

BALRANALD SHIRE COUNCIL BUSINESS CONTINUITY PLAN (BCP)



Document Owner: Chief Executive Officer
Plan Custodian: Executive Manager Corporate, Community & Governance
Status: Final for Council adoption
Version: 1.0
Adoption Date: 17 March 2026
Next Scheduled Review: 17 March 2027

Contents

BALRANALD SHIRE COUNCIL BUSINESS CONTINUITY PLAN (BCP)	1
1. Executive Summary	7
2. Objectives	7
3. Scope	8
4. Definitions	8
5. Legislation, Standards and Related Plans	9
6. Governance, Roles and Responsibilities.....	10
7. Business Impact Analysis and Risk Assessment	11
8. Continuity Strategies (Corporate Strategies and Actions)	16
9. Activation and Escalation	18
10. Communications.....	18
11. Document Control, Accessibility and Confidentiality	19
12. Training, Testing and Exercises	19
13. Review and Continuous Improvement	19
14. Controlled Supporting Plans (Reference Only)	20
ANNEX A — EXECUTIVE QUICK ACTION CARD (ONE PAGE).....	21
A1. Trigger and Authority	21
A2. First 15 Minutes — Stabilise	21
A3. First 60 Minutes — Control and Prioritise	21
A4. Communications (Within 2 Hours)	21
A5. Ongoing (2–24 Hours)	22
ANNEX B — FORMS AND CHECKLISTS (OPERATIONAL TOOLS)	23
B1. Immediate Response Checklist.....	23
B2. Event Log Template	23
B3. Incident Recovery Checklist	24

B4. Emergency Kit Inventory (Template)	25
ANNEX C: CONFIDENTIAL CONTACTS AND DISTRIBUTION (TEMPLATE)	27
C1. Internal Contacts (Position-Based)	27
C2. External Contacts (Template).....	28
C3. Distribution Register (Controlled).....	29
ANNEX D: SUB-PLANS.....	30
1. SEWERAGE SERVICES	31
CRITICAL FUNCTION SUB-PLAN (BCAP).....	31
1. Function Overview	31
2. Business Area	31
3. Business Unit	31
4. Critical Activity	31
5. Maximum Acceptable Outage (MAO).....	31
6. Impact of Critical Function Failure	31
7. Activation Trigger	32
8. Resources Required.....	32
Note: Input / Output Interdependency	32
9. Interdependencies	32
10. Continuity Actions	32
11. Communications.....	33
12. Controlled Distribution.....	33
2. POTABLE WATER SERVICES	34
CRITICAL FUNCTION SUB-PLAN (BCAP).....	34
1. Function Overview	34
2. Business Area	34
3. Business Unit	34
4. Critical Activity	34
5. Maximum Acceptable Outage (MAO).....	34
6. Impact of Critical Function Failure	34
7. Activation Trigger	34
8. Resources Required.....	35

Note: Input / Output Interdependency	35
9. Interdependencies	35
10. Continuity Actions	35
Resumption Response	36
11. Communications.....	36
12. Controlled Distribution.....	36
3. INFORMATION & COMMUNICATION TECHNOLOGY	37
CRITICAL FUNCTION SUB-PLAN (BCAP).....	37
1. Function Overview.....	37
2. Business Area	37
3. Business Unit	37
4. Critical Activity	37
5. Maximum Acceptable Outage (MAO).....	37
6. Impact of Critical Function Failure	37
7. Activation Trigger	37
8. Resources Required.....	37
Note: Input / Output Interdependency	38
9. Interdependencies	38
10. Continuity Actions	38
11. Communications.....	39
12. Controlled Distribution.....	39
4. CUSTOMER SERVICE	40
CRITICAL FUNCTION SUB-PLAN (BCAP).....	40
1. Function Overview.....	40
2. Business Area	40
3. Business Unit	40
4. Critical Activity	40
5. Maximum Acceptable Outage (MAO).....	40
6. Impact of Critical Function Failure	40
7. Activation Trigger	40
8. Resources Required.....	40

Note: Input / Output Interdependency	41
9. Interdependencies	41
10. Continuity Actions	41
11. Communications.....	42
12. Controlled Distribution.....	42
5. PAYROLL PROCESSING.....	43
CRITICAL FUNCTION SUB-PLAN (BCAP).....	43
1. Function Overview	43
2. Business Area	43
3. Business Unit	43
4. Critical Activity	43
5. Maximum Acceptable Outage (MAO).....	43
6. Impact of Critical Function Failure	43
7. Activation Trigger	43
8. Resources Required.....	43
Note: Input / Output Interdependency	44
9. Interdependencies	44
10. Continuity Actions	44
11. Communications.....	45
12. Controlled Distribution.....	45
6. ROADS & TRANSPORT.....	46
CRITICAL FUNCTION SUB-PLAN (BCAP).....	46
1. Function Overview	46
2. Business Area	46
3. Business Unit	46
4. Critical Activity	46
5. Maximum Acceptable Outage (MAO).....	46
6. Impact of Critical Function Failure	46
7. Activation Trigger	46
8. Resources Required.....	46
Note: Input / Output Interdependency	47

9. Interdependencies	47
10. Continuity Actions	47
11. Communications	48
12. Controlled Distribution.....	48
7. AGEING & DISABILITY SERVICES	49
CRITICAL FUNCTION SUB-PLAN (BCAP).....	49
1. Function Overview	49
2. Business Area	49
3. Business Unit	49
4. Critical Activity	49
5. Maximum Acceptable Outage (MAO).....	49
6. Impact of Critical Function Failure	49
7. Activation Trigger	49
8. Resources Required.....	50
Note: Input / Output Interdependency	50
9. Interdependencies	50
10. Continuity Actions	50
11. Communications	51
12. Controlled Distribution.....	51
8. PANDEMIC RESPONSE	52
CRITICAL FUNCTION SUB-PLAN (BCAP).....	52
1. Function Overview	52
2. Business Area	52
3. Business Unit	52
4. Critical Activity	52
5. Maximum Acceptable Outage (MAO).....	52
6. Impact of Critical Function Failure	52
7. Activation Trigger	52
8. Resources Required.....	52
Note: Input / Output Interdependency	53
9. Interdependencies	53

10. Continuity Actions	53
11. Communications.....	54
12. Controlled Distribution.....	54
ANNEX E: CONSOLIDATED BCAP SCHEDULE INDEX	55
Business Continuity Action Plan Register	55

1. Executive Summary

Balranald Shire Council provides services essential to the safety, wellbeing and functioning of the community. Disruption to critical services can cause significant impacts on public safety, public health, community confidence, environmental outcomes, financial sustainability and statutory compliance.

This Business Continuity Plan (BCP) establishes Council's framework for maintaining or restoring essential services and critical support services following a disruptive incident. It sets out governance, activation triggers, roles and responsibilities, prioritisation principles, and the linkage to Business Continuity Action Plans (BCAPs) and supporting emergency sub-plans.

Council has completed a Business Impact Analysis (BIA) for critical business activities and a continuity risk assessment to inform maximum acceptable outages, prioritisation, and recovery strategies. Detailed continuity actions and work instructions are contained in controlled supporting documents referenced by this BCP.

