



# ICT - DIGITAL CAPTURE Business Continuity Plan

Version	Date	Objective
4.0	24 August 2017	A8128799



# 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://bcm.tauranga.govt.nz/>



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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		
TCC Controller	s 7(2)(f)(ii)	
EOC Controller	s 7(2)(a) - Privacy	
Health and Safety	s 7(2)(a) - Privacy	
ICT Duty Representative		
Property Services		
City Waters		
Roading		
Parks and Recreation		
Resource Recovery and Waste		
Airport		
Animal Services		
Contact Centre		
Traffic Operation Centre	s 7(2)(f)(ii)	
ICT Helpdesk		
Property Services Helpdesk		
Business Continuity Website	<a href="http://bcm.tauranga.govt.nz">http://bcm.tauranga.govt.nz</a>	





## 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**

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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?)**

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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**

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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://bcm.tauranga.govt.nz> 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**

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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**

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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**

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Incident Response Lead allocates:

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

**Action 7**

**Recover & Resume**

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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**

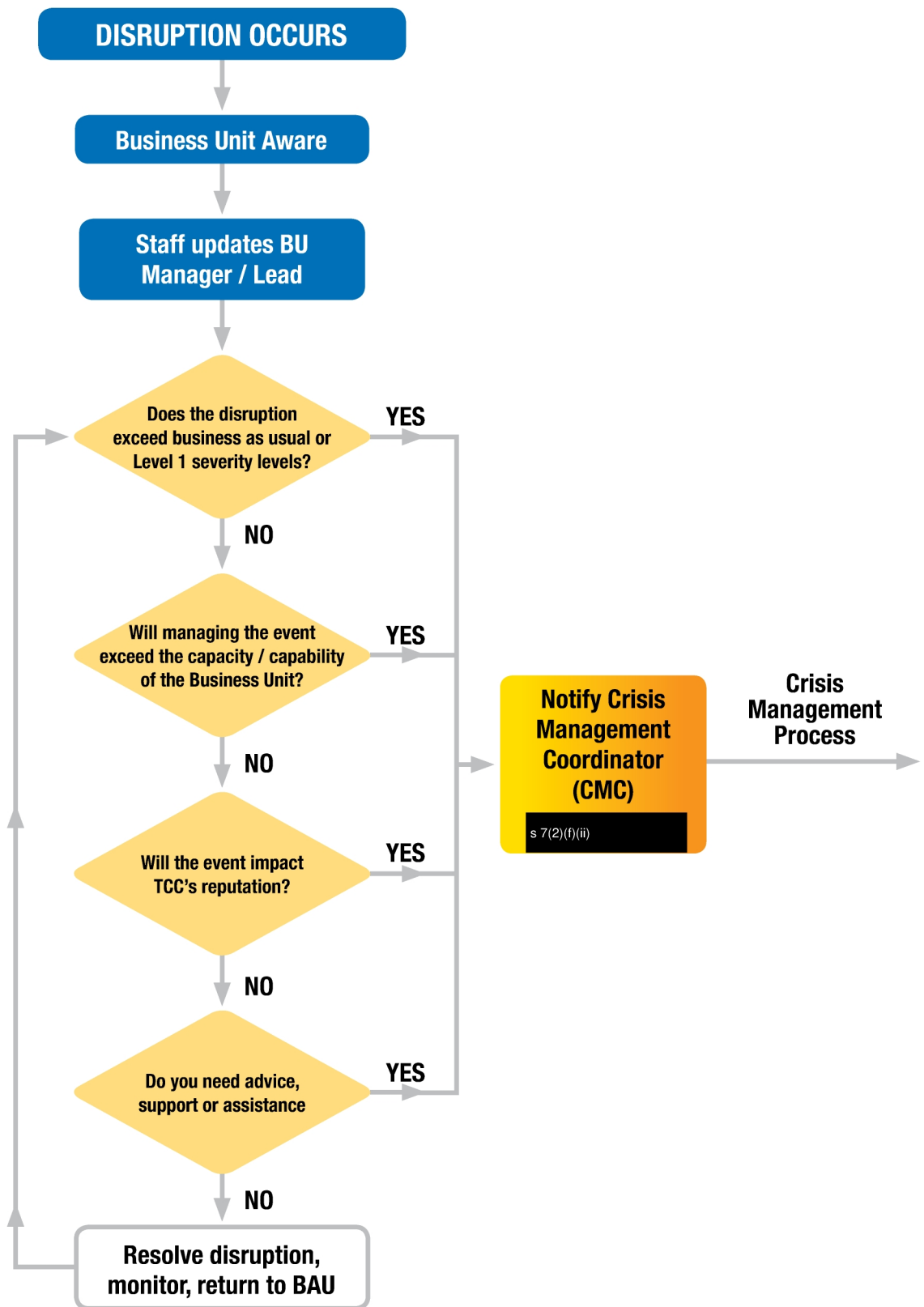
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Return to business as usual.



# ESCALATION PROCESS AND DISRUPTION SEVERITY TABLE

## Escalation Decision Making Process



## Disruption Severity Table

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

DISRUPTION LEVEL	BAU	LEVEL 1 – INCIDENT	L2	L3
<b>Disruption Duration</b>	0 – 8 hours	Short Duration 0 - 8 hours		
<b>Extent</b>	Within single business unit	Up to 3 business units		
<b>IMPACT</b>				
<b>People</b>	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		
<b>Service Delivery (critical function)</b>	Limited impact on service delivery	L1 City Waters incident Limited loss of critical functions for 1 - 3 business units		
<b>ICT Systems and Applications</b>	Limited impact on service delivery	Loss of 1 to 3 critical ICT applications for 0 – 8 hours Loss of digital capture / print capability		
<b>Campus Facilities</b>	Minor fixes to or within premises	Partial loss of functionality of premise Power outage Minor fire – contained, partial loss of premises		
<b>Business Unit Capacity</b>	Within BU capacity and capability	Within BU capacity and capability		
<b>Communications Networks</b>	No impact	Partial loss of a single communications system		
<b>Other</b> (limited examples)		Suspicious mail threat – contained in mail room Minor aircraft incident or airport facility issue Flood event within City Water capacity		
<b>DISRUPTION LEAD AND ACTIONS</b>				
<b>Disruption Lead</b>	Business Unit	Business Unit		
<b>Communications Lead</b>	Business Unit / Communications Team	Business Unit / Communications Team		
<b>Escalation, Activation, Information</b>	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 <a href="#">http: s 7(2)(a) - Privacy</a>		
<b>Actions</b>	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 <a href="#">http: s 7(2)(a) - Privacy</a> 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







## SECTION TWO

# Actions Expanded



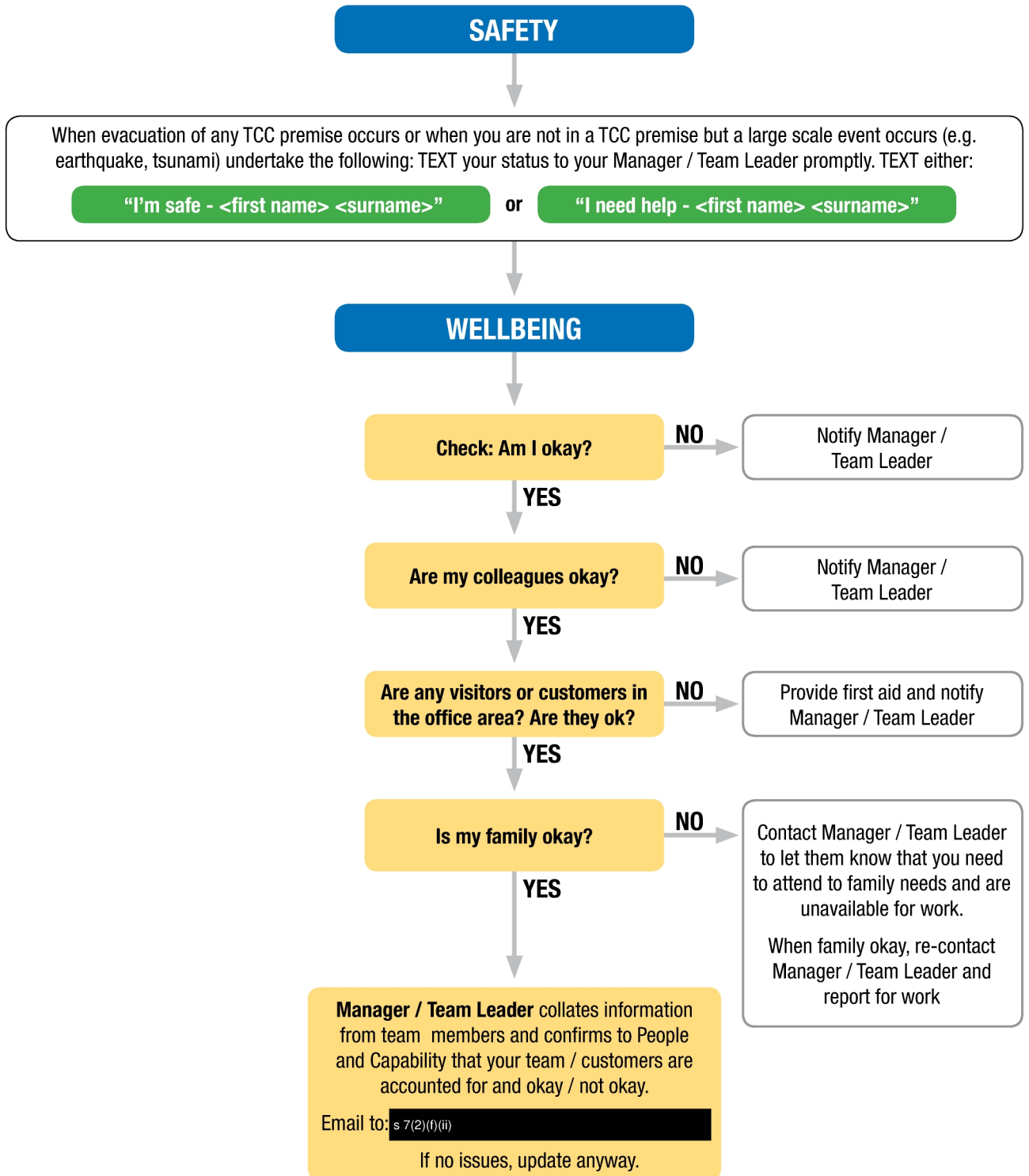
# ACTION 1 SAFETY & WELLBEING

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

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### **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\(2\)\(a\) - Priv](#)

(If you can't contact the Crisis Management Coordinator, then call the Traffic Operations Centre on [s 7\(2\)\(a\) - P](#) 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

