



## Business Continuity Plan

### Version Control

Version 1	Pre-draft	Reviewed by Local Government Risk Services for compliance with AS/NZS 5050:2010	31 March 2013
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## Distribution List

The following table provides an up to date list of all locations and personnel supplied with a copy of the District Council of Robe Business Continuity Plan.

<b>Copy Number</b>	<b>Name</b>	<b>Location</b>
001	CEO, Roger Sweetman	CEO's Office
002	DCEO, Lyndon Prior	DCEO's Office
003	Works Supervisor, Trevor Hondow	Depot Admin Office
004	Wendy White	Library
005		
006		

## References and related documents

The following documents are referred to and should be read in conjunction with the District Council of Robe Business Continuity Plan.

<b>Document Title</b>
Strategic Plan 2009-2013
OHS&W Emergency Management Policy
OHS&W Emergency Management Procedure

## Executive Summary

The District Council of Robe Business Continuity Plan has been developed as a Risk Management tool and identifies the more serious risks faced by Council in delivering core services provided by its administration and engineering and maintenance services.

Having identified the risks to Council operations, the Plan includes a Business Impact Analysis to assess the identified risks and impacts in relation to critical business activities to determine recovery requirements.

Incident response plans have been developed to outline the actions required in the event Council core services are disrupted and the processes that will be put into action in the event a disaster does occur. The highest risk to Council's operations have been identified as:

- Building incident – total loss of administration building due to fire, flood/inundation or earthquake,
- Building incident – partial loss of administration building due to fire, flood/inundation, earthquake or vehicle collision, and
- Complete IT Hardware failure.

The District Council of Robe Business Continuity Plan is not a prescriptive plan; it is designed to allow the decision makers to make appropriate decisions based on the information available at the time. No plan is able to document each and every emergency or disaster, but should allow those charged with reacting to a situation the flexibility to make the necessary decisions.

## Objectives

This plan provides preventative actions and contingency plans for an event which could disrupt Council's core business functions.

The objectives of this plan are to:

- define Council's critical business functions.
- undertake a risk management assessment in relation to critical business functions.
- detail Council's immediate and recovery response to those risks assessed as a high or extreme risks.
- detail strategies and actions to be taken to enable Council to continue to provide critical business functions in the event of a disaster.
- review and update this plan on a periodic basis.

## Glossary

This table provides a consistent and commonly agreed set of definitions for terms used in the plan.

Business Continuity Planning	A process that helps develop a plan document to manage the risks to a business, ensuring that it can operate to the extent required in the event of a crisis/disaster.
Business Continuity Plan	A document containing all of the information required to ensure that your business is able to resume critical business activities should a crisis/disaster occur.
Business Impact Analysis	The process of gathering information to determine basic recovery requirements for your key business activities in the event of a crisis/disaster.
Key Business Activities	Those activities essential to deliver outputs and achievement of business objectives.
Recovery Time Objective (RTO)	The time from which you declare a crisis/disaster to the time that the critical business functions must be fully operational in order to avoid serious financial loss, provide critical business functions and mitigate service impacts to the extent possible.
Resources	The means that support delivery of an identifiable output and/or result. Resources may be money, physical assets, or most importantly, people.
Risk Management	is the process of defining and analysing risks, and then deciding on the appropriate course of action in order to minimise these risks, whilst still achieving business goals.
Critical Business Activity	Is a business activity that must be operative within 72 hours (3 working days) of any significant event that causes interruption to Council core services.

## Risk Management Defined

Risk management is defined as the identification, assessment, and prioritisation of risks (defined in ISO 31000 as “*the effect of uncertainty on objectives, whether positive or negative*” followed by coordinated and economical application of resources to minimise, monitor, and control the probability and/or impact of unfortunate events or to maximise the realization of opportunities.

Risks can come from uncertainty in financial markets, project failures (at any phase in design, development, production, or sustainment life-cycles), legal liabilities, credit risk, accidents, natural causes and disasters as well as deliberate attack from an adversary, or events of uncertain or unpredictable root-cause.

The strategies to manage risk typically include transferring the risk to another party, avoiding the risk, reducing the negative effect or probability of the risk, or even accepting some or all of the potential or actual consequences of a particular risk.

This plan uses the risk assessment guidelines contained within the AN/NZS Standard 4360:2004 Risk Management and focuses on risk associated with **accidents, natural causes and disasters as well as deliberate attack from an adversary, or events of uncertain or unpredictable root-cause**. Details of the Risk Management Matrix, Consequence Scale and Likelihood Scale are provided at Appendix 1.

The risks identified on the following pages for the Council office, Works and Waste depots and Council personnel have been rated in accordance with the Standard.

## RISK ASSESSMENT

The risks identified on the following pages for the Council Office, Works and Waste Depots and Council personnel have been rated in accordance with the Australian Standard for Risk Management AN/NZS 4360:2004. Details of the Risk Management Matrix, consequence and likelihood scales are provided at Attachment 1.

### General Risk Area 1 – Administrative and Governance Services

Major risk is the inability to provide Council core services provided by Council administration, including governance, finance and administration, customer services, development and planning, economic development, works and engineering administration, records managements, environmental health services, general inspection, complaint and request handling and community services.

This risk assessment excludes risk to service provision associated with personnel, which is covered at General Risk Area 3.

Risk Description	Likelihood	Consequence	Risk Rating	Preventative Action	Contingency Plans
Building Incident - partial loss of building due to fire, earthquake or vehicle collision	Unlikely	Major	High	<ul style="list-style-type: none"> <li>Ensure regular maintenance of portable fire fighting equipment.</li> <li>Ensure training of staff in the use of fire fighting equipment.</li> <li>Ensure emergency evacuation procedures in place and reviewed regularly.</li> <li>Ensure regular testing and tagging of all electrical equipment.</li> <li>Ensure adequate and audible alarms and smoke detectors.</li> <li>Review contractual arrangements with suppliers to ensure 24 hour response time to critical failures.</li> </ul>	<ul style="list-style-type: none"> <li>Initiate Incident Response Plan.</li> <li>Secure equipment, furniture etc</li> <li>Undertake assessment of damage, obtain quotes and engage suppliers.</li> <li>Where damage to critical IT infrastructure occurs refer to IT failure contingencies and response plan.</li> </ul>

## General Risk Area 1 – Administrative and Governance Services (cont...)

Risk Description	Likelihood	Consequence	Risk Rating	Preventative Action	Contingency Plans
Building Incident – total loss of building due to fire or earthquake	Rare	Catastrophic	High	<ul style="list-style-type: none"> <li>• Ensure regular maintenance of portable fire fighting equipment.</li> <li>• Ensure training of staff in the use of fire fighting equipment.</li> <li>• Ensure emergency evacuation procedures in place and reviewed regularly.</li> <li>• Ensure regular testing and tagging of all electrical equipment.</li> <li>• Ensure adequate and audible alarms and smoke detectors.</li> <li>• Review contractual arrangements with suppliers to ensure 24 hour response time to critical failures.</li> </ul>	<ul style="list-style-type: none"> <li>• Initiate Incident Response Plan.</li> <li>• Salvage equipment, furniture etc</li> <li>• Implement diversion to mobile phones.</li> <li>• Relocate staff to another facility – refer to IT failure contingencies for IT related incident.</li> <li>• Where possible <u>relocate critical equipment to alternate site</u> to ensure basic operation of services.</li> <li>• Source replacement items immediately from a preferred supplier.</li> <li>• Engage preferred supplier for replacement of equipment and restoration of IT data/software systems etc.</li> <li>• Notify community of alternate site via local radio, Win TV and notices on community notice boards.</li> <li>• Inform Local Government Risk Services - Asset Mutual Fund and make claim.</li> <li>• Undertake assessment of damage, obtain quotes and engage suppliers.</li> </ul>

