Business Continuity Tools

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Randwick City Council
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Contents
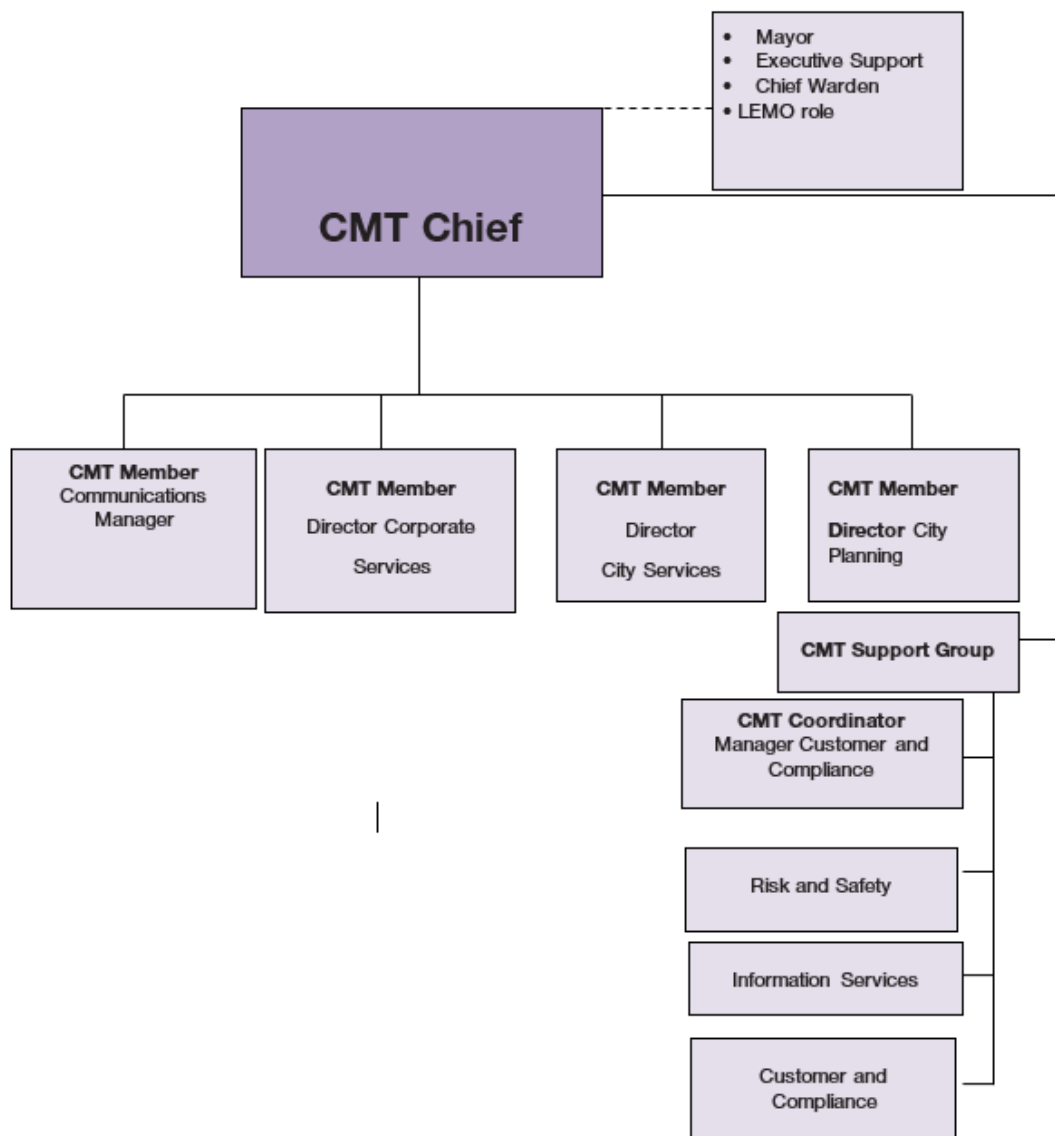
1. Purpose

This document includes practical assistance for use by the Continuity Management Team (CMT) during a business continuity event (BCE). It includes the flowcharts, checklists, and templates referred to in the Business Continuity Procedure and will be most useful used in conjunction with the procedure. These tools are a guide and not intended to be all inclusive.