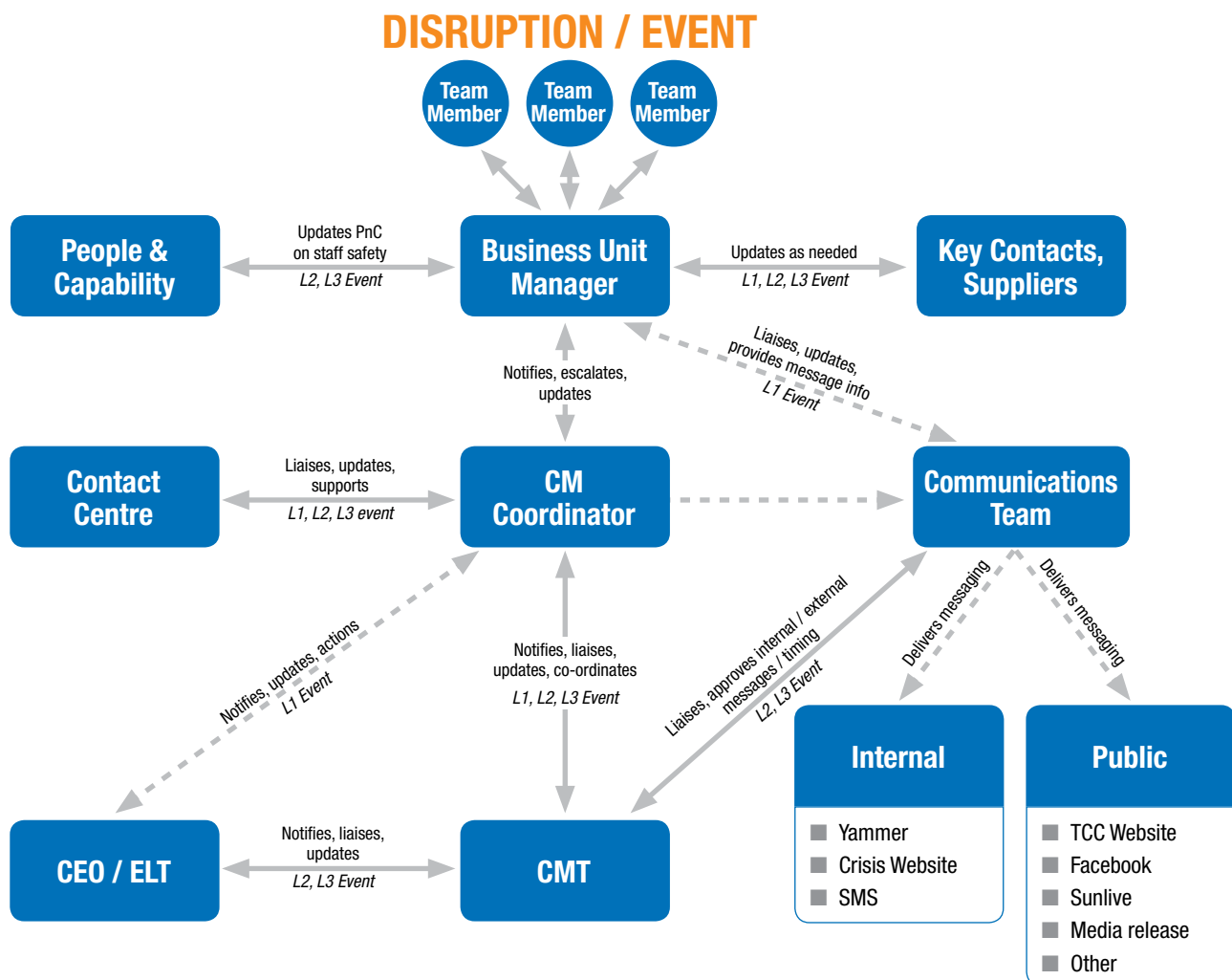
Crisis communication to internal and external stakeholders is undertaken as follows and as shown in the communications diagram below.

#### 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 [Redacted]</p> <p>Provide the following information:</p> <ul style="list-style-type: none"> <li>■ What has occurred, magnitude, initial assessment of duration</li> <li>■ Update on staff safety and wellbeing</li> <li>■ Impacts on business unit's critical functions, service delivery and resources</li> <li>■ Information on your initial response and recovery actions</li> </ul> <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 [Redacted]. Update them and ask them to contact the Crisis Management Coordinator.</p>	<p>Phone [Redacted] (Crisis Management Coordinator)</p> <p>Email [Redacted] [Redacted]</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 [Redacted]</p> <p>Email [Redacted] [Redacted]</p>

...continued next page



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

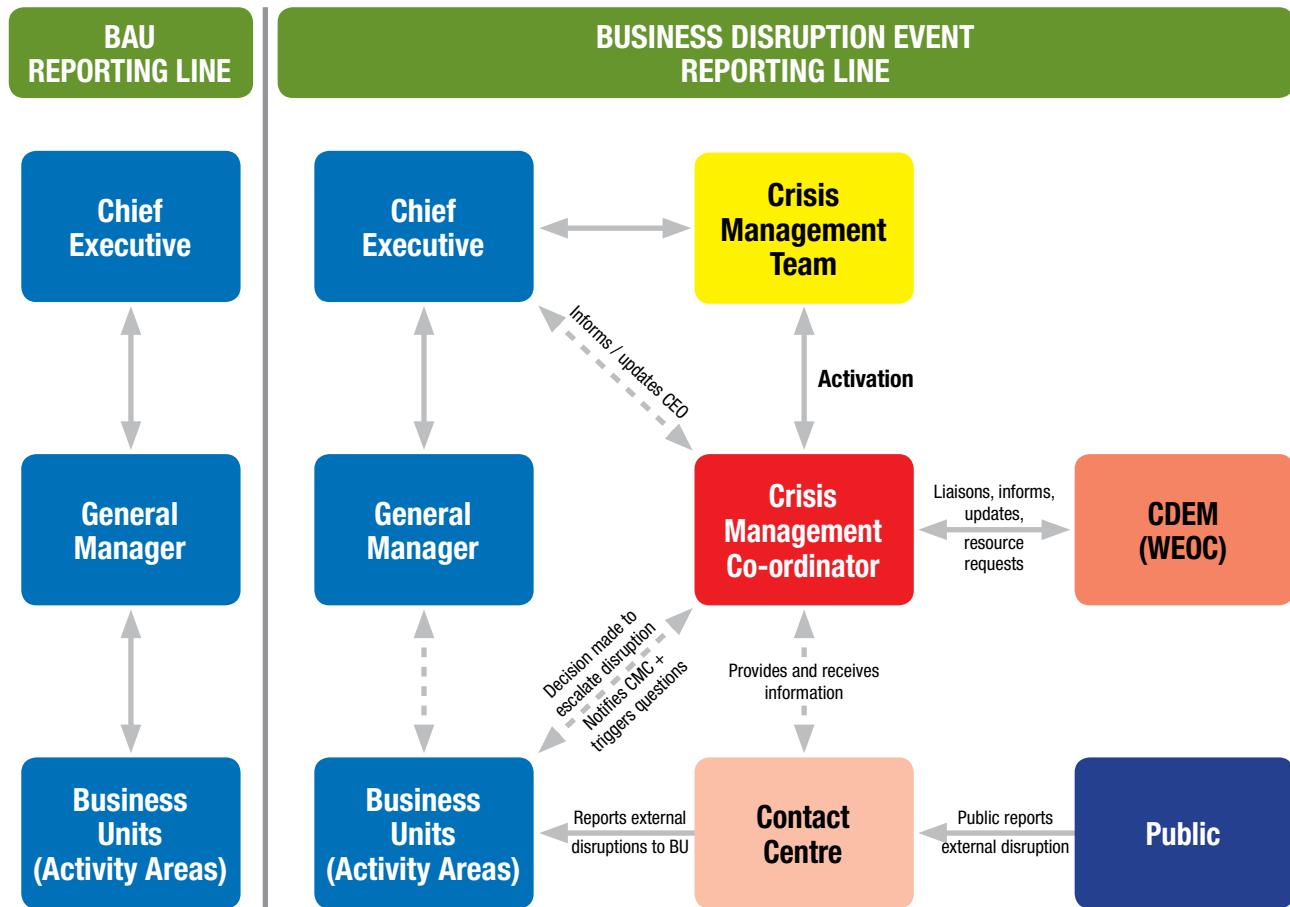
Threat	Likely Cause	Strategy to Activate
<b>Active shooter</b>	Criminal activity, disgruntled employee	1 or 6
<b>Armed hold-up</b>	Criminal activity, disgruntled employee	1 or 6
<b>Attack by virus or hacker</b>	Outdated virus protection software, inadequate security procedures	4
<b>Civil disturbance</b>	Rioting, protesting	1
<b>Disease or pandemic</b>	“Localised illness, i.e. common cold epidemic or pandemic – i.e. Avian Flu”	6
<b>Electrical failure</b>	Electrical short-circuit, human error or negligence, equipment failure, supplier failure	2
<b>Hazardous materials spill</b>	Motor vehicle accident, human error or negligence	1
<b>Industrial action</b>	Workplace dispute	6
<b>Inundation and/or water damage</b>	Broken water/sewage pipes, human error or negligence, failure of pumping equipment, failure of storage reservoirs	1
<b>IT communications failure</b>	Equipment malfunction, human error or negligence, 3rd party failure	4
<b>IT equipment failure</b>	Equipment malfunction, human error or negligence, 3rd party failure	4
<b>Kidnap</b>	Criminal activity, disgruntled employee	1 or 6
<b>Major structure fire</b>	Arson, electrical or mechanical failure, human error or negligence, lightning strike	Emergency Procedures and 1
<b>Minor structure fire</b>	Arson, electrical or mechanical failure, human error or negligence, lightning strike	Emergency Procedures and 1
<b>Natural disaster</b>	Storm, cyclone, flooding, earthquake, bushfire	1 or 6
<b>Other physical disaster</b>	Explosion, structural failure	Emergency Procedures and 1 or 6
<b>Resignation of key staff members</b>	Internal dissatisfaction, lack of career progression	6
<b>Robbery</b>	Criminal activity, disgruntled employee	1 or 6
<b>Security / Access malfunction</b>	Alarm system malfunction, malfunction of other access equipment, human error or negligence	1
<b>Supplier/3rd party negligence</b>	Equipment malfunction, human error or negligence, inadequate procedures and/or training, inadequate contractual obligations, collapse of 3rd party supplier without notice	1 or 4
<b>Suspicious mail</b>	Malicious act, mail sent in good faith	1 or 6
<b>Theft, fraud or malice</b>	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><b>Incident Response Lead</b> (usually Manager, Team Leader or other Senior staff)</p>	<ul style="list-style-type: none"> <li>■ Confirms personal, team and visitor safety</li> <li>■ Finds out what is going on; keeps up to date</li> <li>■ Activates or implements Business Continuity strategy – see <a href="#">Action 4, Activation of BC Plans</a>, pg 16</li> <li>■ Initiates the <a href="#">Staff Call Tree (Appendix A)</a></li> <li>■ Ensures appropriate messaging to Contact Centre, Communications, staff and stakeholders occurs</li> <li>■ Maintains contact with BC Recovery or Crisis Management Coordinator, GM and Communications (as appropriate for the event)</li> <li>■ Ensures response and recovery actions are implemented to restore critical functions within agreed recovery timeframe</li> <li>■ Recovers critical functions to the agreed minimum level of service</li> <li>■ Provides status reports to Crisis Management Team (as required)</li> </ul>
<p><b>Situational Awareness</b></p>	<ul style="list-style-type: none"> <li>■ Keeps up to date with what is going on with the incident</li> <li>■ Updates Incident Response Lead</li> <li>■ Undertakes duties for Incident Response Lead relating to:                             <ul style="list-style-type: none"> <li>- liaising with the BC Recovery or Crisis Management Coordinator</li> <li>- Liaising with Communications Team</li> <li>- Keeping business unit up to date</li> <li>- Keeping stakeholders up to date</li> </ul> </li> <li>■ Supports Incident Response Lead</li> </ul>
<p><b>Response</b></p>	<ul style="list-style-type: none"> <li>■ Focuses on implementing and delivering BC Plan response actions</li> <li>■ implements short term response work-arounds if necessary. Agree with Incident Response Lead first.</li> <li>■ Updates Incident Response Lead about:                             <ul style="list-style-type: none"> <li>- status of response actions</li> <li>- any response issues present</li> <li>- resourcing issues</li> </ul> </li> <li>■ Undertakes additional actions as directed by Incident Response Lead</li> </ul>
<p><b>Recovery</b></p>	<ul style="list-style-type: none"> <li>■ Focuses on recovery of business unit critical functions within the agreed recovery timeframe and minimum level of service – See <a href="#">Appendix C</a></li> <li>■ Updates Incident Response Lead about:                             <ul style="list-style-type: none"> <li>- status of recovery actions</li> <li>- any recovery issues present</li> <li>- resourcing issues</li> </ul> </li> <li>■ Implements short term recovery work-arounds if necessary. Agree with Incident Response Lead first.</li> <li>■ Undertakes additional actions as directed by Incident Response Lead</li> </ul>



