Business Continuity Manual and Business Impact Analysis
(Includes Policy Statement)

22 March 2022

Randwick City Council
a sense of community

ICARE

Contents

"The real strength of an organisation is often demonstrated when we have to react to the unexpected. Randwick City Council is no different to any other organisation when it comes to facing external threats and everyday risks. We have experienced a number of incidents in the past, including a fire in the administration building. Threats are no longer limited to unforeseen accidents, information loss and natural disasters. More and more we are seeing intentional attacks on humanity such as the Christchurch bombings. By thinking ahead and planning for the 'what if', we will be more resilient.

 Our business continuity framework supports our ability to get back up and running, if we experience an incident that impacts our ability to serve and support our community.

 I thank you in advance for your contribution to the Business Continuity Plan, whether you have assisted in its development, or you are ensuring you are familiar with your role should we have an event. By understanding all our roles and responsibilities, together, we will continue to ensure the confidence of our leadership and resilience."

Therese Manns

1. Overview

Business Continuity Planning will ensure that Randwick City Council can continue to offer essential services to our community and our staff in the event of a major disruption that affects our organisation. Such events could be natural disasters, technological, reputational/scandalous, terrorist etc.

The Business Continuity Manual is the overarching document that describes Randwick City Council's (RCC's) Business Continuity Plan (BCP). It explains how the various Business Continuity documents relate to each other and the purpose of each.

Council's BCP encompasses this document and three other main documents: Business Continuity Tools, Business Continuity Planning Contact List and Business Continuity Procedure, as well as Business Continuity Sub Plans (Sub Plans) for each department.

The Business Continuity documents:

Business Continuity Manual establishes the background to Business Continuity Planning - how and why the planning has occurred.

Business Continuity Procedure is the promapped action oriented document to be used as a guide during a Business Continuity Event.

Business Continuity Tools are the checklists, forms and templates that are referred to in the procedure and that will be useful during a Business Continuity Event (BCE).

Business Continuity Planning Contact List provides contact details for key stakeholders and an alternate contact should they be unavailable in the case of a BCE.

Business Continuity Sub Plans are the specific plans for each department that cover critical functions and actions required during a BCE. They have been developed by the individual department managers in consultation with the Risk and Safety team.

2. Policy Statement

The purpose of Council's Business Continuity Plan and related documents is to provide guidance and direction to the Continuity Management Team (CMT) during the management of a Business Continuity Event. It will enable the Council to continue to operate with minimal disruption or downtime during an incident that may:

- Threaten a major service e.g. garbage collection.
- Damage the organisation's financial performance.
- Harm the health and well-being of employees, customers, surrounding communities or the environment.
- Destroy the public's trust in RCC, its reputation and/or image e.g. media corruption allegations.

3. Scope

Randwick City Council's Business Continuity Plan and related documents cover crises that may affect all or part of the critical operations or objectives.

Crises not covered by this document: DisPlan will cover any wider disruption to the community and is beyond the scope of this procedure.

4. References

- Work Health and Safety Act 2011 (NSW)

- Work Health and Safety Regulation 2017 (NSW)

- AS/NZS ISO 31000:2009 Risk management – Principles and guidelines

- AS 3745 – 2010 Planning for emergencies in facilities

- AS/NZS 5050:2010 Business Continuity – managing disruption – related risk

- HB: 221 Business Continuity Management

5. Related Documents

Title of Document	TRIM Reference
Business Continuity Manual and Business Impact Analysis (including policy statement) QRM 2.2.	D3495390
Business Continuity Tools QRM 2.1.1	D3553515
Business Continuity Procedure QRM 2.1.2	D03553493
Business Continuity Planning Contact List	D04159426
Emergency Management Procedure	D03952362

6. Definitions and Abbreviations

Term	Definition	Abbreviation
Business Continuity	Is the uninterrupted availability of all key resources supporting critical business objectives?	BC
Business Continuity Control Centre	A central base to coordinate the response to a Business Continuity Event.	BCCC
Business Continuity Event	An event that by its duration exceeds the Maximum Acceptable Outage and / or has an adverse impact on critical business objectives.	BCE
Business Continuity Management	Provides for the availability of processes and resources in order to ensure the continued achievement of critical business objectives.	BCM
Business Continuity Plan(s)	The procedures and documents that are developed and maintained in readiness for use during a BCE.	BCP
Business Continuity Sub Plan/s	An agreed documented course of actions to be taken in the preparation, response and recovery phases of a Business Continuity Event.	Sub Plan

Term	Definition	Abbreviation
Business **Impact Analysis**	A management level analysis that identifies the impacts of function loss on the organisation. The BIA provides management with data upon which to base risk mitigation and continuity planning decisions.	**BIA**
Warm Site	A capable recovery location with appropriate backup servers.	
Continuity Management Team	An assembly of executive management representatives and other specialised staff, formed for the express purpose of responding to a BCE. The CMT structure will overlay all normal management structures during the response process.	**CMT**
Emergency	An event due to an actual or imminent incident (such as a fire, earthquake, terrorist attack or epidemic) which: 1. Endangers or threatens to endanger the safety or health of staff, visitors to the organisation or residents 2. Destroys, damages, or threatens to destroy or damage, property of the organisation 3. Has the capacity to disrupt operations to the extent that it impacts on critical business objectives.	
Incident	A situation with the potential to become an emergency or a business continuity event. Further outlined in the *Business Continuity Procedure*.	
Infrastructure	Physical assets whose incapacity or destruction would have a debilitating impact on the economic or physical security of Council or the community.	
MANEX	General Manager and Directors.	
Maximum Acceptable Outage	The maximum period of time that Council can tolerate the loss of a critical business function, process, asset or Technology Systems application.	**MAO**
Randwick City Council	Randwick City Council.	**RCC**
Risk Management	"Risks affecting organisations can have consequences in terms of economic performance and professional reputation, as well as environmental, safety and societal outcomes. Therefore, managing risk effectively helps organisations to perform well in an environment full of uncertainty." ISO 31000	
Roads and Maritime Services	NSW government authority that manages the operations and programs of roads and waterways.	**RMS**
State Emergency Services	NSW government authority that deals with floods, storms and tsunamis.	**SES**
Work-around procedures	Alternative procedures that may be used by departments to enable them to continue to perform critical functions during temporary unavailability of specific systems, data, equipment, facilities, services etc.	
Risk and Safety	A section within the Human Resources Department.	**R & S**

