

Business Continuity and Disaster Recovery Workbook

Planning for the bad so your
business can get back to the good



Chamber of Commerce
and Industry WA

Business Details

Name of legal entity

Australian Company Number (ACN) (if a company)

Business name

Australian Business Number (ABN)

Registered address of company or address of principal place of business if no registered address

Main contact person

Contact person position title

Email

Telephone

Postal address



Chamber of Commerce
and Industry WA



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Icons

The following icons are used throughout this workbook



Activity for you to complete



Case study



Legal requirements



Reminder of information

Glossary

This Glossary has been produced by compiling the contents of a range of documents from both the emergency management and the business continuity management sectors.

Where terminology differs between definitions contained within the *Emergency Management Act 2005 (EM Act)* and other documents, the definition contained in the EM Act takes precedence and is contained in this document.

Business Continuity (BC)	The strategic and tactical capability of the organisation to plan for and respond to incidents and business disruptions in order to continue business operations at an acceptable predefined level.
Business Continuity Plan (BCP)	A documented collection of procedures and information that is developed, compiled, and maintained in readiness for use in an incident to enable an organisation to continue to deliver its critical products and services at an acceptable predefined level.
Business function	A description of work that is performed to accomplish the specific business requirements of the organisation. Examples of a business function include: delivering raw materials, paying bills, receiving cash, inventory control etc.
Business Impact Analysis (BIA)	The process of analysing business functions and the effect that a business disruption might have upon them.
Critical Business Function (CBF)	<p>Vital functions without which an organisation will either not survive or will lose the capability to effectively achieve its critical objectives.</p> <p>A CBF can comprise a single process or several processes contributing to a final definable output. A CBF may involve a single structural unit of the organisation, or may involve activities across several structural units. A single structural unit may have responsibility for one or more critical business functions.</p>
Emergency/Disaster	The occurrence or imminent occurrence of a hazard which is of such a nature or magnitude that it requires a significant and coordinated response.
Emergency Management	<p>The management of the adverse effects of an emergency including:</p> <ul style="list-style-type: none"> (a) prevention - the mitigation or prevention of the probability of the occurrence of, and the potential adverse effects of, an emergency; (b) preparedness - preparation for response to an emergency; (c) response - the combating of the effects of an emergency, provision of emergency assistance for casualties, reduction of further damage, and help to speed recovery; and (d) recovery - the support of emergency affected communities in the reconstruction and restoration of physical infrastructure, the environment and community, psychosocial and economic wellbeing.
Emergency response	Actions taken in response to a warning or alert to minimise or contain the eventual negative effects, and those taken to save and preserve lives and provide basic services in the immediate aftermath of an event, for as long as an emergency situation prevails.

Essential services	Infrastructure services without which a building or area would be considered disabled and unable to provide normal operating services; typically includes utilities (water, gas, electricity, telecommunications), and may also include standby power systems or environmental control systems.
Executive management	A person or group of people who directs and controls an organisation at the highest level. In larger organisations this might be called the Board, Directors, Executives or Senior Managers. In a small organisation this is typically the owner or sole proprietor.
Hazard/Threat	An event, situation or condition that is capable of causing or resulting in loss of life, prejudice to the safety, or harm to the health of persons or animals; or destruction of, or damage to property or any part of the environment and is defined in the Emergency Management Act 2005 or prescribed in the Emergency Management Regulations 2006.
Human epidemic	The rapid spread of infectious disease to a large number of people in a given population within a short period of time. Recent examples of epidemics have included the Middle East Respiratory Syndrome (MERS), swine flu, avian flu and the Ebola virus. These have the potential to overwhelm already stretched health resources.
Incident/Event	An event that has the capacity to lead to loss of, or a disruption to, an organisation's operations, services, or functions – which, if not managed, can escalate into an emergency, crisis, or disaster.
Recovery Point Objective (RPO)	The target set for the status and availability of data (electronic and paper) at the start of a recovery process. It is a point in time at which data or capacity of a process is in a known, valid state and can safely be restored from.
Resources	Assets, people, skills, information, technology (including plant and equipment), premises, and supplies and information (whether electronic or not) that an organisation has to have available to use, when needed, in order to operate and meet its objectives.
Stakeholder	Individual or group having an interest in the performance or success of an organisation e.g. customers, partners, employees, shareholders, owners, the local community, first responders, government, and regulators.
Supply chain	The linked processes that begins with the acquisition of raw material and extends through the delivery of products or services to the end user across the modes of transport. The supply chain may include suppliers, vendors, manufacturing facilities, logistics providers, internal distribution centres, distributors, wholesalers, and other entities that lead to the end user.

Model of escalation





Foreword

Business continuity and disaster recovery planning

Every business can experience an event that may prevent it from continuing normal business operations, and this can happen at any time.

Business continuity and disaster recovery planning are processes that help organisations prepare for disruptive events – whether those events are a natural disaster, a power outage or an outbreak of influenza that decimates staffing numbers.

A disruptive event can befall a whole community or a business, large or small. Even those organisations not directly associated with these events can suffer significant disruption to their operations and financial hardship due to collateral effects such as disruption of supply chain or retraction of a customer base.

Emergency events and disasters impose significant costs on Western Australia, with response and recovery costs increasing every year.

With typically long intervals between events, it's easy to understand why businesses are complacent about preparing for emergencies, especially as emergency management is often unfunded and not part of the core business. However, planning for business continuity increases our preparedness for emergencies and builds resilience.

Everyone has a role to play. An individual or business should not be solely reliant on government agencies for warnings, response and support.

Planning can make the difference between business survival or failure following an event.

This workbook provides businesses with a step by step process for development of a business continuity plan. It covers the principles of business continuity planning that can be applied to any threat or disruptive event for your business. However, its emphasis is on Western Australia's 27 prescribed hazards as defined in the *Emergency Management Act 2005*.

Whilst the activities and principles are applicable to all business industries and sizes, this workbook has been developed with small and medium businesses in mind who may not have existing comprehensive business plans, policies and procedures to assist in the event of an emergency.

1.0 Introduction

1.1 What is business continuity management?

Business continuity is taking responsibility for your business so that it can stay on course when faced with hardship.

Business Continuity Management (**BCM**) is defined as a

“holistic management process that identifies potential threats to an organisation and the impacts to business operations those threats, if realised, might cause, and which provides a framework for building organisational resilience with the capability of an effective response that safeguards the interests of its key stakeholders, reputation, brand and value-creating activities”.

Source: ISO 22301:2012

Business continuity management is about building and improving resilience in your business, so you can be ready for emergencies giving you the best shot at recovering from these emergencies and getting you back to running your business in the quickest time possible.

BCM includes identifying your key products and services and the most urgent activities that underpin them. Once that ‘analysis’ is complete, it is about devising plans and strategies that will enable you to continue your business operations and assist you to recover quickly and effectively from any type of disruption, whatever its size or cause.

BCM is a vital part of business operations and gives you a solid framework to lean on in times of crisis, providing stability and security.

1.2 Why is it needed?

1.2.1 Hazards in WA

Western Australia’s large geographical expanse and varied climatic zones means we are subject to a wide variety of hazards that have the potential to cause loss of life, damage and destruction, imposing substantial costs on WA businesses and communities.

There are 27 hazards prescribed in legislation in WA stemming from natural, man-made and integrated origins and include: cyclone, earthquake, fire, flood, gas or electricity supply disruption, heatwave, loss of key personnel through a human epidemic, storm, terrorist act and tsunamis.

Your Business Continuity Plan may be enacted for any of these hazards (or a combination of them) that may prevent your business from carrying on its usual operations at the normal place of work.

The *Emergency Management Act 2005* prescribes 27 potential hazards of particular concern within the Western Australian context. These are:



Fire

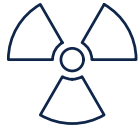
Each year in Western Australia, thousands of fires occur that destroy or damage houses, sheds, garages, commercial and industrial buildings, vehicles and vast areas of bushland. Some of these become critical events, subject to size, location and/or prevailing weather conditions.



Flood

Western Australia has a history of floods, often causing widespread human and economic impact. Floods are a natural phenomenon. After heavy rainfall, rivers, creeks and catchments may be unable to cope with water volumes and overflow causing flash flooding or slower rising riverine flooding, which is the most common cause of floods in Australia.

