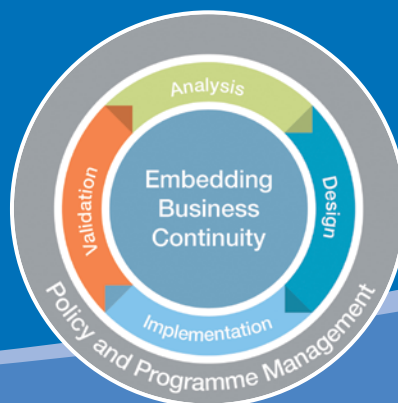




ENVIRONMENTAL MONITORING

Business Continuity Plan

Version	Date	Objective
4.0	1 May 2018	A8710104



PURPOSE, PRIORITY, RESPONSIBILITY

Purpose

Provide key actions, tools and information to:

- ensure the continued delivery of essential services and critical functions;
- provide for continuity of management despite absence / injury of key business unit staff; and
- ensure appropriate communication strategies / actions are in place.

Deliver TCC's responsibilities under the CDEM Act 2002, being:

- (a) plan for functioning during and after an emergency; and
- (b) be capable of continuing to function to the fullest extent possible.

Priorities

Regardless of the type or scale of the disruption or emergency, TCC's priorities remain the same:

- Ensure the safety of staff and visitors
- Respond to the event
- Communicate
- Restore / continue delivery of essential services and critical functions
- Return to business as usual operation as soon as possible
- Operate within Crisis Management Framework

Corporate Responsibility

All Managers must:

- plan for the safety and wellbeing of their staff
- keep the plan up-to-date, backed-up and easily accessible at all times
- delegate responsibility for keeping this plan up to date to a specific role in their team
- have an emergency contact plan for their staff and key stakeholders, backed-up and easily accessible at all times
- ensure staff know how to use the plan and know what to do during an incident, crisis or emergency.

Plan Layout

The business continuity plan has four sections:

Section 1: First / Next Actions Checklist and Escalation Process – Defines the first actions to be undertaken when a disruption or emergency occurs, and outlines the process of determining whether an incident needs to be escalated to the Crisis Management Team

Section 2: Actions Expanded – Expands on the actions set out in the First / Next Actions Checklist in Section 1

Section 3: Strategies – Outlines tasks relating to 6 key business continuity strategies

Section 4: Supporting Information – Call trees, critical functions, stakeholder contact details etc.

Crisis Information

Crisis information is provided to the organisation via:

SMS – text sent to People Managers / staff with mobile phone;

Business Continuity Website - <http://www.tcc.govt.nz> s 7(2)(a) - Privacy



NAVIGATION

PURPOSE, PRIORITY, RESPONSIBILITY

ii

DUTY PHONE NUMBERS

2

SECTION ONE	SECTION TWO	SECTION THREE	SECTION 4
First / Next Actions Checklist + Escalation Process	Actions Expanded	Strategies	Supporting Information
3	9	23	65
First Actions – Checklist	1 Wellbeing & Safety	1 Loss of Place of Work	A Call Tree
4	10	24	66
Next Actions – Checklist	2 Situational Awareness	2 Loss of Power	B Key Contact Lists
5	12	31	67
Escalation Process and Disruption Severity Table	3 Communication	3 Loss of Phone Access	C Critical Functions
6	13	35	69
	4 Activation of BC Plans	4 Loss of Access to ICT System	D Alternate Location and Transport Arrangements
	16	39	70
	5 Implement Business Continuity Strategy	4a Loss of Access to ICT – Outlook / Webmail	E Recovery Box and Salvage List
	17	39	71
	6 Roles and Responsibilities	4b Loss of Access to ICT – Ozone	F Back-up Information and Equipment
	19	43	72
	7 Recover & Resume	4c Loss of Access to ICT – Objective	G Disruption Severity Table & Crisis Arrangements
	21	47	73
	8 Deactivation	4d Loss of Access to ICT – GIS / Smartzoom	H Initial Recovery Log
	22	51	78
	Other Scenarios	5 Loss of Internet Access	I Health & Safety Reporting Form
	22	55	79
		6 Loss of Staff	J Manual Call Log
		59	80
			K Manual Activity Log
			81

DOCUMENT REVIEW & VERSION CONTROL

82

GLOSSARY OF TERMS / ACRONYMS

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DUTY PHONE NUMBERS

Position	Duty Number	Email
Crisis Management Coordinator	s 7(2)(a) - Privacy	
BC Recovery Coordinator		
Contact Centre Duty Manager		
Communications Duty Representative		
People and Capability		
Crisis Manager	s 7(2)(f)(ii)	
TCC Controller		
EOC Controller	s 7(2)(a) - Privacy	
Health and Safety		
ICT Duty Representative		
Property Services		
City Waters		
Roading		
Parks and Recreation	s 7(2)(f)(ii)	
Resource Recovery and Waste		
Airport	s 7(2)(f)(ii)	
Animal Services		s 7(2)(a) - Privacy
Contact Centre	07 5777000	info@tauranga.govt.nz
Traffic Operation Centre	s 7(2)(f)(ii)	s 7(2)(f)(ii)
ICT Helpdesk		
Property Services Helpdesk		
Business Continuity Website	http://	s 7(2)(a) - Privacy





SECTION ONE

First / Next Actions Checklist + Escalation Process



Follow this checklist to ensure you undertake what is needed following a disruption or event. Depending on the size and type of disruption you may not need to undertake all actions.

Safety First

Call Emergency Services – 111 - if required (1111 from Desktop).

Follow emergency procedures and directions from Emergency Control Team (e.g. evacuation).

When evacuation of any TCC premise occurs or when you are not in a TCC premise but a large scale event occurs (e.g. earthquake, tsunami) undertake the following: TEXT your status to your Manager / Team Leader promptly. TEXT either:

“I’m safe - <first name> <surname>”

or

“I need help - <first name> <surname>”

Action 1

Safety & Wellbeing

PAGE 10

Check your safety and wellbeing.

Check the safety and wellbeing of your staff, colleagues and any visitors / customers in your area.

Check the safety and wellbeing of your family.

If you are at work and need to leave to assist your family, let your Manager know.

Manager / Team Leader: If staff are injured or missing - update People and Capability.

Action 2

Situational Awareness (What’s happened?)

PAGE 12

Find out what has happened and make an initial assessment about the event.

Assess the impact of the disruption on:

- Delivery of your business unit’s critical business functions
- Resources: Staff, facilities, systems, IT hardware and software
- Customers and stakeholders.
- Key documents and records

Where disruption occurs within your business unit:

- Staff:** Notify Manager or Team Leader.
- Manager / Team Leader:** Use Escalation Decision Process to assess whether to escalate the disruption to the Crisis Management Coordinator. If YES call [s 7\(2\)\(f\)\(ii\)](#)
(If you can’t contact the Crisis Management Coordinator, then call the Traffic Operations Centre on [s 7\(2\)\(f\)\(ii\)](#)
Ask them to contact Crisis Management Coordinator on your behalf.)

Appoint Business Unit Incident Response Lead. (see [Action 6](#))

Confirm who is leading coordination / management of the disruption. i.e. Business Unit or Crisis Management Team

Incident Response Lead:

- Ensure Staff understand where to access business continuity plan and crisis information updates.
- Ensure Staff understand the chain of command (if disruption escalated)
- Assign roles to staff (see [Action 6 Roles and Responsibilities](#))

Action 3

Communication

PAGE 13

Where disruption occurs in business unit and needs escalation - Notify Crisis Management Coordinator

Where safety and wellbeing of staff is an issue – Incident Response Lead updates People and Capability.

Keep up to date at [http://s 7\(2\)\(a\) - Privacy](#) and SMS messages.

Keep staff up to date.

Keep stakeholders up to date.



Follow this checklist once first actions are complete

Action 4

Activation of BC Plan

PAGE 16

Activation of BC Plans is as follows:

For Strategies 1 (Loss of Place of Work) and 2 (Loss of Power): Activation is by the Crisis Management Team

For Strategies 3 (Loss of Phones) 4 (Loss of ICT), 5 (Loss of Internet) and 6 (Loss of Staff): Activation is at the direction of the Business Unit Manager / Incident Response Lead. The Manager / Incident Response Lead notifies the Crisis Management Coordinator that the BC Plan strategy is being used.

Exceptions:

For Strategies 1 (Loss of Place of Work) and 2 (Loss of Power): Contact Centre and Communications Team can activate in consultation with the Crisis Management Team via the Crisis Management Coordinator.

For Level 3 Emergencies: Platinum teams can activate BC plans in consultation with the Crisis Management Team via the BC Recovery or Crisis Management Coordinator.

Action 5

Implement Business Continuity Strategy

PAGE 17

Implement the relevant continuity strategy (Section 3) as directed by the Business Unit Manager / Incident Response Lead or Crisis Management Team.

If the appropriate strategy is not covered in Section 3 then refer to “Other Scenarios”.

Action 6

Roles

PAGE 19

Incident Response Lead allocates:

- Response and business recovery roles to team members
- Ensures business continuity strategies are implemented

Action 7

Recover & Resume

PAGE 21

Incident Response Lead ensures:

- Response activities needed are undertaken
- Critical business functions’ minimum level of service (MBCO) are obtained within the agreed recovery timeframe; (see [Appendix C: Critical Functions](#));
- The minimum level of service is maintained for as long as needed.

Action 8

Deactivation

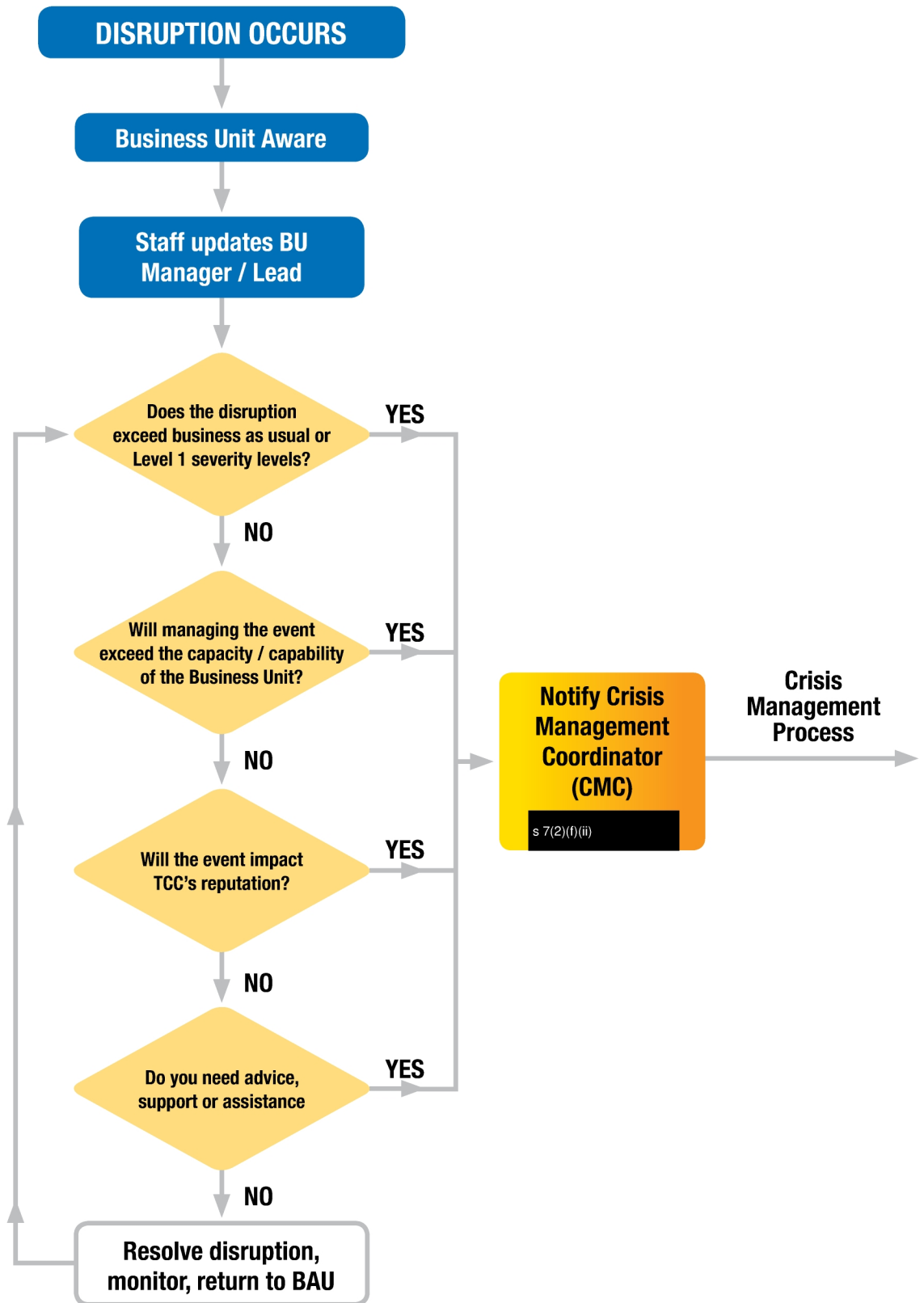
PAGE 22

Return to business as usual.



ESCALATION PROCESS AND DISRUPTION SEVERITY TABLE

Escalation Decision Making Process



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Disruption Severity Table

Full Disruption Severity Table and Crisis Management Overview shown in Appendix G

DISRUPTION LEVEL	BAU	LEVEL 1 – INCIDENT	L2	L3
Disruption Duration	0 – 8 hours	Short Duration 0 - 8 hours		
Extent	Within single business unit	Up to 3 business units		
IMPACT				
People	No threat to safety	> 20% loss of staff 1 to 3 business units 1-2 serious injuries or illness to worker/public as result of TCC activity Minor impact on community		
Service Delivery (critical function)	Limited impact on service delivery	L1 City Waters incident Limited loss of critical functions for 1 - 3 business units		
ICT Systems and Applications	Limited impact on service delivery	Loss of 1 to 3 critical ICT applications for 0 – 8 hours Loss of digital capture / print capability		
Campus Facilities	Minor fixes to or within premises	Partial loss of functionality of premise Power outage Minor fire – contained, partial loss of premises		
Business Unit Capacity	Within BU capacity and capability	Within BU capacity and capability		
Communications Networks	No impact	Partial loss of a single communications system		
Other (limited examples)		Suspicious mail threat – contained in mail room Minor aircraft incident or airport facility issue Flood event within City Water capacity		
DISRUPTION LEAD AND ACTIONS				
Disruption Lead	Business Unit	Business Unit		
Communications Lead	Business Unit / Communications Team	Business Unit / Communications Team		
Escalation, Activation, Information	Update business unit Manager / Lead No escalation No activation No information	Crisis Management Coordinator notified CMC monitors / supports only Continuity plans – Generally not activated. (Strategies 1, 2 activated by CMT only. Strategies 3, 4, 5 and 6 activated by Business Unit) Disruption Information – SMS or http://s 7(2)(a) - Privacy		
Actions	Business unit fixes disruption and returns to business as usual.	Business unit uses Escalation decision making process Crisis Management Coordinator notified (most cases) Ensure staff / visitor health and safety First aid provided (if required) Impacted part of premise cordoned off Property / ICT notified (if required) Critical Function service delivery – Platinum, Gold and Silver Teams - deliver at lower Level of Service using work-arounds and strategies from BC plans Communication – CMC notified, staff notified (if required), People and Capability updated (if required), impacted customers / stakeholders updated Awareness – keep up to date http://s 7(2)(a) - Privacy SMS or Crisis Management Coordinator Keep staff / stakeholders updated Business unit fixes disruption and returns to business as usual		

