencies	<ul style="list-style-type: none"> • Hard copy invoicing • Systems – IT platform and software • Banking system to receive and action data
Current resources premises/ equipment/ staff	<ul style="list-style-type: none"> • Computer hardware & software (SynergySoft) • Office • USB security key – required for release of funds • 5 staff (total) – 5 authorised signatures
Minimum resources required	<ul style="list-style-type: none"> • Calculator • Creditor BSB & Account numbers. • One staff member • 2 signatures
Alternate manual process or work around	<ul style="list-style-type: none"> • approved invoices • Manual register to record creditors paid keeping information about creditor's name, ABN , Invoice number, Invoice Date, Amount Ex GST, GST, Cheque number against which payment is made • 2 signatories

Disruption Scenario	Max Acceptable Outage (MAO)
<ol style="list-style-type: none"> 1. Power failure 2. Loss of electronic data 3. Loss of relevant staff 4. Denial of access to site 5. Loss of utilities to site 6. Failure of critical IT systems 	Less than 1 day – to up to 2 weeks

Key roles

Authority for invoking plan	Manager Finance
Key decision makers to be assembled	Chief Executive Officer / Manager Finance / Creditors Officer / Payroll Officer / Accountant
Internal stakeholders	Relevant staff

External stakeholders	IT service providers / bank
Pre-event Preparedness	
<p>The current policy and procedures for this critical function are:</p> <ul style="list-style-type: none"> ▪ Ensure sufficient cheques are available ▪ USB security keys – held on person by holders of key. 	
Emergency Response	
<p>On being advised of a business interruption event these following immediate responses should be considered:</p> <ul style="list-style-type: none"> ▪ Management to be informed immediately ▪ Source of disruption to be identified where possible (i.e. IT / banking or telecommunications) ▪ Determine probable duration of outage. If outage is to be longer than identified MAO the continuity response to be enacted 	
Continuity Management	
<p>In the event of a business interruption event that exceeds the MAO the following responses may be appropriate:</p> <ul style="list-style-type: none"> ▪ Contact key creditors and general communication. ▪ In the event of loss of staff then the CMT to be informed by Team Leaders/Managers to identify suitable staff to assist in the creditor preparation process ▪ IT Software supplier could guide a number of staff to input the data. 	
Communication Considerations	
<p>Internal:</p> <ul style="list-style-type: none"> ▪ Management to be advised of the timetable and authorising changes. ▪ Staff to be advised of any key creditors who may be impacted. 	<p>External - if long term outage:</p> <ul style="list-style-type: none"> ▪ Creditors
Further Treatment/ Action Plans	
Treatment/action:	Consider generating an email address that can be emailed to the cloud where Council documents can be placed or alternatively drop information in drop box.
Responsible officer:	Manager Finance
Target date:	Complete

Critical Function 3: Public & Environmental Health Management

Prepared by: Manager People & Governance Reviewed: January 2024
 Sub-plan owner: Manager Development & Regulatory Services
 Responsible officer: Environmental Health Officer

Identified Critical Business Functions

To ensure legislative & community standards around public and environmental health, food safety, and wastewater is enforced and educated

Overview of Functions

- To administer the provisions of the Public Health Act & Regulations, the Food Act & Regulations, the Local Government Act & Regulations, and other various legislation relevant to the position.
- To improve the living and working environment within the Wakefield Regional Council through the provision and promotion of good public health & food safety principles.
- To provide a high level of customer service to residents and the general public