2. Continuity Management Team flowchart

3. Event Details Checklist

Event Details Checklist			
To be filled in by the CMT Chief/CMT Executive Support/Nominated staff member to help determine the level of response (Incident, Emergency or Business Continuity Event). This form can be used with the Damage Assessment Checklist.			
Completed by (Name and Position)		Date	Time
	Information to obtain	Details	
1	Describe event, location and cause if known		
2	Estimated impact to people, structure/ operations/other		
3	Identify injured or missing workers/people		
4	Estimated time of event		
5	Estimated duration of impact (hours, days, weeks)		
6	Who or what generated the alert?		
7	Identify who can confirm the information		
8	Description of impact to facilities (accessibility, power, physical damage etc)		
9	Timeframes to recover facilities without using alternate sites		
10	What systems are working and stable?		
11	Which systems are offline or at risk of failing?		
12	Timeframes for recovering offline/failed systems		
13	Does down time exceed Maximum Allowable Outage (MAO)?	Circle: YES NO If YES, notify Director/GM to consider activation of CMT If NO, follow relevant procedure to manage event	

Comments

4. Damage Assessment Checklist

Damage Assessment Checklist
This form is to be used with the Event Details Checklist in the initial stages of a Business Continuity Event. It can be filled out numerous times throughout the BCE to monitor the damage/recovery.

Time:	Date:	Completed by:

1	Update on event cause and impact	

2	Estimated duration of impact	
Hours:	Days:	Weeks:

3	Description of impact to facilities	

4	Timeframes to recover facilities without using alternate site(s)	
Hours:	Days:	Weeks:

5	What systems are working and stable	

6	What systems are offline or at risk of failing	

7	Timeframe to recover offline systems without using fail-over solution	
Hours:	Days:	Weeks:

8	Recommendations to activate fail-over solution	

9	Inventory of salvageable hardware	

5. Incident Categorisation Table

	Incident	**Emergency**	**Business Continuity Event**
Public Safety	Isolated minor injury, whether medical attention is requested or not e.g. public fall. Minor traffic accident. *Staff to fill out incident form on Simeon	Multiple injuries, fatality, or significant ongoing threat. Serious traffic accident. Investigation by statutory authorities. Recurring related incidents.	Any serious public safety issue likely to attract significant media/political attention. Significant compensation awards or fines. Endemic safety issues.
Public Services	Local short-term disruption to operating timetables. Serious traffic disruption. Minor accident.	Significant or wide-spread impact on operations: Bomb threat / search. Significant fleet damage	Serious or long-term impact on operations. Major disruption to Randwick City Council infrastructure.
Environment	Minor spill /emission which can be dealt with internally. Minor spill during refuelling that is contained and easily cleaned up.	Spill / emission which required external resources to mitigate. High volume spill contamination / failure of a RCC storage system.	Serious spill / emission which attracts public outrage.
RCC Business	Local disruption which can be dealt with locally. Limited industrial action. Office evacuation. Temporary system disruption.	Disruption requiring corporate / external resources to address. Large-scale industrial action. Communications failure. Significant system outage.	Long-term disruption to business systems. Concurrent activation of multiple BCPs.
Media Attention & Political Interest	Short term, localised coverage limited to minor operational issues.	Newsworthy but of short term interest. May be of interest to local government but no lasting impact on image.	Intense or long-term media scrutiny / attack on RCC e.g. as a result of multiple incidents, even if unrelated. Accusations of senior level misconduct or criminal acts.
Government Intervention	Some low level government interest but no intervention.	Government interest and monitoring, but action not yet considered necessary.	Activation by the Government of a high-level emergency plan (e.g. evacuation of the CBD) may require CMT activation.