2. Objectives

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

1. Identify and prioritise critical business activities and essential services.
2. Establish activation triggers and decision-making pathways.
3. Define roles and responsibilities during a disruption and recovery.
4. Provide strategies and guidance to maintain essential services within defined maximum acceptable outages.
5. Enable efficient restoration of normal operations after a disruption.
6. Support testing, training, review and continuous improvement to ensure the plan remains current and effective. *Type equation here.*

3. Scope

This plan applies to disruptions affecting Council's essential services and critical support services arising from, or resulting in:

- Loss of access to buildings or facilities
- Major staff absenteeism
- Failure of critical internal support services (e.g., ICT, payroll, customer service systems)
- Failure of critical external supply chains
- Disruption to critical service delivery (e.g., water, sewerage, infrastructure response)
- Emergency events requiring continuity arrangements (e.g., flood, bushfire, pandemic)

BCAP development is required for essential services and critical support services where the maximum acceptable outage is less than one month.

Non-essential services will be recommenced based on the direction of the Executive/Crisis Management Team following stabilisation of essential services.

Type equation here.

4. Definitions

Business Continuity Management (BCM): A holistic management process that provides a framework for building organisational resilience and capacity for an effective response that safeguards stakeholder interests and ensures continuity of service delivery.

Business Continuity Plan (BCP): The corporate-level plan describing the governance framework, activation criteria, roles, responsibilities and strategies that enable Council to maintain or restore critical business activities following disruption.

Business Continuity Action Plan (BCAP): A business unit/service-level plan describing the specific continuity actions required to maintain or restore a particular essential service or critical support service within the maximum acceptable outage.

Critical Business Activity: An activity and its supporting processes that must be restored to protect life/safety, meet statutory obligations, manage severe financial/operational impacts, and/or maintain community confidence.

Maximum Acceptable Outage (MAO): The maximum time a service or activity can be disrupted before unacceptable impacts occur.

Recovery Time Objective (RTO): The targeted time to restore a service or activity to an acceptable level following an incident. Type equation here.

5. Legislation, Standards and Related Plans

5.1 Legislation (and associated regulations)

- State Emergency and Rescue Management Act 1989
- Local Government Act 1993
- Essential Services Act 1988
- Public Health Act 2010 (as applicable to potable water and public health functions)

5.2 Standards and better practice guidance

- ISO 31000 Risk Management – Guidelines
- ISO 22301 Business Continuity Management Systems – Requirements
- ISO 22313 Business Continuity Management Systems – Guidance
- AS/NZS 5050 Managing Disruption-Related Risk

5.3 Related plans (external)

- State/Regional/Local Emergency Management Plans and supporting sub-plans
- Functional Area Supporting Plans (e.g., Health, Welfare, Transport, Energy/Utilities)

5.4 Related plans (internal)

- Crisis and Emergency Management Plan (corporate plan)
- Business Continuity Action Plans (service-level plans)
- Communications and Media arrangements (corporate protocols)

Evacuation and welfare centre arrangements (where applicable) Type equation here.

6. Governance, Roles and Responsibilities

6.1 Accountable Officer

Overall responsibility for the management and implementation of this BCP rests with the Chief Executive Officer, including maintaining governance oversight of BCAP development and readiness.

6.2 Business Continuity Governance Structure

Council's continuity governance operates through:

- Crisis Management Team (Executive) – strategic leadership and activation authority
- Business Continuity Recovery Team – operational coordination and support
- Unit Managers (Essential Services and Support Services) – execute BCAPs and maintain service continuity

WHS, Risk and Governance Team – plan maintenance, training, testing and assurance
Type equation here.

6.3 Roles and Responsibilities (Table 2) ✓

Refer to individual BCAPs for roles and responsibilities within each business unit.

Group	Responsibilities
Crisis Management Team (Executive)	<ul style="list-style-type: none"> • Identify critical services to be delivered in accordance with Council's assessment criteria and priorities. • Read and understand the BCP and participate in testing. • Following a disruptive incident, meet to assess impacts on Council operations. • Re-assess priorities based on the nature of the disruptive incident. • Activate the BCP and Crisis Management Plan, and sub-plans where applicable. • Provide leadership and direction across Council, enabling other areas to maintain normal operations where possible. • Control the continuity response (strategic direction and priorities). • Confirm message strategy and maintain communication flow. • Maintain liaison with stakeholders regarding continuity and recovery.
Unit Managers (Essential Services and Support Services)	<ul style="list-style-type: none"> • Develop and maintain service-specific BCAPs. • Participate in annual testing and review (including business unit and executive tabletop exercises). • Following a disruptive incident, advise the relevant Director/Executive of: <ul style="list-style-type: none"> – severity – likely or actual impact

Group	Responsibilities
	– response and recovery strategies <ul style="list-style-type: none"> • Activate BCAPs in the event of a disruptive incident. • Establish priorities for response and recovery within their function. • Keep the relevant Executive informed of problems with critical services and continuity actions.
Business Continuity Recovery Team	A recovery team supports the implementation of the BCP and coordinates cross-functional support. Members of the recovery team will: <ul style="list-style-type: none"> • Coordinate provision of services in accordance with BCP requirements. • Implement actions as directed by the Crisis Management Team. • Provide advice and assistance to Unit Managers.
WHS, Risk and Governance Team	<ul style="list-style-type: none"> • Ensure maintenance, management, training and testing of the BCP and BCAPs. • Ensure BCP and BCAPs remain robust, current, accessible and controlled. • Ensure responsible officers understand their obligations. • Provide advice and support to Executive and Unit Managers. • Evaluate and report on plan performance. • Complete post-incident reviews and ensure improvements are implemented.

Governance notes: Named membership lists, personal contact details and internal system identifiers are maintained separately in Annex C. [Type equation here.](#)

7. Business Impact Analysis and Risk Assessment

7.1 Business Impact Analysis (BIA) Overview

The Business Impact Analysis (BIA) identifies Council's critical business activities and informs continuity priorities, maximum acceptable outages and recovery strategies.

Council assessed critical activities against consequence criteria, including:

- Safety
- Service delivery
- Reputation/community confidence
- Environment
- Cost/financial impact
- Compliance/statutory obligations

Detailed assessment workings are retained as internal records. The summary results are provided below. Type equation here.

