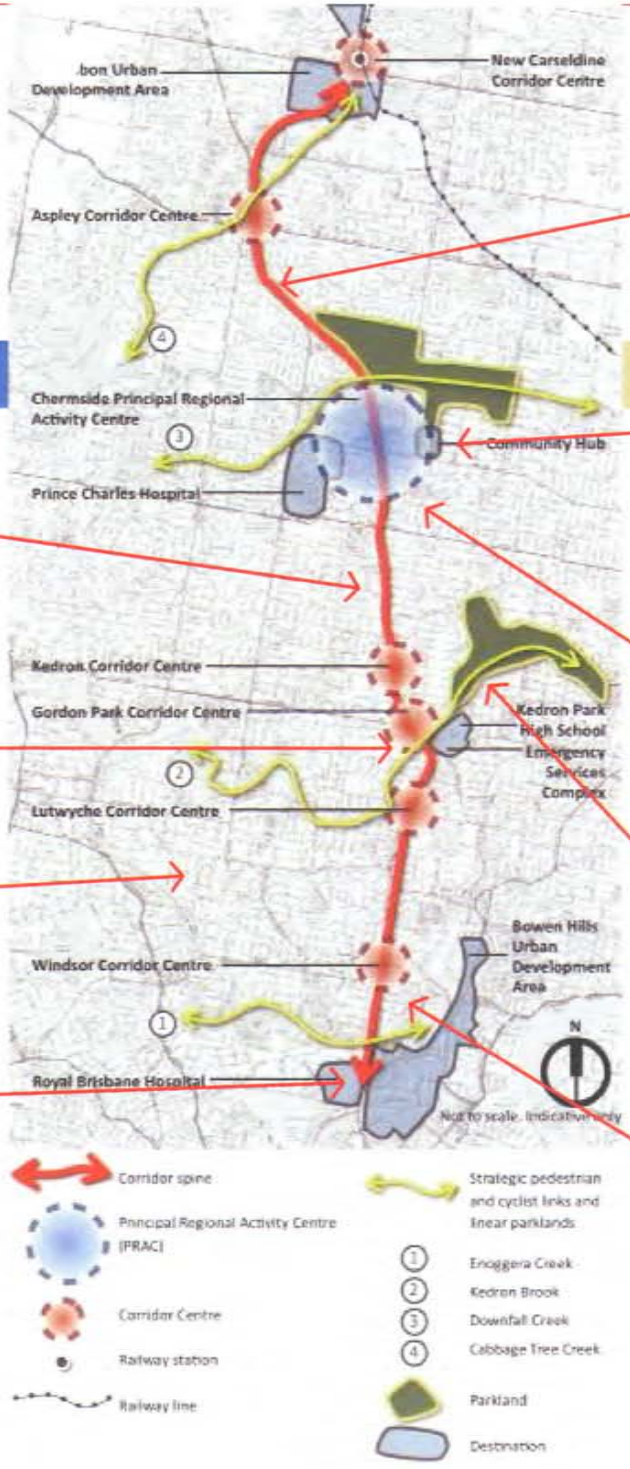
# Nodes & Corridors Planning Approach

Provides certainty for the community about where development will be concentrated

Concentrate infrastructure planning in and around transport corridors - predictability

Provide certainty by identifying appropriate areas for a prescribed low growth area

Business attraction in major employment areas




Whole of corridor planning & co-ordinated activity

Community facilities protected and enhanced by better connectivity and accessibility

~~Competency based network~~ planning - linked with required infrastructure e.g. WBTNI for Ferny Grove and Northern Busway corridors

Parks and recreation assets continue to serve Green Heart Neighbourhoods and Growth Corridors

Level of Assessment calibrated to facilitate Development Assessment processes

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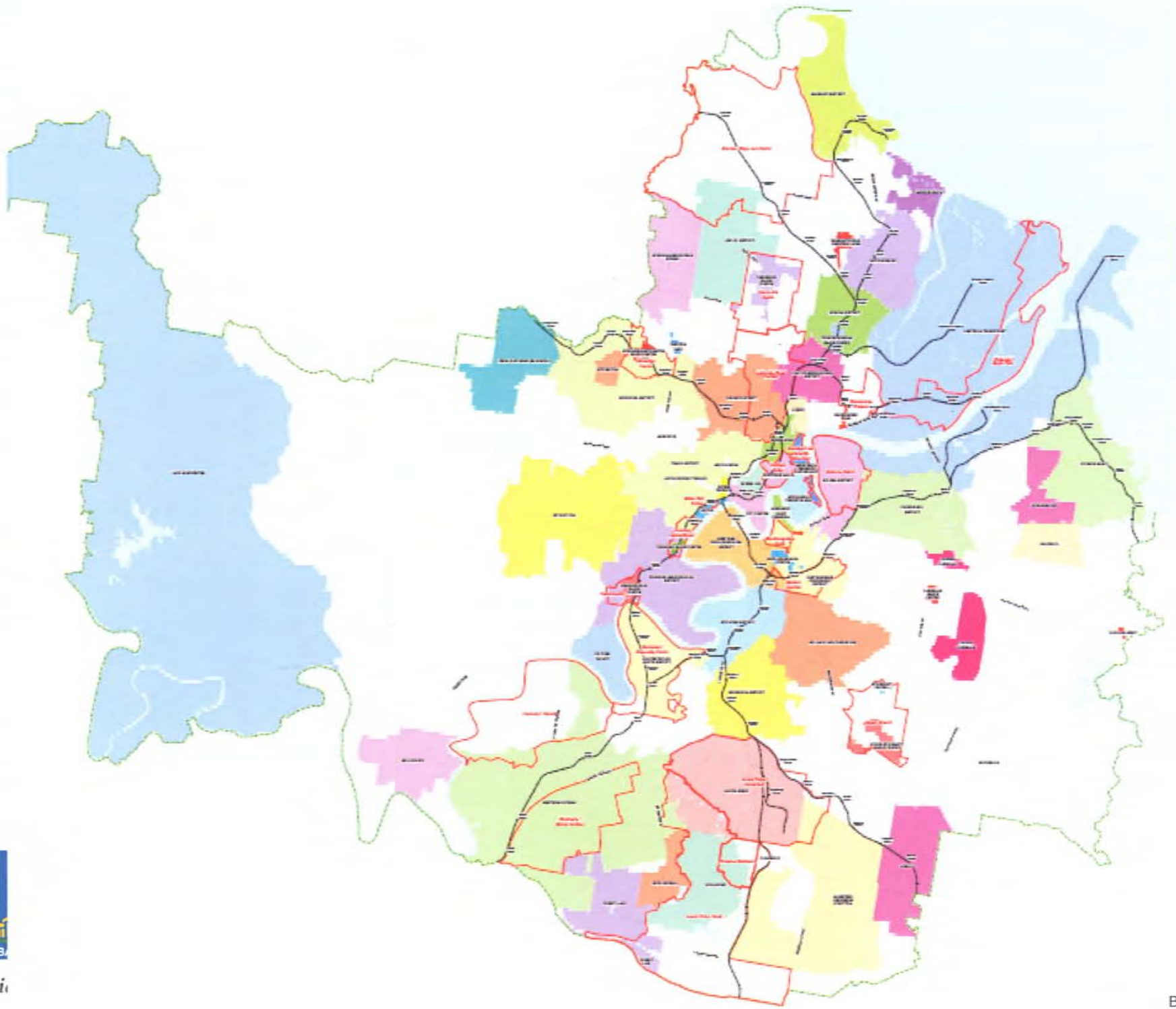

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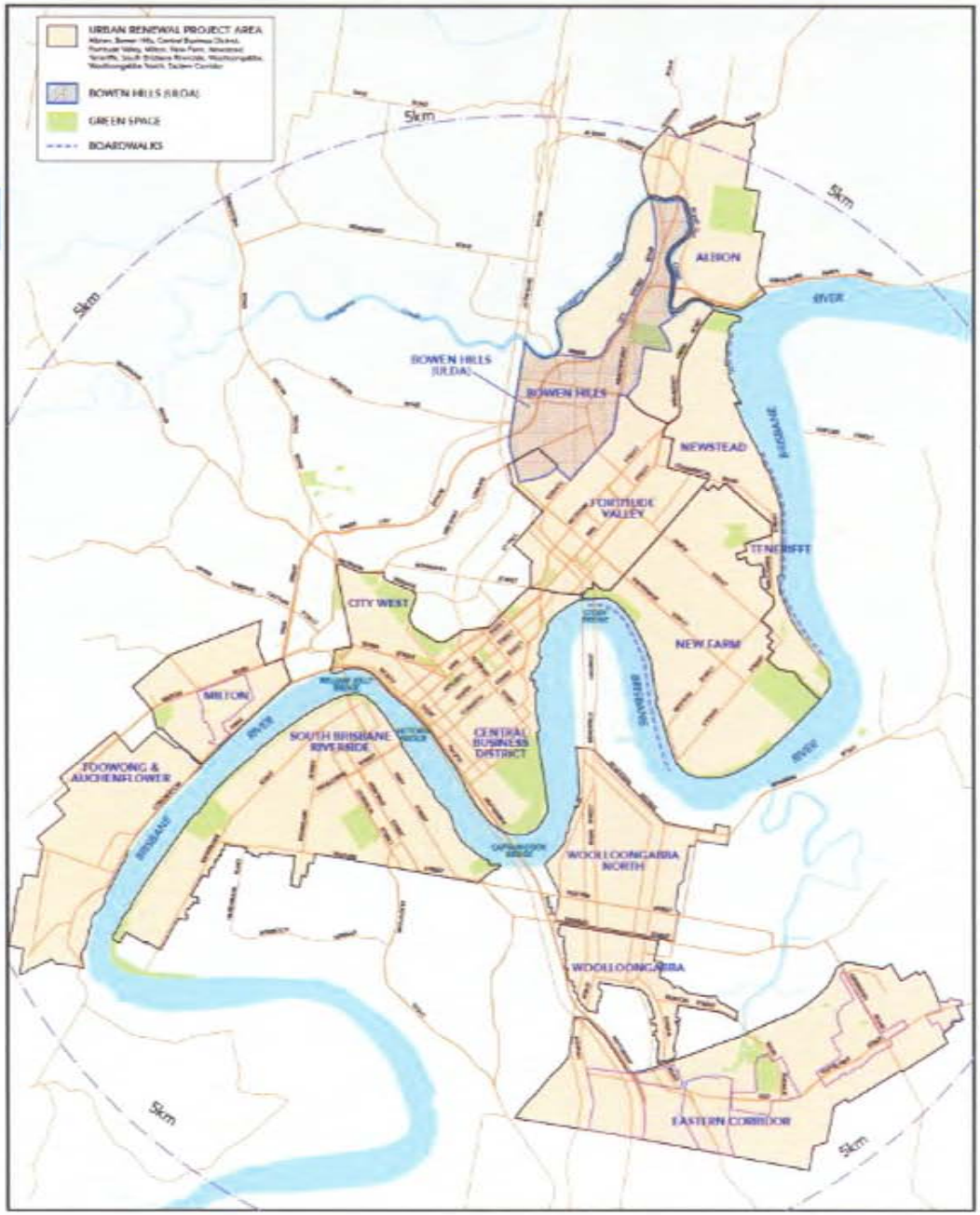
# URBAN RENEWAL BRISBANE

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# Chronology of Town Planning Flood Controls

- Planning controls in Brisbane are intended to protect personal safety as a first priority and then to minimise property damage
- BCC has regulated development in floodable areas since 1965

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# Chronology of Town Planning Flood Controls

## 1965 Town Plan

- The 1965 Town Plan included 'Drainage Problem Areas' declared by resolution and mapped as an appendix because land:
  (a) is so low-lying; or
  (b) is so affected, whether frequently or infrequently, by floods; or
  (c) is, or forms part of an area which is so difficult or expensive to drain
- By 1978, 54 plans had been adopted. These maps did not relate specifically to river flooding.

## 1978 Town Plan

- The 1978 Town Plan introduced two new maps 'Areas Subject to Flooding'. Designated areas affected by 1974 floods and set minimum habitable floor level for all development.
- Introduced provisions relating to the maps and requiring permission from Council for various forms of development in Areas Subject to Flooding.
- The 'Brisbane River Floods – Restriction on Residential Use' Policy was adopted by Council on 5th December 1978. This policy introduced the 3.7mAHD Port Office Gauge level requirement for habitable floor levels
- The adoption of Administrative Policy no. AP065 in October 1978 established the basis for regulating habitable floor levels in areas prone to Brisbane River Flooding through planning and building controls

## 1987 Town Plan

- Local Planning Policy 20.01 adopted in 23 June 1987 required any application for consent for residential purposes to be clear of flood waters that would achieve 3.7mAHD at the Brisbane Port Office Gauge at a 1% probability of recurrence.
- Not all new houses required consent from Council, most were permitted development and did not require a development application.

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# Chronology of Flooding Controls

## 1996 Subdivision and Development Guidelines

- A recommendation of the Lord Mayor's Taskforce on Suburban Flooding was to 'strengthen and enhance' land use controls to ensure no adverse impacts from flooding. This recommendation was reflected in the Subdivision and Development Guidelines
- Updated by Council Resolution in 2003 to include the DFL (defined flood level) as the minimum habitable floor levels for Houses and MUDS. The DFL reaches 3.7mAHD at the Brisbane Port Office Gauge.

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# Chronology of Flooding Controls

## City Plan 2000

### Houses

- All new houses in Brisbane are required to achieve compliance with the House Code which sets minimum floor levels for Brisbane River flooding at Q100 plus 500mm (habitable) and Q50 plus 300 mm (non habitable)

### Other Development

- Subdivision and Development Guidelines contains the minimum habitable and non habitable floor level requirements for all development.
- Stormwater Management Code - to integrate planning, design and implementation of the two distinct components of stormwater management, i.e. water quantity and water quality.
- Additional flooding requirements in Local Plans and other Codes, however they reflect the Subdivision and Development Guidelines.

**State Planning Policy 1/03 Mitigating the Adverse Impacts of Flood, Bushfire and Landslide -** The local government must comply with 'State Planning Policy 1/03 Mitigating the Adverse Impacts of Flood, Bushfire and Landslide'. The Council complies with the SPP via our adopted DFL in the Subdivision and Development Guidelines.

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# Zoning

- The City is divided into a range of zones:
  - Residential
  - Commercial
  - Industrial
  - Green Space
  - Special use
- Many zones are based on historic land use decisions dating back to the 50s, 60s and 70s

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# Basic Tools

- Strategies fall into:
  - Defend
  - Adapt
  - Retreat
- Zoning for land use
- Overlays to impose generic controls and requirements
- Conditions on development
- Enforcement for illegal uses or non-compliance with conditions
- Buy back
- Community consultation

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# Zoning

- For each zone we identify:
  - Self assessable uses – must meet set criteria in a code but subject only to building approval (building certifier)
  - Code Assessable uses (sometimes advertised) - approved by BCC subject to meeting requirements
  - Impact Assessable uses – approved by BCC, subject to public scrutiny and third part appeals

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# Low Density Residential Area
# Assessment table

| Self Assessment | | Applicable Codes |
|---|---|---|
| 1. | **Commercial Character Building Activities** (except Restaurant) where in a Commercial Character Building and complying with the Acceptable Solutions in the Commercial Character Building Code | Commercial Character Building Code |
| 2. | **Home Business** where complying with the self assessable Acceptable Solutions in the Home Business Code | Home Business Code |
| 3. | **House** where complying with the Acceptable Solutions in the House Code (whether or not involving extensions or renovations exempt from assessment against the Residential Design—Character Code and/or Residential Design—Small Lot Code) | House Code |
| 4. | **House**:<br>• Where on a lot less than 450m² or with an average width less than 15m, or on a rear lot less than 600m² (excluding access way); and<br>• Where complying with the Acceptable Solutions in Part 1 of Residential Design—Small Lot Code | House Code and Residential Design—Small Lot Code |

| Code Assessment | | Applicable Codes |
|---|---|---|
| 1. | Operational work for **Filling or Excavation** | Filling and Excavation Code |
| 2. | Building work (including demolition) on the site of a **Heritage Place** or within a **Heritage Precinct** where not impact assessable[2] | Heritage Place Code (this Code contains full details of when building work is code assessable) |
| 3. | Building work, operational work or reconfiguring a lot on land adjoining a **Heritage Place** or a **Heritage Precinct**[1] | Heritage Place Code |
| 4. | **House** in the **Demolition Control Precinct** where on a | Residential Design—Character Code |
| | **Multi-unit Dwelling** (where a registered boarding house) | |
| 3. | **House** where not complying with the Acceptable Solutions in the House Code | House Code (and Residential Design—Character Code, if in the Demolition Control Precinct) |
| 4. | **Landing** | Landing Code |

| Impact Assessment | | Relevant Codes |
|---|---|---|
| **Generally appropriate** | | |
| 1. | **Child Care Facility** | Child Care Facility Code |
| 2. | Building work, operational work or reconfiguring a lot on the site of a **Heritage Place** or within a **Heritage Precinct**[2] | Heritage Place Code (this Code contains full details of when development is impact assessable) |
| 3. | **Home Business** where not complying with the self assessable Acceptable Solutions in the Home Business Code | Home Business Code |
| 4. | **Multi-unit Dwelling**<br>• in the Low Density Residential Area—where complying with the Residential Design—Low Density, Character and Low-medium Density Code and on a site over 3,000m² | Residential Design—Low Density, Character and Low-medium Density Code, and where located in the Demolition Control Precinct |

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# House Code

| | | | Sediment Control Standard |
|---|---|---|---|
| P6 | Habitable rooms, non–habitable areas (e.g. utility areas, garage, laundry and storage room) have acceptable levels of flood immunity | A6.1 | Where the lot is subject to a resolution about minimum floor levels of habitable rooms under the *Building Regulation*, the floor level of all new rooms satisfied the level determined in the resolution<br>OR<br>Where the house is on floodable land but the lot is not subject to a resolution about minimum floor levels of habitable rooms under the *Building Regulation*, the floor level of all habitable rooms is not less than those set out in *Table 1* |
| | | A6.2 | Where a lot is on floodable land, the minimum levels for non–habitable areas (including utility areas, garage, laundry and storage room) are not less than those set out in *Table 1* |

**Table 1 House flood immunity levels**

| Type of Flooding | Minimum Ground Level for House Pad after filling (where permitted) | Habitable Floor Level | Non–habitable Areas (i.e. utility areas, garage, laundry and storage room) |
|---|---|---|---|
| Brisbane River | 100 year ARI + 300mm | 100 year ARI + 500mm | 50 year ARI + 300mm |
| Creek or waterway | 100 year ARI + 300mm | 100 year ARI + 500mm | 100 year ARI + 300mm |
| Localised overland flowpath or designed open channel | 50 year ARI + 300mm | 50 year ARI + 500mm | 50 year ARI + 300mm |
| Storm surge | 100 year ARI + 300mm | 100 year ARI + 500mm | 100 year ARI + 300mm |

ARI means Average Recurrence Interval and is defined in the definitions

*Note: where subject to more than one type of flooding, the highest immunity level as determined for each case applies*

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## 4.2 Flooding

| Performance Criteria | | Acceptable Solutions | |
|---|---|---|---|
| P1 | The proposed stormwater management system or site works must not adversely impact on flooding or drainage of properties that are upstream, downstream or adjacent to the subject site | A1 | The proposal meets the requirements of Council's **Subdivision and Development Guidelines** and does not result in an increase in flood level or flood duration on upstream, downstream or adjacent properties<br>*Note: compliance with this acceptable solution can be demonstrated by the submission of a hydraulic and hydrology report (as part of a SBSMP) identifying potential flooding impacts on upstream, downstream or adjacent properties* |
| P2 | The drainage network must provide capacity to safely convey stormwater run–off resulting from relevant design storm events taking into account increased run–off from roof drainage | A2.1 | The design demonstrates that a drainage network will be provided that will comply with Council's **Subdivision and Development Guidelines**<br>*Note: compliance with this acceptable solution can be demonstrated by identifying the conceptual drainage requirements for the proposal in a SBSMP* |
| | | A2.2 | The design allows sufficient area to provide for a drainage network that will comply with Council's **Subdivision and Development Guidelines**<br>*Note: compliance with this acceptable solution can be demonstrated by the submission of a hydraulic and hydrology report (as part of a SBSMP) identifying the area required to accommodate the drainage network* |

# Subdivision Code

| Performance Criteria | | Acceptable Solutions | |
|---|---|---|---|
| **5.4.1 Flooding** | | | |
| **P1** | All lots must be provided with protection of property from flooding, in accordance with an acceptable level of risk as outlined in the **Subdivision and Development Guidelines**<br><br>*Note: **The Stormwater Management Code** provides additional guidance on flooding issues* | **A1.1** | All lots below 1000m² in size are located entirely above the minimum design levels for flood immunity in accordance with Council's **Subdivision and Development Guidelines** |
| | | **A1.2** | All lots equal to or above 1000m² in size have a building platform located above the minimum design levels for flood immunity in accordance with Council's **Subdivision and Development Guidelines** |
| | | **A1.3** | All created lots have unencumbered and unrestricted access from the building platform to road frontages with flood immunity in accordance with Council's **Subdivision and Development Guidelines** |

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# Waterways Code

## Waterway Code

### 1 Application

This Code will apply in assessing any assessable development where:

- in a waterway corridor or the Brisbane River Corridor, as defined, or as indicated on the Planning Scheme Maps
- on la
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- protect and enhance the water flow, water quality, ecology and open space, and recreational and amenity values of the City's waterways and the Brisbane River and their corridors in an ecologically sustainable way

Water flow

- ensure that development is not at unreasonable risk of flooding

**Table 1—Siting and design for other buildings and structures**

| Location | Minimum horizontal setback from high water mark (m) | Maximum area with corridor setback ($m^2$) | Maximum height of deck or floor above ground level (m) | Maximum height of structure above ground level (m) |
|---|---|---|---|---|
| Precinct 1 | Less than 10 | Nil | Nil | Nil |
| | > 10 to < 15 | 10 | 1 | 2 (no roof) |
| | > 15 to < 20 | 25 | 1.5 | 3.5 |
| | > 20 to < 25 | 36 | 2 | 3.5 |
| | > 25 to < 30 | 50 | 3 | 3.5 |
| | More than 30 | 65 | 3 | 8.5 |
| Precinct 2 and Precinct 4 (Residential land in Hawthorne and Bulimba only) | Less than 5 | 10 | 1 | 2 (no roof) |
| | > 5 to < 10 | 25 | 1 | 3.5 |
| | > 10 to < 15 | 36 | 1.5 | 3.5 |
| | > 15 to < 20 | 50 | 2 | 3.5 |




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# Subdivision and Development Guidelines

## 2.0 FLOOD IMMUNITY

### 2.1 RECONFIGURING A LOT

For a subdivision (freehold lots or community title scheme) where there is dedication and opening of road or where the subdivision creates more than 6 lots, design levels must comply with Table A1.1. The flood immunity standards are assigned to eliminate the creation of new lots below the desired flood immunity level.

TABLE A1.1
FLOOD IMMUNITY LEVELS FOR SUBDIVISION

| **Flooding type** (Note 1) | **Minimum lot levels (mAHD)** (Note 4) | |
|---|---|---|
| | **Residential** | **Other than residential** |
| Brisbane River (Note 2) | DFL + 0.3m | DFL |
| Waterway[A] | 100y ARI + 0.3m | 100y ARI |
| Local flooding[B] | 50y ARI + 0.3m | 50y ARI |
| Storm tide (Note 3) | 100y ARI + 0.3m | 100y ARI |

NOTES:

1. Where the site is subject to more than one type of flooding (ie local flooding and/or waterway flooding and/or river flooding and/or storm tide), the minimum flood immunity level is the highest level determined from these sources. It should be noted that the flood immunity level in some older inner city areas is often controlled by local ponding.
2. The Defined Flood Level (DFL) for Brisbane River is based on the 3.7 mAHD level at the Brisbane Port Office Gauge. This standard was adopted by Council on 2 December 2003.
3. A storm tide is the effect on coastal water levels of a storm surge combining with the normally occurring astronomical tide. Storm surge (or more correctly meteorological tide) is a rise above normal water level due to the combined effects of surface wind stress and atmospheric pressure fluctuations caused by severe weather conditions such as tropical cyclone. The 100 year ARI storm tide is 2.5 mAHD. This value incorporates 0.3 m allowance to offset the potential effects of climate change.
4. If no hydraulic modelling data is available, the applicant should engage a suitably qualified Registered Professional Engineer in Queensland (RPEQ) to undertake appropriate hydrologic and hydraulic assessments.

TABLE A1.4
FLOOD IMMUNITY LEVELS FOR COMMUNITY INFRASTRUCTURE

| Type of community infrastructure | Recommended flood levels |
|---|---|
| Emergency services | 500y ARI |
| Emergency shelters | 200y ARI |
| Police facilities | 200y ARI |
| Hospitals and associated facilities | 500y ARI |
| Stores of valuable records or items of historic or cultural significance (eg galleries and libraries) | 200y ARI |
| State-controlled roads<br>Works of an electricity entity not otherwise listed in this table<br>Railway lines, stations and associated facilities<br>Aeronautical facilities<br>Communication network facilities | No specific recommended level but development proponents should ensure that the infrastructure is optimally located and designed to achieve suitable levels of service, having regard to the processes and policies of the administering government agency. |
| Power stations | 500y ARI |
| Major switch yards | 500y ARI |
| Substations | 200y ARI |
| Sewage treatment plants | DFE |
| Water treatment plants | 200y ARI |

# Development approval

- When conditioned applications may be subject to a range of reasonable and relevant conditions, including:
  - minimum levels
  - building materials
  - design
  - controls over the land such as easements and covenants

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# Limitations of town planning

- Cannot control existing lawful uses
- New standards cannot be retrospective under the City Plan
- Private certification of buildings reduces Council influence
- Back zoning land (down grading use rights) can have compensation implications for BCC
- Need for an application must be balanced against costs, resources and value added

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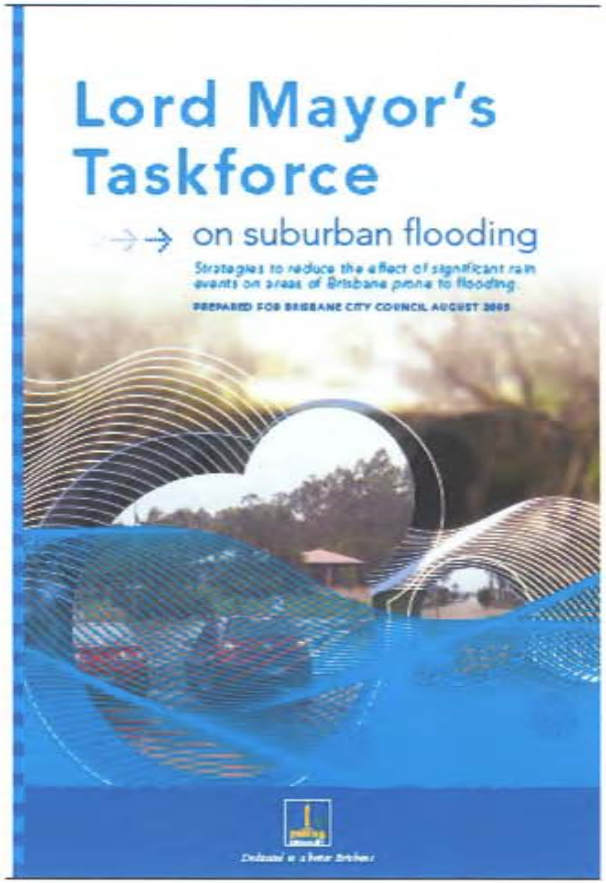
# Lord Mayor's Task Force on Suburban Flooding

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# LM Taskforce

- The Lord Mayor's Taskforce on Suburban Flooding was established in February 2005 and report handed down in Aug 2005
- Issues the taskforce addressed include:
  - identifying that many problem areas were developed before current development standards applied. This occurred prior to current knowledge of the likelihood of flooding
  - recognising that voluntary residential property buy-back will be one of the long-term solutions to these problems. Recommendations were made on the criteria and priorities to guide this process
  - proposing that City Plan's land use planning, development and building controls be reviewed and strengthened
  - proposing actions to communicate with and educate the community about flooding. This includes providing flood information, effective flood forecasting and flood warnings
- A recommendation of the Lord Mayor's Taskforce on Suburban Flooding was to 'strengthen and enhance' land use controls to ensure no adverse impacts from flooding. This recommendation was reflected in the Subdivision and Development Guidelines

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# LM Taskforce

- Key Action 2 – Review and strengthen land use planning controls in City Plan (non-structural) – Sub-actions -3 delivered, 4 under investigation, 1 investigation closed
- Key Action 3 – Review and strengthen land use planning controls in City Plan (structural) – Sub-actions -3 delivered, 5 in progress, 2 under investigation, 3 investigations closed
- Key Action 4 – Determine & establish a forum to discuss Council's flood risk mgt. process and implementation of Taskforce Recommendations (Flood preparedness) – Sub- actions - 2 delivered, 8 delivery in progress, 2 under investigation, 5 investigation closed
- Key Action 12 – Review of Private Certifiers and Council – Delivery in progress
- Key Action 13 – Review, strengthen and enforce Local Laws relating to environment and waterways – Sub-actions – 4 delivery in progress

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# LM Taskforce

- Key Action 15 – Review and strengthen various plans, local laws and policies to ensure vegetation within waterway corridors is protected whilst flooding discharge capacity is not reduced (non-structural) – Sub-actions - 1 delivery in progress
- Key Action 16 – Review and strengthen waterway environmental controls controls in City Plan to ensure no adverse flooding impacts (non- structural) – Sub-actions - 1 delivery in progress

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# Impacts of Flooding
# January 2011

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# Impacts

- 35 suburbs affected – majority were older suburbs pre 1960s
- 20,000 houses inundated
- Isolation of units
- Basements flooded
- Critical land uses isolated
- Critical infrastructure damaged







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# Impacts

- Number of registered residential pontoons in the river pre-flood: 704. Post flood: 232
- 1,811 development applications for houses, apartments and commercial or industrial developments were approved in the flooded area since 2005
- 6,791 pre-1946 or character buildings were located in the flooded area
- 128 restaurants or food shops were affected by flooding

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# January 2011 - How our Controls Performed

- The 1/2011 flood achieved higher flood levels (4.46 m at the Port Office Gauge) than the defined flood level (3.7m).
- Some properties that were developed to achieve immunity from the defined flood event did not get flooded, others did
- Notable exception - Tennyson

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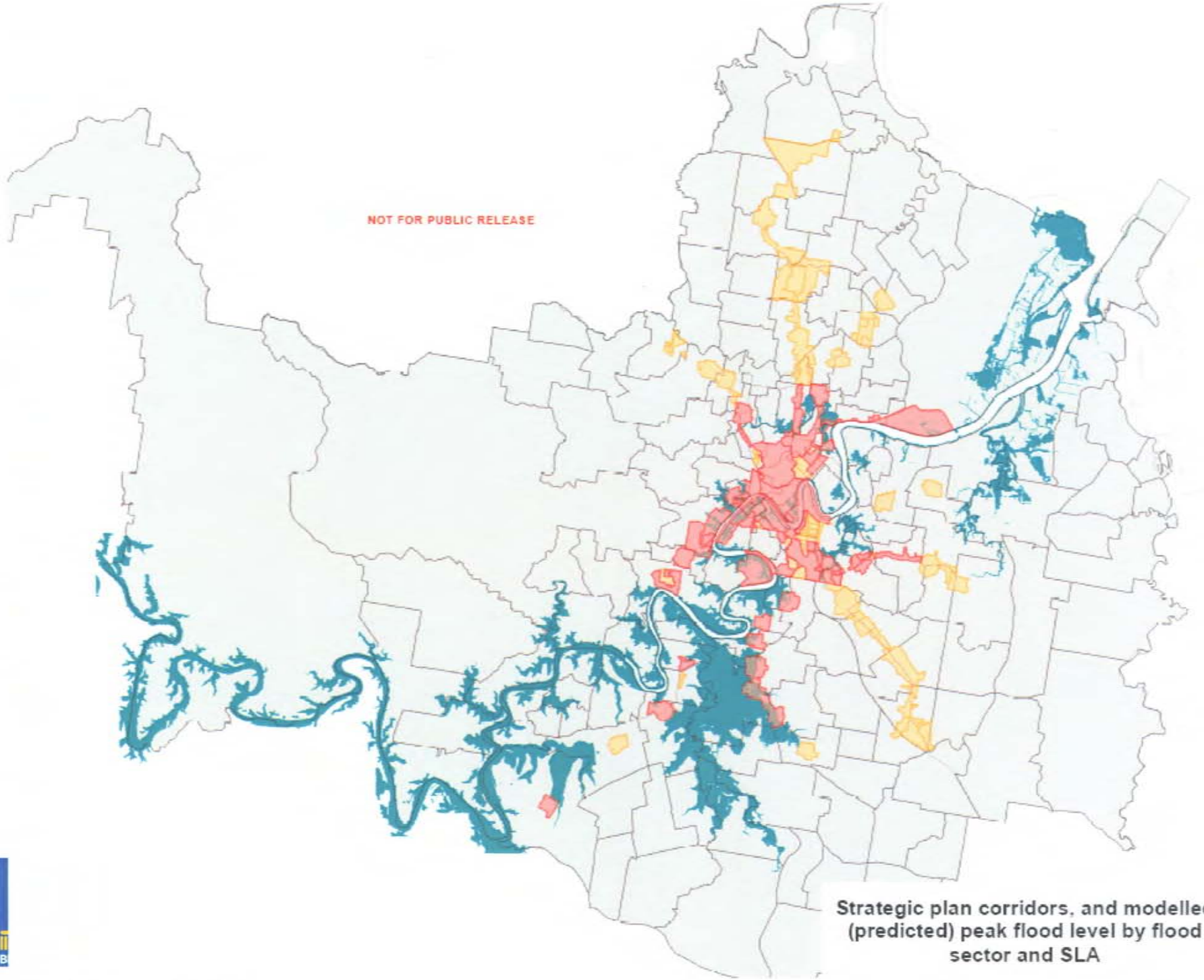

Strategic plan corridors, and modelled (predicted) peak flood level by flood sector and SLA

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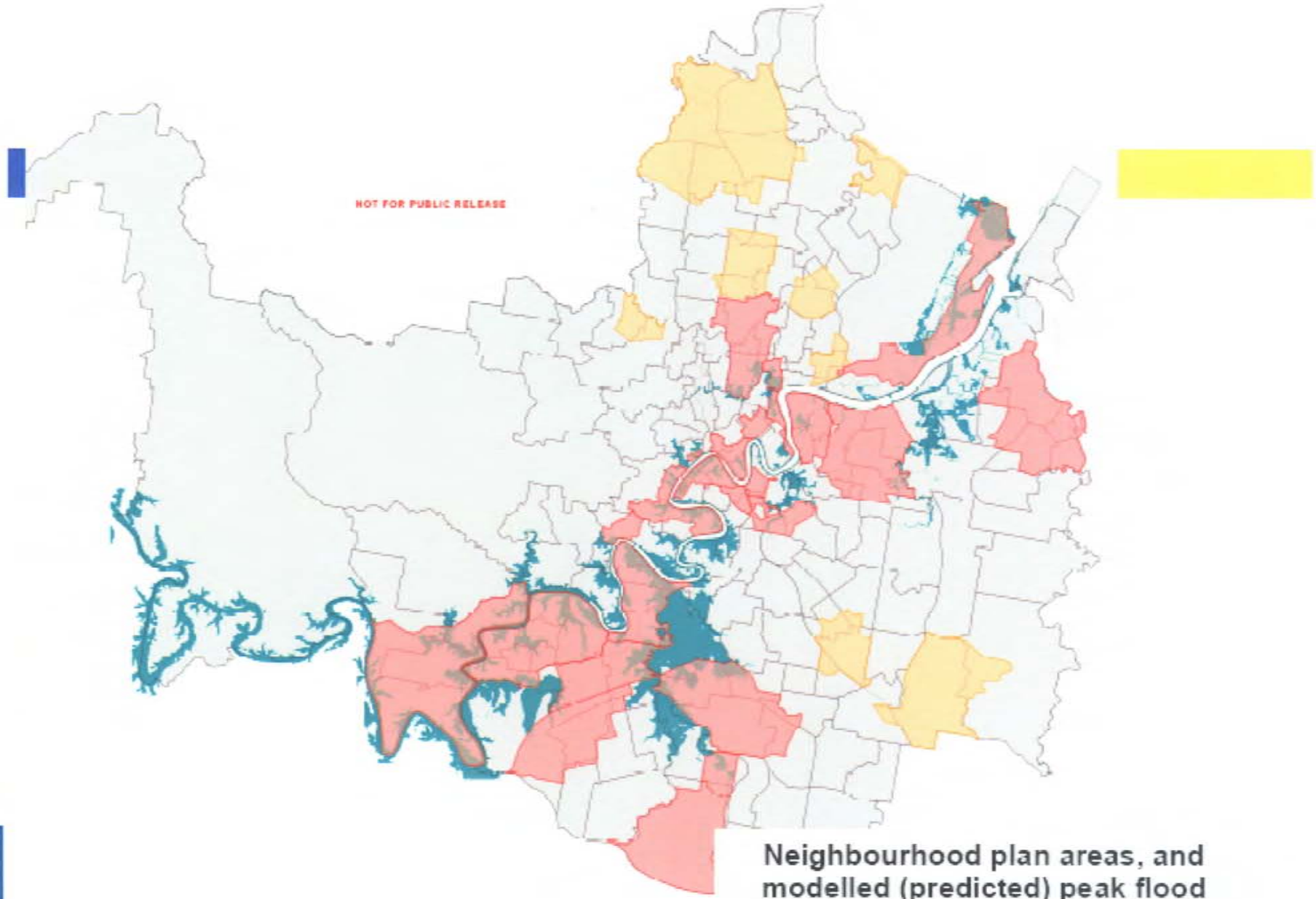

**Neighbourhood plan areas, and modelled (predicted) peak flood level by flood sector and SLA**

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# Neighbourhood Plans

- 17 of 26 neighbourhood plan areas were flood affected – 9 of 17 were severely affected
- Flooding levels generally consistent with the modelled levels used to inform planning to date

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# How our Controls Performed

- Controls and administration of the controls relating to habitable floor levels have varied over time, and as a consequence it is likely that some development has occurred below regulated flood levels.
- The current housing controls work extremely well because they are contained within the house code and non compliant houses are subject to an assessment process.
- Building Certifiers reportedly are quite strict on achieving minimum habitable floor levels
- Current controls applicable to other forms of development also work quite well as they form part of the development assessment process and conditions are usually imposed specifying required finished floor levels.
- Council has refused development applications that can't achieve acceptable flood immunity

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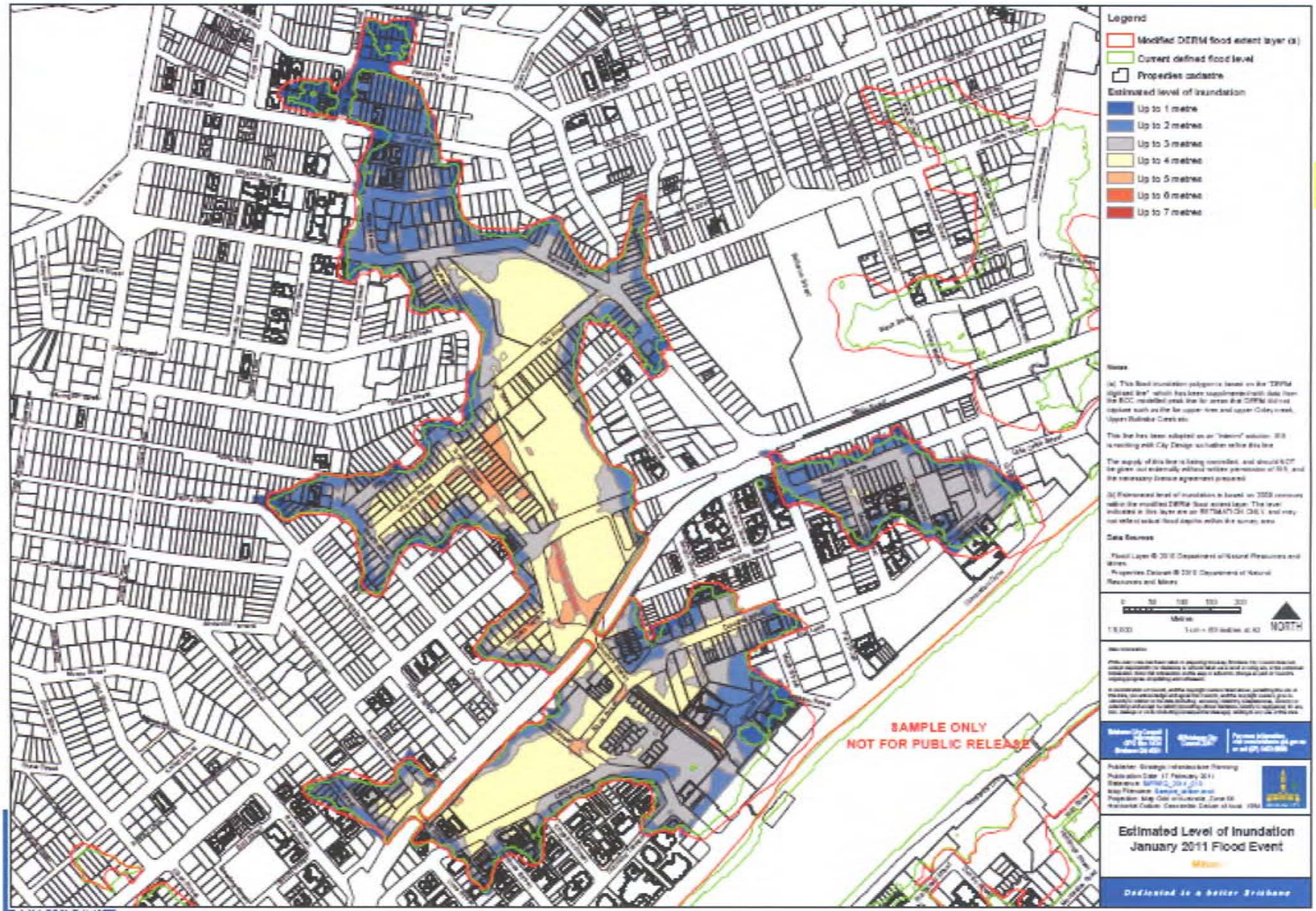


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# Development Assessment Response

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# Development Assessment: Key Issues

- IDAS Timeframes
- Immediate Planning provisions for:
  - Raising houses above 8.5 metres
  - Demolition of flood-affected homes in Demolition Control Precincts
  - Displaced uses
  - Flooded basement and building services
  - Pontoons

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# Development Assessment - Immediate Response (week 1)

- Identify all flood affected DAs in Team (103 in total)
- Collected information on flooded properties i.e. photos
- Extended SPA timeframes opened lines of communication with State Government and customers
- Tried to anticipate FAQs and appropriate responses
- Gained understanding of how to deal with applications in the system for flooded properties
- Identified key staff to assist with DAs Team response

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# Development Assessment - Week 2

- Worked with Flood Policy Group (CPaS) to coordinate divisional response
- Contributed to Flood related Q&As
- Brainstorm options to respond to flood affected owners who required DA advice and possibly applications
- Drafted flood Fact Sheets for residences and businesses
- Dedicated flood email address created
- Changed conditions for basements

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# Development Assessment Week 3 onwards

- Created 3 flood fact sheets for residences, businesses and pontoon owners
- Created service offering to flood affected properties i.e free pre-lodgement, discounted fees on case by case basis, prioritising and fast tracking applications.
- Achieved DERM exemption certificate for replacement pontoons and agreed generous interpretation of 'maintenance'
- Tracking of all flood enquiries and reporting on progress to Chair and Lord Mayor weekly.
  - Key issues for customers:
    - Raising properties
    - Displaced uses
    - Pontoons

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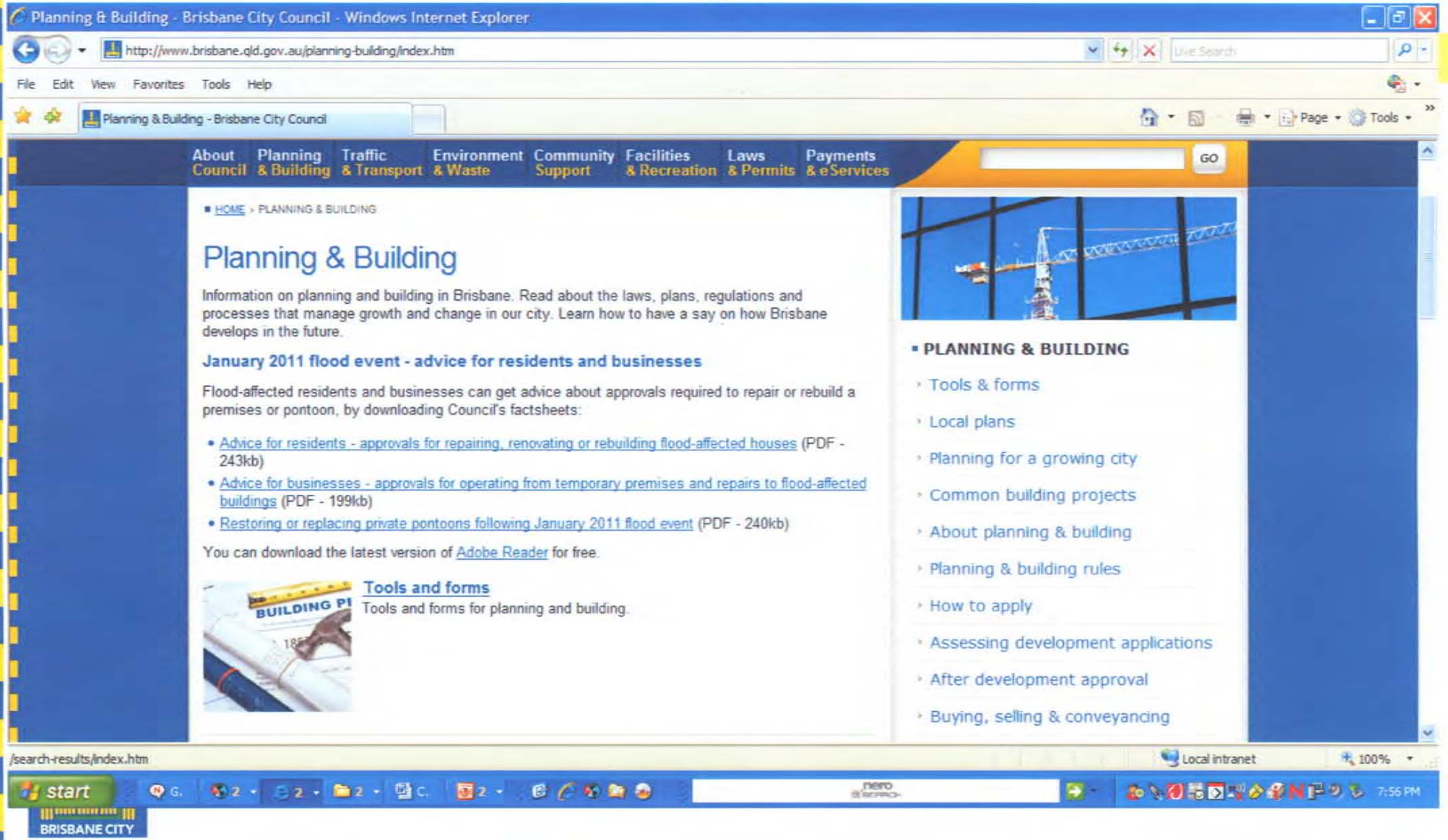
# Community Information

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# Flood Relief Provisions: Levels of assessment

- Properties over 8.5 metres:
  - Flood affected homes can be raised above 8.5 metres. Number of enquiries from customers with homes under construction or about to be constructed
  - Houses on small lots are still impact assessable when raising over 8.5 metres The legislation provides no flexibility here, difficult to fast track.
- Temporary uses:
  - Legislation provides for rebuilding and temp uses on current site
  - Legislation does not provide flexibility for businesses moving to new site.
- Pontoons :
  - Like for like replacement is exempt
  - Application still required if building to a different design

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# Potential Considerations and Solutions

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# Potential considerations & solutions

- Requirements can only apply to new developments
- Considering if current Q100 and DFE is appropriate/correct
- An interim position on development control levels for new buildings
- Allowing houses to be raised over 8.5 metres to achieve flood immunity
- Developing tougher standards for basements and building services

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# Potential considerations & solutions

- Develop detailed flood guidance for the new City Plan that responds to creek, tidal, storm surge, overland flow and sea level rise as well as river flooding.
- Identify the critical Infrastructure networks that need to be protected by inclusion in the strategic land use plan for the City.
- Calibrate the draft Strategic Plan to avoid the intensification of sensitive land uses in flood affected areas.
- Identify new policy settings that minimise the pollution risk from industrial premises damaged by flooding

# Potential considerations & solutions

- Develop a new Flood Code utilising land use vulnerability and risk management methodologies
- Map all flood risks in the City – prior to January 2012
- Develop a flood resilient building design code
- Increase awareness and preparedness for flooding events through promoting FloodWise Property Reports and establishing a system of flood markers – 30 June 2011
- Investigate extending buy-back policy for flood affected properties

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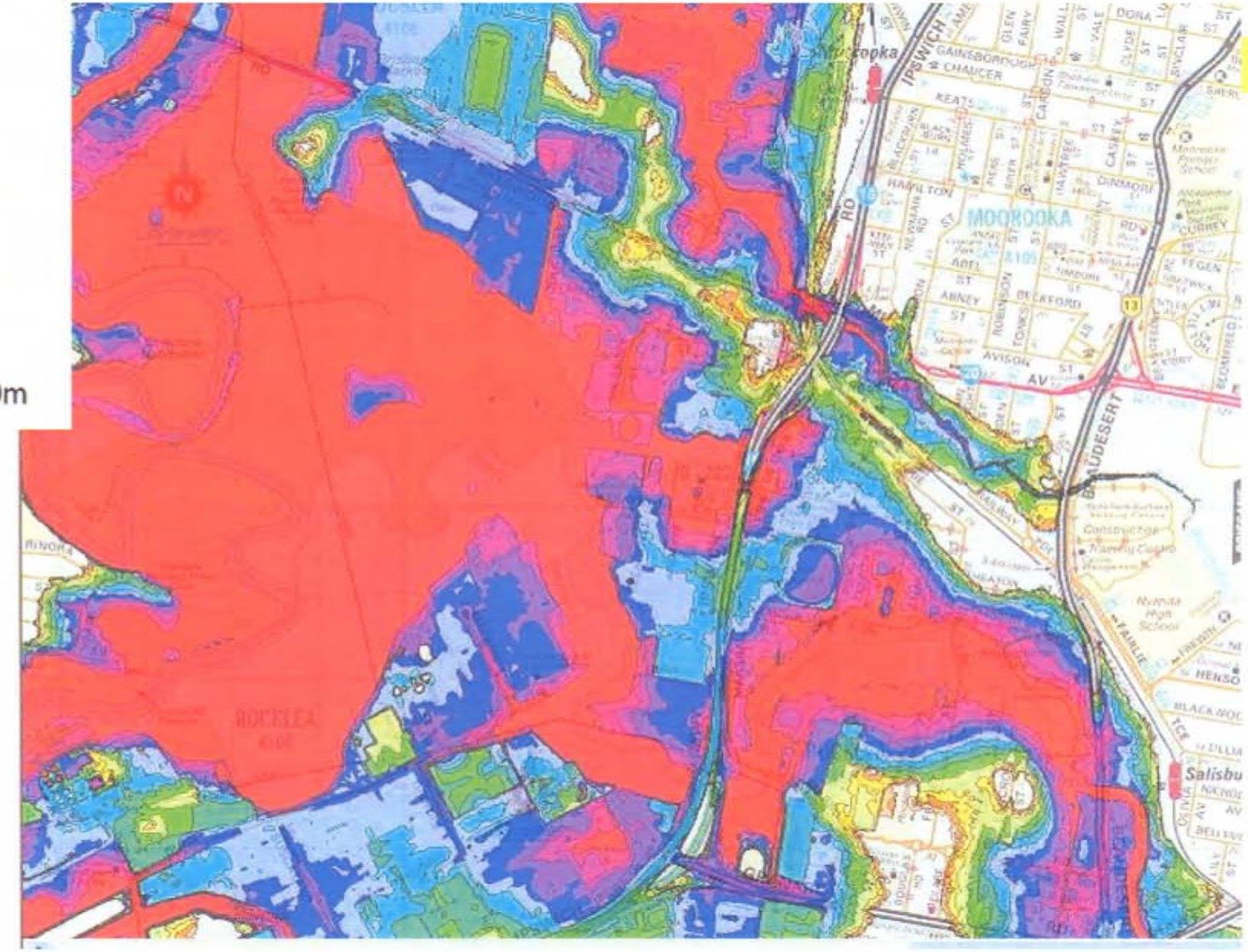
# Depth Jan 2011

**LEGEND**

- Brisbane Boundary
- 0.0 to 0.1m
- 0.1 to 0.25m
- 0.25 to 0.5m
- 0.5 to 1.0m
- 1.0 to 1.5m
- 1.5 to 2.0m
- 2.0 to 2.5m
- 2.5 to 3.0m
- 3.0 to 3.5m
- 3.5 to 4.0m
- 4.0 to 4.5m
- 4.5 to 5.0m
- Greater Than 5.0m




BRISBANE CITY

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The habitable floor level of this house is very close to the Defined Flood Level



- How to define what is an appropriate allowable height? - 10m could be excessive at the one end of a street, whilst not enough at the other
- When should buyback be used?






BRISBANE CITY

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# Potential considerations & solutions

- All legislation be reviewed to ensure that there are explicit provisions for allowing prompt restoration of existing approvals and structures.
- IDAS timeframes for deemed approval to be relaxed in periods of flood or similar circumstance.
- Review of policy position on subdivision in flood prone areas

BRISBANE CITY

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TOWN PLANNING SUB-COMMITTEE AGENDA

*Dedicated to a better Brisbane*

| | |
|---|---|
| Meeting: | Town Planning Sub-Committee |
| Meeting No.: | No. 4 |
| Date/Time: | 25 February 2011 |
| Location of Meeting: | Brisbane Square Level 10, Rooms 1a and 1b |

| Invitees | | |
|---|---|---|
| 1. | Name | Role |
| 2. | Cr Cooper | Chair, Planning Recovery Sub-Committee |
| 3. | Cr Adams | Deputy Chair, Planning Recovery Sub-Committee |
| 4. | [redacted] | Divisional Manager, CPaS |
| 5. | | Manager, Water Resources |
| 6. | | Manager, Major Development Projects |
| 7. | | Manager, City Planning |
| 8. | | Manger, Development Assessment |
| 9. | | Chair, Urban Futures Brisbane |
| 10. | | Product Manager Planning and Sustainability, City Design |
| 11. | | Senior Commercial Manager, City Property |
| 12. | | Project Manager, City Plan 2012, Secretariat |
| 13. | | Project Support Officer, City Planning, Secretariat |
| 14. | Colin Apelt | Emeritus Professor Colin Apelt, University of Queensland |
| 15. | [redacted] | Rates Operations Manager, F&CSD |
| 16. | | A/Branch Manager - Compliance & Regulatory Services |
| 17. | | Asset Manager Central West Network Performance, Energex (Alternative week attendee) |

| Apologies | | |
|---|---|---|
| 1. | | |

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|---|---|
| **Agenda Items** | |
| **Agenda Item 1:** | **Meeting Open** – Cr Cooper |
| **Nature of Business:** | ▪ Welcome and open |
| **Discussion session** | 5 mins |
| **Agenda Item 2** | **Proposed TLPI, Building Height –** [redacted] |
| **Nature of Business:** | |
| **Discussion session** | 10 mins |
| **Agenda Item 3:** | **Draft code of practice - pontoons -** [redacted] |
| **Nature of Business:** | |
| **Discussion session** | 10 mins |
| **Agenda Item 4:** | **Building basements and building services draft project plan –** [redacted] |
| **Nature of Business:** | |
| **Discussion session** | 10 mins |
| **Agenda Item 5:** | **Virtual Brisbane Modelling –** [redacted] |
| Nature of Business: | - Report back on cost of capturing habitable floor level information |
| Discussion session | 5 mins |
| **Agenda Item 6:** | **Draft Flood Communications Strategy -** [redacted] |
| **Nature of Business:** | |
| **Discussion session** | 10 mins |
| **Agenda Item 6:** | Flood Markers Update – [redacted] |
| **Nature of Business:** | - Suggested locations for flood markers |
| **Discussion session** | 10 mins |
| **Next Meeting:** 8.30 -9.30 **4** March 2011 | |
| Meeting No.: | No. 5 |
| Date/Time: | 4 March 2011, 8.30 – 9.30 am |
| Location of Meeting: | Brisbane Square, L10-1a-8p, L10-1b-10p |

# Minutes
## Town Planning Sub-Committee
## Friday 25 February
## 8.30 – 9.30 am
## Brisbane Square, Level 10, Room 1a – 1b

**COMMITTEE MEMBERS PRESENT:**
Cr Amanda Cooper, Chair, Town Planning Sub-Committee
Cr Krista Adams, Deputy Chair, Town Planning Sub-Committee
[redacted] Divisional Manager, CPaS
[redacted] Manager, Water Resources
[redacted], Manager, Major Development Projects
[redacted]anager, City Planning
[redacted] Manger, Development Assessment
[redacted] Chair, Urban Futures Brisbane
[redacted] Principal Planner, City Design (delegate for Coenraad Groenewald)
Colin Apelt, Emeritus Professor, University of Queensland
[redacted]City Centre Place Manager, City Hall Restoration Project
[redacted] Team Leader, City Plan Implementation, City Planning

**OTHER ATTENDEES:**
[redacted] Corporate Disaster Recovery Office
[redacted]roject Manager, City Plan 2012, Secretariat
[redacted], Project Support Officer, City Planning, Secretariat
[redacted]olicy Liaison Officer to the Chairman
[redacted] Urban Planner, Natural Environment & Sustainability, Secretariat

**APOLOGIES:**
[redacted], Product Manager Planning and Sustainability, City Design

**MINUTES:** Eve Kirkwood

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1 **Meeting Open** – Cr Cooper
- Cr Cooper welcomed all attendees and thanked them for their participation.
- Amend section 3.6 from parks to add "public installation"
- Request to shorten minutes
- Minutes of the previous meeting were passed

2 **Proposed TLPI, Building Height** – [redacted]
- Several options have been designed
- Presented to IDAP, agreement that regulating to the eaves, as opposed to roof pitch, is the best option, solutions around option 1. preferred and to be developed further in an easy to explain format.
- Discussion regarding mandating flood levels
- Interim levels produced by the Joint Flood Taskforce to be voluntary
- **Action: Establish an internal working group with DA South and West and Certifiers to ground truth the work – Lachlan Carkeet**

3 **Draft code of practice – pontoons** – [redacted]
- The purpose of the code is to ensure pontoons are regularly maintained, tethered, identified and properly constructed and inspected to maintain safe and operable condition.

- Sub-committee suggested that self certification be included in the code
- **Action: LC to provide DERM with feedback from TPSC on the code**

4 **Building basements and building services draft project plan –** [redacted]
- Currently in the data collection phase
- Agreed to review both CBD and residential focus eg West End
- **Action: Investigate media opportunity to promote Council's proactive approach-** [redacted]

5 **Virtual Brisbane Modelling –** [redacted]
- High costs associated with expanding model to include mapping of individual inhabitable floor level
- Investigate web link to Virtual Brisbane with various modelled flood levels available as required

6 **Draft Flood Communications Strategy –** [redacted]
- Marketing and communication teams to combine from WR and CP to work on communication strategy
- **Action** [redacted] **to report back on progress**
- **Action** [redacted] **from CDRO to be included in the work**
- Proposals for possible flood marker locations will be available in three weeks
- Media on Council offering free plaques, is a good opportunity to gain community buy in
- Reiterated that it is not desirable to place flood markers outside private houses
- **Action: Provide 60 locations to TPSC for them to select 40 locations –** [redacted]
- **Action: Talk to CCMP team regarding flood markers and possible support on providing the project –** [redacted]
- FloodWise Property Report was handed out and discussed
- **Action: Work on developing plain English text to communicate flood info –** [redacted]
- **Action: Include new definitions in definitions table –** [redacted]
- **Action: Take Draft FloodWise Property Report to E&C Strategy – 7 –** [redacted]

7 **General business** – Cr Cooper
- Development Assessment running a workshop assisting residents with basic development and the steps required
- Commendation to DA's initiative on the matter
- **Action: Book in times with libraries to hold this event regularly –** [redacted]

Meeting was closed at 9.35 am.

The next meeting is scheduled for **Friday, 4 March, 08.30 – 09.30 am**, at Brisbane Square, Level 10, Rooms 1a & 1b.

| 4 Feb 2011 | Action | Responsible | Due | Status |
|---|---|---|---|---|
| | [redacted] | [redacted] | | [redacted] |
| | | | | |
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| #6 | Secretariat to establish and circulate a central email for TPSC | | | Completed |
| | | | | |
| #8 | Secretariat to request CaRS to investigate scope of temporary living structures issue and report back to TPSC | | | Not yet commenced |
| | | | | |

| 11 Feb 2011 | Action | Responsible | Due | Status |
|---|---|---|---|---|
| #1 | Provide a one page proposal outlining the options to Council | [redacted] | Fri 18 Feb | Presented 18/02 |
| #2 | Setup calendar of deliverables and circulate to members | | Fri 18 Feb | |
| #3 | Investigate FWRP and Rates notice options by next meeting | | Fri 18 Feb | Presented 18/02 |
| #4 | Talk to RAIA regarding habitable floor levels by next meeting | | Fri 18 Feb | Council will partner with RAIA to support & promote relevant activities |
| #5 | Development Assessment to report on suggestions to capture levels through the DA/BA process at the next meeting | | Fri 18 Feb | Presented 18 Feb |

| 18 Feb 2011 | Action | Responsible | Due | Status |
|---|---|---|---|---|
| #1 | Liaise with Cr Cooper's office re forwarding of correspondence from Lord Mayor to Premier and Prime Minister | [redacted] | Fri 25 Feb | Sent |
| #2 | Seek advice from the Virtual Brisbane Team re costs of expanding the model to include appropriate areas for accurate mapping of floor levels, and to provide results to [redacted] | | Fri 25 Feb | Presented 25 Feb |
| #3 | Submit to a future meeting revised proposal including updated cost estimates based on wider Virtual Brisbane modelling and inclusion of creek flooding | | Fri 25 Feb | Presented 25 Feb |

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|---|---|---|---|---|
| #4 | Provide an updated proposal for the Flood wise property report to a future meeting | [redacted] | Fri 25 Feb | Presented 25 Feb |
| #5 | Discuss with [redacted] appropriate inclusions to ensure that information is meaningful to people's situations | | Fri 25 Feb | Presented 25 Feb |
| #6 | Provide future meeting with list of proposed bridge and local signage locations | | Fri 25 Feb | To present at a later date |
| #7 | Draft Flood Communications Strategy to be listed for discussion at next week's meeting | | Fri 25 Feb | Discussed briefly |
| #8 | Provide presentation at meeting | | 4 March | Booked for 4 March |

| 25 Feb 2011 | Action | Responsible | Due | Status |
|---|---|---|---|---|
| #1 | Establish an internal working group with DA South and West and Certifiers to ground truth the work | [redacted] | Fri 4 March | |
| #2 | Provide DERM with feedback from TPSC on the code | | Fri 4 March | |
| #3 | Investigate media opportunity to promote Council's proactive approach | | Fri 4 March | |
| #4 | Overlay flood affected areas, with information available to determine information that's missing | | Fri 4 March | |
| #5 | Report back on progress of Draft Flood Communications Strategy | | Fri 4 March | |
| #6 | [redacted] from CDRO to be included in drafting of the Flood Communication Strategy | | ASAP | |
| #7 | Provide 60 locations to TPSC for them to select 40 locations | | Fri 18 March | |
| #8 | Talk to CCMP team regarding flood markers and possible support on the project | | ASAP | |
| #9 | Work on developing plain English text to communicate flood threats | | Fri 4 March | |
| #10 | Include new definitions in definitions table | | Fri 4 March | |
| #11 | Take Draft FloodWise Property Report to Civic Cabinet – 7 March to E&C Strategy as a memo to be discussed as general business | | Mon 7 March | |
| #12 | Book in times with libraries to hold this event regularly | | Fri 4 March | |

***Note:*** *Sheded area = Action is closed*

TOWN PLANNING SUB-COMMITTEE AGENDA

*Dedicated to a better Brisbane*

| | |
|---|---|
| Meeting: | Town Planning Sub-Committee |
| Meeting No.: | No. 5 |
| Date/Time: | 4 March 2011 |
| Location of Meeting: | Brisbane Square Level 10, Rooms 1a and 1b |

| Invitees | | |
|---|---|---|
| 1. | Name | Role |
| 2. | Cr Cooper | Chair, Planning Recovery Sub-Committee |
| 3. | Cr Adams | Deputy Chair, Planning Recovery Sub-Committee |
| 4. | [redacted] | Divisional Manager, CPaS |
| 5. | | Manager, Water Resources |
| 6. | | Manager, Major Development Projects |
| 7. | | Principal, Strategic Infrastructure Planning - Proxy |
| 8. | | Manger, Development Assessment |
| 9. | | Chair, Urban Futures Brisbane |
| 10. | | Product Manager Planning and Sustainability, City Design |
| 11. | | Senior Commercial Manager, City Property |
| 12. | | Project Manager, City Plan 2012, Secretariat |
| 13. | | Project Support Officer, City Planning, Secretariat |
| 14. | Colin Apelt | Emeritus Professor Colin Apelt, University of Queensland |
| 15. | [redacted] | Rates Operations Manager, F&CSD |
| 16. | | A/Branch Manager - Compliance & Regulatory Services |
| 17. | | Asset Manager Central West Network Performance, Energex (Alternative week attendee) |

| Apologies | | |
|---|---|---|
| 1. | [redacted] | City Centre Place Manager |
| 2. | | Manager, City Planning |

| | | |
|---|---|---|
| **Agenda Items** | | |
| **Agenda Item 1:** | **Meeting Open** – Cr Cooper | |
| **Nature of Business:** | ▪ Welcome and open | |
| **Discussion session** | | 5 mins |
| **Agenda Item 2** | **Update -** [redacted] | |
| **Nature of Business:** | | |
| **Discussion session** | | 10 mins |
| **Agenda Item 3:** | **Draft Flood Communication Strategy –** [redacted] | |
| **Nature of Business:** | | |
| **Discussion session** | | 5 mins |
| **Agenda Item 4:** | **Draft TLPI – houses greater than 8.5m -** [redacted] | |
| **Nature of Business:** | | |
| **Discussion session** | | 5 mins |
| **Agenda Item 5:** | **Key Energex Priorities -** [redacted] | |
| Nature of Business: | | |
| Discussion session | | 15 mins |
| **Next Meeting:** 8.30 -9.30 11 March 2011 | | |
| Meeting No.: | No. 6 | |
| Date/Time: | 11 March 2011, 8.30 – 9.30 am | |
| Location of Meeting: | Brisbane Square, L7-1a and 1b | |

# Minutes
## Town Planning Sub-Committee
## Friday 4 March
## 9 – 10 am
## Brisbane Square, Level 10, Room 1a – 1b

**SUB COMMITTEE ATTENDEES:**
Cr Amanda Cooper, Chair, Town Planning Sub-Committee
Cr Krista Adams, Deputy Chair, Town Planning Sub-Committee
[redacted] Divisional Manager, CPaS
[redacted] Manager, Water Resources
[redacted] Principal, Strategic Infrastructure Planning - Proxy
[redacted], Manger, Development Assessment
[redacted] Chair, Urban Futures Brisbane
[redacted] Principal Planner, City Design (delegate for Coenraad Groenewald)
[redacted], Senior Commercial Manager, City Property
Colin Apelt, Emeritus Professor, University of Queensland
[redacted] asset Manager Central West Network Performance, Energex
[redacted] Senior Assets Manager Network Performance, Energex

**OTHER ATTENDEES:**
[redacted] Senior Officer, Marketing & Communication
[redacted] Corporate Disaster Recovery Office
[redacted], Team Leader, City Plan Implementation, City Planning
[redacted] Project Manager, City Plan 2012, Secretariat
[redacted] Project Support Officer, City Planning, Secretariat
[redacted] Urban Planner, Natural Environment & Sustainability, Secretariat

**APOLOGIES:**
[redacted] Manager, Major Development Projects
[redacted] Manager, City Planning
[redacted] Policy Liaison Officer to the Chairman
[redacted] City Centre Place Manager, City Hall Restoration Project

**MINUTES:** [redacted]

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1 **Meeting Open** – Cr Cooper
- Cr Adams opened the meeting and gave apologies for Cr Cooper who would be 10 minutes late
- Minutes of the previous meeting were passed

2 **Update** – [redacted]

2.1 Draft FloodWise Property Report
- The Joint Flood Taskforce would be concluding on Friday 11 March – thanks was given to all those involved
- Changes to the Draft FloodWise Property Report to be taken to E&C Strategy were circulated for comment
- The recommendation was made to highlight that the percentage chance of these floods occurring can occur in any year
- [redacted] suggested that the Report could be delivered by August 2011 provided the completion and provision of data required for the report

2.2 Flood Markets

- Project has been handed over to Urban Design

**3 Draft Flood Communication Strategy –** [redacted]

- Plain English text has been developed and provided to the call centre
- The joint Draft Flood Communication Strategy was provided to committee members
- The Strategy provides key messages and aims to make use of existing BCC communication tools
- Cr Cooper emphasised that the key messages had to be, direct, simple and clear
- **Action: Committee members to review Draft Flood Communication Strategy**
- **Action: Draft Flood Communication Strategy to be discussed at next weeks meeting**
- **Action:** [redacted] **to provide Cr Cooper with the key messages to take to the LMRTG – meeting on 17 March 2011.**

**4 Draft TLPI – houses greater than 8.5 m –** [redacted]

- Consultation was conducted with DLGP, DA and BCLP
- There is confidence that the issues raised will be able to be overcome
- Cr Cooper requested that [redacted] consult [redacted] from the Appeals team in DA to see if TLPI needs to be strengthened further.
- Cr Cooper requested that key people from the industry and DA review the TLPI within subject to a confidentiality agreement.
- It was reported that Marine Queensland were receptive to the idea of a Code of Practice and or an accreditation process
- **Action:** [redacted] **to meet with DA and Industry reps to discuss draft TLPI.**

**5 Key Energex Priorities –** [redacted]

- Suggested that to work towards flood resilient buildings Energex and BCC needed to work together
- An overview of issues and consideration was provided
- [redacted] suggested that a working group be formed between Energex and BCC to advance this work
- Cr Cooper gave her support to the establishment of a working group and instructed the work to then be taken to Queensland Government as recommendations
- It was noted that [redacted] would be the representative for Energex at the weekly meetings
- **Action:** [redacted] **to liaise with** [redacted] **to establish a working group**
- **Action: Meet with Queensland Government to discuss BCCs recommendations**

**6 General business –** Cr Cooper

6.1 Community workshop run by Development Assessment

- First meeting will be held Thursday 10 March
- Three other workshops have been booked
- DA also be attending the Greening Up sessions supported by BCC

6.2 Upcoming Industry Forum

- **Action:** [redacted] **to provide key point to Cr Cooper for the Industry Forum**

Meeting was closed at 10.00 am.

The next meeting is scheduled for **Friday, 11 March, 08.30 – 09.30 am**, at Brisbane Square, Level 7, Rooms 1a & 1b.

| 4 March 2011 | Action | Responsible | Due | Status |
|---|---|---|---|---|
| #1 | Committee members to review Draft Flood Communication Strategy | Committee members | Fri 11 March | |
| #2 | Draft Flood Communication Strategy to be discussed at next weeks meeting | [redacted] | Fri 11 March | |
| #3 | [redacted] to provide Cr Cooper with the key messages to take to the LMRTG | | Fri 11 March | |
| #4 | [redacted] meet with [redacted] to discuss draft TLPI | | Fri 11 March | |
| #5 | [redacted] to organise key people from the industry to review the draft TLPI | | Fri 11 March | |
| #6 | [redacted] liaise with [redacted] to establish a working group | | Fri 11 March | |
| #7 | Meet with Queensland Government to discuss BCCs recommendations | | Fri 29 April | |
| #8 | Provide key point to Cr Cooper for the Industry Forum | | Friday 4 March | Completed |

| 25 Feb 2011 | Action | Responsible | Due | Status |
|---|---|---|---|---|
| #1 | Establish an internal working group with DA South and West and Certifiers to ground truth the work | [redacted] | Fri 4 March | Completed |
| #2 | Provide DERM with feedback from TPSC on the code | | Fri 4 March | |
| #3 | Investigate media opportunity to promote Council's proactive approach | | Fri 4 March | |
| #4 | Overlay flood affected areas, with information available to determine information that's missing | | Fri 4 March | |
| #5 | Report back on progress of Draft Flood Communications Strategy | | Fri 4 March | Presented |
| #6 | [redacted] from CDRO to be included in drafting of the Flood Communication Strategy | | ASAP | Completed |
| #7 | Provide 60 locations to TPSC for them to select 40 locations | | Fri 18 March | |
| #8 | Talk to CCMP team regarding flood markers and possible support on the project | | ASAP | City Design new lead for the project |
| #9 | Work on developing plain English text to communicate flood threats | | Fri 4 March | Progress noted |
| #10 | Include new definitions in definitions table | | Fri 4 March | In progress |
| #11 | Take Draft FloodWise Property Report to Civic Cabinet | | Mon 7 March | |
| #12 | Book in times with libraries to hold this event regularly | | Fri 4 March | 4 sessions in total booked |

| 4 Feb 2011 | Action | Responsible | Due | Status |
|---|---|---|---|---|
| | [redacted] | | | |
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| #6 | Secretariat to establish and circulate a central email for TPSC | Secretariat | | Completed |
| | | | | |
| #8 | Secretariat to request CaRS to investigate scope of temporary living structures issue and report back to TPSC | Secretariat | | Not yet commenced |
| | | [redacted] | | |
| 11 Feb 2011 | Action | Responsible | Due | Status |
| | | [redacted] | | |
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| 18 Feb 2011 | Action | Responsible | Due | Status |
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***Note:*** *Shaded area = Action is closed*

**Town Planning Sub-Committee Week Ending 4 March 2011**

**TPSC 1: Support the Joint Flood Task Force.**

- Joint Flood Task Force, Industry Reference Group and Technical Reference Group completed joint meeting Monday 28 February 2011.

**TPSC 2: Apply interim flood heights**

- Interim flood height recommendation to be presented to TPSC 4 March 2011, E&C Strategy 7 March 2011 and Planning Guidance Committee 7 March 2011.

**TPSC 3: Short term planning amendments:**

- **TLPI houses > 8.5 metres** final document to be presented to TPSC 4 March 2011.
- **Pontoons** draft Code of Practice developed after discussion with Specialist Jetty providers. Marine Queensland/ DERM to meet to consider draft Code of Practice 10 March 2011.
- **Building basements and services –** draft Project Plan endorsed by TPSC 25 February 2011.

**TPSC 4: Longer Term planning amendments**

- First meeting with Emergency Management Queensland took place 24 February 2011 to discuss Critical Infrastructure Plan.

**TPSC 5: Engage planning & building peak bodies**

- TPSC 1 refers.

**TPSC 6: Develop new resilient building designs**

- Special meeting of IDAP began initial discussions on resilient building designs 22 February 2011.

**TPSC 7: Distribute planning Information about flooding to the general community**

- Flood Wise Property Report options presented to TPSC 25 February 2011 to be forwarded to E&C 7 March 2011.

**TPSC 8: Flood buy back scheme**

- Letters to Premier and Federal Minister requested additional funding prepared.

# Minutes
# Town Planning Sub-Committee
## Friday 11 March
## 8.30 – 9.30 am
## Brisbane Square, Level 10, Room 1a – 1b

**SUB COMMITTEE ATTENDEES:**
Cr Amanda Cooper, Chair, Town Planning Sub-Committee
Cr Krista Adams, Deputy Chair, Town Planning Sub-Committee
[redacted] Divisional Manager, CPaS
[redacted] Manager, Water Resources
[redacted] Manger, Development Assessment
[redacted] Chair, Urban Futures Brisbane
[redacted] Principal Planner, City Design (delegate for Coenraad Groenewald)
[redacted] Senior Commercial Manager, City Property
Colin Apelt, Emeritus Professor, University of Queensland
[redacted] asset Manager Central West Network Performance, Energex
[redacted] Senior Assets Manager Network Performance, Energex
[redacted] Manager, City Planning
[redacted] Policy Liaison Officer to the Chairman
[redacted] City Centre Place Manager, City Hall Restoration Project

**OTHER ATTENDEES:**
[redacted] Senior Officer, Marketing & Communication
[redacted] Corporate Disaster Recovery Office
[redacted] Team Leader, City Plan Implementation, City Planning
[redacted] Project Manager, City Plan 2012, Secretariat
[redacted] Project Support Officer, City Planning, Secretariat
[redacted] Urban Planner, Natural Environment & Sustainability, Secretariat
[redacted] Project Officer City Plan Project, Secretariat

**APOLOGIES:**
[redacted] Manager, Major Development Projects

**MINUTES:** [redacted]

1 **Meeting Open** – Cr Cooper
- Cr Adams opened the meeting and the minutes of the previous meeting were passed

2 **Update Joint Flood Taskforce** – [redacted]
- A register of flood data is needed and the sharing of information across different organisations could be challenging – Requests to be drafted by 16 March for Lord Mayor's signature.
- [redacted] stated that BCC will be undertaking the lead role in the flood response, funding requests from other organisations need to be developed
- Point of truth figures needed regarding flood information – currently inconsistency across Council
- Joint Flood Taskforce to be continued with BCC to be lead agent with input from other agencies and new TOR
- Assessment of Riverbanks needed – requests for funding from State and Federal Governments to be drafted
- Comprehensive Flood study required with data from DERM and other agencies needed – strategy needed depending on level of co-operation received

- Morphological study of river required- Monte Carlo approach to flood risk
- Flood Risk Management Analysis required to scope options for presentation to Council including risk management strategy with associated costs
- Meeting took place on Thursday regarding TLPI with State Government prior to presentation to Planning Guidance on Monday
- [redacted] mentioned that both South and West development teams have been fielding phone calls regarding misconceptions regarding articles in the Courier Mail.
- **Action - Cr Cooper requested that a Gantt chart be drafted with objectives, information requests and responses listed with timeframes attached**
- **Action – times to be booked at E&C Strategy to report on recommendations**
- **Action – Interim draft inundation maps to be available by Monday for** [redacted]

3 **Flood Markers –** [redacted]

- Presentation regarding 3 different styles of flood markers
- Options 2 and 3 were the preferred options by the majority of the room with a request that option 2 be redesigned to reflect horizontal wording rather than vertical and with a stronger line marking.
- [redacted] suggested that the cleat could be larger if the Council wording was removed from the bottom of the sign.
- Photo printing on the aluminium was the preferred option
- Procurement strategy is being undertaken and permission will need to be sought to place signs on assets
- Possible site are being identified with 40 being needed (20 big and 20 small)
- Cr Cooper stressed that there will be sensitivity needed regarding marker placement with public open space or council assets likely for the majority of the markers
- Community consultation will be undertaken and this could delay placement timeframes
- Accuracy will be an issue for markers with up to 500 mm variation at some sites
- **Action –** [redacted] **to present possible locations at TPSC 12 April**
- **Action – Fabrication and Installation to take place by the 20th May at definitive sites**
- **Action - Funding Strategy to be discussed at E&C**

4 **Draft Flood Communication Strategy –** [redacted]

- Feedback received from Development Industry regarding the negative impacts of "Floodplain" word
- Positive wording was suggested such as Learning to live with the Brisbane River
- Discussion regarding Corp Marketing and LM Marketing ??? – careful to stick to the TOR
- Cr Cooper reiterated that it's important to continue to deliver regular updates to community about Council getting on with the job and updating our systems
- Drafting tools to help people/protects properties including fact sheets
- Continuing to use existing channels as information delivery methods
- Implementation of interim Flood standard – soft release to Planning and development sector prior to State endorsement with a hard release planned for the public in early April
- **Action - New Flood level mapping to be delivered in August (Exact date to be supplied to Cr Cooper)**
- **Action – Change wording to Greater Certainty over flood level designs**

5 Industry

Meeting was closed at 10.00 am.
The next meeting is scheduled for **Friday, 11 March, 08.30 – 09.30 am**, at Brisbane Square, Level 7, Rooms 1a & 1b.

| 4 March 2011 | Action | Responsible | Due | Status |
|---|---|---|---|---|
| #1 | Committee members to review Draft Flood Communication Strategy | Committee members | Fri 11 March | |
| #2 | Draft Flood Communication Strategy to be discussed at next weeks meeting | [redacted] | Fri 11 March | |
| #3 | [redacted] to provide Cr Cooper with the key messages to take to the LMRTG | | Fri 11 March | |
| #4 | [redacted] to meet with [redacted] to discuss draft TLPI | | Fri 11 March | |
| #5 | [redacted] to organise key people from the industry to review the draft TLPI | | Fri 11 March | Completed |
| #6 | [redacted] to liaise with [redacted] to establish a working group | | Fri 11 March | |
| #7 | Meet with Queensland Government to discuss BCCs recommendations | | Fri 29 April | |
| #8 | Provide key point to Cr Cooper for the Industry Forum | | Friday 4 March | Completed |

| 25 Feb 2011 | Action | Responsible | Due | Status |
|---|---|---|---|---|
| #1 | Establish an internal working group with DA South and West and Certifiers to ground truth the work | [redacted] | Fri 4 March | Completed |
| #2 | Provide DERM with feedback from TPSC on the code | | Fri 4 March | |
| #3 | Investigate media opportunity to promote Council's proactive approach | | Fri 4 March | |
| #4 | Overlay flood affected areas, with information available to determine information that's missing | | Fri 4 March | |
| #5 | Report back on progress of Draft Flood Communications Strategy | | Fri 4 March | Presented |
| #6 | [redacted] from CDRO to be included in drafting of the Flood Communication Strategy | | ASAP | Completed |
| #7 | Provide 60 locations to TPSC for them to select 40 locations | | Fri 18 March | |
| #8 | Talk to CCMP team regarding flood markers and possible support on the project | | ASAP | City Design new lead for the project |
| #9 | Work on developing plain English text to communicate flood threats | | Fri 4 March | Progress noted |
| #10 | Include new definitions in definitions table | | Fri 4 March | In progress |
| #11 | Take Draft FloodWise Property Report to Civic Cabinet | | Mon 7 March | |
| #12 | Book in times with libraries to hold this event regularly | | Fri 4 March | 4 session in total booked |

| 4 Feb 2011 | Action | Responsible | Due | Status |
|---|---|---|---|---|
| #1 | [redacted] | [redacted] | | [redacted] |
| #2 | [redacted] | | | |
| #3 | [redacted] | | | |
| #4 | [redacted] | | | |
| #5 | [redacted] | | | |
| #6 | Secretariat to establish and circulate a central email for TPSC | Secretariat | | Completed |
| #7 | [redacted] | [redacted] | | |
| #8 | Secretariat to request CaRS to investigate scope of temporary living structures issue and report back to TPSC | Secretariat | | Not yet commenced |
| #9 | [redacted] | [redacted] | | |
| 11 Feb 2011 | Action | Responsible | Due | Status |
| #1 | [redacted] | [redacted] | [redacted] | [redacted] |
| #2 | [redacted] | | [redacted] | |
| #3 | [redacted] | | [redacted] | [redacted] |
| #4 | [redacted] | | [redacted] | [redacted] |
| #5 | [redacted] | | [redacted] | [redacted] |
| 18 Feb 2011 | Action | Responsible | Due | Status |
| #1 | [redacted] | [redacted] | [redacted] | [redacted] |
| #2 | [redacted] | | [redacted] | [redacted] |
| #3 | [redacted] | | [redacted] | [redacted] |
| #4 | [redacted] | | [redacted] | [redacted] |
| #5 | [redacted] | | [redacted] | [redacted] |
| #6 | [redacted] | | [redacted] | [redacted] |

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***Note:*** *Shaded area = Action is closed*

**Town Planning Sub-Committee Week Ending 11 March 2011**

**TPSC 1: Support the Joint Flood Task Force.**

- Joint Flood Task Force report presented 8 March 2011

**TPSC 2: Apply interim flood heights**

- Interim flood height recommendation to be presented to E&C 7 March 2011
- Interim flood height recommendation to be presented to Council 15 March 2011
- SPRP being developed

**TPSC 3: Short term planning amendments:**

- **TLPI houses > 8.5 metres** meeting with Industry representatives scheduled 15 March 2011.
- Pilot flood recovery seminar held 8 March 2011 for Newcastle Street residents.
- **Pontoons -** draft Code of Practice to be promoted with Marine Qld at Brisbane Boat Show in August.
- **Building basements and services** – First BCC & Energex Working Group meeting to be held 16 March 2011.