## General Risk Area 1 – Administrative and Governance Services (cont...)

Risk Description	Likelihood	Consequence	Risk Rating	Preventative Action	Contingency Plans
Complete IT Hardware Failure –	Possible	Major	Extreme	<ul style="list-style-type: none"> <li>• Ensure a regular maintenance and replacement program for server.</li> <li>• Review arrangements to ensure suppliers will provide 2 hour critical response times.</li> <li>• Regular backups of IT system, daily, monthly and end of year, with offsite storage of backup tapes.</li> <li>• Regular testing of backup tapes.</li> <li>• Investigate alternative offsite recovery options.</li> <li>• Ensure all program media and license numbers and email passwords are stored offsite.</li> <li>• Maintain a secure system that minimises risk from hacking or other attack.</li> <li>• Maintain appropriate insurance coverage for IT infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>• Initiate Incident Response Plan.</li> <li>• Assess scope of damage and engage preferred suppliers to source hardware replacement/repair and determine the outage time.</li> <li>• <u>Engage offsite recovery option if applicable.</u></li> <li>• Inform the community through radio, WIN TV and notices on community notice boards (if significant time outage).</li> <li>• Instigate manual or recovery processes for key functions: <ul style="list-style-type: none"> <li>○ Payroll</li> <li>○ Receipting</li> <li>○ Creditor payments</li> <li>○ Dogs</li> <li>○ Development</li> <li>○ Email management</li> </ul> </li> <li>• Re-establish and bring all information up to date.</li> </ul>

## General Risk Area 1 – Administrative and Governance Services (cont...)

Risk Description	Likelihood	Consequence	Risk Rating	Preventative Action	Contingency Plans
IT Software failure	Possible	Minor	Moderate	<ul style="list-style-type: none"> <li>• Ensure a regular maintenance and replacement program for server.</li> <li>• Regular backups of it system, daily, monthly and end of year, with offsite storage of backup tapes.</li> <li>• Regular testing of backup tapes.</li> <li>• Ensure all program media and license numbers and email passwords are stored offsite.</li> <li>• Maintain a secure system that minimises risk from hacking or other attack.</li> </ul>	<ul style="list-style-type: none"> <li>• Assess scope of damage and engage preferred suppliers to source software replacement/repair and determine the outage time.</li> <li>• <u>Instigate manual or recovery processes for key functions if required:</u> <ul style="list-style-type: none"> <li>○ Payroll</li> <li>○ Receipting</li> <li>○ Creditor payments</li> <li>○ Dogs</li> <li>○ Email management</li> </ul> </li> <li>• Re-establish and bring all information up to date.</li> </ul>
Telecommunications Failure	Unlikely	Minor	Low	<ul style="list-style-type: none"> <li>• Review contractual arrangements with suppliers to ensure 24 hour response time to critical failures</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain adequate mobile communications.</li> <li>• Set up phone diversion to mobiles through supplier.</li> <li>• If outage is greater than 24 hours notify community through local radio, Win TV and notices on community notice boards.</li> </ul>
Electrical Failure	Possible	Minor	Moderate	<ul style="list-style-type: none"> <li>• Ensure backup of IT system</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure enough UPS capacity to allow for critical transfer of communications to alternative sources.</li> <li>• Initiate diversion of phones to mobiles after a reasonable timeframe and after seeking information on expected outage timeframe..</li> </ul>

## General Risk Area 1 – Administrative and Governance Services (cont...)

<b>Risk Description</b>	<b>Likelihood</b>	<b>Consequence</b>	<b>Risk Rating</b>	<b>Preventative Action</b>	<b>Contingency Plans</b>
Bomb Threat	Rare	Minor	Low	<ul style="list-style-type: none"> <li>• Ensure emergency evacuation procedures in place and reviewed regularly.</li> </ul>	<ul style="list-style-type: none"> <li>• Contact police.</li> <li>• Where outage is greater than 2 hours: <ul style="list-style-type: none"> <li>○ implement diversion to mobile phones.</li> </ul> </li> </ul>
Criminal Activity – Theft and malicious hacking	Unlikely	Minor	Low	<ul style="list-style-type: none"> <li>• Ensure adequate security system and regular checking and maintenance of security systems (IT and building access).</li> <li>• Ensure procedures and practices in place to limit public access to mobile and critical assets.</li> <li>• Ensure inability to externally access council data or information systems.</li> <li>• Emergency Procedures in place and staff adequately trained</li> <li>• Maintain proper practices to track all equipment (asset register).</li> <li>• Implement and maintain hardware and software firewalls and other security to eliminate external access to IT and data systems.</li> <li>• Hirers of facility provided with access are tracked.</li> </ul>	<ul style="list-style-type: none"> <li>• Contact police.</li> <li>• Source replacement items immediately from a preferred supplier.</li> <li>• Engage preferred supplier for replacement of equipment and restoration of IT data/software systems etc.</li> <li>• Where critical IT outage occurs refer to IT failure contingencies above.</li> <li>• Implement counselling or disciplinary action for staff after investigation is completed (if required).</li> </ul>

## General Risk Area 1 – Administrative and Governance Services (cont...)

<b>Risk Description</b>	<b>Likelihood</b>	<b>Consequence</b>	<b>Risk Rating</b>	<b>Preventative Action</b>	<b>Contingency Plans</b>
Criminal Activity - Fraud	Unlikely	Insignificant	Low	<ul style="list-style-type: none"> <li>• Ensure control policies and procedures are adequate and reviewed annually.</li> <li>• Adequate segregation of duties and separate approval processes for at risk activities.</li> <li>• Staff are adequately trained.</li> <li>• Audit Committee regularly tests internal controls.</li> <li>• Limited funds in Council's operating account and float.</li> </ul>	<ul style="list-style-type: none"> <li>• Contact police.</li> <li>• Identify nature of fraud and its impact on operations.</li> <li>• Implement counselling or disciplinary action for staff after investigation is completed (if required).</li> </ul>
Flood/Inundation	Unlikely	Major	High	<ul style="list-style-type: none"> <li>• Review contractual arrangements with suppliers to ensure 24 hour response time to critical failures.</li> <li>• Utilise available mobile pumps to prevent inundation/flood.</li> </ul>	<ul style="list-style-type: none"> <li>• Initiate Incident Response Plan.</li> <li>• Secure equipment, furniture etc</li> <li>• Where outage is greater than 2 hours: <ul style="list-style-type: none"> <li>○ implement diversion to mobile phones.</li> <li>○ Begin planning for relocation of staff to another facility if event timeframe is expected to be long term.</li> </ul> </li> <li>• Relocate critical equipment to alternate site to ensure basic operation of services.</li> <li>• Notify community of alternate site via local radio, Win TV and notices on community notice boards.</li> <li>• Undertake assessment of damage, obtain quotes and engage suppliers.</li> <li>• Where relocation takes place and/or critical IT outage occurs refer to IT failure contingencies and recovery response plan.</li> </ul>

## General Risk Area 2 – Engineering and Maintenance Services

Major risk is the inability to provide Council on ground, engineering and maintenance services, including, road and associated infrastructure construction and maintenance activities, airport, Common Wastewater Management System services, parks and gardens, cemetery, public conveniences, waste transfer station and other general asset maintenance.

This risk assessment excludes risk to service provision associated with personnel, which is covered at General Risk Area 3.