7. Responsibilities

The specific responsibility statements for the Continuity Management Team (CMT) members and CMT support staff are outlined in detail in Business Continuity Tools.

Department Managers are responsible for:

Non-Activation Period

- Having access to electronic current copies of all Business Continuity Documents, and Sub Plan/s and Contacts of key personnel.
- Reviewing, updating and testing Sub Plan/s for their areas of responsibility. The required frequency is in the Implementation Plan in Section 17 of this document.
- Training relevant staff on sub plans. See the Implementation Plan in Section 17 for required frequency.
- Assessing and escalating incidents to the CMT as necessary (see step 1 in the Business Continuity Procedure).

Activation Period

- Implementing sub plans in their area(s) of control when directed by the CMT.
- Participating in business continuity management and recovery operations as required.
- Participating in post-event reviews as required.

Section Coordinators, Supervisors and Gangers are responsible for:

Non-Activation Period

- Cooperating with implementation of this procedure in their section and area(s) of control.
- Participating in training and testing as required.
- Assessing and escalating incidents to the CMT as necessary (see step 1 in the Business Continuity Procedure).
- Reporting any incident to their Manager, Director or General Manager for assessment.

Activation Period

- Participating in sub plan implementation in their department, or acting as the 'alternate' if you have been assigned this role during your manager's absence.
- Participating in Continuity management or recovery operations as required.
- Participating in post-event reviews as required.

Workers are responsible for:

Non-Activation Period

- Co-operating with their manager and coordinator/supervisor/ganger to ensure implementation and compliance with this procedure.
- Participating in training and testing as required.
- Reporting any incident to their Manager, Director or General Manager for assessment.

Activation Period

- Participating in sub plan implementation in their department as required.

- Participating in Continuity management or recovery operations as required.

- Participating in post-event reviews as required

Human Resources are responsible for:

Non-Activation Period

- Adhering to the Implementation Plan in Section 17 of this document.

- Reviewing the overall plan and documents every three years in line with a Business Impact Analysis (BIA).

- Ensuring sub plans are tested by managers and staff are trained regularly as outlined in the Implementation Plan in Section 17 of this document.

- Developing and delivering or coordinating external providers to conduct relevant training.

- Ensuring a review is conducted at the completion of a business continuity event and procedures and documents are updated as required.

Activation Period

- Supporting as directed by the CMT.

- The Coordinator Risk and Safety having a support role in the CMT (see responsibility statement in the Business Continuity Tools document).

- Participating in Continuity management and recovery operations as required.

- Participating in post-event reviews as required.

8. Continuity Management Team Responsibilities

For a full description of the individual roles of the CMT and CMT support staff in activation and non-activation periods, refer to the Responsibility Statements in Business Continuity Tools.

1. Assessment of the incident

2. Response (including coordinating all staff)

3. Recovery

4. Review

9. Continuity Management Team (CMT) Diagram

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                    ┌─────────────────────┐            ┌────────────────────┐
                    │                     │ ─ ─ ─ ─ ─  │  Mayor             │
                    │     CMT Chief       │            │  Executive Support │
                    │  (General Manager)  │            │  Chief Warden      │
                    │                     │            └────────────────────┘
                    └─────────────────────┘
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CMT Member	CMT Member	CMT Member	CMT Member
Communications Manager	Director – Corporate Services	Director – City Services	Director – City Planning

CMT Support Group

CMT Coordinator (HR Manager)