**TPSC 4: Longer Term planning amendments**

- JFT recommends long term amendments to City Plan

**TPSC 5: Engage planning & building peak bodies**

- CPAS Industry Forum to be held 18 March 2011

**TPSC 6: Develop new resilient building designs**

- Queensland Recovery Authority urged to include resilient building design in their ToR in Council's submission on *Operation Queenslander*.

**TPSC 7: Distribute planning information about flooding to the general community**

- Flood Wise Property Report options to be presented to E&C 14 March 2011.
- Key M&C messages to be presented to LMRTG 17 March 2011

**TPSC 8: Flood buy back scheme**

- Awaiting response from Premier and Federal Minister on request for assistance to extend the Flood Buy Back Scheme.

Planning Guidance Committee
14 March 2011

# Draft Temporary Local Planning Instrument (TLPI) for Interim Flood Response

[redacted]



*** Cabinet in Confidence ***

BRISBANE CITY

*Dedicated to a better Brisbane*

# Purpose

To respond to the Joint Flood Taskforce recommendations on interim flood levels which includes changes to:

- City Plan Codes
- Neighbourhood Plans
- Level of Assessment tables
- Subdivision and Development Guidelines

# Scope of TLPI

| | Industrial | Commercial | Residential (incl Filling) |
|---|---|---|---|
| **Development** | No | No | Yes |
| **Subdivisions** | No | No | Yes |

The Interim Residential Flood Level (IRFL) is based on the January 2011 flood levels (4.46 metres AHD at Brisbane Port Office Gauge), or the current DFL whichever is the higher - used as interim benchmark for planning and building purposes

The TLPI will apply to the land affected by the January 2011 Brisbane River flood and Creek/waterway flooding

The TLPI will not apply to the land affected by local flooding (overland flow) – insufficient flood information available at this time; nor storm tide –Individual communities need tailored responses to deal with local flooding and sea level rise.

# Structure of the TLPI

- Two parts – An instrument that changes the level of assessment and calls up a schedule of changes to the City Plan that operate on an exception basis

- A schedule of changes that includes changes to City Plan Primary Codes and Neighbourhood Plans. These documents call up Stormwater Management Code as a Secondary Code, which in turn relies on the Subdivision and Development Guidelines – so these are amended too.

# Structure of the TLPI - Two flood levels

The IRFL, the Interim Residential Flood Level.

The current DFL needs to be retained for industrial and commercial uses city wide.

# TLPI Content - Houses

Houses – Changes to House Code, Character Code, Small Lot Code, Brisbane River PSP

•Houses on large lots - increased maximum building height by 1m as an Acceptable Solution and introduce much greater flexibility to raise houses for flooding reasons through performance solution and purpose amendment.

•Houses on small lots - level of assessment changed from Impact to Notifiable Code. Introduces much greater flexibility to raise houses for flooding reasons through a new performance solution and purpose amendment. No change to Acceptable Solution – concerns regarding lot interface.

•New IRFL requirements.

# TLPI Content – Duplexes, SUDS, townhouses and units.

Units – Single Unit Dwelling Code, LMR, MR and HR Residential Design Codes, Centre Design Codes

- Greater flexibility to raise buildings for flooding reasons – performance solution and purpose amendments . No change to level of assessment or Acceptable Solution on height

- New IRFL requirements.

# TLPI Content – Residential Building Basements and Services

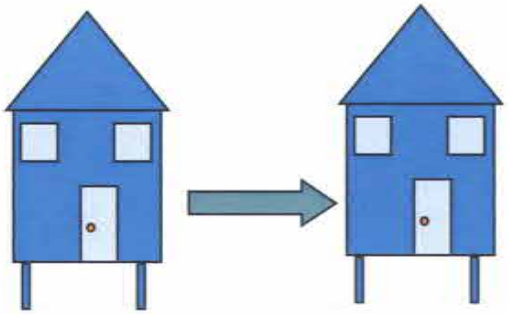
- Essential services – recommend that there is a practical and broader community interest in better building performance – Recommend essential services should be located OR proofed to IRFL Plus freeboard (300mm) (potential cost impact and Building Codes Queensland conflict)
- Residential Basements -inspections are suggesting that fully watertight basements are expensive and difficult to maintain throughout building life – Recommend to retain those at the DFL levels

# Streetscape and Drainage Implications

- Development levels and floor levels will rise from between approx 300mm at New Farm Park to in excess of two metres upstream of Tennyson
- Standard industry practice will utilise either filling (for subdivisions) or a combination of filling and building design responses in infill situations
- Large subdivisions– expect to be able to contain visual impacts through continued application of filling code
- Infill situations – short to medium term visual impacts and local drainage issues (nuisance flooding) are expected – industry feedback – streetscapes likely to self correct– filling rules to apply to lots in infill situations and acceptable solutions allowing an additional metre of building height restricted to large lots.

# Extension & raising existing houses - Implications

## Like for Like -



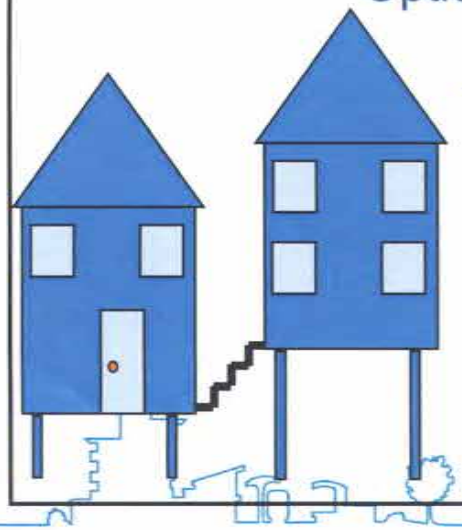
- no application
- no change required

## New House



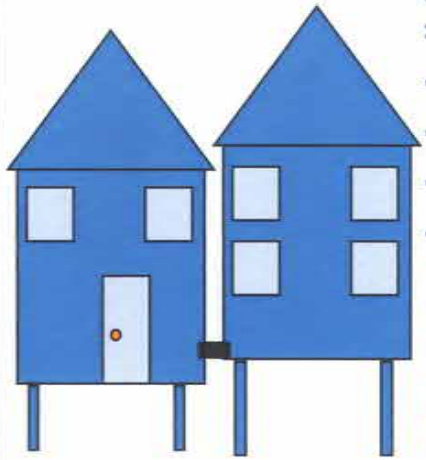
- Build to Interim Residential Flood Level (IRFL) + 500mm

## Raise/Extend Existing House Option A



- Build to IRFL + 500mm
- Achieves new immunity levels
- Clear and definitive
- Potential cost burden
- May lead to split level homes

## Raise/Extend Existing House Option B (drafted)



- Raise new flood level any height >existing floor level
- Flexible
- Won't achieve the IRFL
- Legal advice
- Disclaimer (Ack the risk)
- Disclosure notate rates notice for future purchasers
- Regulate/Advise flood resilient materials

# Where to from here?

- E&C Strategy Monday 21st March
- Council Tuesday 22nd March
- Lodge with Minister Wednesday 23rd March
- Marketing & communications launch prepared - Wednesday 23rd March
- Ministerial turnaround – 10 days

# Questions?

Town Planning Sub Committee

18 March 2011

# Draft Temporary Local Planning Instrument (TLPI) for Interim Flood Response

[redacted]



BRISBANE CITY

*Dedicated to a better Brisbane*

BCC.104.0119

# Purpose

To respond to the Joint Flood Taskforce recommendations on interim flood levels and includes changes to:

- City Plan Codes
- Neighbourhood Plans
- Level of Assessment
- Subdivision and Development Guidelines

# Temporary Local Planning Instruments

A Temporary Local Planning Instruments (TLPI) is a statutory planning instruments made by a local government; that

- Prevail over the planning scheme
- Are made to protect a planning scheme area from adverse impacts
- Require the Minister for Local government to be satisfied that 1–there is a significant risk of harm 2- waiting to amend the scheme would take too long 3- state interests are not adversely affected and 4- the TLPI reflects the standard QPP format.
- Have a currency period of one year

# Scope of TLPI

| | Industrial | Commercial | Residential (incl Filling) |
|---|---|---|---|
| **Development** | No | No | Yes |
| **Subdivisions** | No | No | Yes |

The Interim Residential Flood Level (IRFL) is based on the January 2011 flood levels (4.46 metres AHD at Brisbane Port Office Gauge), or the current DFL whichever is the higher - used as interim benchmark for planning and building purposes

# Structure of the TLPI

- First part – An instrument that sets out the purpose and describes the operation of the instrument and calls up a series of tables that detail the provisions that will sit over the City Plan on an exception basis

- Second part -Tables of changes that when read together with the City plan realign the normal operation of the planning scheme. The TLPI will affect primary Codes and Neighbourhood Plans. These documents call up Stormwater Management Code as a Secondary Code, which in turn relies on the Subdivision and Development Guidelines – each of these documents will be affected.

# Structure of the TLPI - Two flood levels

The IRFL, the Interim Residential Flood Level.

The current DFL needs to be retained for industrial and commercial uses citywide.

# TLPI Content - Houses

Houses – Changes to House Code, Character Code, Small Lot Code, Brisbane River PSP

•Houses on large lots - increased maximum building height by 1m as an Acceptable Solution and introduced much greater flexibility to raise houses for flooding reasons through performance solution and purpose amendment.

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•New IRFL requirements.

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Or

- Residential Basements be engineered to be watertight to protect basement located services.

# Streetscape and Drainage Implications

- Development levels and floor levels will rise from between approx 300mm at New Farm Park to in excess of two metres upstream of Tennyson

- Standards industry practice will utilise either filling (for subdivisions) or a combination of filling and building design responses in infill situations

## Large Subdivisions

- Large subdivisions– expect to be able to contain visual impacts through continued application of filling code

## Infill Situations

- Infill situations – short to medium term visual impacts and local drainage issues (nuisance flooding) are expected
- Industry feedback – streetscapes likely to self correct
- Infill response - filling rules to apply to lots in infill situations and acceptable solutions allowing an additional metre of building height restricted to large lots.

# The Lifecycle of the TLPI

- Flood Review Board – May 2011
- Queensland government Commission of Inquiry – January 2012
- Comprehensive flood study (Joint flood Taskforce)



# Where to from here?

- Council Tuesday 29th March
- Marketing & communications launch to prepared for - 29th March
- Lodge with Minister week ending 1st April
- Ministerial turnaround – ?



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Establishment & Coordination Committee

21 March 2011

# Draft Temporary Local Planning Instrument (TLPI) for Interim Flood Response

[redacted]



*** Cabinet in Confidence ***

BRISBANE CITY

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BCC.104.0104

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A Temporary Local Planning Instruments (TLPI) is a statutory planning instruments made by a local government; that

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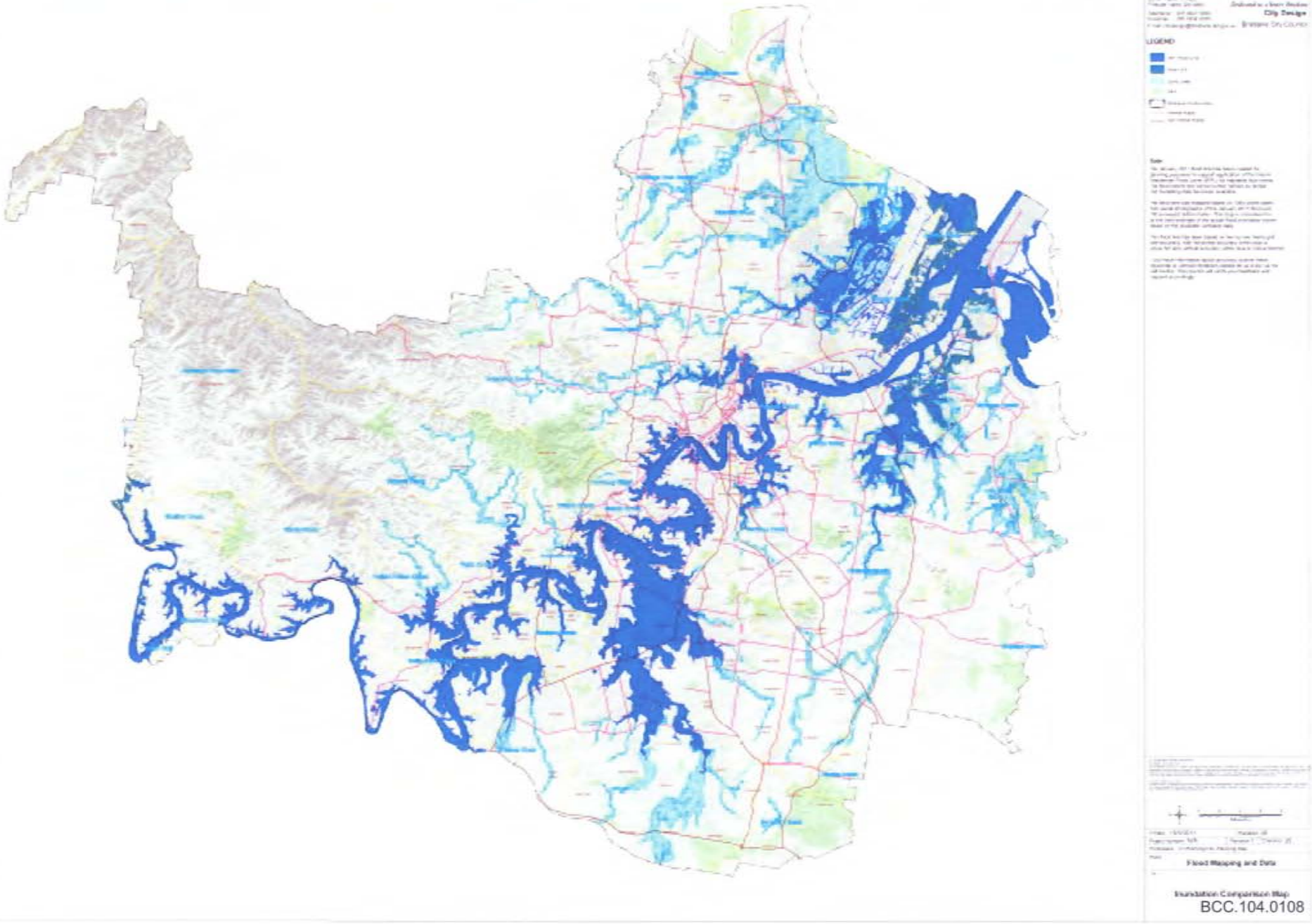
# Interim Residential Flood Level Map



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# Extension / raising existing houses Implications

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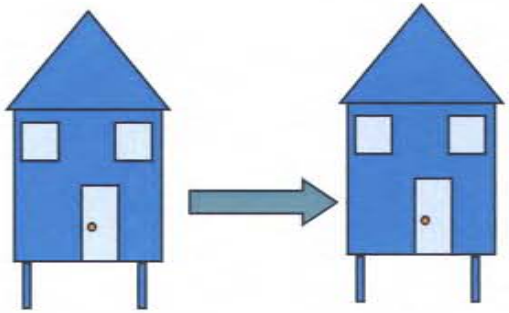
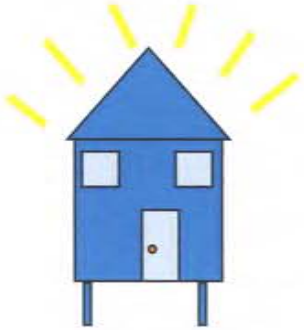


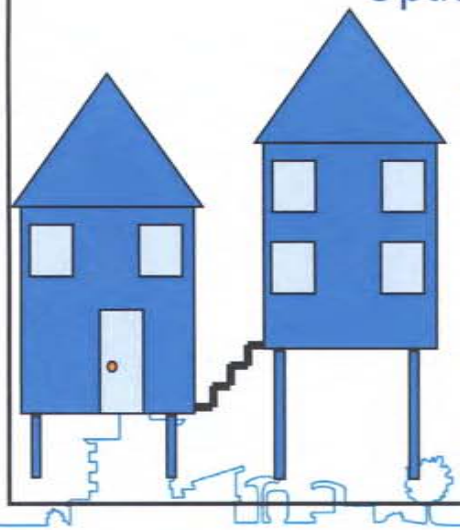
- no application
- no change required
- TLPI Protects these exemptions

## New House



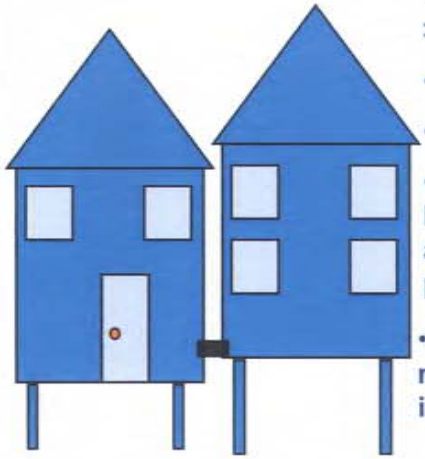
- Build to Interim Residential Flood Level (IRFL) + 500mm

## Raise/Extend Existing House Option A



- Build to IRFL + 500mm
- Achieves new immunity levels
- Clear and definitive
- Potential cost burden
- May lead to split level homes

## Raise/Part Raise or Extend Existing House Option B **(drafted)**



- Raise new flood level any height >existing floor level
- Flexible
- Won't achieve the IRFL
- Legal advice regarding applicants being required to acknowledge risk and disclosing the risk to future purchasers.
- Flood resilient materials and design in these situations

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BCC.104.0115

# The Lifecycle of the TLPI

- Flood Review Board – May 2011
- Queensland government Commission of Inquiry – January 2012
- Comprehensive flood study (Joint flood Taskforce)



# Where to from here?

- Council Tuesday 29th March
- |Marketing & communications launch to prepared for - 29th March
- Lodge with Minister week ending 1st April
- Ministerial turnaround – 10 days



*Dedicated to a better Brisbane*

Hon Paul Lucas MP

Queensland Government

Deputy Premier and Attorney-General
Minister for Local Government and
Special Minister of State

Our ref: OUT11/3494

Councillor Graham Quirk
The Right Honourable the Lord Mayor
Brisbane City Council
GPO Box 2287
Brisbane QLD 4001

Dear Lord Mayor Graham

I write in relation to the draft Temporary Local Planning Instrument 1/11 (TLPI) proposed by Brisbane City Council (Council) at its meeting of 29 March 2011, pursuant to the *Statutory Guideline 02/09 Making or amending local planning instruments*.

As you are aware, officers of the Department of Local Government and Planning (DLGP) have been working collaboratively with Council officers on the drafting of the TLPI. DLGP officers have provided preliminary feedback on potential issues and solutions associated with the content of the draft document, including a departmental letter dated 1 April 2011. I am also advised that DLGP officers have met with Council on numerous occasions since 10 March 2011 to discuss various TLPI drafting issues and have undertaken many further discussions with Council officers via phone, email and other correspondence during this time.

I note that the one outstanding issue relates to the mapping referenced in the TLPI. The government's concern relates to the reference of evolving document (the Flood Wise Property Report) in the TLPI. I am advised that DLGP have highlighted this issue in discussions between Council and DLGP over the past weeks and has requested for a specific dataset, date and title associated with the Flood Wise Property Report.

I am not able to support a general reference to the Flood Wise Property Report for the following reasons:

- the living and changing nature of the Flood Wise Property Report means it is not able to be referenced in a statutory instrument that is to be in force for a 12 month period

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GPO Box 15009 City East
Queensland 4002 Australia
Telephone +61 7 3224 4600
Facsimile +61 7 3224 4781
Email deputypremier@ministerial.qld.gov.au
ABN 65 959 415 158

- referencing an evolving document creates uncertainty and risk by including and then excluding properties from the provisions of the TLPI during its 12 month life. This will impact both Council and the flood affected members of the public

- there is less risk in referencing a static document, such as a specific Flood Wise Property Report dataset, including a date and title, than by attempting to reference a dynamic document in a statutory instrument

- there is not likely to be a significant number of properties not captured by the TLPI and later recognised in the Flood Wise Property Report as being flood affected.

Furthermore, the Queensland Reconstruction Authority (QldRA) has informed DLGP that it is not supportive of the current reference to the QldRA in the TLPI. This is due to the QldRA mapping (similar to this issue above), being a dynamic document that will change over time (i.e. in the release of Version 3 in June 2011). Furthermore, the QldRA mapping only shows the extent of flooding across the State, not the depth. The QldRA has reiterated to DLGP that its mapping is not static at this time and is, therefore, unable to be generally referenced in a statutory planning instrument. QldRA is supportive of Council either:

(i) creating its own map of the extent of flooding across the city, which is based on the QldRA map and informs the Flood Wise Property Report (specific data set); or

(ii) referencing and attaching a specifically dated QldRA map that, therefore, cannot change over time, to support its finer detail flood immunity mapping in the Flood Wise Property Report.

I am supportive of the QldRA's request, based on the following considerations:

- the QldRA mapping is a dynamic document that is proposed to change during the 12 month life of the TLPI which causes uncertainty concerns

- the TLPI is a Council proposed and owned document and, therefore, the mapping references within the instrument should relate to Council's own static data

- if Council removes the general reference to the QldRA map and instead either references their own map or a dated QldRA map, this will remove the concern of the TLPI needing to include the potential properties included/excluded in the later versions of the mapping

- that the TLPI is an interim response and, due to the existing circumstances and the urgent nature of the document, it is not reasonable to consider that the TLPI is able to capture all potential scenarios.

I also note that the QldRA is prepared to assist in the coordination of appropriate static mapping with the Department of Environment and Resource Management and Council, for inclusion in the TLPI.

In response to the mapping concerns raised, I am advised that Council officers have proposed the TLPI be later amended to resolve the matter of the mapping reference. It is advised that the *Sustainable Planning Act 2009* does not allow for the amendment of a TLPI, nor does the process allow for a clause to be added in the document to extend the operation of the TLPI across any additional properties identified in future versions of the mapping, as this is considered as an alternative way of attempting to amend the TLPI. A TLPI must be made in accordance with the provisions in Chapter 3, Part 5 of the SPA.

Therefore, I advise Council:

1. that a general reference to a dynamic document in the TLPI is not supported (as has been advised by DLGP officers in a number of meetings between DLGP and Council since 16 March 2011)

2. that as previously requested, Council is required to include a specific dataset, date and title associated with the Flood Wise Property Report to ensure that the TLPI refers to a static document

3. the position of, and offer of assistance from, the QldRA, as outlined above

4. that a TLPI is a statutory instrument, used to implement an immediate response when the circumstances warrant such a response

5. that due to the temporary nature (12 months) of a TLPI and the need for a subsequent planning scheme amendment to be proposed by Council (to address this matter in the long term), it is considered that the risk of referencing a specific data set in the TLPI is small

6. that as previously advised by DLGP, Council is encouraged to propose a subsequent planning scheme amendment following the release of later versions of the QldRA mapping which will, therefore, capture any properties that may have been affected by the mapping changes.

Given the significant importance of rebuilding Queensland after the January 2011 floods, it is unfortunate that Council has not appropriately responded to the advice provided by DLGP. This matter is now impacting on the finalisation of the TLPI and it is disappointing that Council has not shared the same urgency as my Department in concluding this reconstruction tool.



BCC.104.0198

Furthermore, I note that Council's media release on this matter pre-empts my approval of the TLPI and implies that this matter has been finalised, despite Council being aware of the outstanding mapping issues. Members of the public that have been severely affected by the recent floods have experienced enough stress and should not be subject to unrealistic expectations caused by potentially misleading information. I am also aware that information has been provided to residents suggesting that delays to the finalisation of the TLPI are the responsibility of my Department, however previous correspondence from DLGP officers to Council demonstrates that this is not the case.

I am supportive of Council taking a proactive approach in progressing this matter and I am committed to implementing the TLPI as soon as possible; however the issues stated in this letter must be addressed. DLGP officers have been made available to assist Councils in responding to the January flood event and I encourage Council to continue to work in partnership with my Department on this matter.

Following Council resolving the TLPI in line with all previous comments made by DLGP (including the agreed content changes between Building Codes Queensland and Council), it is recommended that Council summarise all relevant changes made to the draft TLPI and resubmit the latest version of the document to DLGP for immediate progression.

I request that Council seeks to resolve the above as a matter of urgency in order to assist residents of Brisbane to rebuild their homes and local community.

I trust this information is of assistance.

Yours sincerely

[redacted]

**PAUL LUCAS MP**
**Deputy Premier and Attorney-General,**
**Minister for Local Government**
**and Special Minister of State**

Cc Councillor Amanda Cooper
Brisbane City Council

City Planning & Sustainability Division
City Planning Branch
Reception Level 7 266 George Street Brisbane
GPO Box 1434 Brisbane Qld 4001
T 07 3403 9662 F 07 3334 0014
www.brisbane.qld.gov.au

30 March 2011

**Hon. Paul Lucas MP**
**Minister for Local Government and Planning**

The Chief Executive
Regional Planning Systems
Southern Regional Division
Planning Group
Dept of Local Government and Planning
PO Box 15009
**BRISBANE CITY EAST QLD 4002**

Attention: [redacted]

Dear Minister,

Re: **Modifications to Temporary Local Planning Instrument 1/11**

On 29 March 2011, Council proposed Temporary Local Planning Instrument 1/11 – Brisbane Interim Flood Response. By letter 30 March 2011, the proposed Temporary Local Planning Instrument (TLPI) was referred to Department of Local Government and Planning (DLGP) for approval. Since then, Brisbane City Council and DLGP have worked together to make improvements to the draft TLPI in response to issues raised by the department. These changes are:

1. Changes to Character
2. Changes to resilient building design
3. Changes to mapping
4. Minor changes

In addition, the department has requested a fact sheet to be uploaded to Council's website explaining in general terms, the effect of the TLPI. This fact sheet will be uploaded when the TLPI becomes effective.

Yours sincerely

[redacted]
**Manager City Planning**

*Dedicated to a better Brisbane*

City Planning & Sustainability Division
City Planning Branch
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30 March 2011

**Hon. Paul Lucas MP**
**Minister for Local Government and Planning**

The Chief Executive
Regional Planning Systems
Southern Regional Division
Planning Group
Dept of Local Government and Planning
PO Box 15009
**BRISBANE CITY EAST QLD 4002**

Attention: [redacted]

Dear Minister,

Re: **Seeking the Minister's Approval for Temporary Local Planning Instrument 1/11**

At its meeting of 29 March 2011, Council proposed a Temporary Local Planning Instrument (TLPI) to the *Brisbane City Plan 2000* (City Plan) pursuant to Section 1.1 of Step 1 of Stage 3 of *Statutory Guideline 02/09 Making or Amending Local Planning Instruments*.

The proposed TLPI will implement an interim standard for flood affected areas along with changes to the current planning provisions to facilitate this change.

Pursuant to section 105 of the *Sustainable Planning Act 2009* there is a risk of serious economic, social and cultural conditions happening in Brisbane as:

a) In January 2011, Brisbane experienced the second-highest flood of the last 100 years, after January 1974. There was major flooding through most of the Brisbane River catchment.

b) The flooding of the Brisbane River in January 2011 affected 12,000 homes and 2,500 commercial properties. Rebuilding is a priority for both Council and affected residents. A short and long term planning response is required to assist with rebuilding in the short term, and in the longer term, to learn the lessons of the January 2011 flood and stimulate greater awareness and preparedness for future flood events.

c) There is significant risk of serious adverse economic, social and cultural conditions being experienced in Brisbane if the draft Temporary Local Planning Instrument is not adopted. This is because existing planning scheme needs to change to mandate new flood levels and remove obstacles in the existing planning scheme that would prevent or hinder redevelopment.

d) The delay involved in using the process associated with normal planning scheme amendments would increase the risk of social and economic hardship to residents of flood affected communities.

e) State interests will be served by the adoption of the draft Temporary Local Planning Instrument, which provides for recovery and reconstruction of flood affected areas of Brisbane as a matter of priority.

f) The draft Temporary Local Planning Instrument has been drafted to appropriately reflect the purpose and intent of the standard planning scheme provisions.

The Minister should be satisfied that the requirements of section 105 of the Sustainable Planning Act 2009 have been met and authorise the adoption of the Temporary Local Planning Instrument.

A copy of Council's Resolution and the proposed TLPI is attached for your information. Your prompt response would be appreciated.

Yours sincerely

[redacted]

**Manager City Planning**

29 March 2011

# Draft Temporary Local Planning Instrument 01/11 - Brisbane Interim Flood Response



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BCC.104.0132

# The Joint Flood TaskForce

- 30 day remit – Chaired by Professor Colin Apelt
- Reported on 8 March with 7 recommendations
- Recommendation # 1 – Use January 2011 flood event as the interim flood level

# Joint Flood TaskForce

- Development levels and floor levels will need to rise between approx 300mm at New Farm Park to in excess of two metres upstream of Tennyson *

*modelled levels subject to confirmation.

- This TLPI introduces the new interim flood level and adjusts the planning scheme to allow for increased building heights whilst balancing the need to protect amenity.

# Purpose

To respond to the Joint Flood Taskforce recommendations on interim flood levels and include changes that affect the operation of:

- City Plan Codes
- Neighbourhood Plans
- Level of Assessment
- Subdivision and Development Guidelines

# Why a TLPI ?

- Flood Review Board – May 2011
- Queensland Government Commission of Inquiry – January 2012
- Comprehensive flood study (Joint flood Taskforce)
- The TLPI is an interim response and is proposed as there is no time available for the normal 18 month planning scheme amendment process.

# Temporary Local Planning Instruments

A Temporary Local Planning Instrument (TLPI) is a statutory planning instrument made by a local government; that

- Prevails over the planning scheme
- Is made to protect a planning scheme area from adverse impacts
- Requires the Minister for Local Government to be satisfied that 1–there is a significant risk of harm 2- waiting to amend the scheme would take too long 3- State interests are not adversely affected and 4- the TLPI reflects the standard QPP format.
- Has a currency period of one year

# Scope of TLPI

| | Industrial | Commercial | Residential (incl Filling) |
|---|---|---|---|
| **Development** | No | No* | Yes |
| **Subdivisions** | No | No | Yes |

* Includes commercial basements/services

The TLPI will apply to the land affected by the January 2011 Brisbane River flood and waterway flooding

The TLPI will not apply to land affected by local flooding (overland flow) – insufficient flood information available at this time; nor storm tide –Individual communities need tailored responses to deal with local flooding and sea level rise.

# Definitions – The Interim Residential Flood Level (IRFL)

Interim Residential Flood Level is the surface of floodwater in one or both of the following flood events:

1. Brisbane River - Jan 2011 flood levels, (4.46 metres AHD at Brisbane City Gauge), or
2. The Defined Flood Level based on a Brisbane River Flood Event using a flood height profile of 3.7m AHD at the Brisbane City Gauge.

*whichever is the highest at any point.*

# Definitions – TLPI Area

The land to which this TLPI applies is that land affected by the IRFL and/or lands affected by Waterway/ Creek Flooding.

A) Interim Residential Flood Level (IRFL) is the surface of floodwater in one or both of the following flood events:

1. Brisbane River - Jan 2011 flood levels, (4.46 metres AHD at Brisbane City Gauge), or
2. The Defined Flood Level based on a Brisbane River Flood Event using a flood height profile of 3.7m AHD at the Brisbane City Gauge.

*whichever is the highest at any point; and*

B) Waterway Flooding being all land affected by a 100 year ARI flood event.

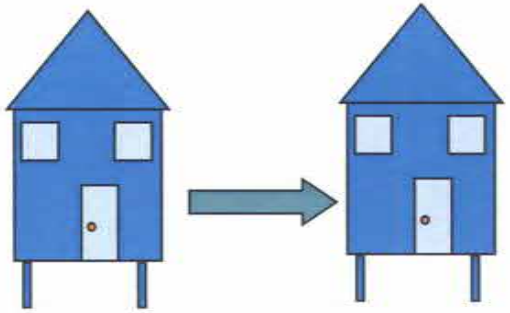
# Structure of the TLPI - Two flood levels

The IRFL, the Interim Residential Flood Level for houses, units and commercial building services

The current DFL needs to be retained for industrial and other uses citywide.

# Extending & raising existing houses

## Like for Like -



- no application
- no change required
- TLPI Protects these exemptions

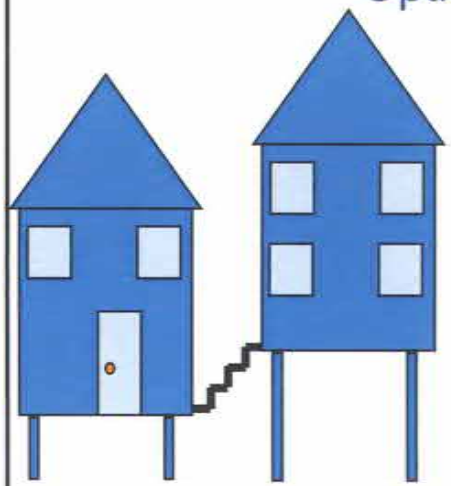
## New House



- Build to Interim Residential Flood Level (IRFL) + 500mm

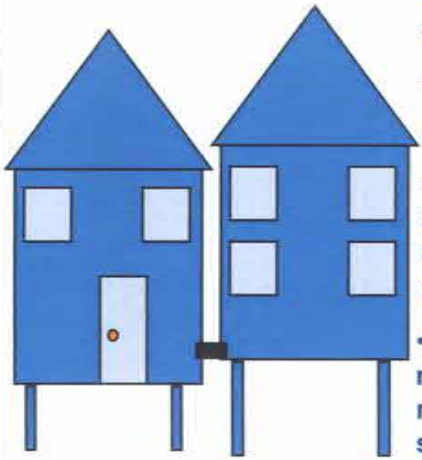
# Extending & raising existing houses

## Raise/Extend Existing House Option A



- Build to IRFL + 500mm
- Would achieve new immunity levels
- Clear and definitive
- Potential cost burden
- May lead to split level homes

## Raise/Part Raise or Extend Existing House Option B **(drafted)**



- Raise new flood level any height >existing floor level
- Flexible
- Won't achieve the IRFL
- Legal advice regarding applicants being required to acknowledge risk and disclosing the risk to future purchasers.
- Flood resilient materials and design required in these situations

# TLPI Content - Houses

| | Standard lots | Small lots |
|---|---|---|
| I.R.F.L. | ✓ | ✓ |
| Purpose | ✓ | ✓ |
| Performance Criteria | ✓ | ✓ |
| Acceptable Solution | ✓ | ✗ |
| Level of Assessment Change | ✗ | ✓ |

- Houses on standard lots - increases maximum building height by 1m as an Acceptable Solution
- Changed level of assessment from Impact to Notifiable code for houses on small lots.

# TLPI Content -Units

| | |
|---|---|
| I.R.F.L. |  |
| Purpose |  |
| Performance Solution |  |
| Acceptable Solution |  |
| Level of Assessment Change |  |

**•Greater flexibility to raise buildings for flooding reasons – performance solution and purpose amendments . No change to level of assessment or Acceptable Solution on height.**

# Residential/Commercial Building Basements and Services

- Essential services –there is a practical and broader community interest in better building performance – essential services will be required to be located OR proofed to IRFL Plus freeboard (500mm)

Or

- The whole basement be engineered to be watertight to protect basement located services.

# Streetscape and Local Drainage.

- Standard industry practice will utilise either filling (for subdivisions) or a combination of filling and building design responses in infill situations

## Large Subdivisions

- Large subdivisions– expect to be able to contain visual impacts through continued application of filling code

## Infill Situations

- Infill response - filling rules to apply to lots in infill situations and acceptable solutions allowing an additional metre of building height restricted to large lots

# Where to from here?

- Lodge with Minister after Council endorsement
- Minister to consider request and respond to Council
- Council resolves to adopt TLPI and places notice in the newspaper/Government Gazette.
- TLPI effective from date of gazettal.



152|160|1007|56.
X.REF
30 MAR 2011
INFORMATION MANAGEMENT
ATTACH No. 8A11/1215.

# DECISION OF THE BRISBANE CITY COUNCIL

**ESTABLISHMENT AND COORDINATION Committee's Recommendation of**

**24 MARCH 2011**

**Presented to Council: 29 MARCH 2011; and ADOPTED**

## A TEMPORARY LOCAL PLANNING INSTRUMENT 01/11 BRISBANE INTERIM FLOOD RESPONSE (UNDER THE *SUSTAINABLE PLANNING ACT 2009*)

**152/160/1007/56; 109/280/265/7**

1. The Divisional Manager, City Planning and Sustainability, provides the information below.

2. Approval is sought to endorse the draft Temporary Local Planning Instrument 01/11 Brisbane Interim Flood Response, implementing an interim standard for flood affected areas, as recommended by the Joint Flood Taskforce, along with changes to the current planning provisions to facilitate this change.

3. In January 2011, Brisbane experienced one of its highest recorded floods. During this time, South East Queensland also experienced impacts of extreme waterway/creek flooding. These events raised questions about flood control levels.

4. A Joint Flood Taskforce (JFTF) was established to report within 30 days, on the following three questions:
   - How does the January 2011 flood event compare to the Q100 as presently defined and Brisbane City Council's Defined Flood Event (DFE)?
   - Does the Q100, as it is currently described, remain the best estimate of a one-in-100-year event?
   - Accordingly, what standard should be used to enable new development and redevelopment to proceed with confidence and certainty?

5. In response, the Joint Flood Taskforce (JFTF) recommended a standard that should be used to enable development and redevelopment in Brisbane River flood-affected areas to proceed with certainty. In its final report, the JFTF recommended:

   *That the actual January 2011 flood event, as observed during the event, be used as the **interim** standard on which Brisbane City Council bases its decisions concerning new development and redevelopment, with the essential condition that, wherever a higher level has been set as the current DFL, the higher level must apply; and that this interim standard apply until conclusion of the Commission of Inquiry and the comprehensive flood study recommended below is completed.*

6. A proposed Temporary Local Planning Instrument (TLPI) enabling Council to give effect to this recommendation has been prepared and is submitted on file at Attachment B. The TLPI also responds to other known flood risks, particularly waterway/creek flooding throughout the city. The TLPI does not relate to land affected solely by overland flow or tidal flooding (storm tide).

7. A TLPI is a planning instrument that can be implemented overriding specified provisions in the planning scheme for up to one year. The proposed TLPI would have effect from the date notification is placed in the Queensland Government Gazette.

Brisbane City Council Decision

8. The proposed TLPI seeks to adopt new design levels relating to flooding, known as the Interim Residential Flood Level (IRFL). The land to which this TLPI is proposed to apply is that land affected by the IRFL and/or lands affected by waterway/creek flooding.

9. The IRFL is the surface of floodwater in one or both of the following flood events, whichever is the highest at any point:
   - Brisbane River - January 2011 event, or
   - the Defined Flood Level (DFL) based on a Brisbane River flood event using a flood height profile of 3.7 metres AHD (Australian Height Datum) at the Brisbane city gauge.

10. Waterway/creek flooding is all land affected by a 100-year ARI (average recurrence interval) flood event.

| Flood event | Described in: |
|---|---|
| The January 2011 Brisbane River flood event | Queensland Reconstruction Authority "Interactive Reconstruction Map" 2010-2011 Interim Flood Lines |
| Waterway/creek flood inundation extent and level for a 100-year ARI waterway/creek flood event | Flood flag maps and Floodwise Property Report, Brisbane City Council |
| DFL based on a Brisbane River flood event using a flood height profile of 3.7 metres AHD at the city gauge. | Flood flag maps and Floodwise Property Report, Brisbane City Council |

**The TLPI does not relate to land affected solely by overland flow or tidal flooding (storm tide).*

11. The TLPI includes new provisions for new and existing residential development, as well as essential building services and building basements in commercial buildings.

12. Provisions in the TLPI are to be read with the *Brisbane City Plan 2000* on a 'by exception' basis.

13. The purpose of this TLPI is to apply the Interim Residential Flood Level (IRFL) and facilitate the following:
   1. application of the IRFL
   2. where on standard lots, allow self assessment of houses up to 9.5 metres above ground level where affected by waterway/creek or Brisbane River flooding (as described in the table above)
   3. change the level of assessment for a house on a small lot to Code Notifiable where a new house or raising an existing house, and not meeting the requirements in Table 1 (at Attachment B, submitted on file), building envelope requirements of the residential design Small Lot Code, and affected by waterway or Brisbane River flooding
   4. allow houses to be raised or extended with habitable floor levels below the IRFL with requirements for resilient building design and materials.
   5. introduce additional requirements for filling and excavation in the House Code.
   6. allow for waterway and Brisbane River flooding to be taken into account when assessing maximum building height for a House, multi-unit dwelling and single unit dwelling.
   7. identify additional technical standards and requirements to complement those in the Subdivision and Development Guidelines for properties affected by waterway and Brisbane River flooding, including building basements and essential services for residential and commercial development.

Brisbane City Council Operations

Implications of proposal

14. Implementing the TLPI will provide updated guidance and certainty for the development industry, and community about residential development and building in flood-affected areas.

15. Key implications are:
- The key recommendation of the Joint Flood Taskforce, being the adoption of an interim flood standard for Brisbane River, as well as creek/waterway flooding, will be implemented without the delay associated with normal planning scheme amendment processes.
- Council will have a new basis on which to make decisions concerning new residential development.
- utilisation of resilient building design and materials in flood affected areas
- adaptation of residential buildings in flood affected suburbs to new building levels, which will rise from between approximately 300 millimetres at New Farm Park, to in excess of two metres upstream of Tennyson.

Customer impact

16. Customers will have improved flood immunity by ensuring new development is constructed to the IRFL, and will benefit from a series of changes that provide greater flexibility in the planning process to increase the height of flood affected houses.

17. Approval is now sought to submit the draft Temporary Local Planning Instrument *01/11 Brisbane Interim Flood Response* to the Minister for Local Government for adoption. The Divisional Manager recommends accordingly and the Committee agrees.

18. **RECOMMENDATION:**

**THAT COUNCIL APPROVE THE DRAFT RESOLUTION SET OUT AT ATTACHMENT "A", SUBMITTED ON FILE.**

**Draft Resolution**
**Attachment A**

**THAT COUNCIL RESOLVE THAT—**

1. Pursuant to Section 1.1 of Step 1 of Stage 1 of Part 3 of the Statutory Guideline 02/09 Making or Amending Local Planning Instruments (Guideline) made under the *Sustainable Planning Act 2009*, **COUNCIL PROPOSES TO PREPARE TEMPORARY LOCAL PLANNING INSTRUMENT 01/11 - BRISBANE INTERIM FLOOD RESPONSE.**

2. Council directs that:

(a) The Minister be given a copy of the proposed Temporary Local Planning Instrument as set out in Attachment B, submitted on file.

(b) The Minister be advised as required by Section 105 of the *Sustainable Planning Act 2009*, of the reasons for the Council proposing the Temporary Local Planning Instrument which are set out in Attachment C, hereunder.

Brisbane City Council Decision

**Reasons for the Minister for Local Government to adopt the draft Temporary Local Planning Instrument - 01/11 Brisbane Interim Residential Flood Response**
**Attachment C**

(a) In January 2011, Brisbane experienced the second-highest flood of the last 100 years, after January 1974. There was major flooding through most of the Brisbane River catchment.

(b) The flooding of the Brisbane River in January 2011 affected 12,000 homes and 2,500 commercial properties. Rebuilding is a priority for both Council and affected residents. A short and long term planning response is required to assist with rebuilding in the short term, and in the longer term, to learn the lessons of the January 2011 flood and stimulate greater awareness and preparedness for future flood events.

(c) There is significant risk of serious adverse economic, social and cultural conditions being experienced in Brisbane if the draft Temporary Local Planning Instrument is not adopted. This is because existing planning scheme needs to change to mandate new flood levels and remove obstacles in the existing planning scheme that would prevent or hinder redevelopment.

(d) The delay involved in using the process associated with normal planning scheme amendments would increase the risk of social and economic hardship to residents of flood-affected communities.

(e) State interests will be served by the adoption of the draft Temporary Local Planning Instrument, which provides for recovery and reconstruction of flood affected areas of Brisbane as a matter of priority.

(f) The draft Temporary Local Planning Instrument has been drafted to appropriately reflect the purpose and intent of the standard planning scheme provisions.

(g) The Minister should be satisfied that the requirements of section 105 of the *Sustainable Planning Act 2009* have been met and authorise the adoption of the Temporary Local Planning Instrument

Brisbane City Council Decision

Queensland Government

Department of
Infrastructure and Planning

Our ref: OUT11/2965

[redacted]
Project Manager - City Plan 2012
Brisbane City Council
GPO Box 1434
Brisbane QLD 4001

Dea[redacted]

I write in relation to the draft Temporary Local Planning Instrument (TLPI) 1/11 proposed by Brisbane City Council (Council) at its meeting of 29 March 2011, pursuant to section the *Statutory Guideline 02/09 Making or amending local planning instruments.* I note that the draft TLPI was formally sent to the Honourable Paul Lucas MP, Deputy Premier and Attorney General, Minister for Local Government and Special Minister for the State on 30 March 2011.

It is noted that officers of the Department of Local Government and Planning (DLGP) have been working collaboratively with Council officers on the drafting of the TLPI, providing preliminary feedback on potential issues and solutions associated with the content of the draft document. DLGP officers have met with Council on four occasions since 10 March 2011 to discuss various TLPI drafting issues. The main issues raised by DLGP and Council's response to date are summarised below:

- DLGP initially recommended that the TLPI be implemented in a format that included a map which identified the flood affected properties, with an associated set of provisions that applied only to those properties identified on the map. Subsequently DLGP reiterated that the provisions of the TLPI, which would be in force to assist in mitigating flood impacts in the future, would prevail over other relevant provisions in *City Plan 2000* in the event that there was a conflict. Council adopted this general approach in drafting the TLPI.
- DLGP raised initial concerns about how a resident was to identify if they are included in the flood affected map, which triggers the additional provisions included in the TLPI. While the latest draft of the TLPI makes explicit reference to a map, it is still considered unclear how a member of the public is to understand how to find out whether their property is triggered on the Map. DLGP has suggested that this process be made clearer to ensure ease of understanding for all parties involved.

Executive Building
100 George Street
PO Box 15009
City East Queensland 4002
**Telephone +61 7 3227 8548**
**Facsimile +61 7 3224 4683**
**Website** www.dlgp.qld.gov.au

ABN 25 166 523 889

- DLGP raised concerns relating to the reference of building materials and building work in the TLPI, due to potential conflicts with the *Building Act 1975* and subsequent building regulations, as well as the National Construction Code. It is noted that officers from Building Codes Queensland (BCQ), within DLGP, have met with Council to discuss reworking the TLPI to ensure greater clarity and appropriateness of references to building materials and building work. An additional meeting between BCQ and Council is proposed for Tuesday 7 April 2011 to further continue discussions and amendments to the TLPI in relation to building matters.
- DLGP officers raised concern about how a member of the public is able to identify the specific flood immunity level that pertains to a particular lot, as the original map proposed by Council only showed the extent of flooding across the city (a 2D representation), not an individual lot by lot calculation of the flood immunity level. DLGP requested that Council reference and date a specific data set associated with the Flood Wise Property Report. This approach was proposed by DLGP to ensure that the TLPI (being a statutory instrument) applies to a specific set of data, that is immovable, and that will not change over time due to being included in an evolving document, such as the Flood Wise Property Report. Council has not referenced a specific date and data set associated with the Flood Wise Property Report in the latest draft of the TLPI.
- DLGP has commented on operational issues associated with the TLPI such as numbering and content changes, i.e. reworking the purpose, definitions and application sections of the TLPI to ensure greater clarity. A number of workability issues associated with the TLPI that are still outstanding.

Following Council's submission of the TLPI to the Deputy Premier, and at the request of Council officers, Departmental representatives have continued to liaise with Council and reiterate concern for the matters raised above. As previously noted, DLGP (including BCQ officers) have agreed to meet with Council to seek a solution to the building issues associated with the TLPI. Council have also proposed to meet with DLGP on Wednesday 8 April 2011 to finalise any outstanding issues. Furthermore, DLGP advises Council that the TLPI has been distributed to the Queensland Reconstruction Authority (the Authority) for review.

This letter reiterates DLGP's eagerness to progress this matter as soon as possible, in the interest of providing an immediate response to assist in rebuilding and recovery, following the recent flood events experienced in Brisbane.

I trust this information is of assistance. If you require any further information, please contact Steven Schwartz, Manager, Regional Services Division, Strategy and Governance Group, Department of Local Government and Planning on [redacted] who will be pleased to assist.

Yours sincerely

[redacted]

**Acting Executive Director**
**Planning Services Division**
**Growth Management Queensland**



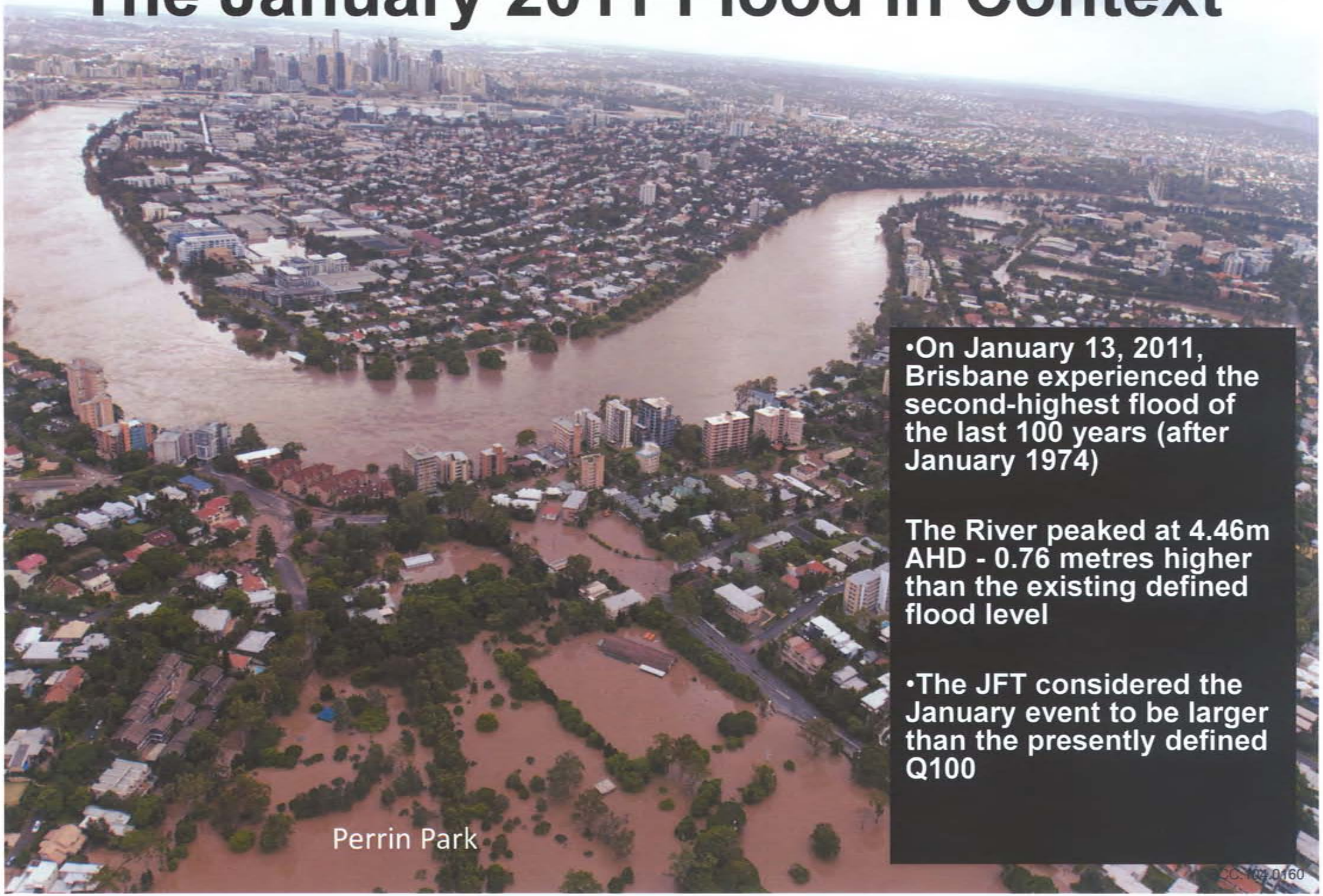
BCC.104.0152

15 April 2011

# Draft Temporary Local Planning Instrument 01/11 -Brisbane Interim Flood Response

[redacted]

# The January 2011 Flood in Context




- On January 13, 2011, Brisbane experienced the second-highest flood of the last 100 years (after January 1974)

The River peaked at 4.46m AHD - 0.76 metres higher than the existing defined flood level

- The JFT considered the January event to be larger than the presently defined Q100

CC 104.0160

# Flood Facts

- 20,000 homes and 3,700 businesses flooded
- Hundreds of parks and community areas were affected
- Key infrastructure, including ferry terminals and Riverwalk seriously damaged



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# Flood Facts

- More than 375,000 tonnes of roadside waste and debris was collected
- Flood damage bill of $440 million
- Approximately 24,000 volunteers were coordinated in the 15-16 January Clean up.
- Work still continues to restore parks, waterways and natural areas



# The Joint Flood Taskforce

The 7 Taskforce recommendations endorsed by Council on 15 March were:



#1 Adopt January 2011 event as the new benchmark for planning decisions.

#2 – 6 Further studies to increase our understanding of Brisbane River flooding.

#7 Adopt a risk management approach to flooding for the City.

# Learnings

- The January 2011 event demands a smarter short and long term response to living on the flood plain

- Unlikely to be large areas requiring evacuation

- Future planning will focus on people first and property second

- We will continue to develop flood information to assist the community to make decisions about flooding and property.



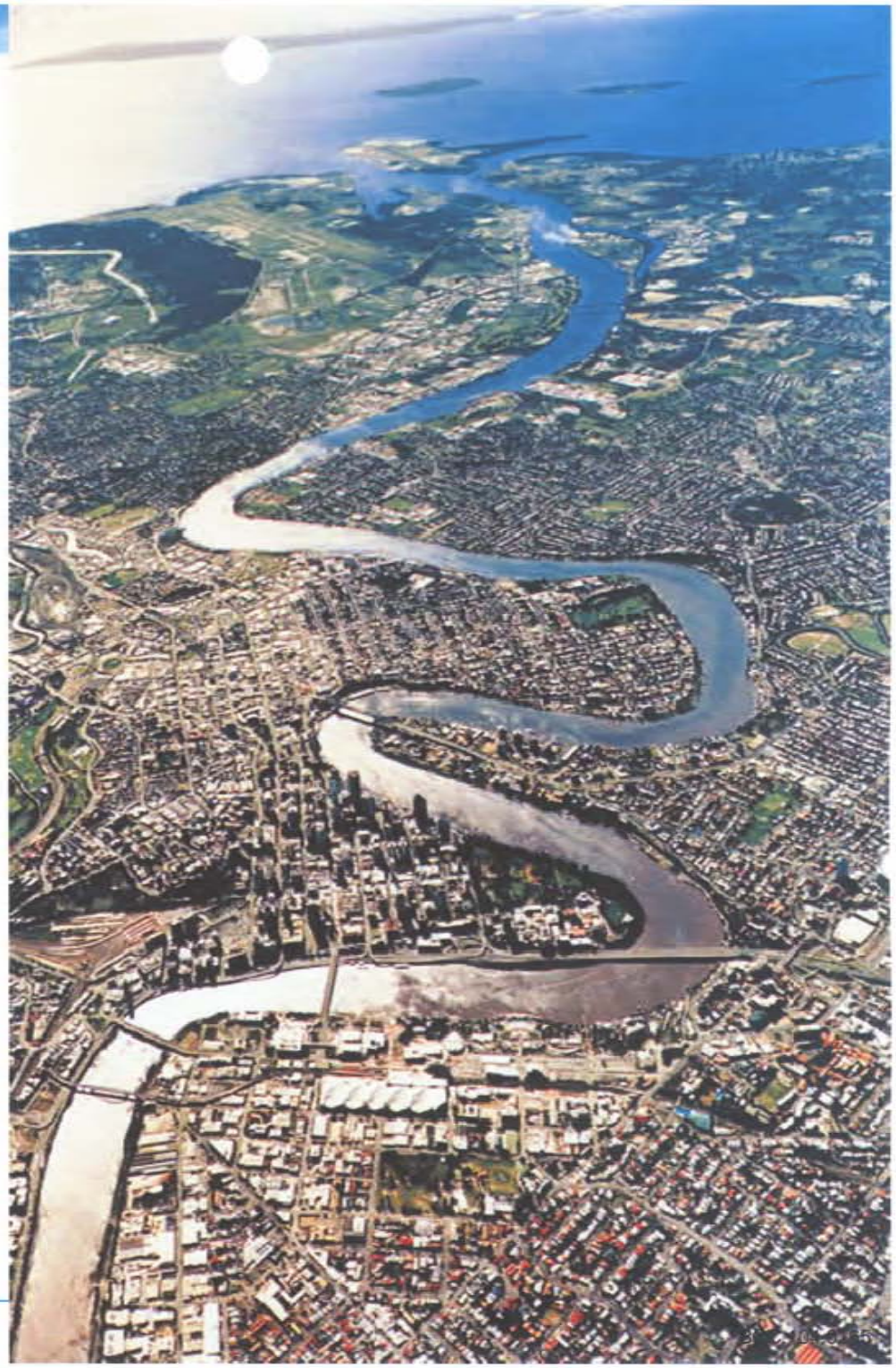


# The Policy Challenge

- To respond quickly; and

- To implement Taskforce Recommendation No.1 - to use January 2011 flood event as the benchmark for development assessment purposes; and

- To adjust the planning rules to allow for increased building heights whilst balancing the need to protect amenity.



# Why a Temporary Local Planning Instrument (TLPI)?

A TLPI is an interim response made by a local government that:

- Is proposed as there is no time available for the normal 18 month planning scheme amendment process
- Prevails over the planning scheme
- Is made to protect Brisbane from adverse impacts
- Has a currency period of one year



# Scope and Application of TLPI

| | Industrial | Commercial | Residential (incl Filling) |
|---|---|---|---|
| **Development** | No | No* | Yes |
| **Subdivisions** | No | No | Yes |

* Includes commercial building services

The TLPI will apply to the land affected by the January 2011 Brisbane River flooding as well as waterway/creek flooding

The TLPI will not apply to land affected by overland flow –or tidal flooding

**River flood levels are defined in the IRFL**

# What is the Interim Residential Flood Level (IRFL)

**Interim Residential Flood Level (IRFL)** is the surface of floodwater in one or both of the following flood events:

1. Brisbane River - Jan 2011 flood levels, (4.46 metres AHD at Brisbane City Gauge), or

2. The Defined Flood Level based on a Brisbane River Flood Event using a flood height profile of 3.7m AHD at the Brisbane City Gauge.

whichever is the highest at any point.



# DA Process - Taking Up the Challenge.

- New provisions are adaptive and responsive.
- Industry and residents will be able to respond to the IRFL without red tape.
- We will be protecting amenity too.



# TLPI Content - Houses

| | Standard lots | Small lots |
|---|---|---|
| I.R.F.L. | ✓ | ✓ |
| Purpose | ✓ | ✓ |
| Performance Criteria | ✓ | ✓ |
| Acceptable Solution | ✓ | ✗ |
| Level of Assessment Change | ✗ | ✓ |

- Houses on standard lots - increases maximum building height by 1m as an Acceptable Solution
- Changed level of assessment from Impact to Notifiable code for houses on small lots.

# TLPI Content -Units

| | |
|---|---|
| I.R.F.L. |  |
| Purpose |  |
| Performance Solution |  |
| Acceptable Solution |  |
| Level of Assessment Change |  |

•Greater flexibility to raise buildings for flooding reasons – performance solution and purpose amendments . No change to level of assessment or Acceptable Solution on height.

# Residential/Commercial Building Services

- Essential services such as power and communications – will be required to be located above ground at IRFL plus (500mm) freeboard

Or

- Basements must be engineered to be watertight to protect any essential services located there



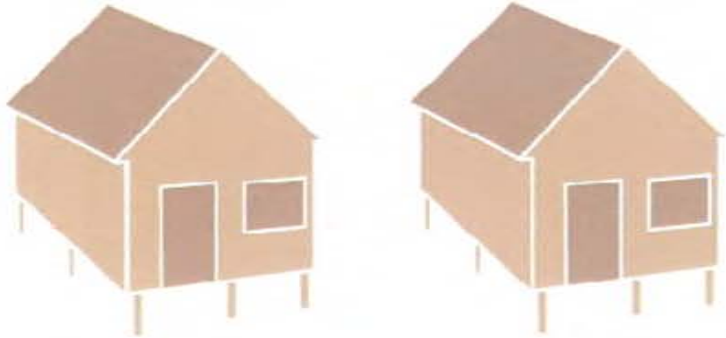



# The Implementation Challenge

- Development levels and floor levels will need to rise between approximately 500mm at Hawthorne to approximately 1.5 metres at Jindalee



# New Scenarios for Houses



**Like for like**

- No application required
- TLPI protects these exemptions



**New House**

- Build to Interim Residential Flood level plus 500 mm freeboard.

BRISBANE CITY

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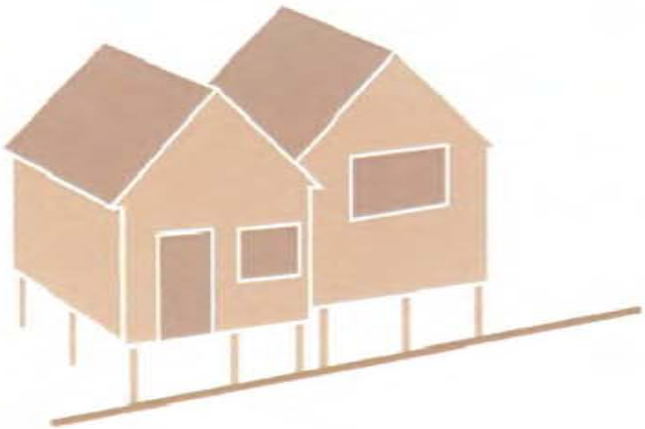
# New Scenarios for Houses



**Raise or Extend Existing Houses**
**Option A**

- Build to IRFL + 500 mm to achieve new immunity levels
- May lead to split level homes
- Will be acceptable



**Raise or Extend Existing Houses**

**Option B**

- Any improvement in the level of flood immunity will be acceptable.
- Will not always achieve the IRFL
- Future purchasers will need to be notified the level of flood immunity required.
- Flood resilient designs and materials required.

*Dedicated to a better Brisbane*

# Resilient Building Design & Materials

| Performance Criteria | Acceptable Solution |
| --- | --- |
| **P3** Building components and flood resilient design:<br>• preserve structural performance during and after a flood event<br>• prevent further post flood deterioration<br>• minimise repair costs following a flood | **A 1.0** Where development involves enclosing under or extending an existing house and the modified building does not meet the requirements of Table 2, the following requirements are met:<br><br>•The new habitable floor levels are above the existing habitable floor levels; and<br>•Any enclosure below the IRFL must have openings that are at least 1% of the enclosed area for automatic exit of flood water for the design flood or lesser floods. Any openings are a minimum of 75mm.<br>•floor levels are elevated above ground level, such as on stumps or fill; and<br>•the new building work uses water resistant materials*; and<br>•essential services are located above IRFL and any electrical services, including photovoltaic panels, are easily disconnected; and<br>•the new building work uses corrosion free building components such as galvanised steel or aluminium. |

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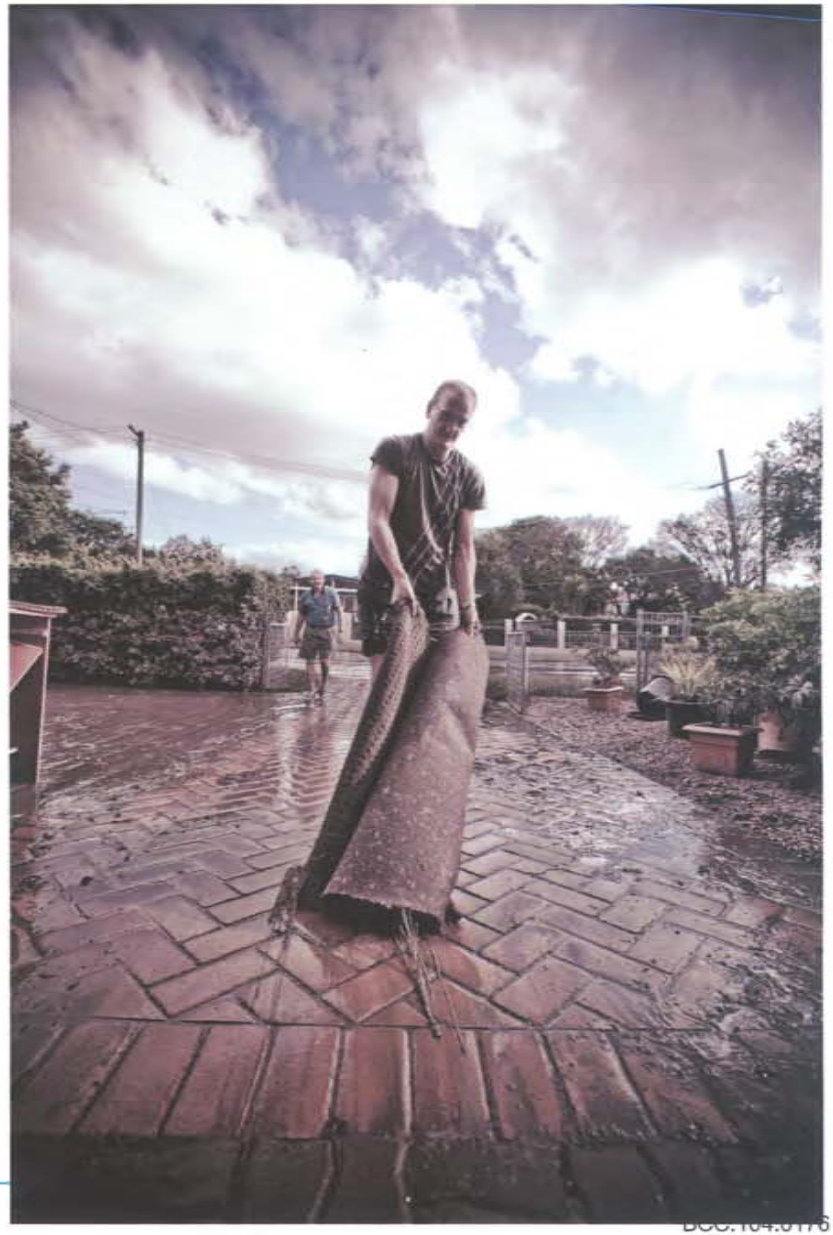

# Filling and Retaining Walls

| | |
|---|---|
| **P1** Filling or excavation must not impact adversely on visual amenity or local drainage. | **A 1.0** A retaining wall is set back at least half the height of the wall from any boundary of the site; and retaining walls over 1.5m are stepped 0.75m for every 1.5m in height, terraced and landscaped; |
| | **A 2.0** No filling, excavation or retaining works shall be carried out that cause stormwater to be concentrated or redirected from pre-development conditions, unless the stormwater is directed to a lawful point of discharge such as kerb and channel |
| *Note: Retaining wall construction and embankment gradients will also need to comply with the Building Regulations* | |



BCC.104.0177

# What You Need to Know.

- Timing – Go live anticipated for 16 May
- TLPI Provisions – BCC website
- Mapping (January flood inundation line) – QRA website
- Mapping (DFE and Creek/waterway ) – BCC Flood Flag maps
- Flood levels (depths) – FloodWise Property report available online on go live day




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# The way forward

- This is not business as usual

- Council is responding to the January 2011 flood.

- Council calls on everyone involved in building and development to work with us with us over the next 12 months.

- Contribute to Flood of Ideas Blog at: floodofideas.org.au



# Thank You



19 April 2011

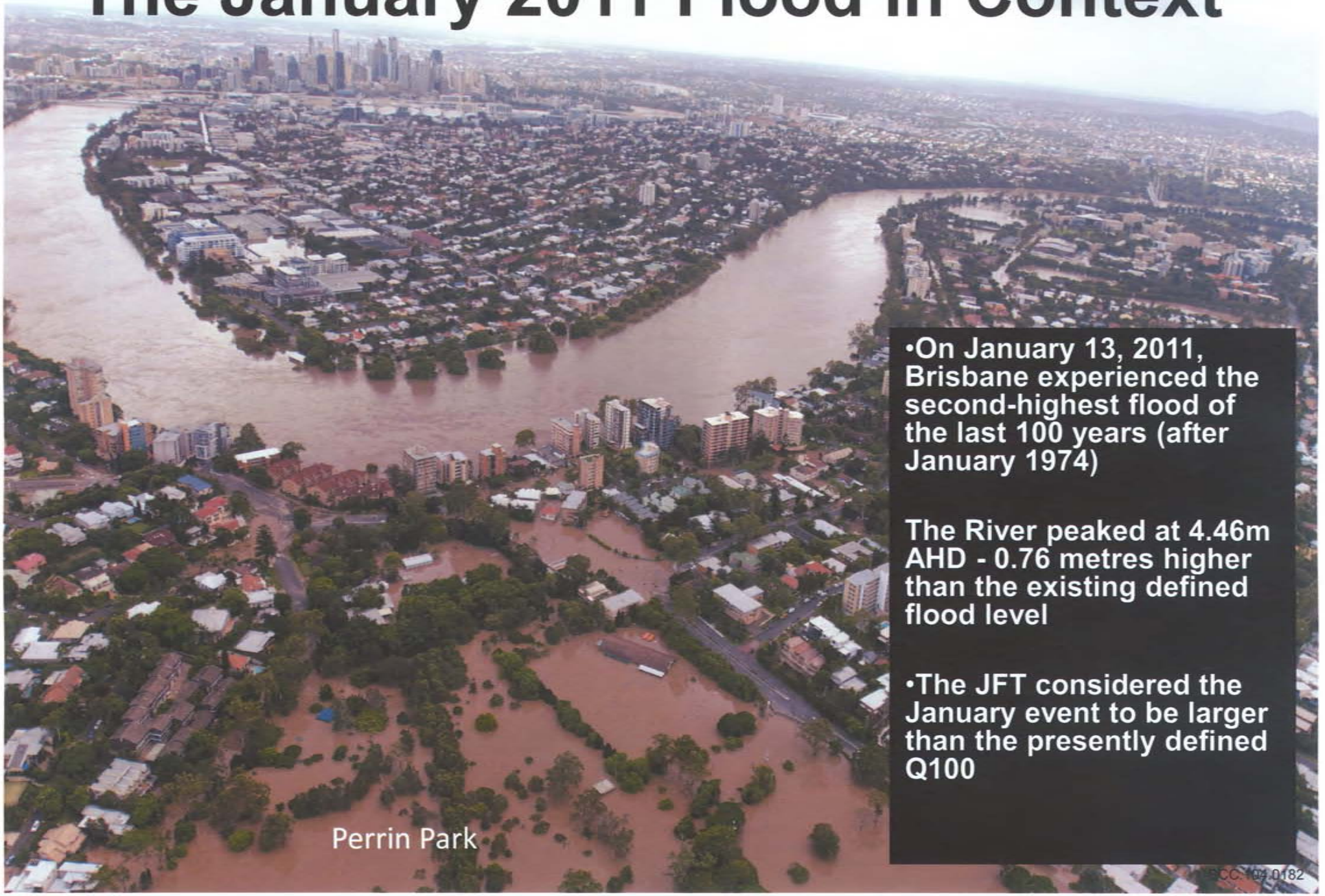
# Lord mayor's Briefing

## Draft Temporary Local Planning Instrument 01/11 - Brisbane Interim Flood Response

City Planning & Sustainability Division

G:\CPBranch\City Planning Branch\Branch Operations & Planning\2011 January Flood - Branch Management\Town Planning Sub-Committee\TLPI\Lord Mayor's Briefing

# The January 2011 Flood in Context




- On January 13, 2011, Brisbane experienced the second-highest flood of the last 100 years (after January 1974)

The River peaked at 4.46m AHD - 0.76 metres higher than the existing defined flood level

- The JFT considered the January event to be larger than the presently defined Q100

# The Joint Flood Taskforce

The 7 Taskforce recommendations endorsed by Council on 15 March were:

#1 Adopt January 2011 event as the new benchmark for planning decisions.

#2 – 6 Further studies to increase our understanding of Brisbane River flooding.

#7 Adopt a risk management approach to flooding for the City.



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# Learnings

- The January 2011 event demands a smarter short and long term response to living on the flood plain

- Unlikely to be large areas requiring evacuation

- Future planning will focus on people first and property second

- We will continue to develop flood information to assist the community to make decisions about flooding and property.





# Why a Temporary Local Planning Instrument (TLPI)?

A TLPI is an interim response made by a local government that:

- Is proposed as there is no time available for the normal 18 month planning scheme amendment process
- Prevails over the planning scheme
- Is made to protect Brisbane from adverse impacts
- Has a currency period of one year



# Scope and Application of TLPI – Go Live - 16 May*

| | Industrial | Commercial | Residential (incl Filling) |
|---|---|---|---|
| **Development** | No | No* | Yes |
| **Subdivisions** | No | No | Yes |

* Includes commercial building services

The TLPI will apply to the land affected by the January 2011 Brisbane River flooding as well as waterway/creek flooding

The TLPI will not apply to land affected by overland flow –or tidal flooding

**River flood levels are defined in the IRFL**



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# What is the Interim Residential Flood Level (IRFL)

**Interim Residential Flood Level (IRFL)** is the surface of floodwater in one or both of the following flood events:

1. Brisbane River - Jan 2011 flood levels, (4.46 metres AHD at Brisbane City Gauge), or

2. The Defined Flood Level based on a Brisbane River Flood Event using a flood height profile of 3.7m AHD at the Brisbane City Gauge.

whichever is the highest at any point.



# TLPI Content - Houses

| | Standard lots | Small lots |
|---|---|---|
| I.R.F.L. | ✓ | ✓ |
| Purpose | ✓ | ✓ |
| Performance Criteria | ✓ | ✓ |
| Acceptable Solution | ✓ | ✗ |
| Level of Assessment Change | ✗ | ✓ |

- Houses on standard lots - increases maximum building height by 1m as an Acceptable Solution
- Changed level of assessment from Impact to Notifiable code for houses on small lots.

# TLPI Content -Units

| | |
|---|---|
| I.R.F.L. |  |
| Purpose |  |
| Performance Solution |  |
| Acceptable Solution |  |
| Level of Assessment Change |  |

- Greater flexibility to raise buildings for flooding reasons – performance solution and purpose amendments . No change to level of assessment or Acceptable Solution on height.

# Residential/Commercial Building Services

- Essential services such as power and communications – will be required to be located above ground at IRFL plus (500mm) freeboard

Or

- Basements must be engineered to be watertight to protect any essential services located there






# The Implementation Challenge

- Development levels and floor levels will need to rise between approximately 500mm at Hawthorne to approximately 1.5 metres at Jindalee



# New Scenarios for Houses



**Like for like**

- No application required
- TLPI protects these exemptions



**New House**

- Build to Interim Residential Flood level plus 500 mm freeboard.

BRISBANE CITY

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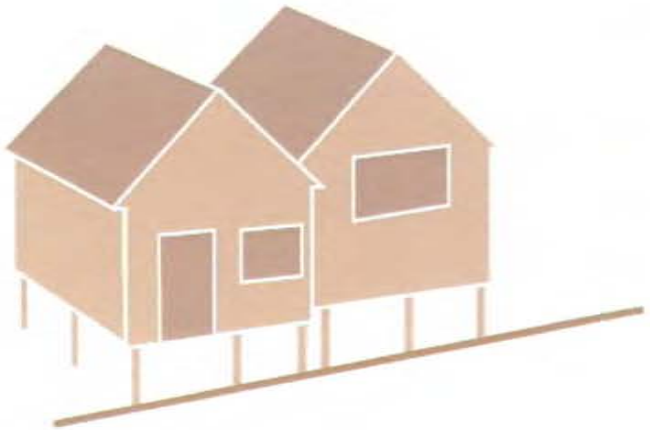
# New Scenarios for Houses



**Raise or Extend Existing Houses**
**Option A**

- Build to IRFL + 500 mm to achieve new immunity levels
- May lead to split level homes
- Will be acceptable



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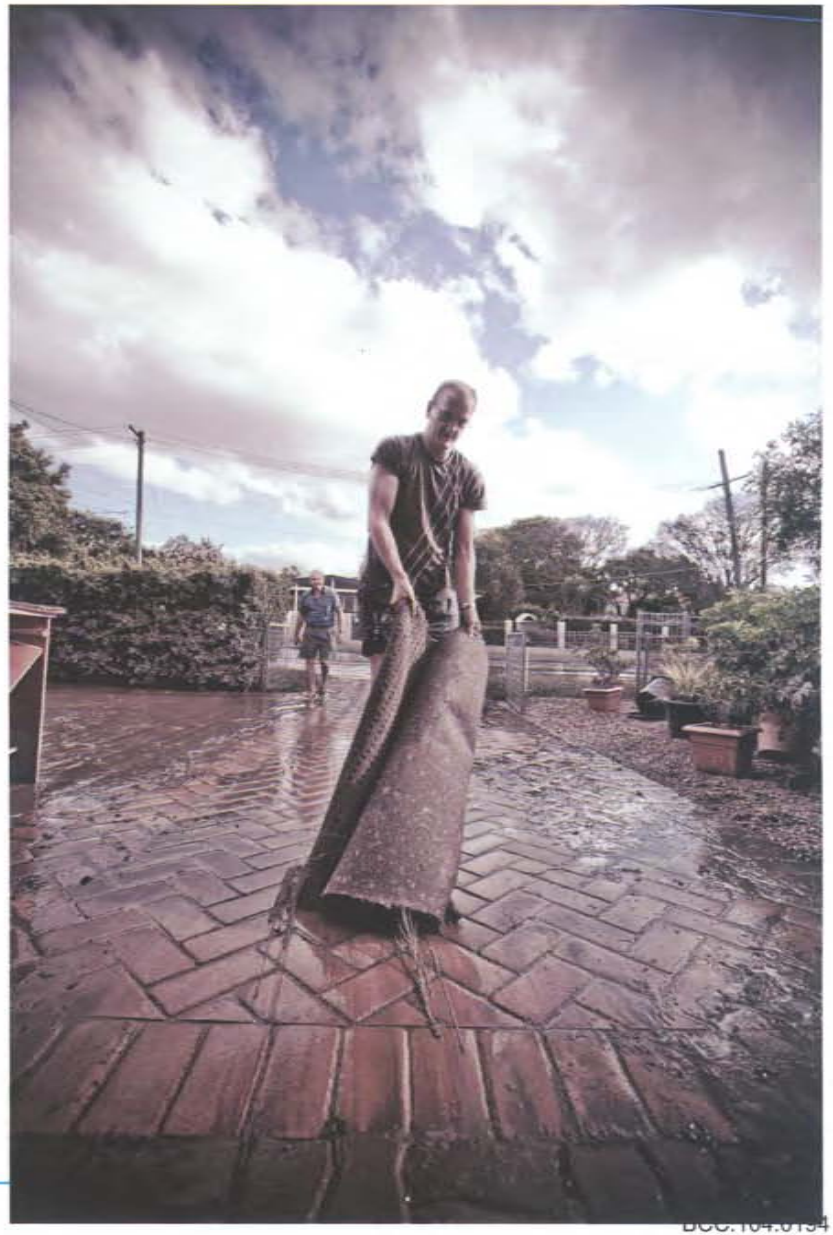

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BCC.104.0195

City Planning & Sustainability Division
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www.brisbane.qld.gov.au

19 April 2011

Gary White
Government Planner
Dept of Local Government and Planning
PO Box 15009
**BRISBANE CITY EAST QLD 4002**

Dear Gary,

Re: **Modifications to Temporary Local Planning Instrument 1/11**

On 29 March 2011, Council proposed Temporary Local Planning Instrument 1/11 – Brisbane Interim Flood Response. By letter 30 March 2011, the proposed Temporary Local Planning Instrument (TLPI) was referred to Department of Local Government and Planning (DLGP) for approval. Since then, Brisbane City Council and DLGP have worked together to make improvements to the draft TLPI in response to issues raised by the department. These changes are:

1. The references to QRA maps and Floodwise property reports have been modified for clarity.
2. The provision for raising houses in the Demolition Control Precinct relating to maximum building height has been moved to Section 3 – Application of the TLPI to improve clarity.
3. Provisions relating to 'resilient building design' have been reworked in response to advice from Building Codes Queensland.
4. Minor changes and corrections to numbering within the TLPI.

In addition, the department has requested a fact sheet to be uploaded to Council's website explaining in general terms, the effect of the TLPI. This fact sheet will be uploaded when the TLPI becomes effective.

I would now request that this matter be put before the Minister for his attention.

I would also like to thank your staff for the time and effort they have put into assisting Council. Should you have any further queries please do not hesitate to contact me.

Yours sincerely

[redacted]
**Manager City Planning**

Hon Paul Lucas MP

Queensland Government

E & C Submission
Attachment B

Deputy Premier and Attorney-General
Minister for Local Government and
Special Minister of State

Our ref: MBN11/763

27 APR 2011

E-MAILED
27/4/11

Councillor Graham Quirk
The Right Honourable the Lord Mayor
Brisbane City Council
GPO Box 2287
Brisbane QLD 4001

Dear Lord Mayor

I refer to Brisbane City Council's (Council) proposed *Temporary Local Planning Instrument 01/11 – Brisbane Interim Flood Response* in Council's planning scheme, *City Plan 2000.*

In accordance with *Statutory Guideline 02/09 Making or amending local planning instruments* (SG02/09) part 3, step 2, I am pleased to advise that Council may adopt the proposed TLPI 01/11, as submitted on 20 April 2011. Should Council decide to adopt the TLPI, the steps outlined in SG02/09, part 2, step 4 must be followed.

In accordance with section 104 of the *Sustainable Planning Act 2009* (SPA), the TLPI may only apply for up to one year. In order to provide a long term solution to this matter it is recommended that Council prepare a planning scheme amendment under Chapter 3, part 5 of the SPA.

I note that the TLPI makes reference to building matters. Given the urgency and interim nature of this instrument, I have decided to approve the TLPI with this information included to avoid further delays. However in future, building matters are required to be addressed through the building legislation, rather than a Local Government planning instrument, unless specifically permitted under that legislation. This approach is in line with the *Sustainable Planning Act 2009* and also the Council of Australian Governments' directive that all building requirements should be consolidated within building legislation.

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**Facsimile** +61 7 3224 4781
**Email** deputypremier@ministerial.qld.gov.au
ABN 65 959 415 158

I would also like to thank Council for its efforts in working collaboratively with the Queensland Reconstruction Authority and Department of Local Government and Planning to ensure that the Brisbane community can commence rebuilding after the devastating floods in January 2011.

Mr [redacted] Acting Director-General, Department of Local Government and Planning has also written to the Chief Executive Officer, Mr Colin Jensen, about this matter.

If you require any further information, please contact, [redacted] Director, Planning Services Division, Growth Management Queensland, Department of Local Government and Planning, on [redacted] who will be pleased to assist.

I trust this information is of assistance.

Yours sincerely

[redacted]

**PAUL LUCAS MP**
**Deputy Premier and Attorney-General,**
**Minister for Local Government**
**and Special Minister of State**

Enc.

*Dedicated to a better Brisbane*

# MINUTES OF PROCEEDINGS

**The 4345 meeting of the Brisbane City Council,
held at Roy Harvey House
157 Ann Street, Brisbane
on Tuesday 10 May 2011
at 2pm**

**Prepared by:
Council and Committees Support
Chief Executive's Office
Office of the Lord Mayor and the Chief Executive Officer**

MINUTES OF PROCEEDINGS

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# THE 4345 MEETING OF THE BRISBANE CITY COUNCIL, HELD AT ROY HARVEY HOUSE, 157 ANN STREET, BRISBANE, ON TUESDAY 10 MAY 2011 AT 2PM

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MINUTES OF PROCEEDINGS

*Dedicated to a better Brisbane*

# THE 4345 MEETING OF THE BRISBANE CITY COUNCIL, HELD AT ROY HARVEY HOUSE, 157 ANN STREET, BRISBANE, ON TUESDAY 10 MAY 2011 AT 2PM

## PRESENT:

The Right Honourable the LORD MAYOR (Councillor Graham QUIRK) – LNP

The Chairman of Council, Councillor Krista ADAMS (Wishart) – LNP

**LNP Councillors (and Wards)**
Matthew BOURKE (Jamboree)
Amanda COOPER (Bracken Ridge)
Margaret de WIT (Pullenvale)
Steven HUANG (Macgregor)
Fiona KING (Marchant)
Geraldine KNAPP (The Gap)
Peter MATIC (Toowong)
Ian McKENZIE (Holland Park)
David McLACHLAN (Hamilton)
Angela OWEN-TAYLOR (Parkinson) (Deputy Chairman of Council)
Adrian SCHRINNER (Chandler) (Deputy Mayor)
Julian SIMMONDS (Walter Taylor)
Norm WYNDHAM (McDowall)
Andrew WINES (Enoggera)

**ALP Councillors (and Wards)**
Shayne SUTTON (Morningside) (The Leader of the Opposition)
Helen ABRAHAMS (The Gabba)
John CAMPBELL (Doboy)
Peter CUMMING (Wynnum Manly)
Milton DICK (Richlands)
Kim FLESSER (Northgate)
Steve GRIFFITHS (Moorooka)
David HINCHLIFFE (Central)
Gail MacPHERSON (Karawatha)
Victoria NEWTON (Deagon)

## OPENING OF MEETING:

The Chairman, Councillor Krista ADAMS, opened the meeting with prayer.