Risk Description	Likelihood	Consequence	Risk Rating	Preventative Action	Contingency Plans
Building Fire – partial loss of building	Unlikely	Moderate	Moderate	<ul style="list-style-type: none"> <li>• Ensure regular maintenance of portable fire fighting equipment.</li> <li>• Ensure training of staff in the use of fire fighting equipment.</li> <li>• Ensure emergency evacuation procedures in place and reviewed regularly.</li> <li>• Ensure regular testing and tagging of all electrical equipment.</li> <li>• Ensure adequate and audible alarms and smoke detectors.</li> </ul>	<ul style="list-style-type: none"> <li>• Secure equipment, furniture &amp; machinery etc .</li> <li>• Undertake assessment of damage, obtain quotes and engage suppliers.</li> <li>• Where damage to critical machinery occurs obtain temporary replacement from hire firm.</li> </ul>
Bushfire	Rare	Moderate	Moderate	<ul style="list-style-type: none"> <li>• Ensure regular maintenance of portable fire fighting equipment.</li> <li>• Ensure training of staff in the use of fire fighting equipment.</li> <li>• Ensure emergency evacuation procedures in place and reviewed regularly.</li> <li>• Ensure adequate and audible alarms and smoke detectors.</li> <li>• Adequate fire breaks are installed.</li> </ul>	<ul style="list-style-type: none"> <li>• Salvage equipment, furniture, machinery etc.</li> <li>• <u>Relocate staff base to Council office and if additional storage required seek alternative site (waste transfer station site).</u></li> <li>• Where damage to critical machinery occurs obtain temporary replacement from hire firm.</li> <li>• Undertake assessment of damage, obtain quotes and engage suppliers.</li> </ul>

## General Risk Area 2 – Engineering and Maintenance Services (cont...)

Risk Description	Likelihood	Consequence	Risk Rating	Preventative Action	Contingency Plans
Electrical Failure	Possible	Minor	Moderate	<ul style="list-style-type: none"> <li>Stand by generators and pumping equipment available for CWMS Scheme and Airport lighting.</li> </ul>	<ul style="list-style-type: none"> <li>For a significant outage initiate <u>CWMS recovery procedures for flow management</u>.</li> <li>Utilise available generators for critical activity until power is reinstated.</li> <li>Obtain fuel from third party whilst power is unavailable for an extended period.</li> </ul>
Criminal activity	Possible	Minor	Moderate	<ul style="list-style-type: none"> <li>Ensure adequate security system and regular checking and maintenance of security system</li> <li>Ensure adequate insurance cover</li> <li>Ensure procedures and practices in place to limit public access to mobile and critical assets.</li> <li>Mark at risk equipment.</li> <li>Maintain proper practices to track all equipment (asset register).</li> </ul>	<ul style="list-style-type: none"> <li>Contact police.</li> <li>Source replacement items immediately from a preferred supplier.</li> <li>Engage preferred supplier for replacement of equipment.</li> </ul>
Flood/inundation	Unlikely	Minor	Low	<ul style="list-style-type: none"> <li>Utilise available mobile pumps to prevent inundation/flood.</li> </ul>	<ul style="list-style-type: none"> <li>Secure equipment, furniture &amp; machinery etc</li> <li>Undertake assessment of damage, obtain quotes and engage suppliers.</li> <li>Where damage to critical machinery occurs obtain temporary replacement from hire firm.</li> </ul>
Telecommunications / Radio Failure	Unlikely	Minor	Low	<ul style="list-style-type: none"> <li>Review contractual arrangements with suppliers to ensure 24 hour response time to critical failures.</li> </ul>	<ul style="list-style-type: none"> <li>If the outage is likely to be significant, source hand held two way radios.</li> </ul>

### General Risk Area 3 - Personnel

Major risk is the inability to provide Council services due to the loss of personnel, including employees and elected members.

Risk Description	Likelihood	Consequence	Risk Rating	Preventative Action	Contingency Plans
Illness/Injury	Rare	Minor	Low	<ul style="list-style-type: none"> <li>Staff encouraged to participate in the annual Healthy Lifestyle program.</li> <li>Provide and encourage sound hygiene practices.</li> <li>Management and implementation of the Work Health &amp; Safety Program.</li> <li>Offer annual flu vaccine to staff and elected members at no cost.</li> </ul>	<ul style="list-style-type: none"> <li>Where there are staff off work for other purposes, contact those staff to determine availability to work.</li> <li>Source temporary staff from labour hire agencies.</li> <li>Seek assistance from neighbouring Council's or outside staff resources.</li> </ul>
Pandemic	Rare	Moderate	Moderate	<ul style="list-style-type: none"> <li>Offer annual flu vaccine to staff and elected members at no cost.</li> </ul>	<ul style="list-style-type: none"> <li>Where there are staff away from work for other purposes, contact those staff to determine availability to work.</li> <li>Source temporary staff from labour hire agencies.</li> <li>Seek assistance from neighbouring Council's or outside staff resources.</li> </ul>
Sudden loss of key personnel	Possible	Moderate	High	<ul style="list-style-type: none"> <li>Ensure work plans are well documented and regular communication between key personnel is maintained.</li> <li>Ensure a positive work environment that promotes good communication.</li> </ul>	<ul style="list-style-type: none"> <li>Seek assistance from local councils and/or Local Government Association until the recruitment of a replacement.</li> <li>Reprioritise work program, reschedule works to match available resources.</li> </ul>

## General Risk Area 3 – Personnel (cont...)

<b>Risk Description</b>	<b>Likelihood</b>	<b>Consequence</b>	<b>Risk Rating</b>	<b>Preventative Action</b>	<b>Contingency Plans</b>
Inability to attract suitable key personnel	Possible	Moderate	High	<ul style="list-style-type: none"> <li>Provision of a positive and attractive work environment.</li> <li>Review job specifications and level of remuneration to ensure that we can compete in the market.</li> <li>Commence recruitment of key personnel well prior to known departure (if departure is known).</li> </ul>	<ul style="list-style-type: none"> <li>Seek assistance from local councils and/or Local Government Association until the recruitment of a replacement.</li> <li>Reprioritise work program, reschedule works to match available resources.</li> </ul>
Loss of corporate knowledge	Possible	Minor	Moderate	<ul style="list-style-type: none"> <li>Ensure documentation of key procedures, processes and job tasks relevant to all positions.</li> </ul>	<ul style="list-style-type: none"> <li>Regular review and updating of documented procedures, processes and job tasks for all positions.</li> </ul>
Industrial dispute	Unlikely	Minor	Low	<ul style="list-style-type: none"> <li>Ensure good faith bargaining is maintained in industrial relations negotiations.</li> <li>Maintain positive workplace communications and provide for an environment where staff can raise grievances and issues.</li> </ul>	<ul style="list-style-type: none"> <li>Utilise the services of an independent facilitator to hear and suggest resolutions to grievances.</li> <li>If a resolution cannot be found, and as a last resort strike action occurs, notify the community that the office/depot will be closed.</li> </ul>
Contractor failure	Rare	Minor	Low	<ul style="list-style-type: none"> <li>Sound tender and contractor documentation with step in rights and/or rights to terminate the contract upon non-performance.</li> </ul>	<ul style="list-style-type: none"> <li>Council undertake works or short term contract with alternate supplier whilst contract being re let.</li> </ul>

# Business Impact Analysis

As part of the Business Continuity Plan, a Business Impact Analysis has been undertaken which uses the information in the Risk Assessments to assess the identified risks and impacts in relation to critical business activities and determine basic recovery requirements.

## **Critical Business Activity**

The following table lists the critical business activities that must be performed to ensure Council's business continues to operate effectively.

### General Risk Area 1

1. Finance and Accounting
2. Payroll
3. Environmental Health

### General Risk Area 2

- 1 Rubbish Collection
- 2 Common Wastewater Management System Scheme
3. Public conveniences

## Business Impact Analysis Detail

<b>Critical Business Activity</b>	<b>Description</b>	<b>Priority</b>	<b>Impact of Loss</b> <i>(losses in terms of financial, staffing, loss of reputation etc.)</i>	<b>Recovery Time Objective</b> <i>(critical period before business losses occur)</i>
General Risk Area 1	All critical activities to manage Council's key administrative and governance processes: <ul style="list-style-type: none"> <li>• Finance and Accounting</li> <li>• Payroll</li> <li>• Environmental Health</li> </ul>	High	<ul style="list-style-type: none"> <li>• Cost to re-establish the identified critical services is \$205,000.</li> <li>• Staffing numbers will not change however there will be an impact on productivity levels as functions are completed manually or resources are redirected to the recovery process.</li> <li>• The urgent re-establishment of these critical needs may result in Council breaching various statutory and service requirements.</li> <li>• There will be minor impact on customer services which may temporarily reflect upon Council poorly.</li> <li>• The re-establishment of the service will depend on many alternate suppliers, such as: IT and communication suppliers, electricity and software providers.</li> </ul>	72 hours
General Risk Area 2	All critical activities to manage Council's on ground, engineering and maintenance services: <ul style="list-style-type: none"> <li>• Rubbish collection</li> <li>• Common Wastewater Management System Scheme</li> <li>• Public Conveniences</li> </ul>	High	<ul style="list-style-type: none"> <li>• Re-establishment/Incremental costs :               <ul style="list-style-type: none"> <li>○ Rubbish collection - \$3,000 contract set up costs plus \$3,500 per week (over and above existing resources).</li> <li>○ CWMS - \$8,800 (based on 3 employees working 24 hours per day for 3 days plus hire of truck and fuel).</li> <li>○ Public conveniences – no impact</li> </ul> </li> </ul>	72 hours