## 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"> <li>Comply with health and safety and/or building evacuation procedures</li> <li>Take Mobile Office with you</li> </ul>	All	<a href="#">Appendix D: Alternate Location and Transport Arrangements</a>
20 mins	<ul style="list-style-type: none"> <li>Locate and ensure welfare of all team members</li> <li>Update People and Capability about staff safety</li> </ul>	Manager or Team Leader, cascading through team	<a href="#">Appendix A: Call Tree</a>
20 mins	<ul style="list-style-type: none"> <li>Confirm Incident Response Lead and tell staff</li> </ul>	Manager or Team Leader	BC Recovery Coordinator
45 - 60 mins	<ul style="list-style-type: none"> <li>Determine duration of event and how long the normal place of work will be unavailable</li> <li>Incident Response Lead assigns response and recovery roles to staff. Staff know what recovery timeframes need to be met and what actions to undertake</li> <li>Where able, commence recovery of critical functions</li> <li>Confirm alternate place(s) of work are available for use</li> </ul>	Incident Response Lead	<a href="#">http://s 7(2)(a) - Privacy</a> Crisis SMS BC Recovery Coordinator
1 - 2 hours	<ul style="list-style-type: none"> <li>Consider number of staff that may need to relocate to alternate place(s) of work, work elsewhere in the business, work from home, or stand down</li> <li>Liaise with BC Recovery Coordinator regarding the likely duration of loss of access to place of work and if relocation is likely to occur</li> </ul>	Manager, Team Leader, Incident Response Lead	BC Recovery Coordinator
2 - 4 hours	<ul style="list-style-type: none"> <li>When directed, relocate to alternate place(s) of work</li> <li>Establish safe, operational area at alternate location(s) to recommence delivering critical functions</li> </ul>	Incident Response Lead Team	<a href="#">Appendix D: Alternate Location and Transport Arrangements</a> <a href="#">Appendix C: Critical Functions</a>
4 hours	<ul style="list-style-type: none"> <li>Where mobile phones or portable electronic devices have been left in the premises, liaise with the BC Recovery Coordinator regarding additional computer / phone access and VMWARE logins/other software (if needed)</li> </ul>	Incident Response Lead	<a href="#">Appendix F: Back-up Information and Equipment</a> BC Recovery Coordinator
4 hours	<ul style="list-style-type: none"> <li>Inform People and Capability regarding team members who are available to support incident response (if needed) including:                             <ul style="list-style-type: none"> <li>Name and any WHS needs / limitations</li> <li>Skill set</li> <li>Availability for next ~3-days</li> </ul> </li> </ul>	Manager, Team Leader or Incident Response Lead	BC Recovery Coordinator People and Capability

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Time	Key Steps	Who	Resources
4 hours	<ul style="list-style-type: none"> <li>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</li> </ul>	Manager, Team Leader, Incident Response Lead	
4 - 8 hours	<ul style="list-style-type: none"> <li>Update and liaise with BC Recovery Coordinator regarding any Team specific content for crisis messaging</li> </ul>	Incident Response Lead	BC Recovery Coordinator



### Communication

Internal / External	Key Messages	Who	Notes
Internal and External	<ul style="list-style-type: none"> <li>Current situation</li> <li>Staff wellbeing</li> <li>Update on initial actions</li> <li>Any amendments to TCC services or activities as a result of the disruption</li> </ul>	Communications Team	<a href="#">Communications Framework (pg 14)</a>



### Resources

Physical	Who	Contingency
Team mobile phones	Team	Landlines, satellite phones, VHS radio, email, couriers and runners to support general communication
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 Stationery to record key actions and next steps <a href="#">Appendix H: Initial Recovery Log</a>
Outlook	ICT	Use Objective or electronic or paper file transfer to circulate documents. Agree additional courier or runner support needed to support the physical circulation of documents with the BC Recovery Coordinator if needed Mobiles, landlines, satellite phones, VHS radio, couriers and runners to support general communication
Objective	ICT	email, electronic and paper file transfer to circulate documents Agree additional courier or runner support needed to support the physical circulation of documents with the BC Recovery Coordinator if needed Use spreadsheets or paper to record documents received, processed and / or issued Include reference regarding where documents should be held in Objective when accessible
Access to Digital Capture specialist printers and scanners	ICT External Suppliers	Liaise with ICT regarding access to printers / scanners in unaffected business units Liaise with external suppliers regarding specialist printing / scanning needs Consider use of a scanning app to allow mobile phones to be used as scanners





PHASE 1



**References**

Reference Documents	Objective	Hardcopy	Softcopy
Staff Contacts		Appendix A: Call Tree Emergency Folder	Appendix A: Call Tree Objective Connect
Key Contact List (internal and external contacts)		Appendix B: Key Contact Lists Emergency folder	Appendix B: Key Contact Lists 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, Digital Capture Manager, BC Recovery Coordinator and Property Projects Manager will agree a suitable alternative. Option to relocate to Konica premises
Outlook	Use Objective or electronic or paper file transfer to circulate documents. Additional couriers or runners to support physical circulation of documents to be agreed with BC Recovery Coordinator if needed (see <a href="#">Business Continuity Strategy 4</a> )
Objective	Outlook, USB, paper files couriers and runners to support general transfer of documents. Additional couriers or runners to support physical circulation of documents to be agreed with BC Recovery Coordinator if needed  Use spreadsheet or paper to record documents received, processed and / or issued. Include reference regarding where documents should be held in Objective when accessible (see <a href="#">Business Continuity Strategy 4</a> )
Mobile phones	If regular communications are not available, use radio or satellite device (see <a href="#">Business Continuity Strategy 3</a> )
Printers / scanners	Prioritise workload across the business (critical documents only). Outsource printing / scanning to suppliers / contractors. Hire, borrow or procure additional scanners / printers. Consider alternate options for capturing information e.g. use of Scanner App on mobile phones. Distribute documents in USB or paper format (see <a href="#">Business Continuity Strategy 4</a> )



**Phase 2 & 3:** Achieving and Maintaining Minimum Business Continuity Objective (MBCO) **Time Objective:** Time Objective: 2 days from incident

**Objective:** Establish alternate place of work and commence delivery of critical business functions



PHASE 2 & 3



Time	Key Steps	Who	Resources
Keep up with the Play	<ul style="list-style-type: none"> <li>Maintain situational awareness to support ongoing decision-making</li> </ul>	Team	<a href="#">http://s 7(2)(a) - Privacy</a> Crisis SMS
1 day	<ul style="list-style-type: none"> <li>Request any additional resources required via BC Recovery Coordinator</li> <li>When Crisis Management Team is activated, ensure CMT and incident response roles are delivered (if needed)</li> </ul>	Manager, Team Leader, Incident Response Lead	
1 day	<ul style="list-style-type: none"> <li>Establish safe, operational and comfortable office working environment</li> </ul>	Team	
1 - 2 days	<ul style="list-style-type: none"> <li>Liaise with BC Recovery coordinator regarding supporting any printing / scanning needs across the business due to incident</li> <li>Prioritise printing / scanning for processing by Digital Capture or external suppliers</li> </ul>	Manager or Team Leader, Incident Response Lead	BC Recovery Coordinator External Suppliers <a href="#">Appendix B: Key Contact Lists</a>
1 - 2 days	<ul style="list-style-type: none"> <li>Liaise with BC Recovery Coordinator regarding any Team specific content in crisis messaging</li> </ul>	Incident Response Lead	BC Recovery Coordinator
1 - 2 days	<ul style="list-style-type: none"> <li>Update People and Capability on staff capacity to support incident response (if needed)</li> </ul>	Incident Response Lead	BC Recovery Coordinator People and Capability
1 - 2 days	<ul style="list-style-type: none"> <li>If access to normal place of work is allowed, return to salvage key items including desktop computers, printers and scanners</li> </ul>	Selected staff under direction of Property Projects	<a href="#">Appendix E: Recovery Box and Salvage List</a>



**Communication**

Internal / External	Key Messages	Who	Notes
Internal and External	<ul style="list-style-type: none"> <li>Current situation</li> <li>Staff wellbeing</li> <li>Actions to-date</li> <li>Anticipated delays or reduction in capacity</li> </ul>	Communications Team	<a href="#">Communications Framework (pg 14)</a>