See Disruption Severity Table in Appendix G for Level 2 and 3 details

ENVIRONMENTAL MONITORING







SECTION TWO

Actions Expanded



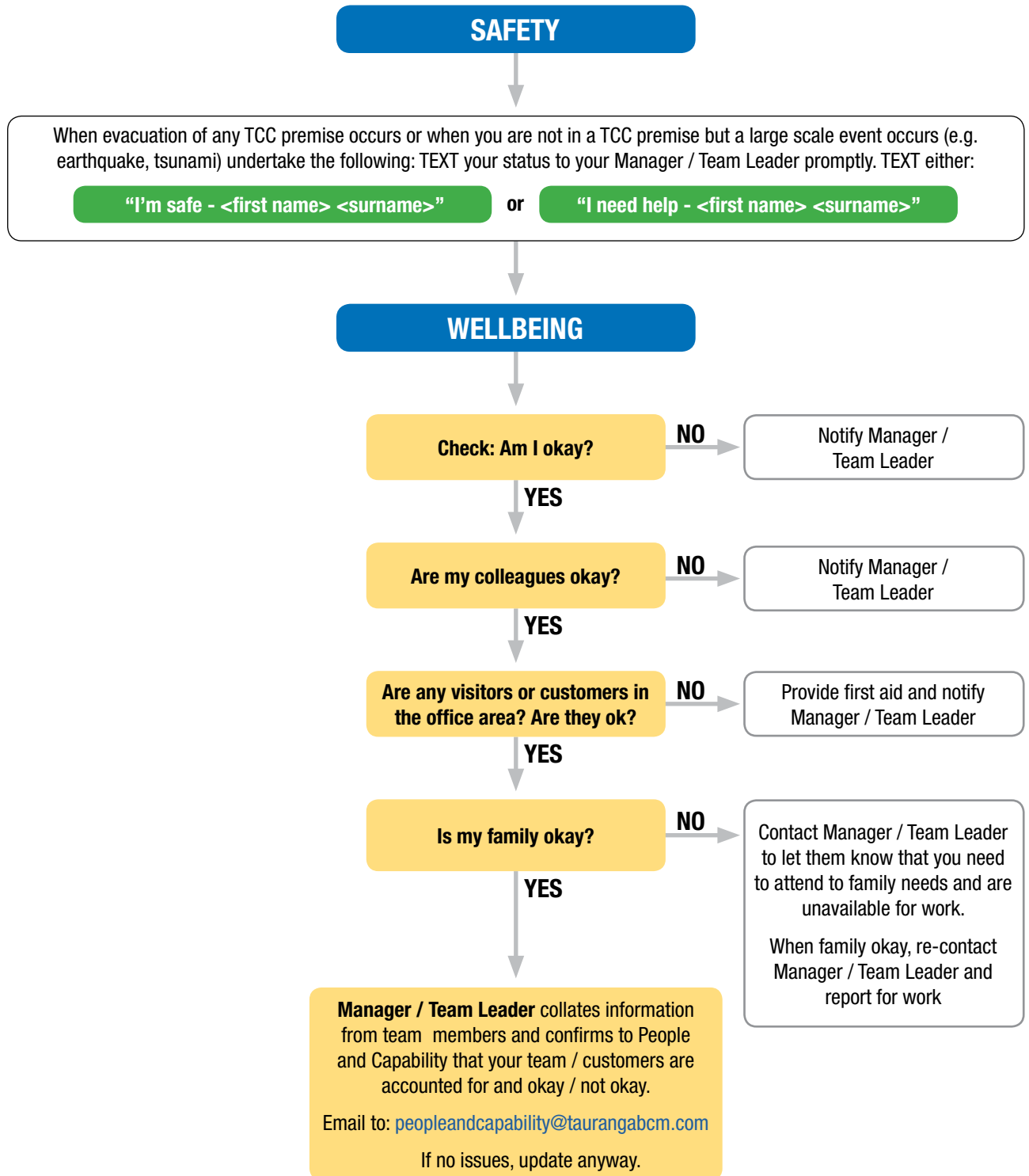
ACTION 1 SAFETY & WELLBEING

Regardless of the disruption or event, the first priority is SAFETY. Make sure that you, your team and your family are OK.

The following table is a guide as to the steps that should be taken in the event of a disruption to:

- Confirm safety, wellbeing and availability to work;
- Update the team on the disruption event and any immediate steps required.

Safety and Wellbeing Actions



Notes

Manager / Team Leader activates call tree.

- The preferred contact method is phone and text.

Staff use call tree to call staff on the call tree and check their safety and wellbeing.

- Make notes of who was contacted, who was not contactable and their status.
- Information given to Manager / Team Leader.
- If a person cannot be contacted after several attempts, then pass this information onto your Manager.

Ensure Call Tree messages are:

- Short, clear and simple
 - Use straightforward language
- Factual
 - State actions taken / to be taken
 - Avoid rumour / conjecture or stories
- Informative
 - Where / when to seek more information



ACTION 2 SITUATIONAL AWARENESS

After completing Action 1 find out what has happened.

Ways to find out about what is going on are:

- Business Continuity Website: [http://s 7\(2\)\(a\) - Privacy](http://s 7(2)(a) - Privacy)
- SMS or email from organisation
- Team members and colleagues
- Manager or General Manager
- Other (key contacts, websites, etc.) (see [Appendix B: Key Contact List](#))

Key things to ask:

- What has occurred?
- How does disruption impact my business?
- How big is the disruption?
- How severe is the disruption?
- What is the impact of the event on:
 - Delivery of your business unit's critical business functions
 - Resources: Staff, facilities, systems, IT hardware and software
 - Key documents and records
- Customers and stakeholders
- What is the likely duration of the disruption?

Do I need to escalate the disruption to the Crisis Management Coordinator?

Where disruption occurred within your business unit:

- **Staff:** Notify Manager or Team Leader.
- **Manager / Team Leader:** use Escalation Decision Process to assess whether to escalate the disruption to the Crisis Management Coordinator. If YES call [s 7\(2\)\(f\)\(ii\)](#)

(If you can't contact the Crisis Management Coordinator, then call the Traffic Operations Centre on [s 7\(2\)\(a\) - Priv](#). Ask them to contact Crisis Management Coordinator on your behalf.)

Appoint Business Unit Response Lead

Ensure someone takes charge of your business unit's response to the disruption and recovery of any business unit critical service delivery. Ensure everyone in the business unit is made aware of whom is in charge.

Incident Response Lead:

- Confirm team safety to People and Capability
- Ensure Staff understand where to access business continuity plan and crisis information updates.
- Ensure Staff understand the chain of command (if disruption escalated)
- Assign roles to staff for response and recovery actions

Additional responsibilities of the Incident Response Lead can be found under [Action 6, Roles, Responsibilities and Reporting Lines](#) (pg 19).



ACTION 3 COMMUNICATION

Crisis Communication

Timely, effective and concise crisis communication is critical to managing incidents, crises or emergencies.

The main aims are:

- The organisation knows staff and visitors are safe
- The organisation knows that an impacting disruption has occurred
- Ensure all staff and key external stakeholders are aware of the disruption and the likely impacts
- Coordinated, factual and timely messages
- Keep staff and key external stakeholders up to date with response and recovery actions and timelines

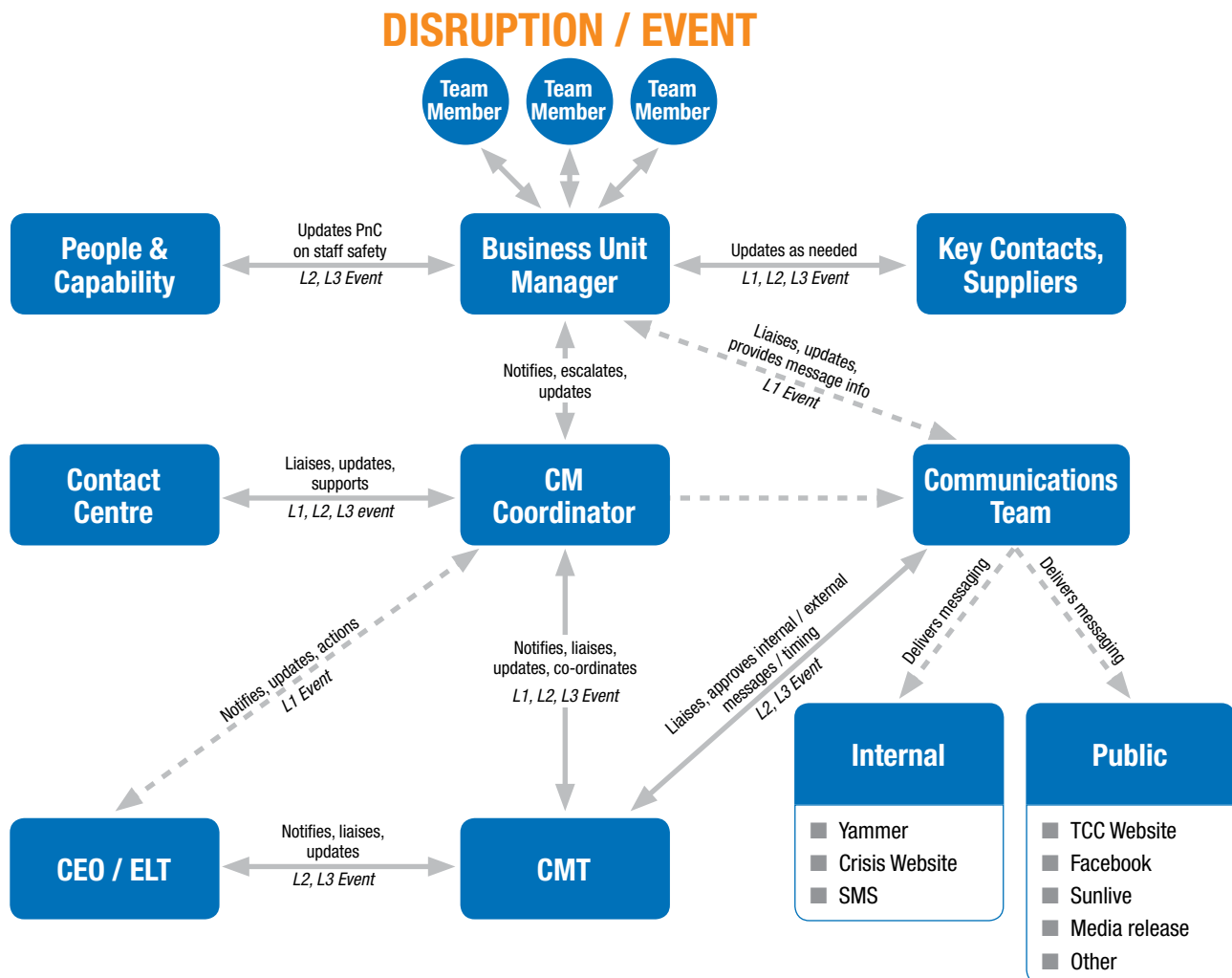
Crisis communication to internal and external stakeholders is undertaken as follows and as shown in the communications diagram below.

For Level 1 - Incidents:

- Business Units use existing arrangements with the Communications Team to prepare and publish messages for internal and external stakeholders. Timing of release of messages is undertaken using the Crisis Communication Plan.

For Level 2 or 3 - Crises or Emergencies

- Crisis messaging is undertaken by the Communications Team for the Crisis Manager to approve for release. Communications Team utilise the Crisis Communication Plan to manage communications needed for the event.
- Messages released are used by business units to update staff and key stakeholders.



Five-Step Communication

Use the five communication steps below to ensure the organisation, staff and stakeholders are provided effective communications during a disruption.



Step	Action	How
1 Notify Crisis Management Coordinator	<p>Where the disruption occurred within your business unit: Staff notify Manager / Team Leader.</p> <p>Manager / Team Leader uses Escalation Decision Process to assess whether to escalate the disruption to the Crisis Management Coordinator. - If yes, to any of the questions, then ring § 7(2)(f)(ii)</p> <p>Provide the following information:</p> <ul style="list-style-type: none"> ■ What has occurred, magnitude, initial assessment of duration ■ Update on staff safety and wellbeing ■ Impacts on business unit's critical functions, service delivery and resources ■ Information on your initial response and recovery actions <p>The CMC will require that you keep them updated regularly.</p> <p>Important: If initially there is no response from the CMC, re-try after few minutes. If still no answer, then contact the Traffic Operations Centre on § 7(2)(a) - Privacy Update them and ask them to contact the Crisis Management Coordinator.</p>	<p>Phone § 7(2)(f)(ii) (Crisis Management Coordinator)</p> <p>Email § 7(2)(f)(ii) § 7(2)(f)(ii)</p>
2 Update People and Capability on Staff Safety	<p>Where your team is required to evacuate a premise or the event is severe and has impacted the safety and wellbeing of your staff, or you have missing staff, update People and Capability team with the details.</p> <p>Complete action promptly.</p>	<p>Phone § 7(2)(a) - Privacy</p> <p>Email § 7(2)(a) - Privacy § 7(2)(a) - Privacy</p>

... continued next page



Step	Action	How
3 Keep Staff Up to Date	<p>Communicate the following:</p> <ul style="list-style-type: none"> What has occurred, magnitude, estimated duration etc. Safety of colleagues Impact on business unit critical functions Confirm if Business Continuity Plan is activated and which strategy Confirm if needing to relocate to alternate place of work (if applicable) Any initial instructions regarding response to the disruption and / or resumption of critical functions Remind staff to keep up to date by monitoring the Business Continuity Webpage s 7(2)(a) - Privacy and keep mobile phones on and charged. 	<p>Phone</p> <p>SMS</p> <p>Email s 7(2)(f)(ii)</p>
4 Keep Stakeholders Up to Date	<p>When needed, let your key stakeholders know if the business disruption is going to impact them.</p> <p>Where business disruption occurred within the business unit:</p> <p>Level 1 Event only</p> <ul style="list-style-type: none"> Business Units use existing arrangements with the Communications Team to prepare and publish messages for internal and external stakeholders. Timing of release of messages is undertaken using the Crisis Communication Plan. Provide regular updates to Communications Team to publish internally and externally (as agreed) Ensure messages provided include when the next message can be expected. This manages the stakeholder's expectations. <p>Level 2 or 3 Event</p> <ul style="list-style-type: none"> Crisis messaging is undertaken by the Communications Team for the Crisis Manager to approve for release. Communications Team utilises the Crisis Communication Plan to manage communications needed for the event. Messages released are used by business units to update key stakeholders. <p>Where the business disruption occurs outside the business unit:</p> <ul style="list-style-type: none"> Information relating to the disruption will be published on the Business Continuity Webpage and People Managers' cellphones by SMS. Use this information to update internal and external stakeholders as necessary. Be factual when updating. 	<p>Phone</p> <p>SMS</p> <p>Email s 7(2)(a) - Privacy</p>
5 Keep Up with the Play	<p>Keep up to date by monitoring the Business Continuity Webpage: s 7(2)(a) - Privacy and keep mobile on and charged to receive SMS messages.</p> <p>Keep key internal and external stakeholders and staff up to date.</p>	<p>Phone</p> <p>SMS s 7(2)(a) - Privacy</p>



ACTION 4 ACTIVATION OF BC PLANS

Activation of the BC Plan is as follows:

Who

For Strategies 1 (Loss of place of Work) and 2 (Loss of power): Activation is by the Crisis Management Team

For Strategies 3 (Loss of phones), 4 (Loss of ICT), 5 (Loss of Internet) and 6 (Loss of staff): Activation is at the direction of the Business Unit Manager / Incident Response Lead. The Manager / Incident Response notifies the Crisis Management Coordinator that the BC Plan strategy is being used.

When

For Strategies 1 (Loss of place of Work) and 2 (Loss of power):

The decision to activate either of these Strategies will be made by the Crisis Management Team when the duration or impact of the disruption means that all or parts of the organisation need to relocate to alternate premises to continue critical service function delivery.

For Strategies 3 (Loss of phones), 4 (Loss of ICT), 5 (Loss of Internet) and 6 (Loss of staff):

These strategies relate to loss of elements of business that have short term impact on only parts of a business unit's delivery capability. Business units can use these strategies as a matter of business as usual to continue service delivery.

Exceptions

For Strategies 1 (Loss of place of Work) and 2 (Loss of power): Contact Centre and Communications Team can activate their BC Plan in consultation with the Crisis Management Team via the Crisis Management Coordinator.

For Level 3 Emergencies: Platinum teams can activate BC plans in consultation with the Crisis Management Team via the BC Recovery or Crisis Management Coordinator.



ACTION 5

IMPLEMENT BUSINESS CONTINUITY STRATEGY

The following strategies have been developed to recover your team's critical functions. The strategies are:

Strategy	Name
1	Loss of place of work
2	No power
3	No phone access
4	No access to key ICT systems or applications (Ozone, Accela, Outlook)
5	No internet access (Knowledge Base, TCC website)
6	Loss of staff (including serious harm)

Some disruptions / events may require implementing more than one strategy. Action 2 (Situational Awareness) and 4 (Activation of BC Plan) will confirm which Strategy(ies) may need to be implemented.

On the next page is a list with identified disruption scenarios and the relevant strategies that will be activated should a particular disruption occur.

Note: If you need support to develop an alternative strategy due to the nature of the business disruption then contact the BC Recovery Coordinator.