Councillor MATIC: Point of order, Madam Chairman.

Chairman: Point of order; Councillor MATIC.

Councillor MATIC: Madam Chairman, this morning in the Environment, Parks and Sustainability Committee meeting, Councillor JOHNSTON was suspended from Council for a period of eight days. I note that she is in the Chamber in contravention of this suspension right now. Madam Chairman, I ask that you provide a ruling on her ability to be in this Chamber.

Chairman: Councillor MATIC, I was not in the Environment, Parks and Sustainability Committee this morning. However, I am taking my advice from the Chief Legal Counsel following this meeting this morning.

*Councillor interjecting.*

Chairman: Councillor JOHNSTON! My understanding is that Councillor JOHNSTON was asked to retract a statement and refused to do so. Councillor JOHNSTON was then cautioned about the need to withdraw, and again refused to retract. Councillor MATIC then gave Councillor JOHNSTON the warning specified under section 21(3) of the *Meetings Local Law 2001* about a possible suspension for up to eight days.

Councillor JOHNSTON again refused to retract. Councillor MATIC then called Councillor WYNDHAM to move a suspension motion under section 21(4). Councillor WYNDHAM then moved that Councillor JOHNSTON be removed from Council for a period of up to eight days. In the view of Councillor JOHNSTON's persistent refusal to retract her act of disorder,

Councillor WYNDHAM was legally entitled to move that motion. The motion was passed without dissent.

The effect of such a suspension clearly disentitles Councillor JOHNSTON from remaining in the relevant committee room. However, section 21(6) makes it clear that if the motion is passed, the councillor must immediately leave the meeting place and must remain away from all meeting places for the term of the suspension. The term 'meeting places' means the Council Chamber and committee rooms. The effect of that suspension motion is to disqualify Councillor JOHNSTON from attending any meeting of Council or any committee during that period, and that includes any committee meetings or Council meetings held today or within the next eight business days.

Accordingly, Councillor JOHNSTON, you are suspended from this Council meeting, and I order that you leave this place immediately. That is my ruling, Councillor JOHNSTON. Could you please leave the Chambers immediately.

DEPUTY MAYOR: Madam Chairman, point of order.

Chairman: Point of order.

**ADJOURNMENT:**

**861/2010-11**

At that time, 2.05pm, it was resolved on the motion of Councillor Adrian SCHRINNER, seconded by Councillor Andrew WINES, that the meeting adjourn until Councillor Nicole JOHSTON has left the Chamber, to commence only when all councillors have vacated the chamber and the doors have been locked.

*Councillor JOHNSTON continued to interject and debate the Chairman of Council. Subsequently, the CEO was authorised by the Chairman of Council to direct Councillor JOHNSTON to leave the chamber. Councillor Johnston continued to debate the CEO and refused to leave. Following her failure to follow the CEO's direction, the Queensland Police Service (QPS) was called and directed to remove Councillor Johnston from the chamber. Councillor JOHNSTON was escorted from the chamber by a QPS officer.*

**UPON RESUMPTION:**

## MINUTES:

**862/2010-11**

The Minutes of the 4344 meeting of Council held on Tuesday, 3 May 2011, copies of which had been forwarded to each Councillor, were presented, taken as read and confirmed on the motion of Councillor Andrew WINES, seconded by Councillor Fiona KING.

## PUBLIC PARTICIPATION:

[redacted] - **Parking issues in Panitya, Lilly and Lucy streets, Stones Corner**

**137/220/701/103**

Chairman: I would like to call on [redacted] who is going to speak on parking issues in Panitya, Lilly and Lucy streets at Greenslopes.

[redacted] please proceed; you have five minutes.

[redacted] Thank you. Madam Chairman, LORD MAYOR and councillors, my name is [redacted] and I have been elected by the local residents of Panitya, Lilly and Lucy streets at Greenslopes to be here today as a representative requesting Council to agree to a residential parking scheme. I have four reasons for that. I have four factors that contribute to an issue with this parking issue that we do have at present. One is the East Leagues Football Club. They have no off-road parking for their players to play, for training, their representative games, their football matches and whatnot, and the participants, and their watchers who come and watch them play, they are all parking on our footpaths, over our driveways, the yellow lines that are marked in our street, you name it, they are doing it.



BCC.079.0008

Also, over the last two years we've had an increase from April to September in their football matches, and their training schedules, so with that and the overlap with Langlands Memorial Swimming Pool in our street, which has no off-road parking, we continually 24/7 have car parking full on in our street due to swimming lessons between 2.30 and 5 o'clock every day of the week. At 5 o'clock in the morning, you could come into our street and the whole street would be full of cars. Night time to 7 o'clock, in regards to the actual pool itself, 8.30 three nights a week because of the football players and their training schedules, and to throw another equation into it, we have East Leagues Club who have just recently completed two function centres for weddings and whatnot, who boast 5000 members and only have 160 car parks.

Keeping this all in mind, there is obviously not sufficient car parking for everybody around us, including the residents. We are very lucky to even get into our street on a daily basis. We cannot have anybody in our street to do any type of work on our properties. Visitors have to park pretty much on the other side of Old Cleveland Road.

Another thing that is going to be thrown into this equation is the Langlands Park Busway, which will be completed at the end of this year. We are majorly concerned about the long day parking that is going to happen due to the fact of this opening. Because this is the last one in the role of the busways at the moment, until the next one is built, this is obviously going to be a major contributor to the congestion in and around Stones Corner.

To top it off, last week my daughter brings home from Buranda State School a TravelSmart plan that actually cites Langlands Park as a parking area for them to do their new health scheme that they are doing, which is obviously going to contribute to another parking issue in our street. We're requesting Council, please, to let us have a residential parking scheme. I know residents in Longlands Street have two residential parking permits plus two visitors' car parks. I believe we should have it also. We have more cars in our street than they do on a regular basis. We have it 24/7, seven days a week.

It is Council's regulation that they actually do have a parking scheme in and around busways. We not only have one thing that is contributing to this, we have three factors: East Leagues Club, Easts Football Club and Langlands Swimming Pool, which, I might add, has no off-road parking. Over the last 16 to 18 months, this pool has had solar heating implemented into their pools, which is obviously making their period of swimming, thus the pool being open, going from a seasonal, from probably the likes of October to the likes of the end of April; it is now all year round. So we've got no off peak time. Before we used to. I have lived in this street for 22 years, since 1988, so I've seen a lot of growth in that area, and we are not against growth. We are not against that whatsoever. All we want is a fair bloody go.

We want to be able to park in our street. We want to be able to put our cars there if we need to have someone visit us. We want to be able to have that. We don't want to have to walk up to the top of the hill and over to get somewhere to park, to walk up a hill to come down. I want to be able to come home and park my bloody car. I know it's no guarantee we're going to have a car park where we either park there with this residential thing, but at least we've got the chance to do that and have the long-term parking on the street if we do. We can't even have interstate visitors come and park at our properties. They'd have to park four friggin' blocks away along the other side of Old Cleveland Road to visit. It's not on.

I mean, come on Council, you have to. You're increasing our rates every year. I just got my land values and they've gone up $50,000 this year. You're going to increase my rates again. We've got a busway at the end that's contributing to issues that we've got in our school, in and around this area. The congestion is just out of control.

Chairman: [redacted]

Thank you, [redacted], your five minutes has expired.

Thank you.

Chairman: Councillor de WIT, would you like to respond, please?

Councillor de WIT: Thank you, Madam Chairman. Thank you [redacted] for coming in this afternoon to tell us about the issues in your streets. A couple of things first of all. The traffic problem, as I understand it, has really increased with the construction workers for the Eastern Busway. It's a pity that the State Government hasn't provided adequately for those workers and also there is no doubt that any busway station requires a park 'n' ride facility, and we have been advised by TransLink that they do not construct park 'n' rides near busway stations in the inner city suburbs. So that is going to be an ongoing problem.

It was only in March, only about six weeks ago actually, that there was a petition that came through the Chamber in relation to this, and as you are aware, there was consultation done by the Eastern Busway Alliance. And what they came up with was that there should be a combination of three-hour parking in some areas and 'no standing' in other areas to try to relieve some of the issues that are there.

The Eastern Busway Alliance has indicated that they will implement that parking scheme when they have finished the work. [redacted] given the situation that there are obviously issues, and with the football club which has always been there, I think we need to wait and see what happens when we get rid of the construction workers. Let us see what happens when this parking scheme that has been approved, and we do have the agreement of the Eastern Busway Alliance to implement that parking scheme. Certainly, I am prepared to stay in contact with you.

I would hope that Councillor ABRAHAMS has approached the State Government, her colleagues in George Street, to try to do something about the issue of parking near that busway station, because TransLink has a policy that obviously is not going to work in this situation, and in others where we have major busway stations. Of course people are going to drive to those stations, and there has to be adequate parking. I think given how recently we have gone through this issue and the decision has been made that we will implement a parking scheme, even though it is not a residential permit parking scheme, I would like to see how we go.

The other point that you raised that concerned me was the illegal parking that is taking place. We will certainly get some officers out there. If you can give us an indication of when those problems are occurring, I am guessing during football matches---

[redacted] I have already done that.

Councillor de WIT: No, but we were not---

[redacted] I have so many references---

Chairman: [redacted] thank you.

Councillor de WIT: No, hold on.

*Councillors interjecting.*

Chairman: Order!

Councillor de WIT: It is a pity that the Labor Party finds this so humorous.

Chairman: Order!

Councillor de WIT: Madam Chairman, when there is illegal parking taking place in this city, we have officers available any time of the day, and particularly at times like this, to go out there and start to enforce the parking regulations to ensure the safety of everyone involved. We will certainly do that.

As well as that, I would urge all residents to immediately phone the contact centre when they do see instances such as this. But we will certainly have a program of getting officers out to that area to deal with it. But I understand the issues you are raising, and as I say, I am going to keep an eye on it, and let us

just see what happens when we get the busway station in operation, but thank you for coming in this afternoon.

Chairman: Thank you, [redacted]

## MOTION FOR SUSPENSION OF RULES OF PROCEDURE:

**863/2010-11**

At that juncture, Councillor Shayne SUTTON moved, seconded by Councillor Milton DICK, that the Rules of Procedure be suspended to allow Council to urgently debate Council's policy on allowing resident parking permits in and around key public transport facilities.

Chairman: Three minutes for urgency, please, Councillor SUTTON.

Councillor SUTTON: Thank you, Madam Chair. This matter is urgent for two reasons. When Campbell Newman vacated his role as Lord Mayor OF this city, the Labor Opposition claimed the can-do spirit had well and truly left the building. Well, Madam Chair, if Councillor de WIT's response to [redacted] today is just more evidence that this Administration has lost its can-do spirit, it has lost its can-do attitude. The best Councillor de WIT could offer [redacted] is we will look at it; we will keep an eye on it. Madam Chair, that is simply not good enough.

[redacted] is not alone in her request to Brisbane City Council today. All over Brisbane, residents in suburbs like Stones Corner, residents in suburbs like Hawthorne, like New Farm--

Councillor BOURKE: Point of order, Madam Chairman.

Councillor SUTTON: --like Teneriffe—

Councillor BOURKE: Point of order, Madam Chairman.

Chairman: Point of order, Councillor SUTTON.

Councillor SUTTON: —all over this city--

Chairman: Councillor BOURKE.

Councillor BOURKE: Councillor SUTTON should be establishing urgency, not delivering her pre-election speech.

Chairman: Thank you, Councillor BOURKE; I was just waiting to see where it was going before I called that through. Councillor SUTTON.

Councillor SUTTON: Yes, Madam Chair. Around Mount Ommaney Shopping Centre, residents are standing up saying they want Brisbane City Council to review its resident parking permit scheme and allow resident parking permits to be implemented—

Chairman: Thank you, Councillor SUTTON; why are we halting today's business to debate this motion?

Councillor SUTTON: Madam Chair, it is urgent because we have just heard from another unhappy Brisbane City Council resident who quite eloquently put the case. Her rates are going up; she has called and got no end of reference numbers from Brisbane City Council about illegal parking. This Council is not doing anything to help her. We are shortly to debate a motion that talks about restructuring Council and establishing a lifestyle division. Nothing is impacting more heavily the lifestyle of local residents out there in our suburbs than the fact that they cannot get in and out of their driveways to get to and from work, to get the kids to and from school, to get tradespeople to service their homes. This is a lifestyle issue. It is an issue that this LNP Council refuses to accept and review.

Chairman: Councillor SUTTON—

Councillor SUTTON: It is urgent—

Chairman: —why is it urgent now and not a formal motion next week?

Councillor SUTTON: Madam Chair, it is urgent because yet again we have just heard from another local resident who is unhappy about the fact that this Administration, day after

day, week after week, says no can do. Brisbane residents are saying that is no longer good enough. I am sure [redacted] is a very, very busy woman. I am sure that she has got a lot on her plate. She should not have to give up her time to come in here and beg and plead with an LNP Administration, that is clearly not listening. We have had petition after petition after petition---

Chairman: Councillor SUTTON, your three minutes has expired.

Councillor SUTTON: —in this place, and this LNP Administration is not listening.

Chairman: Councillor SUTTON. I will now put the motion.

The Chairman submitted the motion for the suspension of the Rules of Procedure to the Chamber and it was declared **lost** on the voices.

Thereupon, Councillors Milton DICK and Shayne SUTTON immediately rose and called for a division, which resulted in the motion being declared **lost.**

The voting was as follows:

AYES: 10 - The Leader of the OPPOSITION, Councillor Shayne SUTTON, and Councillors Helen ABRAHAMS, John CAMPBELL, Peter CUMMING, Milton DICK, Kim FLESSER, Steve GRIFFITHS, David HINCHLIFFE and Gail MacPHERSON, Victoria NEWTON.

NOES: 16 - The Right Honourable the LORD MAYOR, Councillor Graham QUIRK, DEPUTY MAYOR, Councillor Adrian SCHRINNER, and Councillors Krista ADAMS, Matthew BOURKE, Amanda COOPER, Margaret de WIT, Steven HUANG, Fiona KING, Geraldine KNAPP, Peter MATIC, Ian McKENZIE, David McLACHLAN, Angela OWEN-TAYLOR, Julian SIMMONDS, Andrew WINES, and Norm WYNDHAM.

## QUESTION TIME:

Chairman: Are there any questions of the LORD MAYOR or a Chairman of any Standing Committees? Councillor OWEN-TAYLOR.

**Question 1**

Councillor OWEN-TAYLOR: Thank you, Madam Chairman. My question this afternoon is to the LORD MAYOR. I refer to your answer to a question during last week's Council meeting where you outlined the need for a significant change in the State Government's approach to water pricing for Brisbane and other South East Queensland residents. Is there any additional evidence now available demonstrating why such a change is even more important?

LORD MAYOR: Thanks very much, Madam Chairman. I thank Councillor OWEN-TAYLOR for the question. Yesterday we saw the release of the QUU's (Queensland Urban Utilities) latest water prices for Brisbane and, indeed, other surrounding councils. That announcement demonstrated further proof that the State Government's bulk water charges are responsible for skyrocketing household water bills.

Brisbane water and sewerage bills are expected to rise as a result of that announcement by 6.47 per cent next year. That will equate to about $61 for the average household in Brisbane. About two-thirds of that increase, indeed $40 of that, will be a direct result of the State Government's bulk water charge. Let us have a look at it. Yesterday's announcement saw an increase of 17 per cent in the bulk water charge. When you add that to the 141 per cent increase in bulk water charge over the last three years, we now have a four year total of 158 per cent increase in the bulk water charge. That is the State Government bulk water charge, a compulsory cost which is being taken on board by QUU and clearly has to be passed on by that entity.

Compare that to the retail price. Over the last four years, the retail price has now gone up by 18.8 per cent. Yesterday's announcement saw a retail increase of 2.6 per cent, well under the inflation rate. The State Government has been carrying on about capping the retail component of water. We have not capped the retail price of water, or at least QUU has not capped the price of retail water at CPI (consumer price index), but in fact has come in well under it.

Again it highlights the fact that the real driver of water prices in South East Queensland is that of the State Government's bulk water charge. We have put forward to the Premier and to the State Government a number of ideas in order to give some relief to households in relation to their water bills. It is not an unreasonable request. I have instanced the fact that there are a number of assets which the State Government own, assets like the Traveston Dam, and assets like the desalination plant. Firstly, the Traveston Dam was never built, but where they have spent money on Traveston, clearly; they have the desalination plant; they have the recycled water system that has not been used. There are a whole range of assets which have a life which is far in excess of 20 years. Yet they have, for whatever reason, set a repayment period of 20 years.

What we are saying, and what this Council has agreed to previously, is that they ought to look at the very, very least at extending the life of the payback period. This would have an immediate and effective impact on the household bills for water users in South East Queensland. Madam Chairman, we calculate that that impact is around $80 to $90 per household. That is significant, and I do not understand for the life of me why the State Government will not adopt that. It is a reasonable practice to amortise the loan borrowings over a more reasonable period of that asset.

When you consider that the life of these assets range from 20 years through to beyond 100 years, it is not an unreasonable request, as this Council put forward previously, that we look at somewhere around a 40-year life. The Council of Mayors have a view that the asset base could be amortised over the period of the individual assets. So, in some cases, in other words, that would extend well beyond what this Council has previously unanimously agreed to by way of recommendation to the State Government at 40 years. They think that some of those assets ought to be extended beyond that period.

Madam Chairman. I suppose the good part, if there is a good part out of any increase, it is the fact that Brisbane's water bills will remain the cheapest in South East Queensland. That has been a matter, because of the history around water bills, that Brisbane has always maintained a low-cost environment compared to other South East Queensland councils. But in spite of that, I want to make it clear today that this is a decision which has been taken by an independent board in the form of QUU. They have made their own decisions as to the increase--

Chairman: LORD MAYOR, your time has expired.

LORD MAYOR: Thank you, Madam Chairman.

Chairman: Councillor SUTTON.

**Question 2**

Councillor SUTTON: Thank you, Madam Chair. My question is to Councillor SIMMONDS, as Chair of the Public and Active Transport Committee. Last week you voted to increase expenditure for designing bikeways, but at the same time you cut $6.8 million from building bikeways that have already been designed and are in desperate need of funding. Do you agree that cutting funding from bikeway construction in favour of drawing lines on a map is yet another example of your Administration's gross financial mismanagement and wrong priorities?

Councillor SIMMONDS: Thank you very much for the question, Councillor SUTTON. As Councillor SCHRINNER pointed out, we know that planning ahead is something that is not really in the vocabulary of the Labor Party. We know that in this four-year term, LORD MAYOR Graham QUIRK has committed to delivering $100 million in new bikeway infrastructure. We know that the $100 million will be delivered



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and is on track to be delivered. By the same token, we know the record of the previous Labor Administration. I have a very interesting graph here which shows the difference between the previous Labor Administration and this Liberal Administration, because what essentially LORD MAYOR Graham QUIRK is delivering is a quadrupling of the funding for bikeway infrastructure—

*Councillors interjecting.*

Chairman: Councillor DICK!

Councillor SIMMONDS: Sixteen years of work into just four, compared to previous averages—

Chairman: Councillor SUTTON, you have asked the question; listen to the answer, please.

Councillor SIMMONDS: —in the Labor Administration. So I thank Councillor SUTTON very much for her concern, but I can assure her and the people of Brisbane that LORD MAYOR Graham QUIRK is getting on with the job of delivering $100 million in new bikeway infrastructure and will deliver it.

Chairman: Councillor BOURKE.

**Question 3**

Councillor BOURKE: Thanks very much, Madam Chairman. My question is to Councillor de WIT, the Chairman of the Infrastructure Committee. With this Administration having delivered record levels of funding for new infrastructure across the city since 2004, how does this approach compare with alternative policies in ensuring that all Brisbane residents, irrespective of where they live, benefit from critical public expenditure?

Councillor de WIT: Thank you, Madam Chairman, and I thank Councillor BOURKE for that question. There is no doubt that the Newman/Quirk Administration has massively increased funding in the area of infrastructure provision compared to the previous Labor Administration. In the final budget of the previous Labor Administration, that was this green book that was very light on in a lot of detail, we see for example, if we look at the transport network, the total amount planned to be spent was $86 million on capital on the transport network. This compares with the current budget for the QUIRK Administration of $643 million on the transport network. So, $86 million compared to $643 million in capital expenditure; the difference is so obvious.

Let us have a look at exactly some of the issues that we have. Footpaths, for example. We hear the Labor Councillors carrying on about footpaths. It is the Newman/Quirk Administration that is the first to introduce a guaranteed level of funding for every ward in this city. How I would have liked that some years ago when I used to get a pittance in my total capital budget under the Labor Party, but every single ward gets exactly the same amount. There is no discrimination.

We have taken the politics out of footpaths, and we have also given councillors the opportunity to actually nominate which footpaths—

*Councillors interjecting.*

Chairman: Councillor CUMMING!

Councillor de WIT: —they see are the most urgent in their wards. It is interesting that we have a letter here that went to the LORD MAYOR from Councillor GRIFFITHS, and Councillor GRIFFITHS is complaining because there has not been a footpath extension on Bradman Street, Acacia Ridge. He has marked this as urgent. He said, 'I ask that you reinstate funding to enable this footpath to proceed.' There has been no funding taken away from Councillor GRIFFITHS' footpath budget.

*Councillors interjecting.*

Chairman: Order!

*Councillor interjecting:*

Councillor de WIT: Councillor GRIFFITHS has overspent his footpath budget for this year, but do we see Bradman Street, Acacia Ridge, here in his list? No, Madam Chairman, there is no Bradman Street. We see Kessels Road, Forest Street, Durack Street, there is a whole list of them, but Councillor GRIFFITHS himself did not prioritise Bradman Street as being more important than any of these others. Yet all of a sudden now, 5 May, he writes to the LORD MAYOR saying it is really urgent that we get this footpath built. Maybe Councillor GRIFFITHS needs to learn how to prioritise his work a little better.

The other point about footpaths that needs to be looked at is the Labor Party's policy on footpaths. We heard about this a couple of weeks ago, where they are going to build wider footpaths in all situations, regardless of whether or not—

*Councillors interjecting.*

Chairman: Order!

Councillor de WIT: —the policy—

Chairman: Councillor SUTTON! If you continue to interject, I will warn you.

Councillor de WIT: In response to the squawking from the other side, the announcement made was that the Labor policy was that they would increase the minimum width of footpaths to 1.5 metres. It is currently 1.2 metres—

Councillor SUTTON: Point of order, Madam Chair.

Chairman: Point of order; Councillor SUTTON.

Councillor SUTTON: Councillor de WIT is deliberately misleading the Chamber. She knows that that sentence finishes with 'where space permits.'

Chairman: Councillor SUTTON! That is not a point of order.

Councillor SUTTON: She knows that.

Chairman: You do not use points of order to debate. Councillor de WIT.

Councillor de WIT: Thank you, Madam Chairman. Since Councillor SUTTON is so upset about this, what she might like to explain is where they are going to find the $50 million blackhole in their footpath policy; $50 million. It is not going to cost $70 million to do what they want to do. It is going to cost $120 million.

*Councillor SCHRINNER interjecting: Poor and reckless.*

Councillor de WIT: So yes, I would reckon that is poor and reckless financial management, Councillor SCHRINNER, through you, Madam Chairman. Let us move on from there.

Let us have a look at traffic calming. Traffic calming is that contentious hoary old chestnut that we deal with year in and year out. We had a very interesting petition come through the Infrastructure Committee last week where we had—and I will talk more about it later on—but it seemed to be indicating that the Labor Party—and we have other evidence of what the Labor Party wants to do with traffic calming—and that is to put it into cul-de-sacs. Again, we talk about poor and reckless financial management, with the major roads, with all the requests that we get across this city for traffic calming. What does the Labor Party want to do? They want to put traffic calming in little cul-de-sacs.

There is one here for Brydon Street, Highgate Hill, from Councillor ABRAHAMS again. We had a petition on this. Everything is a petition. So Councillor ABRAHAMS has this petition about putting in traffic calming in Brydon Street, Highgate Hill.

*Councillor interjecting.*

Chairman: Councillor ABRAHAMS!

Councillor de WIT: Sometimes I wonder, I think the Labor Party has lost the plot a bit. What they spend their life doing is just looking at how they can go against anything the Administration is doing.

Chairman: Councillor de WIT, your time has expired.

Councillor de WIT: Thank you, Madam Chairman.

Chairman: Councillor DICK.

Councillor DICK: Thank you, Madam Chair. My question is to Councillor de WIT. She may want to explain this in some detail rather than attacking Labor all the time.

Chairman: Councillor DICK, ask your question.

*Councillors interjecting.*

Chairman: Order! Order!

Councillor DICK: Well, I would have thought you had a record to defend, but anyway—

Chairman: Councillor DICK, I ask you to ask a question or I will get you to resume your seat.

**Question 4**

Councillor DICK: Sure, Madam Chair; my question to Councillor de WIT is this: Your LNP Administration cut over $2.2 million from repairing broken and damaged footpaths last week. Could you please explain why you are taking money away from repairing broken footpaths at the same time you are wasting even more money on the ridiculous CityCycle project?

Councillor de WIT: Thank you, Madam Chairman. It is interesting that Councillor DICK thinks that the budget for CityCycle is mixed up with the budget for reconstruction and maintenance of footpaths. They do not listen, do they, because last week in the budget review, and repeatedly, we have been talking about the difficulties that this Administration has in dealing with the flooding issues and not only the flooding issues but the capacity of staff to actually do the work that had been programmed. We have had numerous instances, and we have explained it quite legitimately, where projects have got to be carried over because we have not been able to get the work done.

Footpath work is part of that, and that was explained last week. Some $1.8 million, from recollection, I do not have the figures in front of me, and they had it all schemed up. Councillor FLESSER raised this at the committee this morning, and I said I would give him all the information next week when I had time to check it out, but in fact, there have only been two capital projects that have been deferred, and we know that the City Works staff, for example, are still out there working away on flood recovery stuff. I have the ward recovery subcommittee. I am still getting requests for debris to be picked up off footpaths. We have got our staff out there still working—

*Councillors interjecting.*

Chairman: Councillor NEWTON, if you continue to interject, I will warn you.

Councillor de WIT: They cannot do more than one job at a time. How do they want it? We hear complaints endlessly about too many staff in the organisation. As I started to say, all they do is complain, find ways to be negative, to criticise, not look at what is right for the City of Brisbane, not look at how you should make decisions; it is just a carp and whinge and play politics. That is how they spend their life.

There is $1.6 million in footpath reconstruction that has not yet been spent. Some of that will be carried over as I have said, simply because we cannot get the work done in the time provided, because of the impact of the flood, the massive impact that we are experiencing, the $440 million worth of recovery work that has to be done. When will they understand? I do not think they ever will because they do not want to understand. They do not want to look at what is right for the people of Brisbane. They are not capable of making decisions. Their way of operation is purely to play politics, not to look at—

*Councillors interjecting.*

Chairman: Order!



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Councillor de WIT: a reasonable way of dealing with problems that come up in this city, but just to play politics for their own advantage, not for what is in the best interests of the people of Brisbane.

We made it very clear. This Administration, under the CEO and with the guidance of the LORD MAYOR, has had some very difficult decisions to make in relation to the third budget review, in relation to how we were going to deal with the need to reduce staff numbers, and the need to reduce expenses, but the need to get the work done, and the need to deal with the flood. What do you not understand about that, I would ask every Labor Councillor on that side. Either they simply do not want to understand, or they are not capable of understanding.

So, Madam Chairman, once again I would just say to Councillor DICK, if he does not still obviously understand how budgets are put together. The budget for CityCycle, for the contract that is partially completed—and you cannot just walk away from contracts. Maybe Councillor DICK does not know that. The CityCycle contract is ongoing, and the part of the budget for footpaths is over here in another pool of money. But then Councillor DICK has never been in Administration in this place, so I guess you would not expect him to understand what is in a budget. Thanks, Madam Chairman.

Chairman: Councillor BOURKE.

**Question 5**

Councillor BOURKE: Thanks very much, Madam Chairman. My question is to the Chair of Neighbourhood Planning and Development Assessment, Councillor COOPER, what actions are being taken by this Administration to ensure that Brisbane's unique heritage and character are protected for the benefit of this generation and future generations?

Councillor COOPER: Thank you very much, Madam Chair, and I thank Councillor BOURKE for this question. Well, it is very clear that this Administration, unlike those previous, are taking significant steps to ensure that our heritage and character is maintained. We have got programs in place which include the Heritage Incentive Scheme. This scheme has actually seen some recent changes in 2009 where Council has actually doubled the refundable percentage for grants to not-for-profit organisations to encourage greater opportunities for works to be undertaken. This is an incentive, a financial incentive, that really does make it much more viable for not-for-profits to undertake such works. We have seen some significant projects being undertaken.

The Heritage Unit continues to provide architectural advice, fact sheets, all sorts of assistance, including different colour matching programs, information and assistance on the ground to make sure that when people are restoring these buildings, they have the information to hand. We also have gone ahead with the heritage guides that have been provided through some of the neighbourhood plans, with one in particular being delivered as part of the Sherwood/Graceville District Neighbourhood Plan.

We've got some clear examples of different buildings that have been able to be assisted as part of this program. In Bulimba, we have seen Bulimba Uniting Church on Oxford Street being granted a heritage grant to help restore an 1870s graveside memorial. This provides assistance to be able to install a new reinforced concrete floor, level existing raised stone steps around the monument, repair the memorial and rails, and repaint it in the original colours. This has been a place for community worship for over 140 years, and Council has been able to assist that.

We have seen other westside buildings including the historic Beth Eden masonry house in Graceville, which got a grant of $15,000 to replace decorative roof finials and to make sure that we could repaint that historic coach house on the property. The Graceville Uniting Church got a grant of more than $3000 to replace damaged timber facias, downpipes and gutters. We have been able to provide money, over $14,000, to Christ Church St Lucia Anglican Church to repaint and repair the steel framed glazed areas.

Over in Mowbray Hall in East Brisbane, we have been able to provide a grant of over $6500 to replace damaged and rusted gutters and repaint the building. Even the Woolloongabba Princess Theatre, the oldest surviving theatre in Brisbane, received a grant of $15,000 to upgrade and replace both the backstage and front stage red velvet curtains. There are projects all over this city that have been able to benefit from this wonderful commitment that was made by the previous Lord Mayor and is continued under the leadership of Councillor Graham QUIRK.

We have seen projects including the City Tabernacle Baptist Church on Wickham Terrace at Spring Hill getting $15,000 towards the reconstruction and restoration of the 1890B Whitehouse pipe organ. It is a project that is one that really delivers for the residents of our city, both now and in future.

In contrast to this constructive work being delivered by Council, we see the efforts of Minister Kate Jones and the Department of Environment and Resource Management (DERM).

*Councillors interjecting.*

Chairman: Order!

Councillor COOPER: Madam Chair, this Council recently approved the development application for 55 Elizabeth Street. We saw Prime Site saying this is a wonderful new achievement for our city, and I quote from the article saying, "This is one of the largest pre-commitments to Brisbane's CBD office building by a single tenant in the Brisbane market, said the Growcon Queensland Development Manager, Scott Ponton. This approval did actually go to DERM. They referred this application to the Heritage Unit and they said absolutely nothing, absolutely nothing about this proposal.

The neighbourhood plan, drafted under Councillor David HINCHLIFFE in that Chairman role, went to the State Government twice, and they never listed this site. Now, at the last minute, at the very last minute, we have seen a project that is going ahead in this city, a project that will deliver jobs, that will deliver a whole lot of opportunities for our city, and what has happened? DERM suddenly decided that maybe they were wrong those other times that they had every single opportunity to make a decision about this building. They made every single post a loser because they never ever actually put forward any case about listing this site. Now, a project valued at over $170 million has been basically cancelled because of the last minute antics of DERM and their Minister. This project has been considered since 2004 for listing under Council, and Council officers recommended against it.

Chairman: Councillor COOPER, your time has expired.

Councillor COOPER: Now we see the State come in at the last minute.

Chairman: Your time has expired. Further questions? Councillor ABRAHAMS.

**Question 6**

Councillor ABRAHAMS: Thank you, Madam Chair. My question is to Councillor de WIT. Isn't it true that your bankrupt Clem7 tunnel is both a financial and operational disaster, and the $760 million of Council's funds you have wasted on it would have been better spent on public transport and more suburban traffic congestion busting road projects?

Councillor de WIT: Oh, gosh, thanks, Madam Chairman, and thank you to Councillor ABRAHAMS. I thought that was the Jim Soorley tunnel. When we opened it, they were claiming it as the Jim Soorley tunnel. It was their idea; it wasn't our idea. They forget, don't they, Madam Chairman. They forget.

Well, let us say for a start there is no way in the world that Clem7 is a failure. Look, I am not going to go back over it.

*Councillors interjecting.*

Councillor de WIT: Madam Chairman, you see—

Chairman: Order!

Councillor de WIT: —this is a problem with Labor Councillors; they don't know anything about planning for the future. We did not build Clem7 for today. Clem7 is part of TransApex. It is part of a whole network of tunnels, and it is catering not only for today but for the future. I remember when he was Deputy Mayor—

*Councillors interjecting.*

Chairman: Order, Councillors!

Councillor de WIT: —and there were some problems with the tunnel, I remember Councillor QUIRK getting up in this place and explaining the increase in travel times, when the tunnel was not available, and how much people were starting to feel it on the southern and eastern side of the city.

Clem7 has been carrying on average round about 25,000 to 28,000 vehicles per day. Just think about it. That is one awful lot of vehicles that we are taking off all the other roads around the city. There is no way that that is a failure. Was it a Tim Quinn promotion, I think; the LORD MAYOR will remember, answer to easing city congestion is boring. It is a tunnel. Aaah! Look at it, in bright letters. This was in the days when they still used red. You notice these days everything is blue to try to confuse people into thinking that it is ours. Yes, a tunnel, and how right they were.

When we see Airport Link finished by the State Government—because they realised how good a project it was—and you see the link that you have with Clem7 and Airport Link, you will see the numbers on Clem7 increase. When the Legacy Way tunnel, which we are getting on with very quickly, when that is completed and it links to Airport Link as well, again you will see the Clem7 numbers go even further. It would not matter what you said in this place, the Labor Councillors aren't going to listen. They do not want to know about the truth; they just want to play politics.

In answer to Councillor ABRAHAMS' claims about public transport, for goodness sake, how could a Labor Councillor in this place raise public transport? What have we done in public transport compared to their record? An average of 60 buses over five years, 12 new buses a year, and here we are putting 125 brand new buses on the road every year for four years.

*Councillors interjecting.*

Chairman: Order, Councillor CAMPBELL!

Councillor de WIT: Madam Chairman, sometimes I think—

Chairman: Councillor CUMMING!

Councillor de WIT: —the Labor Councillors need to think about what they are asking, because they have egg all over their face. They have absolutely no understanding of the need, the responsibility that an Administration, a government, has to plan and deliver for the future, not just for today. Because we have a growing city. We have a prosperous city. It is vital that we don't just sit back, enjoy the spoils as has happened for far too long in this city, and do nothing for the people of the future, for the growth of the future. That is what Clem7 is about. That is what TransApex is about. That is what our public transport delivery program has been about. In answer to Councillor ABRAHAMS, Councillor ABRAHAMS, please go away and do your homework.

Chairman: Further questions? Councillor KING.

**Question 7**

Councillor KING: Thank you, Madam Chair; my question is to Councillor KNAPP. With many Brisbane community groups having suffered extensive damage to premises and property in the January flood, what financial support has been given by Brisbane City Council to these groups to get them back on their feet and continue to provide facilities and services for the people of this city?



BCC.079.0019

Councillor KNAPP: Thank you, Madam Chair, and thank you Councillor KING for your question. I am pleased to report that, as of this week, the number of clubs that have received funding from us has totalled 99 who received $5000. And I have to say that was an initiative of the Deputy Mayor at the time, and the current LORD MAYOR, that before we started, even starting to look at assessment, that Councillor QUIRK said, I think everyone should just get $5000 to actually start the reconstruction and to be able to allow people to at least see there is some goodwill on behalf of the Council while we deal with the applications in relation to it.

So, up to the end of this week, we have spent $4,164,900 on grants out to affected clubs. That does not include the money from the Lord Mayor's trust fund which has implemented some of the projects. We have also allocated money as you are aware, Madam Chair, in the budget review to Bellbowrie Pool, to the Fairfield Library, and to Jindalee Pool. It was really important as you know that we actually get both of those swimming pools up and operational because there were lessees there, and that was their income as part of them having a lease. So, particularly in Bellbowrie Pool, the lessee not only lost his income but he also lost the residence that he lived in. It was catastrophic. It was catastrophic for the Bellbowrie community because the schools, once they were back, use that pool as part of their sports facilities. Whilst it is not totally finished, at least we got Bellbowrie up and operational, and the same can be said for Jindalee.

As I said last week, $1.5 million to refurbish and fit out Fairfield Library as well as for the Councillor for Tennyson, whose ward office was flooded as well. That will be open at the end of May. I think in terms of that, we have done a terrific job, and I am really pleased.

I was reading the other day in the newspaper Mark Oberhardt, because Obi lives in my ward, as you know, he is a racing man and my husband is a racing man, so they have lots of things in common. But Mark was talking about St Brendans, and their fundraising efforts in relation to restoring their club. We have given a considerable amount of money to St Brendans and, in fact, there has probably been $210,000 given to St Brendans, along with $65,000 from the State Government. We are well aware that St Brendans need more money in relation to that.

*At that time, 3.07pm, the Deputy Chairman, Councillor Angela OWEN-TAYLOR, assumed the Chair.*

I actually think that between us and the State Government, the money that will allow these clubs to get themselves up, and understand that they could do some self-help, has been enormously beneficial to them. So it allows them to say, we've got the club so far, we've got to go out and do a bit of borrowing or do some fundraising. I recognise particularly the AFL and the QRL, Queensland Rugby Union, and netball, all of those peak bodies that have got behind those clubs from all over Australia that have poured money in to look at how clubs can restore themselves.

Whilst I think it is important that we do that, I want today to talk about our community development workers who have been out working with flood-affected communities. As you know, Madam Chair, I talked last week that there is a really important element in relation to this, to actually come back and start the community development. When we have restored and finished with the grants, the important element is now through our community development workers. They have been working with various groups through flood-affected communities. They have been working with Yeronga, the south community development team, from the south and the west particularly have been working facilitating with Red Cross and Lifeline and all of those groups are supporting the Acacia Ridge Community Centre and the West End Community House, and also the Darra Community Group.

People might think they would understand about how community development works, but to have a person there that can facilitate some deals in relation to it. As I said, last week the Federal Government, or through the funding, as part of our partnership, we are going to be funded for two extra community

development officers for the next two years to go out and work with flood-affected community organisations and help them, and be a focal point for their communities. There is some project money associated with that along with some grants that we will be doing.

So, Madam Chair, I think whilst it will be not that long a time before the physical nature of the clubs will be restored, and particularly Netball Queensland and a few like that; however, the long-term recovery of the community is where we are going now.

Deputy Chairman: Further questions? Councillor SUTTON.

**Question 8**

Councillor SUTTON: Thank you, Madam Chair; my question is to Councillor QUIRK. How can you possibly justify the blowout of another $200,000 in last week's budget review as part of the failed $8 million CityCycle debacle? Why don't you simply look out your window and realise that no one is using your failed CityCycle scheme?

LORD MAYOR: Thanks very much, Madam Chairman. It is interesting, isn't it? I thought that the Labor Party supported CityCycle. Clearly they do not. Clearly they do not support—

*Councillors interjecting.*

LORD MAYOR: Ah, so they do support CityCycle, Madam Chairman.

Deputy Chairman: Order!

LORD MAYOR: So the Labor Party do support CityCycle. In fact, it is interested that both sides of this Chamber support CityCycle, but you would not think so if you hear the antics of the Labor Party. I have heard all sorts of criticisms about CityCycle from the Opposition Leader and from Labor Councillors who continue to interject. But that aside, I have not heard from them one suggestion of how they would do it better.

*Councillor interjecting.*

Deputy Chairman: Councillor SUTTON, you have been cautioned. If you continue to interject, I will warn you.

LORD MAYOR: So they are very clearly out there, being all things critical, but when it comes to a point of coming up with some positive suggestions, they are nowhere to be seen. We have said from day one that there would be no revolution in relation to CityCycle in Brisbane. In fact, that would not be a good outcome to have a--

*Councillors interjecting.*

LORD MAYOR: Look, do you want to hear the answer or not? Because if you don't, I'll sit down and we can move on to the next question. I might do that, Madam Chairman, because that may help them in the future.

*Councillors interjecting.*

Deputy Chairman: Further questions? Order! Councillor WINES, you have the call.

Councillor WINES: Thank you, Madam Chairman.

*Councillors interjecting.*

Deputy Chairman: Just a moment please, Councillor WINES.

**Warning – Councillor Shayne Sutton**
The Deputy Chairman then formally warned Councillor Shayne SUTTON that unless she continued to interject she would be suspended from the service of the Council for a period of up to eight days. Furthermore, Councillor SUTTON was warned that, if she were suspended from the service of the Council, she would be excluded from the Council Chamber, ante-Chamber, public gallery and other meeting places for the period of suspension.

Deputy Chairman: Councillor WINES, your question please.



BCC.079.0021

**Question 9**

Councillors WINES: Thank you; my question is to the Chair of the Public and Active Transport Committee, Councillor SIMMONDS. With the opening of the Cabbage Tree Creek bikeway having occurred recently, what progress has been made in fulfilling this Administration's commitment to provide $100 million of new bikeway infrastructure by 2012, and why was this vital infrastructure needed?

Councillor SIMMONDS: Thank you very much for the question, Councillor WINES. It is a very timely one, indeed, because it is timely to give an update on the LORD MAYOR's commitment to deliver $100 million in new bikeway infrastructure this term because projects are progressing very well. They continue to be rolled out. Just last week I was at the opening of the Cabbage Tree Creek stage one bikeway with Councillor COOPER and [redacted] from Bicycle Queensland, a very strong supporter of the LORD MAYOR's commitment, I might add, as well.

What a fantastic bikeway it is. It was wonderful to be there on the day to see it being used. I know we had quite a few users on the day come up and comment about how useful a link it was. It is an important investment as part of the $100 million, because it is all about increasing commuter and recreational walking. It delivers an important missing link between Carseldine and Aspley, as well as connecting local bushland and parkland area.

It involved the construction of a 670-metre long, three-metre wide shared pathway. It also involved additional bikeway infrastructure that we are able to deliver as part of the LORD MAYOR's $100 million commitment, including directional signage, which of course increases safety on the bikeway, some better landscaping, and also the solar-powered bikeway lighting. These cats' eyes are a fantastic initiative. Again, we got some comments about this on the day. They provide good ambient lighting that does not distract the neighbours, that does not interfere with the park amenity while also providing sufficient lighting for safety.

It is thanks to the LORD MAYOR's commitment that projects like Cabbage Tree bikeway can be rolled out. It is just one example of the type of bikeway projects that we are rolling out right across the different suburbs of Brisbane. I think of other projects like the Camp Hill bikeway, which provides a bicycle route using a combination of existing and new on and off road pathways to connect residents from Coorparoo, Camp Hill and Whites Hill towards the CBD. It provides an important alternative to busy Old Cleveland Road.

Other completed projects, such as Bulimba Creek at Murarrie stage two, Downfall Creek stage two at Banyo, and Kedron Brook stage three project, which all fill missing links, are there as a result of Labor's neglect of their bikeway spending. We are also on track as part of the $100 million commitment to upgrade Brisbane's Bicentennial Bikeway. This is, of course, Brisbane's busiest cycleway, with over 4000 people per day using it. The important improvements that we are making there are helping to increase safety by separating pedestrians and cyclists.

At the end of the day, it is all about reducing congestion. We know that bikes have outsold cars for the tenth year in a row in 2010, with 1.3 million bikes sold in Australia in that year. This has been going on for a decade, and the bottom line is that before the Quirk/Newman Administration came in in 2004, Brisbane was being left behind. Brisbane was being left behind by a Labor Administration that between 2000 and 2004 only managed bikeway spending of less than $20 million. That is not $20 million a year, that is $20 million over a four-year period. Whereas in contrast, we have the Quirk/Newman Administration which is going to deliver $100 million in bikeway spending over four years, which not only allows us to connect the missing links in the commuter network, but also deliver those additional benefits including an increase in safety on our bikeway network.

This might come as a surprise to Labor, but it certainly will not come as a surprise to Brisbane residents or those on this side of the Chamber. You do not actually reduce congestion by promising bus lanes on a one-way bridge in

[redacted] You do not reduce congestion by promising a bike hire scheme that you never manage to deliver.

*Councillors interjecting.*

Deputy Chairman: Councillor DICK, if you continue to interject, I will warn you.

Councillor SIMMONDS: You reduce congestion by delivering a balanced approach, and that is exactly what LORD MAYOR Graham QUIRK and this Administration is dedicated to doing. It is a balanced approach which includes $100 million in bikeway infrastructure. It includes the CityCycle project absolutely. It includes 500 new buses, including two new bus depots. It includes new CityCats, up to 19 vessels in the fleet. It includes two new terminals. And I am very proud to say that LORD MAYOR Graham QUIRK's Administration will be delivering these things in this four-year term alone.

Deputy Chairman: Further questions? Councillor FLESSER.

**Question 10**

Councillor FLESSER: Thank you, Madam Chair. My question is to Councillor QUIRK. Last week's budget review revealed that your mismanagement of the Go Between Bridge has resulted in a revenue shortfall of $866,000. We also discovered that motorists are paying over 40 cents in every dollar to a private business just to collect their toll money. Councillor QUIRK, your poor leadership and project management skills have lost our city $866,000, and 40 per cent of toll revenue is going to a toll collection company instead of being used to pay off the bridge. Isn't this yet another example of a bad deal for Brisbane's ratepayers and an illustration of your wrong priorities for this city?

LORD MAYOR: Thanks very much, Madam Chairman. This is where Labor completely miss the point. They had a policy of not building infrastructure in our city. Was the Go Between Bridge needed in this city? Absolutely. Absolutely.

Councillor HINCHLIFFE: Point of order, Madam Chairman.

Deputy Chairman: Point of order against you, LORD MAYOR. Councillor HINCHLIFFE.

Councillor HINCHLIFFE: I was just wondering whether the Deputy Mayor needed to be reminded that he opposed the Inner City Bypass?

Deputy Chairman: That is not a point of order. Please continue, LORD MAYOR.

LORD MAYOR: And I am no longer the DEPUTY MAYOR either, Madam Chairman.

*Councillor interjecting.*

LORD MAYOR: Yes, well—

Deputy Chairman: Order!

LORD MAYOR: Madam Chairman, you will always be the Leader of the Opposition in my eyes.

Let me just say that, yes, there is a toll on the Go Between Bridge, and that toll is every day helping to repay some of the costs in relation to that bridge. But was the bridge necessary whether we talk about a toll or whether we don't talk about a toll? Yes it was, Madam Chairman. It was absolutely essential because we know that every day of this week the bridges across this city, before Clem7 and the Go Between Bridge, were at 95 per cent capacity.

Madam Chairman, the Go Between Bridge is already doing extremely well. It continues to grow every week in terms of—

Councillor FLESSER: Point of order, Madam Chairman.

Deputy Chairman: Point of order against you LORD MAYOR. Councillor FLESSER.

Councillor FLESSER: Maybe Councillor QUIRK didn't understand. I asked does he think it's fair that 40 per cent of the toll revenue is going just to pay the toll collection company? Forty per cent of every dollar.

Deputy Chairman: Resume your seat Councillor FLESSER. LORD MAYOR.



BCC.079.0023

LORD MAYOR: Madam Chairman, the toll collection revenues and the toll collection was based on a competitive basis. So let's just look at it like this. We are collecting, Madam Chairman, funds in relation to the Go Between Bridge.

*At that time, 3.20pm, the Chairman, Councillor Krista ADAMS, resumed the Chair.*

But would the Labor Party have built a Go Between Bridge? No, they wouldn't have. Of course they wouldn't have. Madam Chairman, and we are finding with the increase in traffic on that bridge, week in week out, records being broken virtually every week. That bridge is being welcomed by the people of this city.

So the Labor Party can continue to be negative about addressing the issues of traffic congestion in this city. Madam Chairman, they have to because they've got nowhere else to go. They've got no plan. They've got no demonstrated way forward of addressing traffic congestion in Brisbane and, therefore, week after week they have to simply continue to nitpick.

Madam Chairman, several weeks ago the Go Between Bridge surpassed its 30 June expected total. So let's make no mistake that there is growth occurring every week on the Go Between Bridge.

When it started, just a year ago, Madam Chair, less than a year ago, it was taking about 10,000 on a weekday. Now it's taking 10,000 on a Saturday and, of course, the weekday totals are ranging from 13,000 to 14,500 everyday of the week. So that continues to grow. The revenue will continue to grow in relation to the Go Between Bridge.

Labor can knock it as much as they like. I love it when they knock the Go Between Bridge, Madam Chairman, because I know that the people of Brisbane wanted that project. They are using that bridge and it will continue for many, many, many years to come to serve the people of this city very, very well.

Councillor WYNDHAM: Thank you Madam Chair.

Chairman: That ends Question Time, Councillor WYNDHAM, thank you.

# CONSIDERATION OF COMMITTEE REPORTS:

## *ESTABLISHMENT AND COORDINATION COMMITTEE*

The Right Honourable the LORD MAYOR, Councillor Graham QUIRK, Chairman of the Establishment and Coordination Committee, moved, seconded by the DEPUTY MAYOR, Councillor Adrian SCHRINNER, that the report of the meeting of that Committee held on 3 May 2011, be adopted.

**Perceived Material Personal Interest – Councillor Peter Matic**

Councillor MATIC: Madam Chairman, in respect of Item B, I need to declare a perceived material personal interest. It's in respect to a temporary local planning instrument and as my home was flooded in the habitable floor area I need to excuse myself from the debate.

However, I would like that item be conducted seriatim for debate and voting purposes as soon as I leave.

Chairman: Thank you. Well, we'll do A to E first, Councillor MATIC, so you can stay in the Chambers.

Councillor HINCHLIFFE: Point of order Madam Chair.

Chairman: Point of order Councillor HINCHLIFFE.

**Perceived Conflict of Interest – Councillor David Hinchliffe**

Councillor HINCHLIFFE: I, too, have a perceived conflict of interest. Although the flooding that occurred in relation to the building I live in did not occur in the habitable area, nevertheless I'd believe it's appropriate to raise the perceived conflict of interest.

Chairman: Okay. We will debate A to E first, but LORD MAYOR you may speak on any item in your report. Councillor SUTTON, point of order. Sorry.

**Seriatim – Clauses A and E**

Councillor Shayne SUTTON requested that Clause A - AMENDMENT OF THE TRANSPORT, ACCESS, PARKING AND SERVICING PLANNING SCHEME POLICY (UNDER THE *SUSTAINABLE PLANNING ACT 2009*), and Clause E - CHANGES TO THE MANAGEMENT STRUCTURE OF COUNCIL (UNDER THE *CITY OF BRISBANE ACT 2010*), be taken seriatim for voting purposes.

Chairman: Now is that A and E separately for voting?

Councillor SUTTON: For voting yes, separately.

Chairman: Individually?

Councillor SUTTON: Yes please.

**Debate on Clauses A, C, D, E**

Chairman: Thank you. LORD MAYOR.

LORD MAYOR: Thanks very much, Madam Chairman. Before we come to the report itself I just want to make a few comments if I may.

Firstly, Madam Chairman, we continue to receive contributions in relation to the Lord Mayor's Community Disaster Relief Appeal following the flood event.

I'm very pleased to report today that our sister city in Shenzhen kindly sent forward a contribution of some $15,252. That's a conversion obviously that was in RMB, in Chinese dollars, Madam Chairman. It's now converted to $15,252. So we thank our sister city of Shenzhen very, very much indeed for that great contribution.

Madam Chairman, I also wanted to just make a few quick comments in regards to the Together Brisbane campaign. This has been an outstanding contribution on the part of multimedia units and media outlets across this city, in terms of supporting business and the people of Brisbane as a whole, in terms of the flood recovery message. My thanks to each and every one of them for what they are doing in their own individual ways.

But since the campaign commenced, Madam Chairman, we have seen some very significant visitations to the Together Brisbane website. In fact, we've had now some 9556 unique visits. We've had 68,000 page views on the site, we've had 540 user submissions that are publishable and we've had, of that total, some 10 per cent of offshore visitations.

That's the one that really interests me because with social media these days, Madam Chairman, it's a fact that 10 per cent view that site, the word then goes out through their own social network contacts and a multiplier effect is really very, very critical in getting that message out across the world that Brisbane is well and truly open for business.

So, Madam Chairman, we've had something like 1045 Facebook likes as well in regards to that. So a very, very positive response and a long way to go in terms of this campaign being sold not only here in Brisbane, of course, but throughout Australia and internationally.

Madam Chairman, today in Question Time we heard the Labor Party raise a number of issues. I found it just quite extraordinary I have to say that they no longer now have anything at all to do with Clem7. Nothing, absolutely at all.

That delights me because, Madam Chairman, I believe that the Clem7 project, in history, will show just what a beneficial project it is.

It is not just beneficial, Madam Chairman, we talked about the fact that there was the great benefit it was during the flood, but every day of the week it is a benefit. I can tell you from personal experience, coming in from Eight Mile Plains it was always a 30 to 35 minute range trip in the peak. It is now virtually always 20 to 25 minutes run from there to the city.

So, Madam Chairman, there are ongoing daily benefits that the people of this city - and that's just from one location. Madam Chair, those benefits were

derived from the people from other parts. I know people coming in from the east and hooking into the South East Freeway derive a significant benefit as well, as, indeed, do people coming from a north to south direction.

So, Madam Chairman, in regards to CityCycle, look it's like this. CityCycle was never going to be a revolution. It was always going to be an evolution. It is a plan for the long-term and we are committed to that plan.

I appreciate that the Opposition will want to take some cheap shots in regard to the CityCycle plan, but we will continue and, Madam Chairman, I look forward to the rollout of stage 2 which takes in the University of Queensland, the Eleanor Schonell Bridge precinct, and these will create some further opportunities in relation to those people that want take up use of the CityCycle scheme.

We've had some not flash weather in the summer season this year. We've had a flood intervene which, of course, we saw the loss of the floating Riverwalk, which is a very popular cycling route as well. So, Madam Chairman, the take up is not as strong as some may have expected, but that doesn't faze me one little bit. This is a scheme for the long-term. It's about reducing car movements in the CBD and inner city locations. I think that over time it will come into its own.

As Councillor SIMMONDS was reporting earlier today we've seen now for the last decade a greater purchase of bicycles than we have motor vehicles throughout Australia and there is no doubt that cycling is growing in popularity to put it simply and that will continue. We will continue to see a growing take up of the CityCycle scheme.

The CBD in the next 20 years is going to change. There is no question about it. We're going to see, as we know from studies undertaken by Dr Brain, that pedestrian movements will probably increase around 50 per cent over the coming 20 years. We're going to see a greater pedestrianisation and a greater cycling take up in the CBD and surrounds over that period of time.

But it won't be overnight and I don't think anybody, realistically, wants it to be overnight. It needs to be on a gradual transitional basis, one that I would refer to as an evolutionary rather than revolutionary basis.

Madam Chairman, today we have a number of important items in the E&C (Establishment & Coordination) report. So again, Madam Chairman, just for clarification you want me to handle items A, C, D and E? Yes?

Chairman: You are able to speak on B if you like Councillor QUIRK and the other councillors are only a perceived conflict of interest so you can speak on B in this report if you like.

LORD MAYOR: Okay, but the councillors are still here, so what I might do is I might leave B go and we'll do that one a little later.

Chairman: Thank you.

LORD MAYOR: Item A, Madam Chairman, is the amendment to the Transport, Access, Parking and Servicing Planning Scheme (TAPS) Policy and in December last year we saw amendments to the City Plan TAPS code and they were endorsed by the Council at that time to go off to the State Government for the interest check. On the 14 of March, we received comments back and Council, at this stage, has not sent out a response to comment.

So today, Madam Chairman, it comes back to the Council and there are, of course, a number of changes in relation to the code and these are based on consultation that this Council has had with a range of community groups including groups involved in the property sector along the way.

One of the things that has always been an issue, Madam Chairman, is getting the mix right in terms of parking spaces, and often I have been critical - as has the former Lord Mayor of this city been critical - about the housing of motor vehicles.

So, Madam Chairman, we all, I think, want to see an encouragement of public transport. On this side, our view has always been that it's about providing a mix of opportunity for people. In the end they will make their own choice.

But, Madam Chairman, the housing of vehicles has frequently been an issue. I've instanced Kelvin Grove in this place many times. It was an experiment. Don't allow any car parks and people will catch public transport. Well, we've seen that experiment by those opposite come and go with a big F for failure against it and there are many issues up there simply not solvable in the arrangements that exist at the moment.

So, Madam Chairman, this plan I think is one of balance, as often it is around these types of amendments, but I put that forward for the Council's endorsement today. Councillor COOPER I'm sure will have some further comments to make on that later.

Item C, Madam Chairman. Now this is what I call the money for jam item today. It provides an agreement for the provision of energy generation facilities at Sherbrooke Road, Willawong. Madam Chairman, this particular item will allow the Council to obtain an annual return, a return in this case as recommended of $13,580. On top of that there is an $80,000 recurrent cost avoidance.

So what we have here is a benefit in terms of an opportunity cost where we don't have to engage in that recurrent cost on this facility and so the recommended company here, Landfill Gas Industries, LGI Proprietary Limited ---

Chairman: LORD MAYOR, your time has expired.

**864/2010-11**

The LORD MAYOR was granted an extension of time on the motion of the DEPUTY MAYOR, seconded by Councillor Andrew WINES.

Chairman: LORD MAYOR.

LORD MAYOR: Thank you, Madam Chairman. The other company there being Diamond Energy Proprietary Limited. So that's put forward a full recommendation to Council.

The other item, item D, Madam Chairman, that's the adoption of the strategic contracting procedures for the City of Brisbane.

The one, which I suspect is going to draw some debate, based on the seriatim opposite is item E, is changes to the management structure of Council.

Now, Madam Chairman, this recommendation today sees a reduction in the number of divisions within the Brisbane City Council from six to five. Madam Chairman, in doing that, what it means is that we - as we go forward, as we look at the organisation of the Brisbane City Council and look at streamlining some of the processes contained within the organisation that task is starting at the very top.

One complaint that I often get raised with me, Madam Chairman, by officers of the Council that do the day to day work in this Council, is that often efficiencies are found at the bottom and not found at the top.

Madam Chairman, this recommendation today demonstrates very clearly that as an organisation we are going to be looking across the board in terms of an efficient organisation, one which delivers value for money to the ratepayers of Brisbane, and one which will take into account all levels within the organisation to ensure we get an outcome which is beneficial to the people of this city.

I've indicated previously that this is not about sacking staff. There will not be sackings of staff in the Brisbane City Council, Madam Chairman, what this is about is making sure that we have an organisation which is streamlined, which looks at what we are doing now and questions do we really need to be doing all the things that we do.

I'm not talking here about the issue of frontline services. I'm talking about back-of-house operations. I'm talking about alignments of the way in which things are done, the number of hands, documentations and processes need to go through to get a decision and it looks, Madam Chairman, at ways in which we can make this organisation more efficient in terms of the dollars spent.

That's not going to be an overnight fix. I understand that there's been some questions around what are your targets and all the rest of it. There simply are no targets, Madam Chairman, there won't be targets. What this will be, again, will be a work in progress. It will be an evolutionary piece of work. It will be one, which will be gradual but one which also recognises if there are parts of this organisation which are not delivering value for money we need to look at that and we need to make sure, in the interests of the ratepayers of this city, that we have an organisation which provides value for their dollar.

Now, Madam Chairman, I just want to say this in conclusion, that today *per se* is about the streamlining of the organisation at the top level. As we progress over the next two to three years, which is what we're probably looking at in terms of this. There will be no overnight sensations. It's about an ongoing process. It's about making sure that we look after the staff of this Council as we go, and we take full advantage of staff turnover.

So I'm not about loading staff up with more work, I want to make that clear from the outset. This is not about a big load up job on officers down the line in this Council. It's about looking at our processes and making them more efficient.

Now that will, overtime, I believe lead to a leaner organisation across the board. But if you're going to ask me about numbers, Madam Chairman, I'm simply not going to deliver an answer. I mean there are some parts of this organisation that continue to grow and they will continue to grow. Bus drivers, the number of bus drivers has continued to grow significantly. Should we be cutting back on the number of bus drivers? No, of course we shouldn't, of course we shouldn't, Madam Chairman, and it's my suspicion that that number will continue to rise.

So the number in the organisation and asking me for targets, you can forget it. I'm just simply not going to play that game. My commitment to the people of Brisbane is to deliver them the best organisation we can and my commitment to the staff of this Council - as one who has worked with many of these people over a long period of time and I respect them immensely - my commitment, Madam Chairman, to those people who know me, will be that we will be taking them with us in relation to these processes and it's about making sure, as I say, that we get the best result for everybody concerned.

I'll leave my comments at that. Thanks, Madam Chairman.

Chairman: Further debate on items A, C, D or E? Councillor SUTTON.

Councillor SUTTON: Thank you, Madam Chair. I rise to speak on items A and E, in particular.

Item A is, of course, the amendment to the Transport, Access, Parking and Services Planning Scheme Policy, or TAPS for short.

Madam Chair, if you needed any further evidence that the can-do spirit has left the building it was in the unelected LORD MAYOR's comment as he introduced and spoke about this item. On the one hand he acknowledges he has been critical in the past of off-street parking requirements for council developments. He acknowledged and admitted that he has been critical of that.

But when it comes to updating the policy, when it comes to reflecting the needs that he, himself, has advocated for it is: no can do. Madam Chair, this is a lazy, unelected LORD MAYOR leading a lazy LNP Administration who have failed to do the necessary work to make this policy meet the demands of our contemporary city. Madam Chair, they have failed with this planning scheme policy in every sense of the word.



BCC.079.0028

Madam Chair, he has the hide to accuse the ALP of policy failures in areas like Kelvin Grove on one hand and on the other hand he does nothing to fix something he sees as a policy failure. Nothing, zero, zip, nada, we're not doing anything. We are too lazy and out of touch to actually do the hard yards to actually fix this.

After 26 years in this Council, Councillor QUIRK has put his boots up on the desk. He's finally got to the big one, and now he's not going to do anymore work, probably because he sees the writing is on the wall, Madam Chair.

Chairman: Councillor SUTTON, back to the TAPS policy, please.

Councillor SUTTON: I acknowledge that this TAPS policy makes a good start on a number of public transport and active transport initiatives such as end of trip facilities and, as I said, other public transport initiatives.

But our primary concern with this policy today is about parking ratios. Councillor QUIRK himself has acknowledged that he has been a critic of the amount of off-street parking developments are required to include.

Madam Chairman, we agree with the criticism that he, himself, has made. What we don't agree with is his lack of action on this particular issue. His decision not to do anything. His decision to take a no can do approach.

Madam Chair, Council continues to approve unit developments in our suburbs that do not have enough parking spaces to accommodate residents' vehicles. We know that because we are out in the suburbs talking to our local residents. Ray Smith is out in the suburbs talking to Brisbane residents and he has heard what they have to say on this.

Madam Chair, I want to say very clearly that we do not agree with the one size fits all approach to parking ratios. We do not believe that for one second. Different areas of the city should have different car parking ratios and in some cases different parts of different suburbs could accommodate that.

Madam Chair, we believe in the need to flexibly manage our growing city responsibly and this lazy LNP Administration, should be out there making the tough decisions with residents and key stakeholders in the development industry to come up with a more contemporary solution to this problem for Brisbane's future.

We understand, Madam Chairman, and we've spoken to people in the development industry too. We understand the request for additional parking spaces, particularly in units, not all parts of the city but in some parts of the city, particularly the outer suburbs. I'm not talking for a moment about inner city. I'm talking about the outer suburbs.

We understand that that may increase construction costs for developers and if affordability becomes a substantial issue we are prepared to have that discussion with the development industry and talk to them about their needs about how we can manage those costs in an appropriate way.

Not about shirking our responsibility, not about taking a do nothing approach, but talking about and tackling the issue of parking and the demand for on-street parking that is a growing need in our suburbs.

Ray Smith and the Labor opposition are the only people out there talking to residents in their suburbs about this issue. These people, on the other side of the Chamber, have shirked all responsibility, have become lazy and have lost their can-do spirit when it comes to tackling these tough issues. Madam Chair, I'll leave it at that and move to the organisational changes.

This is the third significant organisational restructure that has come before Council since 2008 when the LNP gained their majority. This organisational restructure is akin to moving the deckchairs on the Titanic. It will do nothing to help stop the increasing debt that is coming in the way of this city. It will do nothing to stop the upward pressure on rates and charges that is currently

occurring in this Administration and it will do nothing to bring core projects and services back on line.

When we had our briefing on this, Madam Chair, at 12 o'clock today, the Finance Chair was unable to tell us what the cost of this restructure will be. He was unable to tell us the cost: how much did the consultants cost, how much has the in-house training cost, how much is the internal communications costing, how much are the new letterheads and business cards and signage that goes around and throughout the building, how much is all of that costing. How much are these significant structural changes costing this city?

Madam Chair, the other question he couldn't answer was how much will it save. He could not and refused to answer the question how much would it save.

So we have an organisational restructure now before this Council, and at a briefing today at 12 o'clock, the Finance Chair and DEPUTY MAYOR could not tell us how much it was going to cost and he could not tell us how much it was going to save.

He said oh well, trust us, Madam Chair. Trust us, these are his words: we wouldn't implement something that was going to cost more than it would save us.

Madam Chair, at that point I raised the botched CityCycle scheme. Remember the CityCycle scheme that was going to be cost neutral that is now costing us $8 million.

Madam Chair, remember the Hale Street bridge that was going to cost, what was it, $120 million and then $240 million and then $300 million and then $340 million and then $370 million and it was going to deliver us a big, fat cheque. Well, Madam Chairman, none of that has eventuated, so excuse me if I don't swallow Councillor SCHRINNER's 'trust me' line.

This Administration has done nothing to deserve the trust of Brisbane residents who want answers about what this restructure is going to deliver for them.

And what will it deliver, the new Lifestyle branch? I have to point out putting cemeteries into the Lifestyle branch of the new organisational restructure seems like a little bit of an oxymoron to me. So does parking fines, Madam Chair. I think if you went out on the street and asked local residents—

*Councillors interjecting.*

Chairman: Order councillors.

Councillor SUTTON: —if they—

Chairman: There is too much audible noise.

Councillor SUTTON: If they—

Chairman: Sorry, Councillor SUTTON.

Councillor SUTTON: If they considered the parking fees that Councillor QUIRK has asked parking officers to aggressively administer I think that you would find that most Brisbane residents would not agree that Brisbane City Council parking fees are not a lifestyle choice, Madam Chair.

So there's bit of irony there, when it comes to this organisational restructure and I guess it's with that view that we have to consider this organisational restructure with a degree of scepticism.

It will not bring down the debt of this organisation. It will not bring core projects and services back online, Madam Chair, and it will not stop the upward pressure on the rates and charges to residents in this city.

Madam Chair, an Administration that continues to send us toward increasing debt, cuts core council services, that continues down that path while not fixing the on-the-ground core services for Brisbane residents is a bad Administration. It is a lazy Administration and—

Chairman: Councillor SUTTON, your time has expired.

Councillor SUTTON: it's an Administration that has lost touch.

Chairman: Councillor COOPER.

Councillor COOPER: Thank you very much, Madam Chair. Madam Chair, I rise to speak to item A, the Transport, Access, Parking and Servicing (TAPS) Planning Scheme Policy.

Madam Chair, this is following on from the TAPS code which came through Council on the 7 December 2010. I note that when that code actually came to be debated here in the Chamber only the then Lord Mayor, Councillor Campbell Newman, and I actually spoke about it. So clearly Labor was so outraged, Madam Chair, they didn't even bother to speak to the code when it came here for debate in December.

So, Madam Chair, this code has been sent to the state and we're working through issues with them. This planning scheme policy is part of that which actually sit together. This is the technical document which supports the code as debated.

Both the code and the planning scheme policy will go out for public notification once the state agrees to endorse the code and gives the opportunity, certainly, for the community to comment.

But, Madam Chair, we certainly, in great contrast to the spurious points put forward by Councillor SUTTON, we have certainly been doing consultation as part of this and we've been engaging with industry. We've been speaking to peak bodies. We've been doing quite significant comparison works against other local government areas such as Sydney, Gold Coast, Christchurch, Melbourne, Perth and Edinburgh and looking at all sorts of pieces of data to make sure that we can get good information relating to what we have proposed.

In fact, Madam Chair, despite the sort of statements of Councillor SUTTON, this plan is actually a plan that will strengthen provisions and create good opportunities for pedestrian and cyclists end of trip facilities.

It supports our vision of a livable city with well connected and access being created issues. It makes sure that when Council is conditioning major developments that we ensure these sorts of provisions are incorporated, as well as making sure the internal and external transport network is carefully considered as part of that application.

So, Madam Chair, it is a document that will ensure that we don't encourage further vehicles coming to the CBD. There's no changes proposed to these provisions and this planning scheme policy is actually been prepared to ensure that we get cars off local streets and that developers provide adequate on-site parking spaces.

There has been a doubling, and I know that Councillor SUTTON sometimes gets details a little bit confused, but there actually has been a doubling in the requirement for commercial spaces in the city frame. So it's going from a maximum per 100 square metres, it's going up to that from one to 200 square metres, so that's a doubling, Madam Chair, to make sure that we provide those sorts of car parking in the city frame, in particular.

Madam Chair, I also note that the suburbs will actually see great benefits from this planning scheme policy because this planning scheme policy takes away what the Labor Party love to do, Madam Chair. They love to provide concessions for affordable housing, for student accommodation, because, Madam Chair, they thought that sounded lovely. They thought that was fantastic.

But, Madam Chair, when we go out and talk to our constituents, they say that people need to park their cars. They might catch public transport but garaging must be provided. This planning scheme policy, if it had been read correctly by those on the other side of the Chamber - and you know we really can't expect much from them, Madam Chair, - but this planning scheme policy actually takes out the concessions that they loved to provide.



BCC.079.0031

This makes it clear that we expect parking to be provided for these sorts of accommodation to make sure that we have at least one park per unit and, of course, Madam Chair, that is a minimum requirement. So they can certainly provide more and we encourage people to provide adequate car parking as part of the development conditions we apply.

Madam Chair, this is a code that will have to obviously go through state interest check. There will be opportunities for public consultation. We are always listening to the residents of our city.

Madam Chair, we look at other evidence of perhaps a Labor Party's position and I think it's interesting to look at documents such as that prepared by their George Street friends, the State Government, who have their transit oriented development (TOD) guide and, I'll just read a little bit from that which talks about good practice traffic and parking.

It says that they will, under the TOD guidelines, and Madam Chair, these are their colleagues in George Street advocating low-car developments because they believe that TOD precinct types offer high frequency transport services and good pedestrian connections and have a high demand for quality public spaces and they should have the lowest maximum parking rates. This, Madam Chair, is evidence of the ALP's position.

So, Madam Chair, when they say they support residents that is, in fact, not corroborated by the evidence and again I had a letter that the previous Lord Mayor wrote to the Premier, Anna Bligh, on 10 November 2010 quoting and this is an actual example, a real life example, so maybe they could understand that.

The Milton TOD, the FKP proposal, that one over the train station there Madam Chair, "The Milton TOD is an example of how Council disagrees with the Queensland Government on car parking rates.

"Council's approval require the developer to provide 370 car parks. The Minister for Infrastructure and Planning then drastically undercut the total amount to 270 car parks. This decision was made despite pleas from local residents for the development to provide the maximum parking requirement."

Madam Chair, it gets even better because not only did they remove 100 car parks from that, they also reduced the number of bicycle parking and I go on to say they love public and active transport supposedly, yes, that was the previous Minister, Minister Hinchliffe.

I go on to quote: "The number of bicycle parks was also decreased by the Minister from 150 to 133." This decision does not support walking, cycling and public transport accessibility and you might giggle over there but you are supposedly the great advocates for cycling facilities.

Madam Chair, did I hear one peep from them about this decision by the Minister? No. Absolutely silence. This is an outrage and their hypocrisy to get up in the Chamber here today and say that this planning scheme policy doesn't support the principles. Well Madam Chair, they are hoist in their own petard because the evidence clearly indicates they don't support it and, we, on this side of the Chamber, are the ones who are out there advocating for residents and making sure we provide car parking onsite and not encouraging parking on the streets of our city.

Thank you Madam Chair.

Councillor WINES: Madam Chairman.

**ADJOURNMENT:**

**865/2010-11**

At that time, 4pm, it was resolved on the motion of Councillor Andrew WINES, seconded by Councillor Fiona KING that the meeting adjourn for a period of 15 minutes to commence when all councillors had vacated the chamber and the doors locked.

**UPON RESUMPTION:**

*At that time, the Deputy Chairman, Councillor Angela Oven-Taylor assumed the Chair.*

**Debate on Clauses A, C, D, E continued**

Deputy Chairman: Councillor ABRAHAMS.

Councillor ABRAHAMS: Thank you, Madam Chair. I enter the debate to discuss item B, which is the TL—

Deputy Chairman: Councillor ABRAHAMS, we are taking item B in seriatim for debate and voting purposes.

Councillor ABRAHAMS: I am sorry.

Deputy Chairman: Do you want to address items A, C, D and E?

Councillor ABRAHAMS: Yes, thank you very much, Madam Chair. I enter the debate to discuss item C. Thank you for that. This is where we are looking at a green power energy agreement at Sherbrooke Road, Willawong. It is a project that was part of a number of projects that have been instigated, which is part of Council's commitment to become a carbon neutral city by 2026. The approval is sought to enter an agreement with Land Gas Industries, and it is a process by which we will be supporting this proposal.

Councillor DICK: Point of order, Madam Chair.

Deputy Chairman: Point of order Councillor DICK.

Councillor DICK: I note in previous rulings that we are not able to use phones in this Chamber, and I would ask Councillor de WIT to cease that, as a former Chairperson.

Deputy Chairman: Thank you, Councillor DICK. Councillor de WIT, thank you for ceasing the call. Councillor ABRAHAMS, please continue.

Councillor ABRAHAMS: Thank you. As I was saying, we will be supporting this initiative. It is a good initiative. We realise that in doing so, methane has a carbon intensity 25 times that of $CO_2$ (carbon dioxide). So anything that we can do to capture methane and to use that to our benefit so that we are generating power is a double win for the Council.

However, I am aware that one could not argue this is a three times win because the cost of bringing this proposal to Council, the inefficiency that has been part of the protracted process, is something that I object to. It restates what I have said previously. Good initiatives which should have bipartisan support all too often in their implementation, in actually bringing them to reality by the Liberal National Party Administration, leaves much to be desired, and such is the case in this circumstance. So, a good project, but I put on notice that any similar financial mismanagement and delays with this project would mean in the future we would not support such an initiative.

Deputy Chairman: Further debate? Councillor CAMPBELL.

Councillor CAMPBELL: Thank you, Madam Chair. I would like to enter the debate about item E. We have heard the explanation from the appointed LORD MAYOR about this organisational change, and that it is going to be good for Council, and it is going to lose one manager, but the simple fact is, in so many areas, there is no detail. We have no idea how they are going to implement it or are prepared to reveal how they will deal with this.

All we have heard is allegedly it is going to be driven by efficiency, yet we have heard first that it is going to only cost an extra $10 million in redundancies, but no savings are indicated. No costings have been given about the savings. There is no proof that they will do anything to meet the QTC's concerns about labour costs that have been identified. That is a major issue because of the cost blowouts regarding the extraordinary increase in debt that has occurred over less than two years where we have gone from zero debt to over $1 billion in debt.

DEPUTY MAYOR: Point of order, Madam Chairman.

Deputy Chairman: Point of order against you, Councillor CAMPBELL. Councillor SCHRINNER.

DEPUTY MAYOR: This is not in the report. Please bring Councillor CAMPBELL back to the report.

Deputy Chairman: Thank you, DEPUTY MAYOR. Councillor CAMPBELL, please base your remarks to the report.

Councillor CAMPBELL: Madam Chair, it is very much related to the report, and the reasons for this. That is, the reason we are having this reorganisation is allegedly to find savings, and one of the drivers is because of the impacts of the QTC's (Queensland Treasury Corporation) reports.

So, what are the savings that we are going to see? We have heard about the extra $10 million in redundancies that it is going to cost us. There are no savings identified in this financial year. All we do know that there will be extra costs for letterheads, for new business cards, for relocation of staff that always occur as a result of reorganisations. We have got the abolition of a manager's office where people are going to be reporting to new people. There is inevitably going to be changes moving around and costs associated with that.

The questions that we asked at today's information session: what is happening to the boards; the City and Business Advisory Board? What is happening to the City Works Advisory Board? No, don't know what are the answers. We've got the purchase arrangements being changed, and they're being worked on, and it is going to evolve. They have no idea how they are going to comply with national competition policy. This is not well thought out. This is knee-jerk. This is an attempt to be seen to be doing something. They are getting rid of one divisional manager, but that is about it, it seems from the information that we have been given.

We're told that field services, for example, is being created under Brisbane Infrastructure, because during a once in a generational flood situation, those blue collar groups should be working together. Well, is that adequate reason to totally restructure the organisation? I have my doubts, and I am not satisfied with the answers that were received.

So, Madam Chair, I have grave reservations about this. Yet again, this shoving around, creating new business cards, new names, maybe we will be seeing a shifting in the Chairpersonships, too, in the committee structure. Who knows. The simple fact is, though, that change for change sake—

*Councillor interjecting.*

Deputy Chairman: Councillor CUMMING!

Councillor CAMPBELL: —is not good enough. This simply has all the hallmarks, as the Opposition Leader, Councillor SUTTON, has said as the moving around of deck chairs on the *Titanic*. I think that the way in which this organisation as a ship of state, as it were, with the continual loading of debt, it is more like a huge iceberg out there that is growing and growing and coming closer. All this moving around of the organisation isn't going to stop the impact. Thank you.

Deputy Chairman: Further debate? DEPUTY MAYOR.

DEPUTY MAYOR: Madam Chairman, I rise to speak on item E. It is interesting that we have heard the debate on this issue, unfortunately a very poor quality debate on this issue to date. It is interesting the way that Labor—

*Councillor interjecting.*

Deputy Chairman: Councillor NEWTON! You have previously been cautioned.

**Warning – Councillor Victoria Newton**
The Deputy Chairman then formally warned Councillor NEWTON that unless she desisted from interjecting she would be suspended from the service of the Council for a period of up to eight days. Furthermore, Councillor NEWTON was warned that, if she were suspended from the service of the Council, she would be excluded from the Council Chamber, ante-Chamber, public gallery and other meeting places for the period of suspension.

Councillor CAMPBELL: Point of order, Madam Chair.

Deputy Chairman: Point of order, Councillor CAMPBELL.

Councillor CAMPBELL: Madam Chair, I just heard your warning, but the interjection was in no way disruptive. It was a very minor interjection, and I say that that is an extraordinary over-reaction to a simple interjection, and surely----

Deputy Chairman: Councillor CAMPBELL.

Councillor CAMPBELL: ---that did not disrupt the meeting.

Deputy Chairman: Councillor CAMPBELL, do not speak over me. I have made my ruling. The interjection was disruptive and Councillor NEWTON had previously been warned.

**Dissent motion**

**866/2010-11**

Councillor John CAMPBELL moved, seconded by Councillor Shayne SUTTON, that the Chairman's ruling be dissented from. Upon being submitted to the meeting the motion of dissent was declared **lost** on the voices.

Deputy Chairman: DEPUTY MAYOR, please continue.

DEPUTY MAYOR: Madam Chairman, when it comes to this organisational change, it is fascinating to hear what Labor has said. If you really look at it and take a step back, they have used their usual lines about debt which we know are false and which we know they repeat ad nauseam in the hope that someone might believe it. But all they could come up with is that there might be some extra costs associated with business cards and letterhead. I mean, we are talking about a large organisation that delivers a whole range of services out in the community, and all they can talk about is business cards and letterhead. I mean, it is unbelievable. That is the level of interest they have in this issue.

They tried to imply that—

*At that time, 4.28pm, the Chairman, Councillor Krista ADAMS, resumed the Chair.*

Councillor SUTTON: Point of order, Madam Chair.

Chairman: Point of order.

Councillor SUTTON: I claim to be misrepresented. Councillor SCHRINNER was—

Chairman: Don't explain now. I will get you up, thank you, Councillor SUTTON.

DEPUTY MAYOR: They talked about what consultants will be employed to roll this out. Well, as I explained today, that has already occurred in the past because we came in here in a very transparent way and said we are going to review Council's organisational structure and services. We engaged a firm, an international firm called AT Kearney, to do that report. They did that report in mid-2009, and reported in late 2009. That is the only consultancy that will be involved in this reform. It has already been done. It was done probably 18 months ago. No more consultancies will be engaged.

But, Madam Chairman, as I said, Labor is missing the point. This organisational structure dates back to the AT Kearney review and the recommendations that were made on how Council can save money. The suggestion by Councillor CAMPBELL that this is somehow a knee-jerk reaction is absolutely ridiculous. As I said, the review was done in 2009. We have been doing a lot of work behind the scenes, and this is the next logical step.

As part of that review, AT Kearney recommended that the first two things we should be doing is looking at our procurement processes in terms of capital procurement and OPEX (operating expenditure) procurement. We had done that, and we have delivered substantial savings for this organisation. In fact, a significant amount of the funding that we have put towards City Hall was generated out of savings that we have made by changing our procurement procedures. Councillor QUIRK, in particular, and the Council officers, should be commended for that. This represents the next step in the organisational

reform that has been recommended by AT Kearney through the Securing 2026 review.

Labor doesn't get it, but let me make it very clear. Why are we doing this? It is about continuous improvement of our organisation, and it is about finding organisational efficiencies: two things that will be foreign to Labor. We know that at a state level there has never been an efficiency review of State Government at all. One is due. In this Council, we have in recent times, done a number of reviews. This is the second review that we have had and we take this process very seriously.

From the first review, between 2004 and 2008, we were able to deliver savings of more than $120 million for this organisation. These are real numbers. These are real figures. Millions and millions of dollars, not business cards and letterheads—tens of millions of dollars we are talking about here. So, Madam Chairman, this particular structural review, as the LORD MAYOR said, makes change to the management structure of Council. That change will deliver a whole range of benefits, but in particular, it will simplify service delivery. It improves asset management by putting all of the asset management functions of Council into the one area, so that we have, for example, people that asset manage our buildings in the same area as people that asset manage our infrastructure and roads. That is the first time this has ever happened and it makes sense to have a holistic view to asset management.

We also have all of our field service workers in the one area of Council for the first time, another way of delivering efficiencies and reducing the layers in our organisation. That is one of the things that AT Kearney recommended. They particularly noted that there are numerous spans and layers in this organisation that should be reduced. I will give you some examples of what AT Kearney said here. I am referring to page 37 of the AT Kearney report. They have said, opportunities for changing the structure of our governance. They have talked about rationalising report generation. They have talked about optimising the internal trading process. They have talked about streamlining authority levels to remove unnecessary senior management sign off. They have talked about optimising senior management structure and spans and layers, aligning our online presence, aligning property management and maintenance processes, and the list goes on.

So we have taken this report seriously, unlike Labor. We get this advice and then we act on it. We will continue to roll out these changes as we go forward. These changes will deliver tens of millions of dollars of savings for the ratepayers of Brisbane so that we can redirect that money into frontline services where they belong. One of the key parts of this change is the establishment of a support services group within the organisational services section of Council. That group is all about taking the administration, finance and HR functions in Council and putting them under one central control. The AT Kearney consultants suggested that Council spends too much money on administration support compared to other organisations and we have listened to them.

We can maintain the same level of service at a lower cost by doing things smarter, and that is the aim. When I look at some other features of this change, one in particular that is important, as I said, is the Field Services branch, which brings all of the outdoor services under the control of one area. So we have City Waste Services, we have Local Asset Services, Brisbane CityWorks, and City Building and Maintenance Service in the one area. These are the people that are out there on the frontline delivering the services. They will now report to the one manager, Geoff Beck. I think that will make a major difference in efficiency and help cut out some of those spans and layers.

Labor talked about the cost of doing this restructure. We are not taking people from their desks and shifting them to other desks. We are not going into new buildings. What we are doing is simply changing the management reporting structures so that they are more streamlined and there is less processing of decisions through different layers. So it is a simplified structure which will help us save money, and down the track it will help us implement the major change

programs we've got under way, such as support services and new information organisation which looks at the way we deliver IT.

As I said, this is about saving money. It is certainly in no way, shape or form a knee-jerk reaction. It is a process that we have been working on for a considerable amount of time. We have delivered savings significantly in recent years as a result of the first stages of the AT Kearney implementation and we will continue to go forward and deliver major savings for the people of Brisbane so that we can redirect that money to basic services out on the frontline. That is what this report is all about.

Chairman: Further debate? Councillor SUTTON, claim to be misrepresented.