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
Bluetooth or other auxiliary keyboards and mice (if required)	BC Recovery Coordinator ICT	Ensure that if portable electronic devices are being used for extended periods that appropriate auxiliary devices are available to reduce fatigue (Work Health and Safety)
TCC MFDs	BC Recovery Coordinator	Liaise with ICT regarding access to printer/scanners in unaffected business units
	ICT	Liaise with external suppliers to support specialist printing / scanning needs  Consider use of a scanning app to allow mobile phones to be used as scanners
USB or other electronic media	Team	Procure additional supply if needed
	External Suppliers	
Paper and Envelopes	Team	Source from other TCC departments
	External Suppliers	Procure additional supply if needed



References			
Reference Documents	Objective	Hardcopy	Softcopy



Contingency
Options if resources are not available



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



PHASE 4

Time	Key Steps	Who	Resources
Keep up with the Play	<ul style="list-style-type: none"> <li>Maintain situational awareness to support ongoing decision-making</li> </ul>	Team	<a href="#">http://s 7(2)(a) - Privacy</a> Crisis SMS
2 - 7 days	<ul style="list-style-type: none"> <li>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</li> </ul>	Manager or Team Leader	
2 - 7 days	<ul style="list-style-type: none"> <li>Begin uploading documents to Objective</li> </ul>	Team	
	<ul style="list-style-type: none"> <li>Confirm primary place(s) of work are suitable to return to and agree timeframes</li> </ul>	Manager or Team Leader	BC Recovery Coordinator
	<ul style="list-style-type: none"> <li>In conjunction with BC Recovery Coordinator advise of any disruption to service during or after move back to the building and communicate as appropriate</li> </ul>	Manager or Team Leader	BC Recovery Coordinator Property Projects Communications Team

Communication			
Internal / External	Key Messages	Who	Notes
Internal and External	<ul style="list-style-type: none"> <li>BAU resumed</li> </ul>	Communications Team	<a href="#">Communications Framework (pg 14)</a> 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:** Response Actions **Time Objective:** 4 hours from incident

**Objective:** Establish nature and duration of outage, determine need to relocate, relocate if directed

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

## Communication

Internal / External	Key Messages	Who	Notes
Internal and External	<ul style="list-style-type: none"> <li>Current situation</li> <li>Staff wellbeing</li> <li>Update on initial actions</li> <li>Any amendments to services or activities as a result of the disruption</li> </ul>	Communications Team	<a href="#">Communications Framework (pg 14)</a>

## Resources

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

## References

Reference Documents	Objective	Hardcopy	Softcopy

## Contingency

Options if resources are not available



**Phase 2 & 3:** Achieving and Maintaining Minimum Business Continuity Objective (MBCO) **Time Objective:** 2 days from incident

**Objective:** Establish alternate place of work, resume and maintain critical functions and service delivery



PHASE 2 & 3



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



Communication			
Internal / External	Key Messages	Who	Notes
Internal and External	<ul style="list-style-type: none"> <li>Current situation</li> <li>Staff wellbeing</li> <li>Actions to-date</li> <li>Anticipated delays or reduction in capacity</li> </ul>	Communications Team	<a href="#">Communications Framework (pg 14)</a>



Resources		
Physical	Who	Contingency
Hi Viz, torches and other PPE for access to low-light areas	Team	In kit



References			
Reference Documents	Objective	Hardcopy	Softcopy



Contingency
Options if resources are not available



**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"> <li>Maintain situational awareness to support ongoing decision-making</li> </ul>	Team	<a href="#">http://s 7(2)(a) - Privacy</a> Crisis SMS
2 - 7 days	<ul style="list-style-type: none"> <li>Implement <a href="#">BC Strategy 1</a></li> </ul>	Incident Response Lead	BC Recovery Coordinator Property Services <a href="#">BC Strategy 1</a>

Communication			
Internal / External	Key Messages	Who	Notes
Internal and External	<ul style="list-style-type: none"> <li>BAU resumed</li> </ul>	Communications Team	<a href="#">Communications Framework (pg 14)</a> 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:** 4 hours from incident

**Objective:** Establish alternate arrangements for communication



Time	Key Steps	Who	Resources
5 mins	<ul style="list-style-type: none"> <li>Confirm if outage is impacting all mobile phone networks used by the Digital Capture and Print Team and if the outage includes landlines</li> <li>Report outage to ICT Service Desk and BC Recovery Coordinator</li> </ul>	Team Leader or senior team member	§ 7(2)(f)(ii) (ICT Service Desk) § 7(2)(f)(ii)
15 mins	<ul style="list-style-type: none"> <li>If mobile phone network outage, utilise landlines</li> <li>If landline outage, divert phones to mobile</li> <li>If both systems have failed use team radio or satellite device and email</li> <li>Update BC Recovery Coordinator on response</li> </ul>	Team	Crisis SMS <a href="#">http://§ 7(2)(a) - Privacy</a> Insider
1 hour	<ul style="list-style-type: none"> <li>Update awareness of network availability</li> </ul>	Team	<a href="#">http://§ 7(2)(a) - Privacy</a> Crisis SMS
2 hours	<ul style="list-style-type: none"> <li>Inform People and Capability regarding team members who are available to support incident response (if needed) including:                             <ul style="list-style-type: none"> <li>Name and any WHS needs / limitations</li> <li>Skill set</li> <li>Availability for next ~3-days</li> </ul> </li> </ul>	Manager, Team Leader	BC Recovery Coordinator People and Capability



## Communication

Internal / External	Key Messages	Who	Notes
Internal and External	<ul style="list-style-type: none"> <li>Current situation</li> <li>Update on initial actions</li> <li>Any updates on service availability (if known)</li> </ul>	See Escalation Process and Disruption Severity Table (Appendix G)	
External	<ul style="list-style-type: none"> <li>Inform stakeholders of the best way to communicate with the Team and to check § 7(2)(a) - Privacy for updates as needed</li> </ul>	Team	Note that telephone communication should be limited to critical calls if limited communications are available





PHASE 1



**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
Internet / MS Suite for email and / or VoIP communication	Team	Runners or couriers to support communication
Runners / couriers / additional vehicles	BC Recovery Coordinator	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 Contact List (internal and external contacts)		Appendix B: Key Contact Lists Emergency folder	Appendix B: Key Contact Lists Objective Connect On mobile devices



**Contingency**

**Options if resources are not available**

Landlines and Mobiles	Satellite phones / radio / VoIP / in person communication / runners / couriers
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**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
Keep up with the Play	<ul style="list-style-type: none"> <li>Maintain awareness of progress on restoration of services</li> </ul>	Team	<a href="#">http://s 7(2)(a) - Privacy</a> Insider Crisis SMS
4 hours	<ul style="list-style-type: none"> <li>Liaise with BC Recovery Coordinator regarding:                             <ul style="list-style-type: none"> <li>- any additional support needed to resume critical function communication (runners, additional devices, etc.,)</li> <li>- any Team specific content for crisis messaging</li> </ul> </li> </ul>	Manager, Team Leader	
4 hours	<ul style="list-style-type: none"> <li>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</li> </ul>	Manager, Team Leader	



**Communication**

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



**Resources**

Physical	Who	Contingency
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 if required (WHS)
Chargers for mobile phones	Team	Additional chargers in ICT Resilience Kit <a href="#">Appendix E: Recovery Box and Salvage List</a>
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"> <li>Continue to maintain awareness on service resumption</li> </ul>	Team	<a href="#">http://s 7(2)(a) - Privacy</a> Insider Crisis SMS
When service is resumed	<ul style="list-style-type: none"> <li>Update key contacts when service is resumed</li> </ul>	Team	

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

<b>Phase 1:</b> Response Actions	<b>Time Objective:</b> 4 hours from incident
<b>Objective:</b> Establish nature of outage and inform stakeholders	



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





**Communication**

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



**Resources**

Physical	Who	Contingency
Phones to call stakeholders	Team	Divert to mobile
Objective	ICT	Use electronic media and / or paper files to circulate documents  Agree additional courier or runner support needed to support the physical circulation of documents with the BC Recovery Coordinator if needed  Use spreadsheets or paper to record documents received, processed and / or issued  Include reference regarding where documents should be held in Objective when accessible
USB or other electronic media	Team External Suppliers	Procure additional supply if needed
Paper and Envelopes	Team External Suppliers	Source from other TCC departments Procure additional supply if needed



**References**

Reference Documents	Objective	Hardcopy	Softcopy
Staff Contacts		<a href="#">Appendix A: Call Tree</a> Emergency Folder	<a href="#">Appendix A: Call Tree</a> Objective Connect
Key Contact List (internal and external contacts)		<a href="#">Appendix B: Key Contact Lists</a> Emergency folder	<a href="#">Appendix B: Key Contact Lists</a> Objective Connect



**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 <a href="#">Business Continuity Strategy 3</a>
Objective	Outlook, USB, paper files couriers and runners to support general transfer of documents. Additional couriers or runners to support physical circulation of documents to be agreed with BC Recovery Coordinator if needed  Use spreadsheet or paper to record documents received, processed and / or issued. Include reference regarding where documents should be held in Objective when accessible



**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"> <li>Continue to monitor <a href="http://s 7(2)(a) - Privacy s 7(2)(a) - Privacy">http:// s 7(2)(a) - Privacy s 7(2)(a) - Privacy</a> regarding resumption of service and key messages to all staff</li> </ul>	Team	<a href="http://s 7(2)(a) - Privacy">http:// s 7(2)(a) - Privacy</a> Insider Crisis SMS
1 day	<ul style="list-style-type: none"> <li>Request any additional resources needed to get documents to / from the team</li> <li>Liaise with BC Recovery Coordinator regarding any Team specific content for crisis messaging</li> </ul>	Manager, Team Leader	BC Recovery Coordinator
1 day	<ul style="list-style-type: none"> <li>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</li> </ul>	Manager, Team Leader	



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



Resources		
Physical	Who	Contingency
Internet / MS Suite for email and / or VoIP communication	Team	Runners to or couriers support internal communication
Runners / couriers / additional vehicles	BC Recovery Coordinator	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"> <li>When advised that Outlook is available, recommence using</li> </ul>	Team	<a href="#">http://s 7(2)(a) - Privacy</a> Insider Crisis SMS
	<ul style="list-style-type: none"> <li>Advise key stakeholders that BAU is restored</li> </ul>	Team	
	<ul style="list-style-type: none"> <li>Scan and upload any paper records to Objective if needed</li> </ul>	Team	



Communication			
Internal / External	Key Messages	Who	Notes
Internal and External	<ul style="list-style-type: none"> <li>BAU resumed</li> </ul>	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