	Storm	Storms can occur almost anywhere in Western Australia and at any time of the year. They routinely cause damage to dwellings and structures, sometimes as an isolated event and at other times causing widespread or severe damage. Due to the frequency, unpredictability and widespread geographical areas involved, storm is a major hazard for Western Australia.
	Cyclone	On average, Western Australia experiences five large-scale cyclone events that threaten the coastline each year. Two of these cyclones cross the coastline, one at high intensity, causing damage and affecting communities. The impact these will have depends upon where the crossing occurs. The coastal regions of northern Western Australia are at greatest risk of cyclones between November and April.
	Heatwave	Heatwaves in Western Australia kill far more people than other natural disasters like bushfires, cyclones and floods. Adequate preparation is essential, especially for people at high risk – the elderly, babies, young children and people with health and mobility problems.
	Tsunami	Earthquakes happen regularly near the volatile volcanic region around the south coast of Indonesia and have at times caused tsunamis that have inundated parts of the Western Australian coast. The geological instability of this area, along with other potential causes of tsunamis, means that tsunamis remain an ongoing hazard.
	Earthquake	Western Australia has experienced at least one significant earthquake each decade since Federation. Earthquakes of Richter or local magnitude (ML) 4.0 or greater are relatively common and occur about every five years in the south-west Seismic Zone, which includes the main population centres of the state. The 1968 Meckering earthquake measured 6.9.
	Human epidemic	Human epidemics, whether natural or introduced, have taken place intermittently. Recent examples of epidemics have included the Middle East Respiratory Syndrome (MERS), swine flu, avian flu and the Ebola virus. These have the potential to overwhelm already stretched health resources.
	Animal or plant, pests or diseases	Agriculture is a major industry within Western Australia. Protecting biosecurity is a critical part of the State Government's efforts to prevent, respond to and recover from the impact of pests, diseases and contaminants on Western Australian agriculture, fisheries, forestry and the environment.
	HAZMAT – chemical	Hazardous materials are widely used and transported throughout Western Australia. Wherever they are used, there is a risk of an emergency occurring. HAZMAT items may include explosives, compressed gases, corrosive substances, poisons, radioactive materials, infectious substances and flammable liquids and gases.
	HAZMAT – biological	The list of agents that can cause a HAZMAT mass casualty incident ranges from toxic commercial chemicals, biological materials and radiological substances (CBR), including types of these traditionally used in warfare. The release may be accidental or deliberate, arising from production or consumption within the community or through acts of terrorism.



**HAZMAT –
radiological**

Intermittently, global events see renewed interest in the potential use of chemical, biological and radiological material, including their deliberate use on the civil population. Public health and safety experts continue to ensure the state is safeguarded from CBR risks.



Collapse

The collapse of built infrastructure such as buildings, bridges, or subsurface commercial operations is a real risk within Western Australia. These can be caused by natural events, mismanagement or a malicious act and would likely involve a coordinated response.



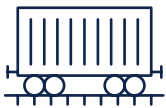
Air crash

Worldwide aviation incidents are a regular occurrence. Fortunately, disasters are less frequent but have far more devastating impacts. Major aviation events during 2014 and 2015 have highlighted the impact of the loss of a commercial airliner. Responding to an air disaster will certainly require a coordinated response and recovery capability.



Road crash

Vehicle accidents occur daily. Planning and contingencies are in place should such an accident be of sufficient size or impact to overwhelm local resources or require significant coordination of multi-agency resources.



**Rail crash
(freight)**

Western Australia has more than 5000 km of freight rail network. Despite ongoing maintenance, it is not possible to eliminate the risk of derailment, collision, malicious act or other rail incidents on the network. Such an event could significantly disrupt the flow of vital



**Rail crash
(passenger)**

On a typical weekday, more than 1000 passenger train services operate within Western Australia, with additional trains servicing regional centres. A derailment or collision on such a service could result in a mass casualty incident requiring substantial resources and coordination.



**Electricity
supply
disruption**

Western Australia is heavily reliant upon power both for industry and for use by the general population. Disruption of supply in a widespread manner or for an extended period is a major hazard in its own right. These outages can be caused by other hazard events such as storms or cyclones, or by malicious act or accident.



**Gas supply
disruption**

Natural gas is a vital fuel used for commercial and industrial purposes, resource processing, electricity generation and for residential heating and cooking. Gas transmission pipelines deliver gas to consumers while major pipelines transport it around Western Australia. Gas supply can be disrupted by failure of plant, equipment or networks, natural hazards or malicious acts.



**Liquid
fuel supply
disruption**

A major disruption to the liquid fuel supply in Western Australia would cause significant disruption across industry and the broader community. The corresponding Westplan is designed to safeguard energy security, maximise contingency planning, and clarify the roles of industry, government and regulatory agencies.



**Marine oil
pollution**

Numerous marine oil spills globally have caused damage to the environment, ecosystems, the economy and public confidence. Whether from a cargo ship, tanker or from oil and gas platforms off the Western Australian coast, the risk cannot be discounted and must be managed.

To learn about this hazard, watch the video

	Marine transport emergency	<p>Marine transport emergencies, whatever their cause, may threaten or endanger life, property and the marine environment and require the coordination of a number of significant EM activities.</p> <p>To learn about this hazard, watch the video</p>
	Maritime search	<p>Sinking, lost and distressed vessels and aircraft, along with marine search and rescue, occur frequently off the Western Australian coastline. Australia has a search and rescue service that covers 52.8 million square kilometers of the Indian, Pacific and Southern oceans. Plans are in place to coordinate efforts where Commonwealth and state responsibilities intersect.</p>
	Land search	<p>Western Australia is vast with extreme temperatures and is made up of remote, inaccessible and often harsh terrain, creating a challenging environment for people who undertake search and rescue missions. The need for specialist skills, equipment, medical care, and interagency cooperation could elevate such searches to a critical level.</p>
	Radiation escape from a nuclear powered warship	<p>Response plans are in place to manage the hazards presented when nuclear warships traverse Western Australian waters. It is possible that human error, equipment failure or misdeed may create a radiation escape within the state's jurisdiction. Arrangements are in place to limit the consequences.</p>
	Space re-entry debris	<p>Space debris has been descending out of orbit at an average rate of about one object per day for the past 50 years. In 1979 debris from Skylab landed south-east of Perth and was found between Esperance and Rawlinna.</p>
	Terrorist act	<p>A number of terror organisations and terror cells have been identified as operating in Australia. Their activities have varied from fundraising and providing material support for terror activities overseas, to plotting and undertaking domestic terrorism. The emergence of Islamic state has raised concerns globally.</p>

Source: Emergency Preparedness Report 2016, SEMC

These hazards are managed by various agencies that come together to contribute in times of crisis, although few have emergency management as a core function or business. Rather, they have assets, skills and responsibilities that can be called upon to manage or contribute during an emergency.

These agencies may play a role before, during, or after an emergency. The most obvious include the police, fire and health departments. Others are the owners of critical infrastructure, for example Western Power or Water Corporation, or local governments in affected areas.

Each prescribed hazard has an assigned hazard management agency (HMA) that is responsible for leading the emergency management for that type of emergency.

2.0 Legislative obligations for a business

As part of business continuity and disaster recovery planning it is important for employers to be aware of employment related legislation that may be implicated in the event of an emergency or disaster.

2.1 If your business has been affected

If your business has been affected you should be aware of your legal obligations and responsibilities as an employer.

The following section provides general information on questions frequently raised about dealing with an emergency or disaster. Given the complexity of the relevant legislation employers are encouraged to seek advice in relation to the specific obligations applicable to their business.

What if a business has to temporarily close?

If an employer has to temporarily close as a result of a emergency or natural disaster, employers will have to determine employee entitlements during the closure.



The *Fair Work Act 2009 (Cth)* (**FW Act**) includes provisions which enable employers to stand down employees, without pay, where they cannot usefully be employed during a period because of any stoppage of work for which the employer cannot reasonably be held responsible, such as a natural disaster.

Note: The provisions of the FW Act only operate where the employee's industrial instrument or contract of employment does not contain a stand down provision that deals with the same circumstances.



Do you have an award, agreement or contract of employment that contains any stand down provisions? List here:

If an employer does stand down employees, it is good practice to:

- Notify those employees in writing (where possible);
- include the date which the stand down commences;
- include whether the employees will or will not be paid, and;
- the effect, if any, on other employment entitlements.

An employer should also endeavor to update employees regarding when they believe the stand down will end.

In some situations, it may be possible to consider alternatives to standing down employees such as:

Directing employees to take accrued paid leave

An award or agreement under the FW Act may include terms requiring or allowing an employee to be required to take paid annual leave in particular circumstances, but only if the requirement is reasonable.

Employees who are award or agreement free can be required to take paid annual leave if the requirement is reasonable.

Invite employees to take accrued paid leave

In some circumstances it may be that there is only enough suitable work for some employees. In this case, you may provide employees the option to take a period of accrued paid leave (for example, annual leave).

Working in another location or from home

If the workplace is closed due to a natural disaster or emergency it may be reasonable for you to direct employees to attend a different work location or to work from home.

Note: Health and safety legislation and duty of care provisions will still apply.

Note: Any arrangements to alter an employee's working patterns would need to be implemented in accordance with the FW Act and any relevant award or agreement.

2.2 If your employees, their homes, or loved ones are affected

What if an employee cannot attend work due to a natural disaster or emergency?

