Business Continuity Response Plan

Record of Reviews
11 January 2017
15 December 2022
25 July 2024

Adopted
21 November 2016

Contents

Document Review

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

Date	Review Summary
11/01/2017	Adoption
15/12/2022	December 2022 OCM - Council decision number 151222.17

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 busine 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 functic loss on the organisation. The BIA provides management with data upon which to base risk mitigation and continuity planning decision	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 Functi Action Plan
Critical Function Sub Plan	An agreed documented course of actions to be taken in the event o business function loss. Plan describes the key actions required und 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, cyclone, 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 the organisation has the capacity to disrupt operations to the extent that it impacts 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

Introduction

Purpose

The Shire of Perenjori 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 achievement 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 the Shire to be able to respond and recover from a business interruption event.

Objectives

The objectives of the Shire of Perenjori's Business Continuity Framework are 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.

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 Shire of Perenjori 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 Shire of Perenjori Business Continuity Plan is:

- Council
- Senior Staff Team

- Critical Function Sub Plan Managers and Staff

The plan is available to all Managers and staff via the Shire's shared drive and is to be reviewed annually by Senior Staff.

Training and Communication

A key objective of the BCP is to increase the awareness within the Shire of Perenjori 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.

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 the Shire 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 Shire of Perenjori's operations should also trigger a review of the BCP. Version control of the BCP should be coordinated through the CMT – Coordinator.

Monitoring & Review

Monitoring and reviewing are 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 exercises 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 & Marketing			
6	Critical Function Sub Plans	Sub plan owner	Annual Review
Human Resource & Risk			
7	Critical Function Sub Plans	Sub plan owner	Annual Review
Development			
8	Critical Function Sub Plans	Sub plan owner	Annual Review

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 summarises the functions as identified as critical, the maximum acceptable outage for that function and what Information Technology services are required to facilitate resumption.

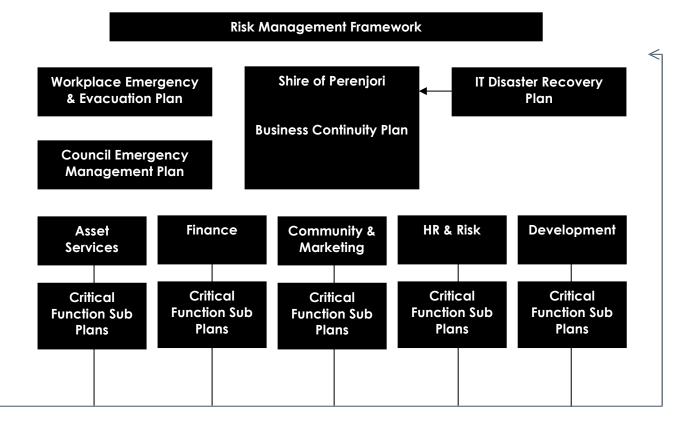| Division/ Group	Assets & Infrastructure	
Business Unit	Critical Function	Max Acceptable Outage
Asset Services	Road access and serviceability (arterial & Collector)	4 hours
	Airport operations	24 hours
	Provision of support to control agencies	2 hours
	Responding to public health hazards	4 hours

Division/ Group	Business Services	
Business Unit	Critical Function	Max Acceptable Outage
Finance	Payment of Creditors	6 weeks
	ATO BAS/FBT	6 weeks
Business Unit	Critical Function	Max Acceptable Outage
Community & Marketing	Records Management	5 days
	Customer Service	1 day
Business Unit	Critical Function	Max Acceptable Outage
Human Resources & Risk	Payroll	1 day (Tuesday)
Business Unit	Critical Function	Max Acceptable Outage
Development	Applications	4 weeks
	Inspections	5 days

Scope

The object of the BCP is to ensure that appropriate structures and protocols are in place that enable 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 the Shire 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 plan that is the responsibility of the Chief Warden / Emergency Services is to be implemented. In all cases of activation of the workplace emergency 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

Workplace Emergency & Evacuation Plan	Shire of Perenjori Business Continuity Plan	IT Disaster Recovery Plan
Council Emergency Management Plan		

Asset Services	Finance	Community & Marketing	HR & Risk	Development
Critical Function Sub Plans	Critical Function Sub Plans	Critical Function Sub Plans	Critical Function Sub Plans	Critical Function Sub Plans

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 3100:2009 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 Senior Staff Team, 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; at 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.