## SCANNERS / PRINTERS

**Phase 1:** Response Actions

**Time Objective:** 4 hours from incident

**Objective:** Establish nature of outage and inform stakeholders



Time	Key Steps	Who	Resources
5 mins	<ul style="list-style-type: none"> <li>Report scanner/printer issue to ICT Service Desk</li> <li>Request service support from Konica (if Kofax issue)</li> </ul>	Manager, Team Leader	s 7(2)(f)(ii) (ICT Service Desk) s 7(2)(f)(ii) <a href="#">Appendix B: Key Contact Lists</a>
15 mins	<ul style="list-style-type: none"> <li><b>If an internal TCC issue:</b> <ul style="list-style-type: none"> <li>View updates on the reason and extent of outage, and estimated recovery time</li> <li>Review for updates on a regular basis to inform decision-making moving forward</li> </ul> </li> <li><b>If Kofax issue:</b> <ul style="list-style-type: none"> <li>Agree next steps and timeframes for restoration with Konica (if possible)</li> </ul> </li> </ul>	Manager, Team Leader	s 7(2)(f)(ii) Insider Crisis SMS Konica BC Recovery Coordinator
1 hour	<ul style="list-style-type: none"> <li>Call key team stakeholders (if necessary) regarding lack of email access and establish alternatives for sending / receiving documents over this period (e.g. courier, runners, fax, phone)</li> <li>Update BC Recovery Coordinator on incident response and agree on timing and content for internal communications</li> </ul>	Manager, Team Leader	BC Recovery Coordinator <a href="#">Appendix B: Key Contact Lists</a>



### Communication

Internal / External	Key Messages	Who	Notes
Internal	<ul style="list-style-type: none"> <li>Current situation</li> <li>Update on initial actions</li> <li>Timeframes for restoration of BAU (if known)</li> </ul>	See <a href="#">Escalation Process and Disruption Severity Table (Appendix G)</a> with input from ICT and Digital Capture Manager, Team Leader as appropriate	Crisis Messaging Plan outlines message timing <a href="#">Communications Framework (pg 14)</a>





Resources		
Physical	Who	Contingency
Phones to call stakeholders	Team	Divert to mobile
Objective	ICT	Email, electronic and paper file transfer to circulate documents Agree additional courier or runner support needed to support the physical circulation of documents with the BC Recovery Coordinator if needed Use spreadsheets or paper to record documents received, processed and / or issued Include reference regarding where documents should be held in Objective when accessible
Outlook	ICT	Use Objective or electronic or paper file transfer to circulate documents. Agree additional courier or runner support needed to support the physical circulation of documents with the BC Recovery Coordinator if needed Mobiles, landlines, satellite phones, VHS radio, couriers and runners to support general communication



References			
Reference Documents	Objective	Hardcopy	Softcopy
Staff Contacts		<a href="#">Appendix A: Call Tree</a> Emergency Folder	<a href="#">Appendix A: Call Tree</a> Objective Connect
Key Contact List (internal and external contacts)		<a href="#">Appendix B: Key Contact Lists</a> Emergency folder	<a href="#">Appendix B: Key Contact Lists</a> Objective Connect On mobile devices



Contingency	
Options if resources are not available	
Landlines and Mobiles	Satellite phones / radio / in person communication / runners / couriers If all communication systems are down, may require runners, additional vehicles or couriers to maintain communication. Implement <a href="#">Business Continuity Strategy 3</a>
Objective	Outlook, USB, paper files couriers and runners to support general transfer of documents. Additional couriers or runners to support physical circulation of documents to be agreed with BC Recovery Coordinator if needed Use spreadsheet or paper to record documents received, processed and / or issued. Include reference regarding where documents should be held in Objective when accessible (see <a href="#">Business Continuity Strategy 4</a> )
Outlook	Use Objective or electronic or paper file transfer to circulate documents. Additional couriers or runners to support physical circulation of documents to be agreed with BC Recovery Coordinator if needed (see <a href="#">Business Continuity Strategy 4</a> )



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

**Objective:** Extended period without Scanner/Printer



Time	Key Steps	Who	Resources
Keep up with the Play	<ul style="list-style-type: none"> <li><b>If an internal TCC issue:</b> <ul style="list-style-type: none"> <li>Updates from ICT regarding resumption of service as agreed</li> </ul> </li> <li><b>If Kofax issue:</b> <ul style="list-style-type: none"> <li>Updates from Konica regarding resumption of service as agreed</li> </ul> </li> </ul>	Manager, Team Leader	BC Recovery Coordinator ICT Konica
>4 hours	<ul style="list-style-type: none"> <li>Work with BC Recovery Coordinator to understand priority workflow and if broader TCC printing / scanning resources impacted</li> </ul>	Manager, Team Leader	<a href="#">Appendix C: Critical Functions</a> BC Recovery Coordinator
1 day	<ul style="list-style-type: none"> <li>Develop cover strategy to deliver critical printing / scanning functions. Options include:                             <ul style="list-style-type: none"> <li>Sourcing alternate scanners / printers within TCC</li> <li>Outsourcing printing / scanning</li> <li>Hiring or loaning equipment</li> <li>Alternate approaches such as use of a scanning app to allow mobile phones to be used as scanners</li> </ul> </li> <li>Update BC Recovery Coordinator on response</li> </ul>	Manager, Team Leader  BC Recovery Coordinator	Konica Other External Suppliers ICT
1 day	<ul style="list-style-type: none"> <li>Liaise with BC Recovery Coordinator regarding any Team specific content for crisis messaging</li> </ul>	Manager, Team Leader	BC Recovery Coordinator



### Communication

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



### Resources

Physical	Who	Contingency
USB or other electronic media	Team External Suppliers	Procure additional supply if needed
Paper and Envelopes	Team External Suppliers	Source from other TCC departments Procure additional supply if needed
Runners / couriers / additional vehicles	BC Recovery Coordinator	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"> <li>When scanners / printers are available, recommence using</li> </ul>	Team	<a href="#">http://s 7(2)(a) - Privacy</a> Insider Crisis SMS
	<ul style="list-style-type: none"> <li>Advise key stakeholders that BAU is restored</li> </ul>	Team	
	<ul style="list-style-type: none"> <li>Complete any outstanding work from outage</li> </ul>	Team	

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

Resources		
Physical	Who	Contingency
Additional Staffing to manage backlog of scanning / printing	Manager, Team Leader People and Capability BC Recovery Coordinator	

References			
Reference Documents	Objective	Hardcopy	Softcopy

Contingency	
Options if resources are not available	



## OBJECTIVE

**Phase 1:** Response Actions **Time Objective:** 4 hours from incident

**Objective:** Establish nature of outage and inform stakeholders

Time	Key Steps	Who	Resources
5 mins	<ul style="list-style-type: none"> <li>Report loss of Objective access to ICT Service Desk</li> </ul>	Team Leader	s 7(2)(f)(ii) (ICT Service Desk) s 7(2)(f)(ii) <a href="#">Appendix B: Key Contact Lists</a>
15 mins	<ul style="list-style-type: none"> <li>View updates on the reason and extent of outage, and estimated recovery time</li> <li>Review for updates on a regular basis to inform decision-making moving forward</li> </ul>	Manager, Team Leader	<a href="#">http://s 7(2)(f)(ii)</a> Insider Crisis SMS
1 hour	<ul style="list-style-type: none"> <li>Contact key team stakeholders (if necessary) regarding lack of Objective access</li> <li>Liaise with BC Recovery Coordinator regarding specific messaging to be included in broader communications or to be included on TCC homepage</li> </ul>	Team	BC Recovery Coordinator <a href="#">Appendix B: Key Contact Lists</a>

Communication			
Internal / External	Key Messages	Who	Notes
Internal	<ul style="list-style-type: none"> <li>Current situation</li> <li>Update on initial actions</li> <li>Timeframes for restoration of BAU (if known)</li> </ul>	See <a href="#">Escalation Process and Disruption Severity Table (Appendix G)</a> with input from ICT and Digital Capture Manager, Team Leader as appropriate	Crisis Messaging Plan outlines message timing <a href="#">Communications Framework (pg 14)</a>

Resources		
Physical	Who	Contingency
Phones to call stakeholders	Team	Divert to mobile
Outlook	ICT	Use electronic or paper file transfer to circulate documents. Agree additional courier or runner support needed to support the physical circulation of documents with the BC Recovery Coordinator if needed  Mobiles, landlines, satellite phones, VHS radio, couriers and runners to support general communication

References			
Reference Documents	Objective	Hardcopy	Softcopy
Staff Contacts		<a href="#">Appendix A: Call Tree</a> Emergency Folder	<a href="#">Appendix A: Call Tree</a> Objective Connect
Key Contact List (internal and external contacts)		<a href="#">Appendix B: Key Contact Lists</a> Emergency folder	<a href="#">Appendix B: Key Contact Lists</a> Objective Connect On mobile devices





**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 <a href="#">Business Continuity Strategy 3</a>
Outlook	Use electronic or paper file transfer to circulate documents. Additional couriers or runners to support physical circulation of documents to be agreed with BC Recovery Coordinator if needed (see <a href="#">Business Continuity Strategy 4</a> )



**Phase 2:** Achieving Minimum Business Continuity Objective (MBCO) **Time Objective:** 1 day from incident  
**Objective:** Extended period managing document registration and circulation without Objective



Time	Key Steps	Who	Resources
Keep up with the Play	<ul style="list-style-type: none"> <li>Continue to monitor <a href="http://s 7(2)(a) - Privacy">http://s 7(2)(a) - Privacy</a> regarding resumption of service and key messages to all staff</li> </ul>	Team	<a href="http://s 7(2)(a) - Privacy">http://s 7(2)(a) - Privacy</a> Insider Crisis SMS
>4 hours	<ul style="list-style-type: none"> <li>Work with BC Recovery Coordinator to understand priority workflow and if broader TCC printing / scanning resources impacted</li> </ul>	Manager, Team Leader	<a href="#">Appendix C: Critical Functions</a> BC Recovery Coordinator
1 day	<ul style="list-style-type: none"> <li>Develop cover strategy to record documents received, processed and / or issued</li> </ul>	Manager, Team Leader	BC Recovery Coordinator
1 day	<ul style="list-style-type: none"> <li>Develop cover strategy to distribute documents that would normally be accessed via Objective. Options include:                             <ul style="list-style-type: none"> <li>Email</li> <li>USB or other digital media</li> <li>Hard copy</li> <li>Via crisis management website</li> </ul> </li> <li>Update BC Recovery Coordinator on response</li> </ul>	Manager, Team Leader	BC Recovery Coordinator <a href="http://s 7(2)(a) - Privacy">http://s 7(2)(a) - Privacy</a>
1 day	<ul style="list-style-type: none"> <li>Request any additional resources needed to get documents to / from the team (e.g. runners, couriers)</li> </ul>	Manager, Team Leader	BC Recovery Coordinator
1 day	<ul style="list-style-type: none"> <li>Liaise with BC Recovery Coordinator regarding any Team specific content for crisis messaging</li> </ul>	Manager, Team Leader	BC Recovery Coordinator