7.2 Business Impact Analysis – Five Critical Business Activities (Summary) ✓

Critical Business Activity	Critical Resource Requirements	Priority	Consequence (Summary)	Maximum Acceptable Outage (MAO)
Loss of the Administration Building	<ol style="list-style-type: none"> 1. Building infrastructure 2. Office equipment 3. Communications and ICT services 4. Furniture and workstations 5. Security access and controls 6. Power supply 7. Printing and stationery capability 8. Records facilities and access 	High	<ol style="list-style-type: none"> 1. Replacement administrative accommodation may be substantially covered (subject to insurance), however key services may be affected due to loss of ICT and management facilities. 2. Customer services impacted (Moderate). 3. Governance services impacted (Moderate). 4. Management decision-making impaired (Major). 5. Increased overall risk exposure (Major). 6. Increased cost of working and temporary arrangements (Major). 	72 hours
Water Supply	<ol style="list-style-type: none"> 1. Pumping services 2. Water treatment capability 3. Reservoir capacity and operations 4. Reticulation network 5. Telemetry and monitoring systems 6. Available water source(s) 7. Power supply 8. Trained staff 	High	<ol style="list-style-type: none"> 1. Severe if water is unavailable for more than 24 hours. 2. Major for pumping stations and reservoirs up to 24 hours, then Severe beyond 24 hours. 3. Minor to Moderate for other components depending on location and duration. 	24 hours
Sewerage Services	<ol style="list-style-type: none"> 1. Pumping services 2. Sewerage treatment capability 3. Trained staff 4. Reticulation network 5. Telemetry and monitoring systems 6. Power supply 	High	<ol style="list-style-type: none"> 1. Severe for telemetry system outage beyond 24 hours. 2. Pump station outage: Major for first 24 hours, then Severe beyond 24 hours. 3. Treatment plant outage: Major for first 24 hours, then Severe beyond 24 hours. 4. Other components: Minor depending on scope and duration. 	24 hours

Critical Business Activity	Critical Resource Requirements	Priority	Consequence (Summary)	Maximum Acceptable Outage (MAO)
Information Technology System Failure	1. Hardware 2. Software applications 3. Network infrastructure 4. Competent staff 5. Connectivity (including remote access) 6. Stable power supply (UPS/backup) 7. Security and virus protection	High	Major for less than 24 hours, then Severe beyond 24 hours due to impacts on communications, service delivery systems, records, finance and governance.	24 hours (<i>with critical ICT service RTOs defined in the ICT BCAP</i>)
Electrical Failure	1. Administrative business systems 2. Operational systems (water/sewerage, depots, treatment facilities, communications)	High	Major for less than 24 hours, then Severe beyond 24 hours due to cascading impacts on essential services, communications and operational safety.	24 hours

7.3 Risk Assessment Summary

The following table identifies risks requiring a business continuity response. Risks were assessed in accordance with ISO 31000 and the Council's Risk Management Framework. Detailed response procedures are contained in BCAPs and supporting plans. Type equation here.

No.	Risk Description	Likelihood	Consequence	Risk Rating	Preventative Controls	Business Continuity / Contingency Response
1	Loss of Administrative Building / Building Unavailable	Rare	Catastrophic	Medium	Fire protection maintained; staff training; safety inspections (test & tag); asset registers and insurance to replacement value	Alternate accommodation: ICT backup and recovery enabled; emergency kits; roles activated; secure/relocate equipment; community communications; emergency procurement per law/policy

No.	Risk Description	Likelihood	Consequence	Risk Rating	Preventative Controls	Business Continuity / Contingency Response
2	ICT Failure	Possible	Major	Very High	Regular backups; system testing; documentation; vendor support; security controls; staff training; stable operating environment	ICT BCAP activated; restore using backup/mirror servers; alternate operating site; increased connectivity where required
3	Town Water Supply Unavailability	Likely	Major	Extreme	Maintenance aligned to business plans; alternative pumping/reticulation; testing; trained operators; alternative sources; modernisation investment	Water BCAP activated; emergency procedures; public communications; response plans enacted
4	Sewer Treatment Works Failure	Likely	Major	Extreme	Bypass capability; maintenance aligned to strategic plans; trained staff; asset management; resourcing	Sewerage BCAP activated; emergency response; operate under regulatory emergency provisions where required; public advised; specialist contractors engaged
5	Electrical Failure	Possible	Moderate	Very High	Standby generators; preferred suppliers	Deploy Council/hired generators; public communications; regulatory notifications as required
6	Storm Damage (Trees/Parks/Roadways)	Possible	Catastrophic	Very High	Tree monitoring; staff training; replacement program; resourcing	Infrastructure/Roads BCAP activated; insurer notification; emergency works; closures

No.	Risk Description	Likelihood	Consequence	Risk Rating	Preventative Controls	Business Continuity / Contingency Response
						communicated; reopen critical access
7	Flood Inundation	Likely	Catastrophic	Very High	Levee maintenance; upgrade planning; backflow prevention; staff training	Activate Crisis/BCP; evacuation arrangements; contractors for pumping/response; relocate critical equipment/operations
8	Bushfire	Possible	Catastrophic	Very High	Coordination with RFS; training/PPE; evacuation procedures; hazard reduction; resilient communications	Activate Crisis/BCP; public communications; salvage equipment; support affected parties; inform relevant agencies
9	Loss of Key Personnel	Possible	Moderate	High	Workforce planning/succession; cross-training; communication practices	Absenteeism strategies activated; resource share with councils; agency staff; management reprioritisation
10	Fraud / Serious Governance Failure Affecting Operations	Possible	Moderate	High	Controls; internal audits; fidelity insurance; staff training (fraud/ICAC/PID); fraud prevention policy	Escalate to Executive/authorities; notify insurer; coordinated stakeholder communications; prioritise finance/payroll continuity
11	Pandemic / Public Health Emergency	Rare	Catastrophic	Medium	Hygiene and infection prevention; communications protocols; emergency	Pandemic Sub-Plan activated; coordinate with NSW Health; protect vulnerable; maintain essential services; inform community of changes

No.	Risk Description	Likelihood	Consequence	Risk Rating	Preventative Controls	Business Continuity / Contingency Response
					procedures maintained	

8. Continuity Strategies (Corporate Strategies and Actions)

Business Unit Managers must ensure BCAP strategies align with corporate strategies below. Type equation here.

8.1 Major Staff Absenteeism

Responsibility: Business Unit Managers

Support: Workforce Services / HR; WHS, Risk & Governance

Strategies include:

- Internal transfers from non-essential to essential roles (within/across business units)
- Flexible working arrangements: overtime, shift changes, higher-grade duties, leave arrangements
- External personnel providers: existing providers and approved suppliers
- Management/supervisor alternates: minimum two alternates per critical role
- Adjust service levels: delay/reduce/discontinue/enhance/outsource as prioritised
- Minimum staffing levels, skill requirements and licensing/competency needs
- Work-from-home arrangements and remote access where feasible
- Transport and parking alternatives for key staff (including Council fleet and pooling where appropriate)
- Staff contact details maintained offline and updated quarterly (refer Annex C – Confidential) Type equation here.

8.2 Building Access Denied

Responsibility: Infrastructure Services (or nominated)

Support: Business Unit Managers; ICT; WHS, Risk & Governance

Strategies include:

- Relocate to alternate sites (corporate and operational)
- Work-from-home (where feasible)
- Reassign accommodation to essential staff
- Stand-down non-essential staff (subject to HR advice and industrial obligations)
- Ensure critical equipment and minimum ICT/telephony can be established at alternate locations
- Community facilities for welfare/evacuation managed under emergency sub-plans Type equation here.