Councillor SUTTON: Madam Chair, Councillor SCHRINNER, in speaking, claimed that the only thing that we were concerned about in this organisational review was the cost of business cards and letterhead. Can I assure him and the Council Chamber that our concerns about this organisational review are much, much bigger and much, much broader than business cards and letterhead. What I said was Councillor SCHRINNER could not provide councillors with the cost of implementing this organisational restructure.

DEPUTY MAYOR: Point of order.

Chairman: Point of order, Councillor SUTTON. Councillor SCHRINNER.

DEPUTY MAYOR: Councillor SUTTON is taking a second opportunity to debate the subject. I simply reported what she said and that was that.

Chairman: Thank you, Councillor SCHRINNER. Briefly to the point is the Meetings Subordinate Local Law, councillor.

Councillor SUTTON: Councillor SCHRINNER misrepresented my comments when he said the only thing I was concerned about was the cost of business cards and letterhead. That is simply not true. We are concerned about a whole range of measures, and my deputy, Councillor DICK, will reiterate -

Chairman: Thank you, Councillor SUTTON.

Councillor SUTTON: —those points now for Councillor SCHRINNER's benefit, because—

Chairman: Resume your seat.

Councillor SUTTON: —clearly he wasn't listening.

Chairman: Councillor SUTTON, I ask you to be briefer in future, please, on claims for misrepresentation. Councillor DICK, you have the call.

Councillors DICK: Thanks, Madam Chair. I rise to enter the debate and to speak on this report, if I get time, on three items, A, C and E. I wanted to speak briefly on item C, which is the approval to enter into a project agreement for the provision of an energy generation facility at Sherbrooke Road, Willawong. I am not sure if Councillor MATIC will be entering the debate to discuss this. This does have bipartisan support, as Councillor ABRAHAMS indicated in her statement to the Chamber. I recognise first off that this is a long time coming and it has not been an easy process that the Administration has chosen to follow. I note when I looked at the documents surrounding this document that there was some controversy inside the Administration officers themselves about the way forward regarding this.

I am specifically referring to a memorandum that I obtained that was dated 10 March 2010. The Chief Procurement Officer had this to say about this arrangement and this proposal, "I am very unhappy with the lack of progress. So reluctantly will propose way forward." When you get the Chief Procurement Officer giving comments about projects that the Administration is following and looking after you have to wonder. You have to wonder what was behind the decisions, what were some of the other decisions that were taken. I simply ask for further clarification. Perhaps the relevant chair is happy to give further explanation as to why, just over a year ago, the Chief Procurement Officer raised serious concerns in the way that this Administration dealt with this matter.



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That aside, Madam Chair, I recognise the importance of the environmental significance of this. I understand the benefits that will be delivered to this city. I am looking forward to some further clarification by the chair or the LORD MAYOR.

Just moving on to item A, I noted with some interest in Councillor COOPER's comments regarding this item and I think to sum it up, Councillor COOPER was sort of saying, in response to Councillor SUTTON, that she didn't believe that Labor Councillors somehow didn't support this or we were having a bet both ways, or something round about that vintage. I will be really clear for Councillor COOPER so there is no misunderstanding: we do not support this, and we will not be voting for it. We absolutely will not be voting for it.

She may want to refer to the State Government's statements or the Minister's statements. I am quite happy to disagree with the State Government no matter what the political persuasion. I know those opposite are not with their own political masters now up at George Street. They dare not. Although I will come back to that—

Chairman: Councillor DICK, come back to the report please, would be good.

Councillor DICK: Well, I am referring to Councillor COOPER's comments, Madam Chair, directly. She said that Labor had a bet both ways when dealing with this, and somehow we were secretly supportive of this policy.

She also said that the last time this came to Council there wasn't much debate. Well, I pulled out the *Hansard*, and Councillor COOPER wasted a huge six sentences on this—a massive six sentences in the Council Chamber regarding this matter.

*Councillor SUTTON interjecting: Six sentences?*

Councillor DICK: Yes, count them up; six sentences.

*Councillor SUTTON interjecting: Six? How long do you reckon that would have taken?*

Councillor DICK: Well, this is the chair who was apparently criticising other people for not engaging, and I do want to point out that this is the technical details that we have now seen, that we have now been given for the first time. I note that Councillor COOPER wanted a pat on the back because she was delivering one car park per unit. That was the grand policy. Somehow, she should be congratulated for that, and the residents should be grateful.

I note on the actual document, when I actually go a bit further, what Councillor COOPER did not say when she was talking about the development and multi-unit dwelling as part of attachment B. When I look at three or more bedrooms, and remember, we just heard a lecture about how it was important to have off-street parking; Councillor COOPER has allocated a grand total of 1.5 spaces per three-bedroom unit.

Look, I recognise that this policy includes a number of things, and I guess a way forward which we do support. Obviously there is the end of trip facilities and the public and active transport, but today we are fairly and squarely focusing on the parking ratios, the parking ratios that do nothing as part of this planning scheme to relieve the pressure in the suburbs. We heard Councillor QUIRK say that. He has had complaints from people saying that there is not enough car parks. We have heard Councillor QUIRK in today's debate say that he thinks more should be done.

Well, I agree with the LORD MAYOR. Unfortunately, this planning scheme does not deal with the issues that the residents in the suburbs want to be dealt with. So, Madam Chair, I simply say it is not good enough. The Administration needs to start listening to those residents who feel that they are parked out in their own streets. They feel trapped in their own street, and it does nothing, absolutely nothing, to deal with the growing problem of these residents who feel like they are being parked out.

We heard today the parking nightmare from one of Councillor ABRAHAMS' residents. We hear continual stories of residents who feel that they want relief.



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Unfortunately, the Administration, as the Leader of the Opposition said, have taken the easy, lazy way forward--the best resourced Administration in Australia, but the laziest when it comes to policy. We simply say that these parking ratios have not been updated in over a decade.

Councillor de WIT said I was not here in any of the Administrations, but I just put a challenge out to my own colleagues: does anyone remember any Liberal Councillors ever complaining about parking in the streets in previous Administrations?

Perhaps in a day gone by. I raised this in seriousness because, whilst the former Liberal Councillors, now LNP Councillors, in Opposition were happy to criticise, they have done nothing, nothing, to actually deal with the issue.

*Councillor interjecting.*

Councillor DICK: Yes, that is right; they have adopted Labor's policy that was so bad at the time that they haven't lifted a finger to fix it. I simply stand here today and say that the residents in Brisbane do want that when it comes to parking off-street and also within their proposed future developments across the suburbs. As we heard from Councillor QUIRK today, the suburbs are growing. Unfortunately, the car park situation is getting worse in our suburbs.

Moving on to the changes to the management structure of Council, item E. We have heard a bit today from Councillor SCHRINNER in the presentation and also just in the debate. We have heard two things. We have heard that the restructure will save money. That is the first thing. I simply ask the LORD MAYOR to reveal, to take the people of Brisbane in his confidence and say how much. How much will this save? How much will this save? Or are we to believe, as we say, millions of dollars, we heard from Councillor SCHRINNER has been spent on this organisational structure, but no modelling, no modelling whatsoever exists in the entire organisation about the efficiencies, about the dollar figure that will be saved, about the amount, if there are job losses, where those job losses will be.

We know there are going to be job losses because last week the Administration was caught out, not budgeting ahead, where they needed an extra $10 million to pay for the redundancies. Of course, Councillor SCHRINNER said, 'That is what the State Government is doing. We are following their model.' Remember that debate last week? Although his former boss here has now said that the State Government does not need to get rid of any employees. The State Government does not need to remove any.

So we are once again seeing a split within the LNP. I simple reiterate the call, the only information we got out of the information session today was there will be around $1 million saved, because we are getting rid of the divisional manager's office, a small one. That is it. That is what we found out.

We have heard about targets, but no one knows what those targets are. This is a significant restructure, the third in three years which we have heard today. So I would have thought that the Administration would of course have done a lot of modelling, a lot of research, a lot of consultation inside the organisation. So, being diligent as the councillor I am, I requested that all relevant files, memorandums, information—this is such a huge project, of course, this is relevant, and we would want to know that information. Well, the people of Brisbane want to know. This is the response I got less than an hour ago, at 3.27, 'Dear Councillor Dick, you lodged a request for two items going to Council concerning changes to the management structure of Council. Except for the file of three pages coming to Council, the substantive documents are Cabinet in Confidence and not available.'

So, once again, Madam Chair, we see a significant organisational restructure that is going to lead to all of these benefits to the community. All of this restructure is going to enhance our reputation as the best employer and the best place to work, and all of these other great buzz words that the Administration carry on with, but not one document to back it up. Not one single document.

We read today in the media, the *Brisbane Times*, written by Tony Moore, where Councillor SCHRINNER on this item was quoted as saying, "It's part of our plan to reduce Council's operating costs." Fair comment by the Chair and DEPUTY MAYOR. What are those operating costs? If he knows he is going to be reducing them, what are they? We are simply asking for that detail. In the presentation today, we heard—

Chairman: Councillor DICK, your time has expired. Councillor MATIC.

Councillor ABRAHAMS: Extension, Madam Chair.

Councillor CAMPBELL: Seconded.

Chairman: I have already called the next speaker.

Councillor ABRAHAMS: I am sorry, I couldn't have got up quicker.

Chairman: Therefore you will have to learn to be faster. Councillor MATIC.

Councillor MATIC: Thank you, Madam Chairman. I guess Councillor ABRAHAMS could have gotten up a little bit quicker, since I beat her to the punch.

I would like to speak in respect of item C with the Willawong Dump project for the energy generation facility. I listened with particular interest to the comments made by councillors opposite in respect of item C. It was interesting to hear them praise and yet criticise in the same breath. I assume that is a skill that only the ALP are capable of. You either support a project and the outcomes that it achieves, or you do not.

*Councillor interjecting:*

Chairman: Order!

Councillor MATIC: Don't come in here and make simple comments, superficial comments about environmental sustainability but at the same time then criticise the process or the project in the way that it was finalised.

What is important to note about this project is that it ticks the boxes in a number of areas. As far as from an administrative perspective is concerned, the savings to Council, the term of the contract. It is a 10-year contract with two options for five, so we are looking at a contract that provides us with 20 years of savings, not only for the environment but financially as well. But what kind of savings? The annual savings from this project are $80,000 a year to Council. On top of that, it requires no funding from the organisation. The successful tenderer will set up, install and run the facility at no cost to Council, and yet we will benefit from it as an organisation in savings. We will also benefit in the management of the site as well. These are the kind of things that this Administration is committed to. These are the kind of things that this Administration is working towards and succeeding in.

Under our Administration, our environmental credentials far exceed anything that we have seen from those opposite. Our commitment to the sustainability of our city runs across the entire organisation. Our Green Heart CitySmart program that Campbell Newman set up, without any assistance from the then Environment Chair in that horrendous 2004-08 period, Councillor ABRAHAMS, without any assistance from her, that program continued to survive, and under my leadership, flourished. Why? Because this Administration makes a real commitment to change.

*Councillors interjecting.*

Chairman: Councillors!

Councillor MATIC: For example, Madam Chairman, if you look at projects that this project covers—

Chairman: Councillor FLESSER and Councillor MacPHERSON, if you continue to interject, I will warn you. Sorry, Councillor MATIC.

Councillor MATIC: Thank you, Madam Chairman. This project covers all the bases. We are going to be able, through this project, as we have through Rochedale, to make significant



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savings in $CO^2$ emissions, to reduce the carbon footprint of this organisation, and to provide real savings for the environment.

We have a commitment in this Administration for a carbon neutral city by 2026, and we will achieve that outcome because we are planning and we are getting on with the job. We are making sure that we are utilising all of the opportunities that are available in the market place, the technologies that exist out there, and we are partnering with industry to provide these outcomes. By undertaking tasks such as this, by undertaking these kinds of projects, we are in fact promoting the green industry, and we are doing it without charging a tax. We are doing it in a way that assists business to get its technology, its staffing, its employment levels up, by making sure that that technology prospers by providing opportunities to develop that technology even further.

This Council is doing far more in this State of Queensland than any other level of government is doing through this and through other initiatives through our Green Heart CitySmart program. When I hear councillors opposite, who love to wrap themselves in the green flag, on the environmental issues, come in here and provide paltry statements about sustainability, yet are not prepared to step up and say this is a good project, this is a project that needs to be supported, when they cannot unequivocally come in here and say that, then you have to really wonder about—

Councillor ABRAHAMS: Point of order, Madam Chairman.

Councillor MATIC: —their environmental credentials.

Chairman: Point of order. Councillor ABRAHAMS.

Councillor ABRAHAMS: I claim to be misrepresented.

Chairman: Thank you. Councillor MATIC.

Councillor MATIC: Thank you, Madam Chairman, not that I have mentioned Councillor ABRAHAMS in that statement, but this is what I am talking about. The sensitivity, I will now mention Councillor ABRAHAMS, since she stood up, the sensitivity of those opposite, if you dare to criticise them about the environment, if you dare to criticise their comments that they have made on the record in this Chamber, they stand and say they are misrepresented. They stand and say, oh no, that couldn't possibly be, because we're the environmental champions. Well, you are not, Madam Chairman; they are not. They are big on words, but zero on policy.

There is nothing in here at all that needs to be criticised. There is nothing in this item that could possibly be something that the ALP would want to stand up and knock, and yet in their own inimitable style, they do so. They are happy to come in here and slightly praise, but come in and slap. They come in here, they criticise the process, the process that the officers have undertaken, they criticise the tender, and they have made some meagre statements about the savings.

But nowhere in any of the speeches of those who have stood up opposite have they spoken about the savings that this provides to Council as a whole, the financial savings, the environmental savings, the reduction of our footprint, the leadership that we show on this level of government and any other within the community. Nowhere have they made those comments. That is a shameful thing to do because at the end of the day, the environmental agenda of this Council has to be one of our highest priorities.

As a city that is constantly growing, with the challenges that we face, if we are not addressing the environmental issues, particularly in the area of waste, then we are not serious about the environment. I have to say, based on the comments of those that I have heard opposite, they are not serious about the environment. They are not serious with dealing with waste. Waste is one of our greatest challenges as an organisation. This Council has a significant challenge in waste because of our size. We have to report federally. We are the only council in the State of Queensland that has to report federally to the government—

Councillor CAMPBELL: Point of order, Madam Chair.

Chairman: Point of order Councillor CAMPBELL.

Councillor CAMPBELL: Are these ramblings in any way related to the actual topic that the councillor is purporting to speak to? It is nothing about the project at all. He is talking about general waste—

Chairman: Councillor MATIC is talking about the advantages of the energy generation facility at Willawong, Councillor CAMPBELL. Councillor MATIC.

Councillor MATIC: Thank you, Madam Chair, and at least you are listening. Once again, we get to see the pointless ramblings that we have heard opposite. Councillor CAMPBELL is renowned for wasting our time with nonsensical points in his own speeches, but stands up and says to us, oh no, you don't make any sense. They don't like to listen to criticism about themselves.

Councillor CAMPBELL: Point of order, Madam Chair.

Chairman: Point of order Councillor CAMPBELL.

Councillor CAMPBELL: Are we therefore, by you allowing those comments, we can comment on people's points of order in the future, along exactly the same way that we have just heard from this councillor? Is that the ruling from now on, Madam Chair?

Chairman: Councillor CAMPBELL, I made my ruling—

Councillor CAMPBELL: Or I would ask you that you rule him out of order, Madam Chair.

Chairman: Councillor CAMPBELL, I made my ruling on your point of order Councillor MATIC, I ask you to come back to item C before us, please.

Councillor MATIC: I would love to, Madam Chairman. Once again, waste is one of the greatest challenges that this organisation faces and how we deal with that is an important part of our Zero Waste Policy, but also our Carbon Footprint Policy. This project goes a long way to being able to help us reduce that footprint, in being able to help us reduce and deal with waste. That is what this is about.

This is a good news story. It should be supported by everyone here, but no, once again, no, we get nothing from those opposite. At the end of the day, this Administration will continue to support projects like this. It will continue to support the industry who cares about the environment as well. It will continue to promote that technology. It will continue to promote the jobs within that industry, and at the end of the day, work successfully for this Council to reduce its footprint and to make our city the most sustainable in Australia.

Chairman: Councillor ABRAHAMS, can I remind you before you speak, and to all councillors, that if you are asking for a claim to be misrepresented under the Meetings Subordinate Local Law, division 9, chapter 3.32(4), "making a personal explanation shall speak briefly and to the point". Councillor ABRAHAMS.

Councillor ABRAHAMS: Thank you, Madam Chair. I will be so brief. On two occasions I was misrepresented, one of which when Councillor MATIC said that councillors on this side do not support this project. False. We are voting for it. He then continued and said we did not support the environmental savings, the footprint savings or the economic savings. That is not true. I spoke in favour of the environmental and the carbon offsets that were through this project. He misrepresented us and nothing could be surer—

Chairman: Thank you, Councillor ABRAHAMS.

Councillor ABRAHAMS: --than in this vote.

Chairman: Further debate? Councillor OWEN-TAYLOR.

Councillor OWEN-TAYLOR: Thank you, Madam Chairman. I rise to speak on items C and E in this report, and can I say, I'm very pleased to actually hear that this project is getting bipartisan support and I welcome this very important project to my ward. I thank the Administration for proceeding with this.

In respect of item E, Madam Chairman, I am appalled at the absence of cogent argument from the other side of the Chamber. If those opposite actually took the time and sought out the AT Kearney Securing 2026 Operational Sustainability report, which has been tabled in this Chamber previously and underpins the need for this organisational structure, they would know that it states, in the Executive Summary, that Vision 2026 has created an extraordinary opportunity for Brisbane City Council to pursue a comprehensive transformation program that touches all elements of Brisbane City Council and fundamentally changes its service delivery model, its capabilities and its economics.

Out of the six primary recommendations, under governance and structure, it advocates to streamline governance and realign elements of the organisational structure. And if the words were too hard for those opposite to find, there's even a pretty picture here, Madam Chairman, for them to see at, number two.

Madam Chairman, I'm really disappointed that I haven't really heard anything substantial come from those opposite. The AT Kearney first review delivered $120 million plus in savings. When you actually look at what this organisational realignment is focused on, it is the change of the organisational structure to enhance our organisation and service delivery.

But when you look at organisational structure and design, in a corporate sense and I feel I probably have a bit of background in order to speak on this, Madam Chairman, from my former university lecturing role in organisational structure and design.

I can convey to those opposite that the nature and importance of organisational structure and the underpinning design principles play a very important role in organisational performance. If you do it well and get the organisational structure right, the organisation will do well and continue to do well.

The design principles behind organisational structure and design are basically derived from the classical scientific paradigm and the complexity science paradigm. I believe that that's probably going right over their heads over there, but their ignorance is blatant. Their ignorance in this Chamber is blatant.

There is significant importance that the organisational structure and the relationship between it and the organisation's size, it's strategies, the technology it uses, the environment it operates in and its culture. There is a need for organisational structure to meet changing needs of organisations, and also, to enable maximum performance, it must have a strategic fit with the rate of change in its environment.

This current realignment of the organisational structure in Brisbane City Council is a strategy to continue to deliver organisational effectiveness and continuous improvement, both internally and within the market.

When you look at one of the leading writers in organisational structure and design, Mullins described the structure—

Chairman: Councillor HINCHLIFFE.

Councillor OWEN-TAYLOR: --described the structure of an organisation as the pattern of relationships between the roles in the organisation and its different parts. What we are endeavouring to do, with this organisational realignment, is to ensure we have streamlining and better relationships between roles.

The purpose of organisational structure is first to allocate work and responsibilities in order to direct activities and achieve organisational goals, as well as enabling managers to plan, direct and control activities of an organisation.

Madam Chairman, in the past, there has been a number of steps which many organisations take when they're doing a realignment. It goes from planning to organising, forecasting, coordinating and controlling. What we have here in Brisbane City Council is a multi-layered structure. One of the efforts that we are undertaking as well, within the business process re-engineering, is utilising an approach as an effective way to improve efficiency.

As leaders in this city, we need to improve understanding of the nature of organisational structure and the importance of underpinning design principles and the key role they play in improving organisational performance, enhancing sustainability prospects and satisfying human dimensions.

There must be congruence and synergy within divisions. It is very important for an organisation, such as the Brisbane City Council, to remain and continue as a dynamic entity. It's interesting because the Japanese have a principle called *Gemba Kaizen*, which means real place, continuous improvement.

And yes, those on the other side find it extremely funny. But it is a very important principle in corporate application. In fact, there are three ground rules that underpin this principle: keeping your own house in order, eliminating waste and standardisation. There is the concept that any activity that does not add value is waste.

Now when we look at some of the comments coming from those on the other side, the Leader of the Opposition's comments could be considered ill-informed and naïve at best. The Leader of the Opposition certainly conveys no idea of what corporations and the real world organisational reviews comprise of.

She's extremely caught up in that which she is familiar with, in the sense of purchaser provider relationships. She doesn't understand that the national competition policy is not contingent on the purchaser provider arrangement. In fact, Ergon does not even use this arrangement.

It was certainly conveyed by the Leader of the Opposition, both in the briefing today and in her comments this afternoon, that she has no understanding of cost allocation accounting methodology. Let me put it very simply, for those on the other side, it's as simple as ABC, activity based costing.

Activity based costing and the cost allocation methodology will eliminate a lot of the invoices that are currently drawn unnecessarily within this council between purchasers and providers. What those on the other side advocate is linear, segmented, hierarchical design principles. They do not comprehend continuous improvement process.

Councillor CUMMING: Madam Chair, claim that this side has been misrepresented.

Chairman: Councillor CUMMING, just because you don't understand it does not mean it's being misrepresented. Councillor OWEN-TAYLOR.

Councillor OWEN-TAYLOR: Thank you, Madam Chairman. The DEPUTY MAYOR stipulated numerous times in the briefing that the costs and the savings will be revealed in the budget handed down in the near future.

It's interesting that Councillor CAMPBELL mentioned the $10 million relating to provision for redundancies. These are not automatic redundancies. These are not forced redundancies. It is a balance sheet provision. It is an allocation of funds for those employees who indicate they may wish to take voluntary redundancies.

Chairman: Councillor CAMPBELL, you've had your time.

Councillor OWEN-TAYLOR: It's very interesting, Madam Chair.

*Councillors interjecting.*

Chairman: LORD MAYOR.

Councillor OWEN-TAYLOR: It's very interesting, Madam Chair, when you look at clause 61 of the E&C (Establishment & Coordination) report, it says the organisational structure must be appropriate to the performance of Council's responsibilities in compliance with section 193 of the City of Brisbane Act.

Now again, Councillor DICK, you mentioned the issue of money. This will be revealed in the budget. You said there was no modelling. The modelling in respect of organisational structures in based on design principles. That is obviously going over their heads over there, because they're just laughing away and not even interested in comprehending this.



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And this, Madam Chairman, shows why they are such a laughing stock out there in the community.

*Councillors interjecting.*

Chairman: Councillor SUTTON, you are on a warning.

Councillor OWEN-TAYLOR: Madam Chairman. Councillor DICK complained about not having files and some memos. Well he should have started with the AT Kearney report. He claims there's not one document to back it up, but if you had a look at the AT Kearney report, you would have seen much of the reference to what is going on was already there.

When you look at reducing operating costs, Madam Chairman, it is listed as to how the primary recommendations from AT Kearney can cause—

Chairman: Councillor OWEN-TAYLOR, your time has expired.

Councillor WYNDHAM: Move for an extension, Madam Chair.

Councillor McLACHLAN: Seconded, Madam Chairman.

*Councillors interjecting.*

Chairman: At this point in the night, no, I will not take extensions on any other speakers. I would not take Councillor DICK's. I'm not taking Councillor OWEN-TAYLOR's. Further debate on items A, C, D or E? LORD MAYOR.

LORD MAYOR: Thank you very much, Madam Chairman. Well, Madam Chairman, just to sum up, we've heard a fair bit of sort of dialogue, if you like, from the opposition tonight on these items. Again, when you take away all of the political words, there wasn't all that much that I was left to jot some notes down with and some positive suggestions to take things forward.

Because one of the interesting things - and we talked about the Transport Access Parking and Servicing Planning Scheme, for example - is that they talk about no change. The fact of the matter is that there are changes here.

But I very well recall, Madam Chairman, that it was not the actual numbers in the document, but it was Labor's application of the numbers that developed a real problem in this city. I remember the arguments that Campbell Newman, former Lord Mayor, and I had, when we were that little minority of two in the cabinet with all the other Labor councillors. And, Madam Chairman, the debate was around the relaxations that were granted, time and time and time again.

So, Madam Chairman, that changed. That changed in relation to car parking, where we said that the need to house cars, was a critical component of an orderly outcome in terms of developments in this city.

So, Madam Chairman, in the same way - and I notice that Councillor ABRAHAMS has a very, very clear policy when it comes to motor vehicles. She wanted to see car pools established in all of the medium developments and higher density developments. So she made that very clear in her submission, not that long ago. Again, she wants car pools to be mandated for medium development or higher density developments in our city.

Now, Madam Chairman, that's an interesting policy for the Labor Party to have and particularly when you double that with the policy of having a roads diet as proposed by Councillor ABRAHAMS, it really does sum up where the Labor Party is in relation to this issue.

Councillor ABRAHAMS: Point of order, Madam Chair.

Chairman: Point of order Councillor ABRAHAMS.

Councillor ABRAHAMS: Would the LORD MAYOR take a question?

Chairman: Will you take a question, LORD MAYOR?

LORD MAYOR: I'd be absolutely delighted to in Question Time next week, Madam Chairman.

Chairman: No, Councillor ABRAHAMS.

LORD MAYOR: So, Madam Chairman, the outcome of this amendment today will be one that will provide a better numerical outcome. Madam Chairman, I think that Councillor COOPER adequately summarised those changes a little earlier. And it is, as I indicated in my opening speech, about making sure we don't see repeats of the Kelvin Grove experience and hopefully that we don't see the State Government intervening and turning over sensible outcomes negotiated by this Council, like the Milton development, of developers there, into the future.

So again, Madam Chairman, they're outstanding in opposition, but they were useless in administration, because they didn't administer the car parking regime that they had set. It had some numbers and then they allowed relaxation after relaxation after relaxation.

Now, Madam Chairman, this is a set of numbers which is there. There is always, always scope in relation to it. The important thing is that this sets minimums. This isn't just some fairy-floss number that can be whittled away with relaxations. It sets minimums and of course applications can come forward suggesting increases beyond that.

So, Madam Chairman, with those comments - we're going to hear a lot more about, I'm sure, the management structure of Council into the future. I just say this, that they gave this Council Administration the purchaser provider system. I noted Councillor OWEN-TAYLOR made some comments around that in the debate.

It is a system which has been a noose around the neck of this Administration, in my view, for many, many years. It has been a major cost to ratepayers of this city. And it is a system, whilst it was brought in under the guise of national competition policy and a whole range of other things, Madam Chairman, it has never served this Administration well in its current form. It has resulted in a whole host of what I call intergovernmental transfers, paperwork, crossing over, bits of the organisation over here not aligned with other bits of the organisation.

Madam Chairman, there are some real dollars to be saved in this organisation and we intend to get on and do it.

Chairman: I will now put the motion with respect to item A only.

**Clause A put**
Upon being submitted to the Chamber, the motion for the adoption of clause A of the report of the Establishment and Coordination Committee was declared **carried** on the voices.

Thereupon, Councillors Milton DICK and Shayne SUTTON immediately rose and called for a division, which resulted in the motion being declared **carried**.

The voting was as follows:

AYES: 16 - The Right Honourable the LORD MAYOR, Councillor Graham QUIRK, DEPUTY MAYOR, Councillor Adrian SCHRINNER, and Councillors Krista ADAMS, Matthew BOURKE, Amanda COOPER, Margaret de WIT, Steven HUANG, Fiona KING, Geraldine KNAPP, Peter MATIC, Ian McKENZIE, David McLACHLAN, Angela OWEN-TAYLOR, Julian SIMMONDS, Andrew WINES, and Norm WYNDHAM.

NOES: 10 - The Leader of the Opposition, Councillor Shayne SUTTON, and Councillors Helen ABRAHAMS, John CAMPBELL, Peter CUMMING, Milton DICK, Kim FLESSER, Steve GRIFFITHS, David HINCHLIFFE, Gail MacPHERSON, Victoria NEWTON.

**Clauses C and D put**
Upon being submitted to the Chamber, the motion for the adoption of clauses C and D of the report of the Establishment and Coordination Committee was declared **carried** on the voices.

**Clause E put**
Upon being submitted to the Chamber, the motion for the adoption of clause E of the report of the Establishment and Coordination Committee was declared **carried** on the voices.

Thereupon, Councillors Milton DICK and Shayne SUTTON immediately rose and called for a division, which resulted in the motion being declared **carried**.

The voting was as follows:

AYES: 16 - The Right Honourable the LORD MAYOR, Councillor Graham QUIRK, DEPUTY MAYOR, Councillor Adrian SCHRINNER, and Councillors Krista ADAMS, Matthew BOURKE, Amanda COOPER, Margaret de WIT, Steven HUANG, Fiona KING, Geraldine KNAPP, Peter MATIC, Ian McKENZIE, David McLACHLAN, Angela OWEN-TAYLOR, Julian SIMMONDS, Andrew WINES and Norm WYNDHAM.

NOES: 10 - The Leader of the Opposition, Councillor Shayne SUTTON, and Councillors Helen ABRAHAMS, John CAMPBELL, Peter CUMMING, Milton DICK, Kim FLESSER, Steve GRIFFITHS, David HINCHLIFFE, Gail MacPHERSON and Victoria NEWTON.

**Debate on Clause B**

Chairman: We will now debate and vote on item B. Can I ask councillors that have indicated a perceived conflict of interest or material personal interest to vacate the Chamber, please?

*At that point, Councillors MATIC and HINCHLIFFE, having previously declared interests in Clause B, retired from the meeting room and associated public places for the duration of the debate.*

LORD MAYOR, the Temporary Local Planning Instrument, please.

LORD MAYOR: Thanks very much, Madam Chairman. Item B, the Temporary Local Planning Instrument (TLPI) was endorsed by this Council on 29 March. And I had a note from the Deputy Premier, by way of a message over Easter, to say that he had signed off. Glad to see that a couple of us were working over the Easter period. So, Madam Chairman, that has been undertaken.

So today it comes back and up for adoption. Madam Chairman, just to recoup, this of course was a joint flood taskforce that was chaired by Professor Colin Apelt that led to the report coming to this Council on 8 March, with seven recommendations.

And, Madam Chairman, those recommendations primarily centred around the raising of levels and the opportunity to raise levels in relation to housing above what is a standard 8.5. So whilst Councillor COOPER will outline more detail around this if required, the essence of it is to provide for an increase to 9.5 for lots of 450 square metres or more and provide some opportunities also on an application basis for allotments under 450 square metres.

Madam Chairman, this TLPI will stand for one year, by which time the State Government's flood inquiry will have completed its findings and we will then hopefully end up with a standard out of that for which this Council can adopt as a permanent level going forward.

So, Madam Chairman, with those few words, I'm happy to move the item.

*At that time, 5.19pm, the Deputy Chairman, Councillor Angela OWEN-TAYLOR, assumed the Chair.*

Deputy Chairman: Thank you, LORD MAYOR. Further debate? Councillor ABRAHAMS.

Councillor ABRAHAMS: Thank you, Madam Chair. I rise and relay that councillors will not be supporting the low TLPI. Maybe I should now debate the criticisms that will ensue, rather than the merits of the Local Planning Instrument, because that means I'd be doing exactly what the Administration does all the time.

I will resist that temptation and concentrate on the content of the TLPI. In principle, Labor councillors support the ability of people who flooded to be able to raise their new homes or their homes that they wish to restore, as cheaply as possible, as expeditiously as possible and with a clear guideline of what would be the appropriate design for their building anyway.

Because let us be quite clear, whatever level we have for a flood accepted level in any planning instrument, we are deluding ourselves if we think that is going to give protection. We have all learnt that isn't the case. I am very aware, as I get up to enter the debate on this issue tonight, that all of the scientific evidence said expect more storms, more severe, with more damage.

Last night, I heard too that the more measures that were undertaken to prevent flooding, dams, levies and the equivalence for more damage that results as a consequence of the flooding, because people start not protecting the vulnerable properties and therefore there is more damage.

So I think it is very important, when we are looking at this instrument, that we are cognisant that it is not a level that will provide protection. It's an arbitrary level which should be seen more in terms of a warning.

But having stopped that little debate and ideology of it, I am objecting to this planning instrument for one reason and one reason only and that is it enables fill as a right within our floodplains of our city.

If you look at the planning instrument, it mentions in paragraph 6 that there are the addition of two more tables for assessment and that table being an additional acceptable criteria. It is in the additional acceptable criteria where this document enables fill in the acceptable criteria for a house on a small lot that was flooded, in a house in the DCP (demotion control precinct) that was flooded, in a house that's on a small lot and in a DCP and a house that's not on a small lot. It accepts, as a right, the fill.

And even more importantly, it goes onto say that, "in the event of any inconsistency between the purpose, the performance criteria and the acceptable solutions in the applicable city plan codes, specified in columns 1, 2, 3, which are our standard columns, that the additional performance criteria and the additional acceptable solutions in columns 4, 5, 6 shall prevail."

This means that you've got an acceptable solution that prevails over other conditions in the plan within this flooded area for fill. I believe this is totally inappropriate on a moral ground for any council to be supporting that.

I also think it is absolutely two-faced of the Liberal National Party Administration that came to office on flood levels and fill, which were discussed so strongly in the Lord Mayor's Suburban Flooding Taskforce, that they are now bringing this document that, as of right, permits fill. It is so extraordinary that I'm still pinching myself that something must be wrong in the definition of what is an acceptable solution, because there is no way to justify it.

I've already spoken, fairly passionately, on this issue when we first saw this planning instrument and I said, we will see fill because that's what people will do. And sure enough, at 127 Ryan Road, West End, on 27 April, there was a development application, an impact--

Deputy Chairman: Councillor ABRAHAMS, that is not mentioned in this report. Can you confine your remarks to the report, please?

Councillor ABRAHAMS: An acceptable solution for fill was. Let everyone be aware that I have seen that acceptable solution in place in my ward within weeks of the flood and within weeks of this planning instrument. If there is one in such a short time, how many will there be in six months?

The greatest impact is the incremental taking away of the flood capacity in our floodplains. And worst than that, it is what happens to the neighbours, because not everybody, in fact, I'm sure there are many who will not be able to provide fill in the area, but their neighbour next door may be. They will be adversely affected as a direct consequence of that.

Surely we have learnt one thing from the flood and that is we have to give the floodwaters room to move. In fact, what happens in the acceptable solutions, we acknowledge that, because we clearly say that there must be outlets of one per cent in the closed area for the automatic exit of floodwater. So on the micro,

we're saying, if there's floodwater, we need to give it room to move, but on the macro, where it comes to putting fill in the floodplain, we are ignoring it.

Councillor QUIRK, this is going through on the numbers. Disgrace. But at least I can ask you, at the end of 12 months, to do a very close inspection of just how much fill is a direct consequence of this right and review it. Because we should be getting the same figures and they should be sufficient to say, we should never, ever take space away from the floodplain in our city.

Deputy Chairman: Further debate? Councillor COOPER.

Councillor COOPER: Thank you very much, Madam Chair. I'd particularly like to refute a number of the comments made by Councillor ABRAHAMS. And it's disappointing to see that Councillor ABRAHAMS is still pushing the same really mixed message that we put forward when we debated this when it came to this Chamber previously.

In fact, the TLPI itself has specific provisions relating to these issues. And it is comprehensively addressing this issue which the current legislation does not do. And indeed, Councillor ABRAHAMS' comments, saying that she's seen an application come through in April, which uses these provisions, well this provision is not in place.

So it is not possible for any application to have taken these provisions and made an application against them, because it's not in force yet, until it is endorsed by this Chamber. So I think that proves quite clearly that Councillor ABRAHAMS' arguments are completely without foundation.

Madam Chair, in relation to this proposal, this is a proposal which has been endorsed by the State Government and, in fact, I would like to thank the Deputy Premier for working with us on making sure that this goes through as quickly as possible.

I note he actually provided comment to *The Courier-Mail*, saying that he found that this was a really good solution proposed by Brisbane City and he and I know, quoted, "developers wanting to build in areas that could be impacted by floods if houses or units were built too low would benefit from the security of regulated fall levels allowing them to get on with construction."

And I think, Madam Chair, that really does demonstrate that the state have closely scrutinised what we've put forward and are strongly in support of this proposal.

We have, Madam Chair, done extensive industry consultation. We have had an opportunity for a formal briefing to councillors to give them an opportunity to ask questions. And Madam Chair, I do again despair when I note that some of those on the other side of the Chamber don't listen to the answers to questions that they pose to Council officers.

We certainly are always providing information and we continue to provide information in relation to this proposal. And Madam Chair, the feedback has been very, very positive from all of those people that we have been talking to. We are going out there and talking with individual property owners also and facilitating opportunities for people to get as much information as possible.

Madam Chair, there's been fact sheets. There have been the new FloodWise property reports that will be delivered and they've got the Queensland Reconstruction Authority (QRA) mapping, which is referenced in this document. I also note there's some very large documents out the front, which are tabled as part of this, which is the depth database, the QRA mapping and the flood-flag mapping.

So this, Madam Chair, will allow us, as of 16 May, if it's passed here this evening, people will be able to download their FloodWise property reports. It will then show the depth that the water reached on their property and this will allow them to understand whether or not the interim residential flood level does apply to their property.

In addition, we've seen the DA (Development Assessment) team get about 160 enquiries as of yesterday, people seeking to raise their homes and this TLPI



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will see many of these become either self-assessable or, in the case of small lots, they will become code notifiable.

We have been really trying to respond to the needs of people who, in January, Madam Chair, were devastated by the flood in our city and we are really trying to put in place measures to assist them in every way we possibly can.

And I'd like to particularly thank the councillors on this side of the Chamber, in particular, who have been so incredibly supportive of this process and have been offering information to their residents. I think that there have been some councillors on the other side who have been very keen to support it, but perhaps did lack that understanding, as seems very clear based on Councillor ABRAHAMS' comments.

But there are people in need, Madam Chair. And this will help those flood-affected people to get them back into their homes and to protect them in the future, saving them time and money. And of course it will save them the stressful situation of flooding that could occur very much in the future.

This also ensures that essential services will no longer be in basements. They will be able to allow people to stay in buildings if a flood occurs. And it will be able to provide a much more safe future for those buildings.

In summary, Madam Chair, this is a temporary document. It's only going to be in existence for 12 months. We think that certainly there will be some different things that come down from the Queensland Flood Commission Inquiry and Council's own review board, which mainly have to be considered in future, different planning amendments that we make.

But this is our way of showing to residents, who were so devastatingly affected, that we have got measures in place to assist them. Those spurious comments relating to fill I think are clearly showing the lack of understanding of Councillor ABRAHAMS, when in fact this is a measure that gives people opportunities to get out of a flood area or improve their flood immunity. And it is a principle I think that is one that is strongly supported out there.

Madam Chair, I'd particularly like to thank the Council officers who have worked tirelessly, and I mean tirelessly, working extremely long hours and so very diligently to get this piece of work done. They have really showed an outstanding commitment to the people of this city.

And I really would like to thank them all. They have been fantastic, from the divisional manager, Andrew Chesterman, down through to Kerry Doss and all of the officers who have been working on this. It has really been a huge amount of effort and it's been outstanding. Also, of course, Shane Hackett, and the water resources officers have been absolutely excellent with their efforts and I thank them for that. Thank you.

Deputy Chairman: Further debate? No further debate. The LORD MAYOR is not here. I will now put the motion.

**Clause B put**

Upon being submitted to the Chamber, the motion for the adoption of clause B of the report of the Establishment and Coordination Committee was declared **carried** on the voices.

Thereupon, Councillors Helen ABRAHAMS and Victoria NEWTON immediately rose and called for a division, which resulted in the motion being declared **carried**.

The voting was as follows:

AYES: 13 - The DEPUTY MAYOR, Councillor Adrian SCHRINNER, and Councillors Krista ADAMS, Matthew BOURKE, Amanda COOPER, Margaret de WIT, Steven HUANG, Fiona KING, Geraldine KNAPP, Ian McKENZIE, David McLACHLAN, Angela OWEN-TAYLOR, Julian SIMMONDS and Andrew WINES.



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NOES: 9 - The Leader of the Opposition, Councillor Shayne SUTTON, and Councillors Helen ABRAHAMS, John CAMPBELL, Peter CUMMING, Milton DICK, Kim FLESSER, Steve GRIFFITHS, Gail MacPHERSON and Victoria NEWTON.

The report read as follows · ·

**ATTENDANCE:**

The Right Honourable the Lord Mayor (Councillor G Quirk) (Chairman); the Deputy Mayor (Councillor A Schrinner) (Deputy Chairman); and Councillors A Cooper, G Knapp, P Matic, D McLachlan, M de Wit and J Simmonds.

**A AMENDMENT OF THE TRANSPORT, ACCESS, PARKING AND SERVICING PLANNING SCHEME POLICY (UNDER THE *SUSTAINABLE PLANNING ACT 2009*)**
**152/160/1007/34**

**867/2010-11**

1. The Divisional Manager, City Planning and Sustainability, provides the following information.

2. Approval is sought to amend the Transport, Access, Parking and Servicing Planning Scheme Policy (TAPS PSP) to update and more clearly articulate Council's desired development standards. A Council resolution is required pursuant *to Statutory Guideline 02/2009 Making or Amending Local Planning Instruments* made under the *Sustainable Planning Act 2009* (SPA).

3. The Transport, Access, Parking and Services (TAPS) Planning Scheme Policy (PSP) is part of *Brisbane City Plan 2000* and contains requirements for providing transport and traffic related infrastructure on a development site. City Planning officers, in consultation with Development Assessment, have reviewed the TAPS PSP to ensure better consistency and efficiency.

4. The proposed amendments to the TAPS PSP support the successful implementation of the revised TAPS Code recently endorsed by Council and currently with the State Government for first State interest check. The TAPS PSP provides technical guidance on how the desired outcomes of the TAPS Code can be achieved.

5. The TAPS PSP is set out at Attachment B, submitted on file, with the draft amendments highlighted in blue. The TAPS PSP Amendment Explanatory Statement is set out at Attachment C, submitted on file.

6. The proposed amendments will:
   - contribute to the successful implementation of the revised TAPS Code
   - provide direction on meeting technical standards
   - ensure major development proposals include appropriate consideration to the movement system, pedestrians, cyclists, and the internal and external transport network
   - tighten the provisions for pedestrian and cyclist facilities in order to require end-of-trip facilities to help achieve the mode share targets specified in the *Brisbane City Council Transport Plan for Brisbane 2008-2026*
   - increase parking rates for the city frame
   - recognise subsets of multi-unit dwellings for student accommodation, dual key housing and affordable housing and provide guidance on parking rates.

Implications of proposal

7. The proposed amendments will result in more clearly specified requirements and standards for development, and streamline the development assessment process.



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Customer impact

8. Brisbane's residents and developers will benefit from greater certainty on the requirements for development. The development industry is expected to support Council's proposal.

Environmental impact

9. Amendments to the PSP will further encourage people to walk and cycle through more clearly expressing the provision for end-of-trip facilities.

Financial impact

10. With the exception of the required statutory public consultation process, there is no financial impact. Statutory consultation is a budgeted item.

11. Should Council resolve to amend the PSP, it will be released for public notification prior to its adoption.

12. Approval is now sought to amend the TAPS PSP. The Divisional Manager recommends accordingly and the Committee agrees.

13. **RECOMMENDATION:**

**THAT COUNCIL APPROVE THE RESOLUTION SET OUT AT ATTACHMENT "A", HEREUNDER.**

**Attachment "A"**
**Draft Resolution**

**THAT COUNCIL RESOLVE THAT—**

1. Pursuant to Section 1.1 of Step 1 of Stage 1 of Part 2 of Statutory Guideline 02/09 (the Guideline) made under the *Sustainable Planning Act 2009*, **COUNCIL PROPOSES TO AMEND THE TRANSPORT, ACCESS, PARKING AND SERVICING PLANNING SCHEME POLICY** as set out in Attachment B, submitted on file.

2. The Council, pursuant to Section 1.3 of Step 1 of Stage 1 of Part 2 of the Guideline, has prepared an explanatory statement about the proposed policy, as set out at Attachment C, submitted on file.

3. The Council directs that public notification about the proposed policy be undertaken pursuant to Stage 2 of Part 2 of the Guideline.

**ADOPTED**

**B** **TEMPORARY LOCAL PLANNING INSTRUMENT 01/11 BRISBANE INTERIM FLOOD RESPONSE (UNDER THE *SUSTAINABLE PLANNING ACT 2009*)**
**152/160/1007/56; 137/800/1121/134; 109/280/265/7**

**868/2010-11**

14. The Divisional Manager, City Planning and Sustainability Division, provides the following information.

15. Approval is sought to adopt the draft Temporary Local Planning Instrument 01/11 Brisbane Interim Flood Response implementing an interim standard for flood-affected areas as recommended by the Joint Flood Taskforce.

16. On 29 March 2011, Council proposed the Temporary Local Planning Instrument 01/11 Brisbane Interim Flood Response. The Minister has reviewed the Temporary Local Planning Instrument (TLPI) in accordance with Section 105 of the *Sustainable Planning Act 2009*, and by letter of 27 April 2011 (set out at Attachment B, submitted on file) advised Council that it may adopt the TLPI (set out in Attachment C, submitted on file).

17. The TLPI will be in effect for 12 months from the 16 May 2011.

18. The Temporary Local Planning Instrument, in section 5 of that document, references the following:
    (a) Temporary Local Planning Instrument – Brisbane Interim Flood Response Map Number LGA 1000-0025-1 Sheet 1 to Sheet 22 dated 19 April 2011 (submitted on file and tabled)
    (b) Flood flag maps referenced BM076936 and FloodWise Property Report (copyright Brisbane City Council) as at the date of gazettal of the TLPI (submitted on file and tabled).
    (c) The Brisbane Interim Flood Response database, as referenced in the Floodwise Property Report as at the date of gazettal of the TLPI (submitted on file and tabled).

Implications of proposal

19. Adopting the TLPI will provide improved guidance and certainty for the community about residential development and building in flood-affected areas. Implementation of the TLPI will also result in a shift in the approach to managing flood risk in Brisbane. Key implications are:
    - The key recommendation of the Joint Flood Taskforce, being the adoption of an interim flood standard for the Brisbane River, as well as creek/waterway flooding, will be implemented without the delay associated with normal planning scheme amendment processes.
    - Council will have a new basis on which to make decisions concerning new residential development.
    - The TLPI will result in use of resilient building design and materials in flood-affected areas.
    - The habitable floor levels of residential buildings in flood affected suburbs which will increase from between approximately 500 millimetres at Hawthorne to in excess of 1.5 metres upstream of Jindalee.

Customer impact

20. Customers will have improved flood immunity by ensuring new development is constructed to the Interim Residential Flood Level (IRFL), and will benefit from a series of changes that provide greater flexibility in the planning process to increase the height of flood-affected houses.

Financial impact

21. Financial resources will be required for:
    - communication of changes to staff, industry and the community
    - development and maintenance of FloodWise property reporting systems
    - development of a long-term policy response

    These will be undertaken within existing budget.

Publicity/marketing strategy

22. A comprehensive marketing and communications strategy has been prepared and includes:
- fact sheets on flooding and the TLPI on Council's website
- articles in *Building Up* and *Living in Brisbane* print releases
- ongoing communication of new provisions in FloodWise Property Report details
- development industry and building certifier forums.

23. Approval is therefore sought for Council to adopt the Temporary Local Planning Instrument *01/11 Brisbane Interim Flood Response*. The Divisional Manager recommends accordingly and the Committee agrees.

24. **RECOMMENDATION:**

**THAT COUNCIL APPROVE THE RESOLUTION SET OUT AT ATTACHMENT "A", HEREUNDER.**

**Attachment "A"**
**Draft Resolution**

**THAT COUNCIL RESOLVE THAT—**

1. At its meeting on 29 March 2011, Council, pursuant to Section 1.1 of Step 1 of Stage 1 of Part 3 of the *Statutory Guideline 02/09 Making or Amending Local Planning Instruments* (the Guideline) made under the *Sustainable Planning Act 2009*, proposed the Temporary Local Planning Instrument 01/11 Brisbane Interim Flood Response.
2. The Minister, pursuant to Section 2.1 of Step 2 of Stage 1 of Part 3 of the Guideline, has by letter dated 27 April 2011 (set out at Attachment B, submitted on file) advised Council that it may adopt the proposed Temporary Local Planning Instrument as set out in Attachment C (submitted on file).
3. **COUNCIL**, pursuant to Section 3.1 of Step 3 of Stage 2 of Part 3 of the Guideline, **ADOPTS THE TEMPORARY LOCAL PLANNING INSTRUMENT** as set out in Attachment C,and to have effect from 16 May 2011.
4. Council directs that:
   (a) That public notice of the adoption of the Temporary Local Planning Instrument be given in accordance with Section 4.1 of Step 4 of Stage 2 of Part 3 of the Guideline
   (b) copies of the adopted Temporary Local Planning Instrument and the public notice of adoption be given to the Chief Executive in accordance with Section 4.2 of Step 4 of Stage 2 of Part 3 of the Guideline.

**ADOPTED**

C **APPROVAL TO ENTER INTO A PROJECT AGREEMENT FOR THE PROVISION OF AN ENERGY GENERATION FACILITY AT 369 SHERBROOKE ROAD, WILLAWONG**
**131/630/543/1114**

**869/2010-11**

25. The Chief Executive Officer provides the following information.

26. Approval is sought for Council to:
(a) enter into a project agreement with Landfill Gas Industries Pty Ltd for the construction of an energy generation facility at 369 Sherbrooke Road, Willawong
(b) at completion of construction, enter into a lease agreement with Landfill Gas Industries Pty Ltd and Diamond Energy Pty Ltd for the operation of the energy generation facility at 369 Sherbrooke Road, Willawong, for an initial ten-year period with two five-year options exercisable by the lessee;

generally on terms and conditions satisfactory to the Manager, City Property, and the Chief Legal Counsel.

27. The 369 Sherbrooke Road site is an existing remediated Council biomass site with underground wells and piped gas harvesting system. The gas is the product of the decaying biomass and is currently collected and burnt to atmosphere.

28. Council currently budgets recurrent costs in the order of $80,000 per annum for the maintenance of the gas well and pipe system and rental of the site flare. These costs vary depending on the level of repairs and maintenance. Council is seeking an energy generating facility solution that would avoid this recurrent cost and potentially provide a source of income from that facility.

29. Stores Board approved a pre-market submission to go to a public Expression of Interest (EOI) for the construction and operation of an energy generation facility at 369 Sherbrooke Road on 14 September 2010.

30. The EOI was uploaded onto the eTender website on 23 November 2010 and the EOI tender closed on 21 January 2011.

31. Five EOI submissions were received for the power generation project, as follows:

| **EOI Proponent** | **ABN** | **Non-price weighted score (highest is best)** | **Initial offer (excl. GST)** | **Offer (excl. GST) after clarifications** | **Offer break-up** |
|---|---|---|---|---|---|
| Landfill Gas Industries (LGI) Pty Ltd and Diamond Energy Pty Ltd | ABN – LGI - 43 108 036 365 and ACN - Diamond 107 516 334 | 8.4 | $119,580 | $119,580 | Cost of construction – not applicable – risk with proponent. $39,580 per annum rental income. $80,000 recurrent cost avoidance. No revenue share |
| AGL Energy Services Pty Limited | 57 074 821 720 | 6.8 | Unclear | $80,000 | Cost of Construction – not applicable – risk with proponent. No rental. $80,000 recurrent cost avoidance. Purchase seven metres of kilo Watt hours of green power at estimated cost of $778,400 per annum. |

| | | | | | |
|---|---|---|---|---|---|
| Integrated Waste Resources Pty Ltd (Ace Waste Pty Ltd) ** | 91 057 848 754 | 1.4 | Unclear | ($27,530) | Cost of Construction not applicable as simply reticulate gas off-site to medical waste incineration plant site. $57,530 per annum rental income set off against Council retaining current $80,000 per annum recurrent cost. A $27,530 shortfall against recurrent cost base. |
| LMS Generation Pty Ltd* | 39 059 428 474 | Not compliant | At Council's cost and risk | Not applicable | Capital equipment at Council cost, risk and ownership |
| Energen Solutions Pty Ltd* | 29 190 072 538 | Not compliant | At Council's cost and risk | Not applicable | Capital equipment at Council cost, risk and ownership |

* *Submitted a non-conforming offer – for supply of plant and equipment at Council cost and risk and where Council would rent and/or buy the plant and equipment and be responsible for retail power license etc.*

** *This was a non-conforming offer for the reticulation of gas to the Ace Waste site for burning in their medical waste incineration facility and which would require an Impact Assessable Development Approval application process which would be time consuming and have a very low chance of achieving technical and planning approval. The offer was not considered viable in light of the offers from AGL and LGI.*

Non-conforming offers

32. The offers received from LMS Generation Pty Ltd and Energen Solutions Pty Ltd were considered to be non-compliant at the end of the initial assessment phase undertaken by the offer evaluation panel. These two EOI offers did not comply with the EOI requirements and simply offered plant and equipment with all costs and risks remaining with Council, including Council having to obtain and maintain a power retailer's license. The EOI required a full scope complying tender for all the works and stated that part offers would not be considered.

33. The offer received from Integrated Waste Systems Pty Ltd was a non-conforming use of the site off-gassing (being for use in an off-site medical incineration process) but was assessed based on the offer being considered as potentially income-producing and a potential allowable use of the site off-gassing. The second and third round of offer clarifications concluded the Integrated Waste Systems offer was not compliant with Council's requirements as it did not take up the 'own, operate and maintenance' of the site off-gassing harvest system, which Council required to be removed as a recurrent cost.

Offer assessment

34. The EOI offers were assessed in three phases to ensure offers and clarifications were clearly understood and to allow fair and equitable offers comparison.

35. The two conforming offers and one non-conforming offer underwent a further two phases of assessment where commercial and technical issues were addressed and responded to by the tenderers. From this process the final value-for-money offer assessment was completed with the best and only fully complying tender, Landfill Gas Industries Pty Ltd in partnership with Diamond Energy Pty Ltd.

Selection of recommended tenderer

36. The recommended proponent is Landfill Gas Industries (in association with their chosen electrical retailer, Diamond Energy Pty Ltd) as Landfill Gas Industries Pty Ltd achieved the best financial offer, is the lowest risk and offered the only fully conforming tender.

37. Landfill Gas Industries Pty Ltd's non-price score reflected its full and complete tender which scored highly against all the tender evaluation plan criteria. Landfill Gas Industries and AGL had the strongest track record on similar projects compared with the other EOI tenderers.

38. The income (rental) and recurrent cost savings (avoidance costs) offered by Landfill Gas Industries Pty Ltd was assessed for suitability by the tender evaluation team to ensure a fit for purpose outcome – that is, compliance with Development Approval conditions, compliance with commercial conditions (project agreement and lease) and compliance with technical and environmental parameters required by the EOI documents.

39. A company financial review concluded that, on the basis of information obtained, Landfill Gas Industries Pty Ltd and their power retailer (Diamond Energy Pty Ltd) appear financially stable and profitable and given the financial strength of these companies it appears they are suitable to be considered for this project work. As per the project agreement terms and conditions, the power generation plant construction (pre-package units), testing and commissioning and compliance with Development Approval conditions, is the sole responsibility of Landfill Gas Industries Pty Ltd.

| **Short-listed proponents key risk criteria** | **Landfill Gas Industries** | **AGL** | **Integrated Waste Resources** |
|---|---|---|---|
| Proponent builds the generation facility at their cost and risk. | Yes | Yes | Not applicable – they propose reticulation of gas off-site. |
| Proponent owns, operates and maintains the existing off-gassing services and power generation plant. | Yes | Yes | No |
| Proponent will take up all recurrent costs related to the site off-gassing (including outgoings). | Yes | Yes | No |
| Lease term | Accept 10+5+5 year tenure as per EOI Project Agreement and Lease. | No – require their standard lease terms and conditions and green power purchase. | Accept 10+5+5 year tenure per EOI but conditional on development approval for non-conforming use and renegotiation of terms. |

| Short-listed proponents key risk criteria | Landfill Gas Industries | AGL | Integrated Waste Resources |
|---|---|---|---|
| Rent offered | Yes | No | Yes |

40. The Landfill Gas Industries offer accepts, in full and unamended, the project agreement and lease terms and conditions. The project agreement also includes risk mitigation to Council with some of the key points outlined below.

41. The main terms of the project agreement are as follows:
- defined documentation and works approval process with defined and certified completion tests before the generation plant can be commissioned and lease entered into, all at the proponent's risk
- defined insurance, sunset dates and access license requirements governed by defaults, dispute resolution and Council's rights of access
- defines obligations of Council and the lessee
- construction terms with defined completion requirements and program requirements are included to ensure prompt commissioning outcome.

42. The main terms of the lease are as follows:
- 10-year lease with two five-year options, the options being at the discretion of the lessee pending ongoing commercial viability of the flare
- all outgoings related to the power generation plant are borne by the lessee
- lease to be taken on an 'as is' and 'where is' basis
- no 'claim by tenant' clause in undertaking the lease
- maintenance and compliance with all relevant environmental maintenance requirements and workplace health and safety requirements
- maintenance of Council rights to enter the site and take whatever action necessary to maintain safety.

43. Before the lease commences completion requirements must be met, including:
- compliance with all development approval conditions
- receipt of all statutory approvals and certifications
- compliance with all required tests
- provision of all as-built and operation and maintenance manuals
- site clean-up and correct commissioning achieved (certificate of commissioning)
- inclusion of defect, dispute and default provisions and sunset clauses related to completion tests including any cost recovery be Council
- take up of the site on an as is, where is basis and no 'claim by tenant' clause
- default and termination clauses by Council
- insolvency provisions
- risks of access license to rest with the proponent
- tenant to indemnify Council
- Council retrains right of access at al times to ensure site maintained as required by Environmental Protection Agency and Council's own environmental management obligations.

44. The aim is to allow the power generation plant to be installed and become operational on or before 30 June 2012.

Funding

45. This power generation plant is an unfunded project. The awarding of this contract will mean income to Council and savings on some recurrent costs. No Council funding is required.

46. In the last five years Council has incurred the following additional costs in maintaining the current off-gassing system:
- $100,000 installing wells and replacing manifold station
- $40,000 for replacement of header line to manifold
- $15,000 for replacement of condensate trap.

47. The current off-gassing flare rental (which can be terminated with notice at any time by Council) is $54,000 per annum up to 29 January 2013 and $48,000 per annum for the following three years, after which a re-tender would have to be called. Assuming annual maintenance cost of $30,000 and flare rental of $50,000 then the projected annual saving to Council is in the order of $80,000. The benefit offered by Landfill Gas Industries Pty Ltd is an annual rent income to Council of $39,580 plus recurrent cost savings of $80,000 to Council.

48. The contract will be in the form a one-off project agreement to be executed by the parties and an ensuing lease agreement to be executed by the parties for an initial 10-year period with two five-year options.

49. Approval is therefore sought for Council to enter into a project agreement for the provision of an energy generation facility at 369 Sherbrooke Road Willawong. The Chief Executive Officer recommends accordingly and the Committee agrees.

50. **RECOMMENDATION:**

**THAT COUNCIL APPROVE—**

(a) **ENTERING INTO A PROJECT AGREEMENT WITH LANDFILL GAS INDUSTRIES PTY LTD FOR THE CONSTRUCTION OF AN ENERGY GENERATION FACILITY AT 369 SHERBROOKE ROAD WILLAWONG;** and

(b) at completion of construction **ENTERING INTO A LEASE AGREEMENT WITH LANDFILL GAS INDUSTRIES PTY LTD AND DIAMOND ENERGY PTY LTD FOR THE OPERATION OF THE ENERGY GENERATION FACILITY AT 369 SHERBROOKE ROAD, WILLAWONG,** for an initial 10-year period with two five-year options exercisable by the lessee;

generally on terms and conditions satisfactory to the Manager City Property and the Chief Legal Counsel.

**ADOPTED**

**D ADOPTION OF STRATEGIC CONTRACTING PROCEDURES (UNDER THE *CITY OF BRISBANE (FINANCE, PLANS AND REPORTING) REGULATION 2010*)**
**109/105/219/9**

**870/2010-11**

51. The Divisional Manager, Corporate Services Division, provides the following information.

52. Approval is sought to adopt strategic contracting procedures. A resolution is required under Section 162 of the *City of Brisbane (Finance, Plans and Reporting) Regulation 2010.*

53. Council's procurement framework was previously governed by the *City of Brisbane Act 1924* (the 1924 Act), which has now been repealed.

54. In 2006, many provisions including the quotation thresholds, tender thresholds and exemptions were removed from the 1924 Act and replaced by a requirement for Council to produce its own procurement manual and annual procurement and disposal plans. These amendments allowed Council to take a strategic approach to procurement, and were the result of extensive lobbying by Council.

55. Currently, in relation to contracting activities, Council is operating under the transitional arrangements of the *City of Brisbane Act 2010*.

56. The *City of Brisbane (Finance, Plans and Reporting) Regulation 2010* (the 2010 Regulation) allows Council to resolve to apply strategic contracting procedures, or by taking no action, to opt to rely on default contracting procedures.

57. The strategic contracting procedures are virtually identical to the 1924 Act as it was after 2006. The default contracting procedures are analogous to the 1924 Act as it was prior to the amendments in 2006. It is therefore proposed that Council adopt the strategic contracting procedures under Section 162 of the 2010 Regulation; however, this section provides that Council may only choose to adopt the Strategic Contracting Procedures after it has:
(a) considered the costs and benefits of complying with the strategic contracting procedures; and
(b) given the public notice of the proposed resolution.

58. Following approval from the Establishment and Coordination Committee, a public notice was advertised in *The Courier-Mail* on 9 April 2011. As stipulated by the 2010 Regulation, the notice stated the date and time of the Council meeting (2pm Australian Eastern Standard Time on 10 May 2011) where the resolution is to be considered.

59. Costs and benefits of the Strategic Contracting Procedures can be summarised as follows:

Benefits:
(a) allows Council to maintain the strategic approach to procurement that it has utilised since 2006
(b) enabled the Strategic Procurement Office (SPO) to obtain in excess of $85 million in savings for Council since the implementation of SPO
(c) enables a more planned approach to procurement
(d) allows Council more flexibility to determine its procurement policies and procedures
(e) allows Council the flexibility to develop and implement new initiatives for procurement.

Costs:
(a) are largely the administrative cost of preparing annual contracting plans
(b) are not considered to be substantially different to those under the current strategic model
(c) are likely to be less than those associated with the default procedures which mandate a public tender threshold of $150,000 (compared to Council's current $250,000 threshold) which would result in more frequent tendering.

60. Both the benefits and costs justify the adoption of the strategic contracting procedures.

61. The strategic contracting procedures will apply from 1 July 2011. This date coincides with the approval of the contracting plan (previously known as the Annual Procurement and Disposal Plan) and will assist in making the changes with minimal disruption to Council procurement.

62. The strategic contracting procedures require that Council adopt a contract manual and a contracting plan. These documents will be prepared and submitted for consideration by Council in advance of July 2011.

63. It is therefore recommended that Council adopt the strategic contracting procedures under Section 162 of the *City of Brisbane (Finance, Plans and Reporting) Regulation 2010*. The Divisional Manager recommends accordingly and the Committee agrees.

64. **RECOMMENDATION**

**THAT COUNCIL APPROVE THE RESOLUTION SET OUT AT ATTACHMENT "A", HEREUNDER.**

**Attachment "A"**
**Draft Resolution**

**THAT IT BE RESOLVED THAT—**

As:

(a) Council, under the *City of Brisbane (Finance, Plans and Reporting) Regulation 2010* ("the 2010 Regulation"), has the option to either:
  (i) resolve to apply strategic contracting procedures, or
  (ii) by taking no action, to opt to rely on default contracting procedures; and
(b) Council has given public notice of this proposed resolution by publishing it in a public newspaper circulating generally in Brisbane at least four weeks before this meeting; and
(c) the public notice of the proposed resolution stated:
  (i) the proposed resolution; and
  (ii) the day and time of this Council meeting; and
(d) Council has considered the costs and benefits of complying with the Strategic Contracting Procedures set out in the 2010 Regulation

then **COUNCIL—**

(i) **RESOLVES TO APPLY STRATEGIC CONTRACTING PROCEDURES** as stated in Part 2 of Chapter 4 of the 2010 Regulation
(ii) **RESOLVES THAT STRATEGIC CONTRACTING PROCEDURES** as stated in Part 2 of Chapter 4 of the 2010 Regulation will apply from 1 July, 2011.

**ADOPTED**

**E** **CHANGES TO THE MANAGEMENT STRUCTURE OF COUNCIL (UNDER THE *CITY OF BRISBANE ACT 2010*)**
**109/305/710/14**

**871/2010-11**

65. The Chief Executive Officer provides the following information.

66. Approval is sought to change the management structure of Council. A resolution is required under Sections 193 and 238 of the *City of Brisbane Act 2010*.

67. Section 193 of the *City of Brisbane Act 2010* provides that Council must adopt, by resolution, an organisational structure that is appropriate to the performance of Council's responsibilities.

68. The proposed changes reflect the way Council needs to operate to ensure it is in the best position to deliver even better value-for-money to ratepayers. The new structure is aimed at a management and program realignment to simplify service delivery and improve overall accountability.

69. Council is committed to streamlining its processes and systems to enable better outcomes and an even more customer-focused organisation through the Transforming Council project. As part of the Support Services program, substantial parts of City Business Division were moved into the Support Services Centre. Those remaining parts of the division do not justify an



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ongoing City Business Division. Further value-for-money can be realised in abolishing this division and moving those remaining functions to other areas.

70. In addition, the changing nature of State Government water reform and the establishment of Translink dramatically changed the size of the organisation, revenue and cash flow and how it delivers services.

71. Two significant groups are proposed to be created, City Projects Office and Field Services. Both are within Brisbane Infrastructure, which therefore delivers substantial cost benefits to ratepayers. City Projects Office combines the organisation's major project management capability and responsibilities by bringing together Major Infrastructure Projects Office (MIPO), City Design and City Planning and Sustainability's Project Office.

72. Likewise, Field Services brings together field services delivery by combining Brisbane CityWorks, Local Asset Services, City Waste Services, City Fleet Maintenance and City Building and Maintenance Services.

73. Overall this management realignment creates an organisation that is simpler, more effective, more customer-focused and delivers better value-for-money to ratepayers.

74. The realignment changes are as follows:
- City Projects Office and Field Services are created as groups within Brisbane Infrastructure:
  - City Projects Office combines Major Infrastructure Projects Office, City Design and elements of the City Planning and Sustainability Project Office.
  - Field Services combines Brisbane CityWorks, Local Asset Services, City Waste Services, City Fleet Maintenance and City Building and Maintenance Services.
- City Property branch will merge with City Assets branch to become Asset Management within Brisbane Infrastructure.
- Families and Community Services Division will be known as Brisbane Lifestyle. Brisbane Lifestyle branch name changes will be:
  - Community Services branch is to be renamed to Community Lifestyle branch.
  - Business Services branch is to be renamed to Commercial Services branch.
- Corporate Communications branch will join Organisational Services to reflect its role as a major services provider to all programs across the organisation.
- City Planning and Economic Development branches will merge to become City Planning and Economic Development branch in City Planning and Sustainability.
- Corporate Services Division will be known as Organisational Services and include the Support Services Centre and Corporate Improvement and Strategic Planning (formerly in the Office of the Lord Mayor and Chief Executive Officer).
- Brisbane City Legal Practice will be moved from Corporate Services Division to the Lord Mayor and Chief Executive Officer Group.

75. Other functions formerly in City Business Division will merge into branches in Brisbane Lifestyle Division (formerly Families and Community Services) where synergies and efficiencies can be achieved, namely:
- City Parking will transfer its responsibility and functions to Compliance and Regulatory Services, Brisbane Lifestyle.
- City Venues and Brisbane City Cemeteries will transfer their responsibilities to the Community Lifestyle branch, Brisbane Lifestyle.
- Water Testing Services will be abolished and its functions transferred as follows:
  - Scientific and Analytical Services Laboratory responsibilities and functions will be transferred to the Commercial Services branch, Brisbane Lifestyle
  - Water Meter Testing responsibilities will be transferred to Field Services Group, Brisbane Infrastructure.

Implications of proposal

76. Executives transferred into City Projects Office and Field Services Groups within Brisbane Infrastructure will continue to manage the current functions while the new structure is being developed.

77. The Register of Administrative Arrangements will require amendment to reflect the organisational structure changes as outlined in the recommendations.

78. Attachment "A", below, sets out the resolution which brings into force part of the Administrative Arrangements required for the organisational restructure. The organisation chart at Attachment "B", submitted on file, depicts the resultant organisational structure. The organisational restructure is to come into effect at the change of the financial year.

79. Approval is now sought to change the management structure of Council. The Chief Executive Officer recommends accordingly and the Committee agrees.

80. **RECOMMENDATION:**

**THAT COUNCIL APPROVE THE RESOLUTION SET OUT AT ATTACHMENT "A", HEREUNDER.**

**ADOPTED**

**Attachment "A"**
**Draft resolution**

**THAT COUNCIL RESOLVE THAT—**

As:

(a) Council, under the *City of Brisbane Act 1924* and the *City of Brisbane Act 2010,* has established the following current units of administration and created subunits of administration within those units of administration and allocated roles and responsibilities to those subunits of administration:
  (i) Office of the Lord Mayor and Chief Executive Officer; and
  (ii) Corporate Services Division; and
  (iii) Families and Community Services Division; and
  (iv) Brisbane Infrastructure Division; and
  (v) City Planning and Sustainability Division; and
  (vi) Brisbane Transport; and
  (vii) City Business Division

(b) under Section 193 (1) of the *City of Brisbane Act 2010* ("the Act") Council must adopt by resolution an organisational structure and may amend that structure;

then **COUNCIL**:

(A) **DETERMINES** that the new organisational structure for Council will consist of:-
  (i) units of administration to be called "Divisions";
  (ii) subunits of administration within each division or reporting directly to the Chief Executive Officer to be called:
    (a) Groups; and
    (b) branches;

(B) **DETERMINES**

(i) that the manager of a Division will be called a "Divisional Manager";

(ii) that the manager of a Group will be entitled "Executive Manager";

(iii) that the manager of a branch will be called "Manager";

(C) **CHANGE OF NAMES OF DIVISIONS AND BRANCHES**

(i) "Corporate Services Division" is to be renamed "Organisational Services Division";

(ii) "Families and Community Services Division" is to be renamed "Brisbane Lifestyle Division";

(iii) "Community Services branch" in Brisbane Lifestyle Division is to be renamed as "Community Lifestyle branch";

(iv) "Business Services branch" in Brisbane Lifestyle Division is to be renamed as "Commercial Services branch";

(v) "City Assets branch" in Brisbane Infrastructure Division is to be renamed "Asset Management branch";

(D) **ABOLITION AND CREATION OF DIVISIONS GROUPS AND BRANCHES**

**Brisbane Infrastructure Division**

(i) creates a new Group in Brisbane Infrastructure Division called "City Projects Office";

(ii) creates a new Group in Brisbane Infrastructure Division called "Field Services Group";

(iii) creates a new branch of Brisbane Infrastructure Division called "Transport Planning and Strategy branch";

(iv) creates a new branch in Brisbane Infrastructure Division called "Congestion Reduction Unit";

(v) abolishes Transport and Traffic branch and transfers:

(a) its responsibilities and functions concerning the following:

- Contract Management Unit
- Active Transport Planning and Policy
- Public Transport Policy Section
- Strategic Transport and Traffic Planning
- Road Network Team
- Manager's Office
- Public Transport Ferry Infrastructure
- Travel Behaviour

to the Transport Planning and Strategy branch;

(b) its responsibilities and functions concerning the following:

- Brisbane Metropolitan Traffic Management Centre
- Planned Incident Management Section
- Traffic Signals Operation Section
- Intelligent Transport Systems
- Special Project Section

to the Congestion Reduction Unit;

(vi) abolishes the following branches:

(a) City Design branch;

(b) Major Infrastructure Projects Office;

and transfers their responsibilities and functions to the City Projects Office;

(vii) abolishes Brisbane City Works branch and transfers its responsibilities and functions to the Field Services Group.

**City Planning and Sustainability Division**

(i) creates a new branch in City Planning and Sustainability called "City Planning and Economic Development branch";

(ii) abolishes the following branches:

(a) City Planning branch;

(b) Economic Development branch;

and transfers their responsibilities and functions to City Planning and Economic Development branch.

**Office of the Lord Mayor and the Chief Executive Officer Group**

(i) creates a new group reporting to the Chief Executive Officer to be called the Office of the Lord Mayor and Chief Executive Officer Group, and transfers the functions and responsibilities of the Division of the Office of the Lord Mayor and the Chief Executive Officer to the new group;

(ii) abolishes the corporate communications function and transfers the function to a branch to be created called Corporate Communications branch, in Organisational Services Division;

(iii) abolishes the Division of the Office of the Lord Mayor and the Chief Executive Officer.

**Disaster Response and Recovery Group**

(i) creates a new group reporting to the Chief Executive Officer to be called the "Disaster Response and Recovery Group";

(ii) transfers Disaster Response and Recovery from the Office of the Lord Mayor and Chief Executive Officer Group to the Disaster Response and Recovery Group;

(iii) creates a new branch in Disaster Response and Recovery Group called Corporate Disaster Recovery Office.

**Organisational Services Division**

(i) creates a new group in Organisational Services Division to be called "Support Services Centre" and transfers the functions and responsibilities of the Support Services Centre branch to the new group;

(ii) transfers the Property Services responsibilities and functions from the Support Services Centre Group to the Field Services Group, Brisbane Infrastructure Division;

(iii) creates a new branch in Organisational Services Division to be called Corporate Communications;

(iv) transfers the Brisbane City Legal Practice branch to the Office of the Lord Mayor and Chief Executive Officer Group;

(v) transfers the functions of the City Property branch to the Asset Management branch, Brisbane Infrastructure Division.

**Brisbane Lifestyle Division**

(i) abolishes the Local Asset Services branch and transfers its functions to the Field Services Group, Brisbane Infrastructure Division.

**City Business Division**

(i) abolishes City Parking branch and transfers its responsibilities and functions to Compliance and Regulatory Services, Brisbane Lifestyle Division;

(ii) abolishes the following branches:

(a) City Venues;

(b) Brisbane City Cemeteries;

and transfers their responsibilities and functions to Community Lifestyle, Brisbane Lifestyle Division;

(iii) abolishes ourbrisbane.com branch and transfers its responsibilities and functions to the Customer Services branch, Brisbane Lifestyle Division;

(iv) abolishes Water Testing Services branch and transfers:

(a) its Scientific and Analytical Services Laboratory responsibilities and functions to the Commercial Services branch, Brisbane Lifestyle;

(b) its water meter testing responsibilities to the Field Services Group, Brisbane Infrastructure Division;

(v) abolishes City Waste Services (Waste Management) branch and transfers its responsibilities and functions to Field Services Group, Brisbane Infrastructure Division;

(vi) transfers the City Fleet responsibilities and functions within City Business Division to the Field Services Group, Brisbane Infrastructure Division;

(vii) abolishes the Division called City Business Division.

**Brisbane Transport Division**

(i) creates a new branch in Brisbane Transport Division called "Strategy and Network Services";

(ii) creates a new branch in Brisbane Transport Division called "Engineering and Assets";

(iii) abolishes the following branches:

(a) Network Operations;

(b) Safety and Security;

(c) Major Projects;

and transfers their responsibilities and functions to Brisbane Transport Division to be allocated among the branches of the Division;

(E) **DETERMINES** that if an officer performs functions and duties in a division, group or branch, and, by virtue of this resolution, those functions and duties are now to be performed within a different division, group or branch, that officer will continue to perform those functions and duties in that different division group or branch;

(F) **DETERMINES** that if an officer performs functions and duties in a branch, and, by virtue of this resolution, those functions and duties are now to be performed within that same branch but within a different unit of administration or a new group, that officer will continue to perform those functions and duties;

(G) **DETERMINES** that where a branch is abolished with its responsibilities and functions transferring to a group or another branch, the delegations specifically applicable to the branch manager in the abolished branch will transfer to the Executive Manager or Manager of the group or other branch;

(H) **AUTHORISES** the Chief Executive Officer to delegate any appropriate generic powers of a Divisional Manager to an Executive Manager;

(I) **DETERMINES** that, unless otherwise stated in this resolution, the title of any manager of a subunit of administration is the designation of "Manager", followed by the name of that subunit of administration;

(J) **DETERMINES** the Council's new structure of divisions, groups and branches will be as set out in Schedule 1, hereunder;

(K) subject to this resolution, **RETAINS** officers in divisions or groups who currently work in branches abolished in that division or group;

(L) **ABOLISHES** any unit of administration or subunit of administration not referred to in Schedule 1;

(M) **AUTHORISES** the Chief Legal Counsel to do anything necessary to have the description of Council's delegates, any limits on their delegations, and their relevant units and subunits of administration, updated in Council's delegation database to reflect Council's organisational changes and administrative arrangements from time to time;

(N) **DIRECTS** that this resolution take effect from 1 July 2011.

SCHEDULE 1

**Organisational Services Division:**
(a) Support Services Centre
(b) Information Services branch
(c) Human Resources branch
(d) Strategic Procurement Office
(e) Corporate Finance branch
(f) Corporate Communications branch

**City Planning and Sustainability Division:**
(a) City Planning and Economic Development branch
(b) Development Assessment branch
(c) Water Resources branch
(d) Natural Environment and Sustainability branch

**Brisbane Infrastructure Division:**
(a) City Projects Office
(b) Field Services Group
(c) Transport Planning and Strategy branch
(d) Congestion Reduction Unit
(e) Asset Management branch

**Brisbane Lifestyle Division:**
(a) Commercial Services branch
(b) Community Lifestyle branch
(c) Compliance and Regulatory Services branch
(d) Customer Services branch
(e) Library Services branch

**Brisbane Transport Division:**
(a) Bus Operations branch
(b) Strategy and Network Services branch
(c) Engineering and Assets branch

**Office of the Lord Mayor and Chief Executive Officer Group**
(a) Lord Mayor's Administration Office
(b) Assurance, Security and Ethical Standards branch
(c) Brisbane City Legal Practice

**Disaster Response and Recovery Group**
(a) Corporate Disaster Recovery Office

## *INFRASTRUCTURE COMMITTEE*

*At that time, 5.36pm, the Chairman, Councillor Krista ADAMS, resumed the Chair.*

Councillor Margaret de WIT, Chairman of the Infrastructure Committee, moved, seconded by Councillor Matthew BOURKE, that the report of the meeting of that Committee held on 3 May 2011, be adopted.

Chairman: Is there any debate? Councillor de WIT.

Councillor de WIT: Thank you, Madam Chairman. Yes, a few things I'd like to cover before I get to the report. I think we need to talk a little bit more about footpaths. Going back to Question Time, when I was talking about the Labor Party policy about the width of footpaths, Councillor SUTTON interjected when I mentioned that their policy was that the minimum width would be increased to 1.5 metres. And she said, no, that was only if space permits.



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Well, Madam Chairman, I think I need to put the record straight for Councillor SUTTON and her Labor councillors. The press release that went out from the Labor Lord Mayoral candidate, says, "I will also increase Council's current minimum width standard for footpaths from 1.2 metres to 1.5 metres and where space permits, provide footpaths of up to 2.5 metres on key neighbourhood routes."

*Councillors interjecting.*

Councillor de WIT: Madam Chairman, can Councillor SUTTON not read? Or does Councillor SUTTON not understand? But that sentence says one thing, minimum width goes from 1.2 to 1.5 metres and, if there is room, will go up to 2.5 metres on key neighbourhood routes. That's what this press release says.

Councillor SUTTON can twist it as much as she likes, but that is what the gentlemen himself has put out on the record. So let's not have any more nonsense about this. It's there in black and white.

Chairman: One moment, Councillor de WIT. Has Councillor HINCHLIFFE been notified that the meeting is back in progress? I know he's a very important part of the team.

Sorry, Councillor de WIT. Sorry to interrupt, but we wouldn't want Councillor HINCHLIFFE to miss the meeting.

Councillor de WIT: I would hate Councillor HINCHLIFFE to miss any of my speech, Madam Chairman. The other point I'd like to make about footpaths, and it was raised in the committee meeting this morning and then again in Question Time, the $2.2 million reduction in the third budget review.

Madam Chairman, I pointed out that some of this is a carryover because we have been unable to get the work done simply because of staff being allocated to deal with flood recovery work.

Madam Chairman, there is also the issue with new footpaths, some footpaths where councillors have not arranged or organised their footpath listing for LAS (Local Asset Services) to be able to go ahead with the work, so that accounts for some of it as well.

There are only two small capital projects which will not be constructed this financial year, which had been committed. So let's not have too much more nonsense about footpaths.

Madam Chairman, the report. Last week I was left scratching my head. We started with a very good presentation on the new taxi rank signage that has been introduced. Now this was a project that was brought in, for a start, the signs for taxi ranks were facing outwards. So I guess anyone driving down the street in a car would have seen them quite easily, but it wasn't so easy for pedestrians to see.

So upon the request of the Taxi Council in the last budget, the 2010-11 budget, Council committed $90,000 to complete or to upgrade the taxi signage at 21 different taxi ranks.

Madam Chair, these are quite attractive signs, very similar to the bus signs, only they are red instead of blue, so they are quite distinctive. The maps on them can be changed quite easily. I thought it was a really good little project, only $4000 per sign to do and something that provides great assistance for pedestrians and, let's face it, the people getting cabs are pedestrians.

Madam Chairman, so I was a bit puzzled that Councillor SUTTON decided to really make an issue of it, but first of all she asked why did we do it? So I explained the request of the Taxi Council. Then she wanted to know well how many times did they request it? The Taxi Council put forward an idea. We thought it was a good idea. We committed the money and we did the project, Madam Chairman. Then she carried on about why we were spending money on this when there were so many other projects being cut and there were the floods and all the rest.

Madam Chairman, I went back over the fact that it was a commitment from the 2009-10, the 2010-11 budget. So that's nearly a year ago, and the project was well on its way and it was completed.

So I'm still scratching my head about that one because it's a good project, something that was low cost. It was started long before the flood situation occurred, Madam Chairman.

But, like I said before, it's a case of the Labor Councillors have got to criticise. They've got to try and stir up something political out of anything at all we do. They just can't accept that this was a nice, little project and one that was very worthwhile for the residents.

Madam Chairman, we had two petitions.

**Seriatim – Clauses B and C**

Councillor de WIT requested that Clauses B and C of the report be taken seriatim for voting purposes.

The first one is calling on Council to install speed bumps to reduce the speed of non-local traffic using Angelico Place, Mackenzie. This is in Councillor SCHRINNER's Ward.

Madam Chairman, this is only a cul-de-sac of 130 metres in length. There are 15 properties. There were 14 petitioners and 10 supported the introduction of speed management devices and four opposed it.

So, Madam Chairman, again, a fairly, simple straightforward petition. Let's face it, with limited funds for traffic calming, when it comes to a cul-de-sac, it is highly unlikely. I cannot imagine a situation where we would put traffic calming in a 130 metre cul-de-sac.

But Councillor FLESSER, of course, had to make an issue of it and, Madam Chairman, Councillor FLESSER knows well the manner in which we go about assessing these projects. Something is requested. Our officers who are qualified, who are experts in the field, go out and they look at the situation and whether what the residents are requesting is going to be something that is compliant with our policy.

Madam Chairman, putting traffic calming in a small cul-de-sac is not something that Council would do and we have the local Ward councillor, who is the Finance Chairman, he supported what we were doing. But Councillor FLESSER had to make an issue of it and he went on and on during the meeting. So we got that one out of the way.

The next petition was to do with Kelvin Grove Urban Village, which the LORD MAYOR was talking about before, and this was asking residents with parking permits be exempt from paying all through the village not just near their own properties, Madam Chairman.

Now this is the classic case, if there was ever an example of a foul up in terms of parking when it comes to new developments, the Kelvin Grove Urban Village under the guidance of, it would have been then Chairman David HINCHLIFFE in town planning, certainly it was the Labor Council, they grossly misunderestimated the need for parking in that area.

Apart from the residents and we know that there is a lot of Brisbane Housing Company residents in there, Madam Chairman. There is also, of course, the proximity of the college that's just nearby.

Madam Chairman, it was actually the village and the Housing Company that wanted the parking scheme put in place and so that was done. Musk Avenue is the area where the majority of the petitioners live. That is a very long street.

Madam Chairman, the manner in which the parking permits have been allocated in this case is exactly the same as every other parking permit scheme area that we have and along with the residents there are a lot of people who signed this petition who don't live locally, who I think were perhaps trying to get a way around the parking restrictions.



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But Madam Chairman, ultimately, of course, the local councillor, Councillor HINCHLIFFE, did not support the recommendation but that is an area that parking demand will always far outweigh the supply, given the way that area was developed.

So, Madam Chairman, we are wearing the problems now that were caused by the poor planning decisions of the previous Labor Administration. I commend the report to the Chamber.

Chairman: Further debate? Councillor SUTTON.