An employee may have entitlements under their award or agreement that are relevant when an employee is unable to attend work due to an emergency or natural disaster.



Do you have any employees covered by an award or agreement that refers to entitlements that are relevant when an employee is unable to attend work due to an emergency or natural disaster?

Road blocks

Sometimes usual means of transport to and from work will be impacted by an emergency or natural disaster, for instance when there are road blocks.

Generally you do not have to pay your employees if they do not attend work in these circumstances. However, you could discuss with your employee the option of taking any accrued annual or long service leave where appropriate, or consider working from another location.

Personal injury or when a family or household member is affected

Employees (other than casual employees) affected by a natural disaster or emergency may have an entitlement to take paid personal/carer's leave or compassionate leave.

For example, if an employee sustained an injury during a flood or bushfire they may be entitled to personal leave.

An employee would also be eligible for personal/carer's leave if their child's school is closed due to a natural disaster or emergency.

2.3 Helping the community during a natural disaster

Employees may be requested to volunteer to assist the community with disaster relief activities through recognised emergency management bodies like the Department of Fire and Emergency Services (DFES).

Employers and employees should be aware of what entitlements apply to those employees who wish to volunteer in these activities.



Fair Work Act 2009

Community service leave

Employees covered by the *Fair Work Act 2009* (**FWA**) can take community service leave for certain voluntary emergency management activities.

Voluntary emergency management activities – Section 109.

An employee engages in a voluntary emergency management activity only if they:

- engage in an activity that involves dealing with an emergency or natural disaster
- the employee engages in the activity on a voluntary basis
- the employee is a member of, or has a member like association with, a ‘recognised emergency management body’ and either:
 - the employee was requested by or on behalf of the body to engage in the activity or
 - no such request was made, but it would be reasonable to expect that if the circumstances had permitted the making of such a request, it is likely that such a request would have been made.

A recognised emergency management body is:

- a body or part of a body, that has a role or function under a plan that:
 - is for coping with emergencies and/or disasters; and
 - is prepared by the Commonwealth, a State or a Territory.
- a fire-fighting, civil defence or rescue body, or part of such a body
- any other body, or part of a body, which substantially involves:
 - securing the safety of persons or animals in an emergency or natural disaster; or
 - protecting property in an emergency or natural disaster; or
 - otherwise responding to an emergency or natural disaster.

This would include bodies such as the State Emergency Service (SES) or Country Fire Authority (CFA).

Limit on entitlement – Section 108

An employee is entitled to be absent from his or her employment for the time that the employee is engaged in the eligible community service activity, including reasonable travelling time associated with the activity, and reasonable rest time immediately following the activity.

The community services leave provisions under the FWA are not intended to apply to the exclusion of State laws where they are more generous. In WA, the relevant legislation that employers must also comply with is the *Emergency Management Act 2005 (WA)* (**EM Act**).

For example: whilst the National Employment Standards provide that all community service activities other than jury service are to be taken as unpaid leave, the EM Act states that employees are entitled to be paid by their employer when absent from employment because of an emergency management response.



Note: Payment is only applicable to an emergency management response, which is defined as “*the combating of the effects of an emergency, provision of emergency assistance for casualties, reduction of further damage, and help to speed recovery.*” Payment is not due if an employee chooses to partake in emergency management prevention, preparedness or recovery work.

If an employee is not eligible for community service leave, you may discuss the option of taking annual leave, unpaid leave or long service leave.

Continuity of service

For the purpose of calculating the entitlements of an employee, if an emergency situation or state of emergency has been declared, these entitlements must not be negatively affected. This includes long service leave, sick leave, annual leave or other benefits to which the employee is entitled.

The employee’s continuity of service is not broken whilst the employee was absent due to carrying out an emergency management response (section 92(1) of the EM Act).

2.4 Health and safety

An emergency may bring new health and safety risks to workplaces. As an employer, you still have a responsibility to provide a safe and healthy working environment where your employees are not exposed to hazards, as far as practicable.

After a disaster, the workplace will have changed. It is important that you identify hazards in your workplace that have resulted from the disaster, assess their risk, and managed them appropriately, to reduce the risk to your employees.

As an employer, you may require your employees to assist you with the clean-up activities at the workplace. In order to comply with your general duty of care obligations under WA’s OSH legislation, ensure you manage the risk involved in clean-up activities by making sure your employees have adequate skills, experience, physical capabilities, training, equipment and safe work instructions to carry out the activities without any threat to their health and safety.

3.0 A risk management approach

Disaster planning is no different to managing the risks in your workplace – it takes a systematic approach. Part of doing this is brainstorming all the possible ways in which things can go wrong and making contingency plans for this. However, you can't plan for every individual scenario; the plan would be endless.

It begins with identifying hazards that could cause harm to your business, assessing how bad the result could be and the likelihood that it could happen, and controlling these risks by deciding on the most effective ways that are reasonably practicable under the circumstances. In the context of disaster planning, you don't necessarily need a separate plan for a flood, bushfire or electrical outage, you can have one plan that addresses all these scenarios.

Finally, you must continually review your risk controls and keep checking they work.



Ask yourself:

- What could go wrong? Make sure you consider the probable worst case scenario.
- What is the impact if it does go wrong?
- What are we going to do about it?

Embedding a risk management approach will assist you to be able to:

- Adapt to changes to frequency, severity and type of emergencies;
- manage growing business size (geographical or staff);
- cope with realignment of resourcing priorities;
- promote greater emphasis on proactive preparation and prevention;
- reduce reliance on external sources in the case of an emergency, and;
- have a greater understanding of your role and responsibilities.

Utilising a risk management approach in business continuity management enhances the business's resilience, which can reduce the likelihood of emergencies impacting the workplace by decreasing exposure and vulnerability. This in turn can lessen the likelihood of injury and illness to our workers, as well as damage or destruction to the business.



4.0 Community Warnings

There are many different ways in which a business or individual may keep informed of a disaster or potential disaster/emergency event. Some of these are formal and are coordinated by the government through emergency agencies, while others can be informal and rely upon personal networks or even word of mouth. The important part is that you are aware of 'what' and 'how' an emergency may affect you and your business. You can get informed by:



Using the Emergency WA website: www.emergency.wa.gov.au

The site has a map-based display with the best available emergency information from across the state. Here you can find information about fires, floods, storms, earthquakes, tsunamis, hazardous material incidents and traffic crashes.



You can follow emergency agencies' social media accounts, RSS feeds, or download smart phone apps.



If someone you know tells you about a possible emergency, or if you can see or smell something that might be dangerous, that's your warning. Take immediate action to stay safe. Do not wait to receive a warning or text message.



Listen to local radio stations (ABC and others).



Tuning into television channels: GWN, WIN and ABC.



Warnings are also available by contacting the relevant agency, for example the DFES emergency information phone line (13 DFES or 13 3337) or the Bureau of Meteorology's: (BoM Cyclone warning advice line 1300 659 210).



During an emergency, you may also receive a text or voice message from the emergency services to your telephone.

Emergency Alert www.emergencyalert.gov.au/

Emergency Alert is the national telephone warning system used by emergency services to send voice messages to landlines and text messages to mobile phones within a defined area about likely or actual emergencies.

Emergency Alert is just one way of warning communities and will not be used in all circumstances. Emergency Alert relies on telecommunications networks to send messages, and message delivery cannot be guaranteed.

5.0 Business Continuity Planning

5.1 Planning for the plan

Although most businesses consider catastrophic risk to be associated with an 'extreme event' or serious incident, a fire next door or a serious computer malfunction can lead to catastrophic risk for the company. In order for an organisation to recover from such incidents in the minimum amount of time possible, good preparation and planning are required.

In order to write your plan, you have to do some planning and information collecting. This planning is the process of collecting all relevant information that will get you to the step where you then commit your plan to paper. The most difficult thing is getting started; but if you follow this workbook and complete each section as indicated you will have all the 'ingredients' necessary for your final plan.

Business continuity planning has been broken down into 9 steps:

- | | |
|------------------------------------|---------------------------|
| 1. Review organisational structure | 6. Emergency response |
| 2. Critical services and functions | 7. Communication strategy |
| 3. Business Impact Analysis | 8. Plan testing |
| 4. Critical record management | 9. Continuous review |
| 5. Risk analysis | |

Like any project a business undertakes, a leader or manager is normally appointed to lead a team responsible for developing and maintaining an organisation's Business Continuity Plan (BCP). The team responsible for the BCP should be representative of all functional areas or departments of the organisation.

When developing a BCP it is necessary for all core business tasks and critical business functions to be assessed in the planning stage i.e. what component/s of your business can it simply not function without? This may include identifying:

- Key people;
- key pieces of plant or equipment;
- key tasks, and;
- core business documents.