Risk and Safety

Technology Systems

Administrative Services
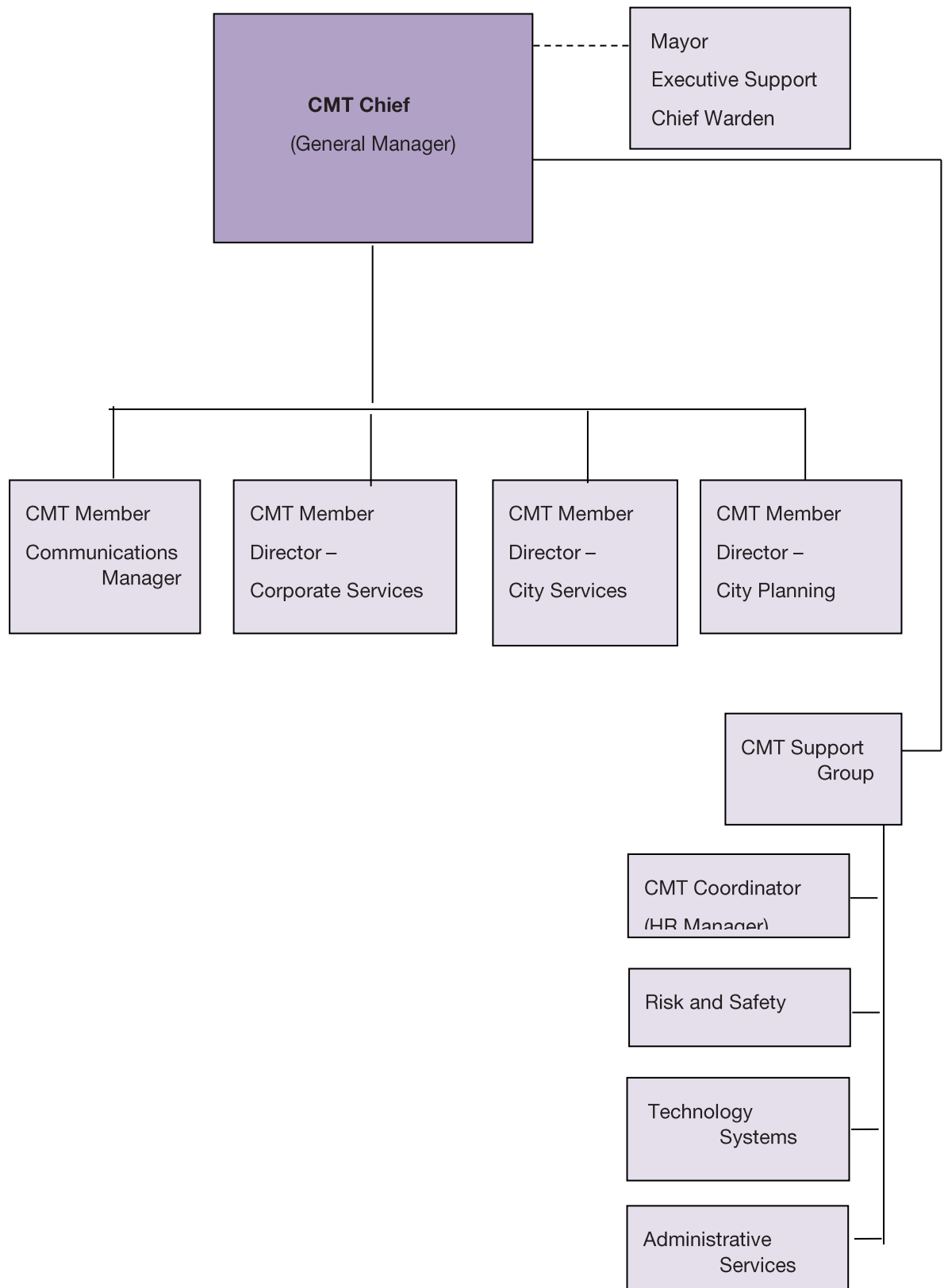
10. Risk Assessment

A corporate risk assessment shall be undertaken to ensure current risks are fully understood and that potential impacts on Council and its external stakeholders are known and managed. The last review occurred in August 2014 as a result of scenario testing (see Attachment 3 - Operational Risk Assessment). The Risk Assessment identified and prioritised the types of incidents that could cause disruption to the business and gives a broad indication of the consequences of such incidents and their likelihood.

11. Business Impact Analysis (BIA)

The BIA considered four areas of key resources (people, processes, information, and infrastructure) required to achieve Council's critical objectives. It also considered:

• Minimum acceptable level of operation and resource capability required.

• Interdependencies and how they may be affected by a disruption.

• Possible financial, customer, reputation, legal and staffing impacts that may be experienced during a loss or disruption to critical processes.

2014 Senior Management Review

Business Continuity awareness training was conducted by risk management consultants Echelon in March 2014. As a result Managers reviewed and updated their original sub plans from 2012. From this review, Library Services now has one Sub Plan for each Library (three in total), and Administrative Services now has 5 Sub Plans, one for each section. The Infrastructure Services and Waste and Cleaning Services Sub Plans combined to form one Depot Sub Plan. There are currently 25 Sub Plans.

Sub Plans have been prioritised into 3 categories based on required response. See the table below. The Sub Plans may change priority/category depending on the nature of the Business Continuity Event and this will be at the discretion of the Continuity Management Team.

	Category One: 1-3 Days		**Category Three: 2-4 weeks**
1	Communications	17	Technical Services
2	Depot Services	18	Integrated Transport
3	Financial Services	19	Community Programs & Partnerships
4	Health Building & Regulatory Services	20	Corporate Improvement
5	Technology Systems	21	Margaret Martin Library
6	Customer Service	22	Administration
7	Contracts and Purchasing	23	Malabar Library
8	Lionel Bowen Library		
9	Human Resources		
10	Aquatic Services		
11	Customer and Compliance/Risk and Safety		

	Category Two: 3 days – 2 weeks		
12	Strategic Planning		
13	Financial Planning & Performance		
14	Development Assessment		
15	Information Management		
16	Sustainability		

12. Business Continuity Sub Plans

Sub plans are defined in Section 6. Definitions and Abbreviations. The sub plans for each department must include:

• A clear response plan for each department and/or location.

• A minimum of one alternate staff member / position who will act in the role if the manager is unavailable. These staff members are to have the same level of knowledge of the Sub Plan and overall Business Continuity Planning, as the Manager.

• Actions and activities with responsible person and timeframes clearly defined.

• Supporting documentation that is readily accessible including contact details for key stakeholders.

Department Managers are responsible to keep electronic copies of their sub plans and important departmental documents available in readily accessible locations. The location/s is to be covered in training/meetings with staff. It is the responsibility of department managers to ensure updates to the sub-plans are made in TRIM. A template for creating or revising sub plans is Attachment 1, this is a guide only. Managers/Sub Plan owners can create their Sub Plans in any format that suits their needs as long as they cover the key points above.