Councillor SUTTON: Thank you, Madam Chair. I wasn't going to speak on this item, but I have to enter the debate on item A which is the taxi rank signage, because I really do take issue with Councillor de WIT's born to rule attitude where she feels that she is above question as the Chairperson of a Council committee.

Madam Chair, those presentations are not provided to brief councillors and allow councillors to ask questions about what projects and policies this Council is pursuing?

Did Councillor de WIT not, when she was the Leader of the Opposition for her brief moment before she was done in by another man in her party room, ask questions?

Chairman: The report, please Councillor SUTTON.

Councillor SUTTON: Madam Chair, did she, in her brief time as Opposition Leader, not use the committee structure of Council to ask questions, legitimate questions about Council projects and services?

Does she not, as someone who claims to be a Liberal, recognise the important democratic foundations of the organisation and the level of government that we represent the right of the Opposition to ask questions of the Administration about the policies and projects that that Administration is putting forward?

Councillor de WIT clearly thinks she is born to rule, that she is above question and that is not an appropriate attitude for a councillor or a chairperson of this Council in this place.

I don't understand why Councillor de WIT is so angry. Clearly she's upset about the role that she fulfils in this Chamber. We all know that she wants to be LORD MAYOR and she couldn't get the numbers.

Perhaps it is the fact that the men in her Party don't support her, the way that the men in my Party—

Chairman: Councillor SUTTON.

Councillor SUTTON: support me.

Chairman: Councillor SUTTON.

Councillor SUTTON: Madam Chair—

Chairman: Councillor SUTTON, I ask you to move off the personal attacks on the Chair and come back to the report before us.

Councillor SUTTON: Well—

Chairman: Are you speaking on A or B? A.

Councillor SUTTON: Yes, Madam Chair, and I am —

Chairman: Taxi rank signage.

Councillor SUTTON: —and I am taking issue with the personal attacks that Councillor de WIT made on me when she was speaking on this very item, about my decision to ask legitimate questions about the rollout of the taxi rank signage project.

Now, Councillor de WIT, did I run out and issue a media release? No. Did I run out—

Chairman: Councillor SUTTON, the Chair can speak about any item within their portfolio; committees, procedures, questions, other councillors. You may not. Speak to the item or I'll ask you to resume your seat.

Councillor SUTTON: Madam Chair, I refer you to paragraph 5 of the committee report where after it talks about the presentation that was given, it highlights the fact that a number of questions from the committee were received. I asked those questions.

Madam Chair, as part of the debate on this particular item Councillor de WIT took issue with me asking those questions. I am entering this debate to say that is not an acceptable practice in this place.

It is not an acceptable practice for a Chairperson of a standing committee of this Council to think that they are above questioning, that they should not have to answer questions and provide the members of that committee with the answers that they are after, Madam Chair.

It is not appropriate and it is testament to Councillor de WIT's born to rule attitude and I do not think that that is appropriate.

Just like she responded to Mrs Barney in the way that she did when she came into the Chamber, who basically told her—

Chairman: Councillor SUTTON, that is definitely--

Councillor SUTTON: -- she basically told her to suck eggs.

Chairman: Councillor SUTTON, I am speaking. That is definitely off the report. I have given you a long bow based on paragraph 5. I ask you to come back to the report or I will sit you down.

Councillor SUTTON: Thank you Madam Chair. I will keep my comments at that, but I just wanted to reiterate that her attitude is not appropriate.

Chairman: Further debate on the items before us? Councillor HINCHLIFFE.

Councillor HINCHLIFFE: Madam Chair, I wanted to make a few remarks in relation to item C. Clearly Councillor de WIT has not only inherited the portfolio of Infrastructure from the appointed LORD MAYOR, but she has also inherited the propensity of the appointed LORD MAYOR for peddling half truths. Now half truths can be far more effective and cogent because they have about them the semblance or air of reality.

I think it's high time that we tackle the half truths, the apocryphal stories that Councillor QUIRK and now Councillor de WIT have attempted to spin in relation to parking in this city and, in particular, parking in the Kelvin Grove area.

The first apocryphal issue raised by Councillor de WIT—

Chairman: Hypocritical?

Councillor HINCHLIFFE: Sorry?

Chairman: Hypocritical?

Councillor HINCHLIFFE: No.

Chairman: Hapocryphal?

Councillor HINCHLIFFE: Apocryphal. A-P-O-C-R-Y-P H-A-L.

Chairman: Sorry, I thought you —

Councillor HINCHLIFFE: Apocryphal.

Chairman: —were starting with a H. I'm sorry Councillor HINCHLIFFE.

Councillor HINCHLIFFE: Not apoplectic and not apocalyptic, but apocryphal, urban myth.

Of course, the guru of world management Councillor Angela OWEN-TAYLOR would be well aware—

Chairman: Back to the report Councillor HINCHLIFFE.



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Councillor HINCHLIFFE: of apocryphal stories.

Chairman: I was just asking a question to clarify.

Councillor HINCHLIFFE: So, Madam Chair the half truth is this. Firstly, that all of these development applications were put in place while I was the Chair. They weren't all put in place while I was the Chair. Some preceded the period when I became Chair of Planning.

But more importantly, those that were put in place while I was Chair were also put in place while Campbell Newman was also Lord Mayor of this city. The omnipotent, omniscient, omnipresent Lord Mayor of everything in this city since 2004, Campbell Newman, was sitting in that Civic Cabinet room and at no stage did he disagree with any of these development applications. Point one.

Point two. The appointed LORD MAYOR, and his successor as Chair of Infrastructure, says that the situation in relation to parking there was to quote Councillor de WIT 'a foul up'. Let me explain what the situation was.

That area is within the central traffic area. All unsigned parking spaces were available to all residents in that section of Kelvin Grove Urban Village who possessed a resident parking permit. So Councillor QUIRK, when he was Chair of Infrastructure, without consulting with those residents came in and installed parking meters throughout that whole area and provided only a small number of spaces where residents could use their parking permits.

So let's clearly understand, in Kelvin Grove, residents without parking on their site could get virtually every section of kerbside throughout Kelvin Grove Urban Village to park using their resident parking permits.

But Councillor QUIRK, in his manic desire to squeeze the pennies out of every ratepayer's pocket, decided that he was going to install a massive number of parking meters and only a few number of those spaces were available to residents with permits.

So all that these residents are asking is that is to return to the days when all of that space was available for them to use their resident parking permits.

You see the urban myth that they have woven around Kelvin Grove Urban Village? They think that they're going to get across the message that somehow installing meters is fixing up the problem. It isn't. They have reduced the amount of kerb space where residents are able to use their parking permits.

So the foul up, in relation to parking in Kelvin Grove Urban Village, is the intervention of one person, and one person only, and that is the LORD MAYOR who sits in this place. Sorry he doesn't sit in this place because he's chosen to vacate the Chamber.

So, Madam Chair, it is a shame, Councillor ABRAHAMS, that we don't hear the truth. We didn't hear it from Councillor QUIRK. We didn't hear it today from Councillor de WIT.

But I can tell you who we are hearing it from and that is Ray Smith and Paul Crowther, as the future Lord Mayor and the future councillor. Those people are concerned about these petitioners. They are concerned that all of that kerb space should now be made available to all of those residents with parking permits.

Mark my word, there is no doubt in my mind that both Ray Smith and Paul Crowther will become respectively the Lord Mayor and the councillor for Central Ward because they are prepared to listen to these petitioners.

You also heard another half truth from Councillor de WIT and I know she's capable of better and I was disappointed in her remarks, but she said we should only look at the number of petitioners who have actually signed this. Twenty-four out of 96 live in Kelvin Grove Urban Village. What she neglected to say, perhaps because she didn't know because she's only recently taken over from the appointed LORD MAYOR Councillor QUIRK, there have been seven other petitions that have been presented. Virtually everyone in Kelvin Grove

Urban Village has signed at least one petition over the last two years and some of them signed two or three.

But do you think this Administration has listened to any of those petitioners? Not one. So, Madam Chair, I am deeply disappointed that I have to say that I look forward to the day in March next year when we will finally have an Administration that will implement a policy that is resident friendly.

I cannot understand that this Administration should have become so tired, so arrogant, so misplaced in their priorities that they would snub their noises at the good people of Kelvin Grove Urban Village, some of whom are among the lowest income levels in this city.

They have ignored them. They have refused to meet with them. Councillor QUIRK, at no stage, has agreed to my 13 requests to attend a public meeting in that area, 13 requests.

So today I make the first of many requests to his replacement Councillor de WIT; give up the apocryphal stories, don't repeddle the old urban myths that you were handed by Councillor QUIRK. Get out into Kelvin Grove Urban Village and meet with the residents because Ray Smith is, so is Paul Crowther and they will take their places respectively in this Chamber in March next year because you failed to listen.

Chairman: Any further debate on the items? Councillor de WIT.

Councillor de WIT: Thank you, Madam Chairman. Well, let's start with Councillor SUTTON; Madam Chairman, I answer every question that is asked. What I was talking about earlier was Councillor SUTTON's refusal to accept the answer to the question that she asked when she said, who requested this? -- and I said, the Taxi Council. But why? How many people? How many times did they have to ask? It went on and on.

The Taxi Council asked for the taxi signage and, Madam Chairman, as I explained to Councillor SUTTON several times, over and over. I mean it's like her track record in here, she's like a broken record. She just goes over and over and over the same thing.

I answered the question. I answered as soon as she asked it and I always will if I can, Madam Chairman, like today when there was a whole heap of questions and I said I will provide the answers next week. In fact, I've provided half of the answers today already.

So Madam Chairman her personal attacks will do nothing in terms of the effective working of that Committee and for her to get up here and lecture me and say it's not an acceptable practice, Madam Chairman, I don't know what else I can do. A question is asked, I give an answer. Now whether she likes that answer or not is immaterial, the question was answered and answered immediately and answered honestly.

Councillor HINCHLIFFE just a couple of things, the timeline didn't seem quite right because Councillor HINCHLIFFE was saying that he was trying to suggest that some of the developments in the Kelvin Grove Urban Village were approved in the time of Campbell Newman.

Yet he had already said that you know he was Chair, but it started with the Chair before him, well that was Tim Quinn, and at no stage did we have Tim Quinn and Campbell Newman in this place at the same time, Madam Chairman.

The fact is that it was the Labor Council, the Labor Administration, who fouled up on the parking in that Kelvin Grove Urban Village. I think they completely underestimated the needs of the people there. The needs of the people that Councillor HINCHLIFFE was just talking about in the Brisbane Housing Company accommodation, the lower income people who are out there; they still have vehicles, Madam Chairman. A lot of them still have vehicles.

I would also point out to Councillor HINCHLIFFE, he keeps on about half truths, well, Madam Chairman, one of the half truths he mentioned was the claims about residents, where they could park before the meters came in.



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Residents could only ever park in two nominated streets, they couldn't park just anywhere with the parking scheme that was there.

The other point that I would make, again, was that the Brisbane Housing Company itself, those people, wrote to us and supported the installation of parking meters in that area because of the difficulties with parking.

So, Madam Chairman, half truths; Councillor HINCHLIFFE I think there are a few little half truths floating around there as well. But it's an area that has problems. Those problems are not going to go away, Madam Chairman, no matter what we do. Because it is a village designed with inadequate amenity for those residents by way of parking and taking into account the environment in which that Urban Village exists.

So Madam Chairman on that note, I think we'll leave it at that. Thank you.

Chairman: I will now put the motion with respect to item A.

**Clause A put**
Upon being submitted to the Chamber, the motion for the adoption of clause A of the report of the Infrastructure Committee was declared **carried** on the voices.

**Clause B put**
Upon being submitted to the Chamber, the motion for the adoption of clause B of the report of the Infrastructure Committee was declared **carried** on the voices.

Thereupon, Councillors Margaret de WIT and David HINCHLIFFE immediately rose and called for a division, which resulted in the motion being declared **carried**.

The voting was as follows:

AYES: 25 - The Right Honourable the LORD MAYOR, Councillor Graham QUIRK, DEPUTY MAYOR, Councillor Adrian SCHRINNER, and Councillors Krista ADAMS, Matthew BOURKE, Amanda COOPER, Margaret de WIT, Steven HUANG, Fiona KING, Geraldine KNAPP, Peter MATIC, Ian McKENZIE, David McLACHLAN, Angela OWEN-TAYLOR, Julian SIMMONDS, Andrew WINES, and Norm WYNDHAM, and the Leader of the Opposition, Councillor Shayne SUTTON, and Councillors Helen ABRAHAMS, John CAMPBELL, Milton DICK, Kim FLESSER, Steve GRIFFITHS, David HINCHLIFFE, Gail MacPHERSON and Victoria NEWTON.

NOES: Nil.

**Clause C put**
Upon being submitted to the Chamber, the motion for the adoption of clause C of the report of the Infrastructure Committee was declared **carried** on the voices.

Thereupon, Councillors Victoria NEWTON and Milton DICK immediately rose and called for a division, which resulted in the motion being declared **carried**.

The voting was as follows:

AYES: 16 - The Right Honourable the LORD MAYOR, Councillor Graham QUIRK, DEPUTY MAYOR, Councillor Adrian SCHRINNER, and Councillors Krista ADAMS, Matthew BOURKE, Amanda COOPER, Margaret de WIT, Steven HUANG, Fiona KING, Geraldine KNAPP, Peter MATIC, Ian McKENZIE, David McLACHLAN, Angela OWEN-TAYLOR, Julian SIMMONDS, Andrew WINES and Norm WYNDHAM.

NOES: 9 - The Leader of the Opposition, Councillor Shayne SUTTON, and Councillors Helen ABRAHAMS, John CAMPBELL, Milton DICK, Kim FLESSER, Steve GRIFFITHS, David HINCHLIFFE, Gail MacPHERSON and Victoria NEWTON.

The report read as follows—

**ATTENDANCE:**

Councillor Margaret de Wit (Chairman), Councillor Matthew Bourke (Deputy Chairman); and Councillors Kim Flesser, Fiona King, Shayne Sutton and Norm Wyndham.

**A COMMITTEE PRESENTATION – TAXI RANK SIGNAGE PROJECT**

**872/2010-11**

1. Glen Miney, Principal Engineer Road Network, Road Use Management, Transport Planning and Strategy, Brisbane Infrastructure Division, attended the meeting to provide a presentation on the taxi rank signage project. He provided the information below.

2. The current taxi signs throughout Brisbane face towards the road which makes it difficult for pedestrians' visibility. Enhanced taxi rank signage aims to improve this at 21 taxi ranks located in the Brisbane CBD, Fortitude Valley and South Brisbane. A budget of $90,000 was provided for completion of the project in the 2010-11 financial year.

3. Since no current standard for taxi rank signs is available the existing 'blade' style signs used at bus stops was adopted. The layout of the sign enables changes to be made to one or more panels without changing the whole sign. This minimises the cost of maintenance and enables flexibility. This project has been managed by Council's Road Network team.

4. The identification and agreement of suitable sites throughout the CBD, Fortitude Valley and South Brisbane was completed on 30 September 2010 and the design of the 'Blade' faces was completed two months later. Procurement and manufacturing of the signs was done by 31 December 2010 and installed by 1 April 2011. Total installation costs for each sign is approximately $4000 plus GST.

5. Following a number of questions from the Committee, the Chairman thanked Mr Miney for his informative presentation.

6. **RECOMMENDATION:**

**THAT COUNCIL NOTE THE INFORMATION CONTAINED IN THE ABOVE REPORT.**

**ADOPTED**

**B PETITION – CALLING ON COUNCIL TO INSTALL SPEED BUMPS TO REDUCE THE SPEED OF NON-LOCAL TRAFFIC USING ANGELICO PLACE, MACKENZIE**
**CA11/65914**

**873/2010-11**

7. A petition from residents of Angelico Place, Mackenzie, requesting Council install speed bumps to reduce the speed of non-local traffic using Angelico Place, was presented to Council at its meeting of 22 March 2011 by Councillor Adrian Schrinner, and received.

8. The Manager, Transport Planning and Strategy branch, Brisbane Infrastructure Division, provided the below information.

9. Of the 14 petitioners, 10 supported the introduction of speed management devices in the street and four opposed the proposition.

10. Angelico Place is a 40 km/h local access road that provides access to 15 premises. The street has a narrow pavement (5.5 metres wide) with on-street parking further reducing the available pavement width. The street is a cul-de-sac of 130 metres length with a largely straight alignment except for a bend at the entry from Michelangelo Crescent.

11. Angelico Place is situated within an estate that is isolated from through traffic. The street is clearly a residential low-speed environment. Given the location of Angelico Place within the Gainsborough Estate, it is unlikely that non-local motorists would use the street through deliberate choice or in error.

Consultation

12. The Councillor for Chandler Ward, Councillor Adrian Schrinner, has been consulted and supports Council's recommendation.

Preferred option

13. Due to the isolated nature and the low-speed residential character of the street suggesting that there would be little non-local traffic, it is the preferred option that Council maintain the current street arrangement. Council also suggests that instances of regular speeding by local residents may be effectively addressed through enforcement by the Police.

14. Accordingly, the Manager recommends as follows and the Committee agrees.

15. **RECOMMENDATION:**

**THAT THE PETITIONERS BE ADVISED IN ACCORDANCE WITH THE PREFERRED OPTION ABOVE AND OF THE INFORMATION CONTAINED IN THE ABOVE REPORT.**

**ADOPTED**

**C PETITION – REQUESTING THAT RESIDENTS WITH PARKING PERMITS BE EXEMPT FROM PAYING FOR ALL METERED PARKING IN KELVIN GROVE URBAN VILLAGE**
**CA10/197033**

**874/2010-11**

16. A petition from residents of Brisbane, requesting that residents with parking permits be exempt from paying for all metered parking in Kelvin Grove Urban Village, was presented to Council at its meeting of 31 August 2010 by Councillor David Hinchliffe, and received.

17. The Manager, Transport Planning and Strategy branch, Brisbane Infrastructure Division, provided the below information.

18. A total of 24 of the 96 petitioners live in the urban village, while the remainder represent households in other areas of Brisbane and the Gold Coast.

19. The majority of petitioners from the urban village are residents of Musk Avenue.

20. The resident parking permit scheme is available to residents in traffic areas as well as in areas around hospitals, universities and stadiums. The scheme, in place throughout Kelvin Grove Urban Village, provides permits for residents and their visitors to park in areas with restricted parking.

21. Kelvin Grove Urban Village was built about five years ago and attracted a large amount of student accommodation and affordable units developed by companies including the Brisbane Housing Company. It was intended to supply very limited amounts of car parking for residents in order to encourage the use of public and active transport methods and reduce car dependency.

22. Parking demand consistently exceeds the available supply in the urban village.

23. In late 2009, Council installed parking meters in this precinct following requests from the urban village, including the Brisbane Housing Company. An independent report into parking in Kelvin Grove Urban Village was commissioned by the urban village stakeholders and undertaken by Cardno Eppell Olsen. Council modified the report's recommendations when installing the parking meters to provide for a continuation of the resident parking scheme, as well as for disabled parking.

24. The petition asks that all parking be exempted for residents. Council is currently managing the overall parking demand in the village. Along with the residents, this includes employees of businesses, their customers, students, parents and teachers at the Kelvin Grove State College, which borders the urban village. Council has also previously addressed a petition requesting improved parking opportunities for college volunteers.

25. While all of the groups that require parking have reasons for requesting priority treatment, Council must balance these competing needs to ensure the best solution is found for the whole community.

26. The current scheme gives priority to residents over other users. Council's Compliance and Regulatory Services has received reports and complaints about out-of-date and misused permits and from this it may be concluded that some residents may be misusing the scheme to the detriment of those who are compliant.

Consultation

27. The Councillor for Central Ward, Councillor David Hinchliffe, has been consulted and does not support the recommendation.

Customer impact

28. Parking demand far outweighs supply available for parking in the Kelvin Grove Urban Village. If parking arrangements were altered as requested, there is no guarantee that parking opportunities will be improved for residents in the area.

Preferred option

29. It is the preferred option for Council to continue with the current parking arrangements and monitor parking demand in the Kelvin Grove Urban Village.

30. Accordingly, the Manager recommends as follows and the Committee agrees, with Councillors Kim Flesser and Shayne Sutton dissenting.

31. **RECOMMENDATION:**

**THAT THE PETITIONERS BE ADVISED IN ACCORDANCE WITH THE PREFERRED OPTION ABOVE AND OF THE INFORMATION CONTAINED IN THE ABOVE REPORT.**

**ADOPTED**

## PUBLIC AND ACTIVE TRANSPORT COMMITTEE

Councillor Julian SIMMONDS, Chairman of the Public and Active Transport Committee, moved, seconded by Councillor Andrew WINES, that the report of that Committee held on 3 May 2011, be adopted.

Chairman: Councillor SIMMONDS.

Councillor SIMMONDS: Madam Chairman, just very briefly, I couldn't let this historic day pass without marking it in some form or another, and it's a day that Councillor ABRAHAMS came out of the closet, so to speak, and finally admitted that she is a CityCycle supporter. Congratulations Councillor ABRAHAMS.

I had my suspicions, of course there were clues. There were clues and, like a good detective, I followed the clues. First of all in April 2010 there was her e-newsletter which promoted to all her residents the importance of the CityCycle project and signing up for it. That was a very good start Councillor ABRAHAMS.

There are of course the many letters she writes to me suggesting CityCycle station locations, very good station locations, which are being investigated and probably will be implemented.

I always thought that correspondence was a bit of our dirty little secret Councillor ABRAHAMS, but I'm very pleased that you have outed yourself as a CityCycle supporter.

Look, Madam Chairman—

Councillor ABRAHAMS: Point of order Madam Chair.

Chairman: Point of order Councillor ABRAHAMS.

Councillor ABRAHAMS: He just has to take a question after such—

Chairman: Councillor SIMMONDS will you take a question?

Councillor ABRAHAMS: —such mirth, you have to take a question.

Councillor SIMMONDS: No, Councillor ABRAHAMS. Next week, I'm on a roll.

*Councillor ABRAHAMS interjecting.*

Chairman: Thank you councillor. No, Councillor ABRAHAMS.

*Councillors interjecting.*

Chairman: Order councillors. Councillor SIMMONDS.

Councillor SIMMONDS: Because I'm summing up, Madam Chairman, and the point of all that is this, is that this 'bob each way' that the Labor Councillors seem to have on every issue is getting a little bit beyond the pale. I've got to be honest it's getting old.

We have seen it time and time and time again. They voted for the acquisition of parking meters and then criticise it. They criticise Clem7, but they claim it as the Jim Soorley Tunnel and they vote for CityCycle, they had it in their transport plan, and then they criticise it out there in the public.

Frankly, Madam Chairman, it is duplicitous, it shows that their only policy is politics and opposition for opposition's sake, and I really urge them to get on with it and get a policy of their own.

Madam Chairman, that brings me to the only thing I wanted to say on the report which is that's last week we had a very good presentation about the work that's been done to reconstruct the six CityCat terminals on a temporary basis.

I said this at the Committee, but I wanted to reiterate it in front of the full Chamber, with the benefit of Hansard, and that is to thank very much the officers who have put in so much work to get these CityCat terminals back up and running in just 90 days.

It was a very, very ambitious target that LORD MAYOR, Graham QUIRK, and the previous Lord Mayor, Campbell Newman, set them. It was a very important



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target because the CityCats are an iconic service and it was an important part of the recovery and the road to recovery, for lives to get back to normal, that this service got back up and running as soon as possible.

So it was worth the ambitious target. I'm incredibly proud of the officers, that they've achieved so much, and I'd like to put on the record my thanks to Sherry Clarke and her team. Thank you.

Chairman: Further debate? Councillor NEWTON.

Councillor NEWTON: Yes, thank you very much Madam Chair. I rise to speak on items A and B of this report and if I had the chance I would talk about the many failures of CityCycle, but it's not part of this report.

Chairman: That's correct Councillor NEWTON.

Councillor NEWTON: So I won't do that this evening. So that's right, Madam Chair, I haven't got enough time either.

**Seriatim – Clauses A and B**

Councillor NEWTON requested that both clauses, A and B, be taken seriatim for voting purposes.

Councillor NEWTON: I'll talk first of all a little bit about item A of this report.

I know that when the devastating floods hit this city back in January it was just awful to see the mass devastation of our ferry system in Brisbane.

It was wonderful to see the Council officers, Sherry Clarke in particular, come and provide us, as a Committee, with an update about the work that had been done to reinstate the terminal facilities so that the CityCats and cross-city ferry service could continue and come back to this city.

It was with the unanimous bipartisan support that the committee congratulated the officers on their hard work and it's certainly a remarkable achievement to get it back up and running.

I think it would have been an interesting sight to see the new pontoon and gangways make their way from Sydney to Brisbane as part of the fabrication work that had to be done interstate, I imagine, due to the fact that there was a significant amount of work required in the city following the floods.

So, again, I'd like to place on the record Labor Councillors' thanks and congratulations to the officers for their work getting up these ferry terminals back up and running.

But, Madam Chair, we did ask some questions, as is documented in this Committee report, to get some clarification around what the difference is between the temporary ferry facilities and the permanent ferry facilities, and, alas, we still haven't got the detail on what that might mean.

I understand that some of these ferry facilities may require some more work to make them flood immune. It would be interesting to see what that will mean, Madam Chair, but, at this stage, we don't have really any detail around that and I'm sure that the community will be updated on that.

We also asked some questions around the funding for the reinstatement of these ferry terminals, because we've heard a lot of debate in the public arena about the funding that's available to deal with the flood recovery work in this city. We know that the LNP councillors in this place continue to cry poor around the recovery costs and have used it as a reason to axe important community projects, Madam Chair.

But what we do know, as we saw, that the Federal Government has advanced Council $54 million to deal with the flood recovery, even though only $26 million has been sought. I asked specifically about what's happening with the funding for the ferry terminal recovery work, Madam Chair, because I wanted to find out whether the reinstatement of these terminals was going to be fully covered by insurance or, indeed, a combination of insurance and the federal dollars.



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I was really pleased to hear, that despite the fact that no claims have been lodged yet for reimbursement of this money, the Chairperson, Councillor SIMMONDS, gave the assurances in today's committee that there will be full cost recovery for the reinstatement of these temporary ferry terminals. Full cost recovery.

It's fantastic to know that the Federal Government has been prepared to give Council those assurances to make sure that this Council can get on with the job.

So, Madam Chair, despite the fact the LNP have cried poor over this, it's wonderful to see that we've got that certainty around it.

But one ferry terminal remains uncertain, Madam Chair, and I just had to speak briefly about this, and that is the future of River Plaza. This is a ferry terminal I know that is dear to Councillor ABRAHAMS' heart and her residents in her area. Unfortunately I know that—

Councillor SIMMONDS: Point of order, Madam Chairman.

Chairman: Point of order Councillor SIMMONDS.

Councillor SIMMONDS: River Plaza was not in the presentation, nor is it in the report.

Chairman: Thank you Councillor SIMMONDS, I was just having a look myself, I could see there was West End. But the point is it is not in the report Councillor NEWTON, so please bring yourself back to the report.

Councillor NEWTON: Thank you, Madam Chair, for making it clear that there is no certainty around River Plaza because it's not in this report which is about the CityCat infrastructure—

Chairman: Councillor NEWTON.

Councillor NEWTON: Thank you, Madam Chair.

Chairman: I will not have you twisting my words and verballing me when I make a ruling. It is not in the report, full stop. Come back to the report or resume your seat.

Councillor NEWTON: Thank you, Madam Chair. It's disappointing that it's not part of the report and that's not your fault, Madam Chair, that is

Chairman: Do not debate my ruling Councillor NEWTON.

Councillor NEWTON: I'm not, Madam Chair. I'm not.

Councillor HINCHLIFFE: Point of order, Madam Chair.

Chairman: Point of order Councillor HINCHLIFFE.

Councillor HINCHLIFFE: Will Councillor NEWTON take a question please?

Councillor NEWTON: Yes.

Chairman: I will rule it out of order Councillor HINCHLIFFE if it is not related to this report.

Councillor HINCHLIFFE: Okay, Madam Chair—

Chairman: Think; think on your feet.

*Councillors interjecting.*

Councillor HINCHLIFFE: Think quickly.

Chairman: Don't give him too much time to think about it, councillors.

Councillor HINCHLIFFE: Councillor NEWTON, are you delighted that almost all of the ferry terminals that were installed by Labor Council administrations will now be paid for by Labor State and Federal governments?

Councillor NEWTON: Yes. Thank you for that question Councillor HINCHLIFFE and I'm really pleased to see that Council will be seeking reimbursement from the Labor Federal and State governments to assist with reinstatement of important infrastructure just like most of our ferry terminals.

Chairman: Thank you Councillor NEWTON.

Councillor NEWTON: Thank you.

Chairman: I now bring your attention to there is nothing about Federal or State government funding in the report. I allowed that discussion based on a number of questions in paragraph 9. Come back to the specific report, please.

Councillor NEWTON: Thank you, Madam Chair, that was certainly one of the questions that was raised.

In respect to item B, Madam Chair, and I wish to make a few comments on this particular petition; this is the second time that residents from the Burbong Street neighbourhood have raised concerns and requested improvements to bus services in their area.

I guess this is another example of the can-do attitude has left this LNP Administration in Council, because it's not a very can-do attitude. In fact, Madam Chair, this whole report is a little disappointing and I know that Labor councillors will not be supporting item B of this report.

I have moved voting for seriatim purposes, yes.

Now, Madam Chair, I don't live in Burbong Street, Chapel Hill. Never have, right?

*Councillor interjecting.*

Chairman: Councillor KNAPP.

Councillor NEWTON: I'm glad Councillor KNAPP's verified for me that I know that I have never lived there; appreciate that. I don't claim to be an expert on Burbong Street neighbourhood, but do you know who is, Madam Chair? The residents in that neighbourhood are. What those residents are saying is the current—

*Councillor interjecting.*

Chairman: Councillor WYNDHAM, if you continue to interject, I will warn you.

Councillor NEWTON: What these experts in this neighbourhood, the residents who live there, are saying is we need to do better with the bus services in our area and it made some suggestions on how this could be improved, Madam Chair.

What's disappointing is that for the second week in a row the residents have not really got an answer to their questions. They've got a lot of information, excuses perhaps, but they haven't really got an answer and I had hoped last week it might have resolved some of the concerns of those residents, but it's clear that that doesn't appear to be the case, Madam Chair.

Now I'm disappointed in that the report's a little bit evasive, I think is probably the best way to describe it. It does say that although—in item 13—"Although Queensland Government's Translink Transport Authority is responsible for the delivery of public transport services and infrastructure, the Council's Brisbane Transport officers have investigated the request for an additional bus stop on Burbong Street on routes 425 and 426."

Now they've investigate it, Madam Chair; what did they find? Well you scoot across to item 19 and all it simply says is for the above reasons Brisbane Transport does not believe the TTA (Translink Transport Authority) would support the request at this time.

Madam Chair, did Brisbane Transport ask the TTA? Did Brisbane Transport put forward the suggestion? Because we all know in this place that the Transport Authority does take Brisbane Transport's recommendations on bus routes very seriously.

So I'm a bit concerned that the preferred option is for Council to advise the petitioners that the TTA is responsible for the delivery of public transport services and infrastructure.

But, Madam Chair, it doesn't actually say what Council's position is. It doesn't say that Council would recommend to TTA to make these amendments. It's not very clear and I hope that that's just an accident. I hope it's not trying to



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somehow make the petitioners think that the Brisbane City Council has no role in terms of route management. I hope that that's not the case.

Now, Madam Chair, this is the second week in a row we've seen the residents in this neighbourhood cry for help. They've cried directly to their local councillor, who is also the Chairperson responsible; and I think they'll be a bit disappointed to see while investigations have occurred by Brisbane City Council no recommendations have been made to Translink about these changes.

Not a very can-do attitude, Madam Chair, and we'll be supporting the residents this afternoon.

Chairman: Further debate? Councillor SIMMONDS.

Councillor SIMMONDS: Thank you, Madam Chairman, and Councillor KNAPP I confirm not only has Councillor NEWTON never lived in Burbong Street she's in fact not the local councillor.

I am very impressed with her citywide perspective though. Maybe she should have run for Mayor for Labor, or as Leader of the Opposition, either/or, could have given it a shot.

But in all seriousness, look, the TTA, we all know Councillor NEWTON, through you, Madam Chairman, should know, as a previous Chairperson, that the TTA is responsible for route planning and for setting the guidelines through which BT (Brisbane Transport) assess these kinds of requests.

They have very clear guidelines about distances to stops, time it can take for a route, how many stops are desirable especially for rocket services and that's the basis on which BT do their assessment and, ultimately, as the petition response says, it is up to the TTA to make that decision.

Madam Chairman I also note Councillor NEWTON's efforts at verballing. Given their lack of policy she gave it a good shot on the CityCat terminals. All I would say is this, Madam Chairman, that they're kidding themselves if they think that they can claim that the Federal Government coming to the party in terms of funding CityCat infrastructure is somehow this wonderful act of generosity.

We all know, we all know that it was only after the previous Lord Mayor Campbell Newman and this Administration waged a very, very public campaign; very, very public—

*Councillor interjecting.*

Councillor SIMMONDS: —campaign, that the Federal Government decided to come to the party and then include CityCat terminals and the Riverwalk as part of the federal disaster recovery, because they weren't going to do it. They were going to leave —

*Councillors interjecting.*

Councillor SIMMONDS: —the ratepayers of Brisbane—

Chairman: Councillor HINCHLIFFE.

Councillor SIMMONDS: Millions and millions and millions of dollars out of pocket, and did we hear a word out of them? No.

*Councillors interjecting.*

Councillor SIMMONDS: Did the Leader of the Opposition or Councillor NEWTON write to their mates in George Street, write to their mates down in Canberra and request it?

Councillor: No.

Councillor SIMMONDS: No, they didn't. Not a word out of them. All nice and quiet over there.

Chairman: Through the Chair, please, Councillor SIMMONDS.

*Councillors interjecting.*

Chairman: Councillor SUTTON and Councillor HINCHLIFFE, rhetorical questions do not lead to interjecting questions, thank you.

Councillor SIMMONDS: Madam Chairman, again, the point is this—



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*Councillor interjecting.*

| | |
|---|---|
| Chairman: | Councillor SUTTON. |
| Councillor SIMMONDS: | ---I find it very--- |
| *Councillor interjecting.* | |
| Chairman: | Councillor BOURKE, if you continue to interject, I will warn you. |
| Councillor SIMMONDS: | I find it very hypocritical, Madam Chairman— |
| Chairman: | Councillor SUTTON, you are on a warning. |
| Councillor SIMMONDS: | ---that time and time again they refused to stand up for the people of Brisbane. This Administration does and yet they still claim this kind of hypocrisy. Thank you very much, Madam Chairman. |
| Chairman: | I will now put the motion with respect to Item A. |

**Clause A put**
Upon being submitted to the Chamber, the motion for the adoption of clause A of the report of the Public and Active Transport Committee was declared **carried** on the voices.

**Clause B put**
Upon being submitted to the Chamber, the motion for the adoption of clause A of the report of the Public and Active Transport Committee was declared **carried** on the voices.

The report read as follows—

**ATTENDANCE:**

Councillor Julian Simmonds (Chairman), Councillor Andrew Wines (Deputy Chairman); Councillors Helen Abrahams, Fiona King, Ian McKenzie and Victoria Newton.

**A COMMITTEE PRESENTATION – CITYCAT INFRASTRUCTURE RECOVERY**

**875/2010-11**

1. Sherry Clarke, Manager, Transport Planning and Strategy, Brisbane Infrastructure Division, attended the meeting to provide an update on the recovery of CityCat infrastructure. She provided the information below.

2. The recovery timeline for the ferry flood recovery project was:
   - ferry operations ceased on 10 January
   - the flood peaked on 13 January
   - Council committed to a return to service in 90 days on 17 January
   - salvage contract was awarded 21 January
   - salvage works were completed on 10 February
   - reconstruction contract awarded on 13 February
   - ferry operations partially resumed on 14 February
   - ferry operations were fully restored on 18 April.

3. The risks and challenges of the project included: the 90-day overall delivery timeframe, an unknown salvage scope, a 57-day construction timeframe, fast-tracking of procurement procedures, availability of resources and contractors, procurement of materials (aluminium), latent conditions for piling and the possibility of inclement weather.

4. The reconstruction is being conducted over three stages. During stage one, 75 per cent of all terminals were repaired and operational by 14 February. The stage one off-site fabrication included:
   - pontoons
     - removal from salvage storage area at Fisherman Islands and transport to fabrication yard at Hemmant

- removal of all balustrades
- removal of remaining paint and application of new paint
- installation of new balustrades and roof structures
- installation of new electrical cables and light fittings
- transportation and installation at each site
- new pontoon at Queensland University of Technology (QUT) which was fabricated in Sydney

- fabrication of six new gangways, including:
  - procurement of aluminium
  - fabrication of the gangways in yards in Brisbane and Sydney
  - welding of sections and testing of the weld integrity
  - installation of new electrical cabling and light fittings
  - transportation and installation at each site.

5. During stage two, temporary terminals were provided at six of the busiest ferry sites. This was achieved within 90 days. The restoration and installation during this stage included:
   - 15 damaged piles were removed and replaced
   - five pontoons were refurbished and a new pontoon installed
   - six prefabricated gangways installed
   - ceilings removed and replaced in waiting areas, including electrical cabling and fitting.
   - more than 150 lights and associated cabling installed.

6. Stage three involves the reconstruction of the West End Ferry Terminal and is currently to be completed by July 2011.

7. The areas of Council involved in the project included Transport Planning and Strategy as project management, CityDesign conducting supervision and contract management, Marketing and Communications and Strategic Procurement. External providers included:
   - Waterways Construction (principal contractor)
   - Smithbridge Australia (salvage contractor)
   - Transdev TSL (CityCat Operations)
   - Neil T Fallon (electrical subcontractor)
   - Forgacs (pontoon refurbishment subcontractor)
   - MDS (QUT pontoon and gangway fabrication)
   - Napean Engineering (gangway fabrication subcontractor)
   - Zillmere Engineering (gangway fabrication subcontractor).

8. The presenter then displayed photos of ferry terminals before and after the project.

9. Following a number of questions from the Committee, the Chairman thanked Ms Clarke for her informative update.

10. **RECOMMENDATION:**

**THAT COUNCIL NOTE THE INFORMATION CONTAINED IN THE ABOVE REPORT.**

**ADOPTED**

B PETITION – REQUESTING COUNCIL CONSIDER AN ADDITIONAL BUS STOP ON BURBONG STREET, CHAPEL HILL, FOR BUSES ON ROUTES 425 AND 426
CA11/70556

**876/2010-11**

11. A petition from residents of Chapel Hill, requesting that Council consider an additional bus stop on Burbong Street, Chapel Hill, for buses on routes 425 and 426, was received during the Autumn Recess 2011.

12. The Divisional Manager, Brisbane Transport, provided the information below.

13. Although the Queensland Government's TransLink Transit Authority (TTA) is responsible for the delivery of public transport services and infrastructure for South East Queensland, Council's Brisbane Transport officers have investigated the request for an additional bus stop on Burbong Street on routes 425 and 426 bus services.

14. The Cityxpress service has been designed to provide a fast and efficient service from the outer suburbs to key attractors such as Indooroopilly, the Wesley Hospital and the city. The limited stops format provides a faster trip and is the major selling point for this very successful concept.

15. The spacing of stops is a sensitive issue and Brisbane Transport endeavours to strike a balance between fewer stops and a faster trip, while still maintaining reasonable access for the majority of customers.

16. Existing stops for the route 425 Cityxpress service and route 426 Rocket are the 'Burbong West – 8c' bus stop located on Burbong Street on the approach to Robyn Street and the 'Burbong East – 6c' bus stop located on the approach to Kimba Street. These stops are approximately 700 metres apart, which is within the spacing intended for these services. It is appreciated that an additional stop at the requested locations would improve nearby residents' access to these services; however, adding the requested stops would mean a spacing of approximately 280 to 290 metres, which would be considered excessive by the TTA. With stops this close throughout the route the service would be slower, less reliable and unattractive to customers.

17. Of the 57 petitioners, 37 reside in Halimah Street. Of the other 20 petitioners, eight reside in Burbong Street, eight in Merrifyn Street, two in Tucker Street and one each in Cassandra Street and Ringway Place. The nearest bus stop for the majority of petitioners is the 'Burbong West- 8c' bus stop, which is between approximately 280 and 450 metres in walking distance from their dwellings.

18. The closest bus stop to the petitioner of Ringway Place is the 'Merri Merri Park' bus stop, which is located 380 metres in walking distance from their dwelling, and approximately 2.5 kilometres from the bus stops considered in this petition.

19. For these reasons, Brisbane Transport does not believe the TTA would support the request at this time.

Consultation

20. Councillor Julian Simmonds, Councillor for Walter Taylor Ward, has been consulted and supports the recommendation.

Preferred option

21. It is the preferred option for Council to advise the petitioners that the TTA, an entity of Queensland Government, is responsible for the delivery of public transport services and infrastructure for South East Queensland and for the reasons outlined above, it is not anticipated that the TTA would support the petitioners' request.

22. Accordingly, the Divisional Manager recommends as follows and the Committee agrees.

23. **RECOMMENDATION:**

**THAT THE PETITIONERS BE ADVISED IN ACCORDANCE WITH THE PREFERRED OPTION ABOVE AND OF THE INFORMATION CONTAINED IN THE ABOVE REPORT.**

**ADOPTED**

## *NEIGHBOURHOOD PLANNING AND DEVELOPMENT ASSESSMENT COMMITTEE*

Councillor Amanda COOPER, Chairman of the Neighbourhood Planning and Development Assessment Committee, moved, seconded by Councillor Matthew BOURKE, that the report of the meeting of that Committee held on 3 May 2011, be adopted.

Chairman: Is there any debate? Councillor COOPER.

Councillor COOPER: Thank you Madam Chair. I will be brief, and when I say brief, I actually mean it. We had a presentation to committee about development assessment, who have been working very diligently to make sure that Brisbane achieves world's best practice in air quality relating to a service station application. We had the environmental management officer for DA, Greg Berry, presenting, and he was very brave, Madam Chair, because it was his first presentation, I understand, to committee.

He really has clearly outlined what we have put in place to try and make sure that a proposal for a service station, which would be in the vicinity of a residential area, will protect the amenity of those residents, making sure that any vapours that are emitted from this are actually captured and this is something that I think the officers are to be commended on.

Their hard work and effort to come up with a solution for the applicant to meet the relevant requirements is another example of the commitment that they have to our city. Thank you.

Chairman: Any further debate? I will now put the motion.

There was no further debate and upon being submitted to the Chamber, the motion for the adoption of the report of the Neighbourhood Planning and Development Assessment Committee was declared **carried** on the voices.

The report read as follows—

**ATTENDANCE:**

Councillor Amanda Cooper (Chairman), Councillor Krista Adams (Deputy Chairman); and Councillors Matthew Bourke, Milton Dick and David Hinchliffe.

**A COMMITTEE PRESENTATION – DEVELOPMENT ASSESSMENT BEST PRACTICE AIR QUALITY – SERVICE STATIONS**

**877/2010-11**

1. Greg Berry, Principal Environmental Management Officer, Development Assessment, City Planning and Sustainability Division, provided the Committee with information on Development Assessment's best practice air quality for service stations. During the presentation Mr Berry provided the following information.

2. Council has received an application for a new service station at 2005 Moggill Road, Kenmore. The application has been used to determine best practice air quality for service stations.

3. Development Assessment needed to consider current and future community impacts when assessing the application at Kenmore including:
   - the location of the development (located in a low-density residential area adjacent to a house and located on an arterial road near commercial, retail and emergency services)
   - environmental considerations (air quality impacts from chemical vapour emissions, including: toluene, xylene and benzene (a known carcinogen))
   - vapour emission sources (vent pipes for normal breathing of underground tanks, vent pipes during bulk fuel transfer from tankers, and bowser area during normal vehicle filling operations and spillage).

4. A diagram of a basic underground fuel storage system was shown.

5. All service stations must hold a Chemical Storage Environmentally Relevant Activity (ERA) approval under the *Environmental Protection Act 1994*. Conditions of the ERA approval require new service stations to install stage 1 Vapour Recovery (VR1) and existing service stations are required to install VR1 within three, five, or seven years (depending on fuel throughput). New applications for service station developments must meet Council's City Plan air quality criteria. The installation of VR1 alone at the Kenmore site does not achieve the City Plan air quality criteria.

6. With VR1, vapours displaced during the underground tank filling process are piped back into the tanker. This reduces the air quality impacts during the filling process.

7. The air quality report for the Kenmore service station demonstrated that VR1 and Stage 2 Vapour Recovery (VR2) would need to be installed to achieve the City Plan air quality criteria. The applicant has proposed and agreed to install VR2. VR2 is world's best practice and this site will be the first VR2 installation in Brisbane and possibly Queensland. It is rare in Australia.

8. Stage 2 vapour recovery collects the vapours displaced from normal vehicle filling operations. The vapours are transferred back to the underground tanks and not to the atmosphere.

9. The benefits for the community and Council of service stations installing VR2 include:
   - reduces air quality impacts and achieves better regional air quality outcomes
   - Council shows leadership to encourage industry to achieve world's best practice
   - shows industry commitment to reduce emissions and provide a better amenity for nearby residents



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- provides a benchmark for other fuel companies to implement world's best practice for future applications.

10. The Chairman thanked Mr Berry for his hard work on this issue and for his informative presentation.

11. **RECOMMENDATION:**

**THAT COUNCIL NOTE THE INFORMATION CONTAINED IN THE ABOVE REPORT.**

**ADOPTED**

## *ENVIRONMENT, PARKS AND SUSTAINABILITY COMMITTEE*

Councillor Peter MATIC, Chairman of the Environment, Parks and Sustainability Committee, moved, seconded by Councillor Norm WYNDHAM, that the report of that Committee held on 3 May 2011, be adopted.

There was no debate and upon being submitted to the Chamber, the motion for the adoption of the report of the Environment, Parks and Sustainability Committee was declared carried on the voices.

The report read as follows—

**ATTENDANCE:**

Councillor Peter Matic (Chairman), Councillor Norm Wyndham (Deputy Chairman), and Councillors Helen Abrahams, Matthew Bourke and Nicole Johnston.

**A** **<u>COMMITTEE PRESENTATION – KIDS AND BUILDING PASSION FOR A SUSTAINABLE LIFESTYLE</u>**

**878/2010-11**

1. Jennifer Mansfield, CitySmart Schools Education Coordinator, Green Community Initiative; and Erin Lloyd, Green Heart Schools Education Officer, Green Community Initiatives, Natural Environment and Sustainability branch, provided a presentation entitled "kids and building passion for a sustainable lifestyle". The officers provided the information below.

2. Children have many competing factors for their attention, whereas the message of the Green Heart program is simple. It showcases community passion and a green-heart love of Brisbane to inspire change by offering a range of targeted resources, events and incentives.

3. The best way to reach children is through schools. The Green Heart Schools strategy involves: reflecting the school culture, challenging but enabling, curriculum linkages, participation and inclusiveness, age appropriateness, fitting in with the work program, learning styles, connecting with parents and fun and friendship. It offers a single portal that uses educational experts to connect schools with resources.

4. Green Heart Schools uses educational resources targeting unique gaps in the market through:
   - phoning and ordering (more than 100 requests for materials in 2010)
   - online downloads (covering sustainability topics including air quality and sustainable design)
   - eNews (more than 600 subscribers, delivering more than 10 school programs)
   - borrowing from the library.

   More than 150 schools have worked with the Green Heart Schools Program.

5. A range of competitions that enable students to both demonstrate leadership and to excel include:
   - Inspire Your Green Heart (public speaking)

- Little Hands Christmas Card
- Earth Hour
- Green Eyed View (photographic competition)

6. Opportunities to specifically showcase behaviour change in schools and classrooms are provided through:
   - school award (showcased at Green Heart Fair)
   - classroom award (showcased at Green Heart Fair)
   - online case studies, with more being developed.

7. Green Heart Schools has provided support to 13 schools with flood-affected gardens. Three gardens (one butterfly garden and two bush-tucker gardens) were highly affected and required rebuilds. Ten gardens were rated medium-to-low affected and were each provided with 50 to 100 free plants, nest boxes and sustainability learning resources. On 3 June 2011 Green Heart Schools will be delivering 'Waterways Alive Leadership Training'.

8. Green Heart Schools is the focus of a collaborative response to work with schools in Brisbane. It supports high quality education in the community and inspires students to change their behaviour to lead Brisbane as Australia's most sustainable city.

9. The officers answered a number of questions and the Chairman thanked them for their attendance at the meeting.

10. **RECOMMENDATION:**

**THAT COUNCIL NOTE THE INFORMATION CONTAINED IN THE ABOVE REPORT.**

**ADOPTED**

## *CITY BUSINESSES AND LOCAL ASSETS COMMITTEE*

Councillor David McLACHLAN, Chairman of the City Businesses and Local Assets Committee, moved, seconded by Councillor Angela OWEN-TAYLOR, that the report of that Committee held on 3 May 2011, be adopted.

Chairman: Councillor McLACHLAN.

Councillor McLACHLAN: Yes, briefly. Thank you Madam Chairman. Item A was a Committee presentation, just a continuing presentation to the committees on the flood recovery work. I thought it was very important to take the Committee through what had been undertaken by City Venues to recover flood affected venues. Tim Flood, the Acting Manager, City Venues, provided a report on the recovery work undertaken at Jindalee and Bellbowrie swimming pools and St Lucia golf course.

I think whilst I don't have the photographs here with me—I think they'll be on the table—the evidence is there for those who want to have a look at them and certainly for those were at our Committee who saw the before and afters are pretty remarkable, particularly in relation to the swimming pools.

Ongoing work is still required there to get them right up to scratch, but they have been gotten back in order for the use by residents and great work was undertaken on behalf of the Council by various workers, including City Building and Maintenance, who got those venues back up to speed as quickly as possible.

Item B relates to a petition about the Pound Creek at Nundah. This was also the subject of a presentation by Mr Richard Norbury here a few weeks ago. Madam Chairman, I've had a good look at this waterway system. I've walked it a couple of times now. Once when it was relatively dry and another time after, and



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deliberately so, after heavy rain, just so I could understand what happens at this location.

I'm sympathetic to residents like Mr Norbury in areas like this. It's not dissimilar to an area in which I grew up, close to a creek and subject to flooding. So I did want to go and have a look at it personally. That was a commitment I'd given to Mr Norbury and I did so and had a pretty good look at it.

I walked from where the creek comes under Melton Road and there is a spot there where rubbish does get dumped from the roadway into the creek, and that's unfortunately something that happens across the city, regrettably. Any of us who have waterways in our wards know that if there's a bridge or a roadway over water then rubbish regrettably does get dropped in from that roadway. Local Asset Services have committed to cleaning that rubbish away.

The last time when I was there, the second time, there was a tyre that had been dropped over and another bit of car equipment, it looked like. That will be cleaned out. But that is not impeding the flow of the creek.

The creek flows down through a grassy area. The water looked clean. There were fish swimming in it. There is grass growing down into the sides of the banks but not enough to impede the flow of water. As you get closer, down past the school, past the Northgate School, I did report some graffiti on the back wall of a house or a fence in Evelyn Street, I think it is. Clearly, that probably had been overlooked by Councillor FLESSER, not been reported, but that's now been called in.

But continuing down along the waterway, you get closer to Nudgee Road, where the mangroves start to grow up. There are issues around the culvert at the Nudgee Road Bridge where the mangroves are coming up close to the culvert. LAS (Local Asset Services) have committed to doing some work to make sure that doesn't become a more substantial impediment than it might become if it were to get any worse.

But the water was flowing. The water looked clean. Apart from that section up near Melton Road there was no obvious rubbish. I believe there's nothing there that causes the Council any embarrassment in terms of the work being undertaken by council officers. They're applying themselves to the task of keeping this creek as free of rubbish as is possible, and it looked pretty clean on the couple of occasions that I saw it. Nothing, as I say, to cause us any embarrassment in terms of the work being undertaken and nothing by way of rubbish that would have impeded the flow of water down along that system as it flows towards where it flows out near the airport.

So Madam Chairman, this recommendation from the officers takes note of issues that are unrelated to Local Asset Services. There has been work undertaken on this creek system a couple of years ago, a substantial bit of work undertaken by City Design, by the Water Environment officers in City Design on behalf of Water Resources. They did look at what might be possible or necessary in regards to flood mitigation. Their observations are included in the report, but as far as the work that can be undertaken relating to the petition and the petitioners' response to keep this creek free of rubbish, I believe that the recommendation that the officers have made, that they will continue to clean up rubbish from the creek system, from the drain—that work will be scheduled and will continue to be scheduled—is the proper response. I recommend it to the Chamber.

Chairman: Further debate? Councillor FLESSER.

Councillor FLESSER: Thank you Madam Chair. I'd like to talk to Item B.

**Seriatim - Clause B**

Councillor FLESSER requested that Clause B, PETITION – CALLING ON COUNCIL TO REMOVE THE SILT AND DEBRIS THAT HAS ACCUMULATED IN POUND DRAIN, NUNDAH, be taken seriatim for voting purposes.

I think if I sent that speech of Councillor McLACHLAN's to my constituents in Nundah and Northgate they'd be saying to me, he should have taken his

rose-coloured glasses off when he went walking down that creek, because we do remember here on 22 March when Mr Richard Norbury came in here and described the creek in his own words.

Madam Chair, I know that Richard was a bit nervous about coming in here. When he asked me about it I said, don't worry, there might be one or two journalists here and the councillors, it won't be too much to worry about. Of course we remember that was the day that the Lord Mayor Campbell Newman deserted his post. When Richard came in here and saw five TV cameras and a hundred journalists it put him off a bit.

But anyway, I think that overall the people around Pound Drain, and in the suburbs of Nundah and Northgate, would be questioning what they're getting for their rates money when they go down and have a look at their local creek.

Madam Chair, I acknowledge that for too long this Council has ignored Pound Drain and I, as Councillor McLACHLAN indicated, he lived near a creek. Well, Madam Chair, I actually lived near Pound Drain when I was very young and I remember when I was about 10 years old I used to go down there catching guppies and swordtails. Madam Chair, those guppies and swordtails are long gone.

It wasn't fantastic then but it certainly was a lot better back in those days than it is now. As Richard Norbury says, it looks like a sewer. The main problem I believe is certainly the mangroves have taken over the creek and there's lots of overgrown vegetation and certainly there's a lot more silt in the creek now than what there was in the past.

Madam Chairman, just to remind the Council chamber of some of the things that Richard said when he came here on 22 March. He said, it is a septic, toxic mess near Northgate Primary School. He said, it is narrow, shallow, overgrowing, silted up and filled with dead and dying trees. He said, Pound Drain is one of those sad things that has been allowed to go for at least 10 to 20 years before anything has been done. I'll accept my fair share of criticism as far as that's concerned as well, because I've been here for a considerable period of that time. He also said the pools of stagnant water are a paradise for mozzies, cane toads, rats and so on.

So Madam Chair, I don't believe that the response to the petition is good enough. Anybody who went down to this creek and had a good look at it, I think, would agree with me and agree with the residents who signed the petition, saying that Council is just not doing a good enough job there and that as far as flood mitigation is concerned, I was actually there the day of the most recent flooding that occurred there. It was just after Christmas. There were homes in Ivo Street and Wally Street that actually had water in them.

Madam Chair, it was interesting because the creek was about one and a half metres above its normal height. Down at Nudgee Road, which Councillor McLACHLAN spoke about, Nudgee Road where there is a bridge, a culvert, the water was actually flowing under the Nudgee Road quite freely. It was not overtopping the road there at all.

As local residents have said to me, well, that's only about a kilometre away from where the flooding is. So there is a problem where the creek is one and a half metres higher than not far downstream where it's getting underneath Nudgee Road, and clearly that is as a result of silt and vegetation, excess vegetation, in the creek between those two spots.

This Council is spending $1.736 billion on the next toll tunnel. I believe that the response to this petition is not good enough and on behalf of the residents who live near Pound Drain I think that Council should be doing a better job of not only flood mitigation but also cleaning up the banks and making this creek into a nice environmental asset that it could well be, with just a few dollars spent there. Thank you Madam Chair.

Chairman: Any further debate? Councillor McLACHLAN?

Councillor McLACHLAN: Thank you Madam Chair. I'm happy to table the photographs that I took on my last visit there. I think these show in the vicinity of Ivo Street a school of mullet, if my fish identification is accurate. I don't think they're Gambusia, Councillor FLESSER, unless you have actually released some there.

So the quality of the water does appear at least to be sufficient to allow for decent-sized fish to swim around in this waterway system. I agree with Councillor FLESSER, this is a potentially great environmental asset but I don't believe it needs a whole lot more to be done to it than what's already been done. I believe in its existing state it is a good environmental asset as a creek system. I would again—and I will ensure that Local Asset Services officers do get in and clean out some of this debris that has been chucked off the Melton Road.

But I believe that the officers are correct in their suggestion here, their recommendation, that the dredging of the entire system would be ultimately detrimental to the environment and also most likely, as they say, not provide adequate flood mitigation benefits further upstream.

Chairman: I will now put the motion with respects to Item A.

**Clause A put**
Upon being submitted to the Chamber, the motion for the adoption of clause A of the report of the City Businesses and Local Assets Committee was declared **carried** on the voices.

**Clause B put**
Upon being submitted to the Chamber, the motion for the adoption of clause B of the report of the City Businesses and Local Assets Committee was declared **carried** on the voices.

Thereupon, Councillors FLESSER and NEWTON immediately rose and called for a division, which resulted in the motion being declared **carried**.

The voting was as follows:

AYES: 16 - The Right Honourable the LORD MAYOR, Councillor Graham QUIRK, DEPUTY MAYOR, Councillor Adrian SCHRINNER, and Councillors Krista ADAMS, Matthew BOURKE, Amanda COOPER, Margaret de WIT, Steven HUANG, Fiona KING, Geraldine KNAPP, Peter MATIC, Ian McKENZIE, David McLACHLAN, Angela OWEN-TAYLOR, Julian SIMMONDS, Andrew WINES and Norm WYNDHAM.

NOES: 9 - The Leader of the Opposition, Councillor Shayne SUTTON, and Councillors Helen ABRAHAMS, John CAMPBELL, Milton DICK, Kim FLESSER, Steve GRIFFITHS, David HINCHLIFFE, Gail MacPHERSON and Victoria NEWTON.

The report read as follows—

**ATTENDANCE:**

Councillor David McLachlan (Chairman), Councillor Angela Owen-Taylor (Deputy Chairman); and Councillors Peter Cumming, Nicole Johnston, Ian McKenzie and Norm Wyndham.

## A COMMITTEE PRESENTATION – CITY VENUES' FLOOD RECOVERY WORK

**879/2010-11**

1. Tim Flood, Acting Manager, City Venues, City Business Division, attended the meeting to present on City Venues' flood recovery work. He provided the information below.

2. Council's City Venues' flood-affected venues were Jindalee and Bellbowrie swimming pools, and the St Lucia Golf Course.

3. The pools and buildings at the Jindalee Pool were totally submerged, with the residence at the facility partially submerged. The estimated cost of the damage incurred is $1.02 million. The facility was re-opened on 1 March 2011 with full repairs expected to be completed by October 2011.

4. The Bellbowrie Pool's pools, buildings and residence were totally submerged. The estimated cost of damage is $2.19 million. The pool re-opened on 5 March 2011 with full repairs expected to be completed by October 2011.

5. The estimated damage to the golf course, pump shed and irrigation system at the St Lucia Golf Course is $148,000. Nine of the 18 holes were re-opened on 26 January 2011. Full repairs to the golf course were completed in April 2011.

6. Following a number of questions from the Committee, the Chairman thanked Mr Flood for his informative presentation.

7. **RECOMMENDATION:**

**THAT COUNCIL NOTE THE INFORMATION CONTAINED IN THE ABOVE REPORT.**

**ADOPTED**

**B PETITION – CALLING ON COUNCIL TO REMOVE THE SILT AND DEBRIS THAT HAS ACCUMULATED IN POUND DRAIN, NUNDAH**
**CA10/271709**

**880/2010-11**

8. A petition from residents of Brisbane, requesting Council to remove the silt and debris that has accumulated in Pound Drain, Nundah, was presented to Council at its meeting of 7 December 2010 by Councillor Steve Griffiths on behalf of Councillor Kim Flesser, and received.

9. The Divisional Manager, Families and Community Services, provided the information below.

10. A clean-up of the Pound Drain occurred in November 2010. This included the collection of plastic bags, bottles, et cetera that were accessible from the bank using long handled pool scoops. It is planned to conduct another clean-up of the banks of the Pound Drain during April/May 2011. This is part of the waterway clean-up following the flood and storm events that have occurred over the past few months. A contractor is currently working along Kedron Brook and will move to the Pound Drain following completion of this work.

11. Water and Environment branch in Council's City Design has completed a report for Council's Water Resources branch to enable evaluation of current and future planning applications and propose future mitigation strategies.

12. The nature of the Pound Drain creek has changed significantly due to development within the catchment. Instead of discharging into a tidal salt marsh system, Pound Creek now discharges into the Kedron Brook floodway, which was constructed as part of the airport redevelopment. Before development, the catchment would have shed its water through a series of rivulets, overland flow paths and open water bodies, but now it is constrained through the Nudgee Road culvert and the narrow engineered channel (particularly from Nudgee Road to the Gateway Arterial). The creek has changed in recent years through natural processes and engineering modifications. A study of aerial photographs from 1972 shows a distinct channel with scattered trees which have been replaced with dense mangroves. Flooding has been reported at several locations on Pound Creek.

13. The Pound Creek report of September 2009 recommended the preferred long-term solution would be to reduce the flood levels in the creek as per one of the mitigation scenarios (scenario 10) within the report. This scenario was to widen the two existing footbridges, widen the creek and increase the width of the Nudgee Road culverts by six metres. This scenario, however, is unlikely to be accepted as it seems to increase flooding in some areas.

14. Scenario seven of the report seems to provide benefits without adverse impacts and includes similar work to mitigation at scenario 10. Scenario 10 includes:
- lowering creek banks to provide extra flood conveyance
- replacing the two footbridges to better provide free flow
- increasing the waterway of Nudgee Road culvert to increase flow area and thereby increase free flow.

15. The report includes estimated construction costs for scenario seven of $20.78 million, with:
- Pound Creek bank works - $8.28 million
- two footbridges - $1.51 million total
- Nudgee Road culvert - $10.99 million.

16. The benefits are marginal. Although flood levels are reduced, it is not enough to provide significant benefit. Four houses out of 22 in the vicinity are provided Q2 flood level immunity, two are provided Q5 flood level immunity and nine are given Q10 flood level immunity. In Council's ranking system this would give the project a very low ranking.

17. Such a major project as this, costing approximately $20 million and providing that only a small numbers of houses are provided with a 10 year flood immunity, would rank low in the citywide ranking that takes into account the cost of the work and the numbers to benefit.

18. According to scenario eight in the report, dredging is not a viable option as the waterway is narrow and is restricted by the mangroves.

Consultation

19. Councillor Kim Flesser, Councillor for Northgate Ward, has been consulted and does not support the recommendation.

Preferred option

20. It is the preferred option that Council advises the petitioners that their request to clean up rubbish from the drain has been scheduled and clean-up maintenance will occur as required; however, Council does not support the request for dredging and flood mitigation works as the cost is high and the benefit negligible.

Amendment motion

21. At the Committee, Councillor Nicole Johnston moved the following amendment:

*'That the preferred option be to advise the petitioners that flood mitigation works will be investigated and funding sought in a future budget (option two in the petition submission).*

After debate, the Chairman put the vote to the Committee and it was declared lost, with Councillor Johnston voting in favour of the amendment.

22. Accordingly, the Divisional Manager recommends as follows and the Committee agrees, with Councillors Nicole Johnston and Peter Cumming dissenting.

23. **RECOMMENDATION:**

**THAT THE PETITIONERS BE ADVISED THAT THEIR REQUEST TO CLEAN UP RUBBISH FROM THE DRAIN HAS BEEN SCHEDULED AND CLEAN UP MAINTENANCE WILL OCCUR AS REQUIRED. HOWEVER COUNCIL DOES NOT SUPPORT THE REQUEST FOR DREDGING WORKS AND FLOOD MITIGATION WORKS AS THE COST IS HIGH AND THE BENEFIT NEGLIGIBLE.**

**ADOPTED**

## *FAMILIES AND COMMUNITY SERVICES COMMITTEE*

Councillor Geraldine KNAPP, Chairman of the Families and Community Services Committee, moved, seconded by Councillor Fiona KING, that the report of that Committee held on 3 May 2011, be adopted.

| | |
|---|---|
| Chairman: | Is there any debate? Councillor KNAPP. |
| Councillor KNAPP: | Just a couple of things, Madam Chair, and I'm going to be really quick. That is, that Senior Superstars is on again for the year. All of those would-be thespians, singers and whatever, anyone over 55 that wants to come out and see if they can win Senior Superstars, it's on.<br><br>This year we've funded it totally and utterly as a Council. We're happy to sponsor it. Somebody asked me today when I did a bit of an interview on the radio, would I go and partake in Superstars, and I told them that when I sing I frighten children. So no way in any way, shape or form.<br><br>Madam Chair, I've talked about the flood recovery. That was what the presentation for this committee was. I'm happy to leave it at that. |
| Chairman: | Any further debate? I'll now put the report. |

There was no further debate and upon being submitted to the Chamber, the motion for the adoption of the report of the Families and Community Services Committee was declared **carried** on the voices.

The report read as follows—

**ATTENDANCE:**

Councillor Geraldine Knapp (Chairman), Councillor Fiona King (Deputy Chairman), and Councillors Steve Griffiths, Gail MacPherson, Angela Owen-Taylor and Andrew Wines.

**A COMMITTEE PRESENTATION – COMMUNITY FACILITIES FLOOD RECOVERY**

**881/2010-11**

1. [redacted] Manager, Healthy and Vibrant Communities, Families and Community Services Division, provided the Committee with information on the recovery of community facilities following the January 2011 flood. During the presentation she provided the following information.

2. As a result of the flood, 128 community facility sites were affected, with the estimated damage bill being more than $15 million. This consisted of 94 sports sites, 29 non-sport sites and five kindergartens.

3. These community facilities were assessed as at 21 January 2011 and divided into five different categories depending on how seriously flood-affected they were by flooding and the cost of rectification works. The five categories were:
Category 5 – Not operating and more than $60,000 required (41 facilities)

Category 4 – Partly operational and more than $60,000 required (23 facilities)
Category 3 - Partly operational, less than $60,000 required (35 facilities)
Category 2 – Partly operational, no assistance required (five facilities)
Category 1 – Fully operational (16 facilities).

4. As at 18 April 2011, the number of facilities in each category were as follows:
Category 5 – 27 facilities
Category 4 – 35 facilities
Category 3 – 16 facilities
Category 2 – 15 facilities
Category 1 – 29 facilities.
In addition, six new assessments were being carried out.

5. Assistance available for the clubs included:
- State Government Flood Fightback assistance for sporting groups
- grants from organisations such as Commonwealth Bank, McDonalds, RACQ
- business pledges and support (from organisations such as Leighton Contractors, Bunnings and Boral)
- donations of materials
- grants from the Lord Mayor's Community Disaster Relief Appeal ($705,000 distributed to 16 clubs to date)
- the Brisbane City Council Community Facility Flood Recovery Package.

6. Some of the assistance provided under Council's Community Facility Flood Recovery Package included:
- the Community Facilities Flood Recovery Team including client managers to work with flood-affected clubs
- significant grants for Davies Park and Orleigh Park rowing pontoons, Western Districts Netball courts at Faulkner Park and a temporary launch site at Centenary Rowing
- Council community facility flood recovery grants of up to $150,000 for facilities and up to $20,000 for field/court remediation works
- rent relief for leased facilities (of three months plus)
- one-off $5000 donations for flood-affected community facilities.

7. Sixty-four applications have been received for Council's community facility flood recovery grants and 99 clubs have been approved to receive the $5000 donation. Also, 70 lessees have been granted rent relief.

8. A funding gap has been identified for some clubs (15 clubs have an estimated gap of more than $40,000); however, most clubs are expected to be able to meet this gap from their own sources. The flood recovery team will be working with the clubs over the next few weeks to determine those still requiring assistance.

9. Photographs of damage and details of the significant assistance delivered for specific flood-affected organisations and facilities was provided.

10. The Committee asked a number of questions and resolved on the motion of Councillor Angela Owen-Taylor that:

*The Committee acknowledge and commend the officers of the Flood Recovery Team and congratulate them on their work in rapidly getting community facilities up and running again.*

11. The Chairman also congratulated the Flood Recovery Team on their excellent work and thanked Ms Gregory for her presentation.



BCC.079.0096

12. **RECOMMENDATION:**

**THAT COUNCIL NOTE THE INFORMATION CONTAINED IN THE ABOVE REPORT.**

**ADOPTED**

## *FINANCE, ECONOMIC DEVELOPMENT AND ADMINISTRATION COMMITTEE*

DEPUTY MAYOR, Councillor Adrian SCHRINNER, Chairman of the Finance, Economic Development and Administration Committee, moved, seconded by Councillor I McKENZIE, that the report of that Committee held on 3 May 2011, be adopted.

Chairman: Is there any debate? Councillor CAMPBELL.

Councillor CAMPBELL: Thank you, Madam Chair. I think it's important not to let this opportunity pass with these reports, as attached on file. They refer to the fact that this is the first time since we were made debt-free a little more than a year ago, debt-free, completely debt-free, that we are now, according to the March report that went to the committee, the cash investments and funding report, we see that gross debt for the Council with the QTC has hit over $1 billion—$1,309,131,000, Madam Chair, at the end of March.

What sort of an increase is that compared to this time last year? An increase of $466 million.

A massive increase. This is record-breaking, this is without precedence in the history of the city since it was created, Greater Brisbane was created, and of course before. But this is the actual way in which this Administration has gone and borrowed. Borrowed why? Because they have made unsustainable decisions, Madam Chair, into the future, heading us with a bullet up to $2.2 billion by 2015 as a result of their position and their borrowings, their commitments.

They've already committed us to the so-called Legacy Way tunnel, so we are heading there with a bullet. We see the impacts of that in this report and we see it on page –oh, they don't have the page numbers, Madam Chair, there are many.

Also, it is also interesting to see the diabolical situation regarding the cash flow situation, down $100 million, of that order, and the way in which their bacon was saved. Because just a few days before the end of March, they received $54 million for disaster relief from the National Reconstruction Authority. For what reason? Because of the generosity of the Federal Government in dealing with, in saying we know the rules that were confirmed that John Howard required, you actually have to spend the money first then apply for it--but the generosity of this Federal Government, Madam Chair.

We've heard nothing but complaints from this Administration, and you just wonder why, it just beggars belief, that when we have such generosity coming back, where we're given $54 million up-front to help us out, and yet we have the temerity of both the LORD MAYOR and the DEPUTY MAYOR criticising them for delays in processing the measly $26 million they've actually got around to actually applying for. Then they got $54 million before they even got the process those issues are being processed.

So Madam Chair, we won't hear the Administration congratulate but I congratulate the Federal Government for that generosity. Fifty-four million dollars, well ahead of what was needed under the guidelines of the previous government, confirmed by the Howard Government but altered because of generosity and the real way in which this Federal Government has put their shoulder to the wheel.

Also, Madam Chair, we never hear about any of the helping out in their cash flow situation. The diabolical cash flow situation is also being saved by a $50 million contribution to the Legacy Way project. No thanks there either, that that has helped out dramatically their position.

If it wasn't for the Federal Government's support they would be $104 million even worse off, $104 million worse off, Madam Chair. So this shows, as we said in the last quarter, before the floods occurred, there was a real problem with the cash flow. It was identified. This just shows that the organisation was not presented and organised and managed in a way that would be able to cope well with the floods.

So, Madam Chair, we've seen the dramatic slashing and burning left right and centre of projects that came down with the third budget review as a result of not being prepared for the floods. These documents confirm the diabolical situation we face in both debt and also cash flow. Thank you.

Chairman: Further debate? DEPUTY MAYOR.

DEPUTY MAYOR: Madam Chairman, I wasn't planning to speak but I can't let that rubbish go unanswered.

I really don't know how Councillor CAMPBELL—

Councillor CAMPBELL: Point of order, Madam Chair.

DEPUTY MAYOR: —lies straight in bed.

Chairman: Point of order, Councillor CAMPBELL.

Councillor CAMPBELL: Madam Chair, I ask you to rule that saying what I said was rubbish is---

*Councillor interjecting.*

Chairman: Order.

Councillor CAMPBELL: —not acceptable, Madam Chair, and in actual fact reflects on my character. Thank you.

*Councillors interjecting.*

Chairman: Councillor CAMPBELL, I don't believe it was anything personal. I think the DEPUTY MAYOR was making a comment on what you said and I'm not asking for a retraction on that comment. DEPUTY MAYOR.

DEPUTY MAYOR: Madam Chairman, I'm quite happy to illustrate exactly how those statements were rubbish, because that is exactly what they were.

Let's go first to the issue of debt. Let's be very clear, there are a lot of figures and spin bandied around here about debt. Today, and this financial year, our debt as a city remains lower than on the day that Labor left office.

*Councillor interjecting.*

DEPUTY MAYOR: On the day Labor left office—

*Councillor interjecting.*

DEPUTY MAYOR: —debt was more than a billion dollars, Madam Chair.

Chairman: Councillor CUMMING.

*Councillor interjecting.*

DEPUTY MAYOR: That's what they left the city with when they left office. It is lower today and they have the hide to talk about debt.

*Councillor interjecting.*

DEPUTY MAYOR: Councillor CAMPBELL keeps on talking about record-breaking debt, Madam Chairman. The only record breaking in this chamber---

Chairman: Councillor CAMPBELL, you've had your opportunity.

Councillor CAMPBELL: Well, point of order, Madam Chair.

Chairman: Point of order.

Councillor CAMPBELL: I claim to be misrepresented.

Chairman: Thank you. DEPUTY MAYOR.

Councillor FLESSER: Point of order, Madam Chair.

Chairman: Point of order. Councillor FLESSER.

Councillor FLESSER: Madam Chair, could Councillor SCHRINNER, when he's talking about when Labor left office, is he talking about 2008?

Chairman: Are you asking Councillor SCHRINNER a question, a clarification?

Councillor FLESSER: A simple clarification if possible.

*Councillor SUTTON interjecting.*

Chairman: Councillor SUTTON. Councillor SCHRINNER, continue please.

DEPUTY MAYOR: Madam Chairman, when Labor left office in 2004, the debt of this city was over a billion dollars. When Councillor CAMPBELL was the DEPUTY MAYOR and Finance Chair, debt peaked at around $1.7 billion to $1.8 billion, and at that time he said debt is not a problem. He said it again and again and it was quoted in *The Courier-Mail* at the time, Councillor CAMPBELL, saying debt is not a problem.

So yet when we have lower debt he says there is a problem, and he says there is record-breaking debt. The only record breaking thing related to debt is the number of times Labor can repeat an untrue statement. The debt of this city is below $1 billion and, in fact, this financial year, the borrowings of the city will be lower coming into the end of the financial year than what we predicted they would be at the beginning of the financial year.

We predicted that it would be $1.01 billion at the end of this financial year and, indeed, the budget review that just came in predicted net debt will be $887 million at the end of the year. So we've come in around $120 million under our projected borrowing level, yet Councillor CAMPBELL and his colleagues have the hide to talk about debt.

They continue to repeat this figure of $2.2 billion. Madam Chairman, there is no debt of $2.2 billion. It is $887 million. They are talking about future projected borrowings. They are trying to scare people unnecessarily. What they do not acknowledge is that right now borrowings are lower than they have been in a very long time and they're certainly lower than they were when Labor was in office.

Now Madam Chairman, one other thing that I wanted to mention is that Councillor CAMPBELL suggests that we haven't acknowledged the Federal Government for their contribution towards the flood repair work. That is not true. We do acknowledge and thank the Federal Government and also the State Government for making a contribution.

Our argument simply has been that we still have a cash flow issue and there are still things that will not be funded by other levels of government. So we have a cash flow issue and we have a gap. That is the reality and that is the reason why we've had to make amendments to the budget, Madam Chairman. That cash flow issue, we've been upfront about it. It is a serious matter for us. We are, every day, spending money on flood recovery and repair work that we will not receive back from the Federal and State Government for quite some time. We know that in previous natural disaster events, for example, The Gap storms, the final payments in reimbursing us for our expenses came literally years later.

So we certainly hope that that won't be the case with the current flood repair work that's going on but we have to do the responsible thing. We have to keep the budget balanced and tonight will be confirmed, once again, that we are the only level of government out of the three with a balanced budget, Madam Chairman.

*Councillor DICK interjecting.*

DEPUTY MAYOR: Because we believe in responsible financial management we will keep the budget balanced, and Councillor DICK, I'll take your interjection.

Chairman: Order councillors, please.

DEPUTY MAYOR: I asked David Askern, our Chief Legal Counsel, whether this Council is permitted to go into deficit, because there's this myth that somehow we're not permitted to be in deficit. He actually said, yes, you can go into deficit if you want. So that is an interesting point of view, but I can tell you we won't be taking that option up, Madam Chairman, because we don't believe in the Labor way of borrowing to keep the lights on and to pay staff.

I am committed, and this team is committed, to keeping the budget balanced and going forward, practising responsible financial management.

Chairman: Councillor CAMPBELL, you claim to be misrepresented.

Councillor CAMPBELL: Yes, Madam Chair, I claim to be misrepresented. Councillor SCHRINNER said that I had said that we were at record levels of debt. What I said was we are increasing debt at record rates, Madam Chair. We were, in the middle of 2009, debt-free. Thank you.

Chairman: Thank you. I will now put the motion.

Upon being submitted to the Chamber, the motion for the adoption of the report of the Finance, Economic Development and Administration Committee was declared **carried** on the voices.

The report read as follows—

**ATTENDANCE:**

Councillor A Schrinner (Chairman); Councillor I McKenzie (Deputy Chairman); and Councillors J H Campbell, A Wines, K Flesser and A Owen-Taylor.

**A COMMITTEE PRESENTATION – NET DEBT – CASH INVESTMENTS AND FUNDING FOR THE MARCH 2011 QUARTER**
**109/800/148/1**

**882/2010-11**

1. The Corporate Treasurer, Corporate Finance, Corporate Services Division, presented a report to the Committee on Council's cash investments and funding for the quarter ended March 2011. The report details the net debt exposure of Council for the March 2011 quarter.

2. The detail provided covered a market and economic review (including the impact of recent natural disasters, political turmoil in the Middle East and the sovereign debt crisis in Europe); market movements (including currency rates, stock market and bond rates); investments (including investment capability and earnings); and funding (including funding capability, debt balances and leasing exposure).

3. During the review period, the level of net debt outstanding (after including investments and repay and redraw facility) rose by $133 million. In comparison with the same period the previous year, overall net debt is up by $572.4 million. The change over the quarter was attributed to lower investment holdings (decreased by $7.2 million), plus higher levels of debt (increased by $125.8 million).

4. Significant activities during the quarter include:
   - Council drew down $35 million from general purpose borrowings and $68.9 million for the Legacy Way project. Working capital rose by a net $25 million during the period.
   - Council received $54 million (plus GST) for disaster relief from the National Reconstruction Authority and a further $50 million from the Commonwealth Government as the government's first tranche contribution for the Legacy Way Project.

5. The Chairman thanked the Corporate Treasurer for his informative presentation. The report was submitted to the Committee for noting.

6. **RECOMMENDATION:**

**THAT COUNCIL NOTE THE INFORMATION IN THE REPORT, SUBMITTED ON FILE AND TABLED.**

**ADOPTED**

**B COMMITTEE PRESENTATION – BANK AND INVESTMENT REPORT FOR FEBRUARY 2011**
**134/695/317/3**

**883/2010-11**

7. The Acting Chief Financial Officer, Corporate Services Division, provided the Committee with a summary of Council's petty cash, bank account and cash investment positions as at 25 February 2011.

8. During the February period, total Council funds held by banks and investment institutions (per general ledger) decreased by $28.9 million to $296.3 million excluding trusts. The decrease is due to Legacy Way payments to Transcity ($88 million) offset by Queensland Urban Utilities dividends received ($18 million) and revenue received in the rating cycle.

9. Council funds as at 25 February 2011 held by banks and investment institutions (per statements) totalled $300.4 million. The variance relates to timing differences between transactions recorded in the general ledger and those reflected in the bank statements.

10. Unreconciled bank receipts and deposits in transit are overstated due to reconciliation variances at the end of the period. These transactions have since been reconciled.

11. Surplus funds are invested daily with approved counterparties.

12. The Committee noted the report.

13. The Bank and Investment Reports for February 2011 are tabled for noting by Council.

14. **RECOMMENDATION:**

**THAT COUNCIL NOTE THE INFORMATION IN THE REPORT, SUBMITTED ON FILE AND TABLED.**

**ADOPTED**

**C COMMITTEE PRESENTATION – BANK AND INVESTMENT REPORT FOR MARCH 2011**
**134/695/317/3**

**884/2010-11**

15. The Acting Chief Financial Officer, Corporate Services Division, provided the Committee with a summary of Council's petty cash, bank account and cash investment positions as at 25 March 2011.

16. During the March period, total Council funds held by banks and investment institutions (per general ledger) increased by $3.6 million to $299.9 million excluding trusts. The increase is due to grants received ($10 million) and tax equivalents payment from Queensland Urban Utilities ($9 million).

17. Council funds as at 25 March 2011 held by banks and investment institutions (per statements) totalled $303.6 million. The variance relates to timing differences between transactions recorded in the general ledger and those reflected in the bank statements.

18. Unreconciled bank receipts and deposits in transit are overstated due to reconciliation variances at the end of the period. These transactions have since been reconciled.

19. Surplus funds are invested daily with approved counterparties.

20. The Committee noted the report.

21. The Bank and Investment Reports for March 2011 are tabled for noting by Council.

22. **RECOMMENDATION:**

**THAT COUNCIL NOTE THE INFORMATION IN THE REPORT, SUBMITTED ON FILE AND TABLED.**

**ADOPTED**

**D BUSHLAND PRESERVATION LEVY REPORT FOR THE PERIOD ENDED MARCH 2011**
**173/695/586/3**

**885/2010-11**

23. The Financial Management Manager, Corporate Finance, Corporate Services Division, presented a report to the Committee on expenditure for bushland purposes for the period ended March 2011.

24. The Bushland Preservation Levy Report is prepared on a quarterly basis in order to show the balance of funds held for environmental bushland purposes along with details of environmental bushland expenditure.

25. The Committee noted the information contained in the report submitted and that the balance of the funds held for environmental bushland purposes for the period ended March 2011 is $2,172,118.

26. **RECOMMENDATION:**

**THAT COUNCIL NOTE THE INFORMATION CONTAINED IN THE REPORT, SUBMITTED ON FILE AND TABLED.**

**ADOPTED**

## CONSIDERATION OF NOTIFIED MOTION – Flood grants program:

**137/220/527/88**

Councillor DICK: Just a point of order---

Chairman: Councillor DICK.

Councillor DICK: In light of the mover not being here, I will not be moving this motion in the light of that this is serious to that mover and should remain until when she comes back.

**Procedural motinn – Motion that notified motion lie on the table**

**886/2010-11**

Councillor Milton DICK moved, seconded by Councillor John CAMPBELL, that the notified motion lie on the table. Upon being submitted to the Chamber the motion was declared lost on the voices.

**887/2010-11**

Accordingly, The DEPUTY MAYOR, Councillor Adrian SCHRINNER moved, seconded by Councillor Milton DICK, that—

*Brisbane City Council urgently establishes a grants program to support the outreach, operational, donation and administrative efforts of not-for-profit community groups including, for example, the Yeronga State School Flood Recovery Centre, St David's Church, Flood Garden Recovery Group, Sherwood Neighbourhood Centre, Benarrawa, Lions clubs, Acacia Ridge Community Centre, Oxley Flood Relief, Connected, Moorooka Lions Club, the various groups and organisations led by West End Community House and many others who are actively working to support and assist flood-affected families to rebuild their homes and their lives.*

*This program should be funded by cutting the $800,000 in legal fees budgeted for Council representation at the Flood Royal Commission.*

Councillor DICK: Point of order, Madam Chair.

Chairman: Point of order, Councillor DICK.

Councillor DICK: I was waiting for that clarification. If the will of the Council was not to do that I would be happy to move it, and I think Councillor SCHRINNER was aware of that.

Chairman: Therefore I will put on the record, Councillor DICK, that it has been moved by the DEPUTY MAYOR and seconded by Councillor DICK that we debate the motion as before us. Is there any debate? Councillor SCHRINNER.

DEPUTY MAYOR: Madam Chairman, in moving this motion be put forward for debate, I find myself in the position of speaking against the motion. I have moved—

Councillor CAMPBELL: Point of order, Madam Chair.

Chairman: Point of order, Councillor CAMPBELL.

Councillor CAMPBELL: How can the mover speak against the motion, Madam Chair?

How is that possible? I'd ask you to rule, otherwise surely we have to declare the mover as being incompetent. They can't actually move a motion they don't support.

Chairman: I believe that the moving of the motion brings it forward for debate. We will just clarify in the laws if the mover must be a supporter of the motion but we do not believe so.

Councillor CAMPBELL: Well, Madam Chair, another point of order—

Chairman: One moment, Councillor CAMPBELL.