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	Chief Executive Officer	Manager Corporate and Community Services
CMT Coordinator	Manager Corporate and Community Services	Executive Assistant
CMT Member	Finance Manager	Finance Officer
CMT Member	Manager Infrastructure Services	Team Leader
CMT Support	Executive Assistant	Customer Service Officer

Notification – Declaration Process

Notification

On first becoming aware of a possible business continuity event, the relevant function manager is required to assess the situation and if the event is likely to exceed the agreed "MAO 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 (CMT) (consider Telstra conference call)
- Confirm the details of the incident and appropriate media 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 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.

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

1. **Council Administration Building**

If the primary centre is uninhabitable then:

2. **Backup Centre - Perenjori Pavilion**

Dedicated Media Briefing Centre

The CEO has determined that all media briefing is to be held in the Council Chambers (Perenjori Pavilion if Chambers unavailable).

The Executive Assistant to the CEO is to ensure that either 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 & 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 Statements 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.

- Emergency Contacts
- CMT Sample Meeting Agenda
- Media Enquiry Record Form
- Press Release
- Telephone Redirection Authorisation
- Business Continuity Coordination Centre Checklist

- 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.

CMT Position	Staff Position	Alternate Staff Position
CMT Director	Chief Executive Officer	Manager Corporate and Community Services
CMT Coordinator	Manager Corporate and Community Services	Executive Assistant
CMT Member	Finance Manager	Finance Officer
CMT Member	Manager Infrastructure Services	Team Leader (Town Crew)
CMT Support	Executive Assistant	Customer Service Officer

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
- Review and confirmation 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

The Chief Executive Officer will communicate with the media regarding any operational factors. This extends to contractors and other service providers and agencies and should be communicated in any site contractor agreements.

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 CEO 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.

Responsibility Statements

CMT Director			
Position	CMT Director	**Staff Position**	CEO
During absence this role will be assumed by		MCCS	
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	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. **Responsibilities include:** • 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. **On Activation:** • 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 Shire President.		
Date approved by CMT			

CMT Coordinator			
Position	CMT Coordinator	**Staff Position**	MCCS
During absence this role will be assumed by		EA	
Position Statement	The CMT Coordinator is required to assist the CMT Director in the management of the business resumption activities. The CMT Coordinator 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	The CMT Coordinator is required to report to the CMT on the currency of individual and business level continuity plans and activities. **Responsibilities include:** • Pre event coordination of BCP and Sub plans with relevant owners. • Coordination of training for CMT & CMT SG members. • Coordination of testing for the Business Continuity Plan. • Resourcing of Control Centre. **On Activation:** • Open Control Centre on direction of CMT Director. • Assisting CMT Director as required. • Notify Insurer and manage the insurance requirements. • Media Functions: Support the Shire President / CEO to ensure the dedicated media briefing centre is fit for purpose		
Date approved by CMT			

CMT Support			
Position	CMT Support	**Staff Position**	Executive Assistant
During absence this role will be assumed by		Customer Service Officer	
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:** • Maintain working knowledge of BCP & relevant Critical Function Sub Plans. • Maintain high level of administration skills. **On Activation:** If required, assist with the setup 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			

CMT Members			
Position	CMT Members	**Staff Positions**	MIS, FM
During absence this role will be assumed by		Team Leader, Finance Officer	
Position Statement	A successful Continuity Management Team (CMT) relies on expertise from within th organisation as they are the people that understand the business processes and related risks. Accordingly, the Executive Team members are the designated membe 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	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	**Responsibilities include:** • 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. **On Activation:** • Operate as a member of the CMT. • Ascertain the impact on business unit activities and report to CMT. • Coordination of business unit Critical Function Sub Plan implementation required. • Monitoring implementation against the Business Continuity Plan. • Maintaining information and report on costs to CMT.		
Date approved by CMT			

BCI 1   Emergency Contacts Continuity

Management Team

CMT Position	Staff Position	Contact Details	Alternate Staff Position	Contact Details
CMT Director	Chief Executive Officer	M (W): 0428 352 036 ceo@perenjori.wa.gov.au **Paul Anderson**	MCCS	W: 9973 0100 M (W): 0427 731 004 mccs@perenjori.wa.gov.au
CMT Coordinator	MCCS	W: 9973 0100 M (W): - 0427 731 004 mccs@perenjori.wa.gov.au	Executive Assistant	W: 9973 0100 ea@perenjori.wa.gov.au
CMT Member	Finance Manager	W: 9973 0110 fm@perenjori.wa.gov.au	Finance Officer	W: 9973 0100 finance2@perenjoriwa.gov.au
CMT Member	Manager Infrastructure Services	M: 0427 731 002 mis@perenjori.wa.gov.au	Team Leader (Town Crew)	M: 0484 243 896
CMT Support	Executive Assistant	W: 9973 0100 ea@perenjori.wa.gov.au	Customer Service Officer	W: 9973 0100 cso@perenjori.wa.gov.au

