Blackall-Tambo
Regional Council

Business Continuity Management Plan

Contents

Distribution List 2
References and related documents 2
Objectives 3
Glossary 3
Risk Management 4
Equipment Failure-UPS 4
Equipment Failure-Servers 5
Equipment Failure-Network Devices 6
Equipment Failure-Security Devices 6
Power Outages 7
Cyclones 7
Theft 8
Flood 8
Earthquake 9
Disease/Virus 10
Business Impact Analysis 11
Incident Response Plan 12
Immediate Response Checklist 12
Evacuation Procedures 13
GO-Pack 15
Roles and Responsibilities 15
Key Internal Contacts 17
Key External Contacts 17
Event Log 18
Recovery 19
Recovery Plan 19
Incident Recovery Checklist 21
Rehearse, Maintain and Review 22
APPENDIX 1 Causes of an Emergency 23
APPENDIX 2 What to Do If You Discover an Emergency 25
APPENDIX 3 Emergency Controller's Procedures 26
APPENDIX 4 COVID-19 WORKFORCE MANAGEMENT 27
APPENDIX 5 – COVID-19 Key Services Analysis 30

Date: *7TH April 2020*

Distribution List

Copy Number	Name	Location
001	Andrew Martin (Mayor)	Tambo
002	Lindsay Russell (Deputy Mayor)	Tambo
003	Des Howard (CEO)	Blackall
004	John Turlan (Director of Works)	Blackall
005	Alastair Rutherford (Director of Finance Corporate and Community Services)	Blackall
006	Shalveen Dayal (Manager of Finance)	Blackall

References and related documents

Document Title
Risk Management Policy
Risk Management Strategy
Risk Management Assessment
Disaster Management Plan

Objectives

The objectives of this plan are:

- undertake a risk management assessment
- define and prioritise Council's critical business functions
- detail Council's immediate response to a critical incident
- detail strategies and actions to be taken to enable Council to stay in business
- review and update this Business Continuity Management Plan on a regular basis.

Glossary

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 Management Plan	• a document containing all the information required to ensure that your business can 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 (services) 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 to avoid serious financial loss.
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 to minimise these risks, whilst still achieving business goals?

Risk Management

Equipment Failure-UPS

Risk Level	**LOW** to **MEDIUM**
Risk Impact	**MEDIUM** to **VERY HIGH**
Consideration	A Server UPS fails
Risk Mitigation	The Server UPS devices are cycled regularly to validate their load capability and battery quality. The Server's shutdown processes are also activated to ensure these are tested in real-world scenario. Should a UPS fail completely, the design is that the remaining UPS devices can support the existing infrastructure until a new UPS is procured, delivered, and installed. The best option is to have two moderately sized UPS devices, powered from their own electrical circuit, to each power-rail in the Server-Rack, where each UPS would be capable of supporting the entire systems stand-alone.

Equipment Failure-Servers

Risk Level	**LOW** to **MEDIUM**
Risk Impact	**MEDIUM** to **VERY HIGH**
Consideration	What happens if a Server fails?
Risk Mitigation	Each Server is backed-up to a Storage Area Network (SAN). There are two SANs that oversee backing up the servers in the respective server rooms. These SANs then geo-replicate every 4 hours to the other SAN in the network. The SANs create Virtual Machines of the backed-up Servers it protects, if needed these back-ups can be spun up to become active VMs. Such a posture supports the implementation of virtualisation, which in turn, reduces the failure rate overall. By utilising more of the capabilities of each of the physical servers, virtual machines can be dynamically moved between each physical server to ensure optimal performance of each virtual machine. Architected correctly, should a physical server fail, then the other physical servers will share the load of this by supporting the virtual machines in its place. This safety measure enhances Council's ICT position, increases reliability, and maximises performance of its virtualised Servers. Virtualisation would provide the Server redundancy that Council seeks and could mitigate the risk of Server failures. The Council engages with Microsoft Hyper-V application, that is running on two instances Microsoft Windows Server 2019 Datacentre, which allows for VM migration from Hypervisor to Hypervisor. This in turn allows for improved utilisation of each Server.

Equipment Failure-Network Devices

Risk Level	**VERY LOW** to **LOW**
Risk Impact	**MEDIUM** to **VERY HIGH**
Consideration	A network device fails
Risk Mitigation	Your network switches are the gateway for your users to the Servers and Data, without them the entire system has no value. The Council has a Core Network Switch to support system distribution to their users across Council's premises. Several smaller switching devices are located at strategic remote locations in support of these users. There is no network redundancy built into any of the Switch devices, although the Core Switch is an extremely robust, very-available device and not generally considered a risk for failure.

Equipment Failure-Security Devices

Risk Level	**LOW** to **MEDIUM**
Risk Impact	**MEDIUM** to **VERY HIGH**
Consideration	The security devices allow for all external ingress and egress of data to the Council Servers. This includes support, VoIP Calls, and Internet. So, a failure can instigate a major impact to Council operations.
Risk Mitigation	This is Council's most impactful 'single point of failure', so, short of having duplicated devices, Council needs to be aware of the risk with its design. By ensuring the devices are power protected, adequately cooled, and monitored, the risk can be greatly reduced. In general, very few entities have more than one of each devices to protect their systems. Given the correct choice of product and implementation, they rarely fail.