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



Resources		
Physical	Who	Contingency
MS Word/Excel to record receipt/distribution of documents	Team	Appendix J: Manual Work Order Log Stationery to record work orders manually
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



**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"> <li>When advised that Objective is available, recommence using</li> </ul>	Team	<a href="#">http://s 7(2)(a) - Privacy</a> Insider Crisis SMS
	<ul style="list-style-type: none"> <li>Advise key stakeholders that BAU is restored</li> </ul>	Team	
	<ul style="list-style-type: none"> <li>Upload records to Objective</li> </ul>	Manager, Team Leader to coordinate, Team to action	

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

Resources		
Physical	Who	Contingency
Additional Staffing to manage backlog of scanning / printing	Manager, Team Leader People and Capability BC Recovery Coordinator	

References			
Reference Documents	Objective	Hardcopy	Softcopy

Contingency
Options if resources are not available



## STRATEGY 5 LOSS OF INTERNET 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.

<b>Phase 1:</b> Response Actions	<b>Time Objective:</b> 4 hours from incident
<b>Objective:</b> Establish alternate arrangements to access critical information	



Time	Key Steps	Who	Resources
5 mins	<ul style="list-style-type: none"> <li>Report loss of internet access to ICT Service Desk</li> </ul>	Team Leader	s 7(2)(f)(ii) (ICT Service Desk) s 7(2)(f)(ii) <a href="#">Appendix B: Key Contact Lists</a>
15 mins	<ul style="list-style-type: none"> <li>View updates on the reason and extent of outage, and estimated recovery time</li> <li>Review for updates on a regular basis to inform decision-making moving forward</li> </ul>	Team Leader	s 7(2)(f)(ii) Insider Crisis SMS
2 hours	<ul style="list-style-type: none"> <li>If outage is localised (i.e. building or TCC only) consider:                             <ul style="list-style-type: none"> <li>- Purchase of hotspot dongles to restore internet access</li> <li>- Relocation of key staff to Alternative Location and enact <a href="#">Business Continuity Strategy 1</a> (only recommended if outage is likely to be more than 1-day)</li> </ul> </li> </ul>	Manager, Team Leader BC Recovery Coordinator	ICT
2 hours	<ul style="list-style-type: none"> <li>Liaise with the BC Recovery Coordinator regarding any Team specific content for crisis messaging</li> </ul>	Manager, Team Leader	
2 hours	<ul style="list-style-type: none"> <li>Inform People and Capability regarding team members who are available to support incident response (if needed) including:                             <ul style="list-style-type: none"> <li>- Name and any WHS needs / limitations</li> <li>- Skill set</li> <li>- Availability for next ~3-days</li> </ul> </li> </ul>	Manager, Team Leader	BC Recovery Coordinator People and Capability



Communication			
Internal / External	Key Messages	Who	Notes
Internal and External	<ul style="list-style-type: none"> <li>Current situation</li> <li>Update on initial actions</li> <li>Timeframes for restoration of BAU (if known)</li> </ul>	See <a href="#">Escalation Process and Disruption Severity Table (Appendix G)</a> with input from ICT	<a href="#">Communications Framework (pg 14)</a>





PHASE 1



**Resources**

Physical	Who	Contingency
Landlines or mobiles to call stakeholders	ICT	Satellite phones / radio / in person communication



**References**

Reference Documents	Objective	Hardcopy	Softcopy
Staff Contacts		<a href="#">Appendix A: Call Tree</a> Emergency Folder	<a href="#">Appendix A: Call Tree</a> Objective Connect Back-up computer
Key Contact List (internal and external contacts)		<a href="#">Appendix B: Key Contact Lists</a> Emergency folder	<a href="#">Appendix B: Key Contact Lists</a> Objective Connect On mobile devices
Health and Safety Manual		Emergency folder	Objective Connect <a href="#">Appendix I: Health &amp; Safety Reporting Form</a>



**Contingency**

Options if resources are not available	
Telephones	If mobile and landline communications are not available, use radio or satellite device (see <a href="#">Business Continuity Strategy 3</a> )



**Phase 2:** Maintaining Minimum Business Continuity Objective (MBCO)      **Time Objective:** 1 day from incident  
**Objective:** Extended operation without Internet



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

Communication			
Internal / External	Key Messages	Who	Notes
Internal and External	<ul style="list-style-type: none"> <li>Current situation</li> <li>Actions to-date</li> <li>Timeframes for restoration of BAU</li> </ul>	See <a href="#">Escalation Process and Disruption Severity Table (Appendix G)</a> with input from ICT	

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:** >1 day  
**Objective:** Steps required when returning to BAU

Time	Key Steps	Who	Resources
	<ul style="list-style-type: none"> <li>When advised that internet is available, recommence using</li> </ul>	Team	Crisis SMS
	<ul style="list-style-type: none"> <li>Advise key stakeholders that BAU is restored</li> </ul>	Team	
	<ul style="list-style-type: none"> <li>Scan and upload records to Objective if needed</li> </ul>	Team	

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

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:** 4 hours

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



Time	Key Steps	Who	Resources
5 - 15mins	<ul style="list-style-type: none"> <li>Establish number of staff available</li> </ul>	Manager, Team Leader, cascading through team	<a href="#">Appendix A: Call Tree</a> Staff Contact List
15 - 30 mins	<ul style="list-style-type: none"> <li>Where a significant number of staff, or key staff, unavailable report loss to People and Capability</li> <li>Update BC Recovery Coordinator</li> </ul>	Manager, Team Leader	
1 hour	<ul style="list-style-type: none"> <li>Discuss a cover strategy with People and Capability and BC Recovery Coordinator where delivering MBCO is threatened:                             <ul style="list-style-type: none"> <li>Call in team members on leave</li> <li>Utilise other TCC staff to support delivery of critical functions</li> <li>Hire agency staff or contractors to support</li> <li>Liaise with Konica regarding Kofax-specific support</li> </ul> </li> </ul>	Manager, Team Leader	<a href="#">Appendix B: Key Contact Lists</a> <a href="#">Appendix C: Critical Functions</a> Crisis Management Team
2 hour	<ul style="list-style-type: none"> <li>Implement cover strategy</li> </ul>	Manager, Team Leader	Crisis Management Team
1 - 2 hours	<ul style="list-style-type: none"> <li>Update BC Recovery Coordinator and publish message internally</li> </ul>	Manager, Team Leader	Crisis Management Team Communications Team
1 - 2 hours	<ul style="list-style-type: none"> <li>Ensure staff are aware of Organisational Counselling Programme (OCP)</li> </ul>	Manager, Team Leader	<a href="#">Appendix B: Key Contact Lists</a> Health and Safety Manual



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



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





PHASE 1



### References

Reference Documents	Objective	Hardcopy	Softcopy
Staff Contacts		<a href="#">Appendix A: Call Tree</a> Emergency folder	<a href="#">Appendix A: Call Tree</a> Objective Connect
Key Contact List (internal and external contacts)		<a href="#">Appendix B: Key Contact Lists</a> Emergency folder	<a href="#">Appendix B: Key Contact Lists</a> Objective Connect On mobile devices
Health and Safety Manual		Emergency folder	Objective Connect <a href="#">Appendix I: Health &amp; Safety Reporting Form</a>



### Contingency

#### Options if resources are not available

Escalate if not able to source sufficient staff to reach MBCO | Likely to be a region-wide event if this is the case



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



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

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

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

References			
Reference Documents	Objective	Hardcopy	Softcopy

Contingency	
Options if resources are not available	





**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"> <li>Liaise with team members and People and Capability regarding return to work strategies (if needed)</li> </ul>	Manager, Team Leader	BC Recovery Coordinator

Communication			
Internal / External	Key Messages	Who	Notes
Internal	<ul style="list-style-type: none"> <li>Current situation</li> <li>Actions to-date</li> </ul>	See <a href="#">Escalation Process and Disruption Severity Table (Appendix G)</a>	
External	<ul style="list-style-type: none"> <li>BAU resumed</li> </ul>		Note that external communication is only required if there has been a disruption to community services or specific stakeholders

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.





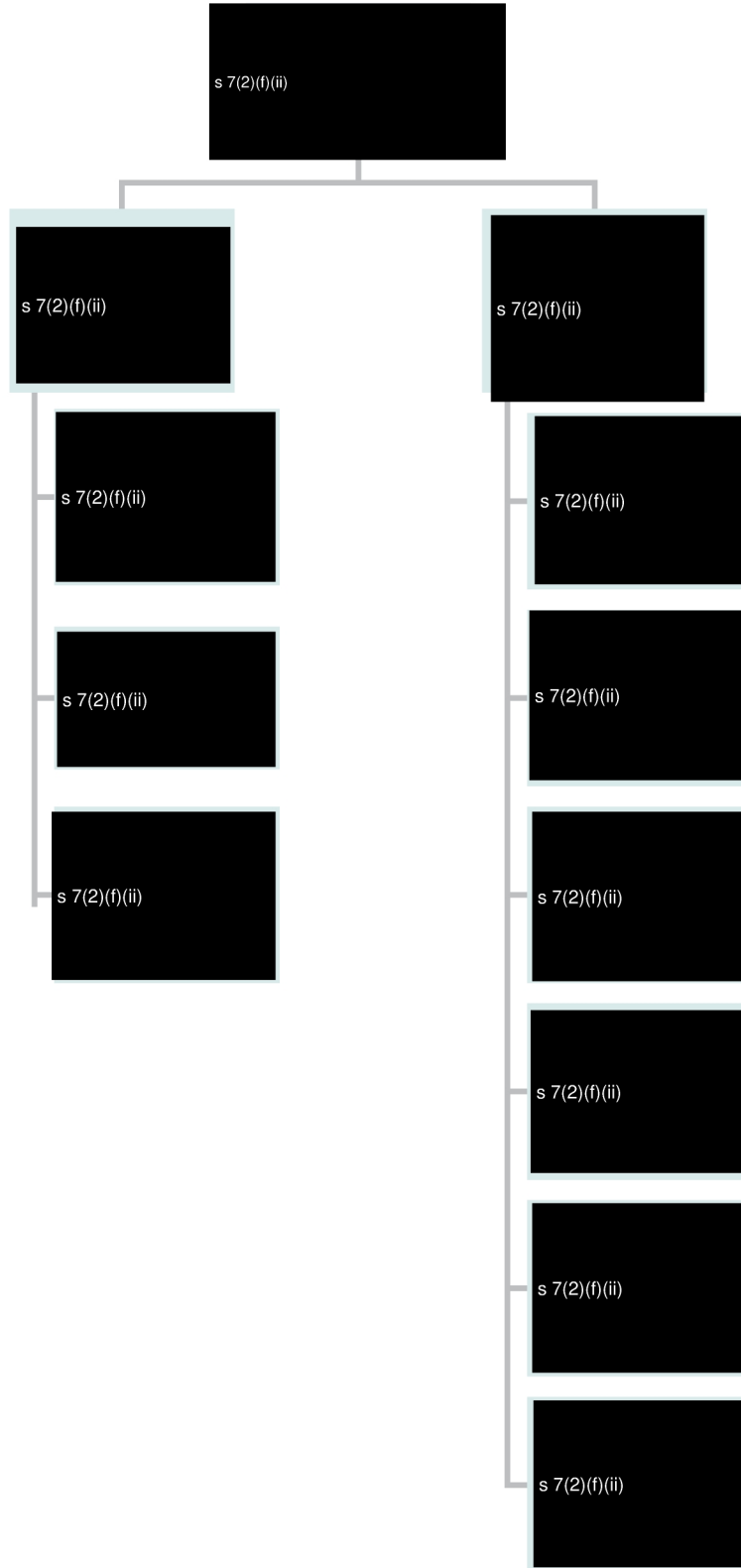
## SECTION FOUR

# Supporting Information



# APPENDIX A CALL TREE

Digital Capture Manager OR Team Leader commences enactment of call tree to remainder of team.