BCI 2 Emergency Contacts External

Emergency Contacts

Service	Company	Contact Details
CESM	Perenjori	M: - 0438 277 582 P: - 9956 6018 richard.ryan@dfes.wa.gov.au **Rick Ryan**
Police	Perenjori Police	Emergency: - 000 Non-Emergency: - 9973 0500 P: - 9973 1040
Electricity	Western Power	P: - 13 13 51
Water	Water Corporation	P: - 13 13 75
Fire Emergency Services	DFES Geraldton DFES SES	P: - 9956 6000 P: - 13 33 37 P: - 32 500
Rescue Services	SES Morawa	M: - 132 500
Doctor	Perenjori Medical Centre	P: - 9973 1031
Doctor	Morawa Medical Centre	P: - 9971 1103
Hospital	Morawa Hospital	P: - 9971 0200
Ambulance	St John Ambulance Perenjori Sub Centre	Emergency: - 000 Non-Emergency: - 131 233
CBFC	Perenjori	P: - 9973 1110 M: - 0407 193 837
Local Captain	Jason King	M: - 0427 734 005
Waste Contractor	Avon Waste	P: - 9641 1318
Communication	Telstra	P: - 132 203
Poison	Poisons Information Centre	P: - 131 351

BCI 2   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 3   Media Enquiry Record Form

Business Continuity – Media Enquiry Record Form			Page 21
Taken by:			
Issue:			
Date:		Time of call:	
Journalist name:			
Contact numbers:			
Media outlet:			
Deadline:			
Publication date:			
Question:			
Taken by:			
Issue:			
Response by:			
Position in KI Council:			
Response:			
Date:		Time:	

BCI 4   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
- ☐ 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:

_____

Paul Anderson
CHIEF EXECUTIVE OFFICER
Shire of Perenjori

_____

Time

_____

Date

BCI 5   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 affect 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 preauthorised.

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 Shire of Perenjori is in the process of activating its Business Continuity Plan in response to a business interruption event.

This email is to request in writing that Telstra immediately redirect the current Shire of Perenjori telephone number 08 9973 0100 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:

_____

Paul Anderson
CHIEF EXECUTIVE OFFICER
Shire of Perenjori

_____

Date:

Critical Function Sub Plans

Assets Infrastructure

Asset Services:

Road Access & Serviceability			
Prepared by	**MIS**	**Date**	
Sub Plan Owner	This plan is owned by the Depot who has overall responsibility for this plan. The routine management of the plan in delegated to MIS who has responsibility for ensuring the accuracy and currency of the plan and advising of any changes required.		

Identified Critical Business Functions
Arterial & collector road access Staff availability

Overview of Functions (Context)

Business Impact Analysis		
Business Impact of Function Loss	Penalties for Non-Delivery	Functional Interdependencies
• Inability to commute between two townships • Inability to transport staff and plant	• Inability to deploy/ or mobilise staff & plant • Non-delivery of community expectations	• Lead response agency • DEFES
• Current Resources Premises/ Equipment/ Staff	• Minimum Resources Required	• Alternate Manual Process or • Work Around
• 2-way radios • Mobile phones • Human resources/ staff • Plant resources	• 2-way radios • 1 pc with internet connection • Hazard signage	• Detour where applicable

Road Access & Serviceability	
Disruption Scenario	**Max Allowable Outage**
• Vehicle accident • Flooding • Fire Chemical Spill • Storm event (i.e., trees down)	• 4 hours

Authority for Invoking Plan	DFES, LG, Police

Key Decision Makers to be assembled

- CEO
- MIS
- MCCS
- CESM

Stakeholders other than process owner

Internal	External
• CESM • MIS	• DFES • Lead response agency

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:
- T: Emergency Response
- Hard copies:
- Emergency Response Package
- Hard copy roads maps

Emergency Response Immediate actions required if function is lost.