Power Outages

Risk Level	**MEDIUM**
Risk Impact	**HIGH** to **VERY HIGH**
Consideration	Any loss of power can have detrimental effects to Council's ICT systems.
Risk Mitigation	Council relies upon the ERGON supplied power to the Council Offices. The power is regulated to their premises, where the Air-Conditioning control panel are also located. Although the ERGON power is considered reliable, constant 'brown-outs' are a major concern to Council. The Blackall Admin Server has been set-up to allow for a generator cut-over system to subsidise power. There are three UPS devices in the Blackall Server Room. A 1.5KW, 6KW, and a 11KW device which will provide approximately 90-minutes of standby power to the Server Room equipment. There are two UPS devices in the Blackall Depot Server Room. A 6KW and a 1.5KW device which allows for 60-minutes of standby power. There is a single 4.5KW UPS power allocated to the remote equipment at the Tambo location. This is to support the network and switching equipment housed in the Rack at the Council's office.

Cyclones

Risk Level	**LOW** to **MEDIUM**
Risk Impact	**HIGH** to **VERY HIGH**
Consideration	Cyclones reaching level 3 to 5 within 'top-end' of Queensland or Northern Territory can potentially cross towards the Blackall-Tambo region; although, to-date, this has not been the case.
Risk Mitigation	The Council Chambers are not built for cyclonic conditions, but the safe room can be utilised for additional protection. Council should have emergency ICT shutdown procedures in place and practised, should the need arise.

Theft

Risk Level	**LOW** to **MEDIUM**
Risk Impact	**HIGH** to **VERY HIGH**
Consideration	Someone seizes the opportunity to take advantage of Council's good and trusting nature by removing Computer facilities from Council's premises.
Risk Mitigation	Fortunately, the primary ICT equipment is housed within the Council's Server Room (now locked) rendering it safer from such criminal activity. The desktop and laptop computers are password protected; with a lock-out (reverts to login screen) timer set to 10 minutes of non-use. Whilst there is little to no data contained on these devices (due to all user data saved to OneDrive or SharePoint Online), with the migration to Office365 a lost or stolen device can be remotely wiped of all data or ability to use Office365 applications can be blocked. Smaller devices such as mobile phones and tablets are more at risk than ever. Devices such as mobile phones and tablets, have the capacity to electronically locate themselves as missing devices and to block these from use – rendering them inactive and useless – as required.

Flood

Risk Level	**VERY LOW** to **LOW**
Risk Impact	**LOW** to **MEDIUM**
Consideration	La Niña Conditions, Extreme Natural Flooding, long-term precipitation, or any combination of these events. Risk from flooding is usually determined by an assumption that future floods will follow a pattern like events experienced in the past. This means that given enough data from past events, the risk can be determined and possibly modelled.

Risk Mitigation	Due to recent and past experiences, Council offices appear to be safe from the extreme natural occurrences of flooding. On the remote chance that a mains pipe or internal water pipe bursts or leaks, Council's ICT equipment appears to be well insulated from such an event. Council should have emergency ICT shutdown procedures in place and practiced, should the need arise.

Earthquake

Risk Level	**VERY LOW** to **LOW**
Risk Impact	**LOW** to **MEDIUM**
Consideration	Richter-Scale 4.0 tremors have previously been recorded in Far North Queensland, in November 1989 and May 1990 for example. It's not a common occurrence but it had happened in the past; Queensland (particularly Far North Queensland) does not have as many earthquakes as other parts of Australia. This may change with the introduction of gas mining and the high possibility of fracking.
Risk Mitigation	The effects of an earthquake depend on many factors, such as the distance from the epicentre and the local ground conditions. Geoscience Australia have developed the Earthquake Risk Model (EQRM) tool which can simulate the estimated ground-shaking from an earthquake of a given magnitude and location, and subsequently calculate the impact to a portfolio of buildings. I feel the potential effect of an earthquake in Blackall and Tambo does not warrant consideration, however, Council should have emergency ICT shutdown procedures in place and practiced, should the need arise.

Disease/Virus

Risk Level	**MEDIUM**
Risk Impact	**HIGH**
Consideration	If the disease / virus originates in Australia the likelihood is that the situation can be contained and eliminated quickly. However, if the disease / virus such as SARS or COVID-19 emanates from countries outside Australia then it becomes far more difficult to contain and control as borders are often open for a period until the critical situation is realised.
Risk Mitigation	Locally people must observe a high standard of personal hygiene, self-isolation where necessary as well as practising as per the guidelines social distancing. Central West Health is the over arching body in control of the remedial actions and their advice should be observed and adhered to.

Business Impact Analysis

Key Services	Impact	Recovery	Responsible Officer
Water	High	2 Days	Director of Works
Sewerage	High	2 Days	Director of Works
Rubbish Collection	High	1 Day	Director of Works
Funeral / Undertaker Services	High	3 Days	Director of Works
Information and Technology	Medium	4 Hours	Director of Finance
Payroll	Medium	1 Day	Director of Finance
Child Care	Low	N/A	Director of Finance
Cleaning Amenities, Parks and Offices	High	4 Hours	Director of Works
Environmental Health	Low	1 Week	Director of Finance
Workshop	Low	1 Week	Director of Works
Accounts Payable	Low	4 Hours	Director of Finance
Stores	Medium	1 Day	Director of Works
Customer Service	Low	1 Day	Director of Finance

1. There are backup staff available to manage these operations.
2. Staff are adequately trained to address and support these situations.
3. Staff have been notified of these processes.
4. Council is insured for the loss of plant and buildings because of local events.
5. Council's code of conduct deals with breaches of confidentiality and sensitive data leaking out or being stolen.