13. The Business Continuity Control Centre (BCCC)

The primary purpose of the BCCC is to provide a room for the CMT to centrally control and coordinate decision-making related to the BCE. It is important that several options are available depending on the location and scale of the event and that these options are established in advance to support a swift and flexible response to any event. The BCCC Checklist (see Business Continuity Tools: BCCC Checklist) has nominated three suitable BCCC locations within the Randwick Council area.

14. Business Continuity Kit

Each of the suitable locations for the BCCC has a Business Continuity Kit. These kits have been set up in advance with useful items (see table below) that will assist the CMT to focus on their key role, which is to ensure staff and community safety and that essential business functions can continue to operate. The contents of the kits must be kept current (see Implementation Plan in Section 17 of this document). Below is a guide of suggested items in the Business Continuity Kit:

Pens and stationery
Templates of checklists
Blue tac
iPhone, computer and iPad chargers
Petty Cash vouchers
Note pads and flip chart paper
3 x power boards
First aid kit

15. Training and Testing

Regular testing of all BCPs is key. The target group for training are CMT members and support staff, Sub Plan owners and other identified key staff. General BCP awareness training will be conducted for all staff. See the Implementation Plan in Section 17 of this document for details on training frequency.

Objective of training and testing

The primary objective of training and testing is to ensure that key identified staff are familiar with Council's Business Continuity Plan, Business Continuity documents, relevant Sub Plans and each person's role within the plans. Managers are responsible for ensuring the suitable level of training and testing occurs with all staff in their department. See the Implementation Plan in Section 17 for training guidelines. Having all staff suitably trained in advance of a BCE will minimise the need for improvisation and ad hoc decisions during an event.

16. Review

After a BCE has been resolved there will be post-event reviews to find out what happened, why, who was responsible and what actions need to be taken to ensure that it does not happen again (or is minimised). Recommendations will be implemented as appropriate and retraining of staff and review of BCP documentation will occur if required.

17. Business Continuity Implementation Plan

RCC will implement an appropriate governance structure that ensures the continued achievement of critical business objectives and the long term adequacy of business continuity plans.

What	When	Who	Person Responsible to Coordinate Process
Conduct a Business Impact Analysis in each department – either revalidation or review	Every three years	All Managers and any other identified staff	Manager HR
Update Business Continuity Manual, Procedure and Tools Documents	Every three years	Risk & Safety Team	Manager HR
Review/update all Sub Plans	Every three years or more often as required	All Managers/Sub Plan Owners and key staff	All Managers
Update confidential contact lists and essential services phone numbers	Monthly	Risk & Safety Team	Manager HR
Staff contact phone numbers updated in TechOne for regular extraction report.	Monthly or as required	Human Resources and Technology Systems	Manager HR
Scenario testing	Every 2 years	CMT Members and CMT Support Staff and/or their Alternates	Coordinator, Risk and Safety
'Scenario testing for alternates' and CMT Members or Support who were unable to attend above training	Every 2 years	'Alternate' CMT Members and Alternate Sub Plan Owners and other key BCP staff	
High level refresher BCP training	Every three years	Senior Management	Coordinator, Risk and Safety
BCP general awareness training	Every three years	All staff	Manager HR
Review effectiveness of BCP controls	Periodically	Internal Audit	Internal Auditor
Ensure current copies of all BCP documents and Sub Plans (but NOT contact list) are on Simeon, in TRIM and on the Hub	As required	Risk & Safety team and Department Managers	Manager HR

18. Attachments

A. Attachment: Business Continuity Sub Plan Template

Business Continuity Sub Plan

Department: **Division:**

Manager (or Sub Plan Owner if not Manager)

After hours phone contact:

Alternate person/s during absence:

After hours phone contact:

Context / Overview

This Sub-Plan identifies strategies to follow in the event that critical functions of the above department are unable to be delivered due to causes discussed within this Sub-Plan. Under normal circumstances, the main services/functions of this department are:

Objectives of Sub Plan

1. To provide guidance to staff to assist in minimising the disruption of services/functions outlined above.

2. A management tool to ensure continuity of services identified and guide suitable actions.

Relationship to Continuity Plan

This Sub-Plan is part of the Randwick City Council Business Continuity Plan.

Identified critical business service(s)

Provision of

Provision of

Provision of

Mitigation in place, or to be undertaken

Criteria for Invoking Plan

Sufficient impact on critical function(s) to prevent them from being delivered with the resources available, within the identified Maximum Acceptable Outage (MAO). Operation staff are to report service outages to their Manager, who will then determine the likely duration of the outage. If this duration exceeds the MAO, the Manager will notify the Director and General Manager that the situation warrants invoking the BCP and appropriate Sub-Plan(s).

Authority to Invoke

Business Continuity Sub Plan

Authority is given by the General Manager (CMT Chief) to commence the preparation, response and recovery activities as described in this plan once it has been identified that the incident will impact on critical function(s) to exceed the maximum acceptable outage.

Key Decision Makers to be assembled

Internal Stakeholders	External Stakeholders

Emergency Response

Procedures for Continuity Management (workaround whilst in continuity mode)

Preparation Phase

-
-
-

Response Phase

-
-
-

Recovery Phase

-
-
-

Communications Considerations (who/what/when)

Criteria for returning to normal arrangements

Endorsed by CMT Member (General Manager or Director):

Name:

Date:

Copy sent to Risk and Safety Team: ☐

Copy uploaded onto Simeon: ☐

Hard copy in office and all staff notified of location: ☐

Soft copy saved to USB plus any other key department documents: ☐

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B. Attachment: Business Impact Analysis