6. Continuity Management Team (CMT) Chief Checklist

CMT Chief Checklist		
To be used by CMT Chief/CMT Executive Support upon activation of Business Continuity Planning.		
	Task	Completed / Comments
1	Time that Business Continuity Planning was officially activated:	
2	Name of staff Member who made the notification of the incident:	
3	Allocate a staff member to fill out the Damage Assessment Checklist and to keep filling it out periodically for regular updates.	
4	Notify the CMT Coordinator to organise a suitable location for the Business Continuity Control Centre (BCCC) and notify CMT Members of location of BCCC.	
5	CMT Executive Support to ensure all records/notes are taken, dated and timed.	
6	At first meeting of the CMT, analyse extent of damage and determine appropriate response strategies. Do police or 000 need to be notified?	
7	CMT Coordinator to keep visual record of key decisions, strategies and scheduled updates on flipchart. Remind CMT and keep them on track.	
8	Determine level of security required to be established at affected location/s.	
9	Advise Communications Manager of the frequency of updates between Sub Plan Owners, the CMT, and other key stakeholders. CMT Chief and Communications Manager to periodically review briefing frequency.	
10	Ensure Communications Manager has updated the Mayor and Councillors and has scheduled periodic briefings to key staff/media/stakeholders. (CMT Coordinator to keep a record of briefing frequency and remind the CMT as briefings are approaching).	
11	Cancel/postpone any scheduled meetings as required.	
12	Maintain clear and constant communication with staff. May use SMS alert, email, public address systems, walk around, Visual Display Boards etc. depending on the situation.	

13	Coordinator Risk & Safety/CMT Coordinator to keep a record of staff locations, rosters etc as appropriate to ensure staff safety and welfare are being monitored and maintained.	
14	If necessary notify the Manager Technology Systems to action the alternate site.	
15	Fill in the Damage Assessment Checklist as often as required to keep a record of the recovery operations.	
16	Monitor those departments not originally designated as 'critical' to ensure the situation has not changed.	
17	Review day 1 activities and plan for next day. Notify necessary staff.	
18	Manage staff breaks, food and water, and relief staff/rosters if the BCE is for an extended period.	
19	CMT Executive support to organise catering, accommodation etc for CMT and other key staff for the foreseeable future as required.	
20	Regularly review and monitor implementation of response strategies and seek periodic feedback from key personnel. (CMT Coordinator to keep a visual record of progress around the control centre on flipcharts).	
21	Ensure Director Corporate Services is tracking expenses associated with management of the BCE and recovery operations.	
22	Formally announce termination of the BCE and beginning of recovery phase to staff and key stakeholders via HR and Communication Managers.	
23	Strategically assess impact and resumption activities.	
24	Conduct post-event debrief sessions with all relevant staff and stakeholders.	

7. Business Continuity Control Centre (BCCC) Checklist

BCCC Checklist
Depending on the location and extent of the impact, the following sites may be used:
MAROUBRA Depot 192 Storey Street: La Perouse Training Room or SES Room * BUSINESS CONTINUITY CONTROL KIT AVAILABLE * Total of 76 computers available including La Perouse Training Room (current February 2018)
RANDWICK 30 Frances Street, Administration Building – Randwick, Coogee or Malabar Room Phone: Reception (02) 9093 6611 * BUSINESS CONTINUITY CONTROL KIT AVAILABLE * Total of 319 computers available (current February 2018)
WARM SITE: Lionel Bowen Library Address: 669 – 673 Anzac Parade, Maroubra NSW 2035 Phone: Phone: (02) 9093 6400 * Total of 52 staff computers and 40 public computers available (current February 2018)

Activities to prepare the location as the Business Continuity Control Centre To be completed by the CMT Coordinator	
	Description
1	Unpack and set up BCCC Kit.
2	Standardise watches to a given clock or watch to facilitate briefings.
3	Set up white board, flipchart and pens etc.
4	Provide hard copies of checklists, procedures and contact list to CMT.
5	Get access to news channels if possible.
6	Ensure computers, printers and other IT requirements are operational.
7	Ensure telephone lines are available and active.