Incident Response Plan

Immediate Response Checklist

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

Evacuation Procedures

SUMMARY OF STAFF TO BE RELOCATED IN THE EVENT OF AN EMERGENCY

Position	Council Office or Works	Works Depot	Off Site
Mayor	✓		✓
Chief Executive Officer	✓		✓
Executive Assistant	✓		✓
Director of Finance	✓		✓
Director of Works	✓	✓	✓
Finance Manager	✓		✓
Workshop Supervisor and staff	✓	✓	✓
IT Provider	✓		✓
Other Administration and Finance Staff	✓		✓
Visitors	✓	✓	✓

PROPOSED RELOCATION SITES

Administrative Staff
The relocation site for Administration staff is the Living Arts Centre which is in an area higher than the Council Chambers in terms of water levels.
The agreement with the Living Arts Committee is that the accommodation is available for all types of emergencies.
The Living Arts Centre has:

i. Four self-contained units
ii. Twelve single beds
iii. Industrial kitchen
iv. Male and female showers and bathrooms
v. Large covered meeting areas (can accommodate more than twenty people)
vi. Large communal meeting lounge (can accommodate more than twenty people)

For the Management Team
It is desirable that separate facilities are available in the relocated building for the management team in case of an emergency closing the Council Office.
The relocation site for Administration staff is the Living Arts Centre

Server and Telecommunications
Council will have two generators as a back-up power supply for use in an emergency.
Council will utilise mobile phones if the land lines are not available.
Internet / email communications will be enabled using the cloud support.
The relocation site is the Living Arts Centre

Document Storage Area
It is essential to have a secure area where damaged documents can be stored prior to their restoration.

Damaged Equipment Storage Area
It is desirable that an area is available for the storage of damaged equipment and furniture.

Storage
The Living Arts Centre has adequate storage sheds and internal offices to store all documents and equipment.

ISSUES ALLOCATED WITH RELOCATION

Office Equipment
The relocation would include desks, each with connections to a local LAN, telephone and mains power. An additional area will be needed for a photocopier. A server will be required for the LAN, and this will require mains power.

Supplies of paper, forms, and other stationery items
An emergency supply of stationery items is to be acquired for immediate use after an emergency. This supply should include:

20 Reams of paper	Manual receipt forms
500 Council letterheads	Manual order books or copies of printed forms
500 envelopes for letters	10 A4 pads
2 copies of each form used by council	50 pens

GO-Pack

Documents:

- Business Continuity Plan – your plan to recover your business or organisation in the event of a critical incident.
- List of employees with contact details – include home and mobile numbers
- Contact details for emergency services.
- Insurance company details.
- Headed stationery

- **Equipment:**
- Spare keys
- Torch and spare batteries.
- Message pads and flip chart.
- Marker pens (for temporary signs).
- General stationery (pens, paper, etc).

This GO-Pack is in the process of being put together.

Roles and Responsibilities

Mayor

1. To oversee the running of Council activities at an acceptable level.
2. To handle media queries in conjunction with the Chief Executive Officer.

Chief Executive Officer

1. To manage Council activities and the provision of essential services at an acceptable level.
2. To ensure that normal operation is restored as soon as practicable.
3. To advise the Mayor on media queries.
4. To maintain the morale of Council staff.

Director Finance Corporate and Community Services

1. To resolve issues raised by a major emergency.
2. To ensure that Council continues to meet its statutory obligations.
3. To attend meetings of management at site of serious emergencies.
4. To ensure that, if the emergency involves relocation of services the widest circulation is given to the changed information.
5. To provide rating and payroll services and make creditor payments.
6. To answer property information queries.
7. To ensure that alternative accommodation is available for staff displaced by an emergency.
8. To assist with negotiations in connection with any Council building affected by an emergency.

Director of Works and Services

1. To assist the Chief Executive Officer in resolving issues raised by a major emergency.
2. To maintain work on urgent council projects.

Environmental Health Officer

1. To assist the Chief Executive Officer in resolving issues raised by a major emergency.
2. To ensure compliance with health and environmental regulations.

Manager of Finance

1. To manage budget issues raised by or during the emergency.
2. To ensure that accounting procedures and practices are in place to ensure the proper financial management of an emergency.
3. To authorise expenditure on procurement requests by the Emergency Controller.
4. To report injury or fatality to Work Care.

Human Resources Officer

1. To arrange counselling for staff after an emergency.

Executive Assistant

1. To assist the Chief Executive Officer in managing a return to normal operation.
2. To consult with the Human Resources Officer for the provision of next-of-kin information.
3. To ensure, as far as practical, that all Council meetings continue to be held in accordance with the published schedule.