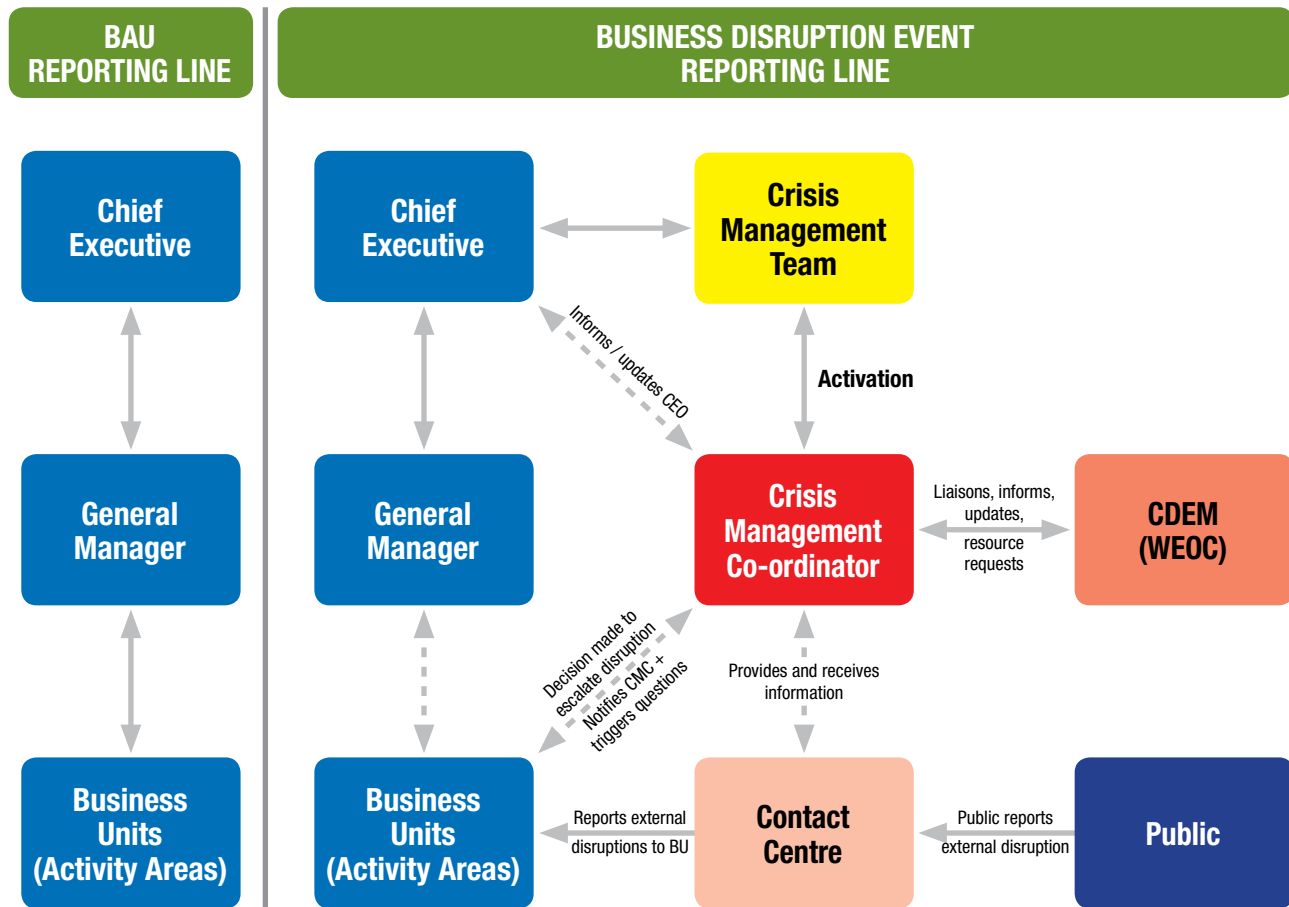
Disruption / Events & BC Strategies

Threat	Likely Cause	Strategy to Activate
Active shooter	Criminal activity, disgruntled employee	1 or 6
Armed hold-up	Criminal activity, disgruntled employee	1 or 6
Attack by virus or hacker	Outdated virus protection software, inadequate security procedures	4
Civil disturbance	Rioting, protesting	1
Disease or pandemic	“Localised illness, i.e. common cold epidemic or pandemic – i.e. Avian Flu”	6
Electrical failure	Electrical short-circuit, human error or negligence, equipment failure, supplier failure	2
Hazardous materials spill	Motor vehicle accident, human error or negligence	1
Industrial action	Workplace dispute	6
Inundation and/or water damage	Broken water/sewage pipes, human error or negligence, failure of pumping equipment, failure of storage reservoirs	1
IT communications failure	Equipment malfunction, human error or negligence, 3rd party failure	4
IT equipment failure	Equipment malfunction, human error or negligence, 3rd party failure	4
Kidnap	Criminal activity, disgruntled employee	1 or 6
Major structure fire	Arson, electrical or mechanical failure, human error or negligence, lightning strike	Emergency Procedures and 1
Minor structure fire	Arson, electrical or mechanical failure, human error or negligence, lightning strike	Emergency Procedures and 1
Natural disaster	Storm, cyclone, flooding, earthquake, bushfire	1 or 6
Other physical disaster	Explosion, structural failure	Emergency Procedures and 1 or 6
Resignation of key staff members	Internal dissatisfaction, lack of career progression	6
Robbery	Criminal activity, disgruntled employee	1 or 6
Security / Access malfunction	Alarm system malfunction, malfunction of other access equipment, human error or negligence	1
Supplier/3rd party negligence	Equipment malfunction, human error or negligence, inadequate procedures and/or training, inadequate contractual obligations, collapse of 3rd party supplier without notice	1 or 4
Suspicious mail	Malicious act, mail sent in good faith	1 or 6
Theft, fraud or malice	Criminal activity, disgruntled employee	1 or 6



ACTION 6 ROLES, RESPONSIBILITIES AND REPORTING LINES

Reporting Lines and Relationships



Team Roles and Responsibilities

When the plan is activated, the Incident Response Lead appoints roles to team members and ensures that the team undertakes the following actions:

- Response actions
- Critical function recovery actions
- Liaison with either the Crisis Management Coordinator or BC Recovery Coordinator
- Keeping up to date with what is going on, communicating with stakeholders
- Ensuring team has enough resources to recover critical business functions to the minimum level of service agreed and maintain those services at that level for a period of time
- Return to business as usual.

An incident management team structure is:



Role	Responsibilities
<p>Incident Response Lead (usually Manager, Team Leader or other Senior staff)</p>	<ul style="list-style-type: none"> ■ Confirms personal, team and visitor safety ■ Finds out what is going on; keeps up to date ■ Activates or implements Business Continuity strategy – see Action 4, Activation of BC Plans, pg 16 ■ Initiates the Staff Call Tree (Appendix A) ■ Ensures appropriate messaging to Contact Centre, Communications, staff and stakeholders occurs ■ Maintains contact with BC Recovery or Crisis Management Coordinator, GM and Communications (as appropriate for the event) ■ Ensures response and recovery actions are implemented to restore critical functions within agreed recovery timeframe ■ Recovers critical functions to the agreed minimum level of service ■ Provides status reports to Crisis Management Team (as required)
<p>Situational Awareness</p>	<ul style="list-style-type: none"> ■ Keeps up to date with what is going on with the incident ■ Updates Incident Response Lead ■ Undertakes duties for Incident Response Lead relating to: <ul style="list-style-type: none"> - liaising with the BC Recovery or Crisis Management Coordinator - Liaising with Communications Team - Keeping business unit up to date - Keeping stakeholders up to date ■ Supports Incident Response Lead
<p>Response</p>	<ul style="list-style-type: none"> ■ Focuses on implementing and delivering BC Plan response actions ■ implements short term response work-arounds if necessary. Agree with Incident Response Lead first. ■ Updates Incident Response Lead about: <ul style="list-style-type: none"> - status of response actions - any response issues present - resourcing issues ■ Undertakes additional actions as directed by Incident Response Lead
<p>Recovery</p>	<ul style="list-style-type: none"> ■ Focuses on recovery of business unit critical functions within the agreed recovery timeframe and minimum level of service – See Appendix C ■ Updates Incident Response Lead about: <ul style="list-style-type: none"> - status of recovery actions - any recovery issues present - resourcing issues ■ Implements short term recovery work-arounds if necessary. Agree with Incident Response Lead first. ■ Undertakes additional actions as directed by Incident Response Lead



ACTION 7 RECOVER & RESUME

Each strategy in Section 3 has initial actions to help you recover from the disruption, and steps you will need to consider when resuming Business as Usual.

Some strategies have additional elements to help you achieve and maintain your Minimum Business Continuity Objective (MBCO) if this is different from your Business as Usual level of service:

Phase 1 - Initial Response Actions:

Phase 1 specifies the first things you need to do as a team to ensure your safety, put the foundations in place to recover critical functions and ensure that any response actions are undertaken.

Phase 2 – Minimum Business Continuity Objective (MBCO):

Phase 2 is about recovering your critical functions to the minimum level of service (Minimum Business Continuity Objective) and within the recovery timeframe agreed (if needed).

Phase 3 – Maintaining Minimum Business Continuity Objective (MBCO):

Phase 3 focuses on what you may need to do to maintain the minimum level of service (if needed).

Phase 4 – Returning to Business As Usual:

Phase 4 moves onto the steps you will need to consider when returning to Business as Usual.



ACTION 8 DEACTIVATION

Deactivation of this plan occurs when Business as Usual has been achieved for the Business Unit as a whole, including returning to the normal place of work.

Business as Usual services or functions should be achieved as part of the final phase of the strategy. However, this plan is not deactivated until the business is back in its regular place of work.

While plans are activated, the Incident Response Lead, BC Recovery Coordinator and Communications Team (or acting) must remain in regular contact.

The recommendation to deactivate the plan and return to business as usual is made by:

- **For Strategies 1 (Loss of place of Work) and 2 (Loss of power):** the Crisis Management team in collaboration with impacted business units.
- **For Strategies 3 (Loss of phones), 4 (Loss of ICT), 5 (Loss of Internet) and 6 (Loss of staff):** the Incident Response Lead in collaboration with the BC Recovery or Crisis Management Coordinator.

OTHER SCENARIOS

This plan provides a range of strategies for threats that could impact our business.

If an event occurs that is not covered in this Business Continuity Plan, the business unit manager is empowered to, in collaboration with the Crisis Management Coordinator, develop a solution to the event impacting the business.

The Crisis Management Team will provide support in the development and execution of a solution.





SECTION THREE

Strategies





PHASE 1

STRATEGY 1 LOSS OF PLACE OF WORK

Phase 1: Response Actions

Time Objective: 8 hours from incident

Objective: Exit building safely, determine duration of loss of place of work, determine need to relocate



Time	Key Steps	Who	Resources
5 mins	<ul style="list-style-type: none"> Comply with health and safety and/or building evacuation procedures Take Mobile Office with you 	All	Appendix D: Alternate Location and Transport Arrangements
20 mins	<ul style="list-style-type: none"> Locate and ensure welfare of all team members Update People and Capability about staff safety 	Manager or Team Leader, cascading through team	Appendix A: Call Tree
30 mins	<ul style="list-style-type: none"> Confirm Incident Response Lead and tell staff 	Manager or Team Leader	BC Recovery Coordinator
45 mins	<ul style="list-style-type: none"> Determine duration of event and how long the normal place of work will be unavailable Incident Response Lead assigns response and recovery roles to staff. Staff know what recovery timeframes need to be met and what actions to undertake Where able, commence recovery of critical functions Confirm alternate place(s) of work are available for use 	Incident Response Lead	http://s 7(2)(a) - Privacy Crisis SMS BC Recovery Coordinator Appendix C: Critical Functions
1 - 2 hours	<ul style="list-style-type: none"> Consider number staff to relocate to alternate place(s) of work, work elsewhere in the business, work from home or stand down Liaise with BC Recovery Coordinator regarding likely duration of loss of access to place of work and if relocation is likely to occur Discuss need for activation of Crisis Management Team 	Incident Response Lead	BC Recovery Coordinator Appendix D: Alternate Location and Transport Arrangements
2 - 4 hours	<ul style="list-style-type: none"> When directed, relocate to alternate place(s) of work Establish safe, operational area at alternate location(s) to recommence delivering critical functions 	Incident Response Lead Team	Appendix D: Alternate Location and Transport Arrangements Appendix C: Critical Functions Appendix F: Back-up Information and Equipment
2 - 4 hours	<ul style="list-style-type: none"> Where mobile phones or portable electronic devices have been left in the premises, liaise with the BC Recovery Coordinator regarding additional computer / phone access (if needed) 	Incident Response Lead	Appendix C: Critical Functions BC Recovery Coordinator
4 hours	<ul style="list-style-type: none"> Call key team stakeholders (if necessary) regarding disruption or delays due to incident 	Team	

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Time	Key Steps	Who	Resources
4 hours	<ul style="list-style-type: none"> Update BC Recovery Coordinator regarding any Team specific communications required Update Contact Centre and Service Centre of any change in contact details for reporting of Public Health issues 	Incident Response Lead Contact Centre Manager Service Centre Manager	
8 hours	<ul style="list-style-type: none"> Liaise with TCC Incident Response Team as needed regarding Public Health Issues and scheduling environmental monitoring processes as part of the incident response If necessary appoint additional team members to manage the workflow associated with the incident 	Incident Response Lead	BC Recovery Coordinator Property Projects
8 hours	<ul style="list-style-type: none"> Inform People and Capability regarding team members who are available to support incident response (if needed) including: <ul style="list-style-type: none"> Name and any WHS needs / limitations Skill set Availability for next ~3-days 	Incident Response Lead	BC Recovery Coordinator People and Capability
8 hours	<ul style="list-style-type: none"> Where Crisis Management Team or Civil Defence response is activated ensure that the Crisis Management Team is resourced as agreed while the remainder of the team ensure delivery of the Business Continuity Strategy 	Manager, Team Leader, Incident Response Lead	BC Recovery Coordinator Civil Defence Coordinator Appendix G: Disruption Severity Table & Crisis Arrangements



Communication

Internal / External	Key Messages	Who	Notes
Internal and External	<ul style="list-style-type: none"> Current situation Staff wellbeing Update on initial actions (relocation and incident response) Any Public Health Notices Any amendments to TCC services or activities as a result of the disruption 	Communications Team	Communications Framework (pg 14)
Contact Centre and Service Centre	<ul style="list-style-type: none"> Ensure that the Contact Centre and Service Centre are up to date on any Public Health Issues for public enquiries and updated process for managing complaints (if needed) 	Incident Response Lead Contact Centre Manager Service Centre Manager	
External	<ul style="list-style-type: none"> Ensure that stakeholders are informed if Environmental Monitoring Services will be delayed 	Team	





PHASE 1



Resources		
Physical	Who	Contingency
Team mobile phones	Team	Landlines, satellite phones, VHF radio, email, couriers and runners
Networked desktops or portable electronic devices at alternate location(s)	ICT	Liaise with BC Recovery Coordinator regarding additional desktops or laptops at alternate location if needed VMWARE access from non-TCC PC
Outlook	ICT	Mobiles, landlines, satellite phones, VHF radio, couriers and runners to support general communication
Ozone	ICT	Record responses to CCMs and Environmental Monitoring processes manually (electronic or paper copy) Appendix K: Manual Activity Log Appendix J: Manual Call Log
Objective	ICT	Key documents in Emergency Folder or on Connect
GIS / Smartzoom	ICT	Key maps of TCC LGA in Recovery Box Use Google Maps / Google Earth to groundtruth sites Collate site visit information and photographs for geotagging once system is operational and communicate key information with relevant stakeholders
Stationery to record Environmental Monitoring responses manually if needed	Team	Procure if necessary



References			
Reference Documents	Objective	Hardcopy	Softcopy
Staff Contacts		Appendix A: Call Tree Emergency Folder	Appendix A: Call Tree Objective Connect
Key Contacts (internal and external)		Appendix B: Key Contact Lists Emergency folder	Appendix B: Key Contact Lists Objective Connect
Internal Customer Database			http://s 7(2)(a) - Privacy
Key maps		In Recovery Box	Hard Copy in emergency folder Objective Connect
Template Health Act 1956 Nuisance Letter	A7100236	Emergency folder	Objective Connect
Template Health Act 1956 Cleansing Order	A7138156	Emergency folder	Objective Connect
Health and Safety Manual		Emergency folder	Objective Connect Appendix I: Health & Safety Reporting Form



Contingency	
Options if resources are not available	
Alternate Location	If alternate location is not available, Environmental Monitoring Manager, BC Recovery Coordinator and Property Projects Manager will agree a suitable alternative
Intranet / application access	If key software or intranet are not immediately available, record key environmental monitoring actions on paper using the templates in Appendix K: Manual Activity Log , and Appendix H: Initial Recovery Log . See Business Continuity Strategy 4
Telephones	If mobile communications are not available, use radio or satellite device (see Business Continuity Strategy 3)



Phase 2: Achieving Minimum Business Continuity Objective (MBCO) **Time Objective:** 2 days from incident

Objective: Establish alternate location and commence delivery of critical business functions



PHASE 2



Time	Key Steps	Who	Resources
Keep up with the Play	<ul style="list-style-type: none"> Maintain situational awareness to support ongoing decision-making 	Team	http://s 7(2)(a) - Privacy Insider Crisis SMS
1 day	<ul style="list-style-type: none"> Liaise with BC Recovery Coordinator regarding any Team specific content for crisis messaging, including Public Health Notices 	Incident Response Lead	BC Recovery Coordinator Communications Team
1 day	<ul style="list-style-type: none"> Request any additional resources required via BC Recovery Coordinator When Crisis Management Team is activated, ensure CMT and incident response roles are delivered (if needed) When Emergency Management Team is activated, ensure CDEM roles are delivered (if needed) 	Incident Response Lead	
1 day	<ul style="list-style-type: none"> Prioritise any response required for Public Health issues 	Incident Response Lead	
1 day	<ul style="list-style-type: none"> Liaise with external contractors if specialist services required 	Incident Response Lead	Arborists Security services
1 - 2 days	<ul style="list-style-type: none"> Update contact centre and service centre on access to team for complaint process 	Incident Response Lead Contact Centre Service Centre	
1 - 2 days	<ul style="list-style-type: none"> Update People and Capability on staff capacity to support incident response (if needed) 	Incident Response Lead	BC Recovery Coordinator People and Capability
1 - 2 days	<ul style="list-style-type: none"> If access to building is allowed, return to salvage key items including tablets, phones and chargers 	Selected staff under direction of Property Projects	Appendix E: Recovery Box and Salvage List