## 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	<a href="https://webmail.tauranga.govt.nz/">https://webmail.tauranga.govt.nz/</a>
TCC Website	<a href="http://www.tauranga.govt.nz/">http://www.tauranga.govt.nz/</a>
TCC Facebook	<a href="https://www.facebook.com/TaurangaCityCouncil">https://www.facebook.com/TaurangaCityCouncil</a>
TCC Twitter	<a href="https://twitter.com/TgaCouncil">https://twitter.com/TgaCouncil</a>
Sun Live	<a href="http://www.sunlive.co.nz/">http://www.sunlive.co.nz/</a>
EMBOP Website	<a href="http://bopcivildefence.govt.nz/">http://bopcivildefence.govt.nz/</a>

## TCC internal

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

Service	Contact	Number(s)	E-mail / URL
Organisational Counselling Programme (OCP)		0800 377 990	<a href="http://www.ocp.co.nz/">http://www.ocp.co.nz/</a>



## Supplier Contact List

Contact	Position	Number(s)	E-mail
Konica			
Fletcher			
Office Max			
Marathon			

Service	Contact	Number(s)	E-mail / URL
Paper and Envelopes	Office Max		



## APPENDIX C

## CRITICAL FUNCTIONS

The following table summarises the critical functions for Digital Capture and Print 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	Printing	2 days	5 days	
2	Scanning	1 day	5 days	
3	Reprographic Services	5 days		
4	Mail/BC distribution	2 days	30 days	
5	Document Registration	2 days	5 days	



## 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 xxx (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 Willow Street (s 7(2)(f)(ii) will collect).
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 Digital Capture and Print 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 Level 2, 46 Spring Street.

The Digital Capture and Print Manager will make this decision in conjunction with the Crisis Management Coordinator and Property Projects Manager based on the length of time the Digital Capture and Print 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	Ground Floor, 2 Devonport Road
Contact Name	Property Services
Contact Number	07 577 7000

#### Alternate Place of Work

Location	Level 2, 46 Spring Street
Contact Name	Property Services
Contact Number	07 577 7000



## APPENDIX E

## RECOVERY BOX &amp; 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**

Laptops / Tablets

At desks

Desktop hard drive

At desks

Printer/s

In office

Scanner/s

In office

Satellite / radio phone

IT Resilience Box

Mobile Phones

At desks

USB and physical copies of key documents

Recovery Bag / Box

Stationery

Other



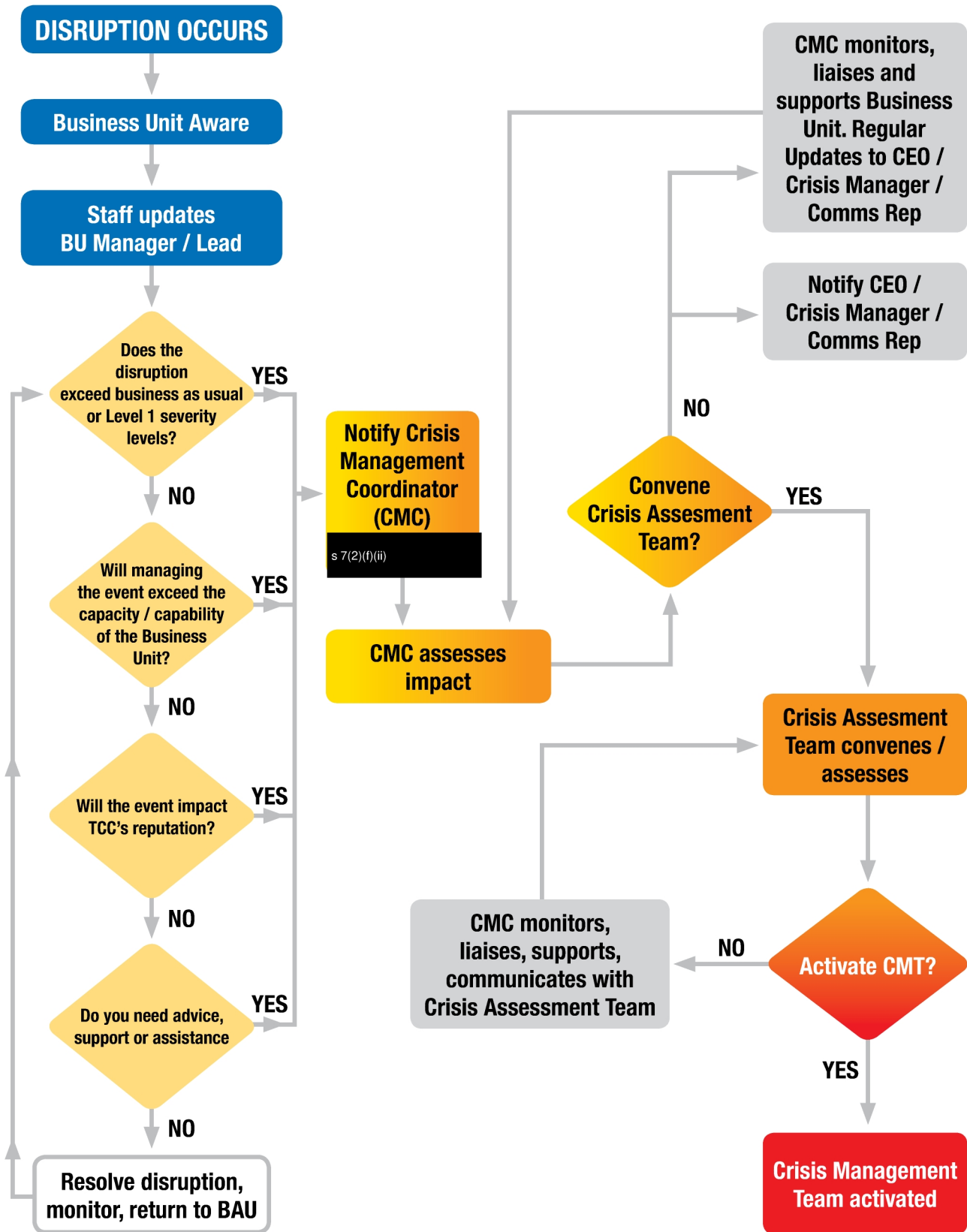
## APPENDIX F

## BACK-UP INFORMATION &amp; EQUIPMENT

	Location	Details / Contents
Back-up records/data	<ul style="list-style-type: none"> <li>■ USB drive in Emergency Bag</li> <li>■ Individual <i>My Plan</i> USB drives</li> </ul>	<ul style="list-style-type: none"> <li>■ Staff Contacts</li> <li>■ Contact List (internal and external contacts)</li> <li>■ Health and Safety Manual</li> </ul>
Critical paper records/information	<ul style="list-style-type: none"> <li>■ In folder in Emergency Bag</li> </ul>	<ul style="list-style-type: none"> <li>■ Staff Contacts</li> <li>■ Contact List (internal and external contacts)</li> <li>■ Health and Safety Manual</li> </ul>
Recovery Box		
IT Resilience Kit		<ul style="list-style-type: none"> <li>■ Satellite phone / radio</li> <li>■ Spare chargers (laptop, tablet, phones)</li> </ul>

# 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
<b>Disruption Duration</b>	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
<b>Extent</b>	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.
<b>IMPACT</b>				
<b>People</b>	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
<b>Service Delivery (critical function)</b>	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
<b>ICT Systems and Applications</b>	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
<b>Campus Facilities</b>	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
<b>Business Unit Capacity</b>	Within BU capacity and capability	Within BU capacity and capability	Exceeds / stretches business unit capacity / capability	Exceeds / stretches Group(s) capacity / capability
<b>Communications Networks</b>	No impact	Partial loss of a single communications system	Loss of multiple communication systems	Complete loss of communications systems
<b>Other (limited examples)</b>		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