Administration Officers

1. To ensure that all Council's business functions are met as far as possible.

Key Internal Contacts

Title	Name	Contact No.	Alternate
Chief Executive Officer	Des Howard	0488 574 035	Director of Works and Services Director of Finance Corporate and Community Services
Mayor	Cr Andrew Martin	0427 574 114	Deputy Mayor
Deputy Mayor	Cr Lindsay Russell	0428 549 450	Cr Johnstone
Director of Works and Services	John Turlan	0427 574 298	Blackall Works Supervisor Tambo Works Supervisor
Director of Finance Corporate and Community Services	Alastair Rutherford	0428 574 252	Manager of Finance
Manager of Finance	Shalveen Dayal	0447 794 225	Payroll Officer
Personal Assistant to the Mayor/CEO	Andrea Saunders	0407 674 861	Community Development Officer

Key External Contacts

Name	Address	Phone
Barcoo Independent	77 Shamrock Street, Blackall	0448015390
Grassland Whisperer	Arthur Street, Tambo	07 4654 9343
ABC Radio	Longreach	1300540222
4VL	Charleville	07 4654 1444
Police	Blackall	07 4652 5151
Police	Tambo	07 4652 5116
Ergon Energy	Blackall	13 22 96
Fire Brigade	Blackall	07 4657 4518
Hospital	Blackall	07 4650 7700
Ambulance Service	Blackall	07 4621 7100

Event Log

Date	Time	Information / Decisions / Actions	Initials

Recovery

Recovery Plan

Critical Business Activities	Preventative/Recovery Actions	Resource Requirements/ Outcomes	Recovery Time Objective	Responsibility	Completed
Water	Planned maintenance regular inspections	Skilled staff and appropriate funds budgeted	Two days	Director of Works	
Sewerage	Planned maintenance regular inspections	Skilled staff and appropriate funds budgeted	Two days	Director of Works	
Rubbish Collection	Maintain rubbish collection truck regularly	Skilled mechanics and appropriate budget	1 Day	Director of Works	
Funeral / Undertaker Services	Council contracts an experienced undertaker and funeral director	Adequate funds budgeted	Two days	Director of Works	
Information Technology	Council employs a Microsoft Engineer	Adequate budget for maintenance and capital requirements	4 Hours	Director of Finance Corporate and Community Services	
Payroll	Four staff members are trained in payroll	User friendly software	1 Day	Director of Finance Corporate and Community Services	
Child Care	Three fully trained staff members	Continual training	N/A	Director of Finance Corporate and Community Services	

Cleaning offices amenities parks	Council employs skilled cleaners and has replacements as required.	Cleaning materials adequate budget	4 Hours	Director of Works	
Environmental Health	Council has employed a skilled EHO	Adequate working materials and budget.	A Week to source a temporary replacement	Director of Finance Corporate and Community Services	
Workshop	Council has well qualified and experienced staff.	Adequate working materials and budget.	1 Week	Director of Works	
Accounts Payable	Council has three staff trained in this area	Continuous training user friendly software	4 Hours	Director of Finance Corporate and Community Services	
Stores	Council has two staff trained in this area	Continuous training user friendly software	1 Day	Director of Finance Corporate and Community Services	
Customer Service	Council has at least five staff competent in this area	Continuous training	1 Day	Director of Finance Corporate and Community Services	

Incident Recovery Checklist

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

Rehearse, Maintain and Review

Review Date	Reason for Review	Changes Made
April 2022		

APPENDIX 1

CAUSES OF AN EMERGENCY

An emergency could be caused by several events, for example:

Fire

This could be either accidentally or deliberately lit, or consequential upon lightning, explosion blast or another external event.

Impact

An aeroplane or road vehicle

Explosion

Explosions or explosion threats are at the very least disruptive, and if the explosion is real, can cause untold damage and loss of life. An explosion in a vehicle outside the Council Office could destroy the building and the area around it. An explosion within a building has a smaller impact but can still destroy the building. If an explosion warning is received, the premises should be evacuated immediately and searched by the Police.

Storms

Storms can damage roofs and windows, cause large branches or whole trees to fall on buildings and can rip off aerials. Electrical storms can cause power surges and high voltage interference in telephone lines, potentially causing fires, damage to electronic equipment and electrical blackouts.

Flood

Flooding could be caused by storms, prolonged periods of rain or a burst water main.

Loss of Access

A wide range of events, many totally unconnected, can cause loss of access. A chemical spill outside the Council Office, an earthquake, a fire or explosion from the service station, a serious road or an air crash nearby are just some examples. The duration of the loss of access could vary from an hour to some weeks.

Utility Failure

The loss of electrical power or water supply could reduce the productivity of staff and at worst prevent the use of building facilities, even though access may still be possible.

Loss of Computer Services

Loss of access to computer systems is a serious risk, and one that can completely stop Council operations. The loss could be caused by explosion, impact, fire, flood or utility failure, loss of access to the building, virus attack on the computer system or failure/malfunction of the computer system and/or the communications system. It can also result from break and enter.

Loss of Telephone Services

This could be caused by a line failure inside the building or elsewhere, failure or malfunction of the telephone equipment, explosion, impact, fire, flood or utility failure in the building housing the telephone equipment and/or the telephone exchange. It can also result from break and enter.

Spread of Disease and or a Virus
The spread of the COVID-19 Virus worldwide is classified as a crisis.

Break and Enter
Theft or damage to computer or electronic equipment, or the taking of papers and documents could have a devastating effect on Council business.

Malicious Damage
Malicious damage can be wanton or deliberately targeted to damage Council buildings. It usually does not disrupt operations for a long period.

APPENDIX 2

WHAT TO DO IF YOU DISCOVER AN EMERGENCY

What is an Emergency and what do I do?

There are two types of emergency:

1. Those for which you would dial 000, for example fire, an explosion threat or an accident where people are injured or where people are being attacked or property damaged.