8.3 Critical Internal Support Service Failure

Responsibility: Essential Support Service Manager
(ICT/Finance/Workforce/Customer Service as applicable)

Support: Business Unit Managers

Strategies include:

- ICT: backups, non-network devices, hardcopy workarounds, external data sources, manual recording
- Customer Service: knowledge base completeness and alternate request handling
- Fleet: minimum vehicle types and reallocation rules
- Legal/Governance: access to templates, delegations, emergency decision pathways
- Finance: emergency procurement, cashflow continuity, urgent payments
- Workforce: payroll continuity, WHS support, redeployment processes
Type equation here.

8.4 Critical External Supply Chain Failure

Responsibility: Business Unit Managers

Support: Procurement (or nominated) and Finance

Strategies include:

- Identify critical suppliers/providers and alternates in each BCAP
- Include continuity expectations in tender/contract specifications (as appropriate)
- Establish service provider panels for essential services (where appropriate)

- Emergency procurement used only in true emergencies and in accordance with legislation and Council policy
- Fuel prioritisation for essential services when supply constrained
- Alternate transport and remote work arrangements where feasible
Type equation here.

9. Activation and Escalation

9.1 Activation Trigger

An incident that impacts an essential service beyond its MAO may trigger activation of:

- the Crisis Management Plan, and
- the Business Continuity Plan (and relevant BCAPs/sub-plans)
Type equation here.

9.2 Authority to Activate

The Chief Executive Officer (or delegate under the Crisis Management Plan) has the authority to activate this BCP and relevant BCAPs. Type equation here.

9.3 Activation Process

1. Assess – Unit Manager assesses incident severity and operational impact.
2. Advise – Unit Manager advises Director/Executive and outlines response and recovery strategies.
3. Approve – Chief Executive Officer/Executive confirms activation of the BCP and relevant BCAPs.
4. Activate – BCAPs are implemented; progress is monitored and reported through the Recovery Team to the Executive.

The Unit Manager must regularly reassess impacts and adjust strategies, keeping the Director/Executive informed.

10. Communications

- Communications must be consistent, accurate, timely and authorised.
- Council's communications protocols apply during BCP activation.
- A single message strategy is confirmed by the Crisis Management Team.
- Stakeholder and media liaison is coordinated through the approved communications function.

Note: Contact lists and distribution channels are maintained in Annex C (Confidential).

11. Document Control, Accessibility and Confidentiality

11.1 Controlled Document Suite

This BCP is supported by controlled BCAPs and sub-plans that contain the detailed continuity actions. These are maintained separately to ensure appropriate version control, privacy and security.

11.2 Accessibility (including offline)

A controlled offline pack must be maintained to ensure continuity where ICT is disrupted. The offline pack includes:

- Executive Quick Action Card (Annex A)
- Event Log and checklists (Annex B)
- Contact lists (Annex C – Confidential)
- BCAPs for essential services and critical support services (controlled attachments)

11.3 Confidentiality

Annex C contains sensitive operational and contact details and is classified:
CONFIDENTIAL – INTERNAL USE ONLY

Access is restricted to authorised officers.

12. Training, Testing and Exercises

- *BCP exercise*: at least annually (tabletop or functional exercise) involving Executive.
- *BCAP exercises*: at least biennially, and after major operational or organisational change.
- Training is provided to officers with roles under this plan and is refreshed following significant updates.

13. Review and Continuous Improvement

This BCP will be reviewed:

- at least annually, and
- after any activation, significant incident, organisational restructure, technology change, or audit findings.

A post-incident review will document lessons learned and improvements. Updates to controlled supporting documents will follow document control procedures.

14. Controlled Supporting Plans (Reference Only)

The following supporting documents implement the detailed response actions referenced in this BCP. These documents are controlled separately, reviewed on their own schedules, and are available electronically and offline in accordance with Section 11.

BCAPs / Sub-Plans (Controlled Attachments):

- Sewerage Services Critical Function Sub Plan (BCAP)
- Potable Water Services Critical Function Sub Plan (BCAP)
- Information and Communication Technology Critical Function Sub Plan (BCAP)
- Customer Service Critical Function Sub Plan (BCAP)
- Payroll Processing Critical Function Sub Plan (BCAP)
- Roads & Transport Critical Function Sub Plan (BCAP)
- Ageing & Disability Services Critical Function Sub Plan (BCAP)
- Pandemic Sub-Plan
- Crisis and Emergency Management Plan and supporting emergency sub-plans (as applicable)

Important: These attachments must be position-based where possible. Named contacts and personal details are maintained only in Annex C (Confidential).

ANNEX A — EXECUTIVE QUICK ACTION CARD (ONE PAGE)

Purpose: Provide immediate, practical guidance for the Executive during the first 0–2 hours of a disruptive incident.

A1. Trigger and Authority

Activate BCP when: an essential service disruption is likely to exceed its MAO, or there is a significant risk to safety, compliance, reputation or service continuity.

Authority: Chief Executive Officer (or delegate) activates the BCP and relevant BCAPs.

A2. First 15 Minutes — Stabilise

1. Confirm **life safety** actions: evacuation (if required), accountability, injuries, and emergency services engaged.
2. Appoint an **Incident Lead** (if not already appointed under crisis arrangements).
3. Start an **Event Log** (Annex B).
4. Identify **what is disrupted** (service/s, location/s, systems, staff availability).
5. Confirm whether the **Crisis Management Plan** is activated.

A3. First 60 Minutes — Control and Prioritise

6. Convene Crisis Management Team (Executive) (in person or remotely).
7. Confirm essential service priorities (at minimum):
 - Water supply (MAO 24 hrs)
 - Sewerage (MAO 24 hrs)
 - ICT critical functions (RTO per ICT BCAP; MAO 24 hrs for broader systems)
 - Electrical failure impacts (MAO 24 hrs)
 - Customer service continuity (per BCAP)
8. Approve activation of relevant BCAPs and establish the Recovery Team cadence (e.g., 2-hourly briefings).
9. Confirm resourcing approach: redeployment, contractors, emergency procurement as required.

A4. Communications (Within 2 Hours)

10. Confirm single message strategy and authorise key messages.

11. Set internal communication rhythm (staff updates).
12. Confirm external channels and spokesperson (per communications protocols).

A5. Ongoing (2–24 Hours)

13. Monitor MAO countdowns and make decisions to prevent exceedance.
14. Approve relocation/alternate sites/remote working arrangements.
15. Require regular situation reports and update event log.
16. Confirm when services are stabilised and transition to recovery and restoration.

Type equation here.

ANNEX B — FORMS AND CHECKLISTS (OPERATIONAL TOOLS)

B1. Immediate Response Checklist

Have you:

- assessed incident severity?
- evacuated site if necessary?
- accounted for everyone?
- identified injuries?
- contacted Emergency Services?
- implemented incident response procedures?
- started an Event Log?
- activated staff and resources?
- appointed a spokesperson (where required)?
- gathered additional information as a priority?
- briefed team members?
- allocated roles and responsibilities?
- identified damage?
- identified disrupted critical activities?
- kept staff informed?
- contacted key stakeholders?
- complied with regulatory requirements?
- initiated communications/public information response?