It is then necessary to consider the possible impacts or disruption to your ability to continue to deliver your normal business services in the event of such an incident. Depending on the nature of the incident, you may need to manage:

- A large volume of staff absences due to illness, family/property concerns;
- industrial relations and human resources concerns such as payments and leave;
- disruption to critical infrastructure such as plant, equipment and buildings, and;
- activities to control and minimise the disruptions.

Of particular importance when considering business risks and the impact of potential emergencies is the disruption to, and availability of IT services and communications. The level of dependency that most organisations have on IT and communications systems, and the nature of customer services which are often on a 24/7 basis, means it is essential that organisations are able to keep their IT networks and communications systems operational at all times. The availability of staff is also a critical factor in being able to service your clients when an unexpected event occurs.

Businesses can also be affected temporarily, but catastrophically, by activities in their physical operating environment. For example, major road works which block access to your business premises for a few months could result in a reduction in business. Early identification of potential problems is the key to being prepared for these circumstances. Although this isn't technically an emergency, it can be a business crisis situation.

When preparing the BCP in the context of an emergency or disaster event affecting people it is necessary to consider the suitability of a wide range of disaster recovery procedures such as evacuation procedures, fire and first aid procedures, and other general health and safety procedures. This information will typically be included in a Safety Management System but should also be considered in the BCP. Usually the BCP is activated after the emergency management plan has dealt with the critical first steps following an incident or emergency.

It is important that everyone in the management team is aware of the Business Continuity Plan and associated procedures, that they are trained and that the plan is practiced, evaluated and reassessed. Amendments to the BCP would be necessary, for example when changes occur such as a change to the critical business functions, location, organisational objectives and/or the addition of new threats.

5.2 Review organisational structure

Who is in charge of making decisions?



Case Study

The scenario: two businesses flood from a burst water pipe.

Business 1's water hose to their dishwasher broke. Business 2 had an overflowing office toilet.

Both businesses are located in 2 storey, carpeted offices with about 35 staff.

Business 1 – back to business as usual in 6 weeks.

Business 2 – back to business as usual in 6 days.

The difference:

Business 1 had two senior managers respond quickly, but independently, resulting in two plumbing companies, two electricians and two carpet dryers being engaged. With lack of clarity and differing instructions from each senior manager made in a rush, many mistakes were made. Computer cables were sliced through disabling the network, contact with the landlord was difficult, and disputes regarding relocation arose. Communication with staff was fragmented so staff were unable to raise issues or point out problems, resulting in high levels of frustration and a proliferation of criticism, and divisions in the staff formed. With no planned approach, the outcome of getting back to normal was delayed with focus being on negativity and blame rather than repair.

Business 2 had two senior managers teaming up to discuss the response to the incident. Staff were invited to discussions about key matters. Meetings were held regularly with all parties. Contractors were appointed with clear work instructions and open communication channels for notification to the team of any problems. The flow of information both ways was respected, with high levels of cooperation from both sides, significantly reducing the number and complexity of problems.

What is the chain of command?

There has to be a chain of command established, and broad knowledge of who is in charge. In other words, if the person in charge isn't present at the time, or is injured, it is clear who is next in charge and so on.

These people should include those in leadership positions, but it doesn't necessarily have to be only senior managers. However, if they are not in a leadership position they must have the appropriate authority (management approval) to make the relevant business decisions. Ideally they are long-term employees who are regularly in the workplace (so they are likely to be present in the event of an emergency).



To help identify those with the best position to lead and make decisions during an emergency, consult your organisation chart. An organisational chart is a diagram that illustrates the reporting relationships and ranks in your company. If you do not have one, formulate one here.



Organisational Chart

Blank area for drawing or formulating an Organisational Chart.

Have a look at your organisation chart and determine which workers are best suited to manage the response in the event of an emergency. These people form the **Emergency Management Team (EMT)**.



Remember

An emergency means an emergency due to an actual or imminent occurrence of a hazard (such as fire, flood, collapse, terrorist act etc.) which endangers or threatens to endanger the safety or health of people at your business, or destroys or damages, or threatens to destroy or damage your business property, and is of such a nature or magnitude that it requires a significant and coordinated response.



Emergency Management Team (EMT)

EMT Manager

Deputy EMT Manager

EMT Member 1

EMT Member 2

EMT Member 3

EMT Member 4

Other

Name

Position in company

As things change in the business – turnover, new projects, business growth, funding cuts – the plan has to be updated to reflect these changes. You will need to appoint someone responsible for maintaining and updating the plan. This would typically be someone in the Emergency Management Team.



The person with overall responsibility for maintaining and updating the plan is:

The Emergency Management Team, made up of the people in the table above will meet annually in the month of

to review the Business Continuity Management plan.

Note: If your business has multiple locations, each location is to have an Emergency Management Team.

You should have representatives from each location, plus senior executives meet to formulate a consistent organisation wide response. These people form the **Business Recovery Team (BRT)**.

The BRT should be led by a senior member of the organisation's management. In the event of such an emergency, the BRT leader will be responsible for taking overall charge of the process and ensuring that the organisation returns to normal operations as early as possible. The BRT will consist of senior representatives from the main business and support units and will be supported by EMTs, as appropriate. Each member of the Business Recovery Team should keep an up-to-date copy of the BCP in a secure off-site location and should be fully familiar with its contents.


Business Recovery Team (BRT)
BRT Leader

(Senior member of the organisation's management)

Executive representative
Executive representative
EMT Manager Site 1
Deputy EMT Manager Site 1
EMT Manager Site 2
Deputy EMT Manager Site 2
EMT Member 1
EMT Member 2
EMT Member 3
EMT Member 4
Name
Position in company

5.3 Critical business functions and services

In order to minimise your business risk when an emergency strikes, you must know what the business critical functions and services are.

This activity will assist you in identifying the:

- Goods and services provided by your business;
- operations vital to the continued function of your business;
- equipment vital to the continued function of your business;
- personnel vital to the continued function of your business, and;
- services/goods provided by supplier(s).



What is your business's core function or services? That is, if you were asked to explain to someone your business, how would you describe it to them in detail?

Do you provide one service/function or multiple? (Break these down)



How do you generate income? For example: fee-for-service, Government funding, membership fees, product sale, other etc.

Is one service more critical than others to ongoing operations and income?

Who are your clients/customers?

What do you provide to your clients/customers?

Where do you serve your clients/customers? For example: on-site, at their home, at another organisation's facilities, etc.

In the event of an interruption, what would be the impact on your services to your clients/customers?

What are your personnel requirements? For example: are your services provided by paid staff, volunteers, contractors?



What equipment is required for your business to function day to day? For example: cars, computers, specialised equipment?

Do you have a place for your staff to go should your usual workplace become unusable to continue to provide services? Or, can you make arrangements for another business to take over your services?

5.4 Business Impact Analysis

A Business Impact Analysis (**BIA**) is useful to determine how many days or weeks without your regular stream of income you will go out of business. It helps you work out how long your business can survive without cash being generated.



How many payroll periods can you meet with no income?

How many vendors will get paid? Which ones?

What is your cash reserve?

Determine your Recovery Point Objective (**RPO**). This is the point in time when your business expects to be back in operation, at your discretion. It could be immediate or it could be extended. It could be that one service is immediately back up and running whilst others are delayed, or all services aim to be up and running again at the same time.

To determine your RPO, you must examine each component of your business – each department and its critical services that you want running again.



What is your budget with regard to purchasing any equipment that would be critical in the event of an interruption?



Determine your minimum resource requirements to be operational below:

Resource requirements for critical business functions and processes	For example	Minimum requirements to be operational
People	<i>2 x FTE, 2 x casual. i.e. Trades person, owner/trades person, finance/admin officers.</i>	
IT infrastructure	<i>Server access/remote access.</i>	
Information and data	<i>Client details (address, contact number, finance details) and schedule of work. Payroll and finance details.</i>	
Office and specialist equipment	<i>Trades person ute with equipment. Mobile phone. Computer.</i>	
Facilities and accommodation	<i>Work from ute/site – trades person. Temporary office or home – finance/admin.</i>	
Internal dependencies (other business units)	<i>Trades person – owner- finance/admin.</i>	

5.5 Critical records management

Identify the critical records for your business and their locations.



Where is your businesses information stored?

- Do you have a fireproof, crush-proof safe box to store (hard copy) critical documents?

- Do you have multiple back-ups of critical documents? I.e. have you scanned critical documents and stored these on a USB/hard drive, on the intranet, the cloud, or in password-protected section of your website?

- If you have documents on a USB/hard drive, is this safely kept offsite of your business?

Corporate knowledge/intellectual capital

- What is your organisation's corporate knowledge or intellectual capital? In other words, who knows what about your services and processes?

- How would you get this information if that person or persons were unavailable? Does anyone else know these answers/information? Is it written down anywhere? Do you have a succession plan?