   For this type of emergency:
   - Call 000 as soon as you can. Speak clearly and try not to be flustered.
   - Provide as much information as possible. Do not hang up until you have completed the call. Follow any instructions you are given by the Emergency Services.
   - After making the 000 call, call the Council Emergency Controller, as soon as you can and state what the problem is. Say that you have called 000 and what instructions, if any, they gave you. Follow any instructions you may then be given by the Emergency Controller.
   - Then call your supervisor or manager and say what the problem is and what you have done about it.
2. Those which affect the ability of you or your colleagues to carry out your work, for example a burst pipe or a power failure.
   - For this type of emergency:
   - Call the Council Emergency Controller and state what the problem is.
   - Follow any instructions you may be given.
   - Then call your supervisor or manager and say what the problem is and what you have done about it.

APPENDIX 3

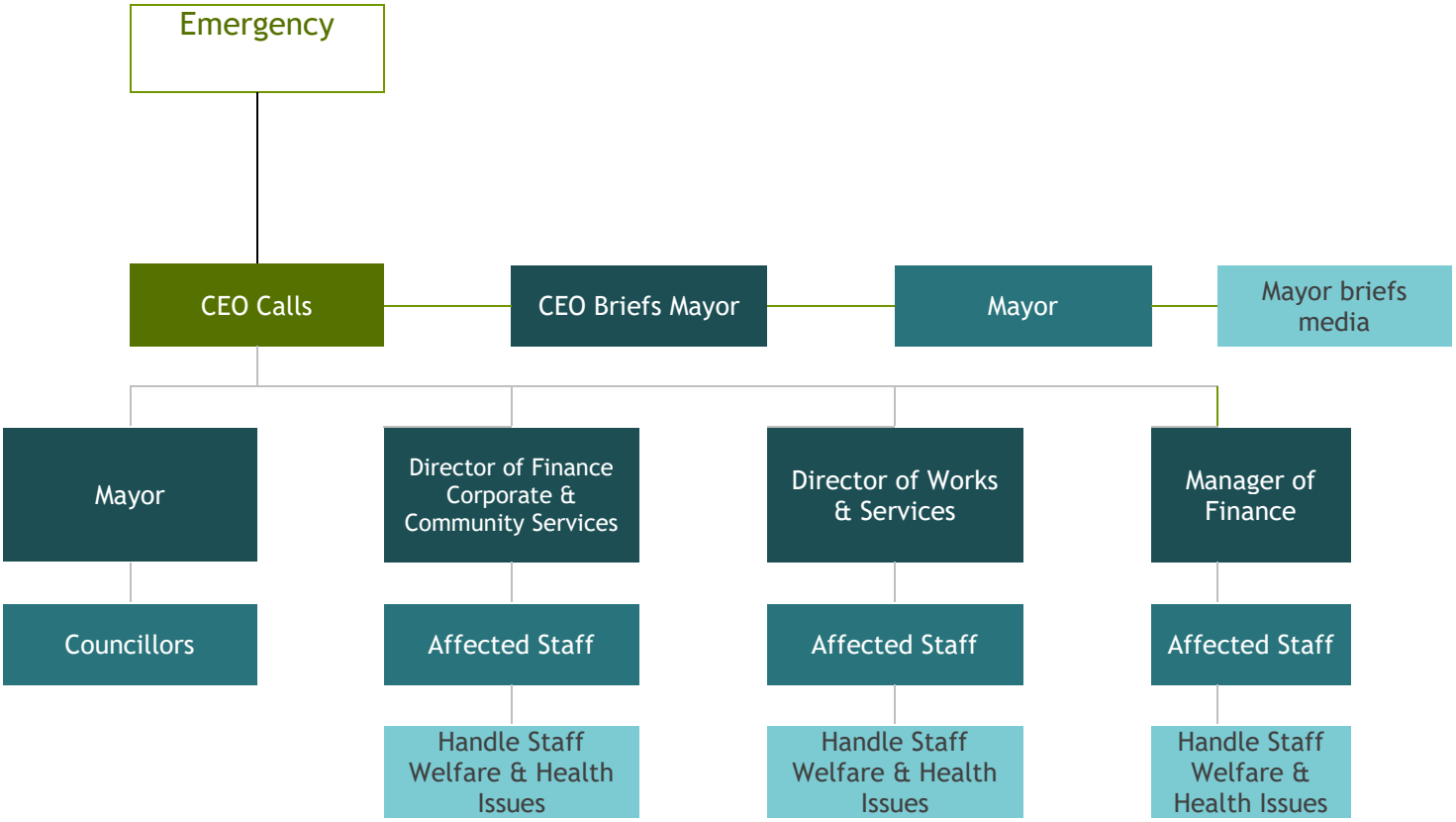
EMERGENCY CONTROLLER'S PROCEDURES

Communications on Progress of the Emergency

The procedures make substantial provision for the updating of the management team by the EC. This is done using a telephone tree.

- The Chief Executive Officer calls the Mayor and Directors.
- The Mayor calls the Councillors.
- The Directors call any affected staff.
- The Chief Executive Officer briefs the Mayor, who then briefs the media.
- The Manager of Finance handles any Work Care issues.
- The Directors will deal with any staff welfare and health issues, and specifically with the counselling of staff after an emergency by way of referral to professionals
- The Manager of Finance will deal with any insurance issues.

The Chief Executive Officer keeps the telephone tree completely informed.