B2. Event Log Template

Date	Time	Information / Decisions	Actions / Owner
------	------	-------------------------	-----------------

- refocused efforts towards recovery?
- deactivated staff/resources as necessary?
- continued to gather information relevant to Council impacts?
- assessed current financial position?
- reviewed cash requirements to restore operations?
- contacted insurer/broker?
- developed recovery goals and timeframes?
- kept staff informed?
- kept stakeholders informed?
- identified information requirements and sourced information?
- set priorities and recovery options?
- updated the Recovery Plan?
- captured lessons learned and improvement actions?

B4. Emergency Kit Inventory (Template)

Documents:

- Business Continuity Plan (this document)
- BCAPs and supporting plans (controlled attachments)
- Staff contact list (Annex C – Confidential)
- Supplier/contractor lists (Annex C – Confidential)
- Emergency service and utility contacts (Annex C – Confidential)
- Site plans and evacuation plans (controlled)
- Insurance contact details (Annex C – Confidential)
- Financial/banking emergency procedures (controlled)
- Headed stationery templates (controlled)

Equipment:

- Encrypted external drives (software backups where applicable)
- Spare keys/security codes (controlled)
- Laptop with remote connectivity capability

- Message pads/flip charts and markers
- General stationery
- Spare mobile phone (if required)
- Requisition book / emergency procurement forms (controlled)

ANNEX C: CONFIDENTIAL CONTACTS AND DISTRIBUTION (TEMPLATE)

Classification: CONFIDENTIAL – INTERNAL USE ONLY

Purpose: Maintain current contact details, supplier lists, and distribution registers without embedding personal information in the adopted BCP.

C1. Internal Contacts (Position-Based)

Position	Primary Officer	After Hours	@balranald.nsw.gov.au	Role in BCP
Chief Executive Officer	Terry Dodds	0407 896518	tdodds@	Activation authority; executive lead
Director – Infrastructure & Planning	David McKinley	0408 506384	dmckinley@	Essential services lead (water/sewer/roads)
Executive Manager – Corporate, Community and Governance	Hodi Beauliv	0408 337439	hbeauliv@	Governance, communications, community support
Chief Financial Officer	Edna Mendes		emendes@	Finance/payroll/emergency procurement
WHS & Risk Officer	Christine McKinley	0460 308103	cmckinley@	Plan custodian; assurance; post-incident reviews
ICT Lead	Thisen Arachchilage		tarachchilage@	ICT BCAP activation and recovery
Water & Sewer Coordinator	Adam McCartney	0418 322902	amccartney@	Water/sewer BCAP activation
Manager of Environmental & Planning Services	Cathy Brady-Overington	0417713636	cbrady@	Building and Environment support
Manager of Engineering Services	Raju Ranjit		rranjit@	Essential services support
Works Coordinator	Richard Lucas	0438 201301	rlucas@	Roads/transport BCAP activation

Position	Primary Officer	After Hours	@balranald.nsw.gov.au	Role in BCP
Customer Service Officer	Connor Sharp		csharp@	Customer service BCAP activation
Aged Services	Leah Gillbee		lgillbee@	Community support BCAP activation
Communications Function	Carol Holmes		cholmes@	Message coordination and approvals

C2. External Contacts (Template)

Organisation / Service	Contact Details	Notes
Police		
Ambulance / Emergency		
Local medical service	XXX	
NSW Health / Public Health	XXX	Pandemic/public health guidance
Energy/Utilities provider	XXX	Power failures / generators
Telecommunications provider(s)	XXX	Outage escalation
Security provider	XXX	Site security support
Insurer (Statewide Mutual)		Claims and recovery (Damien Connell)
Civil contractors R Lucas	0438 201301	Earthworks, pumps, generators, etc.
Fuel supplier Stores person		Prioritisation arrangements
Electrical contractors		
1.Pat Coates Electricals	0407 560 525	
2.Lachy Button – 4 Rivers Electrical	0409 875 525	
3.Ben – Mala Mahon	0429 400 418	
Plumbing contractors		

Organisation / Service	Contact Details	Notes
1. Ben Maher Plumbing	0429 905 276	
2. Ian Bridgewood Plumbing	0407 886 704	
Building contractor		
1. Peter Murphy	0409 190 429	
Carpenter		
Richard Myres	0429 422 402	
Plant contractor R Lucas	0438 201301	

C3. Distribution Register (Controlled)

Document	Format	Location	Custodian	Review Frequency
BCP	Electronic + Offline	Restricted repository + offline pack	Plan Custodian	Annual
Annex C	Restricted	Restricted repository + offline pack	Plan Custodian	Quarterly
BCAPs (each)	Controlled attachments	Restricted repository + offline pack	Responsible Manager	As per schedule

ANNEX D: SUB-PLANS

1. Sewerage Services Critical Function Sub Plan (BCAP)
2. Potable Water Services Critical Function Sub Plan (BCAP)
3. Information and Communication Technology Critical Function Sub Plan (BCAP)
4. Customer Service Critical Function Sub Plan (BCAP)
5. Payroll Processing Critical Function Sub Plan (BCAP)
6. Roads & Transport Critical Function Sub Plan (BCAP)
7. Ageing & Disability Services Critical Function Sub Plan (BCAP)
8. Pandemic Sub-Plan

1. SEWERAGE SERVICES

CRITICAL FUNCTION SUB-PLAN (BCAP)

Document Type:	Business Continuity Action Plan (BCAP)
Linked Plan:	Balranald Shire Council Business Continuity Plan
Service Owner:	Director, Infrastructure & Planning Services
Review Cycle:	Annual or post-activation

1. Function Overview

Provision of sewage transport, treatment and disposal services in accordance with NSW EPA licence requirements.

2. Business Area

Infrastructure & Planning

3. Business Unit

Water & Sewerage Services

4. Critical Activity

Provision of sewerage services to customers.

5. Maximum Acceptable Outage (MAO)

- Major impact: 24 hours
- Severe impact: 48 hours

6. Impact of Critical Function Failure

- Localised sewage spills affecting residential properties
- Major sewage spills from pump stations or treatment facilities
- Environmental contamination of waterways
- Human health risks
- Disruption to local businesses
- Regulatory non-compliance and reputational damage

7. Activation Trigger

Activation occurs when the Maximum Acceptable Outage is likely to be exceeded or when there is an imminent public health or environmental risk.

8. Resources Required

- Incident Controller (appointed by Director Infrastructure & Planning)
- Trained sewerage operations staff
- Emergency response contractors
- Power generation capability
- Access to plant, spare parts and consumables

Note: Input / Output Interdependency

It identifies whether the critical function:

- I = Input dependency
The function *relies on* another function, service, or organisation to operate.
- O = Output dependency
Another function, service, or organisation *relies on this function* to operate.
- I/O = Both
There is a two-way dependency relationship.