Know where your organisation's information is so that if you are displaced from your office, you could at least partially resume business or take the steps to do so.



Critical records	Critical for your business			Location/Notes
	✓ Yes	✗ No	N/A	
Financial records				
• Bank statements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
• Payroll details	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
• Investment details	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
• Authorisations (who is authorised to make transfers/write cheques?)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Purchase orders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Blank cheques	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Property				
• Office lease	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
• Building deed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
• Building plan/map	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
• Physical plant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Insurance records				
• Property and contents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
• Workers' Compensation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
• Professional Indemnity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
• Public Liability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Governance Papers				
• Charter/governance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
• Board papers/minutes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Operating manuals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Procedure manuals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
IT technical recovery plans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
IT electronic records				
• Hardware inventory	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
• Software inventor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
• Data back-up	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Staff contact lists	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Contractor contact lists	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Customer contact lists	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Supplier contact lists	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	



Staff contact list

Name	Address	Contact number	In case of emergency contact person	In case of emergency contact number



Key clients/customers contact list

Name	Address	Contact number	In case of emergency contact person	In case of emergency contact number



Key supplier contact list

Name	Address	Contact number	In case of emergency contact person	In case of emergency contact number

5.6 Risk analysis

Disaster planning is no different to managing the risks in your workplace – it takes a systematic approach. Part of doing this is brainstorming all the possible ways in which things can go wrong and making contingency plans for this. However, you can't plan for every individual scenario; the plan would be endless.

It begins with **identifying** hazards that could cause harm to your business.

Places (and people) can be more or less vulnerable to particular hazards and disaster.





Where is your business located? In what district (see map)?

Once you have identified the district, write down your corresponding highest priority hazards (see table below):

District name

The following represents the highest priority hazards for each district as determined by the District Emergency Management Committees



Cyclone
Flood
Human epidemic
Bushfire
Road transport emergency



Cyclone
Flood
Human epidemic
Air crash
Marine transport emergency/oil pollution



Cyclone
Flood
Earthquake
Bushfire
Road transport emergency
Animal and plant biosecurity



Storm
Earthquake
Marine transport emergency/oil pollution
Rail crash - passenger
Human epidemic
Bushfire



Storm
Flood
Earthquake
Bushfire
Rail crash - passenger



Ex-tropical Cyclone
 Flood
 Earthquake
 Bushfire
 Storm
 Heatwave
 HAZMAT



Storm
 Flood
 Earthquake
 Bushfire
 Animal and plant biosecurity
 Marine transport emergency/oil pollution



Storm
 Flood
 Electricity supply disruption
 Bushfire
 Animal and plant biosecurity



Other than those listed above, are there any other types of emergencies that have occurred in your community, at your business, or nearby? For example: fire, flood, electrical out, bridge collapse, etc.

What can happen as a result of your location? For example: proximity to: flood-prone areas; hazardous material production, storage or use; major transportation routes; power plants, etc.



Mark here all the identified hazards likely to disrupt your business:

Hazard	✓ Yes	Hazard	✓ Yes
Air crash/air disaster	<input type="checkbox"/>	Land search	<input type="checkbox"/>
Collapse of infrastructure (e.g. bridge, building)	<input type="checkbox"/>	Liquid fuel supply disruption	<input type="checkbox"/>
Cyclone	<input type="checkbox"/>	Marine oil pollution	<input type="checkbox"/>
Earthquake	<input type="checkbox"/>	Marine transport emergency	<input type="checkbox"/>
Electricity supply disruption	<input type="checkbox"/>	Maritime search	<input type="checkbox"/>
Fire	<input type="checkbox"/>	Pests or diseases for animals or plants	<input type="checkbox"/>
Flood	<input type="checkbox"/>	Radiation escape from a nuclear powered warship	<input type="checkbox"/>
Gas supply disruption	<input type="checkbox"/>	Rail crash	<input type="checkbox"/>
Hazardous biological materials	<input type="checkbox"/>	Road crash	<input type="checkbox"/>
Hazardous chemical materials	<input type="checkbox"/>	Space re-entry debris	<input type="checkbox"/>
Hazardous radiological materials	<input type="checkbox"/>	Storm	<input type="checkbox"/>
Heatwave	<input type="checkbox"/>	Terrorist Act	<input type="checkbox"/>
Human epidemic	<input type="checkbox"/>	Tsunami	<input type="checkbox"/>



Case Study - Wheatbelt

A priority hazard in the Wheatbelt is rail crash due to the extensive rail network existing within or transiting through the region, hauling both goods and passengers. The district's heavy reliance upon the rail network has been identified as having the potential to cause significant economic loss during a disaster.

Predicated consequences:

- Likely deaths and injuries;
- high demands on health and emergency services;
- damage to the physical rail infrastructure;
- delays to industry;
- disruption to the supply of essential goods to communities;
- isolation of towns;
- interruption to the flow of tourism, and;
- emotional distress.



Now that you have identified hazards to your business, you need to assess how bad the result could be and the likelihood that it could happen

Consider what could happen as a result of each hazard. For example an emergency could result in the following: computer crash, loss of electricity, ruptured gas mains, water damage, smoke damage, structural damage, air or water contamination, building collapse, trapped persons, chemical release, reduced or no staff, equipment damage etc.

No.	Hazard	Impact area (e.g. office, building, town)	Likelihood level (Table pg 35)	What could happen as a result?	Consequence level (Table pg 35)	Risk level/ priority	Existing prevention/ preparedness controls	Existing recovery/ response controls
	<i>Water main burst in car park</i>	<i>Flooding to entire ground floor office</i>	<i>Possible</i>	<ul style="list-style-type: none"> • <i>Water damage cutting electrical supply</i> • <i>Water in IT system</i> • <i>Damage to flooring and equipment</i> 	<i>Extensive</i>	<i>High</i>	<i>Emergency evacuation procedures</i>	<i>Offsite back up of IT system</i>

Risk Rating Matrix

		Consequence				
People	Minor injury or first aid treatment	Injury requiring treatment by medical practitioner	Major injury/hospitalisation	Single death and/or multiple injuries	Multiple deaths	
Information	Compromise of information otherwise available in the public domain	Minor compromise of internal sensitive information	Compromise of information sensitive to operation of organisation	Compromise of information sensitive to organisation interests	Compromise of information with significant ongoing impact	
Property	Minor damage or vandalism to asset	Minor damage or loss of <5% of total assets	Damage or loss of <20% of total assets	Extensive damage or loss <50% of total assets	Destruction or complete loss of >50% of assets	
Capability	Minor impact. Minimal impact on non-core operations	Some impact on organisational capability	Impact on organisation resulting in reduced performance such that targets are not met	Breakdown of key activities leading to reduction in performance	Unavailability of critical skills/people	

				1	2	3	4	5	
				Insignificant	Negligible	Moderate	Extensive	Significant	
Likelihood	Chance	Probability							
	Expected to occur in most circumstances	>95%	E	Almost certain	Medium	High	High	Extreme	Extreme
	Will probably occur in most circumstances	>65%	D	Likely	Low	Medium	High	High	Extreme
	Might occur at some time	>35%	C	Possible	Low	Low	Medium	High	High
	Could occur at some time	<35%	B	Unlikely	Very low	Low	Low	Medium	High
	May occur only in exceptional circumstances	<5%	A	Rare	Very low	Very low	Low	Low	Medium

Risk level	Priority	Action
Extreme	1	Highest priority for immediate investigation and/or treatment.
High	2	High priority for further investigation and/or treatment.
Medium	3	Medium priority for further investigation and/or treatment
Low	4	Low priority for further investigation and/or treatment.
Very low	5	Managed by routine procedures

Regardless of the specific hazard or event, there are essentially only four outcomes that you need to plan for:

1. A temporary disruption of essential services i.e. electricity outage.
2. Workplace area is unusable or part of the business down. Some contents and material may be recoverable, some may not be.
3. Entire workplace is unusable or operations are down. For example, a fire destroys the structure and its contents.
4. Impact to the large geographic area, rendering the area uninhabitable for an unknown amount of time.



Case Study - Great Southern

Fire is an extreme risk for the Great Southern. The potential damage to private and commercial buildings and contents is significant and would be expected to lead to economic losses of a potentially catastrophic level.

The greatest risks to the district include:

- Loss of agricultural reputation;
- long-term displacement from the area;
- impact on culturally significant areas and buildings;
- loss of income, and;
- associated emotional stress.

5.7 Occupational safety and health obligations



Occupational Safety & Health Act 1984 (WA) (OSH Act)

General duties of employers towards their employees – Section 19.

Employers must, as far as practicable, provide a work environment in which employees are not exposed to hazards. Employers general duties include:

- Ensuring safe systems of work;
- provision of information, instruction, training and supervision;
- consultation and cooperation;
- providing personal protection, and;
- ensuring the safe use of plant and substances.

General duties of employees – Section 20.