APPENDIX 4 COVID-19 WORKFORCE MANAGEMENT

Employee Self Isolation	Council Imposed Employee Isolation	Diagnosed with Virus/Showing Symptoms	Council Precautionary Office Closure	Forced Office Closure
Situation: • When employee proposes to self-isolate due to risk of being exposed. • Council agrees with assessment of risk and supports proposed isolation (The attached flowchart from Queensland's Chief Health Officer may assist councils in making their assessment) • *Note: If council does not agree with employee risk assessment, council has option to direct employee to report for work or suggest employee consider applying for leave from existing entitlements.*	**Situation:** • When council directs an employee to isolate themselves for 14 days as a precautionary measure • Applies when council believes employee is a risk to other staff • *Note: Does not apply if person has virus (see column 3)*	**Situation:** • Employee diagnosed with virus or • Employee is ill and suspects they may have virus • Employee has flu-like symptoms.	**Situation:** • For a host of reasons, council chooses to shut down operations in all or part of council due to the coronavirus risk. • This closing down of operations leads to the standing down of council employees. • This decision is made by council at their discretion.	**Situation:** • Council issued with a notice by government authority to shut down certain facilities • Council would accordingly shut down operations to comply with order and stand down employees where necessary or • Employee/s on leave (e.g. on cruise) are forced into quarantine situation by government which prevents return to work as scheduled.

Employee Self-Isolation	Council Imposed Employee Isolation	Diagnosed with Virus/Showing Symptoms	Council Precautionary Office Closure	Forced Office Closure
Options: • Work from home (14 days or 10 work days) where employee can perform work remotely; or • Paid 10 days special leave where work cannot be performed remotely • Following this period of leave, person may take paid annual and LSL etc. if approved by council • If practical, council can request production of medical clearance prior to returning to work	**Options:** • Work from home (10 working days) where employee can perform work remotely • Paid 10 days special leave where work cannot be performed remotely • If practical, council can request production of medical clearance prior to returning to work	**Options:** • Treated as normal sick leave • Council may seek medical certificate after 2 consecutive days • If run out of paid sick leave, employee may opt to take annual leave or LSL or RDOs if any. • Otherwise, unpaid sick leave	**Options:** • Employees directed to still report to current or alternative council office even if office closed to public • Employees who can perform work at home directed to do so and remain on full pay • Some employees directed to remain at office for critical purposes and remain on full pay • Employees who are required to be on call for emergency work and who can perform operations when and if an emergency call out is activated, are directed to be on call and remain on full pay. • Remaining employees given option of taking any accrued (including future) annual leave or LSL or alternatively on special leave no pay.	**Options:** • Employees who can perform work at home directed to do so and remain on full pay • Employees who are directed to remain at office for critical purposes remain on full pay • Employees who are required to be on call for emergency work and who can perform operations when and if an emergency calls out is activated, are directed to be on call and remain on full pay. • Remaining employees given option of taking any accrued (including reasonable future leave) annual leave or LSL or proceeding on special leave no pay.

Employee Self Isolation	Council Imposed Employee Isolation	Diagnosed with Virus/Showing Symptoms	Council Precautionary Office Closure	Forced Office Closure
Rationale: • Council prefer at-risk employees to isolate rather than risk infecting other staff. Paid leave discourages at-risk employees coming to work due to financial hardship.	**Rationale:** • Council has duty of care to all employees and if Council is concerned that an employee, due to their circumstances is a risk to others, council may opt to isolate that person from the work environment.	**Rationale:** • Sick leave is provided for circumstances when an employee is prevented from coming to work due to illness.	**Rationale:** • Council would only exercise this option on rare occasions. It ensures critical employees are available for critical community services and allow for council continuity. It gives remaining employees several options to choose from while still being fiscally responsible with council resources. It also would align with anticipated community expectations of how councils will deal with their workforce – fair, responsible and consistent with other workers in the community whose employment is affected by the virus. *Note: Differs from column 2 situation which is simply isolating an individual employee where this option envisages the standing down of all employees.*	**Rationale:** • Council would have no choice but to comply if quarantine or similar orders relating to a council place of business are issued.