9. Interdependencies

Type	Function / Organisation	I/O	Description
Internal	Executive / Media	I	Stakeholder and regulatory communications
Internal	Environmental Health	I	Public health advice and compliance
External	Essential Energy	I	Power supply

10. Continuity Actions

Immediate Response (0–4 hours)

Action	Timeframe	Responsibility
Assess extent of sewerage system failure	2 hours	Director Infrastructure & Planning

Action	Timeframe	Responsibility
Implement extended shifts for critical staff	4 hours	Director Infrastructure & Planning
Arrange emergency power generation	2 hours	Director Infrastructure & Planning
Commence interim repairs and isolation	2 hours	Director Infrastructure & Planning

Continuity Response (>2 hours)

Action	Timeframe	Responsibility
Implement permanent repairs	As required	Director Infrastructure & Planning
Maintain emergency power supply	Ongoing	Director Infrastructure & Planning
Maintain extended staffing arrangements	Ongoing	Director Infrastructure & Planning

Resumption Response

Action	Timeframe	Responsibility
Monitor the effectiveness of repairs	Ongoing	Director Infrastructure & Planning
Return staffing to normal	As appropriate	Director Infrastructure & Planning

11. Communications

All communications are authorised by the CEO and coordinated through the Executive.

12. Controlled Distribution

This document is stored in CM and an offline continuity pack.

Confidential contacts are maintained separately.

2. POTABLE WATER SERVICES

CRITICAL FUNCTION SUB-PLAN (BCAP)

Document Type:	Business Continuity Action Plan (BCAP)
Linked Plan:	Balranald Shire Council Business Continuity Plan
Service Owner:	Director, Infrastructure & Planning Services
Review Cycle:	Annual or post-activation

1. Function Overview

Provision of potable water extraction, treatment, storage and reticulation services in accordance with the *NSW Public Health Act 2010*, *NSW Public Health Regulation 2012* and associated Drinking Water Guidelines.

2. Business Area

Infrastructure & Planning

3. Business Unit

Water & Sewerage Services

4. Critical Activity

Provision of potable water services to customers.

5. Maximum Acceptable Outage (MAO)

Major impact: 24 hours

Severe impact: 48 hours

6. Impact of Critical Function Failure

- Loss of potable water supply to residential and commercial customers
- Inability to maintain compliant water quality standards
- Public health risks
- Requirement for boil water or emergency advisories
- Disruption to local businesses and essential services
- Environmental impacts
- Regulatory non-compliance and reputational damage

7. Activation Trigger

Activation occurs when the Maximum Acceptable Outage is likely to be exceeded or when there is an imminent public health, water quality or supply risk.

8. Resources Required

- Incident Controller (appointed by Director Infrastructure & Planning)
- Trained water operations staff
- Emergency response contractors
- Power generation capability
- Access to plant, treatment chemicals, spare parts and consumables
- Water cartage capability (if required)

Note: Input / Output Interdependency

It identifies whether the critical function:

- I = Input dependency
The function *relies on* another function, service, or organisation to operate.
- O = Output dependency
Another function, service, or organisation *relies on this function* to operate.
- I/O = Both
There is a two-way dependency relationship.

9. Interdependencies

Type	Function / Organisation	I/O	Description
Internal	Executive / Media	I	Stakeholder and regulatory communications
Internal	Environmental Health	I	Public health advice and compliance
External	Essential Energy	I	Power supply
External	NSW Health	I/O	Drinking water quality compliance and advisories

10. Continuity Actions

Immediate Response (0–4 hours)

Action	Timeframe	Responsibility
Assess extent of potable water system failure	2 hours	Director Infrastructure & Planning
Implement extended shifts for critical staff	4 hours	Director Infrastructure & Planning
Arrange emergency power generation	2 hours	Director Infrastructure & Planning
Commence interim repairs and system isolation	2 hours	Director Infrastructure & Planning
Notify NSW Health where required	2 hours	Director Infrastructure & Planning

Continuity Response (>2 hours)

Action	Timeframe	Responsibility
Implement permanent repairs	As required	Director Infrastructure & Planning
Maintain emergency power supply	Ongoing	Director Infrastructure & Planning
Maintain extended staffing arrangements	Ongoing	Director Infrastructure & Planning
Deploy alternative water supply (e.g. tankers or standpipes) if required	As required	Director Infrastructure & Planning
Continue water quality monitoring and reporting	Ongoing	Director Infrastructure & Planning

Resumption Response

Action	Timeframe	Responsibility
Monitor effectiveness of repairs and treatment compliance	Ongoing	Director Infrastructure & Planning
Confirm regulatory compliance prior to full restoration	As required	Director Infrastructure & Planning
Return staffing to normal arrangements	As appropriate	Director Infrastructure & Planning

11. Communications

All communications are authorised by the CEO and coordinated through the Executive.

12. Controlled Distribution

This document is stored in CM and an offline continuity pack.

Confidential contacts are maintained separately.

3. INFORMATION & COMMUNICATION TECHNOLOGY

CRITICAL FUNCTION SUB-PLAN (BCAP)

Document Type:	Business Continuity Action Plan (BCAP)
Linked Plan:	Balranald Shire Council Business Continuity Plan
Service Owner:	Executive Manager Corporate, Community & Governance
Review Cycle:	Annual or post-activation

1. Function Overview

Provision of information technology infrastructure, communication systems, data management and telecommunications supporting all Council operations.

2. Business Area

Corporate & Business Services

3. Business Unit

Information & Communication Technology

4. Critical Activity

Provision of communication, network and data systems.

5. Maximum Acceptable Outage (MAO)

Major impact: 2 hours

Severe impact: 8 hours

6. Impact of Critical Function Failure

- Loss of access to core business systems
- Disruption to communications (internal and external)
- Inability to process financial and regulatory transactions
- Data loss or compromise risk
- Significant reputational damage

7. Activation Trigger

Activation occurs when system outage exceeds 2 hours or when there is a significant cyber security, infrastructure or telecommunications failure.

8. Resources Required

- Incident Controller (appointed by EM C, C & G)
- ICT staff and system administrators

- Backup servers and redundancy systems
- External ICT service providers
- Telecommunications providers

Note: Input / Output Interdependency

It identifies whether the critical function:

- I = Input dependency
The function *relies on* another function, service, or organisation to operate.
- O = Output dependency
Another function, service, or organisation *relies on this function* to operate.
- I/O = Both
There is a two-way dependency relationship.

9. Interdependencies

Type	Function / Organisation	I/O	Description
Internal	All business units	O	Provision of ICT services
External	ICT support providers	I	Server and system support
External	Telstra / ISP providers	I	Telecommunications and connectivity

10. Continuity Actions

Immediate Response (0–4 hours)

Action	Timeframe	Responsibility
Assess nature and extent of ICT outage	30 minutes	Executive Manager C,C & G
Notify Executive	30 minutes	Executive Manager C,C & G
Engage external ICT provider	1 hour	Executive Manager C,C & G
Activate backup systems where available	2 hours	Executive Manager C,C & G

Continuity Response (>2 hours)

Action	Timeframe	Responsibility
Migrate to continuity infrastructure	As required	Executive Manager C,C & G

Action	Timeframe	Responsibility
Provide periodic updates to Executive	Ongoing	Executive Manager C,C & G
Maintain redundancy operations	Ongoing	Executive Manager C,C & G

Resumption Response

Action	Timeframe	Responsibility
Restore full system functionality	As required	Executive Manager C,C & G
Verify data integrity and backup systems	As required	Executive Manager C,C & G
Stand down continuity arrangements	As appropriate	Executive Manager C,C & G

11. Communications

All communications are authorised by the CEO and coordinated through the Executive.