<b>Critical Business Activity</b>	<b>Description</b>	<b>Priority</b>	<b>Impact of Loss</b> <i>(losses in terms of financial, staffing, loss of reputation etc)</i>	<b>Recovery Time Objective</b> <i>(critical period before business losses occur)</i>
			<ul style="list-style-type: none"> <li>• Staffing numbers will not change, however there will be an impact on productivity levels as functions are completed manually or resources are redirected to the recovery process.</li> <li>• The urgent re-establishment of these critical needs may result in Council temporarily breaching various statutory and service requirements.</li> <li>• There will be minor impact on customer services which may temporarily reflect upon Council poorly.</li> <li>• The re-establishment of critical services will depend on many alternate contractors.</li> </ul>	

## Incident Response Plans

The following incident response plans present detailed plans to address the highest risk areas identified in the risk management assessment outlined earlier in this plan.

The plans are not exhaustive as any major incident will require more detailed and potential long term considerations; however the plans below provide a structured response to major incidents that are of the highest threat to service provision and Council operations.

General Risk Area 1 –

## **LOSS of ADMINISTRATION BUILDING.**

Types of incidents eg: Fire  
Flood/Inundation  
Earthquake

[Refer to Attachment for Incident Response checklist at Appendix 2.]

### Disaster Recovery Site:

Town Institute, Smillie Street, Robe  
or Works Depot, Administration Office, Robe Street, Robe

### **Task 1 - Immediate Response – [Loss of Administration Building]**

This task provides the necessary command and control to enable the District Council of Robe's Incident Response Team to conduct an initial assessment of the Disaster and to co-ordinate Council's initial response to the disaster.

#### Incident Response Team

Team Leader: Chief Executive Officer

Team Members: Deputy Chief Executive  
IT/ Administration Officer  
Building Inspector  
Risk Management Officer  
Works Supervisor  
CCOWS Coordinator

### Recovery Procedure

Incident Response Team Leader to:  
Steps to be undertaken:

- Ensure site has been evacuated and all personnel are accounted for.
- Secure site and prevent access.
- Contact emergency services and police.
- Identify any injuries and render assistance.
- Undertake an initial assessment of damage and risks.
- Arrange diversion of phone lines to existing Council mobiles.
- Determine time frame to switch to disaster recovery site.

### Recovery Time Objective

Timeframe for this activity is within 24 hours of the incident .

### Recovery Location:

Primary Site: Town Institute  
Secondary site: Council Depot

### Resource Requirements:

Mobile phones

### Other considerations:

1. Liaise with Emergency Services and Police.
2. Inform elected members and employees,
3. Inform Press and community where possible.
4. Inform Local Government Risk Services.

## **Task 2 – Commence operations from Disaster Recovery Site – [Loss of Administration Building]**

This task provides the necessary steps to commence core Council operations from the Disaster Recovery site and commence the planning for restoration of services in the short and longer term.

### **Incident Response Team**

Team Leader: Chief Executive Officer

Team Members: Deputy Chief Executive  
IT/ Administration Officer  
Risk Management Officer  
CCOWS Coordinator  
Works Supervisor

### **Recovery Procedure**

Steps to be taken:

1. Establish the disaster recovery site.

*Responsible Person: **Deputy Chief Executive***

- Layout workspace utilising tables and chairs from Institute.
- Source telephones and establish telecommunications and redirect calls to landline.
- Allocate staff to customer service and disaster recovery assistance.
- Liaise with other Incident Response Team members to determine items to be immediately replaced and what is recoverable.
- Contact IT Vision, Council's IT Supplier, Stationary supplier, Internode.
- Recover backup disks from Bank.
- Recover software stored in Council's records building.
- Cancel all forward bookings of the Institute.

2. Assess damage and undertaken salvage operations.

*Responsible Person[s]: **Chief Executive, Works Supervisor,  
Building Inspector***

- Undertake initial assessment of salvageable materials, items and records etc.
- Contact staff to remove items to the salvage site (Institute or works depot).

3. Coordinate all communications, media and elected members, Local Government insurers and general co-ordination of recovery process:

*Responsible Person: **Chief Executive***

- Liaise with Mayor to issue a media statement.
- Coordinate meetings of Incident Response Team
- Authorise all immediate purchasing requirements.
- Liaise with Council's insurers.

#### Recovery Time Objective

It is the aim of the recovery plan to achieve this task within **72 hours**.

#### Resource Requirements:

- Office furniture and stationery
- Administration and works staff
- IT Hardware and software
- Communications (land line and internet)

#### **Task 3 – Assess damage and prepare medium term recovery plans – [Loss of Administration Building]**

This task provides the necessary steps to commence planning for medium term operations from the Disaster Recovery Site.

#### Incident Response Team

Team Leader: Chief Executive

Team Members: Deputy Chief Executive  
IT/ Administration Officer  
Building Inspector  
Risk Management Officer  
Coordinator of CCOWS  
Works Supervisor

## Recovery Procedure

Steps to be taken:

1. Establish the disaster recovery site for full operations in the medium to longer term.

*Responsible Officer: **Deputy Chief Executive***

- Recover data to pre disaster state.
- Bring all records up to date.
- Contact all necessary persons to inform of incident, expected delays and seek documentation where necessary.
- Establish necessary equipment and infrastructure requirements to provide full operations from recovery site including demountable buildings and other office accommodation.

2. Finalise damage assessment and commence planning for re-establishing services through full or partial rebuild.

*Responsible Officer: **Chief Executive, Building Inspector, Works Supervisor***

- Undertake assessment of building and determine action to fully or partially rebuild and make recommendation to Council.

3. Coordinate all communications, media and elected members, Local Government insurers and general co-ordination of recovery process.

*Responsible Officer: **Chief Executive***

- Oversee assessment and recovery.
- Coordinate meetings of Incident Response Team
- Oversee planning for medium term operation from Disaster Recovery Site (6-12 months).

## Recovery Time Objective

4 weeks

## Resource Requirements:

- IT contractors
- Additional infrastructure as identified.
- Contractors to clean up disaster site.

## **Task 4 – Long term recovery plan and relocation to permanent Council office building – [Loss of Administration Building]**

This task provides the necessary steps to finalise planning, rebuilding and recommencement of operation from the permanent Council office building.

### Incident Response Team

Team Leader: Chief Executive

Team Members: Mayor,  
Deputy Chief Executive  
IT/ Administration Officer  
Building Inspector  
Works Supervisor

### Recovery Procedure

Steps to be taken:

*Responsible Officer: **Chief Executive***

1. Establish working party to:
  - Review options for location of new premises
  - Undertake design and tendering processes
  - Oversee construction new premises.
  - Oversee commissioning of new premises.
2. Present review findings to Council for decision.
3. Appoint architect, exterior and interior designers, engineers and other necessary assistance to design, specify and document new premises.
4. Issue tenders, appoint contractor and commence construction.
5. Commission new premises and commence operations from new building.

### Recovery Time Objective

From the commencement of this task, after 4 weeks from the incident, it is the target to have all Council functions permanently operating from the rebuilt Council office in 12 months

### Resource Requirements:

- Planning assistance
- Consultants/architects
- Contractors

General Risk Area 1 –

## COMPLETE IT HARDWARE FAILURE

[Refer to Attachment for Incident Response checklist at Appendix 2.]