Communication			
Internal / External	Key Messages	Who	Notes
Internal and External	<ul style="list-style-type: none"> Current situation Staff wellbeing Actions to-date Anticipated delays or reduction in capacity Public Health Notices 	Communications Team	Communications Framework (pg 14) Note that level of service may be reduced if team numbers are reduced while space is being established or as a result of the Incident Response
External	<ul style="list-style-type: none"> Ensure that stakeholders are informed if environmental monitoring services will be delayed 	Team	





PHASE 2



Resources

Physical	Who	Contingency
Landline access to be established at alternative locations(s)	ICT	Mobiles, satellite phones, VHF radio, email, couriers and runners to support general communication
Chargers for mobile phones	Team	Additional chargers in ICT Resilience Kit
Headsets for standard or mobile phones (if required)	BC Recovery Coordinator ICT	Ensure that phones which are not regularly used have headsets to reduce fatigue (WHS)
Team specialist / dedicated vehicles and associated tools / equipment	Team Property Services Fleet Services Contractors	If not safe / possible to evacuate or access specialist or dedicated vehicles, determine available fleet from on-call staff, Regional and District Council staff and contractors
Mobiles or radios to communicate from monitoring sites	ICT BC Recovery Coordinator	If additional devices are required BC Recovery Coordinator will coordinate procurement



References

Reference Documents	Objective	Hardcopy	Softcopy



Contingency

Options if resources are not available

Vehicles	Determine available fleet from on-call staff, Regional and District Council staff and contractors
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Phase 3: Maintaining Minimum Business Continuity Objective (MBCO) **Time Objective:** 5 days from incident

Objective: Additional requirements to maintain MBCO



PHASE 3



Time	Key Steps	Who	Resources
Keep up with the Play	<ul style="list-style-type: none"> Maintain situational awareness to support ongoing decision-making 	Team	http://s 7(2)(a) - Privacy Insider Crisis SMS
2 days	<ul style="list-style-type: none"> Liaise with BC Coordinator regarding any outstanding physical or ICT resources and agree timeline for actions When Crisis Management Team is activated continue to deliver CMT and incident response roles When Emergency Management Team is activated, ensure CDEM roles are delivered (if needed) 	Incident Response Lead	BC Coordinator Crisis Management Team
2 - 5 days	<ul style="list-style-type: none"> Advise internal and external stakeholders of any delays to scheduled monitoring activities due to incident 	Incident Response Lead Team	
2 - 5 days	<ul style="list-style-type: none"> Update People and Capability on staff capacity to support incident response (if needed) 	Incident Response Lead	BC Recovery Coordinator People and Capability
2 - 5 days	<ul style="list-style-type: none"> Liaise with BC Recovery Coordinator regarding any Team specific content for crisis messaging 	Incident Response Lead	



Communication			
Internal / External	Key Messages	Who	Notes
Internal and External	<ul style="list-style-type: none"> Current situation Staff wellbeing Actions Anticipated delays or reduction in capacity Public Health Notices 	Communications Team	Communications Framework (pg 14) Messaging may extend to updates on other (non-critical) functions during this period



Resources		
Physical	Who	Contingency



References			
Reference Documents	Objective	Hardcopy	Softcopy



Contingency
Options if resources are not available





PHASE 4

Phase 4: Returning to Business as Usual (BAU)	Time Objective: 7 days from incident
Objective: Return to BAU and to normal place of work (when available)	



Time	Key Steps	Who	Resources
Keep up with the Play	<ul style="list-style-type: none"> Maintain situational awareness to support ongoing decision-making 	Team	http://s 7(2)(a) - Privacy Insider Crisis SMS
5 - 7 days	<ul style="list-style-type: none"> Transfer any paper records to electronic systems and review to ensure all steps of monitoring and complaint processes are documented correctly 	Team	
5 - 7 days	<ul style="list-style-type: none"> Ensure staff have all resources to resume BAU functions in the alternate location(s). Liaise with BC Recovery Coordinator regarding any shortfall of resources and agree timeframes for actioning 	Incident Response Lead	
	<ul style="list-style-type: none"> Confirm primary place of work is suitable to return to and agree timeframes 	Incident Response Lead	BC Recovery Coordinator
	<ul style="list-style-type: none"> In conjunction with BC Recovery Coordinator advise of any disruption to service during or after move back to the building and communicate as appropriate 	Incident Response Lead	BC Recovery Coordinator



Communication			
Internal / External	Key Messages	Who	Notes
Internal and External	<ul style="list-style-type: none"> BAU resumed 	Communications Team	Communications Framework (pg 14) Specific communication around return to premises to be planned in advance with Communications Team



Resources		
Physical	Who	Contingency



References			
Reference Documents	Objective	Hardcopy	Softcopy



Contingency
Options if resources are not available



STRATEGY 2

LOSS OF POWER



PHASE 1

Phase 1: Response Actions **Time Objective:** 8 hours from incident

Objective: Establish nature of outage and determine need to relocate to continue critical functions



Time	Key Steps	Who	Resources
5 mins	<ul style="list-style-type: none"> In locations without a back-up generator or when generator fails, comply with health and safety and / or building evacuation procedures Report loss of power to Property Projects and BC Recovery Coordinator 	All	Appendix D: Alternate Location and Transport Arrangements Appendix B: Key Contact Lists
20 mins	<ul style="list-style-type: none"> Locate and ensure welfare of all team members Confirm Incident Response Lead and tell staff Update Contact Centre and People and Capability about staff safety 	Manager or Team Leader, cascading through team	Appendix A: Call Tree
45 mins	<ul style="list-style-type: none"> Maintain awareness of nature and duration of outage and review for updates on a regular basis Confirm alternate place(s) of work are available for use Implement balance of Business Continuity Strategy 1 (recommended if there is no generator and power is available at alternate location) 	Incident Response Lead	http://s 7(2)(a) - Privacy Crisis SMS Business Continuity Strategy 1 Appendix D: Alternate Location and Transport Arrangements



Communication

Internal / External	Key Messages	Who	Notes
Internal and External	<ul style="list-style-type: none"> Current situation Staff wellbeing Update on initial actions (relocation and incident response) Any Public Health Notices Any amendments to TCC services or activities as a result of the disruption 	Communications Team	Communications Framework (pg 14)
Contact Centre and Service Centre	<ul style="list-style-type: none"> Ensure that the Contact Centre and Service Centre are up to date on any Public Health issues for public enquiries and updated process for managing complaints (if needed) 	Incident Response Lead Contact Centre Manager Service Centre Manager	
External	<ul style="list-style-type: none"> Ensure that stakeholders are informed if Environmental Monitoring Services will be delayed 	Team	





Resources

Physical	Who	Contingency
Back-up generator	BC Recovery Coordinator with Property Projects	Prioritise hiring a generator to minimise disruption



References

Reference Documents	Objective	Hardcopy	Softcopy



Contingency

Options if resources are not available
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Phase 2 & 3: Achieving and Maintaining Minimum Business Continuity Objective (MBCO) **Time Objective:** 5 days from incident

Objective: Install alternative generator(s) and resume critical functions



PHASE 2 & 3



Time	Key Steps	Who	Resources
Keep up with the Play	<ul style="list-style-type: none"> Maintain situational awareness to support ongoing decision-making 	Team	http://s 7(2)(a) - Privacy Insider Crisis SMS
2 - 5 days	<ul style="list-style-type: none"> Implement BC Strategy 1 	Incident Response Lead	BC Recovery Coordinator BC Strategy 1 Property Services



Communication			
Internal / External	Key Messages	Who	Notes
Internal and External	<ul style="list-style-type: none"> Current situation Staff wellbeing Actions to-date Anticipated delays or reduction in capacity Public Health Notices 	Communications Team	Communications Framework (pg 14) Note that level of service may be reduced if team numbers are reduced while space is being established or as a result of the Incident Response
External	<ul style="list-style-type: none"> Ensure that stakeholders are informed if environmental monitoring services will be delayed 	Team	



Resources		
Physical	Who	Contingency
Hi Viz, torches and other PPE for access to low-light areas	Team	Purchase from external supplier if required



References			
Reference Documents	Objective	Hardcopy	Softcopy



Contingency
Options if resources are not available





PHASE 4

Phase 4: Returning to Business as Usual (BAU) **Time Objective:** 7 days
Objective: Return to BAU and mains power

Time	Key Steps	Who	Resources
Keep up with the Play	<ul style="list-style-type: none"> Maintain situational awareness to support ongoing decision making 	Team	http://s 7(2)(a) - Privacy Insider Crisis SMS
5 - 7 days	<ul style="list-style-type: none"> Transfer any paper records to electronic systems and review to ensure all steps of monitoring and complaint processes are documented correctly 	Team	
5 - 7 days	<ul style="list-style-type: none"> In conjunction with BC Recovery Coordinator communicate any disruption to service due to repairs 	Incident Response Lead	Communications Team

Communication			
Internal / External	Key Messages	Who	Notes
Internal and External	<ul style="list-style-type: none"> BAU resumed 	Communications Team	Communications Framework (pg 14) Specific communication around any repairs to building(s) to be planned in advance with Communications Team

Resources		
Physical	Who	Contingency

References			
Reference Documents	Objective	Hardcopy	Softcopy

Contingency
Options if resources are not available



STRATEGY 3

LOSS OF PHONE ACCESS



PHASE 1

Phase 1: Response Actions

Time Objective: 2 hours from incident

Objective: Establish alternate arrangements for communication



Time	Key Steps	Who	Resources
5 mins	<ul style="list-style-type: none"> Confirm if outage is impacting all mobile phone networks used by the Environmental Monitoring Team and if the outage includes landlines Report outage to ICT Service Desk and BC Recovery Coordinator 	Team Leader or senior team member	s 7(2)(f)(ii) (ICT Service Desk) s 7(2)(f)(ii)
15 mins	<ul style="list-style-type: none"> If mobile phone network outage, utilise landlines If landline outage, divert phones to mobile If both systems have failed use team radio or satellite device and email Update BC Recovery Coordinator on response 	Team	Crisis SMS http://s 7(2)(a) - Privacy Insider
20 mins	<ul style="list-style-type: none"> Ensure that the Contact Centre and Service Centre are up to date on any Public Health issues for public enquiries and updated process for managing complaints (including alternative phone numbers if needed) 	Manager, Team Leader Contact Centre Manager Service Centre Manager	BC Recovery Coordinator
30 mins	<ul style="list-style-type: none"> Email key stakeholders regarding outage Liaise with BC Recovery Coordinator regarding any Team specific messaging 	Team	http://s 7(2)(a) - Privacy
1 hour	<ul style="list-style-type: none"> Update awareness of network availability 	Team	http://s 7(2)(a) - Privacy Crisis SMS
2 hours	<ul style="list-style-type: none"> Inform People and Capability regarding team members who are available to support incident response (if needed) including: <ul style="list-style-type: none"> Name and any WHS needs / limitations Skill set Availability for next ~3-days 	Manager, Team Leader	BC Recovery Coordinator People and Capability





PHASE 1



Communication			
Internal / External	Key Messages	Who	Notes
Internal and External	<ul style="list-style-type: none"> Current situation Staff wellbeing Update on initial actions (relocation and incident response) Any amendments to TCC services or activities as a result of the disruption 	See Escalation Process and Disruption Severity Table (Appendix G) with input from Environmental Monitoring Manager or Incident Response Lead (or delegate)	~3 updates to be provided internally and externally during this period Communications Framework (pg 14)
External	<ul style="list-style-type: none"> Inform stakeholders of the best way to communicate with team members and to check http://s 7(2)(a) - Privacy for updates as needed 	Team	Note that telephone communication should be limited to critical calls if limited communications are available
Contact Centre and Service Centre	<ul style="list-style-type: none"> Ensure that the Contact Centre and Service Centre are aware of how to contact the Team (particularly for Public Health issues) 	Manager, Team Leader Contact Centre Manager Service Centre Manager	



Resources		
Physical	Who	Contingency
If land lines, divert to mobile and if mobile divert to landline. If both implement contingency	Team	Satellite phones / radio / VoIP / in person communication
Chargers for mobile phones	Team	Additional chargers in ICT Resilience Kit Appendix E: Recovery Box and Salvage List
Vehicles to attend meetings face-to-face	Team Fleet Services	Taxi
Internet / MS Suite for email and / or VoIP communication	ICT	Runners or couriers to support internal communication
Runners / couriers / additional vehicles	BC Recovery Coordinator Fleet Services	Divert non-critical resources to critical communications pathways



References			
Reference Documents	Objective	Hardcopy	Softcopy
Staff Contacts		Appendix A: Call Tree Emergency Folder	Appendix A: Call Tree Objective Connect
Key Contacts (internal and external)		Appendix B: Key Contact Lists Emergency folder	Appendix B: Key Contact Lists Objective Connect
Internal Customer Database			http://s 7(2)(a) - Privacy



Contingency	
Options if resources are not available	
Landlines and Mobiles	Satellite phones / radio / VoIP / in person communication / runners / couriers



Phase 2: Achieving and Maintaining Minimum Business Continuity Objective (MBCO) **Time Objective:** 1 day from incident

Objective: Extended use of alternative communication strategies in case of significant outage



PHASE 2



Time	Key Steps	Who	Resources
2 - 4 hours	<ul style="list-style-type: none"> Maintain awareness of progress on restoration of services 	Team	http://s 7(2)(a) - Privacy Insider Crisis SMS
4 hours	<ul style="list-style-type: none"> Liaise with BC Recovery Coordinator regarding any Team specific content for crisis messaging 	Manager, Team Leader BC Recovery Coordinator	Communications
4 hours	<ul style="list-style-type: none"> Update contact centre and service centre on access to team for complaint process 	Manager, Team Leader Contact Centre Service Centre	
4 hours	<ul style="list-style-type: none"> Liaise with BC Recovery Coordinator regarding any additional support needed to resume critical function communication (runners, additional devices, etc.) 	Manager, Team Leader	
4 hours	<ul style="list-style-type: none"> Where Crisis Management Team is activated ensure that the Crisis Management Team is resourced as agreed while the remainder of the team ensure delivery of the Business Continuity Strategy 	Manager, Team Leader	



Communication			
Internal / External	Key Messages	Who	Notes
Internal and External	<ul style="list-style-type: none"> Current situation Actions to-date Any updates on service availability (if known) Anticipated delays or reduction in capacity 	See Escalation Process and Disruption Severity Table (Appendix G)	Note that telephone communication should be limited to critical calls if limited communications are available



Resources		
Physical	Who	Contingency
Additional landlines, mobiles, or pagers if required	BC Recovery Coordinator	



References			
Reference Documents	Objective	Hardcopy	Softcopy



Contingency
Options if resources are not available





PHASE 3

Phase 3: Returning to Business as Usual (BAU) **Time Objective:** 7 days
Objective: Return to use of mobile and landline communication

Time	Key Steps	Who	Resources
Keep up with the Play	<ul style="list-style-type: none"> Continue to maintain awareness on service resumption 	Team	http://s 7(2)(a) - Privacy Insider Crisis SMS
When service is resumed	<ul style="list-style-type: none"> Update key contacts when service is resumed 	Team	

Communication			
Internal / External	Key Messages	Who	Notes
Internal and External	<ul style="list-style-type: none"> BAU resumed 	See Escalation Process and Disruption Severity Table (Appendix G)	Specific communication around any disruption to staff working areas due to repairs to be planned in advance with Communications Team

Resources		
Physical	Who	Contingency

References			
Reference Documents	Objective	Hardcopy	Softcopy

Contingency	
Options if resources are not available	



STRATEGY 4 LOSS OF ACCESS TO ICT SYSTEM OR KEY SOFTWARE

Business Continuity Strategies 4 (Loss of Access to ICT System) and 5 (Loss of Internet Access) are designed to be used when ICT resources identified as being important to the delivery of your critical business functions are unavailable.

The strategies are designed to be used individually (if one particular application is unavailable or the internet is down), or simultaneously if your team doesn't have access to your computers or the entire ITC network is down.

For this reason all strategies include contingencies for recording your actions on paper and utilising offline resources (including those in your Recovery Box) to help you deliver your critical functions.

Strategies 4 and 5 also reference Business Continuity Strategy 3 (Loss of Phone Access), which should be used to support communication if telephone communication is also unavailable.