APPENDIX 5 – COVID-19 Key Services Analysis

Service Area	Service Levels		Current Resource Levels	Technical Level	Impact Due to Loss of Service	Mitigation	Proposed Action	Responsible Officer	Actions Taken
	Frequency	Duration							
Disaster Coordination Centre	As required	TBC	1 x Chairperson 1 x Deputy Chairperson 1 x Local Disaster Coordinator (CEO) 1 x Deputy Disaster Coordinator / Logistics Officer BU – (Back up person) 1 x Planning Officer BU –1 x Recovery Officer BU –1 x Support Officer BU – 1 x DM Coordinator 1 x Evacuation Centre Coordinator BU – 1 x Call Centre Coordinator	**High**	**High**	The mitigation for this service is to ensure there are multiple staff trained in each of the core LDMG roles undertaken by Council. **Actions:** • Should all core members of the LDMG become unwell proxies will be nominated or it will be referred to the DDMG. • All LDMG Officers to ensure each a minimum of two staff outside of the LDMG are provided with an overview of the LDMG responsibilities should someone need to step into the role. • Support Officer to train two staff on how to undertake SITREP's etc. • Ensure all preparation is undertaken in the event the LDMG needs to be activated.	Train staff on procedures. Implement Zoom so meetings and discussions can be held remotely.	CEO	Training of staff is underway. Council now has a Zoom account and is utilising this for all LDMG meetings.
Disaster Management Coordinator (District Communication)	Daily	8 hours (approx.)	1 x Disaster Management Coordinator shared between RAPAD Councils	**Medium**	**Low**	The mitigation of this service is to cross train other staff on key contacts across the region and utilise Mel Baird of QPS to assist with communication and updates.	• Ensure all DM contact lists are up to date. • Ensure Executive Officer of Governance is included in all meetings and correspondence relevant to Covid-19 response.	Disaster Management Coordinator	Correspondence is being shared across all RAPAD councils.
WTP/ Sewerage	Daily	*BKQ: 3-5 hours* *TBO: 3-5 hours* *If all ok*	2 x WTP Blackall 2 x Tambo Backup: BTRC staff x 1 Contract Plumber: Trevor Hallam	**High**	**High**	**Actions:** • Keep Trained Staff Rotating Separating them to ensure continuity of services in case if crisis • Document procedures & leave at Water Treatment Plants. • Ensure backup staff have received adequate training and notification of plans • Ensure chemical orders have been placed and stock will cover x period. All main Chemical for the plants via Rail. Some products locally. 6 months' supply in stock for one product, 2 months' supply of others – storage available to order more if required. Water is dirty from the river	Split staff into 2 teams to minimize transmission of illness.	Director of Works	2 teams in each town have been created.
Rubbish Collection/Tip	Daily	8 hours	1 x Garbage Truck Driver 2 x Labourers	**Low**	**High**	**Actions:** • Review staff that have been trained in Garbage Truck. • Locate rubbish collection pick up maps. • Reduce collection service to main street.	Ensure other staff are trained in the use of the truck.	Director of Works	Other staff have knowledge on how to the use the rubbish truck.

Funeral/ Undertaker Service	As required	15 hours	1 x Contract Funeral Director 1 x Funeral Assistant 3 x Backup BTRC Staff (body collection)	**High**	**High**	To assist with mitigation to keep this service operating the following actions are to be considered: • Form a partnership with SES & CWHHS & Ambulance Service to discuss back up undertakers for collection of bodies. (**Craig to raise this at district exercise)** • Check coffin and body bags • Discuss Hazmat suit requirements • Communication from funeral services on service impacts pending advice from QLD Health e.g. contagion period after passing. • Liaise with QLD Health on undertaking services related to Covid cases. • Ensure hearse maintenance is up to date • Back-up to digging of Graves **Key Considerations:** • Council undertakers will collect from Mclean Place Nursing Home or elderly people that do not require a coroner's inquest. • Capacity of morgue (2 – Hospital, 2 – Council) • Look for additional morgue space? *(Roo Box)*	Provide accurate information to the funeral undertaking service. Check on stock of required items.	Director of Works Executive Assistant	Stock: PPE, overalls, glasses, face shields, gloves, 19 body bags, 8 caskets. Information has been disseminated to the funeral service providers from Qld Health. Possible use of roo boxes should extra storage be required for deceased persons.
Information Technology & Comms: -Telecommunications -After hours call centre -Internet -Infrastructure / Hardware / Equipment -Cloud Provider -Power Supply	Daily	24/7	2 x Senior IT Officer 1 x Corporate Applications 2 x Admin Manager 1 x IT Cloud Solution Team After Hours Hotline: (07) 4621 6666	**High**	**Medium**	The mitigation for this area is to complete the actions outlined below. **Actions:** • Staff rotation of MB & MS 1 week on – 1 week off. • Purchase additional key hardware (e.g. routers) • Audit of mobile devices (laptop) in Council • Audit of office staff who have a computer at home and are willing to use it. • Define a list of staff who are expected to work from home if well enough to do so. • Ascertain with Civica what their BCP is for their staff and the data centre. • IT team needs to undertake review and refresher training of all key infrastructure set ups in each work location, ensure passwords and contacts (e.g. Telstra contacts, Civica etc) are up to date and Manager is provided with an overview. • IT Team to review call forwarding abilities and instructions for staff to work remotely in particular the main line (46216600) • Admin Manager to liaise with (after hours service) on their BCP and any specific messaging Council would like them to provide to customers. • Ensure Public Facilities Manager can train other key staff in the use of the generator and re-fulling.	• Staff rotation of MB & MS 1 week on – 1 week off. • Purchase additional key hardware (e.g. routers) • Audit of mobile devices (laptop) in Council • Audit of office staff who have a computer at home and are willing to use it. • Define a list of staff who are expected to work from home if well enough to do so. • Ascertain with Civica what their BCP is for their staff and the data centre. • IT team needs to undertake review and refresher training of all key infrastructure set ups in each work location, ensure passwords and contacts (e.g. Telstra contacts, Civica etc) are up to date and	IT officers	Underway There is numerous staff who can operate the generators. IT officers are split between the two towns. Devices are being monitored for currency.