On being advised of a business interruption event the following immediate responses should be considered:
- 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:
- Communicate road closed to community, DFES, Local Bush Fire crew, ambulance, schools, daycare, Doctors, surrounding Shires and elected members

Road Access & Serviceability

Communication Considerations

Internal	External
• Which road(s) • Alternative routes • Estimated outage • When next update will be provided	• See internal

Further Treatment/ Action Plans Actions required for continuous improvement

Treatment/ Action Plan	Position Responsible for development	Target Date
• Ongoing revision of emergency response plan for events other than fire, i.e., flood		

Airport			
Prepared by	MIS	Date	
Sub Plan Owner	This plan is owned by MIS who has overall responsibility for this plan. The routine management of the plan in delegated to MIS who has responsibility for ensuring the accuracy and currency of the plan and advising of any changes required.		

Identified Critical Business Functions

RFDS landing
DFES deployment

Overview of Functions (Context)

Business Impact Analysis

Business Impact of Function Loss	Penalties for Non-Delivery	Functional Interdependencies
• RFDS response • Flying/Flyout	• Community expectations • Mining operations	• CASA • ATS • DFES • Lead agency
• Current Resources Premises/ Equipment/ Staff	• Minimum Resources Required	• Alternate Manual Process or • Work Around
• 2 unsealed runways • Lighting on taxi way • Windsock	• Runway lighting (emergency) • Windsock • 1 operational runway	• Alternative air strip (possibly Karara)

Airport

Disruption Scenario	Max Allowable Outage
• Aircraft accident • Environmental conditions (i.e., fog)	• N/A • 1 day • N/A

Authority for Invoking Plan	MIS

Key Decision Makers to be assembled	
• MIS • CESM • CEO	

Stakeholders other than process owner

Internal	External
• CESM	• RFDS • CASA

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:
- TBA Hard copies:
- airport emergency plan.

Emergency Response Immediate actions required if function is lost.

On being advised of a business interruption event the following immediate responses should be considered:
- Refer to Shire of Perenjori Emergency Management Plan

Airport

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:
- Communication to stakeholders

Communication Considerations

Internal	External
• Event • Anticipated closure timeframe • Services impacted • Time of next status update	• RFDS

Further Treatment/ Action Plans Actions required for continuous improvement

• Treatment/ Action Plan	• Position Responsible for development	• Target Date
• Review airport emergency plan • Airport security & safety plan - review	• MIS • MIS	

CWMS			
Prepared by	MIS	Date	
Sub Plan Owner	This plan is owned by the MIS who has overall responsibility for this plan. The routine management of the plan in delegated to MIS who has responsibility for ensuring the accuracy and currency of the plan and advising CEO of any changes required.		

Identified Critical Business Functions

Removal & processing of liquid waste

Overview of Functions (Context)

Business Impact Analysis

Business Impact of Function Loss	Penalties for Non-Delivery	Functional Interdependencies
• Environmental/ public health	• Community expectations • DER fines • Public health implications	• EPA • WA health
• Current Resources Premises/ Equipment/ Staff	• Minimum Resources Required	• Alternate Manual Process or • Work Around
• Mobile phones • Contract EHO	• Contract sewerage removalist	• Diesel power pumps

Disruption Scenario	Max Allowable Outage
• Flooding	• 2 days

Authority for Invoking Plan	MIS

CWMS

Key Decision Makers to be assembled

- CEO
- MIS
- CESM
- EHO

Stakeholders other than process owner

Internal	External
• CESM • EHO	• WA Health • EPA

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: Hard copies:
- Under development

Emergency Response Immediate actions required if function is lost.

On being advised of a business interruption event the following immediate responses should be considered:
- Contact liquid waste to be on standby
- EHO to be contacted

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:
- Day care, schools, hotels & food outlets to be notified
- WA Health to be notified
- WA Water to be notified
- EPA to be notified

CWMS

Communication Considerations

Internal	External
- Actual cause of issue (power loss, rising mains failure) - Estimated outage time - Recommended precautions for community - Next update timeframe	See internal

Further Treatment/ Action Plans Actions required for continuous improvement

Treatment/ Action Plan	Position Responsible for development	Target Date

Business Services

Finance

Payment & Creditors			
Prepared by	MCCS	Date	
Sub Plan Owner	This plan is owned by the MCCS who has overall responsibility for this plan. The routine management of the plan is delegated to the Finance Officers who have responsibility for ensuring the accuracy and currency of the plan and advising the MCCS of any changes required.		