The laws only indicate that the mover has the option of speaking first. It doesn't say whether it has to be in support or not. However, Councillor SCHRINNER, if you're going to speak against the motion, are you happy to defer to somebody who would like to speak in support of the motion? Is there anyone who'd like to speak in support of the motion? Councillor DICK.

Councillor DICK: Thank you, Madam Chair. Look, I will be brief, as I believe that the mover of this motion should be here, and I understand that she's not here this evening. But very briefly, I support this motion because I recognise and I do want to use this motion as an opportunity to place on record my support for the community groups across the city that are doing so much since the flood in January of this year.

Across the city, across our wards, we're seeing community groups, sporting clubs, church organisations, coming together and assisting those residents in their time of need.

I know in my own local area there are a number of groups, and in this motion today, we're highlighting the Oxley Flood Relief group. This is an organisation made up of local residents, some community groups, the local members of the Lions Club, the school P&C (Parents and Citizens) at Oxley State School.



BCC.079.0103

Essentially, some of the core and key people that did so much during the flood clean-up have taken it upon themselves to continue on with the good work in helping residents get back on their feet.

Now what does that mean? Well, each Saturday we are still meeting and each Saturday there is a group of volunteers that go out, offer a helping hand to support local residents, whether it be moving back into their home, whether it be sourcing donations. For example, through connections and networks through the organisation, they've been able to source bedding, as a generous donation from one of the bedding companies.

Now on Saturdays they have been assessing needs as well, street by street, house by house, working out who needs what and all of this work--all of it—has been voluntary. All of it has been without any question. The group in question, I know, aren't doing it for any monetary gain, they're doing it because they want to help their neighbours and they want to help their friends to rebuild the community.

So this motion is a way of recognising their support but also recognising that this work, if it is to continue, if it is to be ongoing, that it is critical that they also receive some sort of support and infrastructure for the work that they're undertaking. I know Councillor ABRAHAMS in her local area and a number of other councillors on both sides of the council chamber are working closely with the community to ensure that those groups do what they can to help those most in need.

Councillor WINES: Madam Chair.

**ADJOURNMENT:**

**888/2010-11**

At that time, 7.55pm, it was resolved on the motion of Councillor Andrew WINES, seconded by Councillor Fiona KING, that the meeting adjourn for a period of one hour to commence when all councillors had vacated the chamber and the doors locked.

The Council stood adjourned at 7.59pm.

**UPON RESUMPTION:**

Chairman: Councillors, is there any further debate on the notice of motion? Councillor ABRAHAMS.

Councillor ABRAHAMS: Thank you, Madam Chair.

I just want to be very clear and very simple in how I understand this motion, and the background behind this motion. It is a motion that understands that possibly the hardest time for those people who have been flooded and devastated by the flood is before them. It is easy enough for us to believe that it's the height of the flood that is most devastating. But I think every councillor knows that isn't the truth.

This motion is looking at trying to provide resources to the community groups that are the backbone of those communities that have been flooded. And I know that too well. The very day, 24 hours before Council mobilised, my community group, the West End Community House, and I were on the street and they have been involved in assisting that community from that time on.

Councillor KNAPP, you spoke of how you have had discussions with the West End Community House on their need to meet the needs of their community. I thank you for that. But I also believe you would acknowledge that each community has a different need. That is the spirit of what this motion is saying, that we need appropriate resources and funding for each individual community group and their need.

Councillor KNAPP, mine is a small amount of project funding, so that a community that's highly resourceful can manage within its community. And I believe that's inherent in this motion. And I ask you to give that consideration,



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which is what you will see is inherent in the submission you will get from West End Community House.

But I also know that there are resources that are necessary on a much larger scale, for areas that have been devastated in Councillor GRIFFITHS' ward and possibly Councillor DICK's ward, and inherent within this motion is that Council is responsive and they are responsive of that because they know the local community groups.

Those community groups, as I say again, are the backbone of our society. And it behoves us to ensure that we strengthen and in no way diminish the role that they have played so far in the flood, and that they will have to play in the future. That is the essence of this motion. Therefore, I support it.

*At that time, 8.02pm, the Deputy Chairman, Councillor Angela OWEN-TAYLOR, assumed the Chair.*

Deputy Chairman: Further debate? Councillor SCHRINNER.

DEPUTY MAYOR: Madam Chairman, one thing that we have all seen and we all acknowledge in this Council Chamber is the absolute incredible community spirit and community effort that has gone into helping people that have been affected by the flood in January.

And the LORD MAYOR mentioned it in probably his first speech as LORD MAYOR. He mentioned the spirit of Brisbane that is a spirit that we are all so immensely proud of and we all acknowledge, Madam Chairman. We can't even begin to calculate the value of the community effort that has been put into helping people, whether it was formally through community groups or whether it was through friends and relatives just turning up to help people that they know, and in many cases help people that they didn't know. It was incalculable, the impact that support has had.

And if we, as a government, and if the Federal and state governments had to pay for all of that work that was done on a voluntary basis, Madam Chairman, I don't think there is any possible way that could have been achieved. It would simply not be affordable for any level of government to pay for that work to be done.

So we definitely acknowledge the absolutely crucial work that volunteers and volunteer community organisations have done in the flood repair work. We also acknowledge that many community groups and sporting organisations had serious physical damage to their buildings and their equipment, Madam Chairman.

And so that is the reason that Council has acted to initiate a number of different grant funding programs and support programs to assist these community groups. We have a number of options in terms of helping people. And in the main, a lot of that support has already been provided. Cheques have been paid. Work is being done.

We have a situation where each community group was given an initial payment of $5000. The sporting clubs and community groups that were affected and had equipment damaged by the floods, they were given an initial payment of $5000. And then there were additional top-up payments on top of that, to assist clubs that had more serious damage and the extent of their damage exceeded $5000. And so there has been a massive amount of work that has gone on to help those clubs.

And so the work, in terms of rebuilding equipment and facilities, Madam Chairman, is ongoing and we are doing everything we can to support that.

We also have established a fund, the LORD MAYOR's Community Flood Trust or Disaster Relief Fund, Madam Chairman. And that fund, as of the end of April, has raised $729,000. And I'm pleased to say that $705,000 of that money has already been distributed. So we've been very quick in getting that money out. As soon as it comes in, we've been quick in getting it to the organisations who really need it.

The initial priority was helping with the physical damage to facilities and assets, Madam Chairman, and equipment. As we move forward and as more money comes into the fund, we'll be able to look at some other options.

And in terms of helping the groups that are helping groups—and this is the case with this particular motion—we see here groups that are helping groups. We'd like to be able to support those groups as well. And that's something that the Lord Mayor's Flood Disaster Relief Fund will certainly look at down the track. And Council, as an organisation, will look at what we can do to assist these groups.

We also, in Council, are gearing up a program of support for these community groups who are assisting groups. And Councillor KNAPP will be in a position to talk about this in further detail in the very near future. There'll be some information released on that program going forward.

But I guess the point I'm making today is that we are absolutely serious about assisting these groups. We will do everything we can. We will continue to do everything we can, Madam Chairman, to assist groups. And where we can assist groups that have helped groups, we will certainly do that as well.

There are grant programs in place. There are funding assistance programs in place. And so the things that have been mentioned here in this motion, I believe, can and will be achieved in the future as we raise more money and direct more support to these particular organisations.

*At that time, 8.06pm, the Chairman, Councillor Krista ADAMS, resumed the Chair.*

So I guess my point of view is that this motion is not necessary. It's not required because it's something that Council is already doing. And so I'll leave it that. But Madam Chairman, we remain eternally grateful for all the work that's been done by community groups and volunteers and we will continue to do everything we can to support them. And the existing programs that we have will continue to operate, Madam Chairman.

Chairman: Further debate? I will now put the motion. Councillor DICK, did you want to sum up? You were first speaker?

**Motion put**
As there was no further debate, the Chairman submitted the motion to the Chamber and it was declared **lost** on the voices.

Thereupon, Councillors Milton DICK and John CAMPBELL immediately rose and called for a division, which resulted in the motion being declared **lost.**

The voting was as follows:

AYES: 7 - The Leader of the OPPOSITION, Councillor Shayne SUTTON, and Councillors Helen ABRAHAMS, John CAMPBELL, Peter CUMMING, Milton DICK, Kim FLESSER and David HINCHLIFFE.

NOES: 16 - The Right Honourable the LORD MAYOR, Councillor Graham QUIRK, DEPUTY MAYOR, Councillor Adrian SCHRINNER, and Councillors Krista ADAMS, Matthew BOURKE, Amanda COOPER, Margaret de WIT, Steven HUANG, Fiona KING, Geraldine KNAPP, Peter MATIC, Ian McKENZIE, David McLACHLAN, Angela OWEN-TAYLOR, Julian SIMMONDS, Andrew WINES and Norm WYNDHAM.

## PRESENTATION OF PETITIONS:

Chairman: Councillors, are there any petitions? Councillor BOURKE.

Councillor BOURKE: Thanks very much, Madam Chairman. I've got a few petitions here. I've got a petition from residents of Seventeen Mile Rocks—

Chairman: Councillor BOURKE, don't be distracted.



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Councillor BOURKE: A petition from residents of Seventeen Mile Rocks and Oxley, with an issue with Queensland Urban Utilities that they would like addressed. I've also got another petition from residents of the Centenary suburbs, congratulating Council on the work that they're doing after the floods to upgrade the Jindalee Pool and including some suggestions for other works that could be done at Jindalee Pool. And I have a second petition from a number of residents of the Centenary suburbs, congratulating Council for the work they're doing at the Jindalee Pool and also including some ideas for upgrades to the Jindalee Pool going forward.

Chairman: Councillor DICK.

Councillor DICK: Thanks, Madam Chair. I've got petitions not congratulating the Council. I've got petitions on behalf of residents regarding drainage and also other drainage issues at Darra and also security and drainage at Forest Lake. Thanks.

Chairman: Councillor SIMMONDS.

Councillor SIMMONDS: Thank you, Madam Chairman. I've got a petition from residents about Nankin Street, Fig Tree Pocket.

Chairman: Any further petitions? Councillor HINCHLIFFE.

Councillor HINCHLIFFE: Madam Chair, I have several petitions. The first is a petition of residents who are seeking a more resident-friendly parking arrangement where Council recognises recent parking permits. I have a second petition from parents and teachers of Holy Spirit, asking Council for assistance in landscaping a footpath in Wynberg Lane at New Farm.

I have a third petition from residents in the Newmarket area, requesting Council introduce parking changes in relation to the Newmarket Shopping Centre, Newmarket Road. I have quite a number of petitions from residents in the Wilston and Newmarket area concerned about the intersection at Lamont Road and Newmarket Road, about which I have made numerous submissions, asking for signalisation of that dangerous intersection.

And lastly I have a petition signed by residents of New Farm, who are asking Council to immediately install backflow valves in stormwater drains in the New Farm area, as they recognise that all of the flooding in the New Farm area was the result of floodwater travelling back up stormwater drains.

Chairman: Any further petitions? Councillor WINES.

**889/2010-11**

It was resolved on the motion of Councillor Andrew WINES seconded by Councillor Helen ABRAHAMS, that the petitions as presented be received and referred to the Committee concerned for consideration and report.

The petitions were summarised as follows—

| File No. | Councillor | Topic |
|---|---|---|
| CA11/102681 | Matthew Bourke | Calling on QCU to fix the sewer pit and associated infrastructure located opposite 218 Seventeen Mile Rocks Road that was damaged in the January 2011 flood |
| CA11/102707 | Matthew Bourke | Informing Council of their support of the planned refurbishment of the Learn to Swim Pool at the Jindalee Pool and ask that a date of completion for the works be announced |
| CA11/102665 | Matthew Bourke | Informing Council of their support of the planned refurbishment of the Learn to Swim Pool at the Jindalee Pool and ask that a date of completion for the works be announced |
| N/A | Milton Dick | Calling on Council to deliver improved drainage for Forest Lake<br>*Invalid petition due to insufficient number of signatures.* |
| CA11/102659 | Milton Dick | Requesting Council reinstate the fence or install safety rails at the pedestrian link at Abbotsford to Unley Place, Forest Lake and secure access to the residential area from Grand Avenue to Abbotsford Place by reinstating of the estate perimeter fence |

| File No. | Councillor | Topic |
|---|---|---|
| CA11/102661 | Julian Simmonds | Registering their opposition to a proposed easement from Fig Tree Pocket Road to the cul-de-sac at the bottom of Nankin Street, Fig Tree Pocket |
| CA11/102682 | David Hinchliffe | Requesting Council introduce a parking scheme for the inner city suburbs |
| CA11/102692 | David Hinchliffe | Registering their support for Council to landscape the footpath in Wynberg Lane, New Farm, next to the Holy Spirit Catholic Primary School, to provide screening for local residents |
| CA11/102745 | David Hinchliffe | Calling on Council to impose parking restrictions with resident parking exemptions in Edmondstone Road and Foster, Ruby, Vivienne, Kelvin, Parker and Badger Streets, Newmarket |
| CA11/102654 | David Hinchliffe | Requesting that Council urgently attend to the intersection of Lamont and Newmarket Roads, Wilston |
| CA11/102694 | David Hinchliffe | Calling on Council to install back-flow valves in stormwater drains in New Farm and the Brisbane area |

## GENERAL BUSINESS:

Chairman: Councillors, I now ask for general business. And I call on Councillor HUANG to give his first speech in Council. Councillor HUANG.

Councillor HUANG: Madam Chairman, it is indeed a great honour and privilege to be able to stand in here today as the councillor for Macgregor Ward. I moved to Brisbane in 1988 with my parents because they thought Brisbane was the best place to bring up their children and raise a family.

As a 12-year-old boy, I didn't understand what a difficult and big decision it was to settle the entire family to a new place, but with hindsight, it was the best decision they have ever made.

1988 was a watershed year for Brisbane. It was the year of World Expo. Expo '88 was not only an exhibition that brought the world to Brisbane, but it was also an exhibition that took Brisbane to the world. When I arrived in Brisbane, January in that year, Brisbane was no more than a big country town. When I got off the plane, I was surprised to find that there was no air-bridge connecting the flights and the airport terminal.

I believe it was after the expo that Brisbane started to open up to the world. I was fortunate to witness how this city has progressed over the past 23 years and transformed itself from a regional centre to Australia's New World City.

As a growing city, Brisbane has to face the challenges that come with its growth. Most challenges come from its strong population increase. Brisbane's population has increased by approximately half a million over the past 20 years and is still increasing at an average speed of 16,000 residents a year.

It has placed enormous pressure to our public transport, infrastructure and quality of life. Thanks to this City Council's can do team, over the past seven years, under the visionary leadership and diligent actions of Campbell Newman and Graham QUIRK, this administration has made the necessary investment in our infrastructure to cope with the fast-growing population, which has been estimated to increase from two million this year to 2.4 million in 2021.

This is not only an increase of 400,000 new residents or a 20 per cent increase in our total population, but that also means we need to cope with 20 per cent increases in housing, demand for public transport and strain on many other vital pieces of infrastructure.

The vital investments made by this Council have been designed to ensure Brisbane can maintain a good balance between the quality of life we are currently enjoying and the growth that is needed to move Brisbane forward.

As the new councillor for Macgregor, it is my job to ensure that the residents of Macgregor Ward can continue to enjoy its quality lifestyle and benefit from the

growth of this city. Macgregor Ward comprises the suburbs of Macgregor, Robertson, Eight Mile Plains, Kuraby, Nathan, Runcorn and Sunnybank and parts of Coopers Plains.

It is one of the most vibrant and culturally diverse parts of Brisbane. One of the many strengths of Brisbane's diverse multicultural society is the genuine commitment that migrants bring to our city and our nation. According to the 2006 census, 44.5 per cent of residents in the area say they were born overseas, while 38.9 per cent spoke a language other than English at home. Almost 22 per cent said they were born in northeast Asia.

Being a migrant, I have a good understanding of the difficulties they go through in order to settle in a new environment. And as a local resident for the past 23 years, I know how this community has so generously accommodated these new settlers and taken them onboard. As the councillor for Macgregor Ward, I will use my language proficiencies and my knowledge acquired through academic studies, business and community services to assist everyone in my ward.

All residents of Macgregor Ward, regardless of where we come from or what language we speak at home, have a common language here and common stories to tell. When we wake up in the morning, we breath in fresh air as the result of good environmental protection. Those who catch a bus to go to school, go to work, enjoy the new air-conditioned buses provided by this can-do administration.

During lunch breaks, we can be guaranteed safe meals, as the result of the Council's Eat Safe program and when we go after work for that great Australian past-time, happy hour, we can show the best our city has to offer in a licensed restaurant or bar approved by the city council.

If you want to take your family for a picnic during the weekend, you can be guaranteed that local park is safe and clean, thanks to Council's hard-working staff, strong parks budget and tough graffiti removal laws.

All these are not big ticket items, but are all part of our daily life. And it is important for us to act as the gatekeeper, to keep our city the most liveable place in the world.

It has often been said that local government is the closest to the people because local government decisions are more often local and immediate. That is why I am so proud to be a councillor, because at this level of government you can make a positive contribution to people's lives.

I am proud to be a new member of the can do team. And I will continue that good work of my predecessor to ensure that the residents of Macgregor Ward continue to enjoy the lifestyle and the quality of service they are entitled to. I thank the Council and the Liberal National Party for the trust they have placed in me in choosing me to fill this casual vacancy. I thank the people of Macgregor Ward for the warm welcome they've given me.

I know it's now up to me to prove myself worthy of that support. I will work to the best of my ability to serve my ward and my city. That is my promise today and for as long as I have the privilege to serve in this Chamber. Thank you.

Chairman: Is there any further general business? Councillor SUTTON.

Councillor SUTTON: Thank you, Madam Chair. I rise to speak on three issues in Morningside Ward, being the Seven Hills street party, which was held on Saturday past, an update on the River Gateway Neighbourhood Plan, as I see it as the local councillor, and also the flood recovery efforts in Morningside Ward.

Firstly, the Seven Hills street party. I was quite privileged to join members of the Seven Hills community at a street party that they held from 12 to 5pm on Saturday just past. This was a brand new event for Morningside Ward, where we closed off a street in the local area called The Corso, a group of shops that, in the days gone by, in the history of Seven Hills, was a fabulous little active group of shops.



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Over years, that group of shops haven't really activated as much to serve the local community. But thankfully, as a result of some great local businesses moving into the area in the last couple of years, they have been going great guns. And the culmination of that, in the last little while, has been the Seven Hills Street Party, where all the local businesses in The Corso participated and invited members of the Seven Hills community to join them in a celebration of their suburb.

I want to give particular thanks to Ashlea Bacon, who was the lead coordinator in this great local event for the Seven Hills community. She worked tirelessly and diligently in the lead-up to this event and her hard work really paid off. This is a great local event. This is an event that should continue to be supported.

If the Lord Mayor's Suburban Initiative Fund had not been cut by the LNP administration in this place, this is an event that I would wholeheartedly support as the local councillor for funding next year. Things that we could obviously support through this program could be easily incorporated into the Seven Hills street party next year. Unfortunately and disappointingly, because of this LNP's administration politicking, it looks like Council won't have the opportunity to support this event going forward.

Nevertheless, as I said, Ashlea Bacon and her team of diligent hardworking volunteers didn't let that stand in their way. They got on and did it anyway. And the result was great. And I believe that it is going to be a fabulous local event that will continue to grow in future years.

I will continue to wholeheartedly support it as the local councillor, just as I wholeheartedly support the requests of local residents and local businesses in that area for this Council to fund a suburban centre improvement program, a SCIPs, a traditional SCIPs program in the Seven Hills Corso, because, as those businesses have been struggling, what they would really benefit from is a bit of a spruce-up of their street in the tradition of our suburban improvement programs.

And I would like to give my wholehearted support to that. It is included in my local councillor budget submission. And I look forward to the budget hopefully providing funding for this. I have been asking for a number of years. And I hope that next year is the year for this important local initiative for The Corso and the Seven Hills community more generally.

I'd also like to congratulate the Cannon Hill Action Group; and even though it's outside my area – and I know Councillor CAMPBELL will speak on this as well – the Murarrie Progress Association who, in the face of extreme circumstances, have gathered a whole range of submissions for the River Gateway Neighbourhood Plan. I understand, it was in the vicinity of 700 submissions the local community made about the River Gateway Neighbourhood Plan.

This is a plan that proposes densities in these suburbs well in excess of what these suburbs can cater for. We have said in the past that local residents are angry about this plan and about the densities this Council is trying to thrust upon them.

Local residents have spoken loud and clear. They do not support the content of this plan. They do not support Council changing the zoning in some areas where it is low density residential to up to five to six storeys. That is over the top in anyone's estimation.

I congratulate members of these groups, people in particular like Brett Bennett and Matthew Hodson from the Cannon Hill Action Group and as well as the many diligent volunteers, community residents and volunteers that went about and door-knocked every single household in that area and got those residents to fill out surveys which provided some very, very interesting data; that is more comprehensive than what the neighbourhood planning team themselves were able to come up with.

I congratulate them for their efforts. They are true community activists. I thank them for their efforts and just say to them again, we will continue, myself and

Councillor CAMPBELL, will continue to support your efforts. And I know local state member, Di Farmer, is also behind them in their quest to make sure that the unreasonable densities being proposed in this plan do not come to pass.

Finally, I'd just like to speak about the flood recovery process in Morningside Ward. Madam Chair, I freely and openly acknowledge that the flood did not impact on my ward as it did on other wards. And there are worse affected wards than my own.

But as I see it, there are two key outstanding community infrastructure projects that need to be addressed. I think that these community infrastructure projects should be addressed as soon as possible to enable the residents of my ward to get back to their day-to-day activities.

The first one is the damage that was done to the playground in Hardcastle Park. We hear Councillor MATIC and the LORD MAYOR making statements about the fact that all parks are now open. Can I just say to you, whilst the park generally is open, the playground is not open. And the playground still needs significant restoration work undertaken.

The second thing is the Morningside Football Club's carpark. Now while the Morningside Football Club wasn't itself flood-affected, they became a second distribution point for sandbags for residents in that area. As a result of the enormous amount of weight and the way in which the activities occurred in their carpark and the number of heavy vehicles, their car-park is pretty much shot to pieces.

Large sections of their car-park are unusable. This is creating issues, particularly on game days, where overflow parking is filling more and more of the surrounding street. And it is also creating dangerous tripping hazards for people using and entering the club via that carpark entry, because that is the predominant way in which people get into that club.

Despite the fact that I spoke to council officers on the day after the flood peak about the need to fix the Morningside Football carpark and I then formally requested, once we had the new ward recovery process, on 14 February, we have not yet been given any timeframes.

People in my area are prepared to wait. We are not unreasonable. I am not being unreasonable here. But what I would like from this administration is a timeframe. If people know they have to wait for a month, if people know they have to wait for two months, well fair enough, Madam Chair. But what this administration is refusing to do is to provide any timeframe for this recovery work to be completed.

This is in East Division. It is not like the South Division that is probably occupied on a daily basis with flood recovery. We are told, and the LORD MAYOR has made statements and in the Infrastructure Committee, when he was still the DEPUTY MAYOR, he advised us that all Council units are operating as per usual.

Well in east region there are still these two projects that need to be progressed and I am disappointed that this Administration can't even give us an indicative timeframe for when these jobs will be completed, just so we can advise the users of these facilities when they might expect things to return to normal.

I understand it might be difficult in some of the more flood-affected areas, but east region is a different region. These are two specific projects and I would have thought the management division of east region should have been able to pass on timeframes.

We know that they have got quotes for how much this work is going to cost, but they are still refusing to provide us with the detailed information. That is creating uncertainty in the community. I am getting daily calls, particularly about Hardcastle Park from frustrated members of the local community. When we go down to Hawthorne Ferry Terminal and stand there and talk to ferry commuters every single question is about when the Hardcastle Park may be reopened.

People want to know this information and it is simply not good enough to-- -

Chairman: Councillor SUTTON, your time has expired.

Councillor SUTTON: -- say that information is not available.

Chairman: Your time has expired, further debate? Councillor ABRAHAMS.

Councillor ABRAHAMS: Thank you Madam Chair. Madam Chair I wish to discuss the issue of parking Panitya Street, Lilly Street and Lucy Street, Greenslopes.

We would have all heard today a very articulate and highly representative representation by [redacted] Everyone knows that she was representing her community, that she was giving us a very clear experience of the issues she's facing as a result of three, soon to be four, trip generators in her street.

Those trip generators being a football club, being a Leagues club, a swimming pool and soon to be a bus station as part of the Eastern Busway.

Her street is one of three connected streets that form a "U"; that you come in one way and out the other onto Old Cleveland Road; they go nowhere. They are, in all sense and purposes, a backwater.

Their needs and their concern about the parking in their streets is something they have told me from the very first day I represented their area as the councillor for The Gabba.

It is clearly that they have too many people wishing to park in an area--that's commuter parking, worker parking, and recreational parking--than there are spaces, and it certainly leaves no area for the residents or the residents' friends or the residents' relatives or their tradespeople to park.

I live in a residential parking scheme and I know my needs are less than these three streets for the need for a residential parking scheme, but they have been denied it.

I now wish to enter the debate refuting what Councillor de WIT provided to an extremely tolerant resident that she didn't just say Councillor de WIT on every call, you got it incorrect.

The state government will not propose park and ride for inner city bus stations and neither should they. Those bus stations are to service the local community about which they are providing higher density, so that density can use that bus station and use that as a public transport node in the spirit of a transit orientated development.

So why would either a council or a state government think about putting a park and ride in a bus station in that location? Also why would they think about doing it if every other bus station further in does not have a park and ride? There needs to be a principle decision and it needs to be upheld.

Also why would Councillor de WIT, when we today have just approved a Congestion Reduction branch in Council, be proposing that we are going to have commuters driving into the city to park at Langlands Park, Main Avenue, Greenslopes? That is not a congestion reduction strategy it is a congestion stimulating strategy. So that argument Councillor de WIT was flawed and thank goodness it was flawed.

Can I just finish too, this debate we had when the LORD MAYOR first got elected, because he wanted to put a five-storey bus car park beside the Green Bridge and the community of Brisbane said don't do it. If it's a bus structure you don't put a park and ride or a bus station beside it.

The other issue that Councillor de WIT said was that I needed to make representation to the state government. I did. I did and so did the Eastern Busway, because the people working at Eastern Busway, do you know what they want for those three streets? They want a residential parking scheme, but they were told by this Administration, we do not support a residential parking scheme around bus stations and, therefore, you won't get it.

A principle decision that took no account of the individual concerns and distress of that community, so don't tell me—and we all saw Sharon's face when you said that, Councillor de WIT. I'm surprised she stayed on her seat she was so angry at your response, because she was beside me when we were making representations to you, and the Eastern Busway was there doing it as well, for a residential parking scheme.

The final area where you were completely incorrect was about the illegal parking scheme, and just call up and get that rapid response team out, and they will be fined and they'll stop it.

Councillor de WIT, on Saturday the rapid response team was out there, not for parking in the street, but for parking in the park and for 50 cars parking in the park beside the newly upgraded playground that I just put my money into. Councillor de WIT, that CARS' (Compliance and Regulatory Services) officer did not fine one car.

This is after repeated representation on my behalf, repeated representation on Sharon's behalf—that this is inappropriate. They offered a warning ticket. A warning ticket that has been a warning ticket on a warning ticket that was last month and a warning ticket and a warning ticket; they are not enforcing the basic requirement to keep our parks and our playgrounds safe.

So Councillor de WIT, I urge you and all of the councillors on the Administration, put away your policy, it is wrong, and look at the merits of this situation. It is not too late to simply implement a residential parking scheme for these three streets and they are a pocket.

There is Main Avenue that separates them on one side, Old Cleveland Road that separates on the other, and to the west there is industry, to the north there is a creek. So they are the best isolated little community to be considered on its merits and to be given a residential parking scheme.

I don't believe there is any one councillor in this Chamber who didn't feel a huge sense of disquiet as Sharon explained the impact of the parking on her life every day, every week, every month, which is now what she's experienced.

I have this situation where people are ringing me because they cannot get out of their driveways because they're parked in because people have parked without giving due care.

The answer is not to have CARS officers to do that enforcing, is for the one or two per cent who continually to break the law. The role is to say to everyone in that area, we don't want you here, there is another approach.

Now for those, on the other side, who think I might be heartless where it comes to the sports club and the swimming pool, nothing can be further from the cause, because I've worked with that community and now the grounds of Easts are opened up for them to park in that facility. Well done.

I do believe the situation of the cars in the park will also be addressed, as I have funded the cost of fences to prevent this happening in the future. But that doesn't take away from the issue of the residents and their need for a residential parking scheme.

So Councillor de WIT if you're going to respond, please at least acknowledge the information and work of the local councillor. Why don't we ask the local councillor what the issues are, and then you aren't in the situation of causing so much angst and lack of respect for our community.

Chairman: Councillor WINES.

**Motion that the meeting conclude**

**890/2010-11**

Councillor Andrew WINES, moved, seconded by Councillor Fiona KING, that the meeting conclude. Upon being submitted to the meeting the motion was declared **carried** on the voices.

Thereupon, Councillors Peter CUMMING and Shayne SUTTON immediately rose and called for a division, which resulted in the motion being declared carried.

The voting was as follows:

AYES: 16 - The Right Honourable the LORD MAYOR, Councillor Graham QUIRK, DEPUTY MAYOR, Councillor Adrian SCHRINNER, and Councillors Krista ADAMS, Matthew BOURKE, Amanda COOPER, Margaret de WIT, Steven HUANG, Fiona KING, Geraldine KNAPP, Peter MATIC, Ian McKENZIE, David McLACHLAN, Angela OWEN-TAYLOR, Julian SIMMONDS, Andrew WINES and Norm WYNDHAM.

NOES: 9 - The Leader of the Opposition, Councillor Shayne SUTTON, and Councillors Helen ABRAHAMS, John CAMPBELL, Peter CUMMING, Milton DICK, Kim FLESSER, Steve GRIFFITHS, David HINCHLIFFE and Victoria NEWTON.

Chairman: Thank you. I now declare the meeting closed.

## QUESTIONS OF WHICH DUE NOTICE HAS BEEN GIVEN:

**Submitted by Councillor Nicole Johnston on 5 May 2011**
**137/220/661/90**

**Q1.** Would the Town Clerk please advise whether, in light of budget cuts to footpath funding, the nine Tennyson Ward Trust footpaths scheduled for construction but not yet built this year will be constructed as promised?

**Q2.** Would the Town Clerk please advise whether, in light of the budget cuts to parks funding, the $500,000 in funding promised by the former Lord Mayor, Campbell Newman, and Councillor for Tennyson Ward, Nicole Johnston for Yeronga Memorial Park will be delivered as promised?

**Q3.** Would the Town Clerk please provide a list of all memorial projects that have or will be cut following the third budget review?

**Q4.** Would the Town Clerk please provide a list of all parks, toilet, shade shelter, barbeque or lighting projects in Tennyson Ward parks that have or will be cut following the third budget review?

**Q5.** Would the Town Clerk please provide a list of any road resurfacing and kerb and channel projects in Tennyson Ward that have or will be cut following the third budget review?

**Submitted by Councillor Gail MacPherson on 5 May 2011**
**137/220/661/91**

**Q1.** Could the Town Clerk please advise how many casual and temporary employees have lost their jobs in Council so far in this financial year?

**Q2.** Could the Town Clerk please advise how many employees have been paid redundancy payments to leave employment with Council so far this financial year?

**Q3.** Could the Town Clerk please advise the number of employees' positions that have become redundant or are expected to be made redundant in this financial year?

**Q4.** Could the Town Clerk please advise the budgeted amount to pay for staff redundancies this financial year?

**Q5.** Could the Town Clerk please advise the cost so far in employees' wages in pursuing the Council's broadband in the sewers project?

**Q6.** Could the Town Clerk please list the individual new footpaths that will not be completed this year as a result of the $500,000 cut from the Ward Footpath Trust Fund budget, at the 2010-11 Third Budget Review?

**Q7.** Could the Town Clerk please list the individual Footpath and Bikeway Reconstruction projects cancelled due to the cuts of $1.810,000 expenses and $367,000 in capital at the 2010-11 Third Budget Review?

**Q8.** Could the Town Clerk please advise why the Go Between Bridge revenue forecast is down by $866,000 for the 2010-11 financial year if traffic volumes are meeting forecasts.

**Q9.** Can the Town Clerk please confirm that the JCD contract identifies that Council (and therefore ratepayers) are to pay JCD a quarterly fee contribution of $122 per bike, If so, what is (a) the current number of bikes and (b) the current quarterly fee paid by Council to JCD?

**Q10.** Can the Town Clerk please advise what is the "forecast revenue" and what is the "actual revenue" for the current operating period?

**Q11.** Can the Town Clerk advise if all 167 advertising panels as mentioned in the agreement with JCD have been installed?

**Q12.** Can the Town Clerk advise if all 25 "senior advertising signs (eight square meters (sic)) on arterial roads leading to the city" have been installed?

**Q13.** Can the Town Clerk advise of the income in relation to (a) the advertising panels and (b) the senior advertising signs?

**Q14.** What is the "forecast amount" for advertising revenue?

**Q15.** Can the Town Clerk please advise who made the decision to install the pedestrian crossing at the corner of Skyring Terrace and Commercial Road, Teneriffe, and when was that decision made?

- What is the vehicle volume and pedestrian crossing count at this specific junction at Skyring Terrace and Commercial Road, Teneriffe?
- What is the standard 'warrants' in terms of traffic volume and pedestrian counts required for a pedestrian crossing to be installed?
- Does this site at Skyring Terrace and Commercial Road meet that warrants for pedestrian crossings?

**Q16.** Can the Town Clerk please advise how many requests have been made across Brisbane for pedestrian crossings for each of the following calendar years (given the importance of requests from the community for pedestrian crossings to assist residents in crossing roads safely):
2004
2005
2006
2007
2008
2009
2010
January 2011 - end of April 2011

**Q17.** Can the Town Clerk please identify the locations for each of the requests for pedestrian crossings since 2004?

**Q18.** Will the Town Clerk advise how many requests for pedestrian crossings have been rejected by the Brisbane City Council since 2004 and which locations have been rejected for pedestrian crossings?

**Q19.** Can the Town Clerk please identify the locations where requests for pedestrian crossings have been rejected by Council?

RISING OF COUNCIL: 8.42pm.

**PRESENTED:** **and CONFIRMED**

**CHAIRMAN**

**Council officers in attendance:**

**Colin Jensen (Chief Executive Officer)**
[redacted]**eam Leader, Council and Committees Support)**
**(Council and Committees Support Officer)**
**(Council and Committees Support Officer)**
**Personal Support Officer to the Lord Mayor and Council Orderly)**

152/160/1007/56

# DECISION OF THE BRISBANE CITY COUNCIL

ESTABLISHMENT AND COORDINATION Committee's Recommendation of

3 MAY 2011

CAN/103541

**Presented to Council: 10 MAY 2011; and ADOPTED**

**B TEMPORARY LOCAL PLANNING INSTRUMENT 01/11 BRISBANE INTERIM FLOOD RESPONSE (UNDER THE *SUSTAINABLE PLANNING ACT 2009*)**
**152/160/1007/56; 137/800/1121/134; 109/280/265/7**

14. The Divisional Manager, City Planning and Sustainability Division, provides the following information.

15. Approval is sought to adopt the draft Temporary Local Planning Instrument 01/11 Brisbane Interim Flood Response implementing an interim standard for flood-affected areas as recommended by the Joint Flood Taskforce.

16. On 29 March 2011, Council proposed the Temporary Local Planning Instrument 01/11 Brisbane Interim Flood Response. The Minister has reviewed the Temporary Local Planning Instrument (TLPI) in accordance with Section 105 of the *Sustainable Planning Act 2009*, and by letter of 27 April 2011 (set out at Attachment B, submitted on file) advised Council that it may adopt the TLPI (set out in Attachment C, submitted on file).

17. The TLPI will be in effect for 12 months from the 16 May 2011.

18. The Temporary Local Planning Instrument, in section 5 of that document, references the following:
    (a) Temporary Local Planning Instrument – Brisbane Interim Flood Response Map Number LGA 1000-0025-1 Sheet 1 to Sheet 22 dated 19 April 2011 (submitted on file and tabled)
    (b) Flood flag maps referenced BM076936 and FloodWise Property Report (copyright Brisbane City Council) as at the date of gazettal of the TLPI (submitted on file and tabled).
    (c) The Brisbane Interim Flood Response database, as referenced in the Floodwise Property Report as at the date of gazettal of the TLPI (submitted on file and tabled).

Implications of proposal

19. Adopting the TLPI will provide improved guidance and certainty for the community about residential development and building in flood-affected areas. Implementation of the TLPI will also result in a shift in the approach to managing flood risk in Brisbane. Key implications are:
    - The key recommendation of the Joint Flood Taskforce, being the adoption of an interim flood standard for the Brisbane River, as well as creek/waterway flooding, will be implemented without the delay associated with normal planning scheme amendment processes.
    - Council will have a new basis on which to make decisions concerning new residential development.
    - The TLPI will result in use of resilient building design and materials in flood-affected areas.
    - The habitable floor levels of residential buildings in flood affected suburbs which will increase from between approximately 500 millimetres at Hawthorne to in excess of 1.5 metres upstream of Jindalee.

Customer impact

20. Customers will have improved flood immunity by ensuring new development is constructed to the Interim Residential Flood Level (IRFL), and will benefit from a series of changes that provide greater flexibility in the planning process to increase the height of flood-affected houses.

Financial impact

21. Financial resources will be required for:
- communication of changes to staff, industry and the community
- development and maintenance of FloodWise property reporting systems
- development of a long-term policy response

These will be undertaken within existing budget.

Publicity/marketing strategy

22. A comprehensive marketing and communications strategy has been prepared and includes:
- fact sheets on flooding and the TLPI on Council's website
- articles in *Building Up* and *Living in Brisbane* print releases
- ongoing communication of new provisions in FloodWise Property Report details
- development industry and building certifier forums.

23. Approval is therefore sought for Council to adopt the Temporary Local Planning Instrument *01/11 Brisbane Interim Flood Response*. The Divisional Manager recommends accordingly and the Committee agrees.

24. **RECOMMENDATION:**

**THAT COUNCIL APPROVE THE RESOLUTION SET OUT AT ATTACHMENT "A", HEREUNDER.**

**Attachment "A"**
**Draft Resolution**

**THAT COUNCIL RESOLVE THAT—**

1. At its meeting on 29 March 2011, Council, pursuant to Section 1.1 of Step 1 of Stage 1 of Part 3 of the *Statutory Guideline 02/09 Making or Amending Local Planning Instruments* (the Guideline) made under the *Sustainable Planning Act 2009*, proposed the Temporary Local Planning Instrument 01/11 Brisbane Interim Flood Response.
2. The Minister, pursuant to Section 2.1 of Step 2 of Stage 1 of Part 3 of the Guideline, has by letter dated 27 April 2011 (set out at Attachment B, submitted on file) advised Council that it may adopt the proposed Temporary Local Planning Instrument as set out in Attachment C (submitted on file).
3. **COUNCIL**, pursuant to Section 3.1 of Step 3 of Stage 2 of Part 3 of the Guideline, **ADOPTS THE TEMPORARY LOCAL PLANNING INSTRUMENT** as set out in Attachment C,and to have effect from 16 May 2011.
4. Council directs that:
   (a) That public notice of the adoption of the Temporary Local Planning Instrument be given in accordance with Section 4.1 of Step 4 of Stage 2 of Part 3 of the Guideline
   (b) copies of the adopted Temporary Local Planning Instrument and the public notice of adoption be given to the Chief Executive in accordance with Section 4.2 of Step 4 of Stage 2 of Part 3 of the Guideline.

E&C

03 MAY 2011 02

## SUBMISSION TO THE ESTABLISHMENT AND COORDINATION COMMITTEE

152\160\1007\56

**1.0 File number**

152/160/1007/56 (Draft TLPI), 137/800/1121/134 (Response to the Joint Flood Taskforce Report March 2011), 109/280/265 (Response to the Joint Flood Taskforce Report March 2011)

**2.0 Title**

Temporary Local Planning Instrument 01/11 Brisbane Interim Flood Response

CA11\103539

**3.0 Issue/purpose**

To adopt the draft Temporary Local Planning Instrument *01/11 Brisbane Interim Flood Response*, implementing an interim standard for flood affected areas as recommended by the Joint Flood Taskforce.

**4.0 Proponent**

[redacted] Divisional Manager, City Planning & Sustainability Division

**5.0 Submission prepared by**

[redacted] Manager, City Planning Branch

APPROVED [redacted]

**6.0 Date**

3 May 2011

**7.0 For E&C approval or recommendation to Council**

Recommendation to Council

**8.0 If for recommendation to Council, is a Council resolution required under an Act or Local Law?**

Yes

**9.0 Recommendation for public release**

N/A

**10.0 Recommendation**

That Council adopt the draft resolution as outlined in Attachment "A".

**11.0**

**Divisional Manager**

[redacted]

DIVISIONAL MANAGER
CITY PLANNING AND SUSTAINABILITY DIVISION

I Recommend Accordingly

[redacted]

CHIEF EXECUTIVE OFFICER

**Chairman**

I Support / ~~Reject~~ the recommendation.

If reject, please state reasons.

[redacted]

Cr Amanda Cooper
CHAIRMAN, NEIGHBOURHOOD PLANNING AND DEVELOPMENT ASSESSMENT COMMITTEE

12.0 Background

On 29 March 2011, Brisbane City Council (Council) proposed the Temporary Local Planning Instrument 01/11 Brisbane Interim Flood Response. The Minister has reviewed the Temporary Local Planning Instrument (TLPI) in accordance with Section 105 of the *Sustainable Planning Act* 2009 and by letter of 27 April 2011 (Attachment B) advised Council that it may adopt the TLPI as set out in Attachment C.

Attachment A is a draft resolution for Council to adopt the Temporary Local Planning Instrument as set out in Attachment C.

The Temporary Local Planning Instrument will be in effect for 12 months from the 16 May 2011.

It is therefore recommended that Council adopt the Temporary Local Planning Instrument *01/11 Brisbane Interim Flood Response*.

The Temporary Local Planning Instrument, in section 5 of that document, references the following:

1. Temporary Local Planning Instrument – Brisbane Interim Flood Response Map Number LGA 1000-0025-1 Sheet 1 to Sheet 22 dated 19/4/2011
2. "Flood Flag Maps" referenced BM076936 and *FloodWise* Property Report, copyright Brisbane City Council as at the date of gazettal of the Temporary Local Planning Instrument.
3. The *Brisbane Interim Flood Response* database, and referenced in the *FloodWise* property report copyright Brisbane City Council as at the date of gazettal Temporary Local Planning Instrument.

These documents are being prepared and will be tabled in the Council Chamber when the Council considers the draft resolution in Attachment "A".

**13.0 Consultation**

- Cr Amanda Cooper, Chairman Neighbourhood Planning And Development Assessment Committee
- [redacted] Divisional Manager City Planning and Sustainability Division
- [redacted]ef Legal Counsel, Corporate Services Division
- [redacted]cting Manager Water Resources, City Planning and Sustainability Division
- [redacted] Manager, Development Assessment, City Planning and Sustainability Division
- [redacted] Project Manager - City Plan, City Planning Branch, City Planning and Sustainability Division

All of the above are in agreement with the recommendation.

**14.0 Implications of proposal**

Adopting the TLPI will provide improved guidance and certainty for the community about residential development and building in flood-affected areas. Implementation of the TLPI will also result in a shift in the approach to managing flood risk in Brisbane.

Key implications are:

- The key recommendation of the Joint Flood Taskforce, being the adoption of an interim flood standard for Brisbane River, as well as creek/waterway flooding, will be implemented without the delay associated with normal planning scheme amendment processes.
- Council will have a new basis on which to make decisions concerning new residential development;
- the TLPI will result in use of resilient building design and materials in flood affected areas;
- the habitable floor levels of residential buildings in flood affected suburbs which will increase from between approximately 500mm at Hawthorne to in excess of one and a half metres upstream of Jindalee.

15.0 Commercial in confidence

No

16.0 Vision/Corporate Plan impact

Report and recommendations align with Living in Brisbane 2026

17.0 Customer impact

Customers will have improved flood immunity by ensuring new development is constructed to the Interim Residential Flood Level, and will benefit from a series of changes that provide greater flexibility in the planning process to increase the height of flood affected houses

18.0 Environmental impact

Nil

19.0 Policy impact

The proposed TLPI implements the new interim residential flood level as a policy response to the January 2011 flood event, on a temporary basis for up to one year.

Long term changes are likely to be required to policy regarding flood risk management for flood affected areas in Brisbane.

20.0 Financial impact

Financial resources will be required for:

- communication of changes to staff, industry and the community,
- development and maintenance of FloodWise Property Reporting systems and
- development of a long term policy response

These will be undertaken within existing budget.

21.0 Human resource impact

Current resources will need to be redirected from existing priorities to deliver these recommendations.

22.0 Urgency

Urgent. The TLPI is a key part of the response to the January 2011 flood and the recommendations of the Joint Flood Taskforce.

23.0 Publicity/marketing strategy

A comprehensive marketing and communications strategy has been prepared. This has been undertaken by Council's Marketing and Communications Branch, in consultation with relevant officers in CPaS. The marketing and communications strategy includes:

- fact sheets on flooding and the TLPI on Council's website.
- articles in Building Up and Living in Brisbane print releases.
- ongoing communication of new provisions in FloodWise Property Report details and
- development industry and Building Certifier forums.

24.0 Options

Option 1: That E&C adopt the Temporary Local Planning Instrument *01/11 Brisbane Interim Flood Response*.
Option 2: Do not endorse the recommendations
Option 3: Amend the recommendations

**Option 1 is the preferred option.**

***NB: If the officer's recommendation is not followed, then the reasons for departure from that recommendation should be recorded here.***

**Resolution**

DRAFT RESOLUTION TO ADOPT A TEMPORARY LOCAL PLANNING INSTRUMENT PURSUANT TO STATUTORY GUIDELINE 02/09 MADE UNDER THE SUSTAINABLE PLANNING ACT 2009 BY ADOPTING THE TEMPORARY LOCAL PLANNING INSTRUMENT 01/11

RECOMMENDATION: That Council resolve that

1. At its meeting on 29 March 2011, the Council, pursuant to Section 1.1 of Step 1 of Stage 1 of Part 3 of the *Statutory Guideline 02/09 Making or Amending Local Planning Instruments* (the Guideline) made under the *Sustainable Planning Act* 2009, proposed the Temporary Local Planning Instrument 01/11 Brisbane Interim Flood Response.
2. The Minister, pursuant to Section 2.1 of Step 2 of Stage 1 of Part 3 of the Guideline, has by letter dated 27 April 2011 (Attachment B) advised the Council that it may adopt the proposed Temporary Local Planning Instrument as set out in Attachment C.
3. The Council, pursuant to Section 3.1 of Step 3 of Stage 2 of Part 3 of the Guideline, adopts the Temporary Local Planning Instrument as set out in Attachment C and to have effect from the 16 May 2011.
4. Council directs that:

   (a) That public notice of the adoption of the Temporary Local Planning Instrument be given in accordance with Section 4.1 of Step 4 of Stage 2 of Part 3 of the Guideline

   (b) Copies of the adopted Temporary Local Planning Instrument and the public notice of adoption be given to the Chief Executive in accordance with Section 4.2 of Step 4 of Stage 2 of Part 3 of the Guideline.

Brisbane City Council

# FloodWise Property Report

| Report Reference |
| --- |
| 1309335 |

11/05/2011 11:55:25

*Dedicated to a better Brisbane*

The FloodWise Property Report is a free report to inform Brisbane residents and professionals about flood risks for a specified lot or property so they may better prepare for flooding and to plan and build in accordance with Council requirements. A flood level higher than those shown below can occur in any year, although such events are rare.

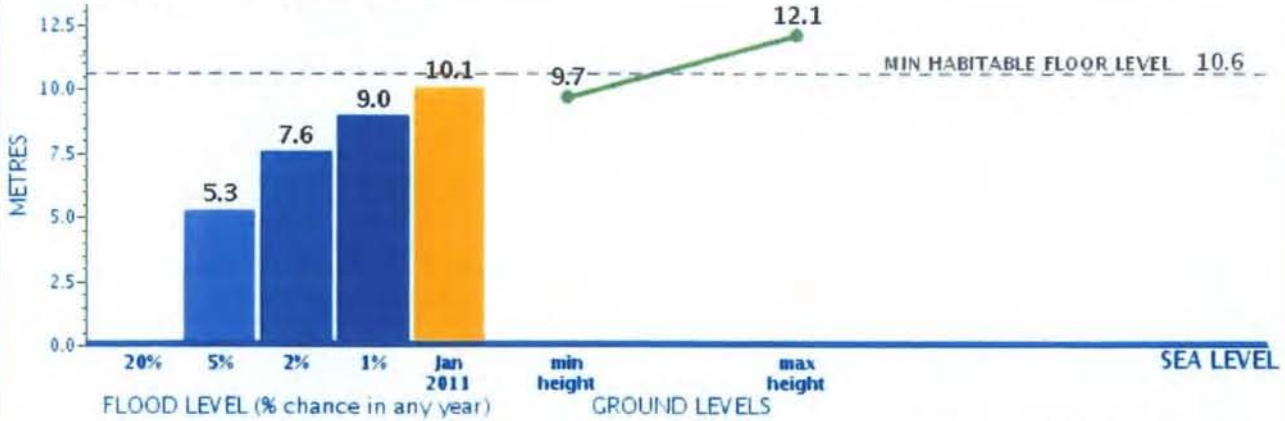
To find out more about how the contents of this report may affect your ability to build or renovate, as well as Council advice on how to protect your property and family by being FloodWise, visit www.brisbane.qld.gov.au, a Customer Service Centre or call (07) 3403 8888.

## PROPERTY DETAILS:

**Address:** [redacted] **FIG TREE POCKET QLD 4069**

**Lot Details:**

## FLOOD LEVEL INFORMATION




**Flood Levels**
The blue bars in the graph above show the percentage chance of that level being reached or exceeded in any year. The orange bar shows the January 2011 flood level at this address or lot.

**Ground Levels (Min - Max)**
The line above shows this property's lowest and highest ground levels. Confirm with a surveyor.

**Minimum Habitable Floor Level**
The dotted line in the graph above depicts the minimum height above sea level that habitable areas of development must be constructed to, i.e. lounge, kitchen or bedroom. Council recommends you confirm existing floor levels with a surveyor.



**For a detailed summary of anticipated flood levels and flags see technical summary over page.**

## HIGHEST SOURCE OF FLOODING

RIVER The highest source of flooding affecting this property originates from a river. For more information about flooding in your area you can view and download Council's Flood Flag Maps by visiting www.brisbane.qld.gov.au/floodmap

# Technical Summary

Use this summary to supply information about this property to surveyors, builders, certifiers, architects and engineers who may request this FloodWise Property Report. This summary has been designed to be easily read if scanned or faxed.

Property Details

**Address:** [redacted] **FIG TREE POCKET QLD 4069**

**Lot Details:**

## Flooding Information

| | |
|---|---|
| Minimum Ground Level (AHD) | 2.5 m |
| Maximum Ground Level (AHD) | 20.4 m |
| Interim Residential Flood Level (IRFL) | 9.5 m |
| Interim Residential Flood Level Source | RIVER |
| Minimum Habitable Floor Level (AHD) | N/A |

## Estimated Peak Flooding Levels

| ARI (Years) | % chance | Level (AHD) | Source |
|---|---|---|---|
| 5 | 20% | N/A | |
| 20 | 5% | 4.9 m | RIVER |
| 50 | 2% | 7.1 m | RIVER |
| 100 or DFL | 1% | 8.6 m | RIVER |
| January 2011 | | 9.5 m | RIVER |

| | |
|---|---|
| Flooding may also occur from: | OVERLAND FLOW |

## Flood and Property Development Flags

**Overland Flow Path**

Mapping indicates this property is in an overland flow path. Overland flow is the excess run-off during high rainfall events that travels overland following low-lying, natural drainage paths. Such flooding commonly occurs when underground drainage exceeds capacity. It is recommended you consult a Registered Professional Engineer of Queensland to determine this property's habitable floor level and flooding depth.

**Waterway Corridor**

This property is located within a waterway corridor. A waterway corridor is a defined area along waterways (including rivers, creeks or creek tributaries), designed to protect water flow, water quality, biodiversity and recreation values. The potential to build or extend a home situated within a waterway corridor is restricted. For further information, contact the Development Assessment Customer Liaison Officer on (07) 3403 8888.

**Large Allotment**

This property is a Large Allotment of over 1000 square metres. Flood levels may vary significantly across allotments of this size. Further investigations may be warranted in determining the variation in flood levels and the minimum habitable floor level across this site. For more information or advice, it is recommended you engage a Registered Professional Engineer of Queensland.

# Disclaimer

1 Defined Flood Levels and Interim Residential Flood Levels, and the Minimum Habitable Floor Levels based on them, are determined from the information available to Council at the date of issue. These flood levels, for a particular property, may change if more detailed information becomes available or changes are made in the method of calculating flood levels.

2 Council makes no warranty or representation regarding the accuracy or completeness of a FloodWise Property Report. Council disclaims any responsibility or liability in relation to the use or reliance by any person on a FloodWise Property Report.

# Useful Definitions

**Australian Height Datum (AHD)** – The reference level for defining ground levels in Australia. The level of 0.0m AHD is approximately mean sea level.

**Average Recurrence Interval (ARI) or % Chance** – The probability of experiencing a flood of a particular magnitude. ARI can be interpreted in terms of years (frequency). ARI levels quoted in this report are measured in height above sea level (AHD). ARI can also be described as the percentage chance that a location will flood in any one year. For example, a 5 year ARI flood event corresponds to a 20% likelihood of a flood of this magnitude or greater occurring in any one year.

**Defined Flood Level (DFL)** – The flood level associated with a defined flood event. Commonly, the standard used is the 100 year ARI. For further information refer to the House Code in Brisbane City Plan 2000, specifically Table 1: House Flood Immunity Levels for residential property.

**Maximum and Minimum Ground Level** – Highest and lowest ground levels on the property based on available ground level information. A Registered Surveyor can confirm exact ground levels.

**Minimum Habitable Floor Level** – The minimum level above sea level at which habitable areas of development (generally including bedrooms, living rooms, kitchen, study, family and rumpus rooms) must be constructed.

**City Plan 2000** – City Plan 2000 sets out what you can build and where new development should go. Council assesses proposed new development against the City Plan 2000.

**Interim Residential Flood Level (IRFL)** – The flooding standard adopted by Council following the January 2011 flood event to be applied to new residential development.

# Find Out More

Whether you are building, buying, renting or preparing your property for flooding, obtaining a FloodWise Property Report is the first step in determining your property's flood risk. Council's 'Be FloodWise' series of publications can assist you to plan ahead, respond to and recover from flooding. They are available online at: http://www.brisbane.qld.gov.au/floodwise or by phoning Brisbane City Council on (07) 3403 8888.

The 'Be FloodWise' publications include:

## Preparing for Flooding

Assess your flood risk, prepare for and respond to, flood events.

**Be FloodWise - A guide for residents**

## Buying / Renting

Assess the flood risk of a property before making a decision to rent or buy.

**Buying and renting fact sheet**

## Building or Renovating

Renovations around your home or business can impact on your flooding exposure. Ensure your house meets City Plan 2000 flood immunity

**Building and renovating fact sheet**

If you are planning to renovate or build, Council recommends you engage a Registered Professional Engineer of Queensland to undertake a thorough assessment of all flood risks specific to the property.




## Get a Free Flood Flag Map

Find out more about predicted flooding in your suburb or area by downloading a free Flood Flag Map. The map shows overland flow paths and where flooding may occur from creeks, rivers and storm tides on a suburb scale.

For more information visit **www.brisbane.qld.gov.au/floodmap** or visit a Council Customer Service Centre

# RESTORATION OF ESSENTIAL PUBLIC ASSETS (REPA) CLAIMS REGISTER

Totals: $1,461,742,828.58

| QRA Package (of Assets) | BCC Asset Projects (within single QRA Package) | Responsible Area/TU | Estimate of Cost $ | Asset Number | General Description/Overview of Work to be completed | Asset Description (e.g. location) | Supplier | VFM Achieved? Y/N | QRA Submission Prepared? Y/N | QRA Submission Updated if applicable? Y/N | Contact Person | Contact Ph. No. | Date sent to Grants Team to review |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Asset Class** | **Asset Category** | **10 Feb 2011 Total Estimate** | **17 Feb 2011 Total Estimate** | **3 Mar 2011 Total Estimate** | **8 Mar 2011 Total Estimate** | **15 Mar 2011 Total Estimate** | **22 Mar 2011 Total Estimate** | **29 Mar 2011 Total Estimate** | **5 April 2011 Total Estimate** | **12 April 2011 Total Estimate** | **19 April 2011 Total Estimate** | **3 May 2011 Total Estimate** | **10 May 2011 Total Estimate** |
| Ferry terminals | Ferry terminals | $70,000,000 | $70,000,000 | $70,000,000 | $70,000,000 | $70,000,000 | $70,000,000 | $70,000,000 | $70,000,000 | $70,000,000 | $70,000,000 | $70,000,000 | $70,000,000 |
| **Ferry terminals Total** | | **$70,000,000** | **$70,000,000** | **$70,000,000** | **$70,000,000** | **$70,000,000** | **$70,000,000** | **$70,000,000** | **$70,000,000** | **$70,000,000** | **$70,000,000** | **$70,000,000** | **$70,000,000** |
| Floating river walk | Floating river walk | $75,000,000 | $75,000,000 | $75,000,000 | $75,000,000 | $75,000,000 | $75,000,000 | $75,000,000 | $75,000,000 | $75,000,000 | $75,000,000 | $75,000,000 | $75,000,000 |
| **Floating river walk Total** | | **$75,000,000** | **$75,000,000** | **$75,000,000** | **$75,000,000** | **$75,000,000** | **$75,000,000** | **$75,000,000** | **$75,000,000** | **$75,000,000** | **$75,000,000** | **$75,000,000** | **$75,000,000** |
| IT Assets | ICT Equipment & Cabling | $378,000 | $378,000 | $378,000 | $378,000 | $378,000 | $378,000 | $378,000 | $378,000 | $378,000 | $378,000 | $378,000 | $378,000 |
| **IT Assets Total** | | **$378,000** | **$378,000** | **$378,000** | **$378,000** | **$378,000** | **$378,000** | **$378,000** | **$378,000** | **$378,000** | **$378,000** | **$378,000** | **$378,000** |
| Parks | Memorials / heritage | $18,000 | $18,000 | $18,000 | $18,000 | $15,914 | $15,914 | $15,914 | $15,914 | $15,914 | $15,914 | $15,914 | $15,914 |
| | Park and street trees | $4,348,000 | $4,348,000 | $4,348,000 | $4,348,000 | $4,240,000 | $4,890,000 | $4,240,000 | $4,240,000 | $4,240,000 | $4,240,000 | $4,240,000 | $4,240,000 |
| | Parks | $9,021,000 | $5,479,000 | $6,006,628 | $4,635,381 | $7,043,381 | $5,421,781 | $6,779,481 | $6,648,352 | $6,008,752 | $1,163,566 | $1,163,566 | $1,163,566 |
| | Paths and Track | | | | | $746,625 | $746,625 | $746,625 | $746,625 | $746,625 | $746,625 | $746,625 | $746,625 |
| | Playgrounds | $2,961,000 | $2,831,000 | $2,510,000 | $2,510,000 | $2,206,355 | $2,206,355 | $2,206,355 | $2,206,355 | $2,206,355 | $2,206,355 | $2,206,355 | $2,206,355 |
| | Power poles / utilities | $250,000 | $250,000 | $250,000 | $250,000 | $200,000 | $200,000 | $200,000 | $200,000 | $200,000 | $200,000 | $200,000 | $200,000 |
| | Progressive Field assessed total - LAS | $0 | $3,943,000 | $3,786,100 | $4,557,700 | $4,389,700 | $4,421,300 | $3,063,600 | $3,195,600 | $4,130,000 | $8,680,386 | $8,680,386 | $8,680,386 |
| | Recreational facilities | $1,108,000 | $1,108,000 | $1,108,000 | $1,108,000 | $1,078,047 | $1,078,047 | $1,078,047 | $1,078,047 | $1,078,047 | $1,078,047 | $1,078,047 | $1,078,047 |
| | Riverside Parks Rehabilitation | $12,000,000 | $12,000,000 | $12,000,000 | $12,000,000 | $12,000,000 | $12,000,000 | $12,000,000 | $12,000,000 | $12,000,000 | $12,000,000 | $12,000,000 | $12,000,000 |
| | Roads and car parks | $1,488,000 | $1,363,000 | $1,132,000 | $1,132,000 | $1,053,918 | $1,053,918 | $1,053,918 | $1,053,918 | $1,053,918 | $1,053,918 | $1,053,918 | $1,053,918 |
| | Shelters and visitor centres | $2,194,000 | $2,059,000 | $1,794,000 | $1,794,000 | $1,711,633 | $1,711,633 | $1,711,633 | $1,711,633 | $1,711,633 | $1,711,633 | $1,711,633 | $1,711,633 |
| | Toilets and buildings | $559,000 | $548,000 | $528,000 | $528,000 | $506,493 | $506,493 | $506,493 | $506,493 | $506,493 | $506,493 | $506,493 | $506,493 |
| **Parks Total** | | **$33,947,000** | **$33,947,000** | **$33,480,728** | **$32,881,081** | **$35,192,067** | **$34,252,066** | **$33,602,066** | **$33,602,937** | **$33,897,737** | **$33,602,937** | **$33,602,937** | **$33,602,937** |
| Property | Active and Healthy Parks | $49,556 | $49,556 | $49,556 | $49,556 | $49,556 | $49,556 | $49,556 | $49,556 | $49,556 | $49,556 | $49,556 | $49,556 |
| | Bus Depots | $111,930 | $55,000 | $55,000 | $55,000 | $55,000 | $55,000 | $55,000 | $55,000 | $45,000 | $45,000 | $45,000 | $45,000 |
| | Cemetery and Crematoria | $17,640 | $17,640 | $17,640 | $17,640 | $17,640 | $17,640 | $17,640 | $17,640 | $17,640 | $17,640 | $17,640 | $17,640 |
| | Community Leases | $9,150,993 | $9,150,993 | $6,992,396 | $6,992,396 | $6,992,396 | $6,992,396 | $6,992,396 | $6,992,396 | $6,992,396 | $6,992,396 | $6,992,396 | $6,992,396 |
| | Entertainment Venues | $380,166 | $380,166 | $378,906 | $378,906 | $378,906 | $378,906 | $378,906 | $378,906 | $378,906 | $378,906 | $313,831 | $313,831 |
| | Golf Course | $244,566 | $244,566 | $147,798 | $147,798 | $147,798 | $147,798 | $147,798 | $147,798 | $147,798 | $147,798 | $50,000 | $50,000 |
| | Library | $1,477,760 | $1,477,760 | $1,477,760 | $1,477,760 | $1,477,760 | $1,477,760 | $1,477,760 | $1,327,760 | $1,327,760 | $1,327,760 | $1,327,760 | $1,327,760 |
| | Moorings | $19,290 | $19,290 | $19,290 | $19,290 | $19,290 | $19,290 | $19,290 | $19,290 | $19,290 | $19,290 | $19,290 | $19,290 |
| | Office and Depots | $1,305,216 | $1,305,216 | $1,099,938 | $1,099,938 | $1,099,938 | $1,099,938 | $1,099,938 | $1,099,938 | $1,099,938 | $1,099,938 | $538,685 | $538,685 |
| | Pools | $3,122,709 | $3,222,709 | $3,222,709 | $3,222,709 | $3,222,709 | $3,222,709 | $3,222,709 | $3,222,709 | $3,222,709 | $3,222,709 | $3,222,709 | $3,222,709 |
| | Res. Lease | $63,691 | $63,691 | $0 | $0 | $0 | | $0 | $0 | $0 | $0 | | |
| | Ward Office | $233,920 | $233,920 | $233,920 | $233,920 | $233,920 | $233,920 | $233,920 | $233,920 | $233,920 | $233,920 | $233,920 | $233,920 |
| **Property Total** | | **$16,177,437** | **$16,220,506** | **$13,694,913** | **$13,694,913** | **$13,694,913** | **$13,694,913** | **$13,694,913** | **$13,544,913** | **$13,534,913** | **$13,534,913** | **$12,810,787** | **$12,810,787** |
| Road network | Bikeways | $500,000 | $500,000 | $1,800,000 | $1,900,000 | $1,900,000 | $1,900,000 | $1,900,000 | $1,900,000 | $1,900,000 | $1,900,000 | $1,900,000 | $1,900,000 |
| | Bus shelters | $50,000 | $50,000 | $50,000 | $50,000 | $50,000 | $50,000 | $50,000 | $50,000 | $50,000 | $50,000 | $50,000 | $50,000 |
| | Fences | $250,000 | $250,000 | $250,000 | $520,000 | $520,000 | $520,000 | $520,000 | $520,000 | $520,000 | $520,000 | $520,000 | $520,000 |
| | Footpaths | $12,900,000 | $12,900,000 | $12,900,000 | $8,600,000 | $8,600,000 | $8,600,000 | $8,600,000 | $8,600,000 | $8,600,000 | $8,600,000 | $8,600,000 | $8,600,000 |
| | General road condition | $90,000,000 | $90,000,000 | $90,000,000 | $90,000,000 | $90,000,000 | $90,000,000 | $90,000,000 | $90,000,000 | $90,000,000 | $90,000,000 | $90,000,000 | $90,000,000 |
| | ICB | $800,000 | $800,000 | $800,000 | $800,000 | $800,000 | $800,000 | $800,000 | $800,000 | $800,000 | $800,000 | $800,000 | $800,000 |
| | Kerb | $5,000,000 | $5,000,000 | $5,000,000 | $2,400,000 | $2,400,000 | $2,400,000 | $2,400,000 | $2,400,000 | $2,400,000 | $2,400,000 | $2,400,000 | $2,400,000 |
| | Parking meters | $528,000 | $528,000 | $528,000 | $610,000 | $610,000 | $610,000 | $610,000 | $610,000 | $610,000 | $610,000 | $610,000 | $610,000 |
| | Public lighting | $650,000 | $650,000 | $650,000 | $650,000 | $650,000 | $650,000 | $650,000 | $650,000 | $650,000 | $650,000 | $650,000 | $650,000 |
| | Road Formation | $2,000,000 | $2,000,000 | $2,000,000 | $2,000,000 | $2,000,000 | $2,000,000 | $2,000,000 | $2,000,000 | $2,000,000 | $0 | $0 | $0 |
| | Roads | $12,810,000 | $12,810,000 | $12,810,000 | $5,300,000 | $5,300,000 | $5,300,000 | $5,300,000 | $5,300,000 | $5,450,000 | $5,100,000 | $5,100,000 | $5,100,000 |
| | Road Network | $160,000 | $160,000 | $160,000 | $120,000 | $120,000 | $120,000 | $120,000 | $120,000 | $50,000 | $50,000 | $50,000 | $50,000 |
| | Signs and lines | $4,500,000 | $4,500,000 | $4,500,000 | $3,000,000 | $3,000,000 | $3,000,000 | $3,000,000 | $3,000,000 | $3,000,000 | $2,500,000 | $2,500,000 | $2,500,000 |
| | Traffic signals | | | | | | | | | | | | |
| **Road network Total** | | **$130,148,000** | **$130,148,000** | **$131,448,000** | **$115,950,000** | **$115,950,000** | **$115,950,000** | **$115,950,000** | **$115,950,000** | **$116,030,000** | **$113,180,000** | **$113,180,000** | **$113,180,000** |
| Stormwater | Enclosed pipes | $3,500,000 | $3,500,000 | $6,150,000 | $6,150,000 | $6,150,000 | $6,150,000 | $6,150,000 | $11,650,000 | $11,650,000 | $11,650,000 | $11,650,000 | $11,650,000 |
| | Open waterways | $3,850,000 | $3,850,000 | $15,910,000 | $15,910,000 | $15,910,000 | $15,910,000 | $15,910,000 | $15,910,000 | $15,910,000 | $15,910,000 | $15,910,000 | $15,910,000 |
| | SQIDs / GPTs etc | $80,000 | $80,000 | $80,000 | $80,000 | $80,000 | $80,000 | $80,000 | $80,000 | $80,000 | $80,000 | $80,000 | $80,000 |
| | Stormwater gully inlets | $170,000 | $170,000 | $800,000 | $800,000 | $800,000 | $800,000 | $800,000 | $800,000 | $800,000 | $800,000 | $800,000 | $800,000 |
| **Stormwater Total** | | **$7,600,000** | **$7,600,000** | **$22,940,000** | **$22,940,000** | **$22,940,000** | **$22,940,000** | **$22,940,000** | **$28,440,000** | **$28,440,000** | **$28,440,000** | **$28,440,000** | **$28,440,000** |
| Structures | Boardwalk | $230,000 | $230,000 | $230,000 | $230,000 | $230,000 | $230,000 | $230,000 | $175,000 | $175,000 | $175,000 | $175,000 | $175,000 |
| | Boat ramp | $640,000 | $640,000 | $640,000 | $640,000 | $650,000 | $650,000 | $660,000 | $577,285 | $573,710 | $573,710 | $671,575 | $671,575 |
| | Botanical Gardens Marine Piles | $500,000 | $500,000 | $500,000 | $500,000 | $500,000 | $500,000 | $500,000 | $500,000 | $500,000 | $500,000 | $500,000 | $500,000 |
| | Bridges | $1,722,000 | $1,222,000 | $1,202,000 | $1,197,000 | $1,197,000 | $1,197,000 | $1,172,000 | $1,097,000 | $1,017,000 | $1,592,000 | $1,592,000 | $1,580,957 |
| | Culverts | $1,238,000 | $998,000 | $1,028,000 | $873,000 | $853,000 | $853,000 | $843,000 | $703,000 | $655,000 | $446,800 | $444,963 | $370,021 |
| | Earth Embankment | $1,218,000 | $1,218,000 | $1,218,000 | $1,198,000 | $1,198,000 | $1,198,000 | $1,198,000 | $1,198,000 | $1,198,000 | $1,198,000 | $1,198,000 | $1,198,000 |
| | Jetty | $118,000 | $118,000 | $118,000 | $118,000 | $118,000 | $118,000 | $118,000 | $118,000 | $118,000 | $118,000 | $118,000 | $118,000 |
| | Park Bridges | $78,000 | $78,000 | $78,000 | $78,000 | $78,000 | $78,000 | $74,000 | $69,000 | $69,000 | $69,000 | $69,000 | $69,000 |
| | Pontoons | $4,815,000 | $4,815,000 | $4,815,000 | $4,815,000 | $4,815,000 | $4,815,000 | $4,815,000 | $4,815,000 | $4,815,000 | $4,815,000 | $4,555,000 | $4,555,000 |
| | Retaining walls | $1,120,000 | $1,120,000 | $1,090,000 | $1,090,000 | $1,090,000 | $1,090,000 | $1,090,000 | $1,090,000 | $1,090,000 | $1,090,000 | $1,090,000 | $1,081,050 |
| | Sea and river walls | $12,645,000 | $12,645,000 | $12,645,000 | $12,645,000 | $12,645,000 | $12,645,000 | $12,645,000 | $12,645,000 | $11,169,100 | $11,014,100 | $10,454,100 | $9,429,100 |
| | Walkway | $60,000 | $60,000 | $60,000 | $60,000 | $60,000 | $60,000 | $60,000 | $60,000 | $60,000 | $60,000 | $60,000 | $60,000 |
| **Structures Total** | | **$24,384,000** | **$23,644,000** | **$23,624,000** | **$23,444,000** | **$23,434,000** | **$23,434,000** | **$23,405,000** | **$23,047,285** | **$21,439,810** | **$21,651,610** | **$20,927,638** | **$19,807,703** |
| **Grand Total** | | **$357,634,437** | **$356,937,506** | **$370,565,641** | **$354,287,994** | **$356,588,980** | **$355,648,980** | **$354,969,980** | **$359,963,136** | **$358,720,461** | **$355,787,461** | **$354,339,362** | **$353,219,427** |
| | Contingency | $16,299,471 | $16,996,402 | $3,368,267 | $19,645,914 | $17,344,928 | $18,284,928 | $18,963,928 | $13,970,772 | $15,213,447 | $18,146,447 | $19,594,546 | $20,714,481 |
| | Baseline Total | **$373,933,908** | **$373,933,908** | **$373,933,908** | **$373,933,908** | **$373,933,908** | **$373,933,908** | **$373,933,908** | **$373,933,908** | **$373,933,908** | **$373,933,908** | **$373,933,908** | **$373,933,908** |

$0.00

| Date Packaged Submission Lodged with QRA | Date Submission approved by QRA | | | | | | | | QRA Reference | Date work commenced | Date Progress Claim compiled (Form 9) | Progress Claim number (must be sequential) | Date Reviewed by Grants Team | Date sent to CFO for signing | Date Submitted to QRA | Total Certified Expenditure | Less BCC's Contribution (25% of Claim amount) | Progress Claim Amount (submitted to QRA) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **17 May 2011 Total Estimate** | **24 May 2011 Total Estimate** | **7 June 2011 Total Estimate** | **21 June 2011 Total Estimate** | **5 July 2011 Total Estimate** | **12 July 2011 Total Estimate** | **19 August 2011 Total Estimate** | **Variance (this est - last est)** | **Comments** | **Contingency set to 15%** | | | | | | | | | |
| $70,000,000 | $70,000,000 | $70,000,000 | $70,000,000 | $70,000,000 | $70,000,000 | $70,000,000 | $0 | | $70,000,000 | FT 001-0029 | | | | | | | | |
| **$70,000,000** | **$70,000,000** | **$70,000,000** | **$70,000,000** | **$70,000,000** | **$70,000,000** | **$70,000,000** | **$0** | | **$70,000,000** | | | | | | | | | |
| $75,000,000 | $75,000,000 | $75,000,000 | $75,000,000 | $75,000,000 | $75,000,000 | $75,000,000 | $0 | | $75,000,000 | | | | | | | | | |
| **$75,000,000** | **$75,000,000** | **$75,000,000** | **$75,000,000** | **$75,000,000** | **$75,000,000** | **$75,000,000** | **$0** | | **$75,000,000** | | | | | | | | | |
| $378,000 | $378,000 | $378,000 | $378,000 | $378,000 | $378,000 | $378,000 | $0 | | $378,000 | | | | | | | | | |
| **$378,000** | **$378,000** | **$378,000** | **$378,000** | **$378,000** | **$378,000** | **$378,000** | **$0** | | **$378,000** | | | | | | | | | |
| $15,914 | $15,914 | $15,914 | $15,914 | $15,914 | $15,914 | $15,914 | $0 | | $15,914 | | | | | | | | | |
| $4,240,000 | $4,240,000 | $4,240,000 | $4,240,000 | $4,240,000 | $4,240,000 | $4,240,000 | $0 | | $4,240,000 | | | | | | | | | |
| $1,163,566 | $1,163,566 | $1,163,566 | $1,163,566 | $1,163,566 | $1,163,566 | $1,163,566 | $0 | | $1,163,566 | | | | | | | | | |
| $746,625 | $746,625 | $746,625 | $746,625 | $746,625 | $746,625 | $746,625 | $0 | | $746,625 | | | | | | | | | |
| $2,206,355 | $2,206,355 | $2,206,355 | $2,206,355 | $2,206,355 | $2,206,355 | $2,206,355 | $0 | | $2,206,355 | | | | | | | | | |
| $200,000 | $200,000 | $200,000 | $200,000 | $200,000 | $200,000 | $200,000 | $0 | | $200,000 | | | | | | | | | |
| $8,680,386 | $8,680,386 | $8,680,386 | $8,680,386 | $8,680,386 | $8,680,386 | $8,680,386 | $0 | | $8,680,386 | | | | | | | | | |
| $1,078,047 | $1,078,047 | $1,078,047 | $1,078,047 | $1,078,047 | $1,078,047 | $1,078,047 | $0 | | $1,078,047 | | | | | | | | | |
| $12,000,000 | $12,000,000 | $12,000,000 | $12,000,000 | $12,000,000 | $12,000,000 | $12,000,000 | $0 | | $12,000,000 | | | | | | | | | |
| $1,053,918 | $1,053,918 | $1,053,918 | $1,053,918 | $1,053,918 | $1,053,918 | $1,053,918 | $0 | | $1,053,918 | | | | | | | | | |
| $1,711,633 | $1,711,633 | $1,711,633 | $1,711,633 | $1,711,633 | $1,711,633 | $1,711,633 | $0 | | $1,711,633 | | | | | | | | | |
| $506,493 | $506,493 | $506,493 | $506,493 | $506,493 | $506,493 | $506,493 | $0 | | $506,493 | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | |
| **$33,602,937** | **$33,602,937** | **$33,602,937** | **$33,602,937** | **$33,602,937** | **$33,602,937** | **$33,602,937** | **$0** | | **$33,602,937** | | | | | | | | | |
| $49,556 | $49,556 | $49,556 | $49,556 | $49,556 | $49,556 | $49,556 | $0 | | $49,556 | | | | | | | | | |
| $45,000 | $45,000 | $45,000 | $45,000 | $45,000 | $45,000 | $45,000 | $0 | | $45,000 | | | | | | | | | |
| $17,640 | $17,640 | $17,640 | $17,640 | $17,640 | $17,640 | $17,640 | $0 | | $17,640 | | | | | | | | | |
| $6,992,396 | $6,992,396 | $6,992,396 | $6,992,396 | $6,992,396 | $6,992,396 | $6,992,396 | $0 | | $6,992,396 | | | | | | | | | |
| $313,831 | $313,831 | $313,831 | $313,831 | $313,831 | $313,831 | $313,831 | $0 | | $313,831 | | | | | | | | | |
| $50,000 | $50,000 | $50,000 | $50,000 | $50,000 | $50,000 | $50,000 | $0 | | $50,000 | | | | | | | | | |
| $1,327,760 | $1,327,760 | $1,327,760 | $1,327,760 | $1,177,760 | $1,177,760 | $1,177,760 | $0 | | $1,177,760 | | | | | | | | | |
| $19,290 | $19,290 | $19,290 | $19,290 | $19,290 | $19,290 | $19,290 | $0 | | $19,290 | | | | | | | | | |
| $486,905 | $486,905 | $398,705 | $398,705 | $398,705 | $398,705 | $398,705 | $0 | | $398,705 | | | | | | | | | |
| $3,222,709 | $3,222,709 | $3,222,709 | $3,222,709 | $3,222,709 | $3,222,709 | $3,222,709 | $0 | | $3,222,709 | | | | | | | | | |
| | | $0 | $0 | $0 | $0 | $0 | $0 | | $0 | | | | | | | | | |
| $233,920 | $233,920 | $233,920 | $233,920 | $233,920 | $233,920 | $233,920 | $0 | | $233,920 | | | | | | | | | |
| **$12,759,007** | **$12,759,007** | **$12,670,807** | **$12,670,807** | **$12,520,807** | **$12,520,807** | **$12,520,807** | **$0** | | **$12,520,807** | | | | | | | | | |
| 1900000 | $1,900,000 | $1,300,000 | $1,300,000 | $1,300,000 | $1,300,000 | $1,300,000 | $0 | | $1,300,000 | | | | | | | | | |
| 50000 | $50,000 | $50,000 | $50,000 | $50,000 | $50,000 | $50,000 | $0 | | $50,000 | | | | | | | | | |
| 520000 | $520,000 | $25,000 | $25,000 | $25,000 | $25,000 | $25,000 | $0 | | $25,000 | | | | | | | | | |
| 8600000 | $8,600,000 | $950,000 | $950,000 | $950,000 | $950,000 | $950,000 | $0 | | $950,000 | | | | | | | | | |
| 90000000 | $90,000,000 | $90,000,000 | $90,000,000 | $90,000,000 | $90,000,000 | $90,000,000 | $0 | | $90,000,000 | | | | | | | | | |
| 800000 | $800,000 | $800,000 | $800,000 | $800,000 | $800,000 | $800,000 | $0 | | $800,000 | | | | | | | | | |
| 2400000 | $2,400,000 | $285,000 | $285,000 | $285,000 | $285,000 | $285,000 | $0 | | $285,000 | | | | | | | | | |
| 610000 | $610,000 | $610,000 | $610,000 | $610,000 | $610,000 | $610,000 | $0 | | $610,000 | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | |
| 650000 | $650,000 | $650,000 | $650,000 | $650,000 | $650,000 | $650,000 | $0 | | $650,000 | | | | | | | | | |
| 0 | $0 | $5,700,000 | $5,700,000 | $5,700,000 | $5,700,000 | $5,700,000 | $0 | | $5,700,000 | | | | | | | | | |
| 5100000 | $5,100,000 | $5,960,000 | $5,960,000 | $5,960,000 | $5,960,000 | $5,960,000 | $0 | | $5,960,000 | | | | | | | | | |
| 50000 | $50,000 | 0 | $0 | $0 | $0 | $0 | $0 | | $0 | | | | | | | | | |
| 2500000 | $2,500,000 | $50,000 | $50,000 | $50,000 | $50,000 | $50,000 | $0 | | $50,000 | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | |
| | | $2,500,000 | $2,500,000 | $2,500,000 | $2,500,000 | $2,500,000 | $0 | | $2,500,000 | | | | | | | | | |
| **$113,180,000** | **$113,180,000** | **$108,880,000** | **$108,880,000** | **$108,880,000** | **$108,880,000** | **$108,880,000** | **$0** | | **$108,880,000** | | | | | | | | | |
| $11,650,000 | $11,650,000 | $11,650,000 | $11,650,000 | $11,650,000 | $11,650,000 | $11,650,000 | $0 | | $11,650,000 | SW005 | | | | | | | | |
| $15,910,000 | $15,910,000 | $15,910,000 | $15,910,000 | $15,910,000 | $15,910,000 | $15,910,000 | $0 | | $15,910,000 | SW003-004 | | | | | | | | |
| $80,000 | $80,000 | $80,000 | $80,000 | $80,000 | $80,000 | $80,000 | $0 | | $80,000 | SW001 | | | | | | | | |
| $800,000 | $800,000 | $800,000 | $800,000 | $800,000 | $800,000 | $800,000 | $0 | | $800,000 | SW002 | | | | | | | | |
| **$28,440,000** | **$28,440,000** | **$28,440,000** | **$28,440,000** | **$28,440,000** | **$28,440,000** | **$28,440,000** | **$0** | | **$28,440,000** | | | | | | | | | |
| $175,000 | $175,000 | $175,000 | $175,000 | $175,000 | $175,000 | $175,000 | $0 | | $175,000 | | | | | | | | | |
| $671,575 | $671,575 | $671,575 | $671,575 | $671,575 | $671,575 | $671,575 | $0 | | $671,575 | | | | | | | | | |
| $500,000 | $500,000 | $500,000 | $500,000 | $500,000 | $500,000 | $500,000 | $0 | | $500,000 | | | | | | | | | |
| $1,580,957 | $1,580,957 | $1,580,957 | $1,580,957 | $1,580,957 | $1,580,957 | $1,580,957 | $0 | | $1,580,957 | | | | | | | | | |
| $370,021 | $370,021 | $370,021 | $370,021 | $370,021 | $370,021 | $370,021 | $0 | | $370,021 | | | | | | | | | |
| $1,198,000 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | | $0 | | | | | | | | | |
| $118,000 | $118,000 | $118,000 | $118,000 | $118,000 | $118,000 | $118,000 | $0 | | $118,000 | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | |
| $69,000 | $69,000 | $69,000 | $69,000 | $69,000 | $69,000 | $69,000 | $0 | | $69,000 | | | | | | | | | |
| $4,555,000 | $4,555,000 | $4,555,000 | $4,555,000 | $4,815,000 | $4,815,000 | $4,815,000 | $0 | | $4,815,000 | | | | | | | | | |
| $1,081,050 | $1,346,050 | $1,346,050 | $1,346,050 | $1,366,050 | $1,366,050 | $1,366,050 | $0 | | $1,366,050 | | | | | | | | | |
| $9,429,100 | $9,609,100 | $9,609,100 | $9,609,100 | $9,609,100 | $9,609,100 | $9,609,100 | $0 | | $9,609,100 | ST | | | | | | | | |
| $60,000 | $60,000 | $60,000 | $60,000 | $60,000 | $60,000 | $60,000 | $0 | | $60,000 | ST076 | | | | | | | | |
| **$19,807,703** | **$19,054,703** | **$19,054,703** | **$19,054,703** | **$19,334,703** | **$19,334,703** | **$19,334,703** | **$0** | | **$19,334,703** | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | |
| **$353,167,647** | **$352,414,647** | **$341,466,447** | **$348,026,447** | **$348,156,447** | **$348,156,447** | **$348,156,447** | **$0** | | **$348,156,447** | | | | | | | | | |
| $20,766,261 | $21,519,261 | $32,467,461 | $25,907,461 | $25,777,461 | $25,777,461 | $25,777,461 | $0 | | $52,223,467 | | | | | | | | | |
| **$373,933,908** | **$373,933,908** | **$373,933,908** | **$373,933,908** | **$373,933,908** | **$373,933,908** | **$373,933,908** | **$0** | | **$400,379,915** | | | | | | | | | |

| | | | $0.00 | $0.00 | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Officer Responsible for Claim | No. of QRA Queries | Status | QRA Claim Amount Approved | Variance | Date of QRA Letter | Date Notification actually Received | Date Monies Received | Revenue Account | Additional Comments |
| [redacted] | | | | | | | | | |
| | | | | | | | | | Parks are a coordinated with CPO |
| | | | | | | | | | Completed<br>Completed<br>Comleted<br>Completed |
| | | | | | | | | | Completed<br>Completed<br>Listings being collated<br>Complete pending review of long-term effects<br>Review being organised but substantially complete |
| | | | | | | | | | Coordinated with parks, fundamentally complete<br>Coordinated with parks<br>Coordinated with parks |

# BRISBANE CITY COUNCIL

# BUSINESS CONTINUITY PLAN

## For

# Road Network

| | |
|---|---|
| Plan Coordinator: | [redacted], Director BMTMC |
| Plan Owner: | [redacted] CRU Manager |
| Divisional Manager: | [redacted] |
| Date of Review: | 1st May 2011 |
| Version: | 01.01 |
| Plan Type: | Essential Council Services Plan |
| Official Council File No: | |

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# ACRONYMS applied in Business Continuity Management

| | |
|---|---|
| BCCDMG | BCC Disaster Management Group |
| BCM | Business Continuity Management |
| BCP | Business Continuity Plan |
| BIA | Business Impact Analysis |
| BMTMC | Brisbane Metropolitan Transport Management Centre |
| CRU | Congestion Reduction Unit |
| CC | Crisis Controller |
| CMC | Crisis Management Committee |
| CRT | Crisis Response Team |
| CSE | Customer Service Environment |
| DRMT | Disaster Recovery Management Team |
| DRP | Disaster Recovery Plan |
| EMP | Emergency Management Plan |
| EMT | Emergency Management Team |
| EOL | Event Operations Log |
| ERG | Emergency Response Group |
| IMT | Incident Management Team |
| ITSCM | IT Service Continuity Management |
| LDCC | Local Disaster Communications Centre |
| MAO | Maximum Acceptable Outage |
| MIR | Major Incident Room |
| PPE | Personal Protective Equipment |
| Sit-Rep | Situational Reports |
| SLA | Service Level Agreements |
| SOP | Standard Operating Procedures |

Refer to Annex K for a complete glossary of terms related to Business Continuity Management.

