**TEMPLATE: BUSINESS CONTINUITY RECOVERY TEAM PLAN X COUNCIL OF SYDNEESS CONTINUITY RECOVERY TEAMPLAN**

Introduction

In the event of a major incident, Business Continuity Planning (BCP) ensures that those services which are most important to our stakeholders (residents, businesses, visitors, employees and contractors) can be maintained to an acceptable level. Business Continuity Planning comprises the following elements:

* Understanding the environment in which the organisation operates
* Understanding what services the organisation must deliver
* Understanding what barriers or interruptions may be faced in trying to deliver these services
* Understanding how the organisation can continue to deliver these services in the event of a major incident
* Understanding the criteria for triggering the activation of business continuity plans
* Ensuring staff understand their role and responsibilities when a major disruption occurs

The X Council Business Continuity Plan is supported by Business Continuity Action Plans (BCAP) for each essential service or support service detailing:

* Services to be delivered, business impact analysis, and the Maximum Allowable Outage (refer BCAPs Tables X &X)
* Roles and responsibilities of managers and staff (refer BCAPs Table X)
* Key contacts and alternates (refer BCAPs Table X)
* Minimum requirements to ensure business continuity (refer BACPs Table X)
* Strategies and actions to ensure service continuity (refer BCAPs Table X)

Key information from each business unit BCAP has been consolidated in Appendix X – Tables X and X

Objectives

The objectives of the BCP process are to provide a cost effective means of:

* Preventing or minimising the impact of events capable of disrupting business operations
* Ensuring that business units can respond to unavoidable disruptions
* Ensuring a smooth and rapid restoration of normal business operations after a disaster

Sub Plans and Supporting Plans

The implementation of the Business Continuity Plan is supported by the following external and internal plans and sub plans:

External:

* State/Region/Local Emergency Management Plans
* Sub Plans and Supporting Plans

X Council plans:

* Crisis and Emergency Management Plan
* Business Continuity Recovery Plan
* Emergency Sub Plans and Supporting Plans
* Business Continuity Action Plans

Scope

This plan details the Business Continuity Recovery Teams’ response in the event of disruption to essential services and support services caused by:

* Loss of access to building
* Major staff absenteeism
* Disruption to critical internal support service
* Disruption of critical external supply chains

The development of Business Continuity Action Plans (BCAPs) will be limited to essential services/support services where the maximum acceptable outage is less than one month.

The requirements of non-essential services are documented in Appendix X – Tables 3 and 4, including staffing, accommodation, support, and IT requirements. Recommencement of services by these business units will be based on the Corporate Strategies and Actions identified in Table 3 of this plan, at the discretion of the GM, and following the recommencement of Essential Services/Support Services.

**Note: Following a disruptive incident the Executive Management Team, in consultation with key senior staff, will need to re-assess essential services and support services to determine response priorities.**

Crisis Management Team

The Crisis Management Team (CMT) comprises of selected members of the X Council’s Executive Management Team and is responsible for implementing the actions required to manage a crisis. During a crisis or emergency, members of the team will set aside their normal roles and perform their role on the Crisis Management Team. The Crisis Management Team provides strategic advice in response to an incident. You can find a copy of X Council’s Crisis and Emergency Management Plan at

Business Continuity Recovery Team

The Business Continuity Recovery Team supports the implementation of the Business Continuity Plan (BCP). The recovery team includes representatives from key business support units, including Security and Emergency Management, Workforce and Information Services, Communications and Media, Property Services, Customer Service, Legal and Governance and Chief Finance Office, and supports you during the initial response and the recovery phase following a major incident. Recovery team members coordinate the provision of services in accordance with the BCP and implement actions as directed by the Crisis Management Team. Members also provide advice and assistance to business unit managers.

Process for Activation

An incident that impacts on the delivery of an essential service beyond the maximum allowable outage, as identified in table one of the BCP, may trigger the activation of both the Crisis Management Plan and Business Continuity Plan.

The GM and/or Crisis Director have been delegated responsibility for approving the activation of the Business Continuity Plan and individual business unit Action Plans.

**a. Assess** – Business Unit Manager assesses the incident and the impact it will have on operations

**b. Advise** – Business Unit Manager advises the Director and outlines the response and recovery strategies

**c. Approve** –Director/GM approval obtained for the activation of the Business Continuity Plan

**d. Activate** – Business Continuity Plan is activated and the Director is kept informed on critical issues

The Business Unit Manager is to regularly assess impact/progress and review strategies, keeping the director informed of progress at all times. The Business Continuity Recovery Team supports the implementation of the Business Continuity Plan and supports Business Units in the implementation of their plans. Membership and the responsibilities of this team are summarised in table 2.