Business Impact Analysis

Business impact of function loss	<ul style="list-style-type: none"> • Legislative breach & non-compliance • Customer & community complaints • Failure of Food safety & hygiene compliance • Failure of Public Health standards compliance • Failure of Wastewater compliance • Damage to reputation
Penalties for non delivery	<ul style="list-style-type: none"> • Legislative breach & non-compliance penalties • Risk to Public & Environmental health, food safety & wastewater compliance
Functional interdependencies	<ul style="list-style-type: none"> • Computer hardware and software (SynergySoft) • Remote access – Laptop / mobile phones • Vehicle for inspections
Current resources premises/ equipment/ staff	<ul style="list-style-type: none"> • Computer hardware and software (SynergySoft) • Remote access – Laptop / mobile phones • Vehicle for inspection • 1 staff member
Minimum resources required	<ul style="list-style-type: none"> • Mobile Phone • List of businesses • 1 staff member
Alternate manual process or work around	<ul style="list-style-type: none"> • As per sub-plan continuity management processes (see below)

Disruption Scenario	Max Acceptable Outage (MAO)
1. Power Failure	Less than 1 day – to up to 2 weeks
2. Loss of Electronic Data	
3. Loss of relevant staff	
4. Failure of critical IT Systems	

Key roles	
Authority for invoking plan	Manager Development & Regulatory Services
Key decision makers to be assembled	Chief Executive Officer / EHO / Senior Leadership Group
Internal stakeholders	Councillors/Staff
External stakeholders	Department of Health (SA Health) Local Government Association (LGA) Environmental Health Australia (EHA)
Pre-event Preparedness	
<p>The current pre-event preparedness for this critical function are:</p> <ul style="list-style-type: none"> ▪ Remote access – Laptop / mobile phones and its availability ▪ Backup communication with CEO ▪ Customer service processes (hard copy at counter or electronic submission of applications) 	
Emergency Response	
<p>On being advised of a business interruption event these following immediate emergency responses should be considered:</p> <ul style="list-style-type: none"> ▪ CEO & Senior Leadership Group to be informed immediately ▪ Remote access – Laptop / mobile phones and its availability to be provided <p>Determine if outage is to be longer than MAO – then continuity management response is to be enacted</p>	
Continuity Management	
<p>In the event of a business interruption event that exceeds the MAO the following responses may be appropriate:</p> <ul style="list-style-type: none"> ▪ Communicate with internal & external stakeholders ▪ Customers to be advised via phone calls in regards to delay in applications, queries, inspections etc ▪ Organise neighbouring Council EHO's to conduct inspections & assess applications ▪ Advertise EHO position with EHA & seek.com 	
Communication Considerations	
<p>Internal:</p> <ul style="list-style-type: none"> ▪ CEO to be advised of alternate arrangements ▪ All employees ▪ Council Members 	<p>External - if long term outage:</p> <ul style="list-style-type: none"> ▪ Contact SA Health ▪ Contact LGA ▪ Contact EHA ▪ Community to be informed via Council website & media releases
Further Treatment/ Action Plans	
Treatment/action:	Maintain hardcopy of all applications, records and inspections
Responsible Officer:	EHO
Target Date:	Complete

Critical Function 4: Information Provision to the Community

Prepared by: Manager People & Governance

Reviewed: January 2024

Sub-plan owner: Team Leader Community

Responsible officer: Communications & IT Officer

Identified Critical Business Functions

Provision of media and communications functions to the media and members of the community.

Overview of Functions

The Communications Officer provides information related to Council services – this is from Council’s main administration building or remotely. Council has a website and social media platforms that are also used to provide information to the community.

Business Impact Analysis

Business impact of function loss	<ul style="list-style-type: none"> Cannot provide required information to media, public, key stakeholders (internal/external)
Penalties for non delivery	<ul style="list-style-type: none"> Damage to reputation Misinformation Emergency response delayed and/or inefficient
Functional interdependencies	<ul style="list-style-type: none"> Phones Internet / computer network
Current resources premises/ equipment/ staff	<ul style="list-style-type: none"> Civic centre Phones Computers Network and website
Minimum resources required	<ul style="list-style-type: none"> Phones One staff member Network
Alternate manual process or work around	<ul style="list-style-type: none"> Alternative venue Mobile phones Alternative staff/contractor

Disruption Scenario	Max Acceptable Outage (MAO)
Loss of administration building	4 weeks
Staff loss	2 weeks
IT/phones not functioning	2 days
Power loss	1 day