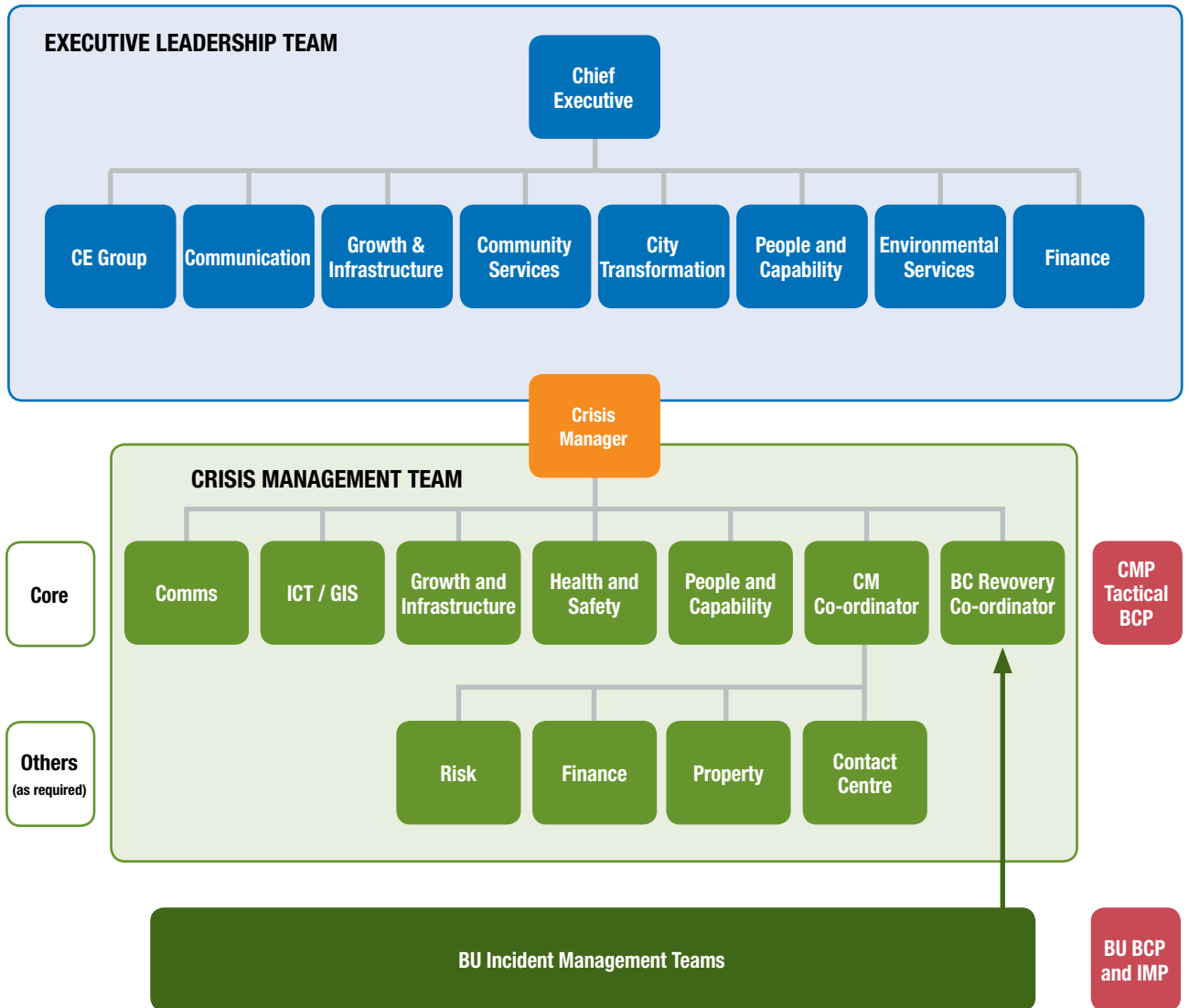
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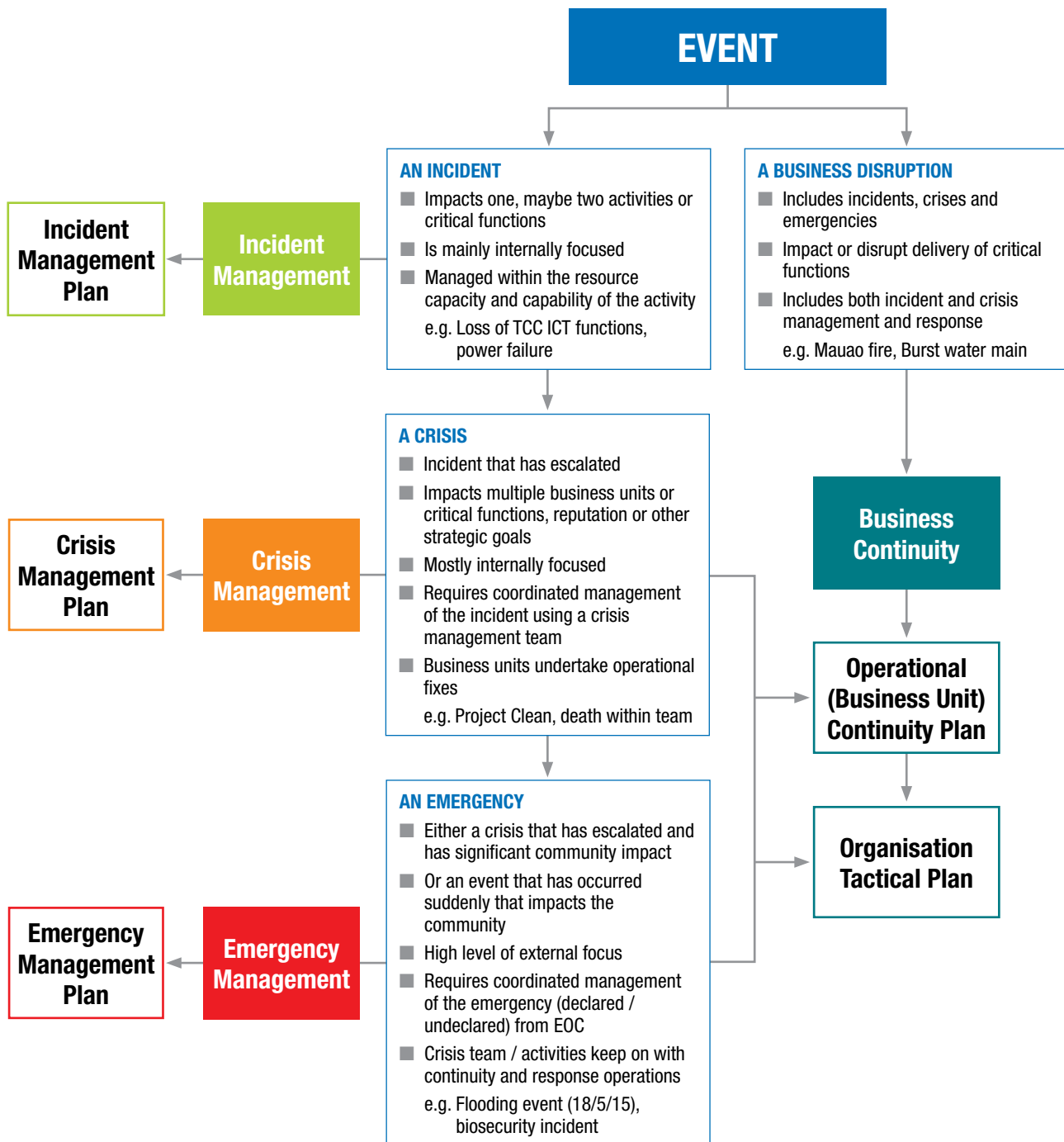
DISRUPTION LEVEL	BAU	LEVEL 1 – INCIDENT	LEVEL 2 – CRISIS	LEVEL 3 – SEVERE CRISIS / EMERGENCY
<b>DISRUPTION LEAD AND ACTIONS</b>				
<b>Disruption Lead</b>	Business Unit	Business Unit	Crisis Management Team	Crisis Management Team
<b>Communications Lead</b>	Business Unit / Communications Team	Business Unit / Communications Team	Crisis Management Team	Crisis Management Team
<b>Escalation, Activation, Information</b>	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 s 7(2)(a) 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 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 s 7(2)(a) - Privacy or BC Recovery Coordinator
<b>Actions</b>	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 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 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 - 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 &amp; 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? (route cause of incident)	
Comments	
Entered into Vault (Y/N)	



## APPENDIX J

## MANUAL WORK ORDER 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.

ICT – Digital Capture Emergency Template		CCM Logged (yes/no) Job ID	Priority (life or property threatened, urgent, routine)	Location (of issue)	Message/issue (e.g. Flooding on Road)	Type (e.g. Wastewater, Water etc.)	Caller Phone	Caller Address	Caller Name	Time of call	



# DOCUMENT REVIEW & VERSION CONTROL

## Review

This plan must be reviewed and updated as needed:

- Annually
- After any exercise
- After any activation of the plan
- Following any changes to the business unit
- Whenever staff join or leave the business unit

If any changes are required, please advise s 7(2)(f)(ii)

## Version Control Table

Version No.	Date	Authorised by	Comments / Reasons for change
1	30 September 2016	<span style="background-color: black; color: white;">s 7(2)(f)(ii)</span>	For testing purposes
2	21 February 2017	Governance Team	Document approved to go to ELT for sign-off
3	15 March 2017	ELT	Document approved for implementation



## GLOSSARY OF TERMS / ACRONYMS

Definitions	
<b>Activation</b>	Activating an organisation's business continuity arrangements need to be put into effect in order to continue delivery of key products or services
<b>Business Continuity Recovery Coordinator (BCRC)</b>	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.
<b>Business continuity</b>	Capability of the organisation to continue delivery of products or services at acceptable predefined levels following a disruptive event
<b>Business continuity management</b>	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
<b>Business continuity plan</b>	Documented procedures that guide organisations to respond, recover, resume, and restore to a pre-defined level of operation following disruption
<b>Business continuity programme</b>	Ongoing management and governance process supported by top management and appropriately resourced to implement and maintain business continuity management
<b>Business impact analysis</b>	Process used to analyse activity and define the critical functions and resources impacted by various business disruptions.
<b>Crisis Management Coordinator (CMC)</b>	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
<b>Critical Functions</b>	Things that we do that are really important to the community or carry a large reputational or strategic risk
<b>Event</b>	<p>Occurrence or change of a particular set of circumstances</p> <ul style="list-style-type: none"> <li>■ An event can be one or more occurrences, and can have several causes</li> <li>■ An event can consist of something not happening</li> <li>■ An event can sometimes be referred to as an "incident" or "accident" or "crisis"</li> <li>■ An event without consequences may also be referred to as a "near miss", "incident", "near hit" or "close call"</li> </ul>
<b>Incident</b>	Situation that might be, or could lead to, a disruption, loss, emergency or crisis
<b>Maximum acceptable outage (MAO)</b>	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
<b>Minimum business continuity objective (MBCO)</b>	Minimum level of services and/or products that is acceptable to the organisation to achieve its business objectives during a disruption
<b>Recovery point objective (RPO)</b>	Point to which information used by an activity must be restored to enable the activity to operate on resumption



Definitions	
<b>Recovery time objective (RTO)</b>	<p>The Period of time following an event / incident within which</p> <ul style="list-style-type: none"> <li>■ An activity, product or service must be resumed; or</li> <li>■ resources must be recovered</li> </ul> <p>The recovery time objective is always less than the maximum acceptable outage time.</p>
<b>Risk</b>	<p>Effect of uncertainty on objectives</p> <ul style="list-style-type: none"> <li>■ Risk is often characterised by reference to potential events and consequences or a combination of these</li> <li>■ 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</li> </ul>
<b>Threat</b>	<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>
<b>Vulnerability</b>	<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	
<b>BAU</b>	Business As Usual
<b>BU</b>	Business Unit
<b>BC</b>	Business Continuity
<b>BCP</b>	Business Continuity Plan
<b>CMC</b>	Crisis Management Co-ordinator
<b>CM Coordinator</b>	Crisis Management Co-ordinator
<b>MBCO</b>	Minimum Business Continuity Objective