Corporate Services Business Impact Analysis									
RCC BUSINESS UNIT	RCC CRITICAL BUSINESS PROCESS	RECOVERY STAFF	Maximum Allowable Outage (MAO)	Mngt Review	RECOVERY STRATEGY- Manual Workarounds, technology requirements	Recovery Staff Requirements			
						Immediate	7 Days	14 Days	30 Days
Financial Planning & Performance	Management of Expenses	2	3 days-2 weeks	Cat. 2		2			
Financial Planning & Performance	Financial statement preparation	0	3 days-2 weeks	Cat. 2	Original request by fax or email	0			
Customer and Compliance	Essential Purchasing	3	1 Day	Cat. 2	Paper orders, copies until TechnologyOne is restored	3			
Customer and Compliance	Council Store	2	1 Day	Cat. 2	Paper stock issues until TechnologyOne is restored	2			
Customer Service	Answering phone calls and processing	7	1-3 days	Cat. 1		7			
Customer Service	Lodging service requests	0	1-3 Days	Cat. 1				0	
Customer Service	Meet and greet at reception	0	1-3 Days	Cat. 1				0	

Corporate Services Business Impact Analysis									
RCC BUSINESS UNIT	RCC CRITICAL BUSINESS PROCESS	RECOVERY STAFF	Maximum Allowable Outage (MAO)	Mngt Review	RECOVERY STRATEGY- Manual Workarounds, technology requirements	Recovery Staff Requirements			
						Immediate	7 Days	14 Days	30 Days
Technology Systems	Support/Help Desk	2	Immediate	Cat. 1	HEAT accessible from Cloud server using laptop.	2			
Financial Operations	Payroll	1	1-3 Days	Cat. 1	Run from last pay, divert to manual time keeping - pay sheets	1			
Financial Operations	Accounts Payable	3	1-3 Days	Cat. 1	Establish priority payments and supplies to be paid, create manual record keeping for manual cheques (kept to a minimum)		3		
Customer and Compliance	Identifying Risks and arranging cover	0	7 Days	Cat. 2			0		
Customer and Compliance	Insurance Contracts	0	7 Days	Cat. 2			0		
Customer and Compliance	Processing all incoming correspondence	1	7 Days	Cat. 3	Manual, with photocopy records until TRIM available		1		
Customer and Compliance	Processing outgoing mail	1	7 Days	Cat. 3	Manual, with photocopy records until TRIM available		1		
Customer and Compliance	Third Party Insurance	0	7 Days	Cat. 2			0	Admin Serv	Third Party Insurance

Corporate Services Business Impact Analysis									
RCC BUSINESS UNIT	RCC CRITICAL BUSINESS PROCESS	RECOVERY STAFF	Maximum Allowable Outage (MAO)	Mngt Review	RECOVERY STRATEGY- Manual Workarounds, technology requirements	Recovery Staff Requirements			
						Immediate	7 Days	14 Days	30 Days
Customer and Compliance	Councillor Support	2	1-3 Days	Cat. 3	Mobile phones		2		
Financial Operations	Revenue	2	1-3 days	Cat. 1	Very seasonal - use old rate run from Forms Express to generate cashflow - fix differences later. Australia Post and CBA software required. Alternate work around may be negotiated with both.		2		
Customer and Compliance	Process DAs & update systems	2	14 Days	Cat. 3	TRIM, Pathway dependant			2	
Financial Operations	Cashflow Management	0	1-3 days	Cat. 1	CBA - any computer to access			0	
Customer and Compliance	Information - access	1	14 Days	Cat. 3					1
Customer and Compliance	Organising Council & Committee Meetings	2	20 Days	Cat. 3					2
Customer and Compliance	Printing & desktop publishing	1	30 Days	Cat. 3	Outsourced printing				1

						Recovery Staff Requirements			
Corporate Services Business Impact Analysis									
RCC BUSINESS UNIT	RCC CRITICAL BUSINESS PROCESS	RECOVERY STAFF	Maximum Allowable Outage (MAO)	Mngt Review	RECOVERY STRATEGY- Manual Workarounds, technology requirements				
						Immediate	**7 Days**	**14 Days**	**30 Days**
Customer and Compliance	Incident/Accident Investigation	1	1 Day	Cat. 1	Paper copies - forms required	1			
Customer and Compliance	Workers Compensation	1	1-3 Days	Cat. 2	Access to Insurer - Internet connection or by telephone	1			
Customer and Compliance	WHS Injury Management System	0	1-3 Days	Cat. 2	Lodging claim by phone call		0		
Customer and Compliance	Operational WHS	1	7 Days	Cat. 2			1		
Customer and Compliance	WHS Risk Management	1	7 Days	Cat. 2			1		
Financial Operations	Legislative Requirements (GST, tax compliance)	2	1-3 days	Cat. 1	Contact ATO and inform of situation. Request extension to payment				2
Financial Operations	Debtors	0	1-3 days	Cat. 1	Prioritise which accounts to charge				0
Human Resources	Employee Relations	2	1 -3 Days	Cat. 1	Access to employee contact details, payroll details	1			
Human Resources	Recruitment and Selection	0	21 Days	Cat. 2					0

Corporate Services Business Impact Analysis									
RCC BUSINESS UNIT	RCC CRITICAL BUSINESS PROCESS	RECOVERY STAFF	Maximum Allowable Outage (MAO)	Mngt Review	RECOVERY STRATEGY- Manual Workarounds, technology requirements	Recovery Staff Requirements	RCC BUSINESS UNIT	RCC CRITICAL BUSINESS PROCESS	RECOVERY STAFF
						Immediate			
Human Resources	Employee Administration	0	14 days	Cat. 2					0
Human Resources	IR Management	0	14 days	Cat. 2					0
Human Resources	New Starter Induction	1	1 day	Cat. 1	Contact would be made with new starter advising them of event	1			
Spatial Systems	No critical business processes that require recovery within first 30 days following BCP event.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Business Systems	Administer and support line of business systems (TRIM, Kronos, CLASS – DRLC; InfoCouncil and integrations	2-3	2-7	N/A	Work with Technology Systems to recover systems in a timely fashion.	Technology Systems recovered servers and systems			