Identified Critical Business Functions
Payment of critical creditors invoices Compliance with statutory ATO requirements

Overview of Functions (Context)

Business Impact Analysis		
Business Impact of Function Loss	Penalties for Non-Delivery	Functional Interdependencies
• Possible loss of credit ratings	• Late payment fees • Accounts restricted • ATO fines	• Financial reports not up to date • Possible loss of supply/ resources
Current Resources Premises/ Equipment/ Staff	Minimum Resources Required	Alternate Manual Process or Work Around
• IT access & equipment (Synergy, internet banking, ATO access) • Creditor officer (and their procedures) • Accountant • Invoices/ Purchase orders	• 1 PC – could be laptop remotely via VPN • Internet to lodge payment	• Contract out to another Shire

Disruption Scenario	Max Allowable Outage
• IT outage • Major catastrophic event • Loss of key finance staff	• 6 weeks

Payment & Creditors

Authority for Invoking Plan	

Key Decision Makers to be assembled
• IT support • MCCS • Accountant/SFO

Stakeholders other than process owner	
Internal	External
• Audit committee	• Creditors (suppliers) • ATO • Bank West

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:
- T:Drive / Finance
- Hard copies
- Located in finance office

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
• Ensure purchasing officers are aware of situation i.e., may need to avoid unnecessary purchases • Inform Senior Staff	• Ensure key creditors are consulted with, to not effect reputation • Contact ATO

Payment & Creditors

Further Treatment/ Action Plans Actions required for continuous improvement

Treatment/ Action Plan	Position Responsible for development	Target Date
• Develop detailed procedures to enable other staff to meet ATO requirements	Finance Officer	

Community & Marketing

Prepared by	CEO	Date	
Sub Plan Owner	This plan is owned by the CEO who has overall responsibility for this plan. The routine management of the plan in delegated to the Executive Assistant who has responsibility for ensuring the accuracy and currency of the plan and advising the CEO of any changes required.		

Identified Critical Business Functions

Classification, storage, distribution and retrieval of information.
Provide administrator services for Records Management Synergy module.

Overview of Functions (Context)

Business Impact Analysis

Business Impact of Function Loss	Penalties for Non Delivery	Functional Interdependencies
- Loss of original records - Loss of original records not held on Synergy - Records loss which SOPJ are required to have	- Loss of information - Incorrect information	- Synergy records management system - Physical records - Strong Room, Records room, Depot records room, Data bank offsite, HR-Personnel Files, Development Services
Current Resources Premises/ Equipment/ Staff	**Minimum Resources Required**	**Alternate Manual Process or Work Around**
1 PC - internet connection - synergy records management system 1 PTE - Records management policy and procedure	1 PTE 1 PC - Access to - Synergy - Management system - Access to records file master	- Records management procedures - Access to Records File Record Master - Access to list of vital records required by SOPJ (list accessed through BCP reports) (could work from depot or aquatic centre)

Records Management	
Disruption Scenario	**Max Allowable Outage**
• Fire/Building failure • Loss of staff • Power outage • IT outage	• 5 day – although accessible via Synergy at other sites • 1 hour – procedures & others – staff • 1 day – although accessible via Synergy at other sites • 1 Day

Authority for Invoking Plan	

Key Decision Makers to be assembled

• CEO
• Administration Officer
• IT
• MCCS

Stakeholders other than process owner

Internal	External
• All departments	• IT Vision

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:
• Records management policy & procedures held on Synergy
• Hard copies:
• Records management policy & procedures – held with admin

Emergency Response Immediate actions required if function is lost.

On being advised of a business interruption event the following immediate responses should be considered:
• Records File Record Master – Updated daily can be accessed electronically
• Emergency files located depending on emergency and corresponding BCP sub plan.

Records Management

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 back-up files
• Utilise other council trained staff
• Manual entries, then type into system when operational
• Computer entry, type into spreadsheet
• Access to photocopier
• Date stamp
• Set up temporary file system

Communication Considerations

Internal	External
• All departments	• Community • Business Partners

Further Treatment/ Action Plans Actions required for continuous improvement		
Treatment/ Action Plan	Position Responsible for development	Target Date
• Location of all files identified and available in hardcopy • Vital files identified in BCP sub plans and made available in hardcopy to Admin	Admin	In process

Customer Service			
Prepared by	MCCS	Date	
Sub Plan Owner	This plan is owned by the MCCS who has overall responsibility for this plan. The routine management of the plan is delegated to the Customer Service Officer who has responsibility for ensuring the accuracy and currency of the plan and advising of any changes required.		