8	If the location of the BCCC is closed to general staff, provide a list of general staff needing access to the BCCC.
9	Determine that staffing is adequate for the task(s) and hours of operation including shift changes and status updates.
10	
11	
12	
	PLEASE ADD FURTHER INFORMATION AS REQUIRED

8. Continuity Management Team Responsibility Statement

CMT Chief	
Responsibility Statement	
Staff Position	General Manager
Alternate during absence	Director City Planning
Position Statement	The CMT Chief can appoint an alternate CMT Chief where the nature or location of the event warrants such action. The CMT Chief is responsible for declaring a BCE and invoking the Business Continuity Procedures and relevant sub plans. The CMT chief oversees and manages all resumption activities. The CMT Chief must make decisions for business resumption based on information received by other CMT members. This is then translated into an action plan by the supporting teams. NB. During a workplace emergency (evacuation) the Chief Warden has authority until the workplace emergency is resolved and control is returned to the CMT Chief if the BCP is to be activated.
Knowledge Requirements	1. High level knowledge of organisation activities and service delivery priorities 2. High level knowledge of OGM divisional sub plans 3. High level knowledge of BCP 4. Community, Business and Regulatory contacts
Responsibilities	Responsibilities include:
	Non Activation period: • Maintain high level knowledge of BCP & relevant sub plans. • Participate in training and testing activities.	**On Activation:** • Activate the BCP and ensure appropriate plans are implemented to ensure the continuity of critical activities. • Notify and liaise with stakeholders.

	• Ensure appropriate levels of training and testing are undertaken for all relevant staff. • Provide an adequate level of resources to manage and implement business continuity plans. • Ensure an appropriate governance structure is implemented to ensure the long-term adequacy of business continuity plans. • Ensure all relevant legal responsibilities are understood and carried out. • Participate in post-event reviews and provide feedback and suggestions for improvement as required.	• Provide the focal point in communication to the staff, media and public. • Establish and chair all CMT meetings (may delegate). • Authorise restoration plans. • Delegate tasks and oversee resumption activities. • Monitor the gathering of business interruption event information. • Promote the wellbeing and safety of all staff.

CMT Member – Division Responsibility Statement	
Staff Position	Director Corporate Services
Alternate during absence	Manager Customer and Compliance
Position Statement	Directors are the designated members of the CMT and are responsible for leading the response activities under the direction of the CMT Chief. The CMT Members will: • Ensure the coordination of business continuity, business recovery and business resumption is as effective as possible. • Maintain responsibility for the continuity and recovery actions of their individual departments in accordance with agreed sub plans. • Ensure up to date information is provided by sub plan owners (Managers) to inform the CMT and assist in decision making.
Knowledge Requirements	1. High level knowledge of the Corporate Services activities and service delivery priorities. 2. High level knowledge of Corporate Services Directorate sub plans. 3. High level knowledge of BCP.
Responsibilities	Responsibilities include:

	Non Activation period:	On Activation:
	• Maintain high level working knowledge of BCP & relevant sub plans. • Participate in training and testing activities. • Ensure appropriate levels of training and testing are undertaken for all relevant staff.	• Operate as a member of the CMT. • Ascertain the impact on Corporate Services divisional activities and report to CMT. • Oversee divisional sub plans implementation. • Monitor implementation of sub plans as required.

	• Ensure the managers in their division conduct training and review of sub plans at least once every three years. • Assess and escalate incidents to the CMT as necessary (see step 1 in the Business Continuity Procedure). • Participate in ongoing review and post-event evaluation. Provide feedback and suggestions as required.	• Report on costs to CMT as required. • If pay fortnight, ensure staff are advised on the situation regarding their pay.

9. Continuity Management Support Group Responsibility Statement

CMT Member - CMT Coordinator	
Responsibility Statement	
Staff Position	Manager Human Resources
Alternate during absence	Coordinator Human Resources
Position Statement	CMT Coordinator is responsible for leading the response activities under the direction of the CMT Chief. The CMT Support Members will: Ensure the coordination of business continuity, business recovery and business resumption is as effective as possible. Maintain responsibility for the continuity and recovery actions of their individual department/s in accordance with agreed sub plans. Assist the CMT Chief in the management of the business resumption activities. Ensure up to date information is provided by sub plan owners (Managers) to inform the CMT and assist in decision making.
Knowledge Requirements	1. High level knowledge of staff policies and procedures. 2. High level knowledge of Human Recourses sub plan and how to activate SMS Alert System 3. High level knowledge of Business Continuity Planning.
Responsibilities	Responsibilities include:
	Non Activation period: Ensure regular updates of BCP & relevant sub plans and maintain high level working knowledge of all procedures. Participate in training and testing activities.	On Activation: Open and set up the BCCC on direction of CMT Chief. Ensure the CMT Chief has nominated administrative support to create and maintain a chronological log of meetings and decisions madeIncluding log of all events and actions, resumption status, CMT members' movements etc).