Key roles

Authority for invoking plan	CEO
Key decision makers to be assembled	Chief Executive Officer / Mayor / Senior Leadership Group
Internal stakeholders	Councillors / staff
External stakeholders	Media Outlets / community groups

Pre-event Preparedness

The current options for this critical function are:

- Remote access – laptop/mobile
- Backup communications staff (social media skills)
- Access to contract staff

Emergency Response

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

- Source alternative building/work site
- Notify backup staff
- Source mobile phones/laptop
- Determine how long power will be out/phones will be down
- If the outage is to be longer that identified **MAO** the continuity response is to be enacted

Continuity Management

In the event of a business interruption event that exceeds the MAO the following responses may be appropriate:

- Customers to be advised via media and/or social/website if possible
- Contractors to be engaged if required
- Contact with other Councils for support

Communication Considerations

Internal:

- CEO to be advised of timetable for the resumption of services are varied.
- Council/employees to be advised of the alternate arrangements and any impacts to their functions.

External:

- Community to be kept informed via council website and media releases if required

Further Treatment/ Action Plans

Treatment/action: Identify backup staff and technology

Responsible officer: Communications Officer

Target date: Complete

Critical Function 5: Customer Service Delivery

Prepared by: Manager People & Governance

Reviewed: January 2024

Sub-plan owner: Team Leader Community

Responsible officer: Community Support Officer

Identified Critical Business Functions

Provision of customer services to members of the community.

Overview of Functions

Customer service staff provides information related to Council services and accept payments. These services are provided at Council main administration building and, in part, via the Council website.

Business Impact Analysis

Business impact of function loss

- Cannot service public – counter/phones/payments (rates, fees etc)

Penalties for non delivery

- Damage to reputation, delays in payment of rates, cash flow affected
- Misinformation / damage to reputation

Functional interdependencies

- Phones
- Internet / computer network
- Cashiering

Current resources premises/ equipment/ staff

- Civic centre
- Phones
- Computers / network / website
- Reception Staff
- Safe/ Cash drawer

Minimum resources required

- Alternative venue
- Phones
- One staff member
- Website (if available)
- Cash tin

Alternate manual process or work around

- Alternative venue
- Mobile phones
- Alternative staff
- Pen and paper
- Cash tin & cash handling processes i.e. Chubb

Disruption Scenario

Max Acceptable Outage (MAO)

• Loss of administration building	1 week
• Staff loss	2 weeks
• IT & phones not functioning	2 days
• Power loss	1 day

Key roles

Authority for invoking plan

CEO

Key decision makers to be assembled

Chief Executive Officer / Mayor / Senior Leadership Group / Customer staff

Internal stakeholders	Councillors / staff
External stakeholders	Media Outlets / community groups
Pre-event Preparedness	
<p>The current options for this critical function are:</p> <ul style="list-style-type: none"> ▪ Alternative administration buildings are Balaklava Town Hall, Owen Town Hall or Blyth Town Hall ▪ Backup customer service staff ▪ Laptop/mobile phones availability ▪ Manual procedures for the receipting of cash ▪ List of Council services / fees and charges booklets available in hardcopy ▪ Customer service processes (hard copy at counter) 	
Emergency Response	
<p>On being advised of a business interruption event these following immediate responses should be considered:</p> <ul style="list-style-type: none"> ▪ Source alternative building ▪ Notify backup staff ▪ Source mobile phones & laptop ▪ Determine if outage is to be longer than MAO - then continuity response is to be enacted 	
Continuity Management	
<p>In the event of a business interruption event that exceeds the MAO the following responses may be appropriate:</p> <ul style="list-style-type: none"> ▪ Manual receipting processes to be implemented ▪ Customers to be advised via media and website ▪ Alternate electronic arrangements to be enacted (third party portals) ▪ Cash handling to be reviewed and risk assessment undertaken ▪ Employ temporary staff ▪ Rebuild/repair building 	
Communication Considerations	
<p>Internal:</p> <ul style="list-style-type: none"> ▪ CEO to be advised of timetable for the resumption of services are varied. ▪ Staff and Council Members to be advised of alternate working arrangements/impacts. 	<p>External:</p> <ul style="list-style-type: none"> ▪ Community to be kept informed via council website and media releases for provision of Council services.
Further Treatment/ Action Plans	
Treatment/action:	Identify backup staff and arrange for alternative EFTPOS facilities.
Responsible officer:	Team Leader Community
Target date:	Complete