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# CONTROL SHEET

## Plan Approval

| | | |
|---|---|---|
| Plan Coordinator: [redacted] | Signature: | Date: |
| Plan Owner: [redacted] | Signature: | Date: |
| Divisional Manager: [redacted] | Signature: | Date: |

## Revision History

*Management practice necessitates the recording of any alterations to your BCP. Any review or update of the BCP must be recorded in the following table. The Version Number, Description/Reason, Section/Page, Date and the Plan Coordinator fields will be annotated. Refer to iDivision Guide to Record Keeping for the correct procedure of version control.*

| Version Number | Description / Reason | Section / Page | Date | Plan Coordinator |
|---|---|---|---|---|
| 0.01 | First Draft | | 10/10/10 | |
| 0.02 | Second Draft | | 14/12/10 | |
| 1.00 | Publication | Whole | 20/12/2010 | |
| 1.01 | Review | Plan Coordinator, Control Sheet | 1/5/2011 | |

## Corporate Test and Maintenance Requirements

| Review / Test Frequency | | | |
|---|---|---|---|
| ***1. Internal Review*** to ensure plan details & contact lists are current. | ***2. External Review*** conducted by specialists from outside the Business Unit. | ***3. Desk-top Exercise*** examination of the plan against a specific scenario. | ***4. Live Exercise*** Involves a simulation exercise against a specific scenario. |
| 6 months | 12 months | 6 months | As directed by EMT |

1. **Internal Reviews:** conducted every six months. Ensure the details in the plan (contact lists etc) are current. Undertaken within the Division/Business Unit responsible for the plan.
2. **External Reviews:** conducted annually by specialists from outside the business unit or outside of Council. CRM or other Business Unit/Divisional experts may be available to assist in these reviews. These reviews can be conducted in conjunction with an exercise.
3. **Desktop Exercises:** conducted every six months as a facilitated discussion. It does not require an operational response. It normally involves examination and/or discussion of the plan against a specific scenario with a group of internal stakeholders.
4. **A Live Exercise:** A live exercise is a simulation, usually in real time, in which the plan or key parts of it are tested against a specific scenario. It typically involves key persons to respond to a simulated emergency and implementation of selected aspects of the plan. A live exercise



BCC.112.0517

may be "announced" or "unannounced". In either case it has to be carefully planned so that any impact on core business operations are known and controlled.

## Maintenance Schedule

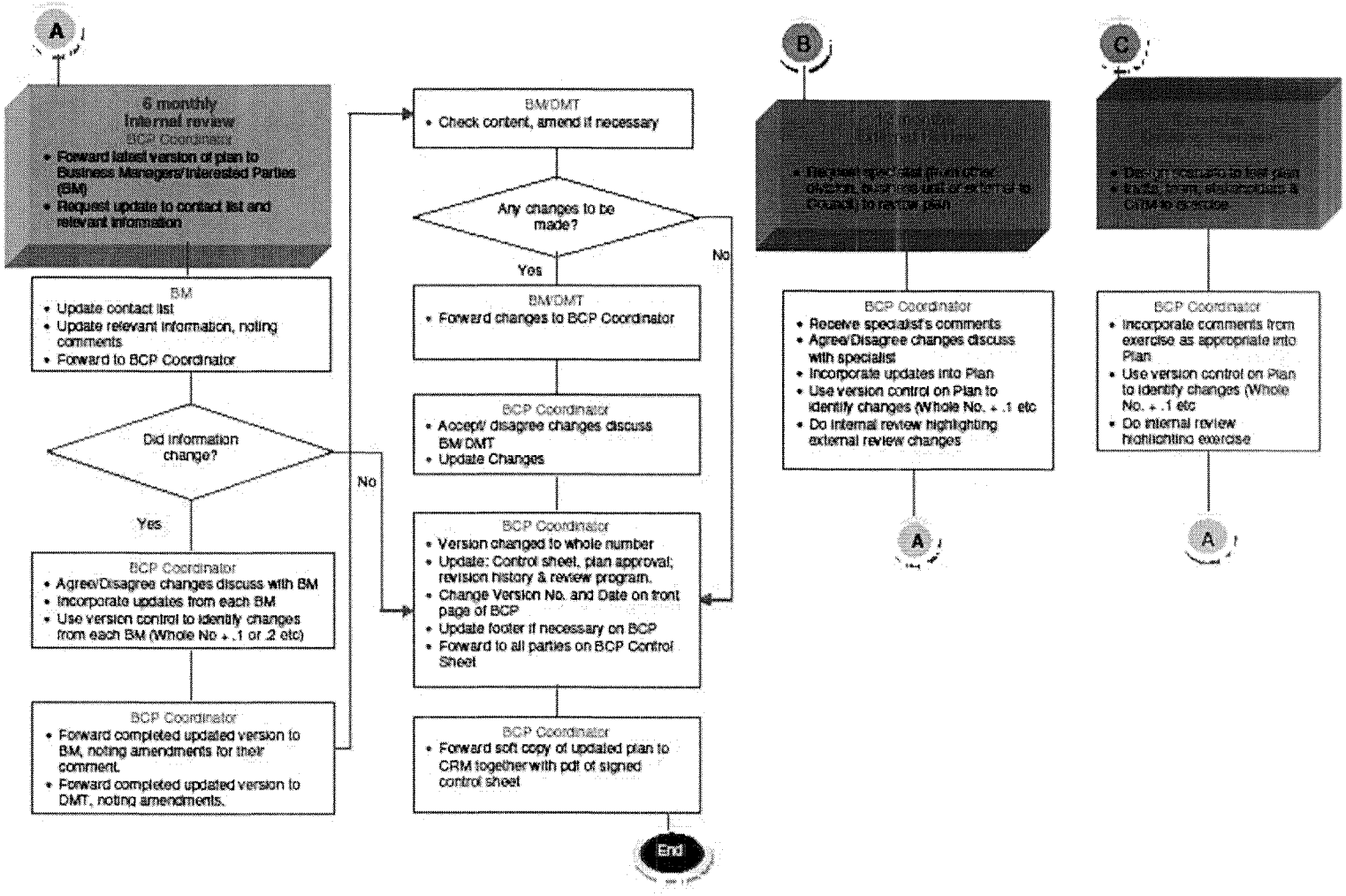
| *BCP Maintenance Schedule ; Essential Council Services Plan* | | | | |
|---|---|---|---|---|
| *Ref* | *Required Reviews* | *Corporate designated Requirements* | *When last completed* | *Next planned review* |
| *1* | *Internal Review* | *6 months* | | |
| *2* | *External Review* | *12 months* | | |
| *3* | *Desktop Review* | *6 months* | | |
| *4* | *Live Exercise* | *As directed by EMT* | | |

## Distribution List:

The distribution list should include those people who would use, activate or are accountable to this BCP once activated.

| Copy | Copy Holder | Officer Name | Officer Code |
|---|---|---|---|
| 1 | Divisional Manager | [redacted] | |
| 2 | Plan Coordinator | | |
| 3 | Plan Owner | | |
| 4 | | | |
| 5 | | | |
| 6 | | | |
| 7 | | | |
| 8 | Corporate Risk Management | | PFATAX |

## BCP Version Review and Control Flowchart



# Executive Summary

## 1.1 Purpose

The purpose of this Business Continuity Plan (BCP) is to provide a plan of action for achieving a continuation of Road Network operations in a crisis situation where staffing, facilities, equipment and/or systems availability is reduced or non-existent. It provides a definition of each major task, an estimate of the time and resources required and a framework for management control, operations, communications and review throughout the crisis period.

## 1.2 Related Procedures

This plan should be read in conjunction with the following BCC procedures:

- SP510 (Business Continuity Plans, Priorities and Testing Guidelines).
- Brisbane City Council, Corporate Risk Management, Corporate Pandemic Plan, Version 4.8.
- Road Network, Business Impact Assessment Summary Report.
- Disaster Management Concept of Operations November 2009
- Road Network Infrastructure, Business Continuity Plan.
- BMTMC, Business Continuity Plan.
- Floodwise, Business Continuity Plan.
- BCW, Business Continuity Plan.
- Plan Activation SOPs, Part 6

## 1.3 Response Plans

### *1.1.1 Who can activate*

Plan activation may be achieved by:

- The CEO or delegate,
- The Divisional Manager or delegate,
- An appropriate Branch Manager or delegate, or
- Director of the BMTMC.

### *1.1.2 When to activate*

Circumstances under which the plan may be activated include the following:

- Loss of key staff, seriously affecting the normal chain of command.
- Loss of a significant number of staff as to affect normal operations, such as in a pandemic situation.
- Loss of key IT systems for a period greater than 24 hours.
- Loss of premises or lock-out from premises used to conduct normal operations.
- Any other event which threatens ongoing operations or presents a serious risk to employee/community health and safety.

### *1.1.3 Why it would be activated*

In the event of a crisis likely to initiate this BCP a situational analysis must be undertaken as soon as possible in order to ascertain the appropriate response. A situational analysis would typically consist of the following questions being asked and answered:

- What has happened?
- Who (personnel) are involved and/or affected?
- What systems are affected?
- What systems remain operable?
- What are the anticipated systems down time?
- What facilities are affected?
- What facilities remain operable?
- What are the anticipated facilities down time?

The following decisions based on a situational analysis are to be made by the authorised officer.

- The incident may be managed under a routine business process – No further action required.
- The incident may be managed under a routine business process, however it has the potential to escalate beyond what can be managed in this manner – maintain a watching brief over the incident and warn all parties of potential activation of the BCP.
- The incident cannot be managed under routine business process however it is manageable through the activation of the BCP – activate the BCP.

### *1.1.4 Alternate to full activation*

Dependent on the nature of a crisis a single or a number of local BCPs (Contingency Plans) may be activated without it being necessary to activate this BCP. The following plans may be activated by section managers who are to advise the Divisional Manager of their decision to activate their local plan:

- BMTMC.
- BCW.
- City Design (Flood Information Centre).
- Floodwise.

### *1.1.5 Business Continuity Plan - Overall Timetable and Operations Plan*

In the event that this BCP is activated the following timetable of events is to apply.

| Tasks | Tasks | Responsibility | Timeframe | Interdependencies |
|---|---|---|---|---|
| 5.2.1 | Commence activation procedure as per the BCP | Authorised Officer (1.3.1) | C + 0 hours | LDCC |
| 5.2.2 | Obtain Activation Approval for BCP go-ahead | CRT Coordinator & Authorising Officer | C + 0.5 hour | LDCC |
| 5.2.3 | Convene at the nominated control centre | Crisis Response Team members | C + 1 hours | LDCC |
| 5.2.4 | Commence Staff Recall Procedures | CRT Coordinator | C + 1.5 hours | Business Area Managers |
| 5.2.5 | Establish Manual Records (Event Log Sheet, other) | CRT Coordinator | C + 1.5 hours | |
| 5.2.6 | Conduct a situational analysis | CRT Coordinator & team members | C + 2 hours | LDCC |
| 5.2.7 | Determine overall impact on operations & determine required response | CRT Coordinator & team members | C + 3 hours | LDCC; all affected Council divisions; external agencies |
| 5.2.8 | Develop an operational plan & timetable with LDCC to meet the specific crisis | CRT + LDCC | C + 4 hours | LDCC and external agencies as required |
| 5.2.9 | Provide a Liaison Officer to LDCC as required | CRT Coordinator | C + 4 hours | LDCC |
| In summary, within 4 hours following a crisis, the BCP would be activated and approved, and an (initial) operational plan developed to cover management of the crisis. | | | | |

## 1.4 Operations under Degraded Conditions

As soon as practicable after activation of this BCP, the CRT Coordinator is to develop and distribute an operational plan and timetable to all business unit managers.

Individual business unit managers are responsible for optimising service delivery under crisis situations. The CRT Coordinator in consultation with each unit manager is to undertake the following tasks during times of crisis that have caused the activation of this plan:

- Implement the operational plan and timetable.
- Implement relevant previously developed Contingency Plans to suit the crisis (including manual records to cover loss of core systems).
- Set interval reporting.
- Maintain communications with stakeholder groups.
- Develop a recovery plan & timetable in consultation with LDCC, if the LDCC is activated.
- Outline specific measures to coordinate activities between this Crisis Response Team and other internal work groups.

Communications with the LDCC (if operational); staff; suppliers; stakeholders and the public is critical to maintaining operations under a crisis situation. Similarly, recording all activities and decisions made during an event will be critical to a successful post activity review and debriefing process.

## 1.5 Recovery and Transition to Normal Operations

Once the crisis situation has passed and the impediment to operating under normal business procedures no longer exists the CRT Coordinator, in conjunction with individual business unit managers is to undertake the following activities:

- Implement the recovery plan.
- Maintain communications with stakeholder groups.
- Resume normal operations and timetables.
- Review events, debrief management and staff and update procedures, protocols and plans.

# Background

The purpose of this Business Continuity Plan (BCP) is to provide a plan of action for achieving a continuation of Road Network operations in a crisis situation where staffing, facilities, equipment and/or systems availability is reduced or non-existent. It provides a definition of each major task, an estimate of the time and resources required and a framework for management control, operations, communications and review throughout the crisis period.

This plan is not a BCP for the individual business units involved in maintaining the road network nor is it an infrastructure maintenance plan. Individual business units remain responsible for the development and maintenance of individual unit BCPs.

This plan supersedes the Road Network Infrastructure Plan dated December 2008.

This plan is not event specific – it takes an all-hazards approach, establishing a flexible management framework supported by a detailed business impact analysis. The objective in taking this approach is to ensure the plan can be applied to any business interruption, regardless of type or severity.

This BCP is classified as a Critical Community Services Plan within Council's classification process and must therefore comply with Corporate Policy Guidelines contained within SP510 Business Continuity Plans, Priorities and Testing Guidelines. Other BCC BCPs classified as Critical Community Services Plans are:

- Critical Community Services
- Customer Contact Centre
- Flood Warning
- Regulatory Services
- Transport Bus Services
- Waste Management

BCC BCPs classified as Critical Support Functions are:

- Cash Flow
- Commercial Services (including Payroll)
- Corporate Accommodation
- Human Resources
- Information & Communication Technology
- Media & Communications

The construction of this BCP is based on a series of Business Impact Analysis' conducted by the following business units:

- Brisbane Metropolitan Transport Management Centre,
- Brisbane City Works,
- Congestion Reduction Unit,
- City Assets,
- City Design,
- Local Asset Services,
- Major Infrastructure Project Office.

Following discussion with LAS representatives, it was assessed that the support LAS provides to the continuity of the road network was not critical against the risk scenarios used for the analysis. Detailed analysis of LAS functions were not taken any further.

The functions addressed by each business unit when conducting these BIAs are listed below.

## 1.6 Brisbane Metropolitan Transport Management Centre:

- Operate - Incident Management
- Operate - Event Management
- Operate - Road Closures
- Operate - Network Monitoring
- Operate - Traffic Information
- Operate - Network Control
- Operate - Intelligent Transport System (ITS) Provision
- Operate - Major River Crossings

## 1.7 Brisbane City Works:

- Operate - Asset Maintenance, Roads, Pathways, Drainage & Cleansing
- Operate - Asphalt Operations, Road Planned Maintenance & Surfacing
- Install / Maintain Traffic Signals, ITS, CCTV, Fibre (Intelligent Transport System)
- Operate - Business Support Services, Fleet Logistics, Risk, HR, Contracts & Financial Services

## 1.8 Congestion Reduction Unit:

- Plan - Transport and Traffic Planning
- Operate - Incident Management
- Operate - Event Management
- Operate - Road Closures
- Operate - Network Monitoring
- Operate - Traffic Information
- Operate - Network Control
- Operate - Intelligent Transport System (ITS) Provision
- Operate - Major River Crossings

## 1.9 City Assets:

- Plan - Road Network Infrastructure
- Inspect - Structures
- Plan - Stormwater
- Plan - Land and Buildings
- Plan - Works Schedule Management
- Plan - Asset Information Management
- Operate - Business Services
- Operate - Finance
- Plan - Policy and Governance

## 1.10 City Design:

- Planning - Transport Infrastructure Planning Services
- Design - Transport Infrastructure Design Services
- Construct - Contract Management
- Maintain - Floodwise software program

## 1.11 Major Infrastructure Project Office:

- Operate - Finance
- Operate - Human Resource Management
- Operate - Corporate/Administration Tasks
- Operate - Marketing and Communications
- Operate - Partnerships Unit
- Operate - Northern Link
- Plan - Road Action Program
- Plan - Bikeways and Other TI Projects

A concise report of the outcomes of these BIAs is shown at Annex A.

# Business Continuity Plan - Aim and Objectives

## 1.12 Aim

The aim of this plan is to provide guidance to allow continuing Road Network Operations services at the highest possible level, given the circumstances and constraints imposed by the crisis situation and to recover full operations at the earliest opportunity.

## 1.13 Objectives

The objectives of this plan are to outline guidance to allow for:

- The immediate response to the crisis, at all times providing a safe environment for employees and the community.
- Operations under emergency conditions, meeting customer needs to the highest level given the circumstances of the crisis.
- The establishment and maintenance of effective communications with the community and key stakeholders.
- The resumption of normal operations as soon as possible.

## 1.14 Scope, Constraints, Assumptions and Core Systems

In developing this plan the following underlying assumptions were made:

- Internal communications are to be maintained via normal means such as phone, e-mail, fax, Call Centre, Council's External Website. (Refer to section 5.3.1 for alternate communication strategies where normal communication channels are not available.)
- IT Systems: Backup IT systems & support will be provided by iDivision and/or Brisbane Infrastructure, Congestion Reduction Unit, Transport Systems Section.
- The actual recovery program will be developed once systems availability is known and systems recovery timeframes clarified with iDivision and/or the Congestion Reduction Unit. (Refer to ICT Support Requirements Annex I).
- Staffing: Business operations will continue under reduced staffing.
- Sustainability: The BCP is sustainable for 30 days at 66% staffing levels.
- LDCC: In the instance of an event that impacts upon the community, the Local Disaster Communications Centre will normally be activated and manage the overall situation including pulling together multiple BCPs and coordinating activities.

# BCP Process Overview

This plan focuses on the Plan Preparation and Maintenance, crisis response and activation, operations under degraded conditions and recovery and transition to normal operations. The plan consists of the following sections:

- Section 5.1 Plan Preparation and Maintenance.
- Section 5.2 Crisis Response & Activation.
- Section 5.3 Operations under Degraded Conditions.
- Section 5.4 Recovery and Transition to Normal Operations.

# Detailed Plan (Phases & Tasks)

## 1.15 Plan Preparation and Maintenance

### *1.1.6 Tasks and/or Key steps*

The preparation and maintenance of this plan consists of the following tasks/steps:

- Task 1 – Develop the plan
- Task 2 – Maintain the plan
- Task 3 – Develop test exercises/scripts and test the plan as required

### *1.1.7 Related procedures*

This plan should be read in conjunction with the following BCC guideline:

- SP510 (Business Continuity Plans, Priorities and Testing Guidelines).

### *1.1.8 Responsibilities*

The Plan Owner is responsible for the preparation and maintenance of this plan, through the Plan Coordinator.

### *1.1.9 Resources*

There are no specialist resources required for this phase of the process.

### *1.1.10 Timings*

This plan is to be updated as required. Updates are to occur as a minimum after the scheduled six monthly internal and twelve monthly external reviews and after the six monthly Desk Top Exercises and/or the Simulation Exercises which occur at the direction of EMT. Additionally, this plan is to be reviewed immediately after each instance that the plan is activated.

### *1.1.11 Key Milestones*

The Plan Coordinator is to have the updated plan to the Plan Owner within one month of the date when it was identified that amendments were required. The Plan Owner is to have the updated plan distributed to all relevant parties within six weeks of the date when it was identified that amendments were required.

### *1.1.12 Plan Storage*

The master electronic file of this document and all referenced enclosures are to be maintained in a secure folder on G Drive.

A CD containing updated copies of this document and all referenced enclosures is to be provided to each relevant business unit. The CD is to be updated and re-issued as part of updating this plan. Each business unit manager is also to ensure a hard copy of all plans, sub-procedures and manual forms is kept in a secure storage location.

## 1.16 Crisis Response & Activation

### *1.1.13 Tasks and/or Key steps*

- Task 1 – Commence the activation procedure as per the BCP
- Task 2 – Obtain activation approval for the BCP go-ahead (incl. succession of command)
- Task 3 – Convene at the nominated control centre
- Task 4 – Commence staff recall procedures
- Task 5 – Establish manual records (incl. Event Operations Log)
- Task 6 – Conduct a situational analysis (what has happened, key persons involved, systems/equipment/facilities lost, facilities available)
- Task 7 – Determine overall impact on operations & make decisions on needed response
- Task 8 – Develop the BCP overall timetable & operational plan in liaison with LDCC, if the LDCC is activated.
- Task 9 – Provide a Liaison Officer to the LDCC, if the LDCC is activated.

### *1.1.14 Situational Analysis*

The following decisions based on a situational analysis are to be made by the Critical Response Team (CRT) Coordinator or authorised officer.

- The incident may be managed under a routine business process – No further action required.
- The incident may be managed under a routine business process, however it has the potential to escalate beyond what can be managed in this manner – maintain a watching brief over the incident and warn all parties of potential activation of the BCP.
- The incident cannot be managed under routine business process however it is manageable through the activation of the BCP – activate the BCP.

### *1.1.15 Responsibilities*

The Critical Response Team (CRT) Coordinator (normally the Director BMTMC) or the manager of any effected business unit is responsible for the conduct of the assessment on the requirement to activate this plan (situational analysis) and the coordination of the tasks/key steps listed above.

### *1.1.16 Resources*

#### *1.1.16.1 Nominated Control Centres*

The CRT Coordinator may convene the control centre at one of the following locations, depending on the nature and impact of the business interruption and the availability of each facility:

- Brisbane Square – 266 George Street, Brisbane.
- Green Square – 515 St Paul's Terrace, fortitude Valley.
- North Regional Business Centre – 960 Gympie Road, Chermside.
- South Regional Business Centre – 661 Compton Road, Sunnybank Hills.
- West Regional Business Centre – 70 Station Road, Indooroopilly.
- H.A. Lowe Traffic Centre (HALTC), Transport and Main Roads TMC – 161 Hawthorne Street, Woolloongabba.

#### *1.1.16.2 Staff Recall Lists*

Each individual business unit is to maintain an up to date staff recall list incorporating those details at Annex C. These list are to be accessible by nominated officer(s) at all times.

#### *1.1.17 Timings/Milestones*

The timeframes for the initiation and completion of each of the above tasks will be dependent on the nature of the event and is to be outlined by the CRT Coordinator as part of the activation procedure.

## 1.17 Operations under Degraded Conditions

#### *1.1.18 Tasks and/or Key steps*

- Task 1 – Implement the operational plan and timetable
- Task 2 – Implement relevant previously developed Contingency Plans to suit the crisis (including manual records to cover loss of core systems)
- Task 3 – Set interval reporting
- Task 4 – Maintain communications with stakeholder groups
- Task 5 – Develop a recovery plan & timetable in consultation with LDCC, if the LDCC is activated.
- Task 6 – Outline specific measures to coordinate activities between this Crisis Response Team and other internal work groups

#### *1.1.19 Related procedures*

Individual business units are to develop and maintain operating procedures relevant to operations under crisis conditions. These procedures are to maintain the optimal service levels when staffing, facilities, equipment and/or systems availability is reduced or non-existent.

#### *1.1.20 Responsibilities*

Individual business units are responsible for the optimisation of service delivery standards under a crisis situation.

#### *1.1.21 Resources*

In the event that resources such as staff, plant, equipment or facilities are required to supplement available resources initial requests are to be coordinated through the CRT Coordinator or delegate.

#### *1.1.22 Timings*

Managers of individual business units are to assess and report on their ability to maintain services once circumstances change or as requested.

#### *1.1.23 Key Milestones*

Key milestones will be directed by the CRT Coordinator as circumstances dictate.

## 1.18 Recovery and Transition to Normal Operations

### *1.1.24 Tasks and/or Key steps*

- Task 1 – Implement the recovery plan
- Task 2 – Maintain communications with stakeholder groups
- Task 3 – Resume normal operations and timetables
- Task 4 – Review events, debrief management and staff and update procedures, protocols and plans.

### *1.1.25 Related procedures*

To ensure a well-managed transition to normal operations, the CRT Coordinator is to ensure that individual business units develop individual Recovery Plans that address:

- Loading data from manual records to computer-based systems;
- Any reconciliations to ensure accuracy of data after the event;
- Employee actions and responsibilities in returning to normal operations; and
- Organisational responsibilities related to employee welfare, safety and pay as a result of the crisis.

The Recovery Plan is to specify responsibilities, timings and communications required with staff, other business units, stakeholders and the public.

### *1.1.26 Responsibilities*

The CRT Coordinator will remain the central coordination point for all activities until the transition to normal operations is complete.

| Business Continuity Plan Phases and Tasks - Checklist | | |
|---|---|---|
| **Sect** | **Phases & Tasks** | **Check** |
| 5.1 | Phase 1 – Plan Preparation and Maintenance, incl:<br>• Task 1 – Develop the plan<br>• Task 2 – Maintain the plan<br>• Task 3 – Develop test exercises/scripts and test the plan as required | ☐<br>☐<br>☐ |
| 5.2 | Phase 2 – Crisis Response & Activation:<br>• Task 1 – Commence the Activation Procedure as per the BCP<br>• Task 2 – Obtain Activation approval for the BCP go-ahead (incl. Succession of Command)<br>• Task 3 – Convene at the nominated control centre<br>• Task 4 – Commence Staff Recall Procedures<br>• Task 5 – Establish Manual Records (incl. Event Operations Log)<br>• Task 6 – Conduct a situational analysis (what has happened, key persons involved, systems/equipment/facilities lost, facilities available)<br>• Task 7 – Determine overall impact on operations & make decisions on needed response<br>• Task 8 – Develop the BCP Overall Timetable & Operational Plan in liaison with LDCC, if the LDCC is activated.<br>• Task 9 – Provide a Liaison Officer to the LDCC, if the LDCC is activated. | ☐<br>☐<br>☐<br>☐<br>☐<br>☐<br>☐<br>☐<br>☐ |
| 5.3 | Phase 3 – Operations Under Degraded Conditions:<br>• Task 1 – Implement the operational plan and timetable<br>• Task 2 – Implement relevant previously developed Contingency Plans to suit the crisis (including manual records to cover loss of core systems)<br>• Task 3 – Set interval reporting<br>• Task 4 – Maintain communications with stakeholder groups<br>• Task 5 – Develop a recovery plan & timetable in consultation with LDCC, if the LDCC is activated.<br>• Task 6 – Outline specific measures to coordinate activities between this Crisis Response Team and other internal work groups | ☐<br>☐<br>☐<br>☐<br>☐<br>☐ |
| 5.4 | Phase 4 – Recovery and Transition to Normal Operations:<br>• Task 1 – Implement the recovery plan<br>• Task 2 – Maintain communications with stakeholder groups<br>• Task 3 – Resume normal operations and timetables<br>• Task 4 – Review events, debrief management and staff and update procedures, protocols and plans. | ☐<br>☐<br>☐<br>☐ |

*The 'Check' column in Business Continuity Plan Phases and Tasks Checklist above allows the user of this document to tick off tasks as completed when the BCP is in use or is being tested.*

## 1.19 Phase 1 – BCP Preparation & Maintenance

### *1.1.27 Develop, maintain and test the BCP*

Testing and maintenance of this plan must be conducted in accordance with corporate requirements as per SP501. Record of testing and maintenance is shown in the BCP Maintenance Schedule located within the Control Sheet at the front of this document.

## 1.20 Phase 2 – Crisis Response and Activation Procedures

### *1.1.28 Commence Activation Procedures – Circumstances of Activation*

In an emergency, full details of the crisis would be presented to an authorised officer for a decision on plan activation.

Circumstances under which the plan may be activated include the following:

- Loss of key staff, seriously affecting the normal chain of command.
- Loss of a significant number of staff as to effect normal operations, such as in a pandemic situation.
- Loss of key IT systems for a period greater than 24 hours.
- Loss of premises or lock-out from premises used to conduct normal operations.
- Any other event which threatens ongoing operations or presents a serious risk to employee/community health and safety.

Once approved and activated, the nominated CRT Coordinator would commence crisis response procedures as required given the emergency and as outlined in this BCP.

### *1.1.29 Obtain Activation Approval for BCP, set Delegations and Authorisations*

Plan activation may be achieved by:

- The CEO or delegate,
- The Divisional Manager or delegate,
- An appropriate Branch Manager or delegate, or
- Director of the BMTMC.

Once activated, a CRT Coordinator would be nominated to manage the overall situation on behalf of all work units.

The succession of command for this plan is:

- CEO
- Divisional Manager
- CRT Coordinator
- Director BMTMC

### *1.1.30 Convene at the nominated Control Centre*

The primary Control Centre may be situated at any of the facilities as described at 6.2.4.1 of this plan, dependent on the nature of the emergency.

The CRT Coordinator will liaise with the appropriate Site Manager to establish the Control Centre and facilities for the team. All employees will be advised of the actual Control Centre location when they are individually contacted as part of the Staff Recall Procedure.

### *1.1.31 Commence Staff Recall Procedures*

On activation of this BCP, the CRT Coordinator will contact managers as listed in the Key Management Contact List (Annex F), advising them of the current situation, designated meeting place and required actions.

It is the responsibility of each manager to contact supervisors, giving them an outline of the situation. Supervisors will communicate directly with their team members in line with their individual Employee Contact List, giving them activation details, including:

- Team structure.
- Control Centre location.
- Contact details.

The CRT Coordinator will confirm all relevant personnel have been contacted and will update the events operations log accordingly.

At the appropriate times, the CRT Coordinator will nominate a person(s) to contact key suppliers (Annex D) and customers (Annex E) to advise them of the current situation and plans that are in place and are being developed to manage the crisis.

### *1.1.32 Establish Manual Records*

Event Operations Log

The implementation of this plan will necessitate the maintenance of an Event Operations Log to record all actions/decisions in chronological order, including;

- Events
- Decisions reached and special approvals
- Approved expenditures
- Actions taken to recover/maintain operations
- Visits, meetings, briefings, press releases, Etc.

The Event operations log is a key document as it acts as an audit trail for subsequent review of actions to improve responses to emergency situations and maintain the highest level of safety in all circumstances. Refer Annex G for an example of an Events Operations Log template.

Manual Records Log

In the event of loss of an Incident Management System, (such as the BMTMCs SIMS system), each area would have to maintain a manual record of incident data, an example of which is located at Annex H.

### *1.1.33 Conduct a Situational Analysis*

In the event of a crisis likely to initiate this BCP a situational analysis must be undertaken as soon as possible in order to ascertain the appropriate response. A situational analysis would typically consist of the following questions being asked and answered:

- What has happened?
- Who (personnel) are involved and/or affected?
- What systems are affected?
- What systems remain operable?
- What are the anticipated systems down time?
- What facilities are affected?
- What facilities remain operable?
- What are the anticipated facilities down time?

### *1.1.34 Determine overall impact on operations and make decisions on needed response*

Prior to the implementation of this plan the CRT Coordinator must determine the overall impact of an event on the:

- Road Network Infrastructure,
- Road Network Operations,
- BCC Business Units, and/or
- Community in general.

An event such the loss of an operating system may result in the implementation of an alternate operating procedure that allows for minimal effect on the operations of the Road Network (workaround); however, the loss of an operating system may also result in the requirement to close a major piece of infrastructure, which will have an effect on the Road Network. An event may adversely impact on a particular BCC Business Unit but again it may or may not have an effect on the Road Network. Some events may cause concern amongst the community in general; however, it may or may not have an effect on the Road network. The decision to implement this plan and the level and nature of appropriate responses will be dependent largely on this initial analysis.

### *1.1.35 Develop an Operational Plan & Timetable in liaison with the LDCC, if the LDCC is activated.*

The CRT Coordinator is to develop an Operational Response Plan that achieves the following outcomes:

- Allocates resources to the recovery and maintenance of those critical services identified at Annex A; and
- Minimises interruption impact on the Road Network.

The Operational Response Plan should be developed using the following template as a guide:

| Ref | Recovery/Action Steps | BU/Officer Responsible | Deadline | Outcome/Status |
|---|---|---|---|---|
| 1. | Undertake Initial Situational Analysis | | | |
| 2. | Designate Coordination Centre location | | | |
| 3. | Assemble RCMT at Coordination Centre | | | |
| 4. | Develop detailed Operational Plan and timetable | | | |

### *1.1.36 Provide a Liaison Officer to the Local Disaster Communications Centres Coordinator (LDCC Coordinator)*

Where a Local Disaster Communications Centre has been established and this BCP has been activated, it is critical to maintain clear communications between the work units and the LDCC at all times.

The Liaison Officer will be appointed to liaise between the CRT and the LDCC.

## 1.21 Phase 3 – Operations under Degraded Conditions

### *1.1.37 Implement the Operational Plan and Timetable*

The Operational Plan, as outlined in Section 6.6.8, above, is the official recovery plan and remains in place until any crisis is resolved and/or until the CRT Coordinator determines the plan is no longer necessary.

### *1.1.38 Implement relevant previously developed Contingency Plans to suit the crisis*

Dependent on the nature of a crisis a single or a number of local BCPs (Contingency Plans) may be activated without it being necessary to activate this BCP. The following plans may be activated by section managers who are to advise the Divisional Manager of their decision to activate their local plan:

- BMTMC
- BCW
- City Design (Flood Information Centre)

### *1.1.39 Internal Reporting Requirements - Interval Reporting & Key Events*

#### *1.1.39.1 Interval Reporting*

A situational report would be issued within 2 hours of activation of this BCP, then every six hours thereafter, or as directed by the CRT Coordinator or LDCC Coordinator.

The situational report will cover all events as logged in the Event Operations Log since the previous situational report was issued. The template for the "Events Operation Log – Situational Report" is at Annex G.

#### *1.1.39.2 Reporting of Key Events*

Major incidents are to be reported immediately on occurrence, with the CRT Coordinator nominating incidents as 'major' or otherwise.

The means of communication will be via E-mail if available. Alternatively verbal communication will occur. The results of such communication and decisions reached will be recorded in the Event Operations Log.

### *1.1.40 Maintain Communications with Stakeholder Groups*

Communications with stakeholders should be maintained via normal means where possible (phone, e-mail, radio and fax).

Given a loss of services over a protracted period, the CRT Coordinator may request that direct communications be made with certain groups such as Key Suppliers and/or Key Customers/Stakeholders.

Contact details must be kept up to date and must reflect both business hours and after hours contact details. In the event that normal communication channels are not available it is important that contact addresses are available. These are to be included in key supplier, key customers, and key contact listings for:

- Key Suppliers of goods and services (Annex D).
- Key customers/stakeholders (Annex E).
- Media contacts (Under no circumstances should anyone make representation to the Media as a Council representative. Any requests for information must be referred to the CRT Coordinator, who will refer them to the Corporate Media Officer, and note the request and action taken in the Event Operations Log.
- Key Public Organisations (Communications with the public should be maintained via the Council's Contact Centres and Call Centre, depending on availability of services. In the event of loss of services over a protracted period, a daily bulletin will be

prepared under the directorship of the CRT Coordinator, which will be disseminated to the public via the Contact Centre).

### *1.1.41 Develop a Recovery Plan and Timetable in consultation with the LDCC, if the LDCC is activated.*

To ensure a well managed transition back to normal operations, a recovery plan should be developed by the CRT Coordinator. This plan should cover the following issues (for example):

| Ref | Recovery/Action Steps | BU/Officer Responsible | Deadline | Outcome/ Status |
|---|---|---|---|---|
| 1. | Advice to staff reference the return to normal operations. | | | |
| 2. | Final systems checks to ensure all operating systems have been returned to full functionality. | | | |
| 3. | Reloading of data from manual systems to computer based systems. | | | |
| 4. | Advice to stakeholders reference the return to normal operations. | | | |
| 5. | Schedule phased transition, if required. | | | |
| 6. | Review BCP. | | | |
| 7. | Develop detailed situational debrief. | | | |

### *1.1.42 Resume Normal Operations*

Normal operations are resumed once all activities specified under the Recovery Plan have been completed. The CRT Coordinator will formally advise the LDCC and Council's executive management when normal operations have resumed and will stand-down the CRT.

# Annexure A – Business Impact Analysis

## Background

Rowland Pty Ltd (Rowland) was appointed by Brisbane City Council (BCC) to facilitate a Business Impact Analysis (BIA) for the Road Networks functions following an external review of Council's business continuity management activities. The review included a revised list of corporate business continuity plans (BCPs) which included the Road Network as a Critical Community Service. The BCC Corporate Risk Manager recommended that a BIA be conducted for all BCPs and that they be updated to align with corporate requirements. The BIA was conducted between 1 July and 7 October 2010.

## Scope

This scope of the project was to conduct a BIA for the Road Network using the BCC BIA Template – Version: Nov 2009. It did not include any activities associated with revising or documenting any aspect of the BCP.

For the purpose of conducting the Road Network BIA, the analysis extended to include those areas across BCC that may contribute to the Road Network and its continued operation. There was also a requirement to include the Brisbane Metropolitan Traffic Management Centre (BMTMC) which previously had established its own BCP. The business areas included were:

- City Assets
- City Design
- City Works
- MIPO
- Transport and Traffic (includes Information Transport System (ITS) and the BMTMC)
- Local Asset Services (LAS).

## Process

The BIA process identifies and analyses the core business activities and the staff, facilities, resources and data they require to be successful. These components are reviewed for risk and criticality, and an impact on the business of their loss is assessed.

This project was completed in the following steps:

1. Preparation of the BIA Template for issue to business area representative Subject Matter Experts (SME).
2. Identification and clarification of SME for each business area.
3. Completion of a central briefing by the BCC Project Manager and Rowland Consultant for identified SME and the issuing of the BIA Template.
4. Individual visits with SME by the BCC Project Manager and Rowland Consultant to confirm business area functions and the process of completing the BIA Template.
5. SME conducted analysis and completed the BIA Template for their business area including a final risk assessment.
6. Initial review of data provided in the BIA Template to identify gaps and areas for clarification.
7. Follow up meetings with SME by the BCC Project Manager and Rowland Consultant to clarify data and complete any gaps.
8. Development of the BIA Report.

## Limitations

The following limitations were identified:

- Specific risk and vulnerability assessments were not conducted prior to the commencement of the BIA. Due to this the hazards and threats facing BCC were not investigated to identify the potential risks to business disruption. The BIA was therefore completed against generic disruption scenarios to consider the availability of staff, loss of key facilities, failure of key software applications and the loss of key resources. The focus therefore was on assessing the impact of resource loss, rather than its cause.
- The BCC BIA Template – Version: Nov 2009 does not provide for the assessment of financial impact or non-operational impacts such as image, reputation, contractual and legal or regulatory aspects.

## Risk Scenarios

To assist SME complete their BIA Template, generic disruption scenarios were discussed during briefings. An impact period of up to 30 days was also used as the basis of consideration. It was assumed that alternate arrangements for key resources and primary facilities would generally be identified and resolved over this period of time. SME were able to use this timeframe to initially classify functions and the associated processes and then focus on those that had a continuity requirement within this period.

The generic risk scenarios that participants considered for the BIA were:

- Loss of primary facilities. This scenario considered the catastrophic loss of a business units primary work location through a natural or human origin disaster or major infrastructure failure. This would be a long term impact on the work space and resources located at the primary facility.
- Denial of access to primary facilities. This scenario considered the loss of use of a business units primary work location without it being a catastrophic loss. This would be a shorter term impact which may or may not affect key resources.
- Loss of key resources. This scenario considered direct impact on individual resources only but excluding work space. This may be loss of staff (e.g. pandemic) IT resources, data, information or specialist equipment required to deliver a function.

## MTO/Risk Assessment/Workarounds

Listed below is the resultant forecast Maximum Tolerable Outrage (MTO), Risk Assessment and workarounds against those processes assessed as presenting a risk to the Road Network, against the above risk scenarios, during the BIA process:

| Processes | MTO (day) | Risk Rating | Key Resource Lost | Workaround Description |
|---|---|---|---|---|
| **City Assets** | | | | |
| Day-to-day Management of structures / bridges operations / contracts | 1 | Medium - | Staff | Source suitably skilled staff from City Design or DTMR. |

| Processes | MTO (day) | Risk Rating | Key Resource Lost | Workaround Description |
|---|---|---|---|---|
| **City Design** | | | | |
| Floodwise program | 2 hours | Medium - | Link between Floodwise server and relevant staff within Council.<br><br>Loss of externally managed server which Floodwise operates on | Two stand alone workstations that are connected to the BCC Standard Operating Environment (SOE) are used. One is connected via the Optical Fibre Network which is located in Green Square and the second system is located on the roof of Brisbane Square.<br><br>If the Council system fails the two workstations can be disconnected from the BCC SOE system and work independently.<br><br>Telstra has confirmed that the possibility of the system not working when connected to the Fibre Optic network is very rare. The Floodwise program is internet based.<br><br>There is a Service Level Agreement in place with Information Services if the server fails. The critical time period to repair the server as stated in the SLA is between 2 to 4 hours. |

| Processes | MTO (day) | Risk Rating | Key Resource Lost | Workaround Description |
|---|---|---|---|---|
| **City Works** | | | | |
| Cleansing Roads - | 1 | Medium - | Loss of IT Job Allocation System or Call Centre communications.<br><br>Loss of PC tablets.<br><br>Loss of specialised broom vehicles or operators.<br><br>Unable to clean up chemical, hydrocarbon or harmful substance spills. | Use of Motorola, Optus mobiles, fax and manual daily work schedules.<br><br>Drivers use hard copy route maps.<br><br>Adequate number of broom fleet and skilled operators, also external agency and contract plant available.<br><br>Relay request to State Government agency / SES or an approved contract waste disposal contractor. |
| Failure Restoration Road Surfaces | 7 | Medium - | Loss of IT or Call Centre communications.<br><br>Loss of specialised trucks / plant vehicles or operators.<br><br>Interruption to asphalt supply | Use of Motorola, Optus mobiles, fax and manual daily work schedules.<br><br>Adequate number of plant fleet and skilled operators, also refer to B2 Planned Maintenance by Asphalt Operations.<br><br>Two internal AC Plants. One works most week nights or weekends. External asphalt suppliers also available. |

| Processes | MTO (day) | Risk Rating | Key Resource Lost | Workaround Description |
|---|---|---|---|---|
| Install and Maintain Road Signs | 14 | Medium - | Loss of IT or Call Centre communications. | Use of Motorola, Optus mobiles, fax and manual daily work schedules. |
| | | | Loss of specialised line marking plant or operators. | More than one specialised line marker available also temporary line markers / stick & stomp. |
| | | | Interruption in supply of materials & paint. | Stocks of paint materials kept in depot store, use alternate paint supplier. Use temporary line markers / stick & stomp. |
| | | | Interruption to supply of signs. | Signs Store holds adequate stock of most traffic signs. |
| Install and Maintain Road Lines | 7 | Medium - | Loss of IT or Call centre communications. | Use of Motorola, Optus mobiles and fax. |
| | | | Loss of callout vehicles. | More than one call-out vehicle and similar vehicles in fleet. |
| | | | Loss of trained call out staff. | Other business unit supervisors are capable of filling role. |
| | | | Loss of or inadequate emergency depot resources and stores. | Emergency resources are available from internal and external stores and providers. |
| Supporting LAS Emergency Response Group | 1 | Medium - | Trained Call Out Employee. | Rolling Roster available for LAS Call Out and team of 8 employees available in the BCW Rapid Response Team. |

| Processes | MTO (day) | Risk Rating | Key Resource Lost | Workaround Description |
|---|---|---|---|---|
| Planned Maintenance of Road Pavements | 7 | Low - | Loss of IT or Call Centre communications. | Use of Optus mobiles, fax and manual daily work schedules. |
| | | | Loss of specialised plant, trucks or operators. | Adequate number of profile, backhoe, paver and truck fleet and skilled operators. |
| | | | Interruption to asphalt supply. | Two internal AC Plants, one works most week nights & weekends. External asphalt suppliers also available. |
| | | | Traffic Control, Police Not available. | Traffic Controllers are available off corporate panels. |
| | | | DBYD or Service Locators not available. | Manual location of services, potholing or vacuum excavation. |

| Processes | MTO (day) | Risk Rating | Key Resource Lost | Workaround Description |
|---|---|---|---|---|
| Maintain / Install Traffic Signals | 1 | Medium + | Loss of IT or Call Centre communications. | Use of Optus mobiles, fax and manual daily work schedules. |
| | | | Loss of specialised plant, trucks or operators. | Reschedule non urgent works, use backup plant or external providers. |
| | | | Signalling plans / designs not available. | TNP Electrical Engineers or external Consultants and Client approve as constructed plans. |
| | | | Traffic Control, Police Not available. | Traffic Controllers are available off corporate panels. |
| | | | Traffic Signal Spare parts not available from suppliers. | Use stockpiled spare parts or electricians fix faulty parts in TNP Workshop. |

| Processes | MTO (day) | Risk Rating | Key Resource Lost | Workaround Description |
|---|---|---|---|---|
| Maintain / Install CCTV, ITS & Fibre | 1 | Medium - | Loss of IT or Call Centre communications. | Use of Optus, Motorola mobiles, fax and manual daily work schedules. |
| | | | Loss of specialised plant, trucks or operators. | Reschedule non urgent works, use backup plant or external providers. |
| | | | CCTV, ITS or Fibre plans / designs not available. | TNP Electrical Engineers or external Consultants and Client approve as constructed plans. |
| | | | Spare parts not available from suppliers. | Use stockpiled spare parts or electricians fix faulty parts in TNP Workshop. |
| | | | Traffic Control, Police Not available. | Use traffic control suppliers off corporate panels. |

| Processes | MTO (day) | Risk Rating | Key Resource Lost | Workaround Description |
|---|---|---|---|---|
| Maintain / Install Street Lighting | 14 | Low + | Loss of IT or Call Centre communications. | Use of Optus, Motorola mobiles, fax and manual daily work schedules. |
| | | | Loss of specialised plant, trucks or operators. | Reschedule non urgent works, use backup plant or external providers. |
| | | | Lighting designs not available. | TNP Electrical Engineers or external Consultants and Client approve as constructed plans. |
| | | | Spare parts not available from suppliers. | Use stockpiled spare parts or electricians fix faulty parts in TNP Workshop. |
| | | | Traffic Control, Police Not available. | Use traffic control suppliers off corporate panels. |
| HR, Fleet, Financial, Risk & Contracts; Support Functions | 14 | Low + | Business Support functions not available due to loss of Key Employees. | Executive Manager's Office Business units all have nominated Successors. |
| Fleet & Mobile Plant & Equipment Logistics | 3 | Low + | Fleet Logistics Support not available due to loss of Key Employees. | Fleet and Mobile Plant Hire and Maintenance services support also supplied by City Fleet. |

| Processes | MTO (day) | Risk Rating | Key Resource Lost | Workaround Description |
|---|---|---|---|---|
| **Intelligent Transport System** | | | | |
| WI_SCATS | 1 | Medium + | Loss of 50% of staff.<br><br>Loss of primary workspace or denial of access to primary workspace (BSQ) but staff still available.<br><br>Personality cards and burners. | Nil<br><br>Remote operations by stacking staff at Stafford or Hawthorne.<br>Move services via VMware.<br>Re-route core systems.<br><br>Spare cards are help at Lennon St Stafford.<br>Replacements of each can be purchased. |
| WI BLISS Framework | 1 | Medium - | | |
| WI Printing Services | 2 | Low - | | |
| WI Personality Support | 1 | Medium + | | |
| OS Road closure systems | 1 | Medium - | | |
| WI VMS fault management | 1 | Medium - | | |
| OS Networks Core and edge | 1 | Low + | | |
| OS Road closure systems | 4 | Medium - | | |
| OS ISB (information Services Branch ) networks / web portal | 4 | Low + | | |
| OS Networks Core and edge | 1 | Low + | | |
| OS SCATS | 1 | Medium + | | |
| OS BLISS Framework | 1 | Medium - | | |
| OS Networks Core and edge | 1 | Low + | | |
| Service Provider maintenance | 1 | Low + | | |
| OS VMS BRIMS | 1 | Medium + | | |

| Processes | MTO (day) | Risk Rating | Key Resource Lost | Workaround Description |
|---|---|---|---|---|
| OS Networks Core and edge | 1 | Low + | | |
| OS SCATS | 1 | Medium + | | |
| OS BLISS Framework | 1 | Medium - | | |
| OS Printing Services | 1 | Negligible | | |
| OF Personality Development | 1 | Low - | | |
| OF Personality Support | 1 | Low - | | |
| OS Faults Management | 4 | Low + | | |
| OS Signal Faults | 1 | Medium + | | |
| OS Server Monitoring | 1 | Medium - | | |
| OS Network Monitoring | 1 | Medium - | | |
| OS Storage Area Networks | 1 | Medium + | | |
| OS BMTMC Server | 1 | Medium - | | |
| OS BMTMC Networks | 1 | Medium + | | |
| OS BMTMC SMS system | 1 | Medium + | | |
| OS Subversion ( SVN) | 2 | Medium - | | |
| OS Networks Core and edge | 1 | Low + | | |

| Processes | MTO (day) | Risk Rating | Key Resource Lost | Workaround Description |
|---|---|---|---|---|
| **Brisbane Metropolitan Transport Management Centre** | | | | |
| SOP - 01 Unplanned Incidents | 1 | Low - | Staff. | *The BMTMC can maintain minimal operations with 1/2 of their current staffing for up to a week.*<br><br>*Additional staffing can be drawn from BCC Signals Staff and DTMR TMC and Signals staff; however they have limited skills and will require supervision by BMTMC Operators.* |
| WI_01.01_Hazards | 1 | Low + | | |
| WI_09.11_ResponseServices_contractors_BCC | 3 | Low + | | |
| WI_09.09_Tow_contractors_MR | 3 | Low + | | |
| WI_02.01_Traffic_Areas_Events | 1 | Low + | | |
| WI_02.02_Gabba_Traffic_Area | 1 | Low + | Loss of BLISS System Master (BSQ). | Any of the 14 Regional Masters can assume the role of System Master and be managed from BSQ, HALTC or remotely via laptop. |
| WI_02.03_Lang_Park_Traffic_Area | 1 | Low + | | |
| WI_08.05_Planned Event VMS, Hotline and Website Process | 1 | Low + | Loss of BLISS Regional Master (14 available). | Adjacent Regional Master will take over control of the area covered by the impacted Regional Master. |
| WI_02.04_Roadworks | 7 | Low + | Loss of direct link to TRU. | Contact the RACQ Call Centre by phone and have them manage coordination of TRU movement or communications may be maintained via hand held radio. |
| WI_09.12_Network_Monitoring | 3 | Low - | | |
| WI_10.04_Major_incident_reporting | 30 | Low + | | |
| WI_10.06_Incident_escalation | 30 | Low + | | In the event that BSQ or the systems controllers within BSQ fail the TMC can deploy to its tried and proven redundant site at the HALTC, |
| WI_08.02_Radio_Broadcasts | 30 | Low - | Loss of primary workspace or | |

| Processes | MTO (day) | Risk Rating | Key Resource Lost | Workaround Description |
|---|---|---|---|---|
| WI_08.03_131940_Voice_Systems | 3 | Low + | denial of access to primary workspace (BSQ) but staff still available. | Hawthorne St Woolloongabba.<br><br>Queensland Transports Busways Qperations activities will be transferred to alternative facilities located on the Busways adjacent to the bus lay-over are at Woolloongabba.<br><br>Network Coordination activities of Brisbane Transport will transfer to the Garden City Bus Depot or other regional bus depots dependent of the situation. |
| WI_08.04_Traffic Websites & the CMS Desk Interface | 3 | Low + | | |
| WI_08.05_Planned Event VMS, Hotline and Website Process | 3 | Low + | | |
| WI_08.06_VMS_Guidelines | 2 | Low + | | |
| WI_10.09_Faults_Managament | 7 | Low + | | |
| WI_03.01_Signal Faults | 7 | Low + | | |
| WI 03.02 Signal Interventions | 7 | Low + | | |
| WI 3.04 Signal System - BLISS | 7 | Low + | | |
| SOP - 03 Traffic Signal Systems | 7 | Low + | | |
| River Crossings | 2 | Low + | Loss of River Crossing | The loss of a River Crossing will not necessarily trigger this BMP; However, the BMTMC have Work Instructions for these events. |

## Annexure B – BCP Overall Timetable & Operational Plan

| Business Continuity Plan – Overall Timetable and Operational Plan | | | | |
|---|---|---|---|---|
| Tasks | Tasks | Responsibility | Timeframe | Interdependencies |
| 5.2.1 | Commence activation procedure as per the BCP | CRT Coordinator | C + 0 hours | LDCC (Local Disaster Communications Centre) |
| 5.2.2 | Obtain Activation Approval for BCP go-ahead | CRT Coordinator & Authorising Officer | C + 0.5 hour | LDCC |
| 5.2.3 | Convene at the nominated control centre | Crisis Response Team members | C + 1 hours | LDCC |
| 5.2.4 | Commence Staff Recall Procedures | CRT Coordinator | C + 1.5 hours | |
| 5.2.5 | Establish Manual Records (Event Log Sheet, other) | CRT Coordinator | C + 1.5 hours | |
| 5.2.6 | Conduct a situational analysis | CRT Coordinator & team members | C + 2 hours | LDCC |
| 5.2.7 | Determine overall impact on operations & determine required response | CRT Coordinator & team members | C + 3 hours | LDCC; all affected Council divisions; external agencies |
| 5.2.8 | Develop an operational plan & timetable with LDCC to meet the specific crisis | CRT + LDCC | C + 4 hours | LDCC and external agencies as required |
| 5.2.9 | Provide a Liaison Officer to LDCC as required | CRT Coordinator | C + 4 hours | LDCC |
| In summary, within 4 hours following a crisis, the BCP would be activated and approved, and an (initial) operational plan developed to cover management of the crisis. | | | | |

## Annexure C – Employee Contact List

| First Name | Last Name | Work Phone | Home Phone | Mobile Phone | Street | Suburb | Work Unit/Team | Backup 1 | Backup 2 | Position/Role/Title | Email (home) | iCnct Y/N | Home Webmail Y/N |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| [redacted] | | | | | | | BMTMC | | | Traffic Operator | [redacted] | | |
| | | | | | | | BMTMC | | | Communications Officer | | | |
| | | | | | | | BMTMC | | | Traffic Operator | | | |
| | | | | | | | BMTMC | | | Traffic Operator | | | |
| | | | | | | | BMTMC | | | Traffic Operator | | | |
| | | | | | | | BMTMC | | | Admin Support | | | |
| | | | | | | | BMTMC | | | Traffic Operator | | | |
| | | | | | | | BMTMC | | | Traffic Operator | | | |
| | | | | | | | BMTMC | | | Traffic Operator | | | |
| | | | | | | | BMTMC | | | Traffic Operator | | | |
| | | | | | | | BMTMC | | | Traffic Operator | | | |
| | | | | | | | BMTMC | | | Director | | | |
| | | | | | | | BMTMC | | | Traffic Operator | | | |
| | | | | | | | BMTMC | | | Traffic Operator | | | |
| | | | | | | | BMTMC | | | Traffic Operator | | | |



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| First Name | Last Name | Work Phone | Home Phone | Mobile Phone | Street | Suburb | Work Unit/Team | Backup 1 | Backup 2 | Position/Role/Title | Email (home) | ICnct Y/N | Home Webmail Y/N |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| [redacted] | | | | | | | | | | | | | |
| | | | | | | | BMTMC | | | Traffic Operator | | | |
| | | | | | | | BMTMC | | | Traffic Operator | | | |
| | | | | | | | BMTMC | | | Traffic Operator | | | |
| | | | | | | | BMTMC | | | Traffic Operator | | | |
| | | | | | | | BMTMC | | | Traffic Operator | | | |
| | | | | | | | BMTMC | | | Traffic Operator | | | |
| | | | | | | | BMTMC | | | Traffic Operator | | | |
| | | | | | | | BMTMC | | | Ops Manager | | | |
| | | | | | | | BMTMC | | | Traffic Operator | | | |
| | | | | | | | BMTMC | | | Training Officer | | | |
| | | | | | | | BMTMC | | | Traffic Operator | | | |
| | | | | | | | BMTMC | | | Traffic Operator | | | |
| | | | | | | | BMTMC | | | Traffic Operator | | | |
| | | | | | | | BMTMC | | | Ops Manager | | | |
| | | | | | | | BMTMC | | | NiBi | | | |

# Annexure D – Key Suppliers List/Essential Service Providers

## Brisbane City Works

| Key Supplier / Provider and Address | Goods / Services Provided | Business Phone and Fax Number | Contact Person | Mobile Phone Number or Pager | Alternative Contact Details |
|---|---|---|---|---|---|
| Origin | Gas | Ph: 07 3405 9217<br>Fax: 07 3405 9277 | [redacted] | | |
| ISS | Security Services – Locks / Unlocks, Patrols, Alarm Monitoring, Alarm Responses. | Ph: 07 3908 7052<br>Fax: 3908 7090 | | | |
| OCS Security Pty Ltd | Security Services – Guards Only | Ph: 07 3482 3742 | | | |
| Hewlett Packard Pty Ltd<br>18 Little Cribb Street<br>Milton, QLD 4064 | SERVERS - Itanium Server Infrastructure, Software & Related Support Services AND Enterprise Server Hardware (FEA) | 07 3337 3717<br><br>Fax: 07 3337 3786 | | | |
| Data#3 (contracted by HP)<br>Level 2, 80 Jephson Street<br>Toowong, QLD 4066 | Desktop PC and Laptops | Ph: 1300 232 823<br>Ph: 07 3243 6278<br>Fax: 1300 328 232 | | | |
| Dimension Data<br>Level 1 / 139 Coronation Drive<br>Milton, QLD 4064 | Cisco communications hardware, security software | Ph: 07 3292 1946<br>Fax: 07 3292 1301 | | | |
| Dell Australia Pty Ltd<br>Level 30, AMP Place<br>9 Eagle Street<br>Brisbane, QLD 4000 | Intel server infrastructure | Ph: 07 3397 2492<br>Fax: 02 8972 6764 | | | |
| EMC Australia<br>Level 9, 241 Adelaide Street<br>Brisbane, QLD 4000 | Storage | Ph: 07 3032 5100<br>Fax: 07 3032 5101 | | | |

| Key Supplier / Provider and Address | Goods / Services Provided | Business Phone and Fax Number | Contact Person | Mobile Phone Number or Pager | Alternative Contact Details |
|---|---|---|---|---|---|
| Fuji Xerox Australia Pty Ltd<br>527 Gregory Terrace<br>Fortitude Valley, QLD 4006 | Managed Print Services | [redacted] | | | |
| Soul SPT Telecommunications<br>Unit 5C, Yeerongpilly Corporate Park<br>44 Station Road,<br>Yeerongpilly QLD 4105 | Internet Access Services | | | | |
| Telstra Telecommunications<br>Level 5, East Tower, 410 Ann Street, Brisbane, QLD 4001 | Telecommunications voice and WAN | | | | |
| Energy Australia<br>L17,<br>300 Adelaide S<br>Brisbane QLD 4000 | Electricity | | | | |
| BP Australia Ltd<br>701 Kingsford Smith Dve,<br>Whinstones Qld 4007 | Fuel Card | | | | |
| Neumans Petroleum<br>23 Theodore St<br>Eagle Farm Q 4009 | Bulk Fuel | | | | |
| Kelly Services (Australia) Ltd<br>Level 6, The ING Centre,<br>100 Edward St,<br>Brisbane, Qld 4001 | Labour Hire – Trades | | | | |
| Integrated Group<br>417 Ipswich Road,<br>Annerley, Brisbane<br>QLD 4103 | Labour Hire – Trades | | | | |

| Key Supplier / Provider and Address | Goods / Services Provided | Business Phone and Fax Number | Contact Person | Mobile Phone Number or Pager | Alternative Contact Details |
|---|---|---|---|---|---|
| Rexco People,<br>240 Ipswich Rd, Buranda.<br>QLD 4102 | Labour Hire – Trades | [redacted] | | | |
| BDS<br>Level 2, 383 Wickham Terrace<br>Spring Hill, QLD 4000 | Labour Hire – Trades | | | | |
| Randstad Pty Ltd<br>Level 2, Central Plaza Two, 66 Eagle Street,<br>Brisbane, QLD 4000 | Labour Hire – Trades | | | | |
| Challenge Recruitment Ltd<br>3/1236 Boundary Road<br>Wacol, Brisbane Q 4076 | Labour Hire – Trades | | | | |
| IPA Personnel<br>42 Balaclava St,<br>Woolloongabba, Brisbane<br>QLD 4102 | Labour Hire – Trades | | | | |
| City Fleet Maintenance | BCC – Fleet Maintainer | | | | |
| AGL | Electricity (Bracalba) | | | | |
| Gravel City | Aggregate Cartage | | | | |
| Komatsu | Mobile Plant Hire | | | | |
| Matilda Fuel Supplies | Diesel | | | | |
| Sequel Drill & Blast | Drilling | | | | |
| Maxam Australia | Blasting | | | | |

| Key Supplier / Provider and Address | Goods / Services Provided | Business Phone and Fax Number | Contact Person | Mobile Phone Number or Pager | Alternative Contact Details |
|---|---|---|---|---|---|
| IDC Electrical | Electrical Maintenance | [redacted] | | | |
| D & DW Gripske | Maintenance | | | | |
| B/C Plant Maintenance | Maintenance | | | | |
| RCR Tomlinson | Maintenance | | | | |
| Pronamics , 362 Bilsen Rd Geebung Qld 4034 | Estimating software support | | | | |
| burmanGriffiths , 48 Wharf St Kangaroo Point Q 4169 | Estimating Consultancy | | | | |
| BP Bitumen | Bitumen | | | | |
| Sami Bitumen | Bitumen | | | | |
| Southern Pacific Sands | Pit Sand | | | | |
| Cement Australia | Fly Ash – Swanbank | | | | |
| Transpacific Industrial Solutions Pty Ltd | Waste Removal (Mud /Sludge from Pits ) | | | | |
| Ken Gallienne Associates | IT Support AC Plant Software | | | | |
| Control Logic | AC Plant: Parts & Electrical Switchboard Mtce | | | | |

| Key Supplier / Provider and Address | Goods / Services Provided | Business Phone and Fax Number | Contact Person | Mobile Phone Number or Pager | Alternative Contact Details |
|---|---|---|---|---|---|
| RCA Energy | AC Plant Burner System Maintenance | [redacted] | | | |
| Mega Electrical | AC Plant Electrical Maintenance | | | | |
| ALM | IT Project Sunrise Support | | | | |
| APA | Gas | | | | |
| Aldridge Traffic Systems | Operations & Maintenance Traffic Equipment & Services | | | | |
| Ingal EPS | Traffic Signal Posts & Rag Bolts | | | | |
| Tyco Projects Aust | Traffic Signal Controllers | | | | |
| Rocla LTD | Concrete Reinforced Stormwater Pipes & Concrete Culverts | | | | |
| Tyco Water | Mild Steel & Cast Iron Pipes & Fittings | | | | |
| Vindex Pty Ltd | PVC Pipes, Conduits & Fittings | | | | |

## City Assets

| Company Name | Address | Contact Person | Phone | Mobile Phone | Contact Email | Description of Service | Goods/Services Provided |
|---|---|---|---|---|---|---|---|
| Brisbane City Works | Story Bridge Depot – 234 Main St, Kangaroo Point | Delivery Manager Structures | [redacted] | | | | |
| Brisbane City Works | Story Bridge Depot – 234 Main St, Kangaroo Point | Planner / Estimator - Bridges | | | | | |

## Brisbane Metropolitan Transport Management Centre

| Company Name | Address | Contact Person | Phone | Mobile Phone | Contact Email | Description of Service | Goods/Services Provided |
|---|---|---|---|---|---|---|---|
| Department Main Roads | R&CU Web Central Group | [redacted] | | | | Maintain | 131940 Web Site |
| Department Main Roads | Optus (QT and MR) | | | | | Supply and Maintain | 131940 Hotline |
| BCC – ITS | Brisbane Square | | | | | Maintain | BMTMC Computer Network |
| BCC – BCW | 41 Lennon Street, Stafford | | | | | | |
| RoadTek | Depot | | | | | | |
| Police | | | | | | | Emergency Services |
| Emergency Services: | | | | | | | |
| | Fire and Rescue | | | | | | |
| | Ambulance | | | | | | |
| NEC | | | | | | Supply and Maintain | Telephone network in Operations Room |
| Siemens | | | | | | Supply and Maintain | Video Wall and DVTel in Operations Room |

# Annexure E – Customer/Stakeholders List

## City Assets

| Customer or Stakeholder Name | Customer or Stakeholder Address | Contact Person | Phone Number | Mobile Phone | Council Services Provided |
|---|---|---|---|---|---|
| Redland City Council – Boundary Bridges | Redland City Council | [redacted] | [redacted] | [redacted] | Tingalpa Creek Bridge (shared responsibilities) |
| Ipswich City Council – Boundary Bridges | Ipswich City Council | [redacted] | [redacted] | [redacted] | Kholo Bridge – Maintained by BCC<br>Woogaroo Ck – Maintained by ICC<br>Colleges Crossing – Maintained by MRD |
| QR | Mayne Control Centre | [redacted] | [redacted] | [redacted] | QR Bridges or Level Crossings in the BCC roads area |
| Moreton Bay Regional Council – Boundary Bridges | Moreton Bay Regional Council | [redacted] | [redacted] | [redacted] | Moreton Bay Regional Council bridges adjoining BCC bridges |
| Logan City Council – Boundary Bridges | Logan City Council | [redacted] | [redacted] | [redacted] | For traffic, bridge and drainage emergencies |
| Main Roads | Awaiting Details | [redacted] | [redacted] | [redacted] | |

## Brisbane Metropolitan Transport Management Centre

| Customer or Stakeholder Name | Customer or Stakeholder Address | Contact Person | Phone Number | Mobile Phone | Council Services Provided |
|---|---|---|---|---|---|
| Department Main Roads | Boundary Road, Spring Hill | [redacted] | | | Stakeholder in BMTMC |
| Brisbane City Council | Level 6, Brisbane Square George Street Podium | | | | Stakeholder in BMTMC |
| Brisbane Transport | | | | | Stakeholder in BMTMC |
| Translink | | | | | Stakeholder in BMTMC |



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# Annexure F - Key Management Contacts – Succession Plan

## Current Incumbent

| | BMTMC Team A | BCW Team B | City Assets Team C | City Design Team D | MIPO Team E | RUM Team F |
|---|---|---|---|---|---|---|
| **Officer Name** | [redacted] | | | | | |
| **Position** | Director | Manager Asset Maintenance Group | Principal Structures Engineer | Director FIC | | |
| **Work Ph No.** | [redacted] | | | | | |
| **Mobile Ph** | | | | | | |
| **Home Address** | [redacted] | | | | Refer employee contact list (Annexure C) | Refer employee contact list (Annexure C) |
| **After Hours Ph No.** | | | | | | |

## Key Management Contacts – First Succession

| | BMTMC Team A | BCW Team B | City Assets Cross River Bridges Team C | City Design Team D | MIPO Team E | RUM Team F |
|---|---|---|---|---|---|---|
| Officer Name | [redacted] | | | | | |
| Position | Operations Manager | Manager Construction Group | Senior Engineer Structures | Engineer | | |
| Work Ph No. | [redacted] | | | | | |
| Mobile Ph | | | | | | |
| Home Address | | | | | Refer employee contact list (Annexure C) | Refer employee contact list (Annexure C) |
| After Hours Ph No. | | | | | | |

## Key Management Contacts – Second Succession

| | BMTMC Team A | BCW Team B | City Assets Bridges South Team C | City Assets Bridges North Team C | City Design Team D | MIPO Team E | RUM Team F |
|---|---|---|---|---|---|---|---|
| Officer Name | [redacted] | | | | | | |
| Position | Operations Manager | Maintenance Services Operations Manager | Engineer Structures | Senior Engineer | Controller FIC | | |
| Work Ph No. | [redacted] | | | | | | |
| Mobile Ph | | | | | | | |
| Home Address | | | | | | Refer employee contact list (Annexure C) | Refer employee contact list (Annexure C) |
| After Hours Ph No. | | | | | | | |

# Annexure G – Events Operations Log (Sit Rep)

| Event Operations Log - Situational Report | | | | |
|---|---|---|---|---|
| Reference | Time | Events | Decisions & Outcomes | Communications (In/Out) |
| | | | | |
| | | | | |

## Annexure H – Manual Records Log

| Example –Manual Incident Management System | | | | | |
|---|---|---|---|---|---|
| Ref | Incident Type | Incident Classification | Start/Finish Time | Notifications | Details |
| 1 | | | | | |
| 2 | | | | | |
| 3 | | | | | |
| 4 | | | | | |
| 5 | | | | | |



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## Annexure I - Information Communications Technology (ICT) Support Requirements

This annex identifies the processes supporting the Road Network utilises a range of standard corporate applications used across BCC as well as specialist applications and networks. The following provides a summary of the normal and minimum software requirements for each business area supporting the Road Network. Software shown as a minimum requirement is that software that must be available within the maximum tolerable outage (MTO) periods stipulated for each critical process.

The Floodwise application used by City Design is managed under an SLA with Information Services. The critical time period to restore the application as stated in the SLA is between 2 to 4 hours.

The various BCC traffic management applications utilised by BMTMC staff are maintained by ITS. The BLISS framework that the applications reside on has a high level of redundancy. The level of redundancy of the individual applications is however linked directly to the ongoing capability of ITS to deliver maintenance services.

DTMR software applications are maintained by Road Operations Technical Support Section within DTMR. The DTMR staff managing DTMR applications were not included in this analysis. ITS and BMTMC representatives indicated that there was high level of redundancy in the DTMR systems required for critical processes. The STREAMS framework has a similar level of redundancy as BLISS.

A detailed list of hardware, communication systems and equipment required by individual business units can be found within the BIA Report.

| Software | City Assets | | City Design | | City Works | | ITS | | BMTMC | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Norm | Min | Norm | Min | Norm | Min | Norm | Min | Norm | Min |
| Microsoft Office | X | | X | | X | | X | | X | |
| Internet access | X | | X | | X | | X | | X | |
| Printing Services | X | | X | | X | | X | | X | |
| GroupWise | X | | X | | X | | X | | X | |
| Cityweb | X | | X | | X | | X | | X | |
| Citysearch | X | | X | | X | | X | | X | |
| Ellipse (accounts) | X | | | | X | | | | | |
| HRIS | X | | X | | X | | X | | X | |
| IfBIS (accounts) | X | | | | X | X | | | | |
| iBIMAP | | | X | | X | X | | | | |

| | City Assets | | City Design | | City Works | | ITS | | BMTMC | |
|---|---|---|---|---|---|---|---|---|---|---|
| Road Surface Inventory | X | | | | | | | | | |
| Floodwise | | | X | X | | | | | | |
| Sunrise | | | | | X | X | | | | |
| Centerial | | | | | X | X | | | | |
| Oracle Plan Database | | | | | X | X | | | | |
| Tuff Book Software | | | | | X | | | | | |
| Java | | | | | | | X | X | X | X |
| Brisbane Linked Intersection Signal System (BLISS) | | | | | | | X | X | X | X |
| Sydney Coordinated Adaptive Traffic System (SCATS) | | | | | | | X | X | X | X |
| BCC Video Server Services | | | | | | | X | X | X | X |
| RAPID (Real Time Passenger Information System | | | | | | | X | X | X | X |
| VMS BRIMS | | | | | | | X | X | X | X |
| VMWARE | | | | | | | X | X | X | X |
| DvTel Video | | | | | | | X | X | X | X |
| STREAMS | | | | | | | | | X | X |
| SIMS | | | | | | | | | X | X |
| DTMR Lotus Database | | | | | | | | | X | |
| Wintraff | | | | | | | X | X | | |

# Annexure J – Pandemic Requirements

This annexure will provide details of the extra activities that will be required in a pandemic event that are not included in the normal Business Continuity Plan.

The focus is on the continuation of critical community services and supporting functions

## Pandemic Response Action Plan

| Section | Issues | Response | Reference |
|---|---|---|---|
| **1.00** | **Personnel Issues** | | |
| 1.01 | Identify key processes. | **MTO/Risk Assessment/Workarounds** | Page 30 |
| 1.02 | Identify key staff for processes identified in 1.01. | Held at each Business Unit | |
| 1.03 | Identify a succession plan for key staff. | Key Management Contacts – Succession Plan | Annexure F |
| 1.04 | Undertake a skills audit to identify staff who can fill other positions in a time of crisis. | Held at each Business Unit | |
| 1.05 | Identify alternate or back up staff. | Held at each Business Unit | |
| 1.06 | Identify estimated costs of additional support in a "worst case scenario". Notify management. | N/A | |
| 1.07 | Identify in this BCP staff whose positions and roles may change as the pandemic situation changes. | Held at each Business Unit | |
| 2.00 | **Operational Issues** | | |
| 2.01 | Identify senior management in the BCP. | Key Management Contacts | Annexure F |
| 2.02 | Identify a succession plan at senior management level. | Key Management Contacts – Succession Plan | Annexure F |
| 2.03 | Prepare education and information messages for staff. | Conducted by each Business Unit | |
| 2.04 | Educate and inform staff of Social Distancing measures. | Conducted by each Business Unit | |
| 2.05 | Train staff in the correct use of Personal Protective Equipment (PPE) | Conducted by each Business Unit | |
| 2.06 | Educate and inform staff in relation to correct Personal Hygiene practices. | Conducted by each Business Unit | |
| 2.07 | Tailor these general messages for specific groups of employees if necessary. | Conducted by each Business Unit | |
| 2.08 | Identify alternate work sites. | Conducted by each Business Unit | |
| 2.09 | Identify the number of employees who will be able to work from home. | Conducted by each Business Unit | |
| 2.10 | Public information messages have been developed and agreed with State agencies. | Conducted by each Business Unit | |

| Section | Issues | Response | Reference |
|---|---|---|---|
| 2.11 | Identify within the BCP current tasks which need not be undertaken during the pandemic mode. | **MTO/Risk Assessment/Workarounds** | Page 30 |
| 2.12 | Review BCPs for key contractors and ensure they are up to date. | Key Suppliers List/Essential Service Providers | Annexure D |
| [redacted] | | | |
| | Assumptions made in this BCP have been cleared with key stakeholders. | Conducted by each Business Unit | |
| | Other BCP owners have been made aware of the limitations on my provision of services, staffing and outputs resulting from my BCP. | Conducted by each Business Unit | |
| | Discussed the resource implications of the BCP with other BCP owners. | Conducted by each Business Unit | |
| | Identify providers of essential inputs to critical business process(es). Review providers BCP. (Include contractors). | Conducted by each Business Unit | |

**Related Information Links:**

*BCC:*
***http://jspweb.bcc.qld.gov.au/workplace_health_safety/bulletins.do;jsessionid=au36gvVcGPd-?doAction=archiveNews#1***

*State:* ***http://www.qld.gov.au/about/health-and-communities/pandemic-influenza.html***

# Annexure K - Glossary

**Activation**

When all or portion of the business continuity, emergency or recovery plan has been put into motion.

**Alternate site**

An alternate operating location to be used when the primary facilities are inaccessible

1. Another location, computer centre or work area designated for recovery
2. Location, other than the main facility, that can be used to conduct business functions
3. A location, other than the normal facility, used to process data and/or conduct official business functions in the event primary site is not available.

SIMILAR TERMS: Alternate Processing Facility, Alternate Office Facility; Alternate Communication Facility; Backup Location and Recovery Site

**Alternate work area**

Office recovery environment complete with necessary office infrastructure (desk, telephone, workstation and associated hardware, communications etc) also referred to as Work Space or Alternative Work Site.

**Asset**

An item or process that an individual, community or Government values and is vital to supporting the expectations of those people, organisations or Government's outcomes and objectives.

**Audit**

The process by which procedures and/or documentation are measured against pre-agreed standards

**Backlog**

The amount of work that accumulates when a system or process is unavailable. This work needs to be processed once the system or process is available and may take a considerable length of time to reduce. In extreme circumstances, this condition may become so large it may not be cleared or resolved.

**Business Case**

A usually documented proposal outlining an intended course of action and identifying costs and benefits. Generally seeks an approval and/or budget allocation.

**Business continuity**

Business continuity is 'the uninterrupted availability of all key resources supporting essential business functions'

**Business continuity management**

Business continuity management provides for the availability of processes and resources in order to ensure the continued achievement of critical objectives

**Business continuity planning**

Business continuity planning is often used to refer to those activities associated with preparing documentation to assist in the continuing availability of property, people and assets

**Business continuity plans**

A collection of procedures and information that is developed compiled and maintained in readiness for use in the event of an emergency or disaster. (Associated terms: Business Recovery Plan; Disaster Recovery Plan, Recovery Plan)

**Business continuity program**

An ongoing process supported by senior management and funded to ensure that the necessary steps are taken to identify the impact of potential losses, maintain viable recovery strategies and recovery plans, and ensure continuity services through personnel training, plan testing and maintenance (Associated terms: Disaster Recovery Program, Business Recovery Program, Contingency Planning Program)

**Business Impact Assessment (BIA) also known as Business Impact Analysis**

A management level analysis, which identifies the impacts of losing company resources. The BIA measures the effect of resource loss and escalating losses over time in order to provide senior management with reliable data upon which to base decisions on risk mitigation and continuity planning (Associated terms: Business Impact Assessment, Business Impact Analysis Assessment)

**Business interruption**

Any event, whether anticipated (i.e. public service strike) or unanticipated (i.e. blackout) which disrupts the normal course of business operations at an organisation location.

**Business process**

Key business processes are those processes essential to delivery of outputs and achievement of business objectives.

**Capability**

The ability, experience, knowledge, skills etc of people and organisations (including the ability and fitness for purpose of processes, assets, infrastructure etc) to undertake the desired activities and achieve required outcomes.

**Community**

A group of people with a commonality of association and generally defined by location, shared experience or function.

**Consequence**

The outcome of an event expressed qualitatively or quantitatively, being a loss, injury, disadvantage or gain. There may be a range of possible outcomes associated with an event.

**Context**

A summary of the key internal and external issues that could influence the risks under examination.

**Conformance**

A compliance approach to monitoring

**Control**

Any physical, behavioural, institutional, or cultural mechanism by which a risk is mitigated

**Corporate governance**

A system by which an organisation is directed and controlled. Corporate governance activities are represented as four principal components: direction, executive action, supervision and accountability.

**Crisis**

An untoward event occurring that potentially or actually results in a disruption to the day-to-day operations of part or the whole of the organisation. Management is required to divert a proportion of their attention, time, energy and resources away from normal operations to managing this untoward event. Crises will and do occur on a regular basis and are usually characterised by being managed by existing internal resource.

**Critical business functions**

Vital business functions without which an organisation cannot long operate. If a critical business function is non-operation, the organisation could suffer serious legal, financial, goodwill, or other serious losses or penalties.

**Criticality**

The importance or dependence that an organisation has on a function, process, item or infrastructure or specific facility.

**Critical incident management**

The policies, structures and processes by which the response to abnormal conditions is commanded, coordinated and controlled.

**Customer**

An individual, organisation or other body that derives a benefit from an asset

**Declaration**

A formal statement that a state of disaster exists

**Disaster**

If an incident overwhelms management's capabilities to cope, control will begin to be lost and the event becomes regarded as a disaster. Disasters are usually characterised by external agencies taking over management of the event.

**Disaster recovery planning**

Disaster recovery planning is often used to refer to those activities associated with the continuing availability and restoration of the IT infrastructure

**Emergency**

- An event, actual or imminent which endangers or threatens to endanger life, property or the environment and which requires a significant and coordinated response
- Any event which arises internally or from external sources which may adversely affect the safety of persons in a building or the community in general and requires immediate response by the occupants
- An unplanned situation arising through accident or error, in which people and/or property are exposed to potential danger from the hazards of dangerous goods. Such emergencies will normally arise from vehicle accident, spillage or leakage of material or form a fire

**Emergency operations centre (EOC)**

- A facility, either static or mobile, from which the total operation or aspects of the operation are managed
- A facility established to control and coordinate the response and support to an incident or emergency
- Also know as an incident control centre, agency operations centre and forward control centre

**Evaluation criteria**

Criteria such as risk consequence and likelihood levels that are used to determine risk tolerance and appetite

**Event**

Occurrence of a particular set of circumstances

**Facility**

Any physical infrastructure

**Financial impact**

An operating expense that continues following an interruption or disaster, which as a result of the event cannot be offset by income and directly affects the financial position of the organisation

**Hazard**

A potential source of harm. The term hazard can be qualified in order to define its origin or the nature of the expected harm

**Impact**

The outcome following the occurrence of an event

**Incident command system (ICS)**

Combination of facilities, equipment, personnel procedures, and communications operating within a common organisational structure with responsibility for management of assigned resources to effectively direct and control the response to an incident. Intended to expand, as situation requires larger resources, without requiring new, reorganised command structure

**Incident response**

The response of an organisation to a disaster or other significant event that may significantly impact the organisation, its people or its ability to function productively. An incident response mey include evacuation of a facility, initiating a disaster recovery plan, performing damage assessment and any other measures necessary to bring an organisation to a more stable status.

**Interdependency**

The nature or a relationship between two parties

**Likelihood**

Used as a general description of probability or frequency of an event occurring.

**Maximum acceptable outage (MAO), maximum tolerable outage (MTO), maximum downtime (MD). BCC has adopted the term MAO for use in all BCP's**

The maximum period of time that critical business processes can operate before the loss of critical resources affects their operations.

**Mitigation**

The means by which risk is controlled or treated

**Organisation**

A company, firm, organisation, association, group or other legal entity or part thereof, whether incorporated or not public or private, that has its own functions(s) and administration.

**Plan Coordinator**

The Plan Coordinator is the person who is responsible to coordinate the writing, testing, update and approval of the plan. Approval must be obtained from the Branch Management Team and is to be signed off by the Plan Owner and the Divisional Manager.

**Plan Owner**

The Plan Owner is normally the Branch Manager who is responsible for the critical services for which the plan is written. A Divisional Manager may decide to nominate themselves as the plan owner.

**Probability**

A measure of the chance of occurrence expressed as a number between 0 and 1

**Recovery**

- Process of planning for and/or implementing expanded operations to address less time-sensitive business operations immediately following an interruption or disester
- The start of the actual process or function that uses the restored technology and location

**Recovery strategy**

A pre-defined, pre-tested, management approved course of action to be employed in response to a business disruption, interruption or disaster.

**Recovery point objective (RPO)**

The point in time to which systems and data must be recovered after an outage (e.g. end of previous day's processing) RPOs are often used as the basis for the development of backup strategies, and as a determinant of the amount of data that may need to be recreated after the systems or functions have been recovered.

**Recovery time objective (RTO)**

The period of time required to fully re-establish adequate resource requirements.

**Risk**

The chance of something happening that will have an impact upon objectives. It is measured in terms of consequence and likelihood.