Employees must take reasonable care for their own safety and health at work and avoid harming the safety and health of other people through any act or omission at work. Employees general duties including:

- Following the employer's safety and health instructions;
- using personal protection;
- taking good care of equipment;
- reporting hazards;
- reporting work-related injuries or harm to health, and;
- cooperating with the employer.



Duty of person in control or workplaces – Section 22

People who have any extent of control over a workplace must ensure, so far as is practicable, that the workplace and all entrances and exits are safe so that people may enter, leave and use the workplace without exposure to hazards.

Occupational Safety & Health Regulations 1996 (WA)

Emergency egress from workplaces - Regulation 3.8

The business must ensure that everyone at the workplace can safely leave the workplace in the event of an emergency.

Fire precautions - Regulation 3.9

The business must provide maintained and efficient portable fire extinguishers that are accessible and near the fire hazard.

Evacuation procedures - Regulation 3.10

The business must make sure there is an evacuation procedure in place to protect any person at the workplace in the event of an emergency. The evacuation procedures must be displayed in a prominent area in the workplace. There must be prominently displayed evacuation diagrams showing the location of exits. Emergency evacuation planning must take place to so that everyone knows what to do in the event of an emergency. Regular evacuation drills must be practiced. Workers must be assigned clear roles and responsibilities in the event of an emergency – make sure they are trained to fulfil those key roles, including the use of a fire extinguisher. The business must have a defined main and alternative assembly point.

First aid - Regulation 3.12

Employers are to provide first aid facilities. The first aid facilities provided must reflect the hazards of that working environment.

The business must consult with their workers in relation to the hazards and risks of the business to determine the contents of first aid boxes, the number of first aid boxes and where they should be located for easy access. The first aid box must be clearly marked and well maintained.

As an employer, you must also decide on the number of people to be trained to administer first aid considering the types of hazards, the number of employees and the layout of the workplace.

5.7.1 Emergency Management Team

The business's Emergency Management Team (**EMT**) has been documented on page 22.

The EMT is responsible for planning and coordinating emergency evacuations. The EMT manager will gather the EMT and determine whether the emergency exists.

An emergency exists when there is potential for:

- Destruction of, or severe damage to the workplace premises making use impossible (e.g. fire, flood, collapse, contamination);
- an external event preventing access to workplace (e.g. emergency evacuation, weather conditions);
- loss of essential services (e.g. power, phone, computing), and;
- an event which prevents key business processes from continuing (e.g. human epidemic, heatwave).

The EMT manager will direct and control the response actions.

5.7.2 Emergency evacuation

Emergency evacuation diagrams are essential at your place of business. They should clearly show information to your workers and other people at your workplace about how to evacuate safely, including where to find fire fighting equipment, exit routes and assembly points. They must be displayed in the workplace so that everyone can see them.

For those situations that have potential to cause harm to people at the workplace if they are not evacuated from the area immediately, the EMT will sound an alarm and instruct everyone to evacuate via the nearest fire exit and muster at the assembly point.



The emergency assembly point is located here:

The alternative assembly point is here:

Everyone is to remain at the assembly point until instructed to return to the workplace or otherwise. In most situations where staff have been evacuated they will be able to leave the affected area by the means they arrived (for example: by car if they drove to work, or via public transport). In some situations however this may not be possible and so the EMT in their emergency management planning should also consider what alternative transport options may be available.

Emergency evacuations should be practiced twice a year, as a minimum.

5.7.3 Fire fighting

There are fire fighting equipment located at the workplace, as noted on the Emergency evacuation maps. They may include fire extinguishers, hoses and blankets.



The location of fire fighting equipment:

5.7.4 First aid

If a person at work suffers an injury or illness in the workplace, treatment provided to the person before professional medical assistance arrives is first aid.



The first aid officers for your workplace are

Name	Position	Telephone number	Mobile number

The location(s) for the first aid box are:

The closest medical or emergency service is:

For all medical emergencies, call 000 for an ambulance.

5.7.5 Vacating the workplace in preparation for an emergency event

There are certain hazards, particularly natural hazards, that result in community warnings being issued prior to an emergency event. In these circumstances, workers may be required to vacate the workplace before the emergency event has occurred. Such events may include a cyclone or flood.

See page 18 for these community warnings.

The EMT will coordinate the preparation of the workplace for vacating.

When preparing the workplace for vacating in preparation for a disruptive event, prepare your workplace following this checklist:



Electricity

Do we need to disconnect electricity in preparation for this emergency event? Y N

If yes:

- Disconnect electrical appliances.

Appliances that must be disconnected (list)	Location of appliance

- Turn off your power mains switch.

Location of mains switch:

- If you have a circuit breaker, switch each circuit breaker to the OFF position

Location of circuit breaker switch:

Gas

Have you been directed to disconnect gas supply in preparation for this emergency event? Y N

If yes:

- Close the main gas valve. The valve is generally located on the gas piping just prior to its entry into the gas meter.

Location of gas valve:

- If a flood is imminent, gas cylinders/bottles should be tied down or disconnected and moved above flood line.

Water

Do we need to disconnect the water supply in preparation for this emergency? Y N

If yes:

- Close the main water valve which is usually found on the main water line where the water supply enters your workplace property at the water meter.



Location of water valve:

In the case of a flood or storm:

- Place a strong plastic bag full of sand in the toilet bowl to prevent a back flow of sewerage.
- Place a strong plastic bag full of sand over shower drain openings.

Equipment

Do we need to pack up our equipment in preparation for this emergency? Y N

If yes:

- Pack up and take plant and equipment vital to the continued functioning of the business.
- Pack up and take any paper based documents vital to the continued functioning of the business.
- Pack up and take IT equipment vital to the continued functioning of the business.

Records

Do we need to pack up our records in preparation for this emergency? Y N

Go to page 27 for the list of critical records and locations.

Yard

Do we need to pack up the yard? Y N

If yes:

- Secure or remove loose material and rubbish from around your workplace.

5.7.6 Emergency kit

Have an emergency kit prepared which includes:



- Portable, battery operated am/fm radio
- Waterproof torch
- New spare batteries
- First aid kit with manual
- Medical supplies, toiletries, sanitary supplies
- Laptop computer with charger
- Rubber or leather gloves
- Mobile phone and charger (preloaded with emergency and staff contact numbers)
- Floor plans of your business premises
- Cash, eftpos/credit cards
- Emergency contact numbers
- Extra vehicle keys and workplace keys

The location of the emergency kit is:

5.7.7 Relocation

It may be that you and your staff are required to leave your workplace and relocate to a safer location.



Location of provisional evacuation centre (*note that the hazard management agency (in charge of the emergency response) may direct communities to a specific centre):

5.7.8 Working from home or another office (office based workers)

Working from home or another office has to be planned; it can't be haphazardly implemented in an emergency. A business should have a policy (or defined process) that addresses working from home or another location if required before, during or after an event.

Check you have appropriate Workers' Compensation insurance and related documents such as an Injury Management System.



Information and process to complete

At a minimum you want to record the following:

Name:

Address where the employee will be working:

Phone number where the employee will be working:

Days and hours the employee will be working:

Safety rules

It is a condition of the agreement to work at home that employees must:

- Maintain their home work areas to ensure the following housekeeping and safety standards at all times;
- fix and report any problems immediately, and;
- follow all relevant policies and procedures as they would when working in the corporate office.

Housekeeping and safety standards

Home offices

- Computer and phone cables do not trail over the floor;
- seating and desk areas are suitable for the task (ergonomically sound);
- areas around equipment are clean and tidy, and;
- floor coverings and carpets are not worn or damaged.

Emergency response

- There is an appropriate first aid kit in the home work area, and;
- there is a ready means of communication to seek assistance in the event of an emergency.

The employee must be informed of and comply with the following:

Working hours

- Employees must work only those hours they are authorised to work and record hours worked from home (send recordings to manager on a regular basis);
- employees understand that they must notify their manager by SMS or email when they commence and finish working each day, and;

- employees understand that when they are working at home, work hours must be dedicated to work activities and that any breaks taken for domestic activities are not considered “work time”.

Hazard identification and risk management

- Employees must understand that hazards in the home work area must be identified and controlled as quickly as possible, and;
- employees understand that if they experience any accidents, injuries or pain when working from home, they must report these to their manager as soon as possible.

5.7.9 Response for human epidemic

In the case of a human epidemic, staff are to remain working and attend their normal workplace (unless on approved leave)



Remember

A human epidemic is the rapid spread of infectious disease to a large number of people in a given population within a short period of time. Recent examples of epidemics have included the Middle East Respiratory Syndrome (MERS), swine flu, avian flu and the Ebola virus. These have the potential to overwhelm already stretched health resources

Working from home during a human epidemic may be approved (by _____), only if:

- There is a recommendation from a Health Department to increase social distancing and remote working allows this;
- schools and caring facilities have been closed requiring staff to stay home to provide care;
- public transport is closed and some staff cannot get into work, or the risk of staff being infected through the use of public transport, and;
- staff member is caring for a sick family member.