This task provides the necessary steps to recover Council's IT system as a result of complete failure resulting in replacement of the IT System.

### Incident Response Team

Team Leader: Chief Executive

Team Members: Deputy Chief Executive,  
IT/ Administration Officer  
Risk Management Officer  
[IT Consultant]

### Recovery Procedure

Steps to be taken:

1. Assess severity of outage through Council's IT provider and determine likely outage time.
2. Seek quotations and place orders for replacement components.
3. Contact Council's insurers and police if necessary.
4. Inform Council, community and business contacts (ie banks, creditors and contractors) of potential delays in providing services.
5. Set up and install new hardware. Install all software and restore from backups.
6. Reconcile and rebuild all data.

### Recovery Time Objective

2 weeks

Resource Requirements:

- IT Suppliers (hardware/software, IT Vision, Internode, .....)

General Risk Area 2 –

**LOSS of DEPOT BUILDINGS**

Types of incidents eg: Fire  
Flood/Inundation  
Earthquake

[Refer to Attachment for Incident Response checklist at Appendix 2.]

Disaster Recovery Site: Council Administration

**Task 1 - Immediate Response –  
Loss of Depot Buildings**

This task provides the necessary command and control to enable the District Council of Robe's Incident Response Team to conduct an initial assessment of the Disaster and to co-ordinate Council's initial response to the disaster.

Incident Response Team

Team Leader: Chief Executive

Team Members: Deputy Chief Executive  
Works Supervisor  
IT/ Administration Officer  
Risk Management Officer

Recovery Procedure

Steps to be undertaken:

- Ensure site has been evacuated and all personnel are accounted for.
- Secure site and prevent access
- Contact emergency services and police
- Identify any injuries and render assistance
- Engage Incident Response Team
- Undertake an initial assessment of damage and risks
- Team leader determines time frame to switch to disaster recovery site.

- Arrange diversion of phone lines to existing Council mobiles.

Recovery Time Objective

Timeframe for this activity is within 1 hour of being called by the Incident Response Team Leader.

Recovery Location:

Primary Site: Council Administration

Secondary site: .....

Resource Requirements:

Mobile phones

Other considerations:

1. Secure the affected area as necessary.
2. Restrict access to the building/site
3. Liaise with Emergency Services and Police
4. Inform Local Government Risk Services
5. Inform Elected members, employees,
6. Liaise with mayor to make a press release

## **Task 2 – Commence operations from Disaster Recovery Site – [Loss of Depot Buildings].**

This task provides the necessary steps to commence core Council operations from the Disaster Recovery site and commence the planning for restoration of services in the short and long term.

### Incident Response Team

Team Leader: Chief Executive

Team Members: Deputy Chief Executive  
Works Supervisor  
IT/ Administration Officer  
Risk Management Officer

### Disaster Recovery Site:

Primary Site: If Depot Site can be utilised, District Council of Robe Depot, Robe Street, Robe

Secondary site: Town Institute, Smillie Street Robe

### Recovery Procedure

Steps to be taken:

1. Establish the disaster recovery site.

*Responsible Person: **Works Supervisor***

- Establish appropriate temporary depot site on land adjacent to the current depot.
- Administration function to resume from Council office.
- Liaise with other Incident Response Team members to determine items to be immediately replaced and what is recoverable.

2. Assess damage and undertaken salvage operations.

*Responsible Person: **Works Supervisor and Building Inspector***

- Undertake initial assessment of salvageable materials, items and records etc.
- Engage staff to remove items to the salvage site (District Hall supper room).

3. Coordinate all communications, media and elected members, Local Government insurers and general co-ordination of recovery process:

*Responsible Person: **Chief Executive Officer***

- Liaise with Mayor and issue a media statement.
- Oversee assessment and recovery.
- Coordinate meetings of Incident Response Team
- Liaise with Council's insurers.
- Authorise all immediate purchasing requirements

#### Recovery Time Objective

It is the aim of the recovery plan to achieve this task within 72 hours.

#### Recovery Location:

Primary Site: If Depot Site can be utilised, District Council of Robe Depot, Robe Street, Robe

Secondary site: .....

#### Resource Requirements:

- Office furniture and stationery
- Administration and works staff
- IT Hardware and software
- Communications (land line and internet)

### **Task 3 – Assess damage and prepare medium term recovery plans – [Loss of Depot Buildings].**

This task provides the necessary steps to commence planning for medium term operations from the Disaster Recovery Site.

#### Incident Response Team

Team Leader: Chief Executive Officer

Team Members: Deputy Chief Executive  
Works Supervisor  
IT/ Administration Officer  
Risk Management Officer

#### Recovery Procedure

Steps to be taken:

1. Establish the disaster recovery site for full operations in the medium to longer term.

*Responsible Person: **Works Supervisor, IT/ Administration Officer***

- Establish appropriate temporary depot site on land adjacent to the current depot.
- Administration function to resume from Council office [or alternate site].
- Contact all necessary persons to inform of incident, expected delays and seek documentation where necessary.
- Liaise with Chief Executive Officer to establish necessary equipment and infrastructure requirements to provide full operations from recovery site.

2. Finalise damage assessment and commence planning for re-establishing services through full or partial rebuild.

*Responsible Officer: **Works Supervisor and Building Inspector.***

- Undertake assessment of building and determine action to fully or partially rebuild and make recommendation to Council.

3. Coordinate all communications, media and elected members, Local Government insurers and general co-ordination of recovery process.

*Responsible Officer: **Chief Executive Officer***

- Oversee assessment and recovery.

- Coordinate meetings of Incident Response Team
- Oversee planning for medium term operation from Disaster Recovery Site (6-12 months).

Recovery Time Objective

4 weeks

Recovery Location:

Primary Site: If Depot Site can be utilised, District Council of Robe Depot, Robe Street, Robe.

Secondary site: .....

Resource Requirements:

- IT contractors
- Additional infrastructure as identified.
- Contractors to clean up disaster site.

### **Task 4 – Long term recovery plan and relocation to permanent Council depot building – [Loss of Depot Buildings].**

This task provides the necessary steps to finalise planning, rebuilding and recommencement of operation from the permanent Council depot building.

#### Incident Response Team

Team Leader: Chief Executive Officer

Team Members: Working Party Appointed by Council

#### Recovery Procedure

Steps to be taken:

*Responsible Officer: **Chief Executive Officer, Works Supervisor***

1. Establish working party to:
  - Review options for location of new premises
  - Undertake design and tendering processes
  - Oversee construction new premises.
  - Oversee commissioning of new premises.
2. Present review findings to Council for decision.
3. Appoint architect, exterior and interior designers, engineers and other necessary assistance to design, specify and document new premises.
4. Issue tenders, appoint contractor and commence construction.
5. Commission new premises and commence operations from new building.

#### Recovery Time Objective

From the commencement of this task, after 4 weeks from the incident, it is the target to have all Council function permanently operating from the Council office in 12 months

#### Resource Requirements:

- Planning assistance
- Consultants/architects
- Contractors

# Evacuation Procedures

## GO Pack

If there is damage to the Administration building or if it must be evacuated and operations need to be moved to the Disaster Recovery Site, the “GO Pack” emergency kit can be picked-up and quickly and easily carried off-site. Additionally a pack has been stored in the records repository at the Depot site, Robe Street, Robe.

Those items and documents included in District Council of Robe’s “Go-Pack” are:

### **Documents:**

- Business Continuity Plan incorporating key contact list.
- Building site plan (this could help in a salvage effort), including location of gas, electricity and water shut off points.
- Evacuation plan.
- Latest stock and equipment inventory.
- Headed stationery and company seals and documents.
- Sufficient records to undertake manual transaction processing ( ie, creditors, contractors, banks, etc)
- Procedure manuals
- Instructions for the diversion of telephone lines.

### **Equipment:**

- Spare keys/security codes.
- Message pads and flip chart.
- Marker pens (for temporary signs).
- General stationery (pens, paper, etc).