12. Controlled Distribution

This document is stored in CM and an offline continuity pack.

Confidential contacts are maintained separately.

4. CUSTOMER SERVICE

CRITICAL FUNCTION SUB-PLAN (BCAP)

Document Type:	Business Continuity Action Plan (BCAP)
Linked Plan:	Balranald Shire Council Business Continuity Plan
Service Owner:	Executive Manager, Corporate, Community & Governance
Review Cycle:	Annual or post-activation

1. Function Overview

Provision of frontline customer service, receipting, enquiries and information services to residents and stakeholders.

2. Business Area

Corporate & Business Service

3. Business Unit

Customer Service

4. Critical Activity

Provision of customer enquiry and receipting services.

5. Maximum Acceptable Outage (MAO)

Major impact: 4 hours

Severe impact: 24 hours

6. Impact of Critical Function Failure

- Inability to process payments
- Inability to respond to urgent community enquiries
- Reputational damage
- Disruption to regulatory functions

7. Activation Trigger

Activation occurs when customer contact capability is unavailable beyond 4 hours.

8. Resources Required

- Incident Controller (Executive Manager C,C & G)
- Customer Service staff
- Phone diversion capability
- Alternate service location

Note: Input / Output Interdependency

It identifies whether the critical function:

- I = Input dependency
The function *relies on* another function, service, or organisation to operate.
- O = Output dependency
Another function, service, or organisation *relies on this function* to operate.
- I/O = Both
There is a two-way dependency relationship.

9. Interdependencies

Type	Function / Organisation	I/O	Description
Internal	ICT	I	Phone and CRM systems
Internal	Infrastructure & Planning	I/O	Service request processing
External	Media outlets	O	Public communication

10. Continuity Actions

Immediate Response (0–4 hours)

Action	Timeframe	Responsibility
Assess impact on service delivery	1 hour	Executive Manager C,C & G
Brief customer service team	2 hours	Executive Manager C,C & G
Activate phone diversion	2 hours	Executive Manager C,C & G

Continuity Response (>2 hours)

Action	Timeframe	Responsibility
Implement manual receipting processes	As required	Executive Manager C,C & G
Operate from alternate location if required	As required	Executive Manager C,C & G

Resumption Response

Action	Timeframe	Responsibility
Reinstate normal systems	As required	Executive Manager C,C & G

Action	Timeframe	Responsibility
Upload manual transactions	Within 1 week	Executive Manager C,C & G

11. Communications

All communications are authorised by the CEO and coordinated through the Executive.

12. Controlled Distribution

Stored in CM and offline continuity pack.

Confidential contacts maintained separately.

5. PAYROLL PROCESSING

CRITICAL FUNCTION SUB-PLAN (BCAP)

Document Type:	Business Continuity Action Plan (BCAP)
Linked Plan:	Balranald Shire Council Business Continuity Plan
Service Owner:	Chief Financial Officer
Review Cycle:	Annual or post-activation

1. Function Overview

Provision of fortnightly payroll processing services for all Council employees.

2. Business Area

Corporate & Business Services

3. Business Unit

Finance

4. Critical Activity

Processing and payment of employee wages.

5. Maximum Acceptable Outage (MAO)

Major impact: 1 week

Severe impact: 2 weeks

6. Impact of Critical Function Failure

- Failure to pay employees
- Non-compliance with industrial agreements
- Financial hardship impacts
- Reputational damage

7. Activation Trigger

Activation occurs when payroll systems are unavailable, and payment cycle is at risk.

8. Resources Required

- Incident Controller (CFO)
- Finance staff
- Banking access
- Payroll system vendor support

Note: Input / Output Interdependency

It identifies whether the critical function:

- I = Input dependency
The function *relies on* another function, service, or organisation to operate.
- O = Output dependency
Another function, service, or organisation *relies on this function* to operate.
- I/O = Both
There is a two-way dependency relationship.

9. Interdependencies

Type	Function / Organisation	I/O	Description
Internal	ICT	I	Payroll systems
External	Banking provider	I	Funds transfer
External	Payroll software vendor	I	System support

10. Continuity Actions

Immediate Response (0–24 hours)

Action	Timeframe	Responsibility
Assess payroll risk	4 hours	CFO
Notify Executive	4 hours	CFO

Continuity Response (>24 hours)

Action	Timeframe	Responsibility
Implement manual payroll processing	As required	CFO
Coordinate with bank for interim payments	As required	CFO

Resumption Response

Action	Timeframe	Responsibility
Restore payroll system	As required	CFO

Action	Timeframe	Responsibility
Reconcile manual adjustments	Within 1 week	CFO

11. Communications

All communications authorised by CEO.

12. Controlled Distribution

Stored in CM and offline continuity pack.

6. ROADS & TRANSPORT

CRITICAL FUNCTION SUB-PLAN (BCAP)

Document Type:	Business Continuity Action Plan (BCAP)
Linked Plan:	Balranald Shire Council Business Continuity Plan
Service Owner:	Director, Infrastructure & Planning Services
Review Cycle:	Annual or post-activation

1. Function Overview

Maintenance and delivery of transport infrastructure including roads, bridges, drainage and public assets.

2. Business Area

Infrastructure & Planning

3. Business Unit

Roads & Transport

4. Critical Activity

Maintenance and emergency response for transport infrastructure.

5. Maximum Acceptable Outage (MAO)

Major impact: 24 hours

Severe impact: Dependent on conditions

6. Impact of Critical Function Failure

- Road closures
- Public safety risks
- Disruption to emergency services
- Insurance exposure

7. Activation Trigger

Activation occurs when transport network functionality is compromised due to storm, flood, bushfire or infrastructure failure.

8. Resources Required

- Incident Controller (Director Infrastructure & Planning)
- Supervisory staff
- Plant and machinery

- Contractors
- Emergency service liaison

Note: Input / Output Interdependency

It identifies whether the critical function:

- I = Input dependency
The function *relies on* another function, service, or organisation to operate.
- O = Output dependency
Another function, service, or organisation *relies on this function* to operate.
- I/O = Both
There is a two-way dependency relationship.

9. Interdependencies

Type	Function / Organisation	I/O	Description
Internal	ICT	I	Communications
External	SES / Police / RFS	I/O	Emergency coordination
External	Contractors	I	Plant and materials

10. Continuity Actions

Immediate Response (0–4 hours)

Action	Timeframe	Responsibility
Open depot and mobilise teams	Immediate	Director Infrastructure & Planning
Assess infrastructure damage	4 hours	Director Infrastructure & Planning

Continuity Response (>2 hours)

Action	Timeframe	Responsibility
Deploy crews to priority areas	As required	Director Infrastructure & Planning
Implement traffic management	As required	Director Infrastructure & Planning

Resumption Response

Action	Timeframe	Responsibility
Audit network	1 week	Director Infrastructure & Planning
Process contractor payments	As required	Director Infrastructure & Planning

11. Communications

All communications authorised by CEO.