	Ensure appropriate levels of training and testing are undertaken for all relevant staff.	Ensure that as strategies are identified, and decisions are made they are recorded on a display board to be ticked once completed to ensure nothing is overlooked.
	Ensure the managers conduct training and review of sub plans at least once every three years.	Arrange resources to assist CMT members as required.
	Assess and escalate incidents to the CMT as necessary (see step 1 in the Business Continuity Procedure).	Make arrangements for CMT meetings.
		Review each day's activities and plan for the next day. Ensure necessary staff are notified and keep a record.
	Participate in post-event evaluation and reviews and provide feedback and suggestions for improvement as required.	Ascertain the impact on staff in general and HR activities and report to CMT.
		Oversee and monitor departmental sub plan implementation.
		Coordinate the all staff SMS Alert system and/or Visual Display Board messages - only send messages approved by the Communications Managers.

CMT Support - Risk & Safety

Responsibility Statement

Staff Position	Coordinator Risk and Safety	
Alternate during absence	Risk and Safety Advisor	
Position Statement	The CMT support member will: Report to and assist the CMT as required. Maintain high level working knowledge of BCP documents and relevant sub plans, as well as CMT Members and CMT Support staff responsibilities. Assist CMT Coordinator in the coordination of business continuity, business recovery and business resumption.	
Knowledge Requirements	High level knowledge of BCP. Understanding of organisation activities and service delivery priorities.	
Responsibilities	Responsibilities include:	
	Non Activation period: Coordinate testing for the BCP. Ensure the managers conduct training and review of sub plans at least once every three years. Assess and escalate incidents to the CMT as necessary (see step 1 in the Business Continuity Procedure). Participate in post-event evaluation and reviews and provide feedback and suggestions for improvement as required.	**On Activation:** Ensure that the safety of everyone involved in the event is the highest priority during the event and recovery phases. Ensure risk and safety aspects of the event are carried out in accordance with accepted procedures and policies. Ensure staff rostering, meals and rest and accommodation are being considered by Managers. Recommend appropriate action if necessary. Assist CMT Coordinator as required.

Administration		
CMT Support Group		
Staff Position	Manager Customer and Compliance	
Alternate during absence	Coordinator Administration	
Position Statement	The Administration support group member will: Assist the resumption activities relating to Council owned buildings. Source appropriate locations for the BCCC and arrange suitable fit out. Keep the CMT informed of the progress of resumption and ongoing impacts to the BCE.	
Knowledge Requirements	High level knowledge of Council owned buildings and relevant insurance.	
Responsibilities	Responsibilities include:	
	Non Activation period: Maintain Sub Plans to ensure they reflect operational requirements. Ensure appropriate staff are trained in Sub Plan activation scenarios and testing. Ensure resources identified within Sub Plan are available to enable the plan to be implemented. Assess and escalate incidents to the CMT as necessary (see step 1 in the Business Continuity Procedure). Participate in post-event evaluation and reviews and provide feedback and suggestions for improvement as required.	On Activation: Investigate on behalf of and liaise with the CMT any building/contents damage. Consult with Local Emergency Management Officer (LEMO) and emergency services re buildings and insurance as required. Notify Insurer and manage insurance requirements, restoration plans etc. Liaise with LEMO and evaluate and advise alternate accommodation options where building is unsuitable for occupation and arrange fit-out if necessary. Liaise with security providers to secure the site and safeguard property. Implement or oversee and monitor the implementation of all Administrative Services Sub Plans. Ensure adequate staff in Customer Service. Call on other staff if needed. Notify Australia Post & the DX Mail of the disaster and temporarily suspend the pickup of mail. Determine how best to contact the Councillors and set up arrangements for regular updates. Potentially use iPhones or the dedicated SMS messaging service set up by Web Administrator. Arrange Council Meeting, including materials, administrative support and an appropriate venue, if necessary, to approve expenditure of emergency funds etc.