Critical Function 6: Information Technology

Prepared by: CEO

Reviewed: January 2024

Sub-plan owner: Team Leader Community
Responsible officer: Communications & IT Officer

Identified Critical Business Functions	
Provision of customer services to members of the community.	
Overview of Functions	
Information technology including telecommunications and network communications, IT hardware infrastructure and software including backups.	
Business Impact Analysis	
Business impact of function loss	<ul style="list-style-type: none"> • Whole of business inability of access to council information • Reduced means of communication • Potential data loss
Penalties for non delivery	<ul style="list-style-type: none"> • Unknown – potential significant effect on all functional interdependencies listed below • Damaged reputation
Functional interdependencies	<ul style="list-style-type: none"> • Financial functions – e.g. Payroll / creditors / rates • Customer service • Records Management • Cemeteries • Planning & Development • Council & Elected Members Support
Current resources premises/ equipment/ staff	<ul style="list-style-type: none"> • Hardware (work stations servers/network) • Offsite (Cloud) backup – daily, weekly, monthly, yearly • Software - Microsoft office, SynergySoft etc. • Computer room (air-conditioned) • Power/security • IT contractor and IT Vision (corporate system provider)
Minimum resources required	<ul style="list-style-type: none"> • IT Contractor support • Power for PCs – at least two workstations running with network access • Suitable secure environmental with heating/cooling • Ability to backup daily and store backups offsite • Printer/copier
Alternate manual process or work around	<ul style="list-style-type: none"> • As per sub-plan continuity management processes (see below)
Disruption Scenario	Max Acceptable Outage (MAO)
<ul style="list-style-type: none"> • Power loss • Loss of ability to access IT services • Loss of hardware • Denial of access to the building • Loss of key staff – external IT providers 	1 day

Key roles	
Authority for invoking plan	CEO
Key decision makers to be assembled	Chief Executive Officer / New Era / IT Vision / Finance Manager
Internal stakeholders	Councillors / staff
External stakeholders	Media / community groups
Pre-event Preparedness	
The current options for this critical function are:	
<ul style="list-style-type: none"> ▪ Support from LogicPlus and IT Vision at short notice ▪ Arrangement with IT Vision to assist with reinstallation of backup corporate system ▪ Availability of software (ability to download from web or obtain from LogicPlus) ▪ Backup (offsite) and ability to recover data from the stored backup format. ▪ Product keys available to activate software (held by IT Vision & LogicPlus) 	
Emergency Response	
On being advised of a business interruption event these following immediate responses should be considered:	
<ul style="list-style-type: none"> ▪ If hardware or software issue contact LogicPlus / IT Vision ▪ Select location for operations ▪ Install required software in priority being operating systems, corporate system, banking software followed by other minor systems (done by IT contractor) ▪ Load data from backup (done by IT contractor) ▪ Ensure data recovered from appropriate point in time 	
Continuity Management	
In the event of a business interruption event that exceeds the MAO the following responses may be appropriate:	
<ul style="list-style-type: none"> ▪ Communicate situation with internal stakeholders ▪ Move to alternate suitable site (if applicable) ▪ Implement alternate procedure for backup and storage ▪ Obtain internet access if not already available – may need mobile devices at alternate site 	
Communication Considerations	
Internal: <ul style="list-style-type: none"> ▪ All employees ▪ Council Members 	External: <ul style="list-style-type: none"> ▪ Community to be kept informed via council website (supported by LGA) and media
Further Treatment/ Action Plans	
Treatment/action:	Work with IT contractor - Disaster Recovery Plan. Ensure product keys available at short notice (within a day).
Responsible officer:	Team Leader Community
Target date:	Complete

Critical Function 7: Community Wastewater Management Systems (CWMS)

Prepared by: Manager People & Governance Reviewed: January 2024
 Sub-plan owner: Manager Development & Regulatory Services
 Responsible officer: Manager Development & Regulatory Services and Manager Asset Delivery

Identified Critical Business Functions

Provision of CWMS operations, maintenance & repair.