Influenza human epidemic

Every year thousands of Australians catch influenza (the flu). The costs of the flu to small businesses are significant, even though most people recover quickly and only take a few days off work.

However, have you considered if a strain of flu developed that was so severe that up to 50 per cent of your staff could not come in to work for weeks, either because they were sick or they were looking after family members?

How will it affect my business?

A human epidemic may:

- Arise rapidly and spread quickly;
- make people very ill and cause fatalities;
- generate unprecedented levels of fear and panic;
- occur in several waves, each lasting for several months;
- require government, business and many community agencies to be involved in a whole-of-society response;
- result in health care services not being able to provide direct care in some cases, and;
- result in very high staff absence rates for some periods during the human epidemic.

How will I know what to do in an outbreak?

If an influenza human epidemic strikes, health officials will issue information and warnings through the media and official websites.

Strategies like 'social distancing' (i.e. limiting interaction among groups of people) will be encouraged. This means that people will be encouraged to stay at home and avoid public places where large numbers of people gather. Child care centres and schools might close temporarily as viruses spread rapidly among children in close contact with others. Such possible closures and restrictions might have an impact on your business.

A human epidemic will not be a short, sharp, localised disruption, like most disasters. It will be widespread and may last for several months.

If you provide key services for the community or other businesses, it is important that you are able to continue to deliver these. Emergency management and overall recovery will be greatly assisted if such services are available without significant interruption during a human epidemic.

For businesses that do not provide key services, you might like to plan for how you could best cope if you were to scale down your operations or close during a human epidemic (this is the worst case scenario for businesses as many businesses may continue to operate).

Steps you can take to be better prepared for a human epidemic:

Nominate an emergency management team member to prepare your business for a human epidemic.



Nominated EMT Person is:

Plan for staff absences

Arrange for staff to learn other peoples' jobs, especially the important ones, so that there are a number of people who can back-fill the positions of those who are away.

Establish working from home policies or processes where possible.

- Liaise with HR/OSH about working from home policies;
- establish a working from home policy, and;
- identify succession planning activities needed for key roles/people.

Consider human resource issues

Update your leave policies (e.g. sick leave, carers leave and other provisions) and advise staff about staying away from work if they are ill during a human epidemic. Concern about lost wages might make it difficult for some to stay at home, even if they are sick. Staff might also need to stay home to care for family, particularly children.

- Update leave policies, and;
- communicate information to staff about reporting illness early and relevant policies and procedures.

Decide if your business will stay open or close in a human epidemic.



Remember if you provide an essential service for community functioning, you should make every effort to stay open.

Ask yourself:

- Do we have appropriate insurance coverage?
- what are the terms applicable?
- at what point might we close temporarily?
- if we stay open, what risks are present for employees?
- how would we manage these?
- can we utilise online and mobile platforms to reduce physical exposure? Can staff work from home?
- Do we have the necessary infrastructure to cope?

Encourage good personal hygiene practice.

You don't need to wait for a human epidemic to practice good hygiene that could reduce the spread of infection. Encourage good coughing/sneezing etiquette and ensure you have a good hand washing facilities. Your business premises, especially hard surfaces, such as door knobs, sinks, railings, and counters, should be cleaned regularly. You should also ensure a well-ventilated work area and check that your air conditioning is serviced regularly.

5.7.10 General Emergency contact numbers**Emergency numbers**

Police, fire ambulance (for life threatening emergencies)	000
WA police assistance (for attendance)	131 444
State Emergency Service (SES) assistance	132 500

Nearest Hospital

Crime Stoppers (anonymous reporting)	1800 333 000
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Road conditions

Road Conditions Main Roads WA	138 138
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 **Local shire/council****Utilities**

Western Power – faults and emergencies	13 13 51
Horizon Power	132 351
ATCO Gas - leaks, faults and emergencies	13 13 52
Water Corporation - for burst water mains or major leaks	13 13 75
Telstra - telephone faults and technical issues	13 22 00

Other services

Australian Red Cross	1800 246 850
Centrelink	13 28 50
Lifeline	13 11 14
Homeless Advisory Service, Department of Communities (8am-5pm Monday to Friday)	1800 065 892
Insurance Council of Australia	1300 728 228
Department of Communities - Child Protection and Family Support	9223 1111 Country free call (8am to 5pm Monday to Friday) 1800 622 258 (after hours country free call 1800 199 008)
RSPCA WA	9209 9300
Wildcare helpline - Parks and Wildlife Service	9474 9055
National Security hotline	1800 123 400



5.7.11 Business specific emergency numbers (alphabetical order)

Type	Company	Contact person	Email	Phone
Air conditioning (heating or cooling)				
Building - landlord/agent				
Building - repairs				
Business equipment - photocopier/ printer				
Business equipment - other				
Computers - hardware systems				
Computers - maintenance				
Computers - software systems				
Electrician				
Electricity supplier				
Fire detection equipment (alarms/sensors)				
Gas supplier				
Generator(s) or back-up power supply				
Insurer/Broker				
Locksmith				
Mail services/ post office				
Plumber				
Security system				
Telephone provider				
Water supplier				
Neighbouring businesses				
Workplace doctor				

5.8 Communication strategy

Communication plans should be broken into two phases:

1. An emergency response phase
2. Recovery phase.

5.8.1 Emergency response phase

In an emergency, communicating and having an established communication plan can save lives.

When an emergency occurs, the need to communicate is immediate. Communications are needed to report emergencies, to warn personnel of the danger, to inform stakeholders, to action responses and to keep employees informed about what's happening.

If business operations are disrupted, customers will want to know how they will be impacted. Regulators may need to be notified and local government officials will want to know what is going on in their community. Employees and their families will be concerned and want information. All of these "audiences" will want information before the business has a chance to begin communicating.

The first step is to ask the following questions:

1. Who needs information?
2. What information is needed? Content?
3. How will the information be provided? Channel?

Step 1: Who needs information?

Understand who the audience is that a business needs to reach during an emergency. There are many potential audiences that will want information during and following an incident (i.e. clients, employees, authorities) and each audience may need slightly different information. You need to identify potential audiences, determine their need for information and then identify who within the business is best able to communicate with that audience.

Potential audiences applicable to your business include:

- Employees and their families, and;
- company management, directors and investors
 - Customers/Clients
 - Suppliers
 - Local Government, regulators and other authorities
 - Insurer

Step 2: What information is needed? Content?

What information is critical for people to respond/evacuate:

- What is happening;
- what they need to do /what action is being taken, and;
- updates.

Step 3: How will the information be provided? Channel?

Maintaining clear communications between the emergency management team, executives, employees, customers, and shareholders is critical during a disaster.

Today's technology allows for a number of options to ensure that timely, accurate updates are being delivered. The method of communication may vary by audience.

Employees and others on site

Internal alerts may be sent using:

- Overhead building paging systems;
- email, and;
- voice messages or text messages to cell/smartphones.

With instructions to evacuate the building and relocate to assembly points, updates on the status of the situation, and notification of when it's safe to return to work.

Employees off-site

Employees may be offsite during an emergency, such as at home or at an external site. It is vital to reach them quickly and discreetly. Due to the variability of time and location, the best method of contact is typically a phone call or text message.

If your organisation subscribes to a mass notification service, sending an alert may be one way of initial contact, or you may choose to develop a manual call tree or text tree.

Customers and shareholders

Customer and shareholder communications typically are much less frequent. While it is critical to be able to reach out to the broader audience, timing is more on a as needed/as available basis for these groups.

Social media platforms like Twitter, Facebook and LinkedIn are very valuable. They allow you to reach a very broad audience that is connected to your organisation and allows for both existing consumers of company information as well as new subscribers to access updates. Updating your corporate website with a news alert on the homepage can also assist with an understanding if there are delays because of the incident.



Who is in charge of updating the organisations social media account(s)?

Who is in charge of updating the organisations website?



To ensure that your telephone call gets through during an emergency or disaster, here are things to consider:

It is important to keep in mind that during an emergency, many more people are trying to use their mobile and landline telephones at the same time when compared to normal calling activity. When more people try to call at the same time, the increased calling volume may create network congestion.