Identified Critical Business Functions
Act as liaison between the community and council staff Provide information to the community – email, phone and face to face Receipt money

Overview of Functions (Context)

Business Impact Analysis		
Business Impact of Function Loss	**Penalties for Non-Delivery**	**Functional Interdependencies**
• loss of information between staff and community • money not receipted	• no information provided to community • no money receipted	• Synergy modules • Receipting • Dogs & cats • Infringements • Customer service procedures
Current Resources Premises/ Equipment/ Staff	**Minimum Resources Required**	**Alternate Manual Process or Work Around**
• 1 PC • Internet connection • Synergy • 1 PTE • Customer service procedures	• 1 PC • Internet • Synergy • 1 PTE • Customer service procedures	• Telephone – after hours service • Manual receipting • Information website • Liaison officers • Could work from Depot/CRC/Pavilion

Customer Service	
Disruption Scenario	**Max Allowable Outage**
• Fire/Building failure • Loss of staff • Power outage • IT outage • Bomb Threats	• 4 hours – communication only (1-2 days – customer service) • 4 hours – procedures & other staff • 1 day – although accessible via other sites • 1 day – manual receipting • 4 hours – communication only (1-2 days – customer service)

Authority for Invoking Plan	
Key Decision Makers to be assembled	
• MCCS • CEO, FM, CDO • Customer Service Staff	

Stakeholders other than process owner	
Internal	**External**
• All departments	• Elected members • CRC

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 • Hard copies: • Customer service procedures		
Customer Service		
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 • CRC notified • Notice provided for community on community board and front & back doors • Website updated (Latest News) • Building cleared of community members 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 • Organise receipt books, manual credit card facilities & spreadsheet / Notebooks (recording) • Till to be balanced and banked as locked in strong room • Information updated for community as and when received • After-hours notified		
Communication Considerations		
• Internal	• External	
• All departments • CRC	• Community • Business Partners • Elected Members	
Further Treatment/ Action Plans Actions required for continuous improvement		
• Treatment/ Action Plan	• Position Responsible for development	• Target Date
• Manual procedures to be updated	• MCCS	

Human Resources & Risk

Payroll			
Prepared by	MCCS	Date	
Sub Plan Owner	This plan is owned by the MCCS who has overall responsibility for this plan. The routine management of the plan is delegated to the Payroll Officer who has responsibility for ensuring the accuracy and currency of the plan and advising the CEO of any changes required.		

Identified Critical Business Functions

The preparation, processing & transport of council's fortnightly payroll.

Overview of Functions (Context)

Business Impact Analysis

Business Impact of Function Loss	Penalties for Non-Delivery	Functional Interdependencies
• Disgruntled employees	• Industrial unrest	• financial reporting nit up to date • statutory requirements not met i.e., superannuation taxation
Current Resources Premises/ Equipment/ Staff	**Minimum Resources Required**	**Alternate Manual Process or Work Around**
• IT access & equipment (Synergy, internet banking, emails) • Payroll officer & payroll manual • Timesheet	• 1 PC – could be laptop remotely via VPN • Internet on Tuesday	• Refer to emergency payroll procedure i.e., run standard pay

Disruption Scenario	Max Allowable Outage
• IT outage • Loss of staff (payroll) • Major catastrophic event	• Off pay week – minimal affect • 1 day during pay week

Authority for Invoking Plan

Payroll

Key Decision Makers to be assembled

- IT support
- Payroll
- Finance

Stakeholders other than process owner	
Internal	**External**
• All employees	• Bank

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: • T: Drive / Payroll • Synergy Records • Hard copies: • Payroll cupboard

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 (IT, CEO, 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
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 i.e., when will IT access again be available /discuss options = bank • If deemed necessary, process standard hour pay run as per Emergency Procedure • Communicate with stakeholders

Payroll

Communication Considerations	
Internal	**External**
• Inform members of Senior Staff • Provide all employees with up to date information (may need to use alternate methods if no emails) • Need emergency contact details if no IT available	• Liaise with Bank • Local branch • Business banking's online • Notify applicable statutory bodies – super and child support

Further Treatment/ Action Plans Actions required for continuous improvement		
Treatment/ Action Plan	Position Responsible for development	Target Date
• Emergency procedure to be reviewed and updated	Payroll officer	

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