## Building Evacuation Procedures

Relevant procedures and plans are developed, displayed and practiced in accordance with Council’s OHS & W Emergency Policy & Procedures, as provided for at Appendix 4.



Asset/Income Insurance Scheme's Local Government Risk Services - Workers Compensation Scheme	8235 6460
Local Government Risk Services – Mutual Liability Scheme	8235 6444
Local Government Association	8224 2000
Local Government Finance Authority	8223 6085

Coastal Leader	8767 2999
ABC Radio SE	139 994
WIN TV	8721 8888



## Maintain and Review

The plan will be amended as required to ensure any new threats, staffing and member changes or any other factors arise that require the reviewing of the plan.

The Senior Officers Group shall be charged with practicing and reviewing the plan on a periodic basis.

<b>Review Date</b>	<b>Reason for Review</b>	<b>Changes Made</b>

## Action plan for implementation

<b>Action</b>	<b>Responsible Officer</b>	<b>Timeframe</b>
Commence planning and undertake test of documented incident plans.	Chief Executive and Risk Management Officer	
Review document as a result of test and in preparation for Council.	Chief Executive and Risk Management Officer	
Investigate and document the procedure to divert Council land lines to mobile phone (both from existing land lines and in the event the land lines are destroyed)	IT/ Administration Officer	
Prepare 'Go Pack' with contents as identified in this Plan	Administration and VIC Officer	
Investigate contractual requirements for radio failure and alternative contingency plans for methods of communications for works staff.	Works Supervisor	

## Appendix 1 – Risk Analysis Matrix

The following risk analysis matrix used in this plan has been developed using AN/NZS 4360:2004 Risk Management as a guide.

Likelihood	Consequence				
	<i>Insignificant</i>	<i>Minor</i>	<i>Moderate</i>	<i>Major</i>	<i>Catastrophic</i>
<i>Almost Certain</i>	High	High	Extreme	Extreme	Extreme
<i>Likely</i>	Moderate	High	High	Extreme	Extreme
<i>Possible</i>	Low	Moderate	High	Extreme	Extreme
<i>Unlikely</i>	Low	Low	Moderate	High	Extreme
<i>Rare</i>	Low	Low	Moderate	High	High

### Consequence Scale

The following table provides a description of each consequence descriptor used in this plan.

Descriptor	Description
Insignificant	No disruption to business functionality. No staff displaced.
Minor	Disruption to one or two business functions. Some staff displaced for less than 24 hours. Some damage to facilities.
Moderate	Disruption to a number of business functions. Long term alternatives are available. Staff may be displaced for more up to 72 hours. Damage to facilities.
Major	Considerable disruption to business functions for a significant period. Staff displaced for weeks or months. Significant damage to facilities.
Catastrophic	All business functions not available. General and widespread displacement for extended duration. Extensive damage to facilities requiring rebuilding.

### Likelihood scale

Descriptor	Description
Almost Certain	Is expected to occur in most circumstances.
Likely	Will probably occur in most circumstances.
Possible	Might occur at some time.
Unlikely	Not expected to occur.
Rare	May occur only in exceptional circumstances.

## Appendix 2 – Immediate Response Checklist

INCIDENT RESPONSE	✓	ACTIONS TAKEN
Have you:		
• assessed the severity of the incident?	<input type="checkbox"/>	
• evacuated the site if necessary?	<input type="checkbox"/>	
• accounted for everyone?	<input type="checkbox"/>	
• identified any injuries to persons?	<input type="checkbox"/>	
• contacted Emergency Services?	<input type="checkbox"/>	
• implemented your Incident Response Plan?	<input type="checkbox"/>	
• started an Event Log?	<input type="checkbox"/>	
• activated staff members and resources?	<input type="checkbox"/>	
• gained more information as a priority?	<input type="checkbox"/>	
• briefed team members on incident?	<input type="checkbox"/>	
• allocated specific roles and responsibilities?	<input type="checkbox"/>	
• identified any damage?	<input type="checkbox"/>	
• identified critical business activities that have been disrupted?	<input type="checkbox"/>	
• kept staff informed?	<input type="checkbox"/>	
• contacted key stakeholders?	<input type="checkbox"/>	
• understood and complied with any regulatory/compliance requirements?	<input type="checkbox"/>	
• initiated media/public relations response?	<input type="checkbox"/>	

## Appendix 3 – Incident Recovery Checklist

INCIDENT RESPONSE	✓	ACTIONS
Now that the crisis is over have you:	<input type="checkbox"/>	
• refocused efforts towards recovery?	<input type="checkbox"/>	
• deactivated staff members and resources as necessary?	<input type="checkbox"/>	
• continued to gather information about the situation as if effects you?	<input type="checkbox"/>	
• assessed your current financial position?	<input type="checkbox"/>	
• reviewed cash requirements to restore operations?	<input type="checkbox"/>	
• contacted your insurance broker/company?	<input type="checkbox"/>	
• developed financial goals and timeframes for recovery?	<input type="checkbox"/>	
• kept staff informed?	<input type="checkbox"/>	
• kept key stakeholders informed?	<input type="checkbox"/>	
• identified information requirements and sourced the information?	<input type="checkbox"/>	
• set priorities and recovery options?	<input type="checkbox"/>	
• updated the Recovery Plan?	<input type="checkbox"/>	
• captured lessons learnt from your individual, team and business recovery?	<input type="checkbox"/>	

# Appendix 4 – Emergency Management Policy and Procedure

	<b>Emergency Management Policy</b>	<b>Version No:</b>	1
		<b>Issued:</b>	
		<b>Next Review:</b>	

## Policy

The District Council of Robe is committed to achieving a high level of pro-active Work Health and Safety management in line with the organisational vision of minimum harm in Local Government

To facilitate this, the District Council of Robe has implemented a Work Health and Safety Emergency Management system as part of the 'One System' to ensure effective management of any foreseeable emergencies in accordance with legislative requirements and the Performance Standards for Self Insurers (PSSI).

The system provides Council's emergency control framework and response guidance, with the intention of preventing injury to employees, contractors, visitors and neighbouring people and premises, in the event of an emergency.

The system specifically addresses these requirements by providing this policy and supporting procedures to facilitate the management of emergency situations.

Key elements of the Council's WH&S emergency management system are:

- WH&S Emergency Management procedure.

Other elements may be added under this policy as identified as appropriate over time.

Council will regularly review in Consultation with their employees and subject area experts (as necessary):

- the effectiveness of this policy and supporting procedures to identify opportunities for continuous improvement
- adherence to this policy and the supporting procedure and take appropriate action where non-compliances are found.

## Responsibilities

The Responsible Officer is the Chief Executive and the senior management team are accountable for ensuring that adequate resources are identified and provided to enact this policy and supporting procedures effectively.

All Supervisors/Managers are accountable for bringing this policy and supporting procedures to the attention of affected personnel and confirm through their supervisory activities that the policies and procedures are adhered to.

All Supervisors/Managers are accountable for checking that employees have had appropriate training to undertake the activities identified within this policy and supporting procedures.

Affected Employees are accountable for adhering to the requirements of this policy and supporting procedures, or report any inability to do so to management at the earliest opportunity.

## Legislation

Work Health & Safety Act 2012  
Work Health & Safety Regulations 2012  
~~South Australian Occupational Health Safety and Welfare Act, 1986~~  
~~South Australian Occupational Health Safety and Welfare Regulations, 1995~~  
Local Government Act, 1999

## References

Australian Standard 3745 Emergency Control Organisation and procedures for buildings.  
WorkCover Performance Standards for Self Insurers (PSSI).

## Review

This Policy shall be reviewed by the District Council of Robe WH&S Group at minimum within (3) three years of issue date,(or on significant change to legislation or aspects included in this policy that could effect the Health, Safety and welfare of employees).