Information Services	
CMT Support Group	
Staff Position	Manager Technology Systems
Alternate during absence	Coordinator Service Desk
Position Statement	The Technology Systems Support Group Member will: Provide technology systems and telecommunications restoration support for the business functions impacted by a BCE. Provide the business functions with a Technology Systems platform as soon as possible, in accordance with established priorities and MAO limits after the BCE. Keep the CMT informed of the progress of Technology Systems resumption and ongoing impacts to the BCE.
Knowledge Requirements	High level knowledge of Technology Systems sub plan High level knowledge of warm site procedures
Responsibilities	Responsibilities include:

	Non Activation period:	On Activation:
	Maintain Technology Systems Sub Plans/Disaster Recovery Plan to ensure it reflects operational requirements. Ensure appropriate levels of staff training required for Sub Plans is identified and undertaken as appropriate. Ensure resources identified within Sub Plan are available to enable the plan to be implemented. Assess and escalate incidents to the CMT as necessary (see step 1 in the Business Continuity Procedure). Participate in post-event evaluation and reviews and provide feedback and suggestions for improvement as required.	Decide on extent of sub plan activation and management and monitoring of Sub Plan as required. Notify business units and provide estimate of outage duration. If required, notify the warm site to make preparations to receive the response teams. Confirm with CMT Chief when the facilities are ready to receive recovery teams or inform of any problems. Act as the Warm Site Team Leader, including: Oversee recovery of computer services to warm site; oversee maintenance of processing at alternate site and restoration of prime site / commissioning of new site; oversee migration of Computer Services to prime / new site, and deactivation if applicable of alternate site Regularly advise CMT of warm site recovery response and systems availability. Supervise the supply and installation of equipment to restore normal services. Provide guidance and assistance to IT users.

Other support to call on as required	
Local Emergency Management Officer (LEMO)	
Staff Position Alternate during absence	Manager Infrastructure Services Manager Waste and Cleaning Services
If required during a Business Continuity Event	Act as liaison between external agencies and CMT Delegate tasks and oversee emergency operations Authorise emergency response operations Report emergency response operations to the CMT Provide combat resources Coordinate restoration activities
Knowledge Requirements:	High level knowledge of emergency management procedures and plan High level knowledge of community, business and regulatory contacts High level knowledge of business operations
Chief Warden	
Staff Position Alternate during absence	Senior Information Officer Deputy Chief Warden
If required during a Business Continuity Event	Fulfil all Chief Warden duties as outlined in Appendix 1: Emergency Officers – Roles and Responsibilities (4.3.20 Emergency Management Procedure).
Knowledge Requirements:	High level knowledge of emergency management procedures and plan High level knowledge of Council's emergency contacts High level knowledge of business operations
Mayor or Deputy Mayor	
During a Business Continuity Event	If required will act as the spokesperson for the Council Will ensure Councillors are kept up to date during the Business Continuity Event
Administration Support	
During a Business Continuity Event	Create and maintain a chronological log of meetings and decisions made. (including log of all events and actions, resumption status, CMT members' movements etc). May record all discussions and briefings to support meeting minutes. Support CMT Chief as required and work with CMT Coordinator during the event to ensure all record keeping is accurate and complete.

CMT Member – Division
Responsibility Statement

Staff Position	Director City Services
Alternate during absence	Manager Waste and Cleaning Services
Position Statement	Directors are the designated members of the CMT and are responsible for leading the response activities under the direction of the CMT Chief. The CMT Members will: • Ensure the coordination of business continuity, business recovery and business resumption is as effective as possible. • Maintain responsibility for the continuity and recovery actions of their individual departments in accordance with agreed sub plans. • Ensure up to date information is provided by sub plan owners (Managers) to inform the CMT and assist in decision making.
Knowledge Requirements	1. High level knowledge of the directorate activities and service delivery priorities. 2. High level knowledge of the City Services Directorate sub plans. 3. High level knowledge of BCP.
Responsibilities	Responsibilities include:

	Non Activation period:	On Activation:
	• Maintain high level working knowledge of BCP & relevant sub plans. • Participate in training and testing activities. • Ensure appropriate levels of training and testing are undertaken for all relevant staff. • Ensure the managers in their division conduct training and review of sub plans at least once every three years. • Assess and escalate incidents to the CMT as necessary (see step 1 in the Business Continuity Procedure). • Participate in post-event evaluation and reviews and provide feedback and suggestions for improvement as required.	• Operate as a member of the CMT. • Ascertain the impact on City Services divisional activities and report to CMT. • Oversee divisional sub plans implementation. • Monitor implementation of sub plans as required.