OUTLOOK / WEBMAIL

Phase 1: Response Actions	Time Objective: 2 hours from incident
Objective: Establish nature of outage and inform stakeholders	



Time	Key Steps	Who	Resources
5 mins	<ul style="list-style-type: none"> Report loss of Outlook / Webmail access to ICT Service Desk 	Team Leader	s 7(2)(f)(ii) (ICT Service Desk) s 7(2)(f)(ii) Appendix B: Key Contact Lists
15 mins	<ul style="list-style-type: none"> View updates on the reason and extent of outage, and estimated recovery time Review for updates on a regular basis to inform decision-making moving forward 	Manager, Team Leader	http://s 7(2)(a) - Privacy Insider Crisis SMS
45 mins	<ul style="list-style-type: none"> Call key stakeholders (as necessary) regarding lack of email access and establish alternatives for communication over this period (e.g. courier, runners, fax, phone) 	Team	http://s 7(2)(a) - Privacy
1 hour	<ul style="list-style-type: none"> Liaise with BC Recovery Coordinator regarding: <ul style="list-style-type: none"> - additional alternative communication resources required (e.g. runners) - Team specific messaging to be included in broader communications or to be included on TCC homepage 	Manager, Team Leader	
2 hours	<ul style="list-style-type: none"> Inform People and Capability regarding team members who are available to support incident response (if needed) including: <ul style="list-style-type: none"> - Name and any WHS needs / limitations - Skill set - Availability for next ~3-days 		





Communication

Internal / External	Key Messages	Who	Notes
Internal and External	<ul style="list-style-type: none"> Current situation Update on initial actions Emails to staff will not be received Alternate contact details Timeframes for restoration of BAU (if known) 	See Escalation Process and Disruption Severity Table (Appendix G) with input from ICT	Crisis Messaging Plan outlines message timing Communications Framework (pg 14)



Resources

Physical	Who	Contingency
Landlines and mobiles	ICT	Satellite phones / radio / VoIP / in person communication



References

Reference Documents	Objective	Hardcopy	Softcopy
Staff Contacts		Appendix A: Call Tree Emergency Folder	Appendix A: Call Tree Objective Connect
Key Contacts (internal and external)		Appendix B: Key Contact Lists Emergency folder	Appendix B: Key Contact Lists Objective Connect
Internal Customer Database			http://s 7(2)(a) - Privacy



Contingency

Options if resources are not available

Landlines and Mobiles	Satellite phones / radio / VoIP / in person communication / runners / couriers If all communication systems are down, may require runners, additional vehicles or couriers to maintain communication. Implement Business Continuity Strategy 3
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Phase 2: Achieving Minimum Business Continuity Objective (MBCO) **Time Objective:** 1 day from incident

Objective: Extended period without Outlook



Time	Key Steps	Who	Resources
Keep up with the Play	<ul style="list-style-type: none"> Continue to monitor http://s 7(2)(a) - Privacy regarding resumption of service and key messages to all staff 	Team	http://s 7(2)(a) - Privacy Insider Crisis SMS
1 day	<ul style="list-style-type: none"> Request any additional resources needed to get information to / from the team Liaise with BC Recovery Coordinator regarding any Team specific content for crisis messaging 	Manager, Team Leader	
1 day	<ul style="list-style-type: none"> Where Crisis Management Team is activated ensure that the Crisis Management Team is resourced as agreed while the remainder of the team ensure delivery of the Business Continuity Strategy 	Manager, Team Leader	



Communication			
Internal / External	Key Messages	Who	Notes
Internal and External	<ul style="list-style-type: none"> Current situation Update on actions Timeframes for restoration of BAU (if known) Any impact or delay on scheduled activities 	See Escalation Process and Disruption Severity Table (Appendix G) with input from ICT	Crisis Messaging Plan outlines message timing Communications Framework (pg 14)



Resources		
Physical	Who	Contingency
Vehicles to attend meetings face-to-face	Team Fleet Services	Taxi
Internet / MS Suite for VoIP communication	Team	Runners to or couriers support internal communication
Runners / couriers / additional vehicles	BC Recovery Coordinator Fleet Services	Divert non-critical resources to critical communications pathways



References			
Reference Documents	Objective	Hardcopy	Softcopy



Contingency
Options if resources are not available





Phase 3: Returning to Business as Usual (BAU)	Time Objective: >1 day
Objective: Resumption of service	



Time	Key Steps	Who	Resources
	<ul style="list-style-type: none"> When advised that Outlook is available, recommence using 	Team	http://s 7(2)(a) - Privacy Insider Crisis SMS
	<ul style="list-style-type: none"> Advise key stakeholders that BAU is restored 	Team	
	<ul style="list-style-type: none"> Scan and upload any paper records to electronic system if needed 	Team	



Communication			
Internal / External	Key Messages	Who	Notes
Internal and External	<ul style="list-style-type: none"> BAU resumed 	See Escalation Process and Disruption Severity Table (Appendix G)	



Resources		
Physical	Who	Contingency



References			
Reference Documents	Objective	Hardcopy	Softcopy



Contingency
Options if resources are not available



OZONE

Phase 1: Response Actions

Time Objective: 2 hours from incident

Objective: Establish alternate arrangements to record customer complaints, liquor licensing and food premise applications



Time	Key Steps	Who	Resources
5 mins	<ul style="list-style-type: none"> Report loss of access to Ozone to ICT Service Desk 	Manager, Team Leader	s 7(2)(f)(ii) (ICT Service Desk) s 7(2)(f)(ii) Appendix B: Key Contact Lists
15 mins	<ul style="list-style-type: none"> View updates on the reason and extent of outage, and estimated recovery time Review on a regular basis to inform decision-making moving forward 	Team	http://s 7(2)(a) - Privacy Insider Crisis SMS
15 mins	<ul style="list-style-type: none"> Record customer complaints and associated actions manually 	Team	Appendix K: Manual Activity Log Appendix J: Manual Call Log
1 hour	<ul style="list-style-type: none"> Confirm frequency and method of updates from Contact Centre and Service Centre regarding customer queries and processing CCMs Options include email or phone 	Manager, Team Leader Manager Contact Centre (or delegate) Manager Service Centre (or delegate)	http://s 7(2)(a) - Privacy Insider BC Recovery Coordinator
2 hours	<ul style="list-style-type: none"> Call key team stakeholders (if necessary) regarding disruption or delays due to incident 	Team	
2 hours	<ul style="list-style-type: none"> Liaise with BC Recovery Coordinator regarding any Team specific content for crisis messaging 	Manager, Team Leader	



Communication

Internal / External	Key Messages	Who	Notes
Internal and External	<ul style="list-style-type: none"> Current situation Update on initial actions Timeframes for restoration of BAU (if known) 	See Escalation Process and Disruption Severity Table (Appendix G) with input from ICT	Crisis Messaging Plan outlines message timing Communications Framework (pg 14)
Internal and External	<ul style="list-style-type: none"> Ensure that stakeholders are informed if environmental monitoring activities will be delayed 	Team	
Contact Centre & Service Centre	<ul style="list-style-type: none"> Agree means of communication with the Contact Centre and Service Centre as CCMs won't be received 	Manager, Team Leader Contact Centre Manager, Team Leader Service Centre Manager, Team Leader	





Resources		
Physical	Who	Contingency
MS Word / Excel version of manual logs to record customer complaints, liquor licensing and food premise application activities	Team	Appendix K: Manual Activity Log Appendix J: Manual Call Log Stationery to activities manually
Outlook	ICT	Mobiles, landlines, satellite phones, VHS radio, couriers and runners to support general communication
Phones to call stakeholders	Team	Divert to mobile
Objective	ICT	Access key forms and documentation on Team USB or Emergency Folder



References			
Reference Documents	Objective	Hardcopy	Softcopy
Manual activity log		Appendix K: Manual Activity Log	Appendix K: Manual Activity Log Objective Connect
Manual call log		Appendix J: Manual Call Log	Appendix J: Manual Call Log Objective Connect
Staff Contacts		Appendix A: Call Tree Emergency Folder	Appendix A: Call Tree Objective Connect
Key Contacts (internal and external)		Appendix B: Key Contact Lists Emergency folder	Appendix B: Key Contact Lists Objective Connect
Internal Customer Database			http://s 7(2)(a) - Privacy



Contingency
Options if resources are not available



Phase 2: Maintaining Minimum Business Continuity Objective (MBCO) **Time Objective:** 1 day from incident
Objective: Extended period of managing environmental monitoring processes without Ozone



Time	Key Steps	Who	Resources
2 - 4 hours	<ul style="list-style-type: none"> Continue to monitor http://s 7(2)(a) - Privacy regarding resumption of service Liaise with BC Recovery Coordinator regarding any Team specific content for crisis messaging 	Manager, Team Leader	http://s 7(2)(a) - Privacy Insider Crisis SMS
4+ hours	<ul style="list-style-type: none"> Monitor email and / or Objective for information on customer enquiries from the Contact Centre / Service Centre as agreed 	Team	Contact Centre Service Centre
4+ hours	<ul style="list-style-type: none"> Agree a temporary location on Objective or Team USB (if Objective is not available) to store / backup records on the response / close out of CCMs and other customer enquiries 	Team	
1 day	<ul style="list-style-type: none"> Liaise with BC Recovery Coordinator regarding any additional administration support needed to manage filing 	Manager, Team Leader	
1 day	<ul style="list-style-type: none"> Team to review summaries of work orders added to Objective by Contact Centre / Service Centre at the end of each shift and add any additional activities initiated by the Environmental Planning Team 	Designated Team Member(s)	Contact Centre Service Centre
1 day	<ul style="list-style-type: none"> Revise environmental monitoring schedule (if needed) and update stakeholders 	Manager, Team Leader	



Communication			
Internal / External	Key Messages	Who	Notes
Internal and External	<ul style="list-style-type: none"> Current situation Actions to-date Timeframes for restoration of BAU 	See Escalation Process and Disruption Severity Table (Appendix G) with input from ICT	
Internal and External	<ul style="list-style-type: none"> Ensure that stakeholders are informed if monitoring services will be delayed 	Team	



Resources		
Physical	Who	Contingency



References			
Reference Documents	Objective	Hardcopy	Softcopy



Contingency
Options if resources are not available





Phase 3: Returning to Business as Usual (BAU) **Time Objective:** >1 day
Objective: Return to normal use of Ozone

Time	Key Steps	Who	Resources
	<ul style="list-style-type: none"> When advised that Ozone is available, recommence using 	Team	http://s 7(2)(a) - Privacy Insider Crisis SMS
	<ul style="list-style-type: none"> Begin uploading records to Ozone and review to ensure that all steps of each process are documented correctly 	Manager, Team Leader to coordinate, Team to action	

Communication			
Internal / External	Key Messages	Who	Notes
Internal and External	<ul style="list-style-type: none"> BAU resumed 	See Escalation Process and Disruption Severity Table (Appendix G)	

Resources		
Physical	Who	Contingency

References			
Reference Documents	Objective	Hardcopy	Softcopy

Contingency	
Options if resources are not available	



OBJECTIVE

Phase 1: Response Actions

Time Objective: 2 hours from incident

Objective: Establish nature of outage and inform stakeholders



Time	Key Steps	Who	Resources
5 mins	<ul style="list-style-type: none"> Report loss of Objective access to ICT Service Desk 	Team Leader	<p>s 7(2)(f)(ii)</p> <p>Appendix B: Key Contact Lists</p>
15 mins	<ul style="list-style-type: none"> View updates on the reason and extent of outage, and estimated recovery time Review for updates on a regular basis to inform decision-making moving forward 	Manager, Team Leader	<p>http://s 7(2)(a) - Privacy</p> <p>Insider</p> <p>Crisis SMS</p>
15 mins	<ul style="list-style-type: none"> Access key documents and templates on Team USB or in Emergency Folder Arrange for additional copies to be made if needed Agree location on Team USB to save documents 	Manager, Team Leader Team	BC Recovery Coordinator Digital Capture
2 hours	<ul style="list-style-type: none"> Call key team stakeholders (if necessary) regarding disruption or delays due to incident 	Team	
2 hours	<ul style="list-style-type: none"> Liaise with BC Recovery Coordinator regarding Team specific content for crisis messaging 	Manager, Team Leader	BC Recovery Coordinator



Communication

Internal / External	Key Messages	Who	Notes
Internal	<ul style="list-style-type: none"> Current situation Update on initial actions Timeframes for restoration of BAU (if known) 	See Escalation Process and Disruption Severity Table (Appendix G) with input from ICT	Crisis Messaging Plan outlines message timing Communications Framework (pg 14)
Internal and External	<ul style="list-style-type: none"> Ensure that stakeholders are informed if scheduled environmental monitoring will be delayed 	Team	



Resources

Physical	Who	Contingency
Phones to call stakeholders	Team	Divert to mobile
Outlook	ICT	Mobiles, landlines, satellite phones, VHS radio, couriers and runners to support general communication
Access to printers / scanners	ICT Digital Capture	Digital Capture to support prioritisation and outsourcing of printing / scanning if needed





References			
Reference Documents	Objective	Hardcopy	Softcopy
Staff Contacts		Appendix A: Call Tree Emergency Folder	Appendix A: Call Tree Objective Connect
Key Contacts (internal and external)		Appendix B: Key Contact Lists Emergency folder	Appendix B: Key Contact Lists Objective Connect
Internal Customer Database			http://s 7(2)(a) - Privacy
Template Health Act 1956 Nuisance Letter	A7100236	Emergency folder	Objective Connect
Template Health Act 1956 Cleansing Order	A7138156	Emergency folder	Objective Connect
Health and Safety Manual		Emergency folder	Objective Connect Appendix I: Health & Safety Reporting Form



Contingency

Options if resources are not available

Key Documents	<p>All key documents should be available on Team USB stick and in the Emergency Folder so they can be accessed if Objective is not available to maintain business as usual</p> <p>If Objective is used to share information with teams (e.g. if Ozone is not available), use email and runners / couriers to share information and process customer requests</p>
---------------	--



Phase 2: Achieving Minimum Business Continuity Objective (MBCO) **Time Objective:** 1 day from incident
Objective: Extended period managing environmental monitoring processes without Objective



Time	Key Steps	Who	Resources
Keep up with the Play	<ul style="list-style-type: none"> Continue to monitor http://s 7(2)(a) - Privacy regarding resumption of service Liaise with BC Recovery Coordinator regarding any Team specific content for crisis messaging 	Manager, Team Leader	http://s 7(2)(a) - Privacy Insider Crisis SMS
4+ hours	<ul style="list-style-type: none"> Agree a temporary location on Team USB to store records 	Team	
1 day	<ul style="list-style-type: none"> Request any additional resources needed to get documents to / from the team (e.g. runners, couriers) 	Manager, Team Leader	BC Recovery Coordinator
1 day	<ul style="list-style-type: none"> Revise environmental monitoring schedule (if needed) and update stakeholders 	Manager, Team Leader	



Communication			
Internal / External	Key Messages	Who	Notes
Internal	<ul style="list-style-type: none"> Current situation Update on actions Timeframes for restoration of BAU (if known) Any impact or delay on scheduled activities 	See Escalation Process and Disruption Severity Table (Appendix G) with input from ICT	Crisis Messaging Plan outlines message timing Communications Framework (pg 14)
Internal and External	<ul style="list-style-type: none"> Ensure that stakeholders are informed if schedule will be delayed 	Team	



Resources		
Physical	Who	Contingency
Runners / couriers / additional vehicles to circulate documents	Manager, Team Leader BC Recovery Coordinator	



References			
Reference Documents	Objective	Hardcopy	Softcopy



Contingency	
Options if resources are not available	
Additional administration support	BC Recovery Coordinator will work with the Environmental Monitoring Manager, Team Leader and People and Capability to provide additional administration support to file, locate and distribute information if needed



Phase 3: Returning to Business as Usual (BAU) **Time Objective:** >1 day
Objective: Resumption of service

Time	Key Steps	Who	Resources
	<ul style="list-style-type: none"> When advised that Objective is available, recommence using 	Team	http://s 7(2)(a) - Privacy Insider Crisis SMS
	<ul style="list-style-type: none"> Upload records to Objective 	Manager, Team Leader to coordinate, Team to action	

Communication			
Internal / External	Key Messages	Who	Notes
Internal	<ul style="list-style-type: none"> BAU resumed 	See Escalation Process and Disruption Severity Table (Appendix G) with input from ICT as needed	

Resources		
Physical	Who	Contingency

References			
Reference Documents	Objective	Hardcopy	Softcopy

Contingency	
Options if resources are not available	

GIS / SMARTZOOM

Phase 1: Response Actions **Time Objective:** 2 hours from incident
Objective: Establish nature of outage and alternative process for groundtruthing