SIGNED:	.....	.....
	OHS Co-ordinator	Chairperson, OHS&W Committee
	Date: ____/____/____	Date: ____/____/____

	<b>Emergency Management Procedures</b>	<b>Version No:</b>	1
		<b>Issued:</b>	
		<b>Next Review:</b>	

## 1. Overview

The District Council of Robe recognises its legislative obligation to establish an emergency management system that will systematically identify potential emergency events and plan to control the risks, in order to meet the requirements of the WH&S legislation and our WH&S Policies.

Our emergency management objectives are:

- To enable the best co-ordinated response to any given emergency event, in the shortest possible time, to minimise the loss of life and/or injury to persons and to minimise the damage to property
- To restore our day to day operations to normal.

This procedure aims to ensure:

- All reasonably foreseeable hazards that could create emergency situations have been identified and the risk assessed
- Procedures for emergency management response procedures have been developed that outline the specific arrangements for responding to the identified potential emergency situations
- Emergency exits, procedures and training are adequate in the event of emergencies
- The provision of appropriate emergency facilities
- Access to rescue equipment and suitably trained personnel in cases where emergency situations are reasonably foreseeable
- All persons involved in the application of the emergency management procedure are aware of their role and accountabilities.

SIGNED: .....

Chief Executive Officer

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

## 2. Core components

- The core components of our Emergency Management Procedure aim to ensure:
- A system is in place for the identification and recording of all reasonably foreseeable emergencies
- Appropriate personnel are identified, appointed and available to deal with emergencies
- Emergency management plan and evacuation plan have been developed
- Appropriate training has been provided
- Maintaining and testing of emergency management systems occurs
- Rescue arrangements are identified, practiced and implemented.

### 3. Definitions

Bomb threat	A threat, written or verbal, delivered by electronic, oral or other medium, threatening to place or use an improvised explosive, chemical, biological, or radiological device at a time or date or place or against any specific person or organisation
Emergency	Any event that arises internally or from external sources, which may adversely affect persons or the community generally, and which requires an immediate response
Management Team (MT)	A Committee/ Group responsible for establishing emergency response procedures and an Incident Response Team (IRT)
Safe place	<p>(a) A place of safety within a building or structure or workplace -</p> <ul style="list-style-type: none"> <li>• Which is not under threat during an emergency</li> <li>• From which people are able to disperse after escaping the effect of an emergency to a road or open space</li> </ul> <p>(b) A roadside or open space</p>

### 4. Procedure

#### 4.1. The Management Team (MT) and its Role.

4.1.1. The MT shall consist of the following personnel:

- Chief Executive
- Deputy Chief Executive
- Risk Management Officer
- Works Supervisor
- Any other person[s] seconded by the CE.

4.1.2. Meet at least annually and keep minutes of its activities.

4.1.3. Check that all reasonably foreseeable hazards that could create an emergency have been identified, and the hazards assessed and the findings recorded on the District Council of Robe **Hazard Register**.

4.1.4. Develop procedures to outline the specific arrangements for responding to these potential emergency situations where risk assessment identifies needs for control.

4.1.5. Check that reasonably practicable resources are provided to establish and implement emergency management response procedures.

4.1.6. Establish an **Incident Response Team** at the time and based on an emergency situations and the nature of the emergency.

4.1.7. Identify the roles and responsibilities of all persons involved in the management of emergencies.

4.1.8. Ensure that life safety takes precedence over asset protection.

#### 4.2. Emergency management response procedures

4.2.1. Emergency management response procedures shall be based on the hazard assessment undertaken in 4.1.3 and include:

- a. The organisational arrangements, systems and strategies relating to emergency events
- b. Details of the hazard assessment
- c. Overall control and coordination arrangements for response to the identified emergencies
- d. The agreed roles and responsibilities of the MT and occupants of the facility in preparation for, during and after an emergency event
- e. The emergency procedures
- f. The evacuation procedures, including those for occupants with a disability
- g. An evacuation diagram
- h. Activities for preparing for, and prevention of emergencies, such as training, and maintenance
- i. Recovery activities.

4.2.2. The procedures need to consider the response required during and after normal business hours.

- a. If the MT identifies that:
  - The nature of any work or the location of any workplace is particularly dangerous, or
  - A safety harness or safety belt must be worn during the performance of work, or
  - There is a risk of a person falling into water and drowning during the performance of work, or
  - A person must enter a confined space during the performance of work,then the procedures must ensure adequate and suitable rescue equipment is provided and maintained, and appropriate arrangements are in place for the immediate rescue of a person in an emergency.
- b. If the accidental escape of a hazardous substance at a workplace could give rise to a risk to the health or safety of a person involved in a shutdown or clean-up procedure, suitable protective equipment and clothing must be provided and maintained.
- c. If there is a risk at a workplace that a person could come into contact with a corrosive substance, or any other substance that could cause injury to the skin or eyes, appropriate deluge facilities that are immediately accessible from the place of work must be provided and maintained.

4.2.3. Procedures shall include at a minimum:

- a. The identification of an assembly area
- b. The actions the MT shall take to determine whether all persons have been evacuated and subsequent reporting to the **Chief Warden**
- c. The methods of communication in an emergency ( e.g. telephones, two way radio)
- d. The location (and alternative location) from which the **Chief Warden** can establish control, communication and coordination of the MT and liaise with the Emergency Services
- e. The extent of evacuation for different emergency situation e.g. full evacuation, partial, or no evacuation (shelter in place)
- f. The identification of evacuation routes
- g. That occupants may be asked to take their immediately-available personal effects such as handbags, wallets and car keys (if it is safe to do so) when instructed to evacuate
- h. The strategies for the management of occupants with disabilities

- i. The actions required to limit vehicle movement during an emergency.

#### 4.3. Consultation

- 4.3.1. Any emergency management response procedures shall be subject to the WH&S consultation process outlined in the Consultation and Communication procedure
- 4.3.2. **MT** meeting minutes shall record that approval of the emergency management response procedures occurred
- 4.3.3. The approved procedures shall be made readily available to employees and other stakeholders via the via normal display methods.

#### 4.4. Evacuation diagram

- 4.4.1. Evacuation diagrams shall be displayed in a position where occupants are able to view the diagram. They shall:
  - a. Be clearly legible and produced in full colour
  - b. Show the designated assembly area
  - c. Show representation of the floor or area
  - d. Indicate a '**YOU ARE HERE**' location
  - e. Show the designated exits in the facility.

#### 4.5. Training program

- 4.5.1. The MT shall ensure that training is conducted as described in part 5 of this document.

#### 4.6. Emergency response drills

- 4.6.1. The **Fire Wardens** shall schedule emergency response exercises, there being at least 1 every six months.
- 4.6.2. A debrief shall be held after each emergency response exercise.
- 4.6.3. The **Chief Warden** shall provide a report to the **Management Team** after each emergency response exercise has been completed.

#### 4.7. Monitoring and review of emergency management procedures

- 4.7.1. The **MT** shall:
  - a. Review and update the hazard register to ensure all reasonably foreseeable emergency situations have been identified
  - b. Identify, analyse and implement any changes associated with the governance of emergency situations
  - c. Review the adequacy of emergency signage, including evacuation diagrams and emergency equipment
  - d. Ensure the schedules for testing and/or maintenance of emergency equipment have been met
  - e. Review the effectiveness of the procedures and identify and implement any corrective and preventative actions

#### 4.8. Response during an emergency situation

- 4.8.1. Any person discovering an emergency situation shall:
  - a. Assess the situation
  - b. Warn people in the area or on the floor of any immediate danger
  - c. Raise the alarm
  - d. Take any steps to control the situation, if it is safe to do so
  - e. Follow any instructions given by **Fire Wardens** or **MT** personnel.
- 4.8.2. On being notified of an emergency situation that may require evacuation, the **Chief Warden** will:
  - a. Respond and take charge