Recommended Practices for All Users

- Limit non-emergency phone calls. This will minimise network congestion, free up “space” on the network for emergency communications and conserve battery power if you are using a wireless phone;
- keep all phone calls brief. If you need to use a phone, try to use it only to convey vital information to emergency personnel and/or family;
- try text messaging when using your mobile. In many cases text messages will go through when your call may not. It will also help free up more “space” for emergency communications on the telephone network;
- if possible try a variety of communications services if you are unsuccessful in getting through with one. For example, if you are unsuccessful in getting through on your mobile phone, try a messaging capability like text messaging or email. Alternatively, try a landline phone if one is available. This will help spread the communications demand over multiple networks and should reduce overall congestion;
- wait 10 seconds before redialing a call;
- have a car-charger/adaptor available for backup power for your mobile phone;
- maintain a list of emergency phone numbers in your phone;
- if in your vehicle, try to place calls while your vehicle is stationary, and;
- if you have Call Forwarding on your home number, forward your home number to your mobile number in the event of an evacuation. That way you will get incoming calls from your landline phone.

Recommended practices for people with disabilities

- If you have a personal carer, work with that person to decide how you will communicate with each other, such as by mobile phone, if you are separated during an emergency;
- Consider getting a medical alert system that will allow you to call for help if you are immobilised in an emergency. Most alert systems require a working phone line, so have a back up such as a mobile phone if the landlines are disrupted; and
- Learn about other devices such as personal digital assistants (PDAs) that can help you receive emergency instructions and warnings from local officials.

5.8.2 Recovery phase

Three rules of recovery communication:

1. Is it relevant?

People affected by disaster are often overwhelmed by huge amounts of information.

Following an emergency, people want to know:

- What is happening with the recovery process;
- what support is available, and;
- what they can do if they have questions, concerns or complaints.

If material does not address one of these three broad categories, ask yourself: does it actually need to be sent?

2. Is it clear?

After an emergency, people often have trouble remembering or understanding information.

It is not appropriate to use jargon, overly complicated or technical language.

- Short, sharp amounts of relevant and practical information is best;
- ensure there is a clear 'call to action' in the communication (what does the person actually have to do?);
- ensure that there are formats available for people with a sensory impairment, and/ or people from culturally and linguistically diverse (CALD) backgrounds, and;
- when using text based communications, ensure the font and size of the text is readable.

3. Is it targeted?

The method of communication you use should fit the audience. Know your audience and the best way to reach them.

Just because you can send information or use a certain communication channel doesn't necessarily mean you should.



Practical challenges in a post emergency situation

- No electricity;
- no internet connection;
- no printers;
- no office or 'traditional' work place;
- dispersed population (possibly for extended periods);
- road blocks;
- spontaneous volunteers;
- lack of mapping/population figures;
- destruction of infrastructure;
- public transport system disrupted;
- decline in personal security } local staff injured or unable to work;
- high media interest;
- remaining debris/destruction;
- health risks associated with exposed remains (human or animal);
- possible leadership vacuum in community;
- little or no physical infrastructure to house your operations;
- potential crime or looting;
- little or no food outlets in area;
- no radio towers or people unable to access radio, and;
- disruption to mail, or mailboxes destroyed.

5.9 Plan testing

To ensure that all your preparations for responding to and recovering from an emergency actually work in reality, you need to test it!

5.9.1 Desktop review

The desktop review is usually the first test you should do and involves examining and reviewing the documents.



- All documents are complete
- All details are relevant to the business
- The hazards identified are current
- Business impact has been assessed
- Resources identified are serviceable and available
- All responsible people know their role, and are prepared to assist

5.9.2 Desktop simulation

The desktop simulation involves a discussion based table top exercise to discuss roles and responsibilities against a probable scenario the business may face. It reviews the processes and procedures that would be used in a real emergency and will detect issues that may exist. Make sure you don't just focus on emergency response, but also on business continuity. It will help you determine how much your workers understand their roles, and will identify areas requiring improvement or further training.

5.9.3 Notification and call out communication test



- Verify that call out lists are accurate and current
- Update names, titles and phone numbers

This test will also provide real time results of how quickly people can respond during the activation of your plan.

5.9.4 Live scenario

This functional exercise generally simulates a specific emergency, and involves specific employees testing their ability to fulfill responsibilities in a realistic way. This robust testing required significant time and resources.

5.10 Continuous review

After all types of testing, your plans must be updated to reflect the lessons learnt during these exercises, as well as after any actual hazard events.

Your plans will also need to be reviewed:

- When there is a change in the business (e.g. new or withdrawn products or services);
- when changes to management or other key personnel have occurred;
- after identifying new hazards;
- if your physical worksite, infrastructure or workforce population has altered, and;
- formally, on an annual basis.

If gaps or deficiencies have been identified after a test, exercise or review, the business continuity plan should be updated by the responsible Emergency Management Team members.

6.0 After a disaster

6.1 Returning back to the workplace

- Wait for the 'all clear' from emergency services before going into an affected area;
- before entering your workplace, ask authorities if it is safe to do so;
- if your workplace property has been badly damaged, stay out until a building inspector or engineer has checked it;
- check that all electrical, gas and water services are switched off or disconnected;
- check for potential danger such as snakes, spiders or other animals;
- use a torch when entering your workplace – never use matches, cigarette lighters or naked flames due to potential of flammable gas;
- wear rubber soled shoes and rubber or leather gloves, and;
- before using your electrical equipment, have them checked by a licenced electrician.

The clean up

Make sure all gas and electricity supplies are turned off. Protect yourself by wearing protective clothing and covering any open wounds you have before you start cleaning.

Clean up kit

Do you have:



- Rubber gloves
- Goggles
- Water resistant clothing, preferably long trousers to protect legs from sharp objects
- Protective enclosed shoes
- Insect repellent (particularly if cleaning up after a flood)
- Disinfectant

Salvaging workplace items

It is important to thoroughly wash and disinfect every part of your workplace that has been inundated with floodwaters.

General



- Wash all surfaces with disinfectant
- Remove or bury rubbish, decaying vegetation and driftwood
- Bury any faecal matter or sewerage
- Consult your Safety Data Sheets (SDS) for clean-up instructions for your hazardous substances.
- Carpets left on the floor is at risk of mould, decay, mildew and warping so removal may be necessary
- Use electrical items only if the power supply has been reconnected and appliances have been checked by a qualified licenced electrician
- Clean and disinfect the refrigerator
- Wash all dishes

Insurance

It is important to contact your insurer, request an assessment and specific advice relating to your policy before discarding, authorising repairs or cleaning any damaged property.

To assist with the claims processes, take photographs, video footage and make an inventory of your property and contacts and list brands and models of electrical appliances impacted by the disaster (i.e. floodwater)

Recovery checklist



Action	Tick when complete
Reconstruct financial records	<input type="checkbox"/>
Establish cash position	<input type="checkbox"/>
Prepare forecasts	<input type="checkbox"/>
List assumptions	<input type="checkbox"/>
Conduct overall damage assessment	<input type="checkbox"/>
Contact insurance company	<input type="checkbox"/>
Source any available government assistance	<input type="checkbox"/>
Communicate – employees, customers and suppliers	<input type="checkbox"/>
Offer mental health assistance	<input type="checkbox"/>
Contact banks/ATO etc, advise situation, seek deferments	<input type="checkbox"/>
Reassure customers	<input type="checkbox"/>
Revisit cancellations and postponements	<input type="checkbox"/>
Maintain customer service standards	<input type="checkbox"/>
Take charge of each emerging situation – show overall leadership	<input type="checkbox"/>

6.2 After each incident

After every incident, a standard set of tasks must be done. These have not been repeated under each risk, but they must still be done:



- Return all operations and services to their original form
- Contact all affected business units and suppliers to advise them that the incident is over and things are back to normal
- Thank everyone involved, preferably by personal phone call or email
- Review the way we managed the incident, and consider if we need to change anything – if so, change it in this document too.

6.3 How to support your employees after a traumatic event

Traumatic events such as; witnessing a fatal incident, being involved in an accident, or being affected by natural disasters can disrupt lives both physically and psychologically, creating intense emotional distress for those affected.

Employers play a vital role in assisting and supporting their employees in the aftermath and in the days, weeks and months following a traumatic event.

It is important to be aware that everyone will respond differently and individuals may need different levels and types of support.

If an event/incident has adversely affected your workplace more broadly, here are some useful tips for employers to consider:

- If possible and when appropriate, try to establish normal routines as soon as possible. This aids recovery by providing people with an opportunity to be active and return to a sense of normalcy;
- if needed, consider additional time away from the workplace at home to spend time with family. Remember though some affected people prefer to return to the 'normalcy' of work and its support structures;
- establish an open door policy that allows people to seek the appropriate care when needed;
- create a workplace environment that allows people to talk amongst themselves about fears and hopes related to the event. Openly sharing with others has been known to promote personal recovery. There is also comfort in a shared community supporting one another;
- be mindful and respectful of individual needs. Remember that there is no right or wrong way to feel;
- maintain communication if an employee is away from the workforce for any length of time;
- develop return to work plans for those who have a physical or psychological injury;
- give employees assurance that affected individuals or families can be supported through the business Employee Assistance Program (if you have one), and;
- provide simple and accurate information on how to access other free support services available (i.e. beyondblue, SANE, lifeline).



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