12. Controlled Distribution

Stored in CM and offline continuity pack.

7. AGEING & DISABILITY SERVICES

CRITICAL FUNCTION SUB-PLAN (BCAP)

Document Type:	Business Continuity Action Plan (BCAP)
Linked Plan:	Balranald Shire Council Business Continuity Plan
Service Owner:	Executive Manager, Corporate, Business & Community Services
Review Cycle:	Annual or post-activation

1. Function Overview

Provision of community-based support services to frail aged persons, people under 65 with a disability, and clients exiting hospital requiring immediate short-term domestic assistance.

2. Business Area

Corporate & Business Services

3. Business Unit

Ageing & Disability Services

4. Critical Activity

Continuity of service delivery to vulnerable clients, particularly hospital discharge clients.

5. Maximum Acceptable Outage (MAO)

Major impact: 24 hours (within working week)

Severe impact: 48 hours

6. Impact of Critical Function Failure

- Vulnerable clients left without essential support
- Increased hospital discharge delays
- Health deterioration risks
- Breach of funding agreement obligations
- Reputational and regulatory exposure

7. Activation Trigger

Activation occurs when service delivery to vulnerable clients is disrupted and cannot be restored within 24 hours.

8. Resources Required

- Incident Controller (Executive Manager C,C & G)
- Coordinator Ageing & Disability Services
- Case workers
- Mobile communication devices
- Access to client records (electronic or manual)
- Referral networks (NSW Health and service providers)

Note: Input / Output Interdependency

It identifies whether the critical function:

- I = Input dependency
The function *relies on* another function, service, or organisation to operate.
- O = Output dependency
Another function, service, or organisation *relies on this function* to operate.
- I/O = Both
There is a two-way dependency relationship.

9. Interdependencies

Type	Function / Organisation	I/O	Description
Internal	ICT	I	Access to client and finance systems
Internal	Finance	I	Brokerage and invoicing capability
External	NSW Health	I/O	Hospital discharge coordination
External	Service providers	I/O	Referral and service delivery

10. Continuity Actions

Immediate Response (0–24 hours)

Action	Timeframe	Responsibility
Notify Ageing & Disability team of activation	4 hours	Executive Manager C,C & G
Assess staff availability and resource capacity	8 hours	Coordinator
Contact priority clients (hospital discharge)	24 hours	Case Workers
Notify NSW Health and key agencies of disruption	24 hours	Coordinator

Continuity Response (>24 hours)

Action	Timeframe	Responsibility
Implement manual record keeping if required	As required	Coordinator
Continue outreach via phone or in-person	Ongoing	Case Workers
Reallocate resources to priority clients	Ongoing	Executive Manager C,C & G

Resumption Response

Action	Timeframe	Responsibility
Confirm restoration of full services	As required	Executive Manager C,C & G
Upload manual records into system	Within 1 week	Coordinator
Notify agencies of return to business as usual	24 hours	Coordinator

11. Communications

All communications are authorised by the CEO and coordinated through the Executive.

12. Controlled Distribution

This document is stored in CM and an offline continuity pack.

Confidential contacts are maintained separately.

8. PANDEMIC RESPONSE

CRITICAL FUNCTION SUB-PLAN (BCAP)

Document Type:	Business Continuity Action Plan (BCAP)
Linked Plan:	Balranald Shire Council Business Continuity Plan
Service Owner:	CEO
Review Cycle:	Annual or post-activation

1. Function Overview

Whole-of-organisation response to a declared pandemic event, guided by NSW Health and relevant emergency management frameworks.

2. Business Area

Whole of Council

3. Business Unit

Executive

4. Critical Activity

Maintenance of essential municipal services during widespread workforce disruption.

5. Maximum Acceptable Outage (MAO)

Dependent on severity and NSW Health direction.

Essential services must remain operational.

6. Impact of Critical Function Failure

- Inability to maintain essential services
- Increased public health risks
- Workforce depletion (30–50% absence)
- Community disruption
- Reputational damage

7. Activation Trigger

Activation occurs when NSW Health declares a pandemic phase requiring coordinated government response or when workforce absenteeism exceeds 20%.

8. Resources Required

- Incident Controller (CEO)
- Executive Management Team

- Workforce capability assessment tools
- Remote work capability
- Communication platforms
- Liaison with NSW Health and Local Emergency Management Committee

Note: Input / Output Interdependency

It identifies whether the critical function:

- I = Input dependency
The function *relies on* another function, service, or organisation to operate.
- O = Output dependency
Another function, service, or organisation *relies on this function* to operate.
- I/O = Both
There is a two-way dependency relationship.

9. Interdependencies

Type	Function / Organisation	I/O	Description
External	NSW Health	I	Public health directives
External	Emergency Services	I/O	Coordination
Internal	All business units	O	Continuity of essential services

10. Continuity Actions

Immediate Response (0–24 hours)

Action	Timeframe	Responsibility
Activate BCMT	Immediate	CEO
Assess workforce availability	12 hours	Executive
Prioritise essential services	24 hours	Executive
Implement hygiene and infection control measures	Immediate	Executive

Continuity Response (>24 hours)

Action	Timeframe	Responsibility
Reallocate staff to essential services	Ongoing	Executive
Implement remote work arrangements	Ongoing	Executive Manager C,C & G

Action	Timeframe	Responsibility
Maintain communication with NSW Health	Ongoing	CEO

Resumption Response

Action	Timeframe	Responsibility
Gradual return to full staffing levels	As appropriate	Executive
Review operational impact	Within 1 month	CEO
Conduct post-event review	Within 1 month	Executive

11. Communications

All communications are authorised by the CEO and aligned with NSW Health and whole-of-government messaging.

12. Controlled Distribution

This document is stored in CM and an offline continuity pack.
Confidential contacts are maintained separately.

ANNEX E: CONSOLIDATED BCAP SCHEDULE INDEX

Business Continuity Action Plan Register

BCAP No.	Critical Function	Service Owner	MAO (Major)	MAO (Severe)	Review Cycle	Location
1	Sewerage Services	Director Infrastructure & Planning	24 hrs	48 hrs	Annual	CM / Offline Pack
2	Potable Water Services	Director Infrastructure & Planning	24 hrs	48 hrs	Annual	CM / Offline Pack
3	Information & Communication Technology	Executive Manager C, C & G	2 hrs	8 hrs	Annual	CM / Offline Pack
4	Customer Service	Executive Manager Corporate, Community & Governance	4 hrs	24 hrs	Annual	CM / Offline Pack
5	Payroll Processing	CFO	1 week	2 weeks	Annual	CM / Offline Pack
6	Roads & Transport	Director Infrastructure & Planning	24 hrs	Condition Dependent	Annual	CM / Offline Pack
7	Ageing & Disability Services	Executive Manager C, C & G	24 hrs	48 hrs	Annual	CM / Offline Pack
8	Pandemic Response	CEO	N/A	N/A	Annual	CM / Offline Pack