CMT Member – Division
Responsibility Statement

Staff Position	Director City Planning
Alternate during absence	Manager Health Building and Regulatory Services
Position Statement	Directors are the designated members of the CMT and are responsible for leading the response activities under the direction of the CMT Chief. The CMT Members will: - Ensure the coordination of business continuity, business recovery and business resumption is as effective as possible. - Maintain responsibility for the continuity and recovery actions of their individual departments in accordance with agreed sub plans. - Ensure up to date information is provided by sub plan owners (Managers) to inform the CMT and assist in decision making.
Knowledge Requirements	1. High level knowledge of the divisional activities and service delivery priorities. 2. High level knowledge of City Planning Directorate sub plans. 3. High level knowledge of BCP.
Responsibilities	Responsibilities include:

	Non Activation period:	On Activation:
	- Maintain high level working knowledge of BCP & relevant sub plans. - Participate in training and testing activities. - Ensure appropriate levels of training and testing are undertaken for all relevant staff. - Ensure the managers in their division conduct training and review of sub plans at least once every three years. - Assess and escalate incidents to the CMT as necessary (see step 1 in the Business Continuity Procedure). - Participate in post-event evaluation and reviews and provide feedback and suggestions for improvement as required.	- Operate as a member of the CMT. - Ascertain the impact on City Planning divisional activities and report to CMT. - Oversee divisional sub plans implementation. - Monitor implementation of sub plans as required.

CMT Member - Media and Communications	
Responsibility Statement	
Staff Position	Manager Communications
Alternate during absence	Communications Coordinator
Position Statement	The Communications Officer (CO) will: • Act as the media and public relations liaison • Provide internal and external communications to all stakeholders as approved by the CMT Chief, including staff, Mayor and Councillors, media and other key stakeholders.
Knowledge Requirements	1. High level knowledge of department sub plan. 2. High level knowledge of business communication and media strategies. 3. Established relationships with key media and communication stakeholders.
Responsibilities	Responsibilities include:

	Non Activation period:	On Activation:
	• Maintain Sub Plans to ensure they reflect operational requirements. • Ensure appropriate levels of staff training required for Sub Plans is identified and undertaken as appropriate. • Ensure resources identified within Sub Plan are available to enable the plan to be implemented. • Assess and escalate incidents to the CMT as necessary (see step 1 in the Business Continuity Procedure). • Participate in post-event evaluation and reviews and provide feedback and suggestions for improvement as required.	• Early in the response phase, in consultation with the CMT Chief, establish regular and effective communication protocols and channels with staff, key stakeholders and media. • Provide appropriate information in a regular and timely manner. Advise stakeholders of the frequency of updates. • Assign a location for the media and to conduct media updates. Communicate this location to all necessary stakeholders. • Communicate any temporary measures to key stakeholders. • Advise HR Manager on the content of SMS Alerts to go to all staff and Councillors.

10. Stakeholder Management Identification Table

Residents	Workers and workers' families
Mayor	Councillors
Ratepayers	Unions
Special interest groups and local communities Contract Companies	Media SES or other emergency services Regulatory authorities
Wider community	State and Local governments

11. Sub Plan Categorisation Table

The table below is a guide of all 25 Sub Plans in three categories. The Sub Plans may change priority/category depending on the nature of the Business Continuity Event. This will be decided at the time by the CMT.

	Category One: 1-3 Days	17	Property and Insurance
1	Communications	18	Home Maintenance (Community Programs and Partnerships)
2	Depot Services		**Category Three: 2-4 weeks**
3	Financial Operations	20	Technical Services
4	Health Building & Regulatory Services	21	Integrated Transport
5	Technology Systems	22	Community Programs & Partnerships
6	Customer Service	23	Corporate Improvement
7	Contracts and Purchasing	24	Margaret Martin Library
8	Lionel Bowen Library	25	Administration
9	Human Resources		Malabar Library
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		