Overview of Functions

Council provides CWMS for sewage removal, treatment and disposal. The CWMS must be managed in line with: Section 155 of the *Local Government Act 1999*; *South Australian Public Health Act 2011* and prescribed codes; Section 12 of the *South Australian Public Health (Wastewater) Regulations 2013* (which provide that the operator must ensure the system is operated, maintained and serviced in line with approvals). Statutory reporting to the Officer of the Technical Regulator (OTR) and Environmental Protection Authority (EPA) is required if CWMS shuts down.

Business Impact Analysis

Business impact of function loss	<ul style="list-style-type: none"> Health – essential service Irate residents May pose risk to public and environmental health Liability exposure (EPA, OTR, SA Health)
Penalties for non delivery	<ul style="list-style-type: none"> Alternative action will incur additional cost Fines from Department of Health and EPA
Functional interdependencies	<ul style="list-style-type: none"> Environmental Health Officer (EHO)
Current resources premises/ equipment/ staff	<ul style="list-style-type: none"> EHO and Public Assets staff Treatment plants, pumps, pump stations and pipe work – infrastructure Buildings, roads, fencing, lagoons, evaporation pans Contractors
Minimum resources required	<ul style="list-style-type: none"> Safety, rehabilitation & maintenance plans required Functional sewage removal – use pump trucks or generators Contractor – and alarms monitoring WRC phone EHO
Alternate manual process or work around	<ul style="list-style-type: none"> Removal of materials from housing tanks/septic tanks by contractor Pump out from lagoons to evaporation pans

Disruption Scenario

Max Acceptable Outage (MAO)

Stormwater ingress	5-6 hours
Flooding	5-6 hours
Power failure	5-6 hours
Pump failure (Single/double)	5-6 hours
Chlorination system failure	12 hours
Pipe/filtration blockage	12 hours

Key roles

Authority for invoking plan	Manager Development & Regulatory Services
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Key decision makers to be assembled	Environmental Health Officer / Community Safety Officer / Group Team Leader
Internal stakeholders	Senior Leadership Group
External stakeholders	CWMS customers / CWMS contractors / SA Health / EPA / Essential Services Commission of SA / OTR
Pre-event Preparedness	
<p>The current options for this critical function are:</p> <ul style="list-style-type: none"> ▪ Treatment plan schematics/diagrams/functions – hard copies. ▪ CWMS mapping - hard copies and electronic ▪ Pipe work – digital and CWMS mapping ▪ Safety & Recycled Water Management Plans ▪ Copies of all schematics with contractor 	
Emergency Response	
<p>On being advised of a business interruption event these following immediate responses should be considered:</p> <ul style="list-style-type: none"> ▪ CEO notified ▪ Source of disruption to be identified ▪ CWMS contractor to be contacted ▪ Customers to be informed of disruption to service ▪ If outage is to be longer than identified MAO the continuity response is to be enacted ▪ Contact OTR, SA Health & EPA (as required) 	
Continuity Management	
<p>In the event of a business interruption event that exceeds the MAO the following responses may be appropriate:</p> <ul style="list-style-type: none"> ▪ Maintenance of the CWMS system - contractor ▪ Removal of waste by/with tanker trucks - contractor ▪ Emergency holding lagoon/tanks – contractor ▪ Additional generators sourced (15 KVAT) in consultation with contractor 	
Communication Considerations	
<p>Internal:</p> <ul style="list-style-type: none"> ▪ Senior leaders to be advised if the timetables for the resumption of services are varied. ▪ Staff to be advised of the alternate working arrangements and impacts to their functions. ▪ Council Members 	<p>External:</p> <ul style="list-style-type: none"> ▪ SA Health, OTR and EPA to be informed of alternate arrangements and service impact. ▪ Contractors and customers to be informed of alternate arrangements/service impact. ▪ Community to be kept informed via council website and media releases.
Further Treatment/ Action Plans	
Treatment/action:	Trility – Incident Management Plan Wakefield CWMS WFD
Responsible officer:	Manager Development & Regulatory Services and Manager Asset Delivery
Target date:	Complete