Time	Key Steps	Who	Resources
5 mins	<ul style="list-style-type: none"> Report loss of access to GIS / Smartzoom to ICT Service Desk 	Manager, Team Leader	<div style="background-color: black; color: white; padding: 2px;">s 7(2)(f)(ii)</div> Appendix B: Key Contact Lists
15 mins	<ul style="list-style-type: none"> View updates on the reason and extent of outage, and estimated recovery time Review on a regular basis to inform decision-making moving forward 	Team	http://s 7(2)(a) - Privacy Insider Crisis SMS
15 mins	<ul style="list-style-type: none"> Access paper and offline backups of maps on Team USB and in Recovery Box Utilise Google Maps / Google Earth for groundtruthing Liaise with other Teams (via BC Recovery Coordinator) to access back-up or offline copies of maps 	Manager, Team Leader to coordinate, Team to action	BC Recovery Coordinator Service Centre Parks and Recreation City Waters TTOC Environmental Planning Communications
1 hour	<ul style="list-style-type: none"> Record site visit information and photographs in offline team file or USB for geotagging once system is operational and communicate key information with relevant stakeholders Contact stakeholders for site information / history if unable to access 	Team	External stakeholders
2 hours	<ul style="list-style-type: none"> Call key team stakeholders (if necessary) regarding disruption or delays due to incident 	Team	
2 hours	<ul style="list-style-type: none"> Liaise with BC Recovery Coordinator regarding any Team specific content for crisis messaging 	Manager, Team Leader	



Communication			
Internal / External	Key Messages	Who	Notes
Internal	<ul style="list-style-type: none"> Current situation Update on initial actions Timeframes for restoration of BAU (if known) 	See Escalation Process and Disruption Severity Table (Appendix G) with input from ICT	Crisis Messaging Plan outlines message timing Communications Framework (pg 14)
Internal and External	<ul style="list-style-type: none"> Ensure that stakeholders are informed if monitoring activities will be delayed 	Team	





Resources

Physical	Who	Contingency
Phones to call stakeholders	Team	Divert to mobile
Outlook	ICT	Mobiles, landlines, satellite phones, VHS radio, email, couriers and runners to support general communication
Internet to access Google Maps	ICT	Use mobile or wireless data if regular service is not available Purchase additional hotspot dongles or data if needed



References

Reference Documents	Objective	Hardcopy	Softcopy
Staff Contacts		Appendix A: Call Tree Emergency Folder	Appendix A: Call Tree Objective Connect
Key Contacts (internal and external)		Appendix B: Key Contact Lists Emergency folder	Appendix B: Key Contact Lists Objective Connect
Internal Customer Database			http://s 7(2)(a) - Privacy
Key maps		In Recovery Box	Objective Connect



Contingency

Options if resources are not available



Phase 2: Maintaining Minimum Business Continuity Objective (MBCO) **Time Objective:** 1 day from incident

Objective: Extended period without GIS / Smartzoom



Time	Key Steps	Who	Resources
2 - 4 hours	<ul style="list-style-type: none"> Continue to monitor http://s 7(2)(a) - Privacy regarding resumption of service Liaise with BC Recovery Coordinator regarding any Team specific content for crisis messaging 	Manager, Team Leader	http://s 7(2)(a) - Privacy Insider Crisis SMS
4+ hours	<ul style="list-style-type: none"> Agree a temporary location on Objective or team USB (if Objective is not available) to store / backup site information and photographs with geospatial reference for geotagging at a later date 	Team	
1 day	<ul style="list-style-type: none"> Liaise with BC Recovery Coordinator regarding any Team specific content for crisis messaging 	Manager, Team Leader	
1 day	<ul style="list-style-type: none"> Liaise with BC Recovery Coordinator regarding activating alternate process: <ul style="list-style-type: none"> - access to cloud hosted mapping service or alternative mapping programme, combined with data from GIS back-ups 	Manager, Team Leader	ICT
1 day	<ul style="list-style-type: none"> Revise inspection schedule (if needed) and update stakeholders 	Manager, Team Leader	



Communication

Internal / External	Key Messages	Who	Notes
Internal	<ul style="list-style-type: none"> Current situation Actions to-date Timeframes for restoration of BAU 	See Escalation Process and Disruption Severity Table (Appendix G) with input from ICT	
Internal and External	<ul style="list-style-type: none"> Ensure that stakeholders are informed if environmental monitoring activities will be delayed 	Team	



Resources

Physical	Who	Contingency
Additional computer resource / alternative software / viewing programmes	ICT	Consider 6 monthly or even annual hard copy to maintain an offline record



References

Reference Documents	Objective	Hardcopy	Softcopy



Contingency

Options if resources are not available

If GIS / Smartzoom is not available consider where information may be held

As-built property files: consultants may hold copies, consider sourcing from network models etc

Site specific maps may be available from scheme development projects etc

Experienced operators will have practical network knowledge. Search other TCC drawing archives and consultant / contractor files

If outage extends into days, it is likely that alternative software solutions and data sources will be sufficient to maintain critical services



Phase 3: Returning to Business as Usual (BAU) **Time Objective:** >1 day from incident
Objective: Resumption of access to GIS / Smartzoom



Time	Key Steps	Who	Resources
	<ul style="list-style-type: none"> When advised that GIS / Smartzoom is available, recommence using 	Team	http://s 7(2)(a) - Privacy Insider Crisis SMS
	<ul style="list-style-type: none"> Begin scanning and uploading any paper records / updates to GIS if required 	Manager, Team Leader to coordinate, Team to action	
	<ul style="list-style-type: none"> Confirm spatial information for consents / licensing determined during the outage Ensure that all information is geotagged correctly Update consent documentation as needed 	Team	



Communication			
Internal / External	Key Messages	Who	Notes
Internal and External	<ul style="list-style-type: none"> BAU resumed 	See Escalation Process and Disruption Severity Table (Appendix G)	



Resources		
Physical	Who	Contingency



References			
Reference Documents	Objective	Hardcopy	Softcopy



Contingency	
Options if resources are not available	
Additional administration support	BC Recovery Coordinator will work with the Environmental Monitoring Manager, Team Leader and People and Capability to provide additional administration support if needed



STRATEGY 5 LOSS OF INTERNET / VMWARE ACCESS



PHASE 1

Business Continuity Strategies 4 (Loss of Access to ICT System) and 5 (Loss of Internet Access) are designed to be used when ICT resources identified as being important to the delivery of your critical business functions are unavailable.

The strategies are designed to be used individually (if one particular application is unavailable or the internet is down), or simultaneously if your team doesn't have access to your computers or the entire ITC network is down.

For this reason all strategies include contingencies for recording your actions on paper and utilising offline resources (including those in your Recovery Box) to help you deliver your critical functions.

Strategies 4 and 5 also reference Business Continuity Strategy 3 (Loss of Phone Access), which should be used to support communication if telephone communication is also unavailable.

Phase 1: Response Actions **Time Objective:** 2 hours from incident

Objective: Establish alternate arrangements to access critical information



Time	Key Steps	Who	Resources
5 mins	<ul style="list-style-type: none"> Report loss of internet access to ICT Service Desk 	Team Leader	<p>s 7(2)(f)(ii)</p> <p>Appendix B: Key Contact Lists</p>
15 mins	<ul style="list-style-type: none"> View updates on the reason and extent of outage, and estimated recovery time Review for updates on a regular basis to inform decision-making moving forward 	Team Leader	<p>http://s 7(2)(a) - Privacy</p> <p>Insider</p> <p>Crisis SMS</p>
15 mins	<ul style="list-style-type: none"> Groundtruth sites using Smartzoom or back-up maps 	Team	
1 hour	<ul style="list-style-type: none"> If outage is localised (i.e. building or TCC only) consider: <ul style="list-style-type: none"> - Purchase of hotspot dongles to restore internet access - Relocation of key staff to Alternative Location and enact Business Continuity Strategy 1 (only recommended if outage is likely to be more than 1-day) 	Manager, Team Leader ICT BC Recovery Coordinator	Property Projects
2 hours	<ul style="list-style-type: none"> Liaise with the BC Recovery Coordinator regarding any Team specific content for crisis messaging 	Manager, Team Leader	
2 hours	<ul style="list-style-type: none"> Call key team stakeholders (if necessary) regarding disruption or delays due to incident 	Team	



Communication

Internal / External	Key Messages	Who	Notes
Internal and External	<ul style="list-style-type: none"> Current situation Update on initial actions Timeframes for restoration of BAU (if known) 	See Escalation Process and Disruption Severity Table (Appendix G) with input from ICT	Communications Framework (pg 14)
Internal and External	<ul style="list-style-type: none"> Ensure that stakeholders are informed if monitoring activities will be delayed 	Team	





PHASE 1



Resources		
Physical	Who	Contingency
Team mobile phones	Team	Landlines, satellite phones, VHS radio, email, couriers and runners
Outlook	ICT	Mobiles, landlines, satellite phones, VHS radio, couriers and runners to support general communication
GIS / Smartzoom	ICT	Key maps of TCC LGA on Team USB and in Recovery Box Collate site visit information and photographs for geotagging once system is operational and communicate key information with relevant stakeholders



References			
Reference Documents	Objective	Hardcopy	Softcopy
Staff Contacts		Appendix A: Call Tree Emergency Folder	Appendix A: Call Tree Objective Connect
Key Contacts (internal and external)		Appendix B: Key Contact Lists Emergency folder	Appendix B: Key Contact Lists Objective Connect
Internal Customer Database			http://s 7(2)(a) - Privacy
Key maps		In Recovery Box	Objective Connect



Contingency
Options if resources are not available



Phase 2: Maintaining Minimum Business Continuity Objective (MBCO) **Time Objective:** 3 hours from incident

Objective: Extended operation without Internet



PHASE 2



Time	Key Steps	Who	Resources
1 - 3 hours	<ul style="list-style-type: none"> Continue to monitor SMS regarding resumption of service and key messages to all staff 	Team	Crisis SMS
1 - 3 hours	<ul style="list-style-type: none"> Liaise with BC Recovery Coordinator regarding any Team specific content for crisis messaging 	Manager, Team Leader	
3+ hours	<ul style="list-style-type: none"> Ensure access to key programmes that support critical business functions are available by alternative means or have an alternative strategy in place 	Manager, Team Leader	
3+ hours	<ul style="list-style-type: none"> Liaise with BC Recovery Coordinator regarding any additional resources required 	Manager, Team Leader	



Communication			
Internal / External	Key Messages	Who	Notes
Internal and External	<ul style="list-style-type: none"> Current situation Actions to-date Timeframes for restoration of BAU 	See Escalation Process and Disruption Severity Table (Appendix G) with input from ICT	
Internal and External	<ul style="list-style-type: none"> Ensure that stakeholders are informed if monitoring activities will be delayed 	Team	



Resources		
Physical	Who	Contingency



References			
Reference Documents	Objective	Hardcopy	Softcopy



Contingency
Options if resources are not available





PHASE 3

Phase 3: Returning to Business as Usual (BAU) **Time Objective:** >3 hours
Objective: Steps required when returning to BAU



Time	Key Steps	Who	Resources
	<ul style="list-style-type: none"> When advised that internet is available, recommence using 	Team	Crisis SMS
	<ul style="list-style-type: none"> Confirm with key stakeholders that BAU is resumed 	Team	
	<ul style="list-style-type: none"> Scan and upload any paper documents created 	Team	



Communication			
Internal / External	Key Messages	Who	Notes
Internal and External	<ul style="list-style-type: none"> BAU resumed 	See Escalation Process and Disruption Severity Table (Appendix G)	



Resources		
Physical	Who	Contingency



References			
Reference Documents	Objective	Hardcopy	Softcopy



Contingency
Options if resources are not available



STRATEGY 6 LOSS OF STAFF



PHASE 1

Phase 1: Response Actions

Time Objective: 2 hours

Objective: Establish availability of team and achieve Minimum Business Continuity Objective (MBCO)



Time	Key Steps	Who	Resources
5 - 30 mins	<ul style="list-style-type: none"> Establish number of staff available 	Manager, Team Leader, cascading through team	Appendix A: Call Tree Staff Contact List
30 - 60 mins	<ul style="list-style-type: none"> Where a significant number of staff, or key staff, unavailable report loss to People and Capability Update BC Recovery Coordinator 	Manager, Team Leader	
1 hour	<ul style="list-style-type: none"> Discuss a cover strategy with People and Capability and BC Recovery Coordinator where delivering MBCO is threatened: <ul style="list-style-type: none"> Call in team members on leave Utilise other TCC staff to support delivery of critical functions Hire agency staff or contractors to support 	Manager, Team Leader	Appendix B: Key Contact Lists Appendix C: Critical Functions Crisis Management Team
1 hour	<ul style="list-style-type: none"> Implement cover strategy 	Manager, Team Leader	Crisis Management Team
1 - 2 hours	<ul style="list-style-type: none"> Update BC Recovery Coordinator and publish message internally 	Manager, Team Leader,	Crisis Management Team Communications Team
1 - 2 hours	<ul style="list-style-type: none"> Ensure staff are aware of Organisational Counselling Programme (OCP) 	Manager, Team Leader	Appendix B: Key Contact Lists Health and Safety Manual



Communication

Internal / External	Key Messages	Who	Notes
Internal	<ul style="list-style-type: none"> Current situation Update on initial actions Any changes to service (if applicable) 	See Escalation Process and Disruption Severity Table (Appendix G)	
External	<ul style="list-style-type: none"> Any changes to service (if applicable) 		



Resources

Physical	Who	Contingency
Agency, contractors or other TCC staff	Manager, Team Leader BC Recovery Coordinator	





PHASE 1



References			
Reference Documents	Objective	Hardcopy	Softcopy
Staff Contacts		Appendix A: Call Tree Emergency Folder	Appendix A: Call Tree Objective Connect
Key Contacts (internal and external)		Appendix B: Key Contact Lists Emergency folder	Appendix B: Key Contact Lists Objective Connect
Internal Customer Database			http://s 7(2)(a) - Privacy
Health and Safety Manual		Emergency folder	Objective Connect Appendix I: Health & Safety Reporting Form



Contingency	
Options if resources are not available	
If key environmental monitoring staff are not available	Consider available skill sets in local contractor / supplier base. If individuals are not available locally, consider approaching adjacent authorities, larger local authorities (e.g. Hamilton City, Waikato District) or larger contractors for cover staff



Phase 2: Maintaining Minimum Business Continuity Objective (MBCO) **Time Objective:** 1 day
Objective: Actions required to maintain critical functions



PHASE 2



Time	Key Steps	Who	Resources
2 - 4 hours	<ul style="list-style-type: none"> Review current work flow in the context of critical functions and ensure these are met first - Adjust work flow if needed - Review need for additional temporary / cover staff and contractors 	Manager, Team Leader	Appendix C: Critical Functions
2 - 4 hours	<ul style="list-style-type: none"> Update BC Recovery Coordinator regarding informing stakeholders about any change to service 	Manager, Team Leader	
4 - 8 hours	<ul style="list-style-type: none"> Liaise with People and Capability regarding any wellbeing support required for the team 	Manager, Team Leader	Appendix B: Key Contact Lists
4 - 8 hours	<ul style="list-style-type: none"> Update BC Recovery Coordinator regarding next set of communications 		



Communication			
Internal / External	Key Messages	Who	Notes
Internal	<ul style="list-style-type: none"> Current situation Update on initial actions Any changes to service (if applicable) 	See Escalation Process and Disruption Severity Table (Appendix G)	
External	<ul style="list-style-type: none"> Any changes to service (if applicable) 		Note that external communication is only required if there will be a disruption to scheduled work or services



Resources		
Physical	Who	Contingency
Agency, contractors or other TCC staff	BC Recovery Coordinator Manager, Team Leader	



References			
Reference Documents	Objective	Hardcopy	Softcopy



Contingency	
Options if resources are not available	
Escalate if not able to source sufficient staff to maintain MBCO	Likely to be a region-wide event if this is the case





PHASE 3

Phase 3: Returning to Business as Usual (BAU) **Time Objective:** >2 days
Objective: Actions to be taken when returning to BAU

Time	Key Steps	Who	Resources
	<ul style="list-style-type: none"> Liaise with team members and People and Capability regarding return to work strategies (if needed) 	Manager, Team Leader	BC Recovery Coordinator

Communication			
Internal / External	Key Messages	Who	Notes
Internal	<ul style="list-style-type: none"> BAU resumed 	See Escalation Process and Disruption Severity Table (Appendix G)	

Resources		
Physical	Who	Contingency

References			
Reference Documents	Objective	Hardcopy	Softcopy

Contingency
Options if resources are not available





Notifiable Injury or Loss of Life

In the case of a notifiable injury to a member of staff or public undertake the following escalation process:

- Business Unit Manager
- General Manager
- Team leader Health and Safety / Health and Safety partner
- HS Portal on Insider

In the case of a death to a member of staff or public undertake the following escalation process:

- Business Unit Manager
- General Manager
- Team leader Health and Safety / Health and Safety partner
- BC Recovery Coordinator s 7(2)(f)(ii)
- HS Portal on Insider

The BC Recovery Coordinator will notify the Crisis Management Team to monitor the emergency and activate the CMT where agreed by the CEO, GM People and Capability, GM CEO Group and CM Manager.