Audit and Testing

The Business Continuity Recovery Team will be tested by means of an exercise not less than once every two years. The program for review and testing is documented in Appendix X – BCAP Exercise Schedule. Plans will be reviewed every two years or following a disruptive incident.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Essential Services and Support Services** | | | | | |
| **Services/Support Services** | **Maximum Acceptable Outage** | | | **Reason** | **Manager/Team Leader** |
|  | **< 1 Day** | **< 1 Week** | **< 1 Month** |  |  |
| Cleansing & Waste | X |  |  | Safety and wellbeing |  |
| Direct Services | X |  |  | Safety and wellbeing |  |
| Customer Service | X |  |  | Maintaining public confidence |  |
| Technology & Digital Services | X |  |  | Essential support service |  |
| Data & Information Mgt | X |  |  | Essential support service |  |
| Workforce Services | X |  |  | Essential support Service |  |
| Security & Emergency Mgt | X |  |  | Protection of assets |  |
| Communications & Media | X |  |  | Maintaining public confidence |  |
| Property Services | X |  |  | Essential support service |  |
| Office of the Lord Mayor | X |  |  | Maintaining public confidence |  |
| Office CEO & Executive | X |  |  | Maintaining public confidence |  |
| Fleet Services | X |  |  | Essential support service |  |
| X Council Rangers |  | X |  | Safety and wellbeing |  |
| Legal & Governance |  | X |  | Essential support service |  |
| Chief Finance Office |  | X |  | Controlling financial impact |  |
| X Council Infrastructure and Traffic |  | X |  | Safety and wellbeing |  |
| X Council Greening and Leisure |  | X |  | Safety and wellbeing |  |
| Health & Building Services |  | X |  | Safety and wellbeing |  |
| Homelessness Services |  |  | X | Safety and wellbeing |  |
| Parking Services |  |  | X | Controlling financial impact |  |
| Child and Family Services |  |  | X | Safety and wellbeing |  |

**Table 1:**

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| --- | --- | --- | --- | --- |
| **Responsibilities of the Business Continuity Recovery Team**  A business continuity recovery team has been established to support the implementation of the Business Continuity Plan. The team is comprised of representatives from key business support units. Individual responsibilities are assigned below. | | | | |
| **X person – Chair**  **Alternate: X person**   * Represents the interest of the non-CMT executive * Informs the GM of events, actions and status * Manages normal operations, including business continuity * Monitors the operational impact of the crisis * Coordinates the operational response to the crisis | **X person, Security Systems Manager**  **Alternate: X person**   * Provides briefings on emergencies/incidents * Provides advice on emergency management response * Liaises with senior management from responding agencies * Managing security and access requirements for Council properties | **X person, Work Health & Safety Manager**  **Alternate: X person**   * Monitor staff health, safety and wellbeing * WHS communications * Identification of key WHS risks * Liaison with SafeWork NSW * Managing post crisis support for staff * Liaison with unions | **X person, Manager Client Services, Technology & Digital Services**  **Alternate: X person**   * What IT resources are required * Where are they available * Who will they be allocated to * Is access to software and systems available * Monitoring availability/systems support | **X person, Manager Customer Service**  **Alternate: X person**   * Maintain customer service information portal * Liaison with essential service providers to obtain up to date information * Ensuring consistency between CS, Internal and External communications * Dissemination of information to CS staff |
| **X person, Executive Assistant – Scribe**  **Alternate: X person**   * Documents all decisions, actions, responsibilities and recovery status in the X Council’s Crisis and Emergency Log. | **X person, Facility & Operations Manager**  **Alternate: X person**   * What are the accommodation requirements * Where are they available * Who will they be allocated to * Is access to accommodation available * Monitoring availability/accommodation support | **X person, Senior Media Advisor**  **Alternate: X person**   * Supporting the preparation of key messages * Liaison with key business units * Coordinating media releases * Coordination of press conferences * Ensuring consistency between CS, Internal and External communications | **X person, Procurement Manager**  **Alternate: X person**   * Emergency Procurement under the Local Government Act * Supporting businesses in sourcing alternative suppliers * Procurement record keeping * Advice on procurement contracts | **X person, Manager Risk and Governance**  **Alternate: X person**   * Support analysis of risks – operational, reputational, financial, safety of staff and public, legislative and regulatory compliance, assets * Liaison with insurance providers * Urgent claims management * Assessment of impact |