Critical Function 8: Cemeteries

Prepared by: Manager People & Governance

Reviewed: January 2024

Sub-plan owner: Manager Strategic Asset Planning

Responsible officer: Public Services Coordinator

Identified Critical Business Functions

Provision of records, allocation of plots, issuing rite of burials and digging of graves for burial.

Overview of Functions

Council's Infrastructure Services team is responsible for the records management, allocation of plots, issuing rite of burials and digging of graves for burial. Liaison with the funeral director is also required for both activities. The Local Government Act 1999; Burial and Cremation Act 2013 and Regulations; Coroners Act 2003; Council's Cemetery Policy guide this function.

Business Impact Analysis

Business impact of function loss

- Community complaint
- Distress to families

Penalties for non delivery

- Postponement of burial
- Loss of Reputation

Functional interdependencies

- IT System/Records
- Infrastructure team
- Contractual slab removal
- Contractual grave digging

Current resources premises/ equipment/ staff

- Synergy software
- 1 PC & office workstation
- 20 staff can operate machinery
- Machinery: 2 backhoe; 1 administrator
- Historical lease & burial registers – all data on SynergySoft

Minimum resources required

- Cemetery maps/plans
- Cemetery records
- 1 backhoe
- 2 field staff
- 1 administrator

Alternate manual process or work around

- Outsource grave digging
- Resource share – administration of burial
- Use manual cemetery records & maps
- 3 people or staff who can do admin

Disruption Scenario

Max Acceptable Outage (MAO)

1. Loss of machinery
2. Loss of staff
3. Loss of records – IT systems

1 week

Key roles	
Authority for invoking plan	Manager Strategic Asset Planning
Key decision makers to be assembled	Group Team Leaders / CEO /Public Services Coordinator
Internal stakeholders	Senior Leadership Group / Customer Service staff / Field crews
External stakeholders	Funeral Directors / Families / Interment Right Holder (Lease holder) / Council Members
Pre-event Preparedness	
<p>The current options for this critical function are:</p> <ul style="list-style-type: none"> ▪ Interment for burials procedure. ▪ Cemetery policy ▪ Funeral details form (on Synergy and can obtain from funeral director & intranet) 	
Emergency Response	
<p>On being advised of a business interruption event these following immediate responses should be considered:</p> <ul style="list-style-type: none"> ▪ Communicate and arrange a meeting with key decision makers including funeral directors. ▪ Notify Council Insurer if possible legal action is threatened ▪ Check access availability to cemeteries ▪ If outage is to be longer than identified MAO the continuity response to be enacted 	
Continuity Management	
<p>In the event of a business interruption event that exceeds the MAO the following responses may be appropriate:</p> <ul style="list-style-type: none"> ▪ Manual process for records – use normal cemetery records & plan ▪ If equipment/site failure - arrange contractors or hire equipment from nearby councils ▪ In the event of loss of staff - allocate staff from other work areas. ▪ Obtain services from nearby Councils. 	
Communication Considerations	
<p>Internal:</p> <ul style="list-style-type: none"> ▪ Employees ▪ Chief Executive Officer ▪ Infrastructure staff to be advised of the alternate working arrangements and impacts to their functions ▪ Council Members 	<p>External:</p> <ul style="list-style-type: none"> ▪ Customers/family/next of kin to be informed of alternate arrangements and the impact for the loss of the service ▪ Community to be kept informed via council website and media releases ▪ Funeral Directors be informed of alternate arrangements and the impact for the loss of the service
Further Treatment/ Action Plans	
Treatment/action:	Procedure for interment rights completed
Responsible officer:	PublicServices Coordinator
Target date:	Complete