Corporate Services Business Impact Analysis									
RCC BUSINESS UNIT	RCC CRITICAL BUSINESS PROCESS	RECOVERY STAFF	Maximum Allowable Outage (MAO)	Mngt Review	RECOVERY STRATEGY- Manual Workarounds, technology requirements	Recovery Staff Requirements	RCC BUSINESS UNIT	RCC CRITICAL BUSINESS PROCESS	RECOVERY STAFF
						Immediate			
Business Systems	Administer and support critical online systems – website	1	1	N/A	No manual workaround. Ensure Squiz (vendor) understand event and can support website. Access to website updates via mobile devices and desktops when available.				
Business Systems	Administer and support other online systems – DA tracking, mapping, council business paper	1	7	N/A	No manual work around. Ensure appropriate messages on the website.	Access to Squiz and mobile device			
Business Systems	Administer and support line of business systems (TRIM, Kronos, CLASS – DRLC; InfoCouncil and integrations	2-3	2-7	N/A	Work with Technology Systems to recover systems in a timely fashion.	Technology Systems recovered servers and systems			

	Office of General Manager Business Impact Analysis								
RCC BUSINESS UNIT	**RCC CRITICAL BUSINESS PROCESS**	**RECOVERY STAFF**	**Maximum Allowable Outage (MAO)**	**Mngt Review**	**RECOVERY STRATEGY-Manual Workarounds, technology requirements**	Recovery Staff Requirements			
						Immediate	**7 Days**	**14 Days**	**30 Days**
Communications	Issues Management/Media Liaison - Publicity	2	0 Day	Cat. 1	Access to media DB - include in BC planning	2			
Communications	Published Material	1	14 Days	Cat. 2					
Communications	Media Advertising	1	1 Day	Cat. 1	Ad design could be outsourced	1			

City Services Business Impact Analysis										
RCC BUSINESS UNIT	RCC CRITICAL BUSINESS PROCESS	RECOVERY	Maximum	RCC BUSINESS UNIT	RCC CRITICAL BUSINESS PROCESS	RECOVERY				
						Imme diate	**7 Days**	**14 Days**	**30 Days**	
Integrated Transport	Handling enquiries from residents etc	3	2-4 weeks	Cat. 3	Phones with paper based templates, sample forms		3		
Technical Services	Cemetery Management	1	2-4 weeks	Cat. 3			1		
Infrastructure Services	Road Maintenance	0	2 Days	Cat. 1	Able to function for extended periods using manual work-arounds		0		
Infrastructure Services	Footpath maintenance	0	2 Days	Cat. 1	Able to function for extended periods using manual work-arounds		0		
Infrastructure Services	Drainage maintenance	0	2 Days	Cat. 1	Able to function for extended periods using manual work-arounds		0		
Infrastructure Services	Sign & Lines maintenance	0	2 Days	Cat. 1	Able to function for extended periods using manual work-arounds		0		
Infrastructure Services	Environment, parks & sports ground maintenance	0	2 Days	Cat. 1	Able to function for extended periods using manual work-arounds		0		
Infrastructure Services	Civic area landscape maintenance	0	2 Days	Cat. 1	Able to function for extended periods using manual work-arounds		0		

City Services Business Impact Analysis										
RCC BUSINESS UNIT	RCC CRITICAL BUSINESS PROCESS	RECOVERY	Maximum	RCC BUSINESS UNIT	RCC CRITICAL BUSINESS PROCESS	RECOVERY				
						Immediate	7 Days	14 Days	30 Days	
Infrastructure Services	Cemetery maintenance	0	2 Days	Cat. 1	Able to function for extended periods using manual work-arounds		0		
Infrastructure Services	Cemetery burials	0	2 Days	Cat. 1	Able to function for extended periods using manual work-arounds		0		
Infrastructure Services	Council Nursery	0	2 Days	Cat. 1	Able to function for extended periods using manual work-arounds		0		
Infrastructure Services	Sports bookings	0	2 Days	Cat. 1	Able to function for extended periods using manual work-arounds		0		
Infrastructure Services	SES	0	2 Days	Cat. 1	Able to function for extended periods using manual work-arounds		0		
Infrastructure Services	Administration	0	2 Days	Cat. 1	Able to function for extended periods using manual work-arounds		0		
Infrastructure Services	Timekeeping	0	2 Days	Cat. 1	Able to function for extended periods using manual work-arounds		0		

City Services Business Impact Analysis										
RCC BUSINESS UNIT	RCC CRITICAL BUSINESS PROCESS	RECOVERY	Maximum	RCC BUSINESS UNIT	RCC CRITICAL BUSINESS PROCESS	RECOVERY				
						Imme diate	**7 Days**	**14 Days**	**30 Days**	
Infrastructure Services	Mechanical building & plant servicing	0	2 Days	Cat. 1	Able to function for extended periods using manual work-arounds		0		
Infrastructure Services	Cemetery maintenance	0	2 Days	Cat. 1	Able to function for extended periods using manual work-arounds		0		
Infrastructure Services	Cemetery burials	0	2 Days	Cat. 1	Able to function for extended periods using manual work-arounds		0		
Infrastructure Services	Council Nursery	0	2 Days	Cat. 1	Able to function for extended periods using manual work-arounds		0		
Infrastructure Services	Sports bookings	0	2 Days	Cat. 1	Able to function for extended periods using manual work-arounds		0		
Infrastructure Services	Mechanical building & plant servicing	0	2 Days	Cat. 1	Able to function for extended periods using manual work-arounds		0		
Infrastructure Services	Cemetery maintenance	0	2 Days	Cat. 1	Able to function for extended periods using manual work-arounds		0		