**Table 2:**

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| --- | --- | --- | --- |
| **Trigger / Action / Responsibility / Procedure (TARP)**  A TARP checklist provides guidance for the resolution of an incident. It provides a generic framework for the CMT to consider and evaluate the issues and to accomplish the common response measures that could be anticipated as a consequence to any incident.  **ALL ACTIONS AND DECISIONS MUST BE LOGGED BY THE NOMINATED SCRIBE USING THE CRISIS AND EMERGENCY LOG** | | | |
| **T**rigger  Circumstance, condition or event that has or needs to occur | **A**ction  Actions that should be considered in response to a trigger (common & unique) | **R**esponsibility  Who should take the action? (collective & individual) | **P**rocedure  Supporting procedures for the action |
| **1. Incident occurs** | - First Director aware notifies the Crisis Director, Crisis Director notifies the GM  - Crisis Director decides if CMT is required  - Activate the Business Continuity Recovery Team Plan  - Assign alternate managers to cover business unit responsibilities | - First person aware  - Crisis Director  - Crisis Director, Chair  - Chair, Recovery Team | - Refer Incident briefing guide  - Refer key contacts card (gold card) – conference call  - Refer Resources |
| **2. Brief the recovery team** | - Brief Recovery Team on incident and known consequences  - Do we have the right skills on the Recovery Team to respond? Who else should attend? | - Chair, Systems Manager S&EM  - Recovery Team | - Refer Incident briefing guide  - Register all events, incidents, and actions in Crisis and Emergency Log |
| **3. Implement the response**  Actions to be taken in response to the impact analysis  Focus on the ‘big picture’, not the nuts and bolts  Ensure all people are safe and properties secure | - Identify the issues and how to deal with them  - Identify who will deal with each issue and the desired outcome  - Set timeframes for completion, ensure staff know these timeframes  - Confirm staff have the necessary skills/resources to achieve the outcome  - Document and monitor the status of all events, incidents and actions  - Establish and define task allocation and feedback protocols  - Keep the Crisis Director informed of events, incidents, actions and status | - Recovery Team  - Recovery Team  - Recovery Team, Scribe  - Recovery Team  - Scribe  - Chair  - Chair | - Register all events, incidents, and actions in Crisis and Emergency Log  - Document all decisions and contacts  - Maintain contemporaneous notes of discussion |
| **4. Who needs to know?**  What do we communicate, how, and who does it? | - Communicate with stakeholders – community, staff, neighbours, visitors  - Confirm intent of key messages from CMT  - Liaise with key business units  - Support drafting of key messages, coordinate media releases and press conferences  - Develop standard responses to key questions  - Ensure consistency between internal and external communications | - Recovery Team  - Recovery Team  - Media Specialist  - Media Specialist  - Media Specialist  - Media Specialist | - Refer Communications Supporting Plan  - Refer Key Emergency Contacts (External)  - Refer Emergency Response Contacts (Internal) |
| **5. What if events escalate?** | - Review impact analysis, revisit the incident assessment guidelines  - Do we still have the right skills on the Recovery Team to support the response? Who else should attend?  - Who else do we need to tell?  - Have any additional stakeholders been affected? | - Chair and Recovery Team | - Refer Business Continuity Plan |
| **6. How are our stakeholders doing?** | - Review status of staff – health, safety and wellbeing  - Review status of identified stakeholders – health safety and wellbeing | - Work Health & Safety Manager  - Manager Customer Service | - Refer Communications Supporting Plan |
| **7. What is the impact on operations?** | - Are there any delays or reductions in services?  - Are we required to increase service levels, and do we have the resources?  - How have our customers been affected, what information do they require?  - Implement Business Continuity Plans as required | - Chair  - Crisis Director/Business Unit Managers | - Refer Business Continuity Plan |
| **8. How is the team doing?** | - Should we rotate members, send some home to rest?  - Bring in relevant Recovery Team alternates  - Maintain food and refreshment levels | - Chair, Work Health & Safety Manager  - Recovery Team  - Alternate Scribe |  |
| **9. Communicate update to key stakeholders** | - Review previous update  - Has information, situation changed  - Review steps in trigger 3: Who needs to know what? | - Chair and Media Specialist | - Refer Communications Supporting Plan |
| **10. Have we documented our decisions?** | - Document all intelligence, incoming information, what is happening, critical information  - Document all Recovery Team discussions  - Document all decisions, actions, instructions, responsibilities, timeframes and status | - Security Systems Manager  - Scribe & Alternate  - Scribe & Alternate | - Emergency/Crisis Log (Alternate) |
| **11. Evaluation** | - What did the team do well or not so well  - How will procedures need to change to enhance responses? | - Chair and Security Systems Manager | - Refer Audit and Testing (page 1) |