							Manager is provided with an overview. • IT Team to review call forwarding abilities and instructions for staff to work remotely in particular the main line (46216600) • Admin Manager to liaise with (after hours service) on their BCP and any specific messaging Council would like them to provide to customers.		
Payroll	Weekly	8 hours/ day	1 x Senior Payroll Officer PCS Support 3 x Backup Staff able to process payroll	**High**	**Medium**	**Actions:** • Ability to isolate payroll officers to work from home with a procedure to deliver timesheets to payroll officers mail boxes. • Possibility of ITV to run a pay based on employee standard hours only. Payroll will then make adjustments based on actual hours worked and allowances. • In CRITICAL situation where ITV and Council payroll staff are unable to process a pay run an option may be to upload a previous ABA file.	Ensure there is enough staff trained and keep staff separate to mitigate the contamination of each person.	Manager of Finance	There is adequate staff between both towns.
Childcare (Tambo Childcare Centre)	Daily	8hrs/day	1x Childcare Director (FTE) 2x Educators (FTE) 1 x Casual Educator	**Medium**	**Low**	**Actions:** ***Key conversation to be had with Councillors in relation to the closure of the entire service, what will be the trigger point for the closure. (Seek advice from Qld Health)*** • Determine a trigger point to close the centre? (e.g. confirmed cases in Blackall-Tambo, staff member/child confirmed case) • Communication to parents to notify the centre & other services may need to close due to Covid-19 and alternative care arrangements should be considered. ○ Pre-warn parents that is may be considered to close the centre in line with the state government advice. • Cancel all work-related travel. • If closure does occur, communication to relevant funding bodies. • Could service level be reduced – closing individual rooms?	Monitor the numbers and cleaning of the centre.	Director of Finance	There is a sign-in and sign-out book placed on the front veranda. One person is to drop and collect their child. Sensory play items have been reduced. No visitors are allowed at the centre. Windows and doors are being left open for fresh air. Toys are being sanitised regularly. Staff are trying to make the area as protective as possible. The centre is an essential service and is being monitored daily.

Cleaning of Amenities/Parks/ Offices	Daily	8 hours	Blackall – 5x Staff (FTE) Tambo – 3x staff (FTE) 1x Contract Cleaner Blackall 90.5hrs per week 1x Contract Cleaner Tambo 20 hrs per week	**Low**	**High**	**Actions:** • Managers to consider service levels and work rosters to allow staff to work separately or in small teams to minimise the risk of spread. • Council to decide of opening non-essential facilities such as the pool, showgrounds, Cultural Centre. • Consider contractors • Ensure all cleaning and parks and garden staff have enough PPE to reduce the risk of contracting Covid-19. • A discussion to be held with the Store and Director of Works to ascertain stock required and any delays with delivery.	Cleaning all public areas regularly	Director of Works	Cleaning is being completed regularly with public areas being cleaned 2 times a day. Council crews are keeping the truck stop toilets regularly cleaned over weekend. Only being done once a day now – will be monitored. Contract cleaner is cleaning other areas regularly.
Environmental Health Officer	As required	TBC	1 x Shared EHO (across 3 Councils)	**High**	**Low**	For discussion, responsibilities of this role e.g. is it a State or Local Government decision to close food providers etc **Action:** • Speak to the other CEO about where EHO will be located (restrict travel between councils)	Monitor food outlets	EHO & Director of Finance	Monitoring is continuing with the assistance from QPS.
Workshop (Supply of Plant/Repairs)	Ad-hoc	TBC	2x Workshop Supervisors (FTE) 2x Apprentices (FTE) 4x Qualified Other staff Various Contractors	**High**	**Low**	**Actions:** • Identify critical plant that needs to be operational and check service schedule to ensure up to date (rubbish truck, vehicles for parks and garden team etc).	Continue monitoring plant.	Director of Works	Monitoring and maintenance is continuing daily.
Accounts Payable	Twice weekly	8 hours / day	1 x Accounts Payable Officer 1 x (full back up) 1 x extra back up officer	**Medium**	**Low**	**Actions:** • Non-negotiable payments, contract cleaners • Most creditors can be pushed out to monthly. • See if more staff can learn and run a pay-run.	Ensure there is enough staff trained.	Director of Finance Manager of Finance	There are multiple staff trained for this role with staff in both towns.

Stores (Replenish)	Weekly	24/7	2 x Stores Officers (FTE)
			1x Procurement Officer
			Several purchasing officers across council
				Low	**Medium**	The mitigation to keep this service operating in Blackall & Tambo is to replenish essential items to assist with the operation of key services:
						• Stock key products & ascertain re-stocking timeframes:
						  ○ PPE
						  ○ Hygiene Products – gloves, face masks, sanitizer, soaps, toilet paper etc
						  ○ Body Bags
						  ○ Coffins
						  ○ Hazmat Suits?? (reusable v disposable)
						  ○ Cleaning chemicals
						  ○ Wheelie bins (stock for quarantine areas)
						• Stores to create a list of key suppliers for the above.
						• Stores to create a manual 'stores' issue register to implemented if required.
						• Receive goods/ payment of goods
							Monitor stores and supplies regularly.	Director of Works	Monitoring and sourcing of supplies is being conducted daily and replenished where possible.

						• Access to stores after hours / unmanned (complete an audit of officers who have access to the store) • Out up communication about limiting the visitors to the Depot			
Customer Service -Blackall Office -Tambo Office -VIC's -Childcare -Libraries	Daily	8 hours	13 Est Customer Service Staff (across all locations Inc. VIC)	**Low**	**Medium**	**Actions:** • Consideration of trigger point to close non-essential services. • Implement glove policy for cash handling • Promote & encourage customers to use Online Services. • Inform customers of the afterhours number.	Establish safe social distancing with customers and sanitising of front counter areas.	Office Managers	Staff are regularly practising and being educated on social distancing. Customer service areas are being regularly cleaned.