- b. Ascertain the nature of the emergency and implement appropriate action
  - c. Ensure the emergency services have been notified
  - d. Ensure that the relevant **Deputy Warden** is advised of the situation
  - e. If necessary, initiate evacuation and control entry to the affected areas
  - f. Ensure the progress of the evacuation and any action taken is recorded in an incident log
  - g. Brief the emergency services personnel upon arrival on type, scope and location of the emergency and the status of the evacuation and, thereafter, act on the senior officer's instructions
  - h. Communicate with the CEO and/or relevant management team members as appropriate
  - i. Undertake any other actions as considered necessary.
- 4.8.3. The **deputy Chief Warden** shall assume the responsibilities normally carried out by the **Chief Warden** if the **Chief Warden** is unavailable, and otherwise assist as required.
- 4.8.4. The **Chief Executive**, on becoming aware of the emergency, shall take the following actions:
- a. Ascertain the nature and location of the emergency
  - b. Confirm that the appropriate emergency service has been notified
  - c. Notify appropriate **MT** personnel
  - d. Transmit and record instructions and information between the **Chief Warden, Deputy Warden** and occupants
  - e. Maintain a log of the events
  - f. Act as directed by the **Chief Warden**.
- 4.8.5. Persons selected as Wardens may be required to carry out a number of activities including the following:
- a. Ensure that the appropriate emergency service has been notified
  - b. Search the building to ensure all persons have evacuated
  - c. Assist persons with disabilities
  - d. Act as leader of groups moving to nominated assembly areas
  - e. Report to the **Chief Warden** completion of required activities.
- 4.9. **Post-event**
- 4.9.1. The actions to be undertaken by the Wardens and MT after an emergency shall include, but not be limited to the following:
- a. **Chief Warden**
    - When the incident is rendered safe or the emergency service returns control, notify the occupants return to their facility
    - Implement the recovery phase of the Business Continuity Plan, if appropriate
    - Organise a debrief with MT personnel and Emergency Services.
  - b. **Deputy Chief Executive**
    - Collate records of the event during the incident for the debrief and ensure they are secured for future reference.
- 4.9.2. The debriefing session shall be conducted by the Chief Warden with members of the MT and participating members of the emergency services and other relevant stakeholders, as soon as practicable after any practice or actual emergency event has ended.
- a. The de-briefing shall review the adequacy of the emergency procedures, identify any problems that occurred and identify any corrective or preventative actions required.
    - When an actual emergency event has occurred, the incident log and Warden reports shall be used as the basis for discussion

- b. If necessary, counselling will be arranged, once an emergency event has ended
- c. The Chief Warden shall ensure that:
  - The corrective action register records all identified corrective and preventative actions
  - The Hazard Register is updated, if any new hazards have been identified in accordance with the requirements of the Hazard Management Procedure
  - A report is prepared for the management team highlighting post-event findings.

## 5. Training

- 5.1. The District Council of Robe induction process shall include the emergency management response procedures.
- 5.2. The MT shall ensure employees and other stakeholders are kept up to date with any changes to:
  - 5.2.1. Emergency procedures
  - 5.2.2. The location of emergency evacuation routes and first response equipment
  - 5.2.3. Where the emergency assembly area is
  - 5.2.4. The name, location and telephone number of the warden in the area in which they work
  - 5.2.5. The name, location and telephone number of the first aid officer in the area in which they work
  - 5.2.6. Any other local emergency information.
- 5.3. Persons involved in activities defined under 4.2.2 shall receive appropriate training and instruction in the action to be taken in an emergency, (including established rescue procedures and the safe and proper use of rescue equipment provided).
- 5.4. An annual evacuation and other periodic exercises shall be conducted to test procedures and occupant responses.
- 5.5. MT and Fire Wardens shall be trained in the requirements of the Australian Standard AS 3745.

## 6. Records

Records will be maintained in accordance with the requirements of the Government Disposal Schedule 20.

## 7. Responsibilities

- 7.1. During emergency situations or exercises, pending the arrival of the emergency services, Wardens shall have absolute authority to issue instructions to evacuate all persons from buildings and / or areas.
- 7.2. Persons appointed to be Wardens shall:
  - 7.2.1. Be physically capable of performing their duties
  - 7.2.2. Have maturity of judgement, good decision making skills and be capable of remaining calm under pressure
  - 7.2.3. Be familiar with future areas of responsibility
  - 7.2.4. Be available to undertake their appointed duties
  - 7.2.5. Have clear diction and be able to communicate with the majority of occupants and visitors
  - 7.2.6. Be willing and able to undergo relevant training.

- 7.3. The District Council of Robe Management Team is accountable for:
- 7.3.1. Approving any budgetary expenditure necessary for the development, implementation, review and continuous improvement of the emergency management system
  - 7.3.2. Ensuring legislative compliance for emergency management is maintained
  - 7.3.3. Obeying the instructions of Wardens in any emergency situation
  - 7.3.4. Arranging counselling services for staff, as required, after an emergency event has concluded
  - 7.3.5. Enforcing action when performance requirements for the emergency management system have not been met.
- 7.4. Managers and supervisors are accountable for:
- 7.4.1. Maintaining department work areas in a manner that eliminates or minimises the risk of an potential emergency event occurring
  - 7.4.2. Checking that persons under their control are inducted to Emergency Management Procedures
  - 7.4.3. Checking that persons under their control attend required emergency management drills and training as planned
  - 7.4.4. Obeying the instructions of Wardens in any emergency situation
  - 7.4.5. Assisting Wardens, as required
  - 7.4.6. Proceeding to and remaining at the designated assembly area once evacuation has commenced, until the all clear has been given or the Chief Warden has directed otherwise
  - 7.4.7. Providing data related to department emergency management activities as required.
- 7.5. Employees are accountable for:
- 7.5.1. Maintaining department work areas in a manner that eliminates or minimises the risk of an potential emergency event occurring
  - 7.5.2. Attending emergency management training as directed
  - 7.5.3. Obeying the instructions of Wardens in any emergency situation
  - 7.5.4. Proceeding to and remaining at the designated assembly area once evacuation has commenced, until the all clear has been given or the Chief Warden has directed otherwise
  - 7.5.5. Participating in OHSW consultation processes for emergency management as necessary.

## **8. Review**

- 8.1. The Emergency Management Procedure shall be reviewed by the Wardens and management team, in consultation with employees or their representatives, every twenty four (24) months or more frequently if legislation or Council/prescribed body needs change.

This may include a review of:

- 8.1.1. Legislative compliance issues
  - 8.1.2. Audit findings relating to emergency management
  - 8.1.3. Feedback from Wardens, staff or other stakeholders
  - 8.1.4. Other relevant information.
- 8.2. Results of reviews may result in alterations to the emergency management response procedures, other preventative and/or corrective actions being implemented and revision of this document.

## 9. References

~~Occupational Health Safety and Welfare Act 1986~~

~~Occupational Health Safety and Welfare Regulations 1995~~

Work Health & Safety Act 2012

Work Health & Safety Regulations 2012

General Disposal Schedule 20 for Local Government

WorkCoverSA Performance Standards for Self-Insurers

Australian Standard AS 3745 Emergency control organisation and procedures for buildings, structures and workplaces

Draft Australian Standard DR 07019 Planning for emergencies

*The following standards and publication are Approved Codes of Practice under the Work Health & Safety Act, 2012 and are relevant to emergency management:*

Australian Standard AS 1221: Fire Hose Reels

Australian Standard AS 1715: Selection, Use and Maintenance of Respiratory Protective Devices

Australian Standard AS 1716: Respiratory Protective Devices

Australian Standard AS 1851: Maintenance of Fire Protection Equipment

Australian Standard AS 1851: Part 1— Portable Fire Extinguishers

Australian Standard AS 1851: Part 2— Fire Hose Reels

Australian Standard AS 1851: Part 3— Automatic Fire Sprinkler Systems

Australian Standard AS 1851: Part 4— Fire Hydrant Installations

Australian Standard AS 1891: Industrial Safety Belts and Harnesses

Australian Standard AS 2626: Industrial Safety Belts and Harnesses—Selection,

Australian Standard AS 2865: Safe Working in a Confined Space

The Approved Code of Practice for the Safe Erection of Structural Steelwork

## 10. Related documents

The District Council of Robe to insert related documents here