City Services Business Impact Analysis										
RCC BUSINESS UNIT	RCC CRITICAL BUSINESS PROCESS	RECOVERY	Maximum	RCC BUSINESS UNIT	RCC CRITICAL BUSINESS PROCESS	RECOVERY				
						Immediate	**7 Days**	**14 Days**	**30 Days**	
Infrastructure Services	Cemetery burials	0	2 Days	Cat. 1	Able to function for extended periods using manual work-arounds		0			
Infrastructure Services	Council Nursery	0	2 Days	Cat. 1	Able to function for extended periods using manual work-arounds		0			
Infrastructure Services	Sports bookings	0	2 Days	Cat. 1	Able to function for extended periods using manual work-arounds		0			
Infrastructure Services	SES	0	2 Days	Cat. 1	Able to function for extended periods using manual work-arounds		0			
Infrastructure Services	Administration	0	2 Days	Cat. 1	Able to function for extended periods using manual work-arounds		0			
Infrastructure Services	Timekeeping	0	2 Days	Cat. 1	Able to function for extended periods using manual work-arounds		0			
Infrastructure Services	Mechanical building & plant servicing	0	2 Days	Cat. 1	Able to function for extended periods using manual work-arounds		0			

City Services Business Impact Analysis										
RCC BUSINESS UNIT	RCC CRITICAL BUSINESS PROCESS	RECOVERY	Maximum	RCC BUSINESS UNIT	RCC CRITICAL BUSINESS PROCESS	RECOVERY				
						Immediate	7 Days	14 Days	30 Days
Infrastructure Services	Open Space Maintenance	0	2 Days	Cat. 1	Able to function for extended periods using manual work-arounds		0		
Infrastructure Services	IT - IT Server room (depot)	0	2 Days	Cat. 1	Able to function for extended periods using manual work-arounds		0		
Waste & Cleaning Services	Commercial waste management (cleaning & maintenance)	0	2 Days	Cat. 1	Able to function for extended periods using manual work-arounds		0		
Waste & Cleaning Services	Public place waste management	0	2 Days	Cat. 1	Able to function for extended periods using manual work-arounds		0		
Waste & Cleaning Services	Domestic waste management	0	2 Days	Cat. 1	Able to function for extended periods using manual work-arounds		0		
Waste & Cleaning Services	Public amenities maintenance (beaches)	0	2 Days	Cat. 1	Able to function for extended periods using manual work-arounds		0		
Waste & Cleaning Services	Recycling centre	0	2 Days	Cat. 1	Able to function for extended periods using manual work-arounds		0		
Technical Services	Bookings of Public Open Spaces	0	2-4 weeks	Cat. 3				1	

City Services Business Impact Analysis									
RCC BUSINESS UNIT	RCC CRITICAL BUSINESS PROCESS	RECOVERY	Maximum	RCC BUSINESS UNIT	RCC CRITICAL BUSINESS PROCESS	RECOVERY			
						Immediate	7 Days	14 Days	30 Days
Technical Services	Assess condition & maintenance of Civil Infrastructure	3	2-4 weeks	Cat. 3				3	
Aquatic Services	Customer communications	2	Immediate	Cat. 1	Staff to be stationed on site	2			
Aquatic Services	Member communications	4	1-3 days	Cat. 1	Able to function from any available Council site	4			
Library Services	Timekeeping	0	2 Days	Cat. 1	Able to function for extended periods using manual work-arounds		1		
Library Services	Customer communications	1	1-3 days	Cat 1	Able to communicate using web and social media and ad in local papers				
Library Services	IT - IT Server room (Lionel Bowen)	0	2 Days	Cat. 1	No back up site for Council if Lionel Bowen Library is destroyed	1			
Library Services	Bookings of Library meeting rooms		2-4 weeks	Cat 3	-				
Library Services	Administration – calls to switchboard	0	Immediate	Cat 1	Use social media, eNews, web, local media to notify library users		1		
Library Services	Website Admin (Library subsite)	1	Immediate	Cat. 1			0		

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City Services Business Impact Analysis									
RCC BUSINESS UNIT	RCC CRITICAL BUSINESS PROCESS	RECOVERY	Maximum	RCC BUSINESS UNIT	RCC CRITICAL BUSINESS PROCESS	RECOVERY			
						Immediate	7 Days	14 Days	30 Days
Library Services	Administration – essential purchasing	3	3 days-2 weeks	Cat 2	Paper orders, copies until TechnologyOne is restored	1			
Library Services	Loan and return of items		2-4 weeks	Cat 3	Offline loans and returns if possible		0		
Library Services	Library Management System	3	Immediate	Cat 1	Central to all business operations	1			
Library Services	Resource Management – acquisition of library resources	3	3 days -2 weeks	Cat 2	Unable to receipt items until Library Management System Is restored				
Library Services	Resource Management – cataloguing resources	3	2-4 weeks	Cat 3	Unable to catalogue until Library Management System is restored				
Library Services	Tenants in the Lionel Bowen Library – Learning Links, Historical Society, JNC , coffee shop closed	2	3 days – 2 weeks	Cat 2	Unable to operate, service to their clients would be impacted; financial impact on coffee shop				
Library Services	Library resources, PCs and Wifi unavailable to the public	2	3 days – 2 weeks	Cat 2	While public can use other libraries, it will be an inconvenience and loss of reputation to the organisation				
Library Services	Unable to run activities for all demographics – children's activities, youth,	3	2-4 weeks	Cat 3	While public can use other libraries, they don't provide all these activities and it will be an				