SECTION FOUR

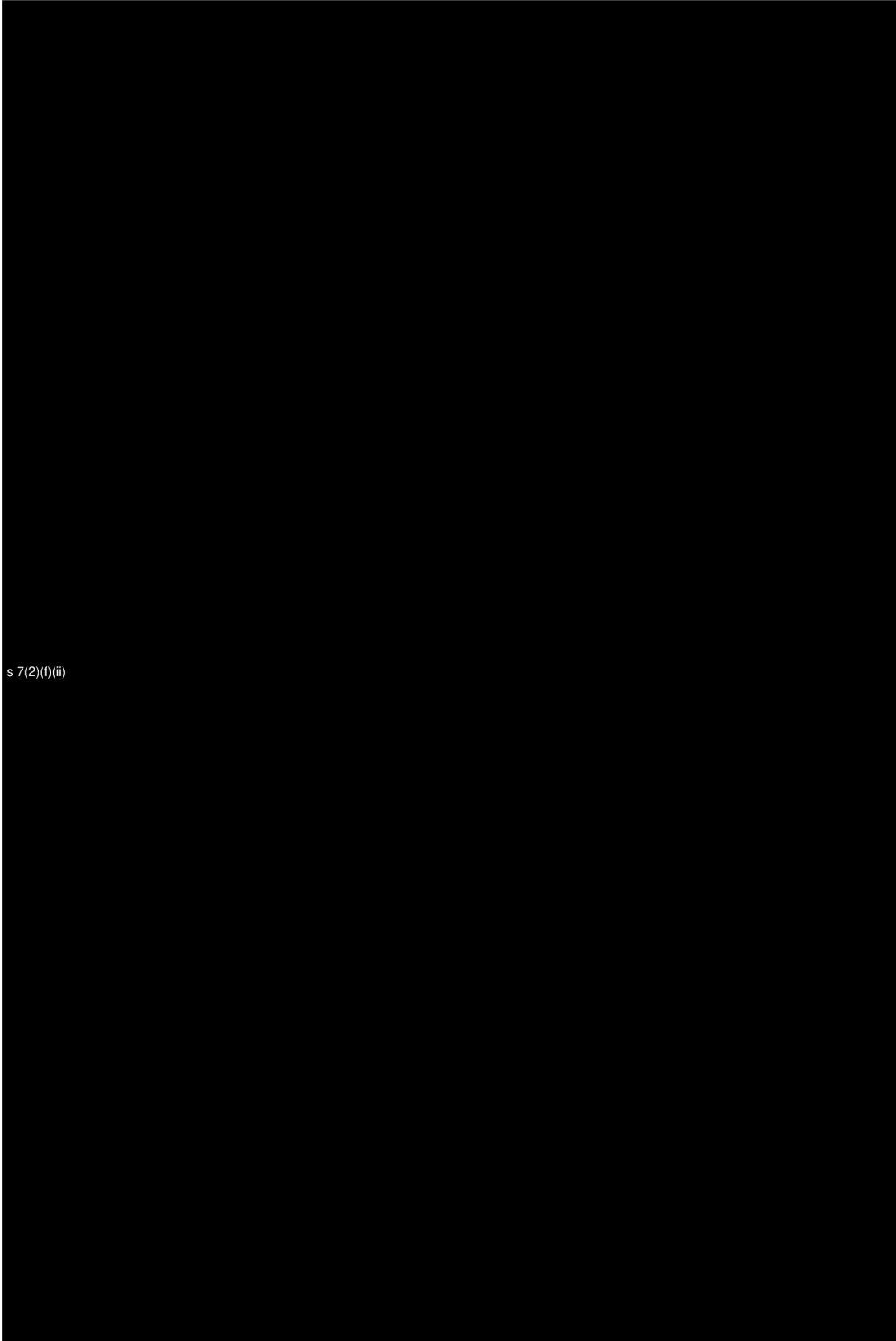
Supporting Information



APPENDIX A

CALL TREE

Environmental Monitoring Manager OR Team Leader commences enactment of call tree to remainder of team.



s 7(2)(f)(ii)



APPENDIX B

KEY CONTACT LISTS

(The details of important business contacts where it is necessary for personal contact to be made, it will include key customers and key suppliers)

Key Council Websites

TCC Webmail	https://webmail.tauranga.govt.nz/
TCC Website	http://www.tauranga.govt.nz/
TCC Facebook	https://www.facebook.com/TaurangaCityCouncil
TCC Twitter	https://twitter.com/TgaCouncil
Sun Live	http://www.sunlive.co.nz/
EMBOP Website	http://bopcivildefence.govt.nz/

TCC internal

Position	Duty Number	Email		
Crisis Management Coordinator	s 7(2)(f)(ii)			
BC Recovery Coordinator				
Contact Centre Duty Manager				
Communications Duty Representative				
People and Capability				
Crisis Manager				
TCC Controller				
EOC Controller				
Health and Safety				
ICT Duty Representative				
Property Services				
City Waters				
Roading				
Parks and Recreation				
Resource Recovery and Waste				
Airport				
Animal Services				
Contact Centre			07 5777000	info@tauranga.govt.nz
Traffic Operation Centre			s 7(2)(f)(ii)	
ICT Helpdesk				
Property Services Helpdesk				
Business Continuity Website	http://bcm.tauranga.govt.nz			



Service	Contact	Number(s)	E-mail / URL
ICT	Help desk	§ 7(2)(f)(ii)	
Security (guards)			
Digital Capture	§ 7(2)(f)(ii)		
Organisational Counselling Programme (OCP)		0800 377 990	http://www.ocp.co.nz/

External Stakeholders

Organisation	Contact	Number(s)	URL / E-mail
Police	Tauranga	§ 7(2)(f)(ii)	http://www.police.govt.nz/
WBOPDC		07 571 8008	http://www.westernbay.govt.nz/Pages/default.aspx
Ministry of Health		0800 855 066	info@health.govt.nz
Ministry of Primary Industries		0800 00 83 33	https://www.mpi.govt.nz/contact-us/
Toi Te Ora	Tauranga	0800 221 555	http://www.ttophs.govt.nz/contact_us
First Security	§ 7(2)(a) - Privacy		
Fire	§ 7(2)(f)(ii)		

External Contractors / Service Providers

Organisation	Contact	Number(s)	E-mail
Arborists			
First Security			



APPENDIX C

CRITICAL FUNCTIONS

The following table summarises the critical functions for Environmental Monitoring determined in the most recent Business Impact Analysis (December 2015).

Before enacting a business continuity strategy, review these functions to ensure that these are accurate at this time.

If there are any functions that are critical and not included on this list, or provided for as a result of standing the listed critical functions up, discuss your additional requirements with the Emergency Management / Business Continuity team.

Priority	Function / Service	Recovery Time Objective (hours)	Maximum Acceptable Outage (hours)	Minimum Business Continuity Objective (# Staff after X mins)
1	Cross-organisational Support (Civil defence and other emergency)	4 hours	24 hours	
2	Public Health Issues (Sewage overflows, drinking water and food contamination)	8 hours	24 hours	2 Officers
3	Dangerous Building Assessment	5 days	1 month	
4	Complaint Management	24 hours	2 days	
5	Weather-tight Homes Payments	>6 months		



APPENDIX D **ALTERNATE LOCATION** AND TRANSPORT ARRANGEMENTS

(Alternative work place to organise your recovery from).

In the event of fire, earthquake or tsunami, follow the guidelines below:

A. **If the building alarm sounds, or you are requested by Security to evacuate the building, make sure you do the following steps:**

1. Grab the Team IT Resilience Kit from above the stationery cabinet (satellite phone / radio are included in the kit along with other items e.g. alternate phone chargers etc.)
2. Grab the Team Recovery Box from above the stationery cabinet.
3. Make sure all staff leave the office together.
4. Evacuate to the designated evacuation area.
5. Call the Crisis Management Coordinator to update (if necessary).
6. Emergency Control Team wardens will advise when it is safe to return to your primary place of work. Do not go back into the building under any circumstances unless the all clear is given.

B. **Once you have been cleared to go back inside the building carry out the following steps:**

1. Return the Team Recovery Bag / Box to the designated location.
2. Ensure the Team IT Resilience Kit is complete.
3. Let the Environmental Monitoring Manager know you are back up and running.

C. **Where you are not able to return to the building you may be instructed to relocate to Ground Floor, 127 Durham Street.**

The Environmental Monitoring Manager will make this decision in conjunction with the Crisis Management Coordinator and Property Projects Manager based on the length of time the Environmental Monitoring premises will be inaccessible. Where the decision to relocate is made, Business Continuity Strategy 1 will be implemented.

Transport Arrangements: Travel by Taxi

If you need a taxi to travel to the alternate location, call Tauranga Mount Taxis **07 578 6086**. Note the day, time and where you travelled to/from. Ask for a GST receipt from the taxi driver for reimbursement.

Primary Place of Work

Location	Level 1, 2 Devonport Road
Contact Name	Property Services
Contact Number	07 577 7000

Alternate Place of Work

Location	Ground Floor, 127 Durham Street
Contact Name	Property Services
Contact Number	07 577 7000



APPENDIX E RECOVERY BOX & SALVAGE LIST

Items that you wish to salvage from your office space, if minimal access is allowed.

(This section may also help in identifying what to provide in your recovery boxes):

EXAMPLES:

- ICT hardware
- Other desktop resources
- Key documents
- Hard copy documents
- Stationery

Recovery Box

Key GIS maps (hard copy)

Salvage Item	Location
iPads	Desks
Cell Phones	Desks
Stationery (Paper and Pens)	Stationery Cabinet
USB Copies of Key Documents / BCP	Recovery Box
Noise Monitoring Equipment	Managers and TL Area
Warrants	Desks
Satellite Phone	Recovery Box
Screens, Mouse And Keyboards	Desks
Spare Chargers & Stylus	Recovery Box
Radios	Recovery Box
Laptops	Desks
High Visability Jackets	Coat Stand
Protective Clothing	Desks
Thermal Printer	Recovery Box
Chairs	Desks

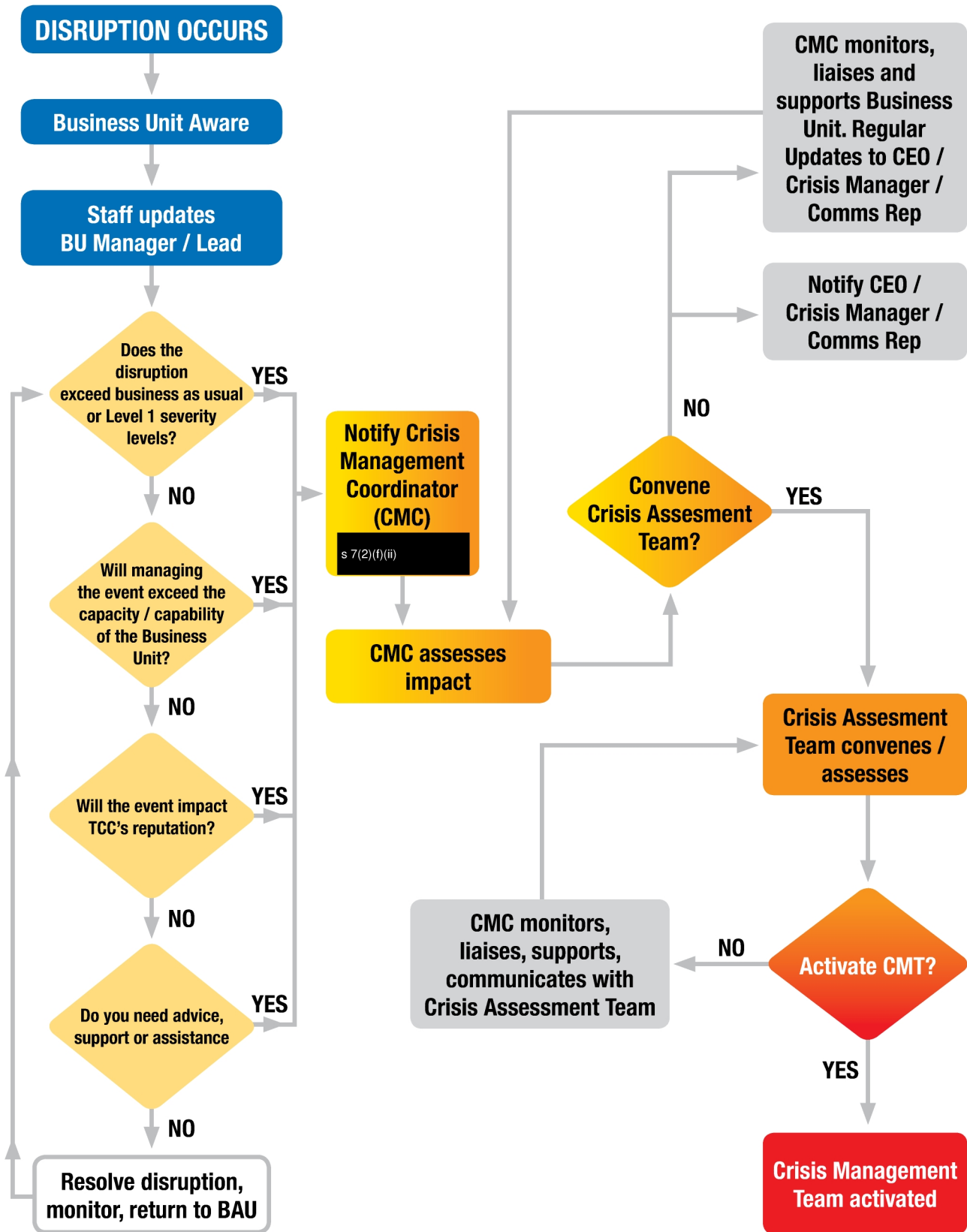


APPENDIX F BACK-UP INFORMATION & EQUIPMENT

	Location	Details / Contents
Back-up records/data	<ul style="list-style-type: none"> ■ USB drive in Emergency Bag ■ Individual <i>My Plan</i> USB drives 	<ul style="list-style-type: none"> ■ Staff Contacts ■ Key External Contacts ■ Key Internal Contacts ■ Key maps ■ Template Health Act 1956 Nuisance Letter ■ Template Health Act 1956 Cleansing Order ■ Health & Safety Manual
	<ul style="list-style-type: none"> ■ Emergency Folder 	<ul style="list-style-type: none"> ■ Staff Contacts ■ Key External Contacts ■ Key Internal Contacts ■ Template Health Act 1956 Nuisance Letter ■ Template Health Act 1956 Cleansing Order ■ Health & Safety Manual
Recovery Box		<ul style="list-style-type: none"> ■ Spare vehicle keys ■ Two way radios ■ Body cameras ■ Hardcopy maps ■ First aid kit
IT Resilience Kit		<ul style="list-style-type: none"> ■ Satellite phone ■ Share charges: laptops ■ Web based BAU plan ■ External hard drive and USBs

APPENDIX G DISRUPTION SEVERITY TABLE & CRISIS ARRANGEMENTS

Escalation Decision Making Process



Disruption Severity Table

DISRUPTION LEVEL	BAU	LEVEL 1 – INCIDENT	LEVEL 2 – CRISIS	LEVEL 3 – SEVERE CRISIS / EMERGENCY
Disruption Duration	0 – 8 hours	Short Duration 0 - 8 hours	May be short / long duration - 0 - 2 days plus Impact of disruption defines whether L2 status	Can be short or long duration - 0 - 2 days plus Impact of disruption defines whether L3 status
Extent	Within single business unit	Up to 3 business units	Impact on delivery 4+ business units critical functions; limited impact on delivery of other business units critical functions	Event severely impacting critical functions service delivery across multiple business units.
IMPACT				
People	No threat to safety	> 20% loss of staff 1 to 3 business units 1-2 serious injuries or illness to worker/ public as result of TCC activity Minor impact on community	> 20% loss in staff in > 3 business units Multiple serious injuries or illness to workers / public Death of worker Moderate impact on community	> 20% loss in staff in >3 business units Multiple serious injuries or illness to worker / public Death of worker Moderate / high impact on community
Service Delivery (critical function)	Limited impact on service delivery	L1 City Waters incident Limited loss of critical functions for 1 - 3 business units	L2 City Waters incident Moderate loss of Critical functions for > 3 business units	Level 3 City Waters incident Severe loss of Critical functions delivery for > 5 business units
ICT Systems and Applications	Limited impact on service delivery	Loss of 1 to 3 critical ICT applications for 0 – 8 hours Loss of digital capture / print capability	Loss of ICT network Loss of > 3 ICT applications for > 8hours	Complete loss of ICT systems and TMN Network
Campus Facilities	Minor fixes to or within premises	Partial loss of functionality of premise Power outage Minor fire – contained, partial loss of premises	Power outage >8 hours Partial loss of functionality of multiple premises Complete loss of premises / facility Major fire – loss of premise Evacuation needed 0 – 48 hours	Loss of premises or facilities or significantly compromised functionality >5 days Major Fire – loss of multiple premises Evacuation needed > 48 hours
Business Unit Capacity	Within BU capacity and capability	Within BU capacity and capability	Exceeds / stretches business unit capacity / capability	Exceeds / stretches Group(s) capacity / capability
Communications Networks	No impact	Partial loss of a single communications system	Loss of multiple communication systems	Complete loss of communications systems
Other (limited examples)		Suspicious mail threat – contained in mail room Minor aircraft incident or airport facility issue Flood event within City Water capacity	Severe Flooding Natural Hazard – disruption to critical function service delivery Suspicious mail threat – impacts mail room and 1 premise Bomb threat Armed Offender New Year's Eve Event disrupted Aircraft crash that causes injury, death or damage to airport facility	Disruption that activates Western Emergency Operations Centre – Barks Corner Suspicious mail threat –mail room / > 1 premise Bomb threat Armed Offender New Year's Eve Event disrupted Severe aircraft crash – multiple deaths / severe damage to airport facility