Critical Function 9: Waste Management

Prepared by: Manager People & Governance

Reviewed: January 2024

Sub-plan owner: Manager Strategic Asset Planning

Responsible officer: Public Services Coordinator

Identified Critical Business Functions	
Waste management at transfer stations; Kerbside collection – waste and recycling.	
Overview of Functions	
Council collects waste weekly, recyclable fortnightly and green waste monthly from the townships of Wakefield Regional Council. Failure to collect waste and recycling has the potential to cause a higher level of community complaint and increase public and environmental health risks.	
Business Impact Analysis	
Business impact of function loss	<ul style="list-style-type: none"> • Irrate residents • Unable to collect waste that may potentially pose a risk to public and environmental health
Penalties for non delivery	<ul style="list-style-type: none"> • Liability exposure • Alternative action will incur more cost
Functional interdependencies	<ul style="list-style-type: none"> • Contractor • Infrastructure administration
Current resources premises/ equipment/ staff	<ul style="list-style-type: none"> • Contractual – Depot • Contractual – Compactors • WRC – Phone • WRC – 1 FT employee (3 casual staff)
Minimum resources required	<ul style="list-style-type: none"> • 1 x 7cm cubed compactor • 1 Operator • Telephone
Alternate manual process or work around	<ul style="list-style-type: none"> • Use transfer stations skips • Hire in more skips • Hire in appropriate plant/ compactor • Public could take their rubbish to transfer station & put in skips • Can take rubbish to MRF in Brinkworth if required
Disruption Scenario	Max Acceptable Outage (MAO)
<ol style="list-style-type: none"> 1. Access closed to a town/street 2. No disposal site 3. Loss of Key Staff 4. Loss of Key Vehicles 	1 week

Key roles	
Authority for invoking plan	Manager Strategic Asset Planning
Key decision makers to be assembled	Group Team Leaders / Team Leaders / Public Services Coordinator
Internal stakeholders	Senior Leadership Group / Customer Service staff / Field crews / Council Members
External stakeholders	Contractors / EPA / landfill operator / residents
Pre-event Preparedness	
The current options for this critical function are:	
<ul style="list-style-type: none"> ▪ Contract for kerbside waste 	
Emergency Response	
On being advised of a business interruption event these following immediate responses should be considered:	
<ul style="list-style-type: none"> ▪ If there is an outage exceeding the MAO, notify EPA of suspension of services ▪ Advise public – press release/website ▪ Notify internally of interruption event - customer service staff ▪ Ensure notice of interruption through Council’s communication channels ▪ Initiate contact with alternate providers and/or adjoining Councils – in liaison with contractor ▪ If contractor cannot source compactor - hire skips 	
Continuity Management	
In the event of a business interruption event that exceeds the MAO the following responses may be appropriate:	
<ul style="list-style-type: none"> ▪ Initiate alternate service providers until resumption of function can be obtained ▪ Open transfer stations to public ▪ Hire skips 	
Communication Considerations	
Internal: <ul style="list-style-type: none"> ▪ CEO to be advised if the timetables for the resumption of services are varied. ▪ Staff and Council members to be advised of the alternate working arrangements and impacts to their functions. 	External: <ul style="list-style-type: none"> ▪ Public to be informed of alternate arrangements and the impact for the loss of the service. ▪ Council to communicate and consult with the EPA.
Further Treatment/ Action Plans	
Treatment/action:	Contracted services providers BCP to be assessed, contract provisions to include alternate arrangements for continuation of contracted services.
Responsible officer:	Public Services Coordinator
Target date:	Complete