City Services Business Impact Analysis										
RCC BUSINESS UNIT	RCC CRITICAL BUSINESS PROCESS	RECOVERY	Maximum	RCC BUSINESS UNIT	RCC CRITICAL BUSINESS PROCESS	RECOVERY				
						Imme diate	**7 Days**	**14 Days**	**30 Days**	
	seniors and general talks/workshops/classes				Inconvenience and loss reputation to the organisation					

City Planning Business Impact Analysis									
RCC BUSINESS UNIT	RCC CRITICAL BUSINESS PROCESS	RECOVERY	Maximum	RCC BUSINESS UNIT	RCC CRITICAL BUSINESS PROCESS	RECOVERY			
						Immediate	7 Days	14 Days	30 Days
Development Assessment	Assessment of Subdivision Applications	1	7 Days	Cat. 3			5		
Development Assessment	Land & Environment Court matters	1	7 Days	Cat. 3			1		
Development Assessment	Handling enquiries	2	7 Days	Cat. 3			1		
Development Assessment	Design & Review Panel Management	1	1 Month	Cat. 3			2		
Strategic Planning	Property Database Maintenance	1	1-3 days	Cat.3					1
Strategic Planning	Prep: Planning 149 certs	1	7 Days	Cat. 3	Issue of interim certificates				
Strategic Planning	Advice on land use/property	0	1-3 days	Cat. 3			1		
Health Building & Regulatory Services	Bldg certification, approvals & inspections	2	1-3 days	Cat. 1			0		

City Planning Business Impact Analysis										
RCC BUSINESS UNIT	RCC CRITICAL BUSINESS PROCESS	RECOVERY	Maximum	RCC BUSINESS UNIT	RCC CRITICAL BUSINESS PROCESS	RECOVERY				
						Immediate	7 Days	14 Days	30 Days	
Health Building & Regulatory Services	Environmental health	2	1-3 days	Cat. 1		1	1		
Health Building & Regulatory Services	Bldg development & control	2	1-3 days	Cat. 1		2			
Health Building & Regulatory Services	Miscellaneous approvals	1	1-3 days	Cat. 1		2			
Sustainability	Community Education	0	14 Days	Cat.3				0	
Community Development	Home Maintenance	1	14 Days	Cat. 2				1	
Health Building & Regulatory Services	Ranger Services	2	1-3 days	Cat. 1	Could retrieve carbon copy ticket books from State Revenue Agency		2		
Health Building & Regulatory Services	CCTV Cameras	0	1-3 days	Cat. 1					0

C. Attachment: Operational Risk Assessment

Risk Description	Examples	Likelihood	Consequence	Risk Rating	Accept Y/N	Justification for why risk has been assessed as acceptable or not
1) Loss or denial of access into primary site (beyond 24 hours)	1) Internal/External fire	Possible	Catastrophic	High	N	Previous experience with fire and smoke in the server room setting off gas suppression system
	2) Internal/external flooding	Rare	Moderate	Moderate	Y	
	3) Storm damage/lightning	Possible	Minor	Moderate	N	Lightning strikes have occurred at Bowen Library (selected alternate site) - affecting PABX and PCs, switches
	4) Bomb threat	Rare	Major	Significant	Y	No indication of bomb threat in past or with surrounding councils
	5) Power or utilities failure	Possible	Moderate	Significant	N	Generator back up - auto start for server room, basement, IT area and 1 lift.
	6) Neighbouring incident	Unlikely	Minor	Low	Y	No indication of past incidents
	7) Civil unrest	Rare	Minor	Low	Y	No indication of past incidents
	8) Health and Safety violation	Unlikely	Minor	Low	Y	No indication of past incidents
2) Loss of access to critical applications, data or telephony (beyond 24 hours)	1) Hardware/software failure	Almost Certain	Major	High	N	DR planning to be developed to mitigate risk

Risk Description	Examples	Likelihood	Consequence	Risk Rating	Accept Y/N	Justification for why risk has been assessed as acceptable or not
	2) Failure of Network communications (data, phone, fax, email)	Possible	Moderate	Significant	N	DR planning to be developed to mitigate risk
	3) Security breach (virus, hacking)	Almost Certain	Minor	Significant	Y	Virus protection and firewalls currently in place
	4) Application Failure	Almost Certain	Major	High	N	DR planning to be developed to mitigate risk
	5) Loss of Data/Backups	Possible	Major	High	N	DR planning to be developed to mitigate risk
	6) Disgruntled staff	Unlikely	Major	Significant	Y	
3) Loss of key staff (beyond 4 weeks)	1) Unexpected loss or absence	Unlikely	Minor	Low	Y	
	2) Transport interruptions	Unlikely	Minor	Low	Y	
	3) Pandemic	Possible	Major	High	Y	
	4) Travel incident (interstate/international)	Unlikely	Minor	Low	Y	
4) Loss of critical 3rd parties	1) 3rd party Application Support	Unlikely	Catastrophic	High	N	DR planning to be developed to mitigate risk
	2) 3rd party Service Providers	Unlikely	Catastrophic	High	N	DR planning to be developed to mitigate risk
5) Poor operational activities	1) Poor management activities and controls	Unlikely	Minor	Low	Y	
	2) Security/theft/fraud	Possible	Minor	Moderate	Y	

Risk Description	Examples	Likelihood	Consequence	Risk Rating	Accept Y/N	Justification for why risk has been assessed as acceptable or not
	3) Health and safety issues	Unlikely	Minor	Low	Y	
	4) Legal/compliance failure	Unlikely	Minor	Low	Y	
	5) Lack of maintenance of equip/facilities	Unlikely	Minor	Low	Y	

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