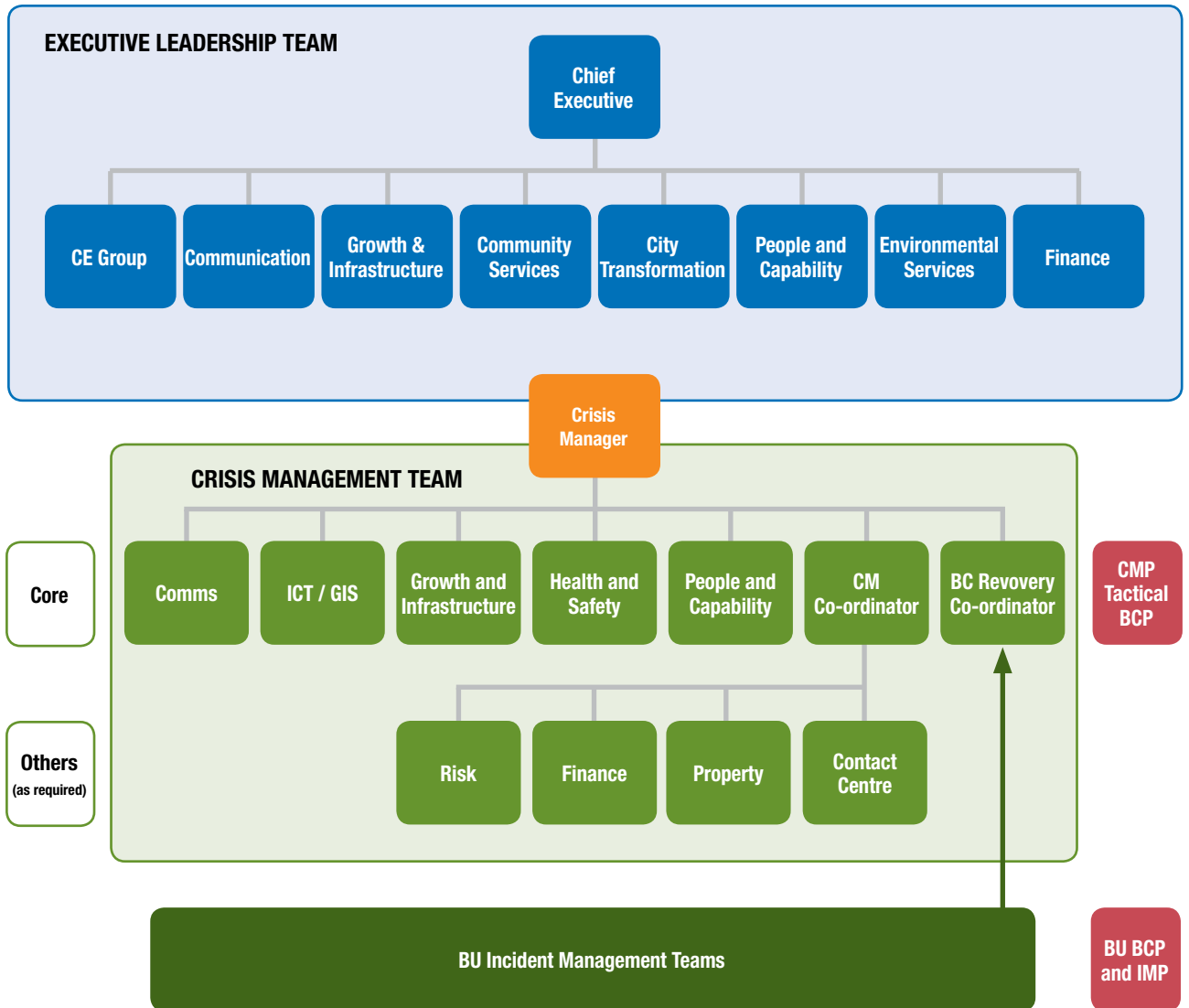
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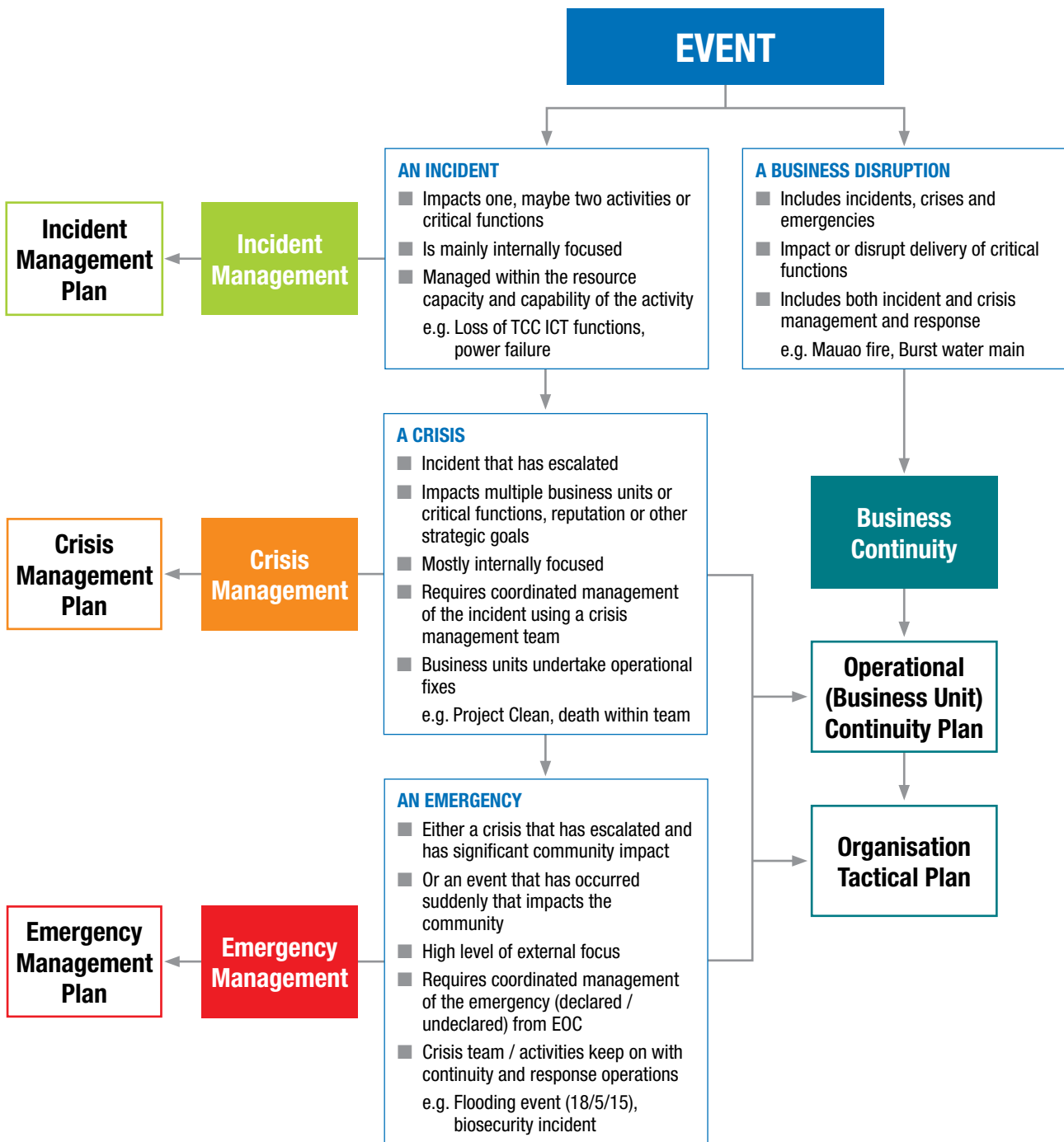
DISRUPTION LEVEL	BAU	LEVEL 1 – INCIDENT	LEVEL 2 – CRISIS	LEVEL 3 – SEVERE CRISIS / EMERGENCY
DISRUPTION LEAD AND ACTIONS				
Disruption Lead	Business Unit	Business Unit	Crisis Management Team	Crisis Management Team
Communications Lead	Business Unit / Communications Team	Business Unit / Communications Team	Crisis Management Team	Crisis Management Team
Escalation, Activation, Information	Update business unit Manager / Lead No escalation No activation No information	Crisis Management Coordinator notified CMC monitors / supports only Continuity plans – Generally not activated. (Strategies 1, 2 activated by CMT only. Strategies 3, 4, 5 and 6 activated by Business Unit) Disruption Information – SMS or http://s 7(2)(a) - Privacy	Crisis Management Coordinator notified CMC notifies Crisis Manager – decision making - CMT activated CMT leads crisis coordination ELT – may convene / define strategic goals – remain aware, support CMT and own Group, manage Elected Member and strategic partner relationships Continuity plans – may be activated (Strategies 1 and 2 activated by CMT while Strategies 3, 4, 5 and 6 activated by Business Unit) Crisis Information – SMS http://bcm.s 7(2)(a) - Privacy or BC Recovery Coordinator	Crisis Management Coordinator notified CMC notifies Crisis Manager – decision making - CMT activated CMT leads crisis coordination ELT – may convene / define strategic goals – remain aware, support CMT and own Group, manage Elected Member and strategic partner relationships Continuity plans – may be activated (Strategies 1 and 2 activated by CMT while Strategies 3, 4, 5 and 6 activated by Business Unit) Crisis Information – SMS http://bcm.s 7(2)(a) - Privacy or BC Recovery Coordinator
Actions	Business unit fixes disruption and returns to business as usual.	Business unit uses Escalation decision making process Crisis Management Coordinator notified (most cases) Ensure staff / visitor health and safety First aid provided (if required) Impacted part of premise cordoned off Property / ICT notified (if required) Critical Function service delivery – Platinum, Gold and Silver Teams - deliver at lower Level of Service using work-arounds and strategies from BC plans Communication – CMC notified, staff notified (if required), People and Capability updated (if required), impacted customers / stakeholders updated Awareness – keep up to date http://s 7(2)(a) - Privacy SMS or Crisis Management Coordinator Keep staff / stakeholders updated Business unit fixes disruption and returns to business as usual	Business unit uses Escalation decision making process Crisis Management Coordinator notified Ensure staff / visitor safety First aid provided (if required) Impacted part of premise cordoned off Property / ICT / People and Capability notified (if required) Critical Function service delivery – BC plans and strategies used to restore minimum level of service delivery. (1 and 2 activated by CMT; Strategies 3, 4, 5 and 6 activated by business unit) Communication – CMC notified, staff notified (if required), People and Capability updated (if required), impacted customers / stakeholders updated Awareness – keep up to date http://s 7(2)(a) - Privacy SMS or Crisis Management Coordinator Keep staff / stakeholders updated using approved messages Business units fix disruption, under coordination of CMT and returns to business as usual	Escalation decision making undertaken Crisis Management Coordinator notified Ensure staff / visitor safety First aid provided (if required) Premise cordoned off Property / ICT / People and Capability notified (if required) Critical Function service delivery - BC plans and strategies used to restore minimum level of service delivery. (1 and 2 activated by CMT; Strategies 3, 4, 5 and 6 activated by business unit) – CMC notified, staff notified (if required), People and Capability updated (if required), impacted customers / stakeholders updated Awareness – keep up to date - http://s 7(2)(a) - Privacy SMS or BC Recovery Coordinator Keep staff / stakeholders updated using approved messages Disruption issues fixed, managed and business as usual restored.



Crisis Management Team Structure – Incidents and Crises



Relationship With Other Plans



APPENDIX H

INITIAL RECOVERY LOG

Maintaining this log at the time of the incident will provide a record of all events, actions/decisions taken. It should include the names of those instructed, timings and actions taken.

Comments	
Completed	
When Due	
Decision / Action	
Name	
Date & Time	



APPENDIX I

HEALTH & SAFETY REPORTING FORM

Use this form to record any workplace health and safety incidents or near misses if Vault is unavailable.

Date & Time	
Name of person(s) involved in incident	
Name of person reporting incident	
Type of incident (LTI, MTI, Near Miss)	
What happened?	
What action was taken as a result of the incident?	
What steps do we need to take now to avoid a similar incident happening again to someone else?	
What could be do differently in the future? (root cause of incident)	
Comments	
Entered into Vault (Y/N)	



APPENDIX K

MANUAL ACTIVITY LOG



Maintaining this log at the time of the incident will provide a record of all events, actions/decisions taken. It should include the names of those instructed, timings and actions taken.

Date	Environmental Monitoring manual activity log			
	Time of inspection	Name	Address	Phone
	Findings	Follow-up required?		



GLOSSARY OF TERMS / ACRONYMS

Definitions	
Activation	Activating an organisation's business continuity arrangements need to be put into effect in order to continue delivery of key products or services
Business Continuity Recovery Coordinator (BCRC)	During a business continuity related crisis (eg: loss of place of work for extended period) the Business Continuity Recovery Coordinator is the point of contact for Platinum, Gold and Silver Incident Management Teams. The BCRC understands where each IMT is at during the crisis, represents their needs to the CMT and provides direction to the IMTs from the CMT.
Business continuity	Capability of the organisation to continue delivery of products or services at acceptable predefined levels following a disruptive event
Business continuity management	Holistic management process that identifies potential threats to an organisation and the impacts to business operations those threats, if realised, might cause, and which provides a framework for building organisational resilience with the capability of an effective response that safeguards the interests of its key stakeholders, reputation, brand and value-creating activities
Business continuity plan	Documented procedures that guide organisations to respond, recover, resume, and restore to a pre-defined level of operation following disruption
Business continuity programme	Ongoing management and governance process supported by top management and appropriately resourced to implement and maintain business continuity management
Business impact analysis	Process used to analyse activity and define the critical functions and resources impacted by various business disruptions.
Crisis Management Coordinator (CMC)	The Crisis Management Coordinator in the organisation's point of contact for escalation and disruption coordination when an event is confirmed as needing escalation by a business unit/s. When the CMT is activated the CMC coordinates the CMT, acts as a point of contact for the Emergency Operations Centre, EMBOP and Contact Centre
Critical Functions	Things that we do that are really important to the community or carry a large reputational or strategic risk
Event	<p>Occurrence or change of a particular set of circumstances</p> <ul style="list-style-type: none"> ■ An event can be one or more occurrences, and can have several causes ■ An event can consist of something not happening ■ An event can sometimes be referred to as an "incident" or "accident" or "crisis" ■ An event without consequences may also be referred to as a "near miss", "incident", "near hit" or "close call"
Incident	Situation that might be, or could lead to, a disruption, loss, emergency or crisis
Maximum acceptable outage (MAO)	Time it would take for adverse impacts, which arise as a result of not providing a product / service or undertaking an activity, to become unacceptable
Minimum business continuity objective (MBCO)	Minimum level of services and/or products that is acceptable to the organisation to achieve its business objectives during a disruption
Recovery point objective (RPO)	Point to which information used by an activity must be restored to enable the activity to operate on resumption



Definitions	
Recovery time objective (RTO)	<p>The Period of time following an event / incident within which</p> <ul style="list-style-type: none"> ■ An activity, product or service must be resumed; or ■ resources must be recovered <p>The recovery time objective is always less than the maximum acceptable outage time.</p>
Risk	<p>Effect of uncertainty on objectives</p> <ul style="list-style-type: none"> ■ Risk is often characterised by reference to potential events and consequences or a combination of these ■ Risk is often expressed in terms of a combination of the consequences of an event (including changes in circumstances) and the associated likelihood of occurrence
Threat	<p>A potential cause of an unwanted incident, which may result in harm to individuals, assets, a system or organisation, the environment, or the community. Some threats such as bad weather are more commonly referred to as “Hazards”</p>
Vulnerability	<p>The degree to which a person, asset, process, information, infrastructure or other resources are exposed to the actions or effects of a risk, event or other occurrence</p>

Acronyms	
BAU	Business As Usual
BU	Business Unit
BC	Business Continuity
BCP	Business Continuity Plan
CMC	Crisis Management Co-ordinator
CM Coordinator	Crisis Management Co-ordinator
MBCO	Minimum Business Continuity Objective