**Risk Management**

The culture, processes, and structures that are directed towards the effective management of potential opportunities and adverse effects.

**Stakeholders**

- Those people and organisations who may affect, be affected by, or perceive themselves to be affected by, a decision, activity, or event
- Includes anyone with an interest or influence in the organisation or community
- Includes anyone with an interest or influence in the organisation or community (or projects, issues associated with or parts thereof), this could include (but not be limited to): the Board, management, employees, citizens, local communities, unions, shareholders, families, media, lobby groups, customers, suppliers, government, regulators, etc.

**Test**

An activity that is performed to evaluate the effectiveness or capabilities of a plan relative to specified objectives or measurement criteria

**Threat**

A measure of how likely a source of threat is to succeed in their activity.

**Threat source**

A list of potential sources that could cause harm to an organisation. For example, a vandal, a disgruntled former employee, a criminal, stakeholders, customers, or a terrorist.

**Vulnerability**

In a security context, vulnerability is a measure of the likelihood that various types of security/ control measures (physical, personnel, policies, etc) against a threat source will fail. Vulnerability comprises 'resilience' and 'susceptibility'. Resilience is related to existing controls and susceptibility is related to exposure

**Extract from Australian Standards HB292-2006 – A practitioner's guide to business continuity management**

# BRISBANE CITY COUNCIL

## CITY BUSINESS DIVISION

# BUSINESS CONTINUITY PLAN

## For

## City Waste Services

| | |
|---|---|
| **Author:** | [redacted] |
| **Date:** | **May 2009** |
| **Version:** | **1.2.J** |
| **Plan Reference:** | **CWS- BCP** |
| **Plan Priority (P1, P2, P3):** | **P2** |

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*Persons guilty of unauthorised disclosure of the contents of this document may be prosecuted.*

# CONTROL SHEET

## Plan Approval

| | | |
|---|---|---|
| **Author:** | [redacted] | **Signature:** |
| **Officer Code:** | **POWMPP** | **Date:** |
| **Activating Officer:** | [redacted] | **Signature:** |
| **Officer Code:** | **MCWS** | **Date:** |
| **Divisional Manager:** | [redacted] | **Signature:** |
| **Officer Code:** | **A/DMGRM** | **Date:** |
| **Sponsor:** | [redacted] | **Signature:** |
| **Officer Code:** | **A/DMGRM** | **Date:** |

## Revision History

| Version Number | Description / Reason | Section / Page | Date | Author |
|---|---|---|---|---|
| 1.0.A | Plan Preparation | N/A | 16/05/03 | [redacted] |
| 1.0.B | Revision | N/A | 10/01/05 | |
| 1.0.C | Revision | N/A | 24/02/05 | |
| 1.0.D | Revision | N/A | 24/02/05 | |
| 1.0.E | Pandemic scenario & revision | N/A | | |
| 1.0 F | Revision – including external review conducted by Doug Wells – Corporate Risk Management. | N/A | 26/06/07 | |
| 1.2 F | Update contact details | N/A | 01/11/07 | |
| 1.2 G | Update contact details | N/A | 04/03/08 | |
| 1.2 H | Pandemic scenario & update | N/A | 11/09/08 | |
| 1.2 I | Update contact details | N/A | 19/11/08 | |
| 1.2.J | Updated BCP and added Influenza Pandemic addendum | N/A | 05/09 | |

## Corporate Designated Test and Maintenance Schedule

| | Review / Test Frequency | | |
|---|---|---|---|
| | ***1. Internal Review*** to ensure plan details & contact lists are current. | ***2. External Review*** conducted by specialists from outside the Business Unit. | ***3. Desk-top Exercise*** examination of the plan against a specific scenario. |
| **Priority** | | | |
| **P 2** | **6 months** | **12 months** | **1 per 24 month period** (Live exercise in alternate years) |

## Distribution List:

| Copy | Copy Holder | Officer Code |
|---|---|---|
| 1 | Divisional Manager | DMGRM |
| 2 | Manager, City Waste Services | MCWS |
| 3 | Alliance Manager | SEOWM |

| | | |
|---|---|---|
| 4 | Collection Contracts Manager | CWCCM |
| 5 | Alliance Operations Manager | Thiess Services |
| 6 | Contract Services Officer Collections | CSOCW4 |

***The purpose of this document is to provide a plan of action for achieving a continuation of operations in a crisis situation. Its contents are as follows:***

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## *1.0 BACKGROUND*

The purpose of this document is to provide a plan of action for achieving a continuation of City Waste Services operations in a crisis situation. It provides a definition of each major task, an estimate of the time and resources required and a framework for management, review, and objectives of the Crisis Management Capability.

Council's major waste collection and disposal activities are undertaken by contract with Council having ownership of the disposal sites, being four (4) Transfer Stations and the Brisbane Landfill. Design of the Transfer Stations offers some buffer with a minimum of 1 to 2 days waste storage capabilities at these facilities if necessary.

Waste activities are carried out to comply with state legislation (Queensland Environmental Protection Act 1994). Therefore any significant operating variances may require approval from the Administering Authority (Queensland Environmental Protection Agency).

## *2.0 BUSINESS CONTINUITY PLAN AIM AND OBJECTIVES*

### *2.1 Aim*

To maintain waste collection and disposal during a crisis regardless of any impact.

### *2.2 Objectives*

Objectives consist of the following:

- To immediately respond to the crisis, at all times providing a safe environment for employees and the community,
- To operate under emergency conditions, meeting customer needs to the highest level given the circumstances of the crisis,
- To establish and maintain effective communications with the community and key stakeholders,
- To resume normal operations as soon as possible.

## *3.0 SCOPE, CONSTRAINTS, ASSUMPTIONS AND CORE SYSTEMS*

### *3.1 Scope*

This plan is limited to refuse/recycling collection and waste disposal services performed by contractors on behalf of City Waste Services.

### *3.2 Constraints*

It does not attempt to address the vast variety of commercial and industrial waste activities conducted in Brisbane by contractors under private arrangements.

In a declared disaster (CEO and Lord Mayor declaration) situation which has an impact on the Brisbane community, the Event Operations Centre (EOC) will be activated. The EOC is responsible for:

- Implementing priorities and plans;
- Co-ordinating the BCC operational activities; and
- Being the focal point for incident related activities.

BCC Business Units and agencies will continue to perform their core business roles.

### *3.3 Assumptions*

In assessing the sustainability of the plan, the following assumptions have been considered –

- All contractors undertaking waste collection activities, including household refuse and recycling, operate Monday to Friday, generally between 5.30am and 5.00pm and including Saturday.

- Normal operating hours for Brisbane's 4 Transfer Stations (contractor operated) is 6.30am to 5.45pm, seven days per week including public holidays.
- Normal operating hours for the Brisbane Landfill at Gardner Road, Rochedale is 7.00am to 7.00pm, five days per week Monday to Friday. The Landfill is currently closed weekends and public holidays.
- City Waste Services staff, including contract supervisors, operate Monday to Friday (excluding public holidays) between the hours of 7.00am to 5.30pm. City Waste Services general office hours are 8.00am to 5.00pm, Monday to Friday (excluding public holidays). The Call Centre or the Waste Management On-call Officer addresses general waste management issues outside these hours. Emergency or other situations requiring attention outside normal hours are generally addressed by staff overtime.
- In the event of relocating to another site, which does not have access to the computer network system for documentation and/or database updating, CWS staff and/or contractors will revert to a hardcopy paper system for data integrity. Data entry will be carried out by externally sourced data processors after cessation of the emergency situation, if necessary.
- It is a contractual obligation that all contractors employed by CWS have an emergency contingency plan, which they are responsible for activating and implementing. A compulsory step in their activation process is notification of CWS.
- Core Business operations will continue to operate under reduced staffing conditions.
- The BCP is sustainable for 6 months under 30% staffing levels.

## *4.0 BCP PROCESS OVERVIEW*

This plan consists of two parts:

Part A: General Business Continuity Plan;
- Phase 1 Crisis Response and Activation Procedures;
- Phase 2 Operations under Degraded Conditions;
- Phase 3 Recovery and Transition to Normal Operations

Part B: Pandemic or Similar Scenario Business Continuity Plan.
- Plan Preparation and Identification of Pre- Emptive Measures

## *5.0 DETAILED PLAN (PHASES & TASKS)*

### *Circumstances*

Circumstances, which may activate this plan, are:

- Staff shortages by contractors
- Inability of contractors to meet waste collection / disposal requirements
- Operations at transfer stations and /or landfill are severely impeded.
- Declaration of a State of Emergency
- On direction of the Lord Mayor, the CEO or the Event Control Centre

### *Authority to Activate*

The Manager City Waste Services (MCWS) is the approval authority to activate this plan.

Should the Manager City Waste Services be unavailable, the alternate authority to activate this plan is the Collections Contracts manager or Alliance Manager or Commercial Manager City Waste Services.

***Communication Procedure to Activate***

Contact details of key personnel who have the authority to activate this plan are: -

| Details | First Contact | Second Contact | Third Contact |
|---|---|---|---|
| Name | [redacted] | | |
| Position | Manager CWS | Collections Contract Manager | Alliance Manager |
| Work Phone Number | [redacted] | | |
| GroupWise Address | | | |
| Mobile Phone Number | | | |
| Work Fax Number | | | |
| Home Address | | | |
| Home Phone Number | | | |

## *PART A: GENERAL BUSINESS CONTINUITY PLAN*

The CWS BCP is operated in conjunction with the ***CWS Emergency Response Checklist.***

### *5.1 Phase 1- Crisis Response and Activation Procedures*

| Task | Details | Referenced Documents |
|---|---|---|
| 5.1.1 | *Commence Activation Procedures*<br><br>*Responsibility:* Manager, City Waste Services or delegate.<br><br>*Actions:*<br>Once approved and activated the nominated Crisis Response Team (CRT) coordinator will commence crisis response procedures as required given the emergency, and as outlined in the Business Continuity Plan. | CWS Emergency Plans CW PL 008 001 |
| 5.1.2 | *Obtain Activation Approval for BCP*<br><br>*Responsibility:*<br>Plan activation shall be completed by:<br>• Manager, City Waste Services or delegate;<br>• The CEO or delegate;<br>• The Coordinator / Chairperson of the EOC (Event Operations Centre).<br><br>*Actions:*<br>Once activated, A CRT ( Crisis Response Team) coordinator would be nominated to manage the overall situation on behalf of the work unit:<br><br>The CRT coordinator for CWS is: **Arron Lee or delegate.** | CWS Emergency Communication Checklist CW F008 001<br><br>CWS Emergency Plans CW PL 008 001 |
| 5.1.3 | *Establish the Control Centre*<br><br>*Responsibility:* Manager, City Waste Services or delegate.<br><br>The Primary control centre is:<br><br>**505 St Paul's Terrace, Fortitude Valley**<br>**Phone No: 3027 4664**<br><br>The alternative location is:<br>**Rochedale Landfill Station**<br>**Gardner Road, Rochedale** | CWS Emergency Communication Checklist CW F008 001<br><br>CWS Emergency Plans CW PL 008 001 |

| | | |
|---|---|---|
| | Phone No: 3407 9548<br><br>In the event of a crisis, all employees will be advised of the actual Control Centre where they are individually contacted as part of the Recall Procedures. | |
| 5.1.4 | *Commence Recall procedures*<br><br>*Responsibility:* CRT Coordinator<br><br>*Actions:*<br>The CRT shall contact the senior staff member, who is the most appropriate to deal with the crisis. The following staff are key contacts:<br>• Alliance Manager;<br>• Collections Contract Manager;<br>• Commercial Manager, and<br>• Senior Integrated Management System Officer.<br><br>***Recall Procedures***<br><br>It is the responsibility of each manager to contact their supervisors, giving them an outline of the situation. The supervisors are then responsible for communicating directly with their teams, giving them the activation details.<br><br>The CRT will confirm all relevant personnel have been contacted and will update the Event Operations Log accordingly.<br><br>• The CRT shall nominate a person (s) to contact key suppliers and customers to advise them of the current situation and plans in place. | CWS Emergency Communication Checklist CW F008 001<br><br>CWS Emergency Plans CW PL 008 001<br><br>CWS Event Operations Log |
| 5.1.5 | *Establish Manual records*<br><br>*Responsibility:* CRT Coordinator<br><br>*Actions:*<br>An Event Operations Log shall be maintain to record all actions / decisions in chronological order; including:<br>• Events<br>• Decisions reached and any special approvals received;<br>• Approved expenditures;<br>• Actions taken to recover / maintain operations; and<br>• Visits, meetings, briefings, Press releases, etc. | CWS Emergency Plans CW PL 008 001<br><br>CWS Event Operations Log |
| 5.1.6 | *Conduct an In-depth Situational Analysis*<br><br>*Responsibility:* CR Team<br><br>Actions:<br>Complete an in-depth review and an analysis of the crisis, including;<br>• What has happened;<br>• Key persons involved and affected by the event;<br>• Systems / equipment / facilities lost or affected; and<br>• Facilities still available. | |

| | | |
|---|---|---|
| 5.1.7 | *Determine the overall impact and make decisions on needed response.*<br><br>*Responsibility:* CR Team | CWS Event Operations Log |
| 5.1.8 | *Develop an Operational Plan & Timetable*<br><br>*Responsibility:* CR Team | CWS Event Operations Log |

### *5.2 Phase 2 – Operations under Degraded Conditions*

| Task | Details | Referenced Documents |
|---|---|---|
| 5.2.1 | *Implement the Operational Plan and Timetable*<br><br>*Responsibility:* CRT Coordinator<br><br>*Actions:*<br>The Operational Plan developed for the crisis event is implemented and remains in place until the crisis is resolved or the CRT Coordinator determines the plan is no longer necessary. | CWS Emergency Plans CW PL 008 001<br><br>CWS Event Operations Log |
| 5.2.2 | *Implement the Relevant Emergency Plans*<br><br>*Responsibility:* CRT Coordinator<br><br>*Actions:*<br>Emergency plans are implemented and maintained under the direction of the CRT Coordinator. | CWS Emergency Plans CW PL 008 001<br><br>CWS Event Operations Log |
| 5.2.3 | *Set Internal Reporting Requirements - Interval Reporting & Key Events*<br><br>*Responsibility:* CRT Coordinator<br><br>*Actions:*<br>A situational report would be issued within 2 hours of activation, then every six hours thereafter, or as directed by the CRT (Crisis Response Team) Coordinator or EOC (Event Operations Centre) Coordinator.<br><br>The situational report will cover all events as logged in the Event Operations Log since the previous situational report was issued. All key events shall be listed in this log. | CWS Emergency Plans CW PL 008 001<br><br>CWS Event Operations Log |
| 5.2.4 | *Maintain Communications with Stakeholder Groups*<br><br>*Responsibility:* CRT Coordinator<br><br>*Actions:*<br>Communications with stakeholders should be maintained via normal means where possible (phone, E-mail, fax, Call Centre).<br><br>Communication with or via the media (eg Public broadcasts, press releases, press inquiries etc) shall be via the Corporate Media Relations Unit **ONLY**.<br><br>In the event of loss of services over a protracted period, a daily bulletin will be prepared under the directorship of the CRT Coordinator and with the approval of the Media Relations Unit, which will be disseminated to the public via the Call Centre and Contact Centres, in response to their individual enquires. | CWS Emergency Plans CW PL 008 001<br><br>CWS Event Operations Log |
| 5.2.5 | Develop a Recovery plan which includes the following areas:<br>• Inform CWS staff, suppliers, business areas and other | |

| | | |
|---|---|---|
| | stakeholders of the return to normal operations;<br>• Conduct debriefing sessions for staff;<br>• Clear the backlog of all tasks that were not handled during the crisis. | |

### *5.3 Phase 3 – Recovery and Transition to normal operations*

| Task | Details | Referenced Documents |
|---|---|---|
| 5.3.1 | *Implement Recovery Plan*<br><br>*Responsibility:* CRT Coordinator<br><br>*Actions:*<br>Implement the Recovery Plan, maintaining communications with all stakeholders.<br><br>CRT Coordinator shall sign off on the Recovery Plan once implemented. | CWS Event Operations Log |
| 5.3.2 | *Resume Normal operations and timetables*<br><br>*Responsibility:* CRT Coordinator<br><br>*Actions:*<br>CRT Coordinator shall cease use of the Recovery Plan and return to normal operations. | CWS Event Operations Log |
| 5.3. | *Review events, debrief management and staff, update procedures, and plans.*<br><br>*Responsibility:* CRT Coordinator<br><br>*Actions:*<br>Complete a debrief of the emergency situation to identify any areas of improvement and implement to identified changes. | |

## *PART B: PANDEMIC OR SIMILAR SCENARIO BUSINESS CONTINUITY PLAN*

### *5.4 Plan Preparation and Identification of Pre- Emptive Measures*

| | | |
|---|---|---|
| 5.4.1 | *Completion of Business Impact Assessment*<br><br>*Responsibility:* *CWS BMT*<br><br>*Actions:*<br>Business Impact Assessment is completed focusing on the impact of pandemic on City Waste services. This should also identify the following areas:<br>• Key outputs;<br>• Resource dependencies;<br>• Time dependencies;<br>• Maximum tolerable outages;<br>• Interdependencies. | CWS Business Impact Assessment – February 2006 |
| 5.4.2 | *Identification of Control Measures and Work Arounds*<br><br>*Responsibility:* CWS BMT<br><br>*Actions:*<br>Key control measures and work arounds (including implementation of WMS Docket process) to be identified. | CWS Business Impact Assessment – February 2006 |

| | | |
|---|---|---|
| 5.4.3 | *Implementation of Control measures and Work Arounds*<br>*Responsibility:* CWS BMT<br>*Actions:*<br>Identified control measures and Work arounds to be implemented. | Annex C |

## *6.0 LIST OF ANNEXES / SUPPORT PLANS*

| Business Continuity Plan – Annexure Listing | | |
|---|---|---|
| **Annex Ref** | **Annex Title** | **BCP Reference** |
| **A** | **Business Impact Analysis** | **1.** |
| **B** | **BCP Overall Timetable and Operational Plan** | |
| **C** | **Identified Pandemic Control Measures and Work Arounds** | **5.4** |
| **D** | **Employee Contact List** | **5.2.4** |
| **E** | **Essential Staff ( Pandemic Scenario)** | **5.4** |
| **F** | **CWS Contractor Contact Details** | **5.2.4** |
| **G** | **Emergency Disposal Sites** | **5** |
| **H** | **Manual Forms** | **5** |
| **I** | **Information Communications Technology (ICT) Support Requirements** | **5** |

## *Annex A: Business Impact Analysis*

See separate detailed document.

## *Annex B: BCP Overall Timetable and Operational Plan.*

| | Date Due | | | |
|---|---|---|---|---|
| | 2006 | 2007 | 2008 | 2009 |
| ***1. Internal Review*** to ensure plan details & contact lists are current. ( 6 months) | **February / August** | **February / August** | **February / August** | **February / August** |
| ***2. External Review*** conducted by specialists from outside the Business Unit. (12 months) | **February** | **February** | **February** | **February** |
| ***3.Desk-top Exercise*** examination of the plan against a specific scenario. (1 per 24 month period) | **Yes** | | **Yes** | |

## *Annex C: Identified Pandemic Control Measures and Work Arounds*

The following control measures and work arounds have been identified.

1. Essential and key staff to be identified and listed;
2. Identification of Personal Protective Equipment (PPE) requirements for essential workers and issued to key staff;
3. Identification of e-Strategies for Key Staff and implementation of approved e-Strategies;
4. Possible use of alternative trucks and staff employed to manually empty the bins;
5. Setting up of central collection points in suburbs for waste material ( bulk bins);
6. Burial or incineration of waste material by domestic customers.
7. Isolation of key work groups. Working from two main areas and no large gatherings;
8. Training of key staff in emergency plans for this scenario;
9. Training of all staff in the proper use of PPE and Protective Clothing;
10. Training of staff in Social Distancing Measures.

*Annex D:* *Employee Contact List (Includes Key Staff List)*

**Control Centre:** **505 St Paul's Terrace Fortitude Valley.** **Contact Phone Numbers:** [redacted]

PERSONAL CONTACT DETAILS HAVE BEEN DELETED FROM WEB VERSION – PLEASE CONTACT PLAN OWNER IF REQUIRED

***Annex E: Essential Staff and PPE Requirements (Pandemic Scenario).***

| Description of Essential Workers Role | Staff Numbers | PPE – Provided by CWS | | Comments |
|---|---|---|---|---|
| | | Respiratory Protection ( P2 – Dust / mist protection) | Hand Protection (Latex Gloves) | PPE must be sufficient to ensure that workers are not exposed to droplet transmission or transmission from contact from contaminated surfaces. P2 mask and gloves to be provided as a minimum. |
| SITA Collection Contract Drivers | N/A | | | PPE requirements are identified by SITA as part of their BCP. |
| SITA Operations Management | N/A | | | PPE requirements are identified by SITA as part of their BCP. |
| Thiess Landfill Operators | N/A | | | |
| Gatehouse workers | N/A | | | |
| CWS staff in contact with members of the general public | CWS Contract Managers ( 8 ) | ✔ | ✔ | To use and maintain PPE and protective clothing as provided and in a manner as instructed. |
| Key Staff essential for ongoing CWS operations. | As identified in Annexure F. (9) | ✔ | ✔ | To use and maintain PPE and protective clothing as provided and in a manner as instructed. |

***Annex F: CWS Contractor Contact Details***

| Key Supplier / Provider and Address | Goods / Services Provided | Contact Person | Business Phone | Mobile Phone |
|---|---|---|---|---|
| **Sita**<br>28 Weyba Street, Lower Nudgee | Domestic Refuse and Recycling Collection | [redacted] | | |
| | Bin Distribution and Repair | | | |
| **Wanless**<br>815 Boundary Road, Coopers Plains | Bulk Bin Services for BCC | | | |
| **Subloo** | Dead Animal Collection | | | |
| **Thiess Environmental Services**<br>174 Gardner Road, Rochedale | Waste Disposal - Brisbane Landfill And Transfer Stations | | | |
| **Visy**<br>168 Paringa Road, Gibson Island | MRF | | | |
| **Envirochem Technologies**<br>104 Merola Way Campbellfield Vic 3061 | Household Hazardous Waste Collection Events | | | |
| **Sulo**<br>18 Antimony Street, Carole Park | Bin Supply | | | |
| **Hawkins**<br>Howard Smith Drive, Lytton | Morton Island | | | |

## *Annex G Emergency Disposal Sites*

### *1. Authorisation / Delegation*

Once a potential site has been identified for the disposal of waste in an emergency, authorisation for the use of the site must be obtained from the Program Officer, Waste Management, Natural Environment and Sustainability Division on phone (07) 3403 9570).

Information to be supplied to the authority should include, but not limited to the following:
- Details of the emergency (industrial action, natural disaster etc);
- Volume and composition of waste;
- Approximate duration of event;
- Requirements for storage/burial; and
- Approximate duration of storage following the termination of the event (where applicable).

### *2. Waste Composition*

Due to the duration of the emergency, waste requiring disposal or transportation during and subsequent to such an event, will be encompassing the entire spectrum of waste. Provisions need to be considered for the temporary disposal and subsequent removal of putrescible, general, builder's rubble, dead animals, green waste and general waste. Quarantine hospital and contaminated waste will be stored at the place of generation until the end of the emergency.

### *3. Environmental Protection Authority*

Waste disposal activities are carried out to comply with State Legislation (Queensland Environmental Protection Act 1994). Therefore, any significant operating variances – from the current infrastructure – that is an emergency situation, may require approval from the Queensland Environmental Protection Agency. All sites listed in Table 1, require approval from the EPA prior to their use in an emergency.

### *4. Site Identification*

Table 1 lists potential emergency disposal/storage sites for both north and south of the Brisbane River. The sites are listed in priority based on their suitability for disposal and/or temporary storage of waste. Also listed are the contact details for the On-Call Waste Officers.

*Table 1: Emergency Site Identification in Order of Priority*

| Site | First Contact | Contact During Operating Hours | Alternative Contact | Contact During Operating Hours |
|---|---|---|---|---|
| **North of the Brisbane River (in priority order)** | | | | |
| 1. Roghan Road, Fitzgibbon | [redacted] | | | |
| 2. Elliott Road, Nudgee | | | | |
| 2. Boles Street, Stafford | | | | |
| 3. Marchant Park, Chermside | | | | |
| **South of the Brisbane River (in priority order)** | | | | |
| 1. Boundary Road, (White's Hill) Camp Hill | [redacted] | | | |
| 2. Acacia Rd, Karawatha | | | | |
| 3. Sherbrooke Road, Willawong. | | | | |

Outside of normal operating hours call the Brisbane City Council Call Centre on 3403 8888 and request to be transferred to the relevant On-Call Waste Officer.

### *5. Review/Assessment of Preparedness of Each Site*

The listed potential Emergency Waste Disposal sites shall be assessed prior to use to determine their suitability and to identify any areas of concern for Council.

### *6. Site Access*

The On-Call Waste Officer listed in Table 1 has keys to access the sites. All sites are located on major roads with no access restrictions.

*Annex H: Manual Forms*

## *Emergency Event Operations Logbook*

| Reference | Date | Start Time | Finish Time | Event | Decisions / Outcomes | Communications | Initiator |
|---|---|---|---|---|---|---|---|
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***Business Continuity Plan***
***City Waste Services***
**Emergency Response Report**

Date Of Incident: ..... / ..... / .....

Nature Of Emergency:

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Steps Taken:

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Report Lodged By:

..... .....
**(Printed Name)** **(Title)**

## *ANNEXURE I (City Waste Services Business Continuity Plan)*

## *Information Communications Technology (ICT) Support Requirements*

***The information included in this questionnaire describes the ICT support that is required in the event of a crisis. The crisis may be one relative to this plan or it may be a crisis that results in diminished provision of ICT support that is normally available to support the activity in this plan on a daily basis.***

This questionnaire, once completed, is to be annexed to your Business Continuity Plans. This information will be provided to iDivision in order that they are able to build your requirements into the development of their Business Continuity and Disaster Recovery Plans. In the event that iDivision is not able to meet your stated requirements, agreement needs to be reached between your business and iDivision regarding the level of support that can be provided.

| Applications | Required (1) | | Normal MTO (2) | Critical MTO (3) | | Emergency MTO (4) | | Manual Work Around (5) | | Work Around Reference in BCP (6) |
|---|---|---|---|---|---|---|---|---|---|---|
| | Yes | No | | When | Duration | Type | Duration | Yes | No | |
| Telephone networks | Y | | 1 hr | End of day | 1 hr | Strike/Natural Event | 0 Hr | N | | |
| WAN (network access outside of your site) | Y | | 1 hr | End of day | 1 hr | Strike/Natural Event | 0 Hr | N | | |
| SOE Desktops | Y | | 1 hr | End of day | 1 hr | Strike/Natural Event | 0 Hr | N | | |
| Microsoft Office complement (inc Word, Excel, Access and Power point) | Y | | 1 Day | | | | | | | |
| Internet access | Y | | 1 hr | End of day | 1 hr | Strike/Natural Event | 0 Hr | N | | |
| Printing Services | Y | | 1 Day | | | | | | | |
| GroupWise – ability to send/receive new email only | Y | | 1 hr | End of day | 1 hr | Strike/Natural Event | 0 Hr | N | | |
| GroupWise – ability to access old email/calanders as well as send new email | Y | | 1 Day | | | | | | | |
| Cityweb | Y | | 1 Day | | | | | | | |
| Citysearch | Y | | 1 Day | | | | | | | |
| CSE | Y | | 1 hr | End of day | 1 hr | Strike/Natural Event | | N | | |
| Ellipse | Y | | 2 Day + | | | | | | | |
| DART | | N | | | | | | | | |
| RIMS | Y | | 1 Day | | | | | | | |

| Applications | Required (1) | | Normal MTO (2) | Critical MTO (3) | | Emergency MTO (4) | | Manual Work Around (5) | | Work Around Reference in BCP (6) |
|---|---|---|---|---|---|---|---|---|---|---|
| Webbasx/iBimap | Y | | 1 Day | | | | | | | |
| Job Tracking Portal | | N | | | | | | | | |
| BW Mobile Computing | | N | | | | | | | | |
| IDTS | | N | | | | | | | | |
| HRIS | Y | | 1 Day | | | | | | | |
| IfBIS | Y | | 1 Week | | | | | | | |
| HASTUS | | N | | | | | | | | |
| RMS | Y | | 1 Week | | | | | | | |
| PCS | | N | | | | | | | | |
| WMS | Y | | 1 Day | | | | | Y | | |
| KFLOW | | N | | | | | | | | |
| Property Management System | | N | | | | | | | | |
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**Note: Please insert additional rows for your critical applications not listed above**

## REFERENCE QUESTIONS

## (The numbers in brackets in the above table correspond to the following reference questions)

1. Which of these listed application systems does your business use on a **daily** basis and which are critical to support its operation?

2. Based upon your critical business needs, what is your maximum tolerable outage (MTO) or recovery time objective (RTO) for each application. (ie, in the event of ICT not being available, how long can you continue operating before a major impact on your business is realised?). Please clearly indicate the unit of time (eg hours or days).

3. During normal business operating conditions, are there any critical times in which your MTO would be less than the standard MTO as listed above (eg. Month end for financial reports)? Insert into the table when these critical times may occur and the MTO at these times. Please provide any further relevant details below:

   **The critical times for all services is at the end of the day as the transfer stations, landfill and waste collection services close. This is particularly critical as people come home from work and wish to provide complaints about waste collection.**

4. Are there any circumstances where the criticality of this system changes? ie, in the event of ICT application outage during emergency operating conditions, how long can you continue before a major impact on your business is realised? Insert into the table the nature of these critical events may occur and the MTO at these times. Please provide further relevant details regarding these circumstances below:

   **Emergency situations where the criticality changes will be in Waste suppliers strike conditions and a major natural event (ie. Major storm or flood). In these cases it is critical that the core systems remain on line without interuption.**

5. Do you have a manual back-up system available that will enable you to continue operating in the event that ICT support is not available? Tick the box in the table Yes/No. Provide any other relevant details below:

   **There are manual back up systems to at least the WMS system, and manual logs etc listed in the BCP. The main communication priorities however remain with the Telephony and network system processes.**

6. Please provide clause numbers and/or section numbers from your Business Continuity Plan which identify the work-around procedures/processes that your business has identified to enable your business to continue operating.

7. ADDITIONAL QUESTIONS

a) Are there any other application systems that your business uses on a **daily** basis to support your operations that are not listed in the table? Please insert additional rows into the table and also provide details including MTO below:

   **No further systems are used in this business**

b) Are staff sufficiently trained in the manual back-up system that will allow for the efficient transfer to a manual process during an event that will trigger the activation of your Business Continuity Plan? Yes/No Please provide relevant details:

**Yes**

c) Is there any further information relative to ICT support that iDivision or users of your plan should be aware of to support your business in the event of the activation of your Business Continuity Plan? Please provide relevant details:

**No**

# *City Waste Services*

***INFLUENZA PANDEMIC PLAN***

# May 2009

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## *BACKGROUND*

This plan has been devised to identify the risks and outline a response plan for City Waste Services (CWS) in the increasing event of an Influenza Pandemic.

An Influenza Pandemic will have a significant impact upon the Business Continuity of CWS and its operations. Worst case scenarios could see significant absenteeism resulting in a serious to critical reduction in CWS operational capacity. CWS ability to service the likely high level of coordination of collection and disposal issues that may arise with a pandemic would be severely tested. Non-essential customer service functions would have to cease. Essential suppliers and service providers would also be severely affected and maintaining operations would depend upon their continued capacity to support the business.

## *CITY WASTE SERVICES - CONTEXT*

City Waste Services (CWS) is obligated to keep and maintain a pandemic plan at a high state of readiness and to update these as and when required. In order to maintain this obligation, CWS is conscious of its responsibilities as an essential service to the general public of Brisbane. CWS is also aware of the need to coordinate its preparations and actions with outside strategic partners such as Collections and Disposals contractors, and in addition, other Brisbane City Council business units.

In conjunction with the State Government, Brisbane Council has commenced preparedness planning for influenza Pandemic. As a Brisbane Council essential service provider, CWS needs to be prepared for such an event, so it can maintain continuity of operations, with minimal customer impact.

## *PLANNING ASSUMPTIONS*

The planning assumptions at Appendix 1 were issued by the Queensland Government. Actions at National, State and Local levels will be keyed to the internationally endorsed Pandemic influenza phases of alert. A copy is attached at Appendix 2.

## *AIMS & OBJECTIVES*

### *Aim:*

To prepare CWS to manage the possible impacts of a human influenza pandemic.

### *Objectives:*

- To identify the requirements for CWS to maintain essential services in the case of an influenza pandemic, and find the best possible solutions in dealing with such an event;
- To communicate with staff the possibilities associated with this pandemic contingency plan and exercise CWS's preparedness to manage it.
- To assist in containment of the disease once the pandemic hits, by reducing the spread within CWS's facilities and staff, and;
- To maintain the essential services of waste collection and disposal.

## *PRINCIPLES*

There are six main principles which underpin CWS preparations and actions for a pandemic. These are:

- Actively monitor the developments and adjust plans and procedures as required;
- Back up of essential people, systems and specific technology assets;
- Act early;
- Demonstrate concern for the health and welfare of employees and customers;
- Conform with Pandemic-related Policy and Directives, and;
- Maintain open and transparent communications with all key stakeholders;

## *RISKS*

The major risks to CWS operations are described below:

- Failure to meet the demand for waste collection and disposal services
- Failure to meet duty of care obligations to staff
- Failure to meet community expectations
- Failure to manage **key relationship/stakeholders'** expectations
- Failure to conform to government, health authority and Brisbane Council directions

- Depleted **workforce**
  - Employees ill/medically affected

  - Employees unable to come to work owing to other care commitments arising from the pandemic event
  - Employees unwilling to come to work.

- Unsafe **workplace**

- Inappropriate/inadequate **operational response**

- Failure of **communication**
  - Failure to keep employees and key stakeholders informed
  - Failure to track incoming communications.

Each risk (as identified above) has become the basis of a strategy. These are discussed within Tabs A – I.

Appendix 1

# Planning Assumptions for Business Continuity Planning for Pandemic Influenza

The Queensland Government recommend that organisations develop arrangements based on the following assumptions:

## On-set of a pandemic in Australia

Based on previous experience, Australia may begin to see cases of pandemic influenza within three months after it arises elsewhere in the world. Quarantine measures may delay the entry of pandemic influenza into Australia.

## Spread of a pandemic

The impact of a pandemic is likely to be nationwide and had not localised to a single area. Therefore, there may be little outside assistance. Business Continuity Plans (BCP's) should assume that all parts of the business would be affected.

## Duration of a pandemic

A pandemic would not be a short sharp event leading immediately to commencement of a recovery phase. For the purposes of planning, a pandemic should be considered as likely to last for a period of up to 12 months with cases occurring in "waves" within the community. During these waves up to 30 to 40% of the community may become ill with influenza with additional members of the community required to care for them.

## Number and duration of pandemic waves

Based on previous experience, there may be two or more waves of infection through the community. These waves of infection may be separated in time by three to nine months. The duration of each wave of illness may be approximately 8 weeks with a second wave possibly having a more serious impact than the first.

## Social distancing

Social distancing is a term used to describe strategies used to reduce the spread of the infection and may result in the cancellation of mass gatherings such as sporting events, closure of educational institutions and reduction or cessation of public transport. Social distancing may be widespread or confined to a particular town or city depending on the extent of the infection and rate of spread through the community. For planning purposes, social distancing requirements can be expected to be in place for a period of approximately 8 weeks, which coincides with the possible duration of the pandemic waves.

# Absenteeism

At the height of the pandemic, absenteeism may be as high as 50%, with an average seven to ten days lost to illness for each individual. Current Public Health guidance on release of people from isolation is that cases are regarded as infectious for a period of up to seven days after the onset of fever in adults and up to 21 days in children less than 12. Absenteeism reasons include illness, employees remaining home to look after ill family members and employees required to stay home to look after children in the event of school closures.

# Self-reliance

Given the projected widespread impact of pandemic influenza and the fact that those agencies that generally provide support e.g. through the disaster management system would also be affected, organisations should plan for a greater level of self sustainability and support.

-o0o-

***Appendix 2: Pandemic Alert Stages***

*Source:* Australian Health Management Plan for Pandemic Influenza May 2006

| Period | Global phase | Australian Phase | Description of phase | Main strategy |
|---|---|---|---|---|
| Inter-pandemic | | Aus 0 | No circulating animal influenza subtypes in Australia that have caused human disease. | Contain-ment |
| | 1 | Overseas 1 | Animal infection overseas: the risk of human infection or disease is considered low. | |
| | | Aus 1 | Animal infection in Australia: the risk of human infection or disease is considered low. | |
| | 2 | Overseas 2 | Animal infection overseas: substantial risk of human disease. | |
| | | Aus 2 | Animal infection in Australia: substantial risk of human disease. | |
| Pandemic alert | 3 | Overseas 3 | Human infection overseas with new subtype(s) but no human to human spread or at most rare instances of spread to a close contact | |
| | | Aus 3 | Human infection in Australia with new subtype(s) but no human to human spread or at most rare instances of spread to a close contact. | |
| | 4 | Overseas 4 | Human infection overseas: small cluster(s) consistent with limited human to human transmission, spread highly localised, suggesting the virus is not well adapted to humans | |
| | | Aus 4 | Human infection in Australia: small cluster(s) consistent with limited human to human transmission, spread highly localised, suggesting the virus is not well adapted to humans | |
| | 5 | Overseas 5 | Human infection overseas: larger cluster(s) but human to human transmission still localised, suggesting the virus is becoming increasingly better adapted to humans, but may not yet be fully adapted (substantial pandemic risk). | |
| | | Aus 5 | Human infection in Australia: larger cluster(s) but human to human transmission still localised, suggesting the virus is becoming increasingly better adapted to humans, but may not yet be fully adapted (substantial pandemic risk) | |
| Pandemic | 6 | Overseas 6 | Pandemic overseas: not in Australia: increased and sustained transmission in general population. | |
| | | Aus 6a | Pandemic in Australia: localised (one area of country). | Maintain essential services |
| | | Aus 6b | Pandemic in Australia: widespread. | |
| | | Aus 6c | Pandemic in Australia: subsided | |
| | | Aus 6d | Pandemic in Australia: next wave. | |

***TAB A: SERVICE PROVISION STRATEGY***

The components of this strategy include:

- Initial Planning & Education
- Alternate work arrangements
- Communications

# Initial Planning & Education

**Responsibility** – Business Manager, Collection Manager and Alliance Manager

**Aim**

- Develop strategies to inform and educate employees, contractors, key suppliers identified by CWS, stakeholders and employees families.
- Review the stages of alert change on a regular basis and update progressively in consultation with Council and Queensland Health.

As the central co-ordination function for CWS, the Manager will be responsible for areas including initial planning, contingency, education and communication, health surveillance, personal protective equipment (PPE), social distancing and, the overall direction of personnel in CWS in a pandemic scenario. These areas are addressed in detail below, with reference (in some areas) to the varying pandemic phases, attached as Appendix 2 – National Pandemic Influenza Stages of Alert.

**Prevention and Preparedness**

***Australian Phase – 0***

- As part of this pandemic plan, identify minimum staff numbers to maintain essential services;
- Plan for mass absenteeism and ensure contingencies are in place to support these;
- Prepare to work with minimum staff for each of the CWS manned locations. Consultation with team leaders and supervisors will determine the most appropriate way to run the teams in each situation.
- Ensure that there is a sufficient knowledge base for all tasks involved in essential services. If there are tasks/roles that only a select few are trained or capable of carrying out then training should be carried out to ensure additional staff are available before a pandemic, and;
- Study options to provide equipment and support for telecommuting and working from home for relevant staff.

**CWS Specific Comments**

*Minimum staff numbers to maintain essential operations identified;*
*Back up staff identified from within CWS and other areas of Council;*
*Non-essential services identified with strategy to cease them for the period of the emergency developed;*
*Back up operational support strategy developed, and;*
*Additional training has been provided to ensure adequate numbers of cross-trained staff.*

**Containment and Prevention**

***Australian Phase -3***

- Encourage staff to remain diligent in their efforts to combat the illness;
- Encourage excellent personal/workplace hygiene by ensuring supply of soap & alcohol gel /wipes, regular hand and office surfaces cleaning especially between shifts/cover for other employees. This would include phones, desks, computers, printers/faxes, door handles, kitchen surfaces, bathrooms, and other work surfaces;
- Perform hand hygiene after touching "frequently handled objects" and consider a routine hourly, hand hygiene schedule;
- Keep staff aware of any new developments on the pandemic and how they affect them;
- Ensure staff are aware of who to contact about the pandemic in their workplace; (Key Contacts List);
- Encourage staff to remain at home if they feel unwell;
- Ensure staff have a surplus of all their PPE requirements;
- Ensure CWS staff have relevant PPE requirements in stock;
- Ensure staff avoid public transport at the time of a pandemic, as this is a breeding ground for the illness, and;
- All suppliers will need to comply with the site access procedures.

**Response**

***Australian phase - 6b)***

- Remain diligent in protecting staff from contamination in the workplace.
- Encourage staff to stay at home if they feel unwell or if they have been in contact with people showing symptoms.

**CWS Specific Comments**

*Promotion of excellent personal hygiene at work and hygiene at home;*
*Ensure stocks of masks, gloves, alcohol wipes etc are available for use in the workplace and that those stocks are sufficient to last for several weeks;*
*Strategy to isolate essential operations from the public developed;*
*Staff to use private transport and not public transport to avoid risk.*

# Alternate Work Arrangements

**Responsibility** – Business Manager, Collection Manager and Alliance Manager

**CWS Specific Comments**

*Introduction of additional shifts to cope with extra work on an at-needs basis. Staff are aware that extended hours may be required in a pandemic emergency.*
*Cease all non-essential customer services (if necessary e.g. Bin Repairs) and have advisory messages on all customer phone lines to that effect.*
*Communicate to customers that additional services will recommence upon cessation of pandemic.*

# Communication

**Responsibility** – Business Manager, Collection Manager and Alliance Manager

Aim

- Employees provided with appropriate influenza information that covers symptoms and prevention – literature already provided to staff and placed in the workplaces.
- Employees provided with information on the strategies that will be put in place to ensure their personal safety whilst at work during a flu pandemic.
- Key contractors, suppliers and customers will be advised of emergency arrangements in the event an emergency is declared – lists of key suppliers, contractors and customers compiled and attached.
- Employees provided with sufficient information.
- Brochures on influenza available for staff to take home so that families are sufficiently informed and able to take all practicable measures to avoid getting ill themselves. The information should also serve to re-assure families that CWS workplaces present no added risk of contacting the illness.

From a corporate perspective, all communications will be cascaded to branch management via the City Business Communication and Strategy Coordinator. The Manager for CWS will ensure that their communications detail:

- An explanation of pandemic phases and the graduated responses;
- What is being done by Brisbane City Council, City Business and CWS;
- What is expected of/recommended for employees, and;
- Communication that is consistent with those being issued by all other agencies to the wider community.

## Prevention and Preparedness

***Australian Phase 0)***

- Communicate as early as possible to staff the possibility of a pandemic and emphasise the organisation's preparedness to manage this;
- Ensure a communication strategy exists for CWS;
- Regularly update staff on any information relating to the pandemic and it's relevance to their roles and responsibilities, and;
- Have staff ensure they communicate all role/task specific knowledge to ensure a wider skills base.

### CWS Specific Comments

*Employees provided with appropriate influenza information that covers symptoms and prevention – literature already provided to staff and placed in the workplaces;*
*Employees provided with information on the strategies that will be put in place to ensure their personal safety whilst at work during a pandemic;*
*Key contractors, suppliers and customers will be advised of emergency arrangements in the event an emergency is declared – lists of key suppliers, contractors and customers compiled and attached;*
*Employees provided with sufficient information;*
*Brochures on influenza available for staff to take home so that families are sufficiently informed and able to take all proactive measures to avoid getting ill themselves. The information should also serve to re-assure families that CWS workplaces present no added risk of contracting the illness.*

## Containment and Prevention

***Australian phase – 3***

- Regularly update staff on any information relating to the pandemic and its relevance to their roles and responsibilities;
- Remind staff of who they can contact about the pandemic in their workplace if they feel they may be at risk of infection or infecting others;
- Start encouraging electronic and telecommunications as a means of relaying work and attending meetings;
- Ensure everyone is aware, on a daily basis, of how many staff CWS operating with;
- Limit communications to emails, phones and faxes;
- Postpone meetings that cannot be handled other ways;
- Communicate to staff the need to segregate at work and during breaks;

Response

***Australian Phase - 6b***

- Ensure staff segregation;
- Have staff call in before their shift to identify any risk of spreading the illness;
- Limit access to essential staff only;
- Completely limit site access to essential staff only, and;
- Use communication lines to keep staff at home if their role can be carried out remotely.

# Financial Strategy

**Responsibility:**
Business Manager, Collection Manager, Alliance Manager and Commercial Manager

**Enabling Actions:**
- Plans for financial policies in the event of a pandemic, including how will monies be handled and processed throughout a pandemic.

**CWS Specific Comments**

*Monies collected through the accounts receivable section i.e. billed accounts can continue as normal.*

*Monies collected through the Gate Houses at the Transfer Stations may cease if cessation of non-essential services or banning the public entry are deemed necessary. Revenues from this source may decrease throughout the pandemic but should recover swiftly.*

***TAB B: RELATIONSHIP MANAGEMENT STRATEGY***

The components of this strategy include:
- Contractors and suppliers pandemic plans
- Communication

# Contractors and Suppliers Pandemic Plans

Responsibility – Business Manager, Collection Manager and Alliance Manager

**Aims:**
- Review the supply chain to CWS to identify any weaknesses
- Consideration of alternate contractors and suppliers
- Develop a key contact list for CWS
- Liaise with key contractors and suppliers on the list
  - To advise on CWS planning and likely implications
  - To review the contractors key suppliers ability to store critical supplies for CWS

**CWS Specific Comments**

*Key suppliers identified and listed;*
*Limited opportunity for back-up suppliers given the size and scope of CWS operations. Potential use of some additional service providers, dependent on the availability of both Private Collections and Private Transfer Stations.*
*Waste is deemed as an essential service due to its health impacts and as such would take priority in State planning.*

## Communication

From a corporate perspective, all communications will be cascaded to branch management via the City Business Communication and Strategy Coordinator. The Manager for CWS will ensure that their communications ensures that key contractors, suppliers and customers will be advised of emergency arrangements in the event an emergency is declared – lists of key suppliers, contractors and customers compiled and attached.

***TAB C: WORKFORCE MANAGEMENT STRATEGY***

The components of this strategy include:
- Alternate work arrangements.
- Multi skilling
- Leave entitlements and other entitlements

# Alternate Work Arrangements

Responsibility – Business Manager, Collection Manager and Alliance Manager

**Aims:**
- Consider alternate locations for office workers.
- Staggered shifts on a 24 hour basis for field based staff
- Alternate work arrangements – e.g. working from home.

# Multi Skilling

Responsibility – Business Manager, Collection Manager and Alliance Manager

CWS Corporate Policy

- Key personnel are those performing essential services
- For designated key personnel, a primary and two secondary employees are identified.

**Aims**:
- For each employee position, two alternates are identified and trained
- Contact recently retired employees and check their availability
- Source other skills from within Division (City Venues, City Fleet etc)
- Address known areas of single point sensitivity.

# Leave and other entitlements

Responsibility – Business Manager, Collection Manager and Alliance Manager

**Aims:**

Monitor corporate communication on these issues via Groupwise and via City Business Communications Co-ordinator.

## *TAB D: HEALTH SURVEILLANCE*

Responsibility – Business Manager, Collection Manager and Alliance Manager

The objective is to ensure a health surveillance system exists to monitor the health of staff during the outbreak of a pandemic.

Early diagnosis and intervention can diminish spread of the virus.

### Prevention and Preparedness

***Australian Phase – 0***

- Staff need to be open about any concern they have and should always be encouraged to speak up;
- Staff will need to know what to look for in themselves as well as their colleagues and visitors to their workplace. Awareness training for relevant staff via literature distributed through City Business Communication and Strategy Coordinator.
- A list of people to contact should be developed to place around the work site. This should be made up of Supervisors, WH& S Officers, first aid personnel and other pandemic delegates.

### Containment and Prevention

***Australian Phase – 3***

- Control the spread of illness by monitoring staff for signs of illness and reporting to supervisors and WH&S Officers or pandemic delegates;
- Training for all staff via literature distributed, on identifying early symptoms of influenza in themselves and their colleagues.
- Discourage ill staff from coming to work and if they arrive to work ill, send them home immediately. Ensure staff are aware of a colleague becoming ill and being sent home.

### Response

***Australian Phase 6b***

- Continue health monitoring of staff at work and at home via other communication methods e.g. phones and email;
- Ensure reporting of all illness issues to relevant supervisor or officer urgently;
- Reinforce the "stay at home" rule with all staff, and;
- Immediately quarantine anyone who arrives at the workplace showing symptoms.

## *TAB E: SOCIAL DISTANCING*

Responsibility – Business Manager, Collection Manager and Alliance Manager

The objective is to ensure a "Social Distancing" guide exists for CWS employees. "Social Distancing" is a requirement in a pandemic situation to prevent exposure and/or the spread of the virus. From a disaster management perspective, mass gatherings and public transport services may be banned or postponed to prevent the spread.

Different policies for "Social Distancing" will be introduced in the different phases of the pandemic. In a workplace scenario, staff will need to be mindful of who they are sharing their surrounds with especially in an office environment.

- When at work keep staff at a distance from each other i.e. segregated office space, staggered meal breaks, telephone/email meetings and limiting site vehicle use.
- Employ staff to work from remote locations.

## *TAB F: PERSONAL PROTECTIVE EQUIPMENT (PPE)*

Responsibility – Business Manager, Collection Manager and Alliance Manager

The objective is to ensure all staff have access to an adequate supply of essential and task/site specific PPE in the case of a Pandemic.

This will include:

- Procurement of adequate PPE supplies;
- Storage of all additional supplies;
- Rollout of supplies across all CWS sites.

**Prevention and Preparedness**

***Australian Phase – 0***

- Put together a detailed list of all essential and task/site specific PPE required in a pandemic situation, taking into account expected duration of a "worst case scenario" and the limited access to additional supplies once a pandemic has taken affect.
- Ensure there is sufficient storage space for all additional supplies at each site.

**Containment and Prevention**

***Australian phase – 3***

- Stockpile all the relevant PPE onsite;
- Ensure the stockpile supply is sufficient and contains site specific and all PPE that may be helpful or required in a pandemic situation, at each site location. E.G. Gloves, coveralls, masks, tissues, soaps, disinfectants, alcohol wipes/gel and any other task specific PPE;
- Implement signage that reminds staff of their obligations to themselves and their colleagues in the event of a flu pandemic (e.g. Please wash your hands, cover your cough and sneeze, What to look for/symptoms lists, WH& S Officer and pandemic delegate contact details for your business). Each CWS site will also need signs for visitors to let them know of the policies in the workplace;
- Make sure that staff are aware of correct PPE procedures and their obligation to comply with these procedures. In the event of a pandemic these policies will need to be reinforced to ensure compliance;
- Ensure adequate storage space onsite for additional PPE;
- Ensure any visitors to the site abide by all PPE directives;
- Reinforce PPE policies to all staff.

Response

***Australian Phase - 6b***

- Monitor PPE stockpile to ensure sufficient supply for the forecasted duration of the pandemic;
- Well before supplies run out, ensure management are made aware and additional supplies are ordered;
- If an outbreak lasts longer than store stocks, the need to ensure that the supply chain remains secure.

## *TAB G: SUPPLIERS*

Responsibility – Business Manager, Collection Manager and Alliance Manager

**Aims:**
To develop Business Continuity arrangements with suppliers.

### Prevention and Preparedness

#### *Australian Phase – 0*

All PPE supplies will need to be ready for delivery to each site or an action plan will have to be in place with a preferred supplier to stockpile each site in the event of a pandemic.

A spreadsheet will need to be compiled for each site containing:
- Names of all essential items used and stored at the site;
- Daily, weekly, monthly rates of consumption of those substances and there uses;
- Current usual stockpile at each site;
- Shelf life of each essential item and its storage requirements;
- Capacities for each plant to stockpile additional amounts of these substances;
- List of suppliers and whether they have a BCP for a pandemic scenario;
- Delivery dates estimate and methods;
- Staff requirements upon delivery.

### Containment and Prevention

#### *Australian phase – 3*

- All PPE stockpiles should be delivered and stored appropriately;
- All the essential items used in the day to day operation of all CWS need to be stockpiled or made readily accessible from a preferred supplier;
- Only use preferred suppliers as identified in the planning stages;
- Monitor levels to ensure supplies do not run out;
- Delivery personnel outside of council will need to be screened and reminded of CWS need to maintain essential services and therefore not put CWS staff in jeopardy.

### Response

#### *Australian Phase - 6b*

- Ensure "Social Distancing" when dealing with suppliers where applicable.

*CWS CRITICAL SUPPLIES AND SUPPLIERS LIST*

## City CWS
## Critical Supplies and Suppliers List

| Product and Services | Supplier | Alternate supplier | Delivery Methods | Delivery Dates | Current Stockpile | Shelf Life |
|---|---|---|---|---|---|---|
| MGB (Wheelie Bin) Waste and Recycling Collection Services | Sita Environmental Services | Limited due to the size of service – however various other waste collection service providers could assist | Waste Vehicle collection then delivered to transfer station or recycling facility | Daily/weekly | N/a | N/a |
| Bulk Bin : Waste Collection Services Recycling Collection Services | Wanless Wastecorp to 30 June 2009 Sita Environmental Services from 1 Jul 2010 JJ Richards for Recycling | Limited due to the size of service – however various other waste collection service providers could assist | Waste Vehicle collection then delivered to transfer station or recycling facility | Daily /Weekly | N/a | N/a |

| | | | | | | |
|---|---|---|---|---|---|---|
| | Collection (until 1 July 2009 and then Sita) | | | | | |
| Provision of Recycling Material Recovery Facility | Visy | None due to scope and size, possibly Amcor. Alternatively can transport for an interim to Transfer stations – land fill (BWIA) | Contracted Recycling Collections service provider e.g. Sita, JJ Richards | | N/a | N/a |
| Bin Supply/repair | SULO | Limited due to size and scope. Other suppliers in market include Nylex. | Subcontracted (to SULO) vehicle supply and repairer manpower | Daily | N/a | N/a |
| Dead Animal Collection | Subloos | Unique however other arrangements with other existing waste collection | Dead animals collected via suitable equipped vehicle. | Daily in response to call | N/a | N/a |

***CWS KEY CONTACTS LISTING***

| Given | Surname | Ext | Mob | O/C | Title | Home Phone | Home Mob | Home Address | I-Con | Home Email |
|---|---|---|---|---|---|---|---|---|---|---|
| [redacted] | | | | MCWS | Manager City Waste Services | [redacted] | | | | |
| | | | | FSWM | Alliance Landfill Engineer | | | | | |
| | | | | | Contract Services Manager | | | | | |
| | | | | SECWM | Alliance Manager | | | | | |
| | | | | BSMWM | Commercial Manager | | | | | |
| | | | | CWDCO | Alliance Project Officer | | | | | |
| | | | | CSOCW4 | Contract Services Officer Collections | | | | | |
| | | | | CSOCW1 | Contract Services Supervisor Collections | | | | | |
| | | | | CSOW8 | Contract Services Supervisor Collections | | | | | |

| Given | Surname | Ext | Mob | O/C | Title | Home Phone | Home Mob | Home Address | I-Con | Home Email |
|---|---|---|---|---|---|---|---|---|---|---|
| [redacted] | | | | CSOCW7 | Contract Services Supervisor Collections | [redacted] | | | | |
| | | | | TOOWM | Environmental Officer (Vacant) | | | | | |
| | | | | POWMPP | Senior Integrated Management System Officer | | | | | |
| | | | | CSOCW2 | Contract Services Officer Collections | | | | | |
| | | | | PAES1 | Acting Project Officer | | | | | |
| | | | | CSOCW6 | Contract Services Officer Collections | | | | | |

* Designates Key Staff.

**Privacy Clause**
Please Note: Personal employee information contained within this document will only be used in the event of an emergency. Any use outside these parameters is strictly prohibited.

***TAB H: DISPOSALS PANDEMIC PLAN (BRISBANE WASTE INNOVATIONS ALLIANCE, INCORPORATING THIESS)***

# Scenario:

Swine Flu pandemic resulting in high levels of staff absenteeism.

# Aim:

To maintain waste disposal operations with decreasing numbers of staff for as long as possible.

Normal Staff Numbers per day:

| | |
|---|---|
| Transfer Stations | 8 x 4 (2 shifts of 4 per station) |
| Gate House | 2 x 4 |
| Waste Truck Drivers: | |
| Ferny Grove | 1 |
| Willawong | 5 |
| Chandler | 2 |
| Nudgee | 7 |
| Rochedale | 6 |

# Continuing Operations Plan:

1. ***Transfer Stations:***

a) Transfer Stations can operate with reasonable normality with greater than 80% absenteeism although safety monitoring would deteriorate progressively as absences increased.

b) As absences increase, remaining resources would be redirected to the larger Transfer Stations and the smaller Transfer Stations would be shut down progressively as their capacities are reached.

c) For example: in the event of 100% absenteeism, an individual Transfer Station can continue to be used for dumping until the pit and the surrounding floor had been filled. In this scenario the building would be closed and locked down once capacity had been reached resulting in a temporary waste storage facility until sufficient staff numbers are available to move the waste as normal.

d) In such a situation the likely outcome would be the closure of Ferny Grove Transfer Station then Chandler and maintain Willawong and Nudgee operations for as long as possible with Nudgee Transfer Station the last to be closed.

***2. Gate House:***

a) Gate House staff are not critical to the waste disposal operation. The staff predominantly collect fees, query the type of waste to be disposed and pass on safety requirements for the facilities. The Gate House can be operated with 50% absenteeism with some delays. In the event of 100% absence the gates would be opened and the collection of fees forgone for as long as necessary.

***3. Waste Truck Drivers:***

a) Waste Truck Drivers are critical to normal waste disposal operations. As detailed in paragraph 1 sub – paragraphs b and c, as absences increase, remaining resources would be redirected to the larger Transfer Stations and the smaller Transfer Stations would be shut down progressively as their capacities are reached.

b) In the event of 100% absence and the closure of the Transfer Stations, Rochedale Landfill can be opened to domestic waste vehicles, commercial waste vehicles and if necessary private vehicles to the tip face directly. Please note: The domestic waste collection vehicles can be directed to Rochedale Landfill for disposal at an earlier time, away from the transfer stations, to assist in relieving capacity issues at these sites which will prolong their availability.

*4. Rochedale:*

a) Rochedale operations can be maintained with 80% absenteeism. In the event of 100% absence, open dumping can occur similar to the tip dumping of years past. An uncovered waste pile would be the result of this action. This action would cause issues with litter and odour. However in these circumstances this action could be maintained in consultation with the EPA and Public Health Officials. Work such as spraying the waste pile to control bacteria and odour would need to occur.

*5. Command and control:*

In order of succession:

[redacted]

Alliance Manager BCC

Operations Manager TS

Landfill Manager BCC

Landfill Manager TS

Project Officer BCC

Enviro Officer BCC

Landfill Spvr TS

Transfer St Spvr TS

Transfer St Spvr TS

[redacted]

*6. Conclusion:*

It should be noted that this plan is formulated as an initial response to assumed conditions as a result of a prospective flu pandemic and will be progressively updated and amended as resource availability becomes known dictated by circumstances. Key to the continued waste disposal operation during possible daily changing circumstances is flexibility and responsiveness and as such this plan will be reviewed daily during any such pandemic.

## *TAB I: COLLECTIONS PANDEMIC PLAN*

### Background

The difficulty in providing a BCP at CWS level is that it needs to be 'nested' within Council-State – Federal plans. The dependencies and interdependencies that affect the CWS BCP can be severely undermined by 'other' directions and plans and communications to the public that may not accommodate the need to maintain essential services.

The potential elements of CWS (Collections) and Contractors that may be affected by the Pandemic are as follows (however not limited to):

**Current Contractors**
Waste and Recycling Collection: Manpower: Management staff, maintenance staff and waste/recycling truck drivers.
MGB Waste and Recycling Collection (Sita) – up to 100,000 collections a day
88 Drivers
10 Maintenance staff
10 Management Staff

Bulk Bin Waste (Wanless) and Recycling Collection (JJ Richards)
Wanless – Approx 850 Sites approximately 2000 plus bins serviced at various frequencies a week.
6 to 8 Drivers
2 Maintenance Staff
2 Management Staff

JJ Richards - Approx 102 sites and 270 Recycling Bins
2 Drivers
1 Maintenance Staff
1 Management Staff

Recycling (Visy) – The management and operational staff of their Material Recovery Facilities (MRF's)
100 Staff Total

Bin Repair and Supply (SULO) - The staff involved with management, maintenance and service delivery are 13. If necessary these services can be suspended without severe impact in the short term.

**Other Contracts** – Kerbside Green and Large Items Collections, Dead Animal Collection, Moreton Island Collections: These contracts are considered small and manageable to various levels of contingency and will not be considered further at this stage).

**CWS Staff**
Contact Liaison Team - 4 Staff
Contract Services Officers – 7 Staff
Management - 2

**Disposals** - Transfer Stations BWIA (Paul Bonwick to co-ord)

**Contingencies**
The capacity for CWS and its contractors to continue to deliver services will be dependent upon the severity of the Pandemic and also the effects on their supporting services that are required to continue operating. This BCP will consider the impacts and contingencies for a drop in staff by10%, 20% to30%, 50%. It must be noted that the period of both sustainment and recovery will vary. While operating with reduced staff, there will be backlogs of work (for example; vehicle maintenance, bin repairs, contract staff work developments) that may take significant recovery time to return to normal operations.

**Coordination and Control**
CWS will require representation in any BCC Pandemic/Disaster management team or coordination centre to ensure coordination of services with other parts of Council, service provider' s and the public.

**Communications**
CWS Contact Liaison Team staff may be reduced and have to cease operating. The CWS BCP will need to be coordinated with Council Contact Centre BCP and 'nested' within the Council's over all plan and also coordinated with State and Federal plans and resources.
CWS Management will have a limited capacity to work from home and communicate via phone and laptop computer.

**Contractor BCP's**. Contractors have their own BCP's in place for various contingencies. However, their capacities to continue to deliver services are directly impacted by government direction regarding workplace measures and directions. Contractors have been asked to provide their respective BCP's at their earliest convenience.

## The CWS Collections Contingency Plan

| Staff impact | CWS | Sustainment /Recovery timeframe | contractors | Sustainment/Recovery timeframe | Support actions /coordination |
|---|---|---|---|---|---|
| 10%<br>Note – these are in addition to the normal absenteeism | **Collections:**<br>**Situation** –Productivity in particular response times to request/complaint reduced commensurately.<br>**Management** – Gordon Luke, –Heidi Mathieson and Sharlane Hedges have laptops and capacity to work from home. This is the chain of management if illness was to occur.<br>**Contact Liaison Officers** - These staff require to operate from the workplace with one staff down this can be maintained. Some field staff have capacity/training to work on the phones and with ICCS.<br>**Contract Services Officers** The capacity among the Contract Services Officers. Capacity remains depending on demands priorities.<br><br>**Workplace Preventative/ Counter-Measures.**<br>Those that have capacity to work from home do so.<br>Masks issued to those in the workplace. Field Officers equipped with masks and gloves and waterless soap for site attendance as required.<br>Meetings with contractors and team meetings avoided and reduced in size when required.<br>Use of communication via phone | 6 Months | **MGB - Sita**<br>The company has capacity to maintain services however the ability to respond to missed services and other contingencies (eg multiple vehicle breakdowns) is reduced.<br><br>**Bulk Bins Waste Wanless** - Situation 10% of staff sick with the flu. The impact of one vehicle being down (unmanned) has significant proportional impact (possibly 250 sites 500 bulk bins).<br><br>**Bulk Bins Recycling JJ Richards** -Services could be maintained at a reduced frequency<br><br>**Recycling Visy**<br>Services could be maintained however the nightshift at the MRFs would be consolidated with day shift | 4 months<br><br>3 months<br><br>4 months<br><br>3 months | • CWS representative working in Council's Emergency/Pandemic Response Coordination Centre<br>• Public awareness required regarding delays in response time required. Priorities to be communicated to the public.<br>• Call centre scripting to be adjusted and new scripting formulated<br>• Sourcing arrangements for alternative service providers including BCW resources need to be scoped in detail in the light of competing demands with plans established<br>• Wanless directed to provide contingency and priority to the Council Domestic Waste contract. This is to be done through supporting direction from the State Government IAW Emergency legislation. |

| | | | | | |
|---|---|---|---|---|---|
| | email maximised.<br>Signage and communication regarding personal hygiene and measures. Flu vaccine offered. Tami flu medication access arrangement made | | | | |
| **20% to 30%** | **Collections:**<br>**Situation** – Ability to respond to complaint further reduced. A priority system of complaint further refined.<br><br>**Management** – CCM may decide to re-orient the team completely depending on staff availability to different task/response groups<br><br>**Contact Liaison Officers**<br>Are 'likely' no longer be able to operate and CWS phones may close. In coordination with the contact centre an automated/recorded response/reply system will be established that will only attend to 'priority calls' for service. Some field staff have capacity/training to work on the phones and with ICCS.<br>**Contract Services Officers** The capacity of the Contract Services Officers to augment will depend on priorities and demand.<br><br>**Workplace Preventative/ Counter-Measures.** Those that have capacity to work from home do so.<br>Masks worn by those in the workplace. Field Officers instructed to | 4 Months | **MGB - Sita**<br>The company has capacity to maintain services at a reduced level. Ability to respond to contingency little to none. Drivers would be working extra shifts. Other staff sources sought.<br>Vehicle maintenance schedules re-adjusted (backlog will build)<br>Re-routing to occur, may utilise reduced peak hour traffic periods. Hours of operation adjusted<br><br>**Bulk Bins Waste Wanless** – As per MGB Sita. Possible augmentation by alternate service provider facilitated by CWS Contract Services Officer.<br><br>**Bulk Bins Recycling JJ Richards** -Services may have to cease or be further reduced. Possibly augmented by other service providers | 1 Months | • Public awareness required regarding changes to waste and recycling collection services and delays in response time. Priorities to be communicated to the public.<br>• IAW Emergency legislation Council to approach State/Federal government to allow a possible extension to driver hours<br>• Augmentation plans to domestic waste services with other service providers, by BCW and or other agencies enacted at the first level.<br>• Disposals – Transfer Stations hours possibly extended/adjusted to accommodate Council Contractors while access to the public (domestic dumping) to transfer stations to be closed.<br>• Recycling services |

| | | | | | |
|---|---|---|---|---|---|
| | wear masks and gloves. Attendance to sites requiring a coordination of services prioritised. Use of communication via phone email maximised.<br>Signage and communication regarding personal hygiene and measures. Flu vaccine offered. Tami flu medication access commenced | | **Recycling Visy –**<br>Services/capacity to take recycling at both MRF's would be reduced by 50%. | | reduced/ possibly; alternating to be treated as waste every other fortnight, or as decided by CWS in consultation with contractors to align with reduced capacity by Visy and Sita. Note- a reduction in recycling is anticipated as a result of the pandemic.<br>• Communication of the above to the public and as well as the efforts to reduce waste and recycling. |
| **50%** | **Collections:**<br>**Situation** – Ability to respond to complaint further reduced. A priority system of complaint further refined.<br><br>**Management** –As above. CCM will re-orient the team completely depending on staff availability to different task/response groups<br><br>**Contact Liaison Officers**<br>Will no longer be able to operate and CWS phones may close. In coordination with the contact centre an automated/recorded response/reply system will be established that will only attend to 'priority calls' for service.<br>**Contract Services Officers** The capacity of the Contract Services | 2 months | **MGB - Sita**<br>The company has capacity to maintain services at a further reduced level. Ability to respond to contingency little to none. Drivers would be working extra shifts. Other staff sources and augmentation required. Vehicle maintenance schedules re-adjusted (backlog will further build). Can anticipate a reduction in fleet availability.<br>Recycling services ceased<br>Further re-routing will occur, will utilise reduced peak hour traffic periods. Hours of operation adjusted. | 1 month<br><br>1 month | • Public awareness required regarding further changes to waste and recycling collection services and delays in response time. Changes in priorities to be communicated to the public.<br>• Further augmentation to domestic waste services by other service providers, BCW, and or other agencies CWS co-ordinating.<br>• Disposals – Transfer Stations hours possibly extended/adjusted to accommodate Council Contractors while |

| | | | | | |
|---|---|---|---|---|---|
| | Officers will depend on priorities and demand. Re- tasked as necessary by the CCM<br><br>**Workplace Preventative/ Counter-Measures**. Those that have capacity to work from home do so.<br>Masks worn by those in the workplace. Field Officers instructed to wear masks and gloves. Attendance to sites requiring a coordination of services prioritised.<br>Meetings with contractors, and team meetings avoided completely.<br>Use of communication via phone email maximised.<br>Tami flu medication/vaccination access continues | | **Bulk Bins Waste Wanless** – As per MGB Sita. Augmentation by alternate service provider facilitated by CWS Contract Services Officer will have to occur.<br><br>**Bulk Bins Recycling JJ Richards** -Services to cease.<br><br>**Recycling Visy** – Services/capacity to take recycling reduced to solely Gibson Island but remain at 50%. | 1 month | access to the public (domestic dumping) to transfer stations to be closed.<br>• Recycling services reduced/ possibly; alternating to be treated as waste every other fortnight, or as decided by CWS in consultation with contractors to align with reduced capacity by Visy and Sita. Note- a reduction in recycling is anticipated as a result of the pandemic.<br>• Communication of the above to the public and as well as the efforts to reduce waste and recycling. |

SITA
Environmental
Solutions

## *SITA QUEENSLAND*

# *Business Continuity Plan*

## *Influenza Pandemic*

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# *INTRODUCTION*

In light of the increasing risk of an influenza Pandemic reaching Queensland and Australia, some thoughts have been put together to develop a Business Continuity Plan (BCP) to minimise the resultant effects on the Collections and Post Collections Divisions of SITA Environmental Solutions in Queensland and to ensure that a basic service can be maintained to our valued customers and the community.

The BCP covers the key areas of consideration in maintaining our business activities, albeit in a reduced capacity, while minimising the risks to both the employees and company.

The key areas of consideration and the measured to be adopted to cope with a possible influenza pandemic are presented in the following.

The term influenza used within the BCP refers to the two main types of the influenza virus; being Avian Influenza (Bird Flu), and Swine Influenza (Swine Flu), unless specifically referred to within the plan or associated procedures.

## *BUSINESS RISK ASSESSMENT*

A business impact/risk analysis shall be conducted by the State Administration Manager to identify all aspects of the SITA business that may be affected financially by a pandemic situation. It may also identify controls that may be in place to minimise the financial risk to the business.

The State Administration Manager shall also identify any new investments that are applicable during this period. Some investments may be identified through risk analysis and defining mitigating measures.

## *INTERNAL COMMUNICATION*

Internal communication shall occur in accordance with the Communication and Reporting Procedure PRQC003.

When the World Health Organisation (WHO) pandemic phasing reaches stage 5, necessary personnel shall be notified and a test run of the BCP shall be conducted.
Refer to Appendix C for the Preparedness Plan Phases of the WHO.

In all communication the importance of basic personal hygiene shall be emphasised in prevention of spread of the disease. All employees will also be instructed to minimise all contact with others, including colleagues, contractors, visitors and customers while at work or undertaking work on behalf of the company. All employees will also be instructed that should they show any symptoms of illness then they are not permitted to attend work until they have visited a doctor and been cleared of infection. Symptoms of influenza could possibly include some or all of the following:

- Fever above 38°C
- Sore throat

- Coughing
- Muscular, joint and body pain / aches
- Difficulties in breathing
- Chills
- Severe Fatigue
- Headaches

In extreme cases diarrhoea and vomiting have also been reported as symptoms

When WHO phasing reaches level 6 – pandemic, staff will be notified and the BCP shall be implemented at the discretion of the State General Manager.

### *EXTERNAL COMMUNICATION*

External communication shall also occur in accordance with the Communication and Reporting Procedure PROC003.

The State Administration Manager shall maintain a list of each division's customers and suppliers for distribution to the BCC Contract Manager, State Sales Manager, Central Qld Area Manager and Cairns Plant Manager

At phase 5, these Managers shall notify all customers and suppliers and advise them of the potential changes that may affect them. Site Managers shall obtain information on contingency plans for their suppliers and customers to be implemented into the SITA BCP if required. Alternative suppliers shall be arranged if required.

Customers and suppliers shall again be notified at phase 6 when the BCP is implemented.

Appendix A lists a Summary of Responsibilities.

### *MEDIA LIAISON*

In the event that any SITA site receives bad press in relation to the spread of an influenza pandemic, all correspondence with the Media shall be handled in accordance with the SITA Media Policy. There are contracts in place that require any contact with the media to form part of a formal approval process and this is to be adhered to, ie. BCC Collection contract and the Cairns regional Council contract

All other staff will not be permitted to liaise with the Media, without prior consent from the State General Manager.

Access to the sites by the Media will not be permitted.

### *CRITICAL MANDATORY IT ACCESS*

Information Systems in the Rhodes Corporate office have a separate "Disaster Recovery Plan" that is to be initiated in conjunction with this plan.

## *PERSONAL PROTECTIVE EQUIPMENT (PPE)*

Upon receipt of a technical paper issued by Suez, which provided instruction on PPE supply levels in the event of a pandemic event, the EQ&S Manager and the State General Manager reviewed the required Queensland PPE quantities. The Suez technical paper recommended that all Business divisions will require 40 days worth of PPE for each staff member during a pandemic event. The PPE model developed as part of this plan incorporates the Suez recommendation.

A review of the PPE requirements across Queensland sites was conducted by the EQ&S Manager.

Appendix D summarises the review findings and indicates necessary levels of PPE required for each Queensland site. PPE stock will be ordered following approval of stock levels from the State General Manager. The PPE will be made into kits which will be kept in storage at the Nudgee office until required. Each site will be allocated enough kits for that site for 40 work days.

The PPE kits will remain sealed and unused until they are required in a pandemic event.

## *PLAN REVIEW*

This document shall be reviewed on an annual basis or when WHO phasing increases (e.g. from phase 3 to phase 4) to ensure accuracy and currency of information. Review shall be completed by the State General Manager or their delegate.

## *COLLECTIONS DIVISION*

Collection Services

Currently the SITA Environmental Solutions Collections Division in Nudgee, Rocklea, Gold Coast and Central Queensland provide collection and assorted services for metropolitan Brisbane and country Queensland. It is expected that should an influenza pandemic eventuate then the market demand for waste collection services and waste disposal by customers at transfer stations is likely to reduce marginally.

It is reasonable to expect that typical areas where people congregate such as shopping centres, restaurants, theatres, etc. will be shut down or at a minimum be less heavily populated during a pandemic event. It is also reasonable to expect that non-essential businesses may be 'moth balled' or adopt minimum staff crews to maintain basic services and to be seen to be maintaining a presence in the market. It is inevitable that these occurrences will result in less commercial and industrial waste being generated and requiring disposal.

As a result of the above, it is likely that more people will be staying home and in turn generating more household waste requiring disposal. This may pose a challenge for the collection business, which shall be considered further in the business risk analysis as mentioned above.

To cater to the above expected change in market demand it is envisaged that selected depots will be closed or reduced to minimum services and skeleton staff. Where possible and feasible staff will perform work from home.

Possible scenarios may include:

i) All Rocklea operations to operate from Nudgee
ii) Gold Coast Operation to run from Nudgee
iii) or any combination of the above based on circumstances at the time of an outbreak.

The final decision for the scaling down or closure of operating depots / sites will be made by the State General Manager. This decision will be based on the location and severity of the outbreak, available staffing levels and recommendations or directions from government authorities.

It is expected that landfill operations around the state will be open at reduced hours to minimise the possible exposure to employees working at the landfill. This will restrict when such wastes can be collected.

Other waste receivers shall be contacted in accordance with the external communication provisions detailed above. Alternative waste receivers shall be arranged in preparation for unavailability.

The likelihood that SITA may be required for the transport of disease infected or culled carcasses shall be considered by the State General Manager. Standard procedures shall be developed by the EQ&S Manager in conjunction with the Branch Managers and added into Draft Standard Operating Procedure (SOP) Influenza Pandemic Response Procedure refer to Appendix B. The procedure shall address the key operational

procedures including employee safety, precautions for the transport or accidental discovery of disease infected carcasses and notification of relevant authorities such as Environmental Protection Authority (EPA) and Department of Human Services (DHS).

In addition the chance that certain regions of Brisbane and Queensland will be quarantined must be considered. Possible impacts may include inability to collect waste or dispose of waste at usual locations. Also, a quarantined area may include one or more SITA depot, hence requiring relocation of functions necessary to continue business. The staffing arrangements detailed below can be implemented at any depot thus minimising the impact of this occurring. However, when considering access and storage of supplies this should be further considered.

It should also be noted that quarantined areas may restrict movement of staff to work. Cross functional training as discussed below shall be conducted to reduce any impacts if this occurs.

Personnel Resources

In the event of an influenza pandemic, the risks include the possible infection of employees while travelling to and from work and by being affected by a fellow colleague or customers while at work. There may also be a minor risk of being directly infected by contact with infected birds / carcasses at landfill sites or during collections

Significant personnel resources are held within the Collection Division between the five depots. Effectively we have a duplicate of resources and experience across depots and with the consideration of the Branch Managers and the State General Manager there is adequate experience to cover for all positions within the business should any number of employees be absent from work for any extended period.

The general policy will be to maintain a minimum team during the days in which any depot operates for the transport of waste. Employees will not attend the depots during non operational days, unless in the case of an emergency.

Longer shifts/reduced operating hours to minimise number of staff at site shall also be considered when arranging staffing.

Wherever possible and when it is not necessary for employees to attend work, employees will be tasked with work that can be done from home. This could include planning work and report writing, sales tasks etc. Laptops with dial up connections, and stationary shall be provided to staff that are required to work from home. Mobile telephones shall also be kept on standby by staff working from home.

The minimum staffing levels at depots during an operating day will include:

| Position | No. of Staff | | | | | | |
|---|---|---|---|---|---|---|---|
| | State Office | Nudgee | Rocklea | Gold Coast | Gladstone | Emerald | Cairns |
| Management | 1 | 2 | 1 | 0 | 0.5 | 0.5 | 1 |
| Customer Service | | 3 | | 0 | | | |
| Operations | | 2 x2 shifts | 1 | 0 | 0.5 | 0.5 | 1 |
| Workshop | | Outsourced | Outsourced | Outsourced | Outsourced | Outsourced | 1 |
| Administration | | 1 | 1 | 0 | 0.5 | 0.5 | 1 |
| IT | 1 | | | 0 | | | |
| EQS | 1 | | | 0 | | | 1 |
| Drivers | | See note | See note | See note | See note | See note | See note |

**Note:** The number of drivers required will be based on the amount of waste to be collected. Routes and service frequencies will be adjusted as required and customers will be notified of rescheduled collection times.

To further ensure that there are sufficient personnel resources to carry out the essential functions to maintain our depots operational in a safe and compliant manner, cross-functional training will be undertaken to ensure that key staff members have the skills necessary to carry out the essential functions during possible periods of high absenteeism.

The key members of staff that will be included in cross functional training is as follows. The current employment positions are also presented for clarity of current responsibility:

**State Office**

| Name | Position |
|---|---|
| [redacted] | State General Manager |
| | State Administration Manager |
| | EQ & S Manager |

**Nudgee**

| Name | Position |
|---|---|
| [redacted] | BCC Contracts Manager |
| | C&I Operations Manager |
| | Customer Service and Billing |
| | Supervision and despatch |
| Superior Pak | Workshop bodies |
| Blacks Truck Sales | Workshop cab chassis |

**Rocklea**

| Name | Position |
|---|---|
| [redacted] | BCC Southside Manager |
| | On Road Supervisor |
| | Despatch |

**Emerald and Gladstone**

| Name | Position |
|---|---|
| [redacted] | Area Manager |
| | Site Supervisor GCM |
| | Site Supervisor QAL |

**Cairns**

| Name | Position |
|---|---|
| [redacted] | Plant Manager |
| | Operations Manager |
| | EQ&S Coordinator |
| | Administration/Billing |

The essential functions that these staff members will be cross-trained in are as follows:

- Customer service
- Dispatch
- Billing
- Use of AS400 system
- Purchasing procedures

The WHO pandemic preparation phasing will be considered in implementing the BCP – Upon this reaching stage 6, the State General Manager shall advise Business Managers that the BCP minimum staffing and other arrangements are to be implemented. Responsibilities are summarised in Appendix A of this document.

All employees will be trained in the proper use of all the essential Personal Protective Equipment (PPE) that will be required for use during such a pandemic period. In areas where no infection has been declared PPE shall remain as normal. If drivers are required to collect any waste from an area declared as contaminated or quarantined, PPE shall also include:

- Disposable coveralls
- Latex gloves (under handling gloves)
- Safety glasses
- Overshoes or gumboots

Decontamination and disposal of PPE shall be conducted in accordance with the SOP. If automatic loading systems are available, they should be used to place waste into the truck body.

To avoid a shortage in supply of the necessary PPE, a bulk order of PPE must be placed and put in storage for use when necessary.

Employees will also be provided with information / training on maintaining good hygiene practices. Bottles of sanitising hand gel and containers of disinfectant wipes shall be provided at key locations at sites as a means of combating infection / germs.

Equipment Resources

There is a strong likelihood that contractors and suppliers services will be limited during a pandemic. Provision for essential equipment, materials, spare parts etc shall be made such that limitations to business due to supply issues are minimised.

A list of critical supplies and suppliers shall be created by the Business Managers and Depot Managers and maintained by the State Administration Manager.

It is expected that fuel for trucks and equipment will become a significant sourcing issue during an influenza pandemic. Endeavours will be made to become registered with the Government as an essential service provider, to ensure a continuous fuel supply is available throughout any pandemic period.

**Suppliers of essential services**

| **Name** | **Details of service provided** |
|---|---|
| Iveco | Truck parts |
| Blacks Truck Sales | Truck parts |
| Cummins | Engines |
| Corporate Express | Office Supplies |
| Waste Tech/Superior Pak | Servicing compactors and bodies |
| | Cleaning Services (Metropolitian Brisbane only) |
| Caltex | Fuel |
| Neverfail Water | Fresh water provision – additional 20 x 20L bottles required |
| Coates Hire | Generators (Nudgee and Rocklea) |

**Receivers**

| **Name** |
|---|
| Visy/Amcor |
| BCC Transfer Stations |
| Ace Waste |
| JJ Richards - Stapylton |
| Thiess |

## *POST COLLECTIONS DIVISION*

CairnsOperations

Currently the Cairns Bedminster facility is open for the receipt of waste concurrently. It is expected that should an influenza pandemic eventuate then the market demand for AWT facilities to deposit waste is likely to reduce marginally. It is also expected that the Transfer station facilities at Mareeba and Port Douglas operations will be affected as a consequence of a reduction in waste and third party operations.

It is reasonable to expect that typical areas where people congregate such as shopping centres, restaurants, theatres, etc. will be shut down or at a minimum be less heavily populated during a bird flu pandemic. It is also reasonable to expect that non-essential businesses may be 'moth balled' or adopt minimum staff crews to maintain basic services and to be seen to be maintaining a presence in the market. It is inevitable that these occurrences will result in less commercial and industrial waste being generated and requiring disposal.

As a result of the above, it is likely that more people will be staying home and in turn generating more household waste requiring disposal. This may pose a challenge for waste collection companies, which will need to be considered further.

With regards to Prescribed Industrial Waste (PIW) and Contaminated Soil (CS) projects it is likely that these will temporarily cease or at a minimum reduce significantly.

To cater to the above expected change in market demand it is envisaged that the Bedminster Facility will be operated for the receipt of a specific waste stream and only on a limited number of days.

The days of operation will be kept to a minimum to minimise the possible exposure to employees working at the landfill. It is expected that facility might be open for the receipt of general waste for 3 to 5 days per week.

The other issue that needs to be considered is the likelihood of the facility being required for the disposal of disease infected or culled carcasses or infected wild birds being found at both landfills. Standard procedures shall be developed by the EQ&S Coordinator and the EQ&S Manager and Site Managers and added into the SOP Influenza Pandemic Response Procedure and site Emergency Procedure Guides (EPG's). They shall address the keys operational procedures including employee safety, precautions for the disposal or accidental discovery of disease infected carcasses and notification to relevant authorities including EPA and DHS

In addition the chance that certain regions of Queensland will be quarantined must be considered. Possible impacts may include inability to dispose of waste at one or both locations. The staffing arrangements detailed below can be implemented at any site (with the exception of PIW acceptance) thus minimising the impact of this occurring. However, when considering access and storage of supplies this should be further considered.

It should also be noted that quarantined areas may restrict movement of staff to work. Cross functional training as discussed below shall be conducted to reduce any impacts if this occurs.

Personnel Resources

In the event of an influenza flu pandemic the risks include the possible infection of employees while travelling to and from work and also while at work by being affected by a fellow colleague or customers, or directly infected by on-site birds or disposal operations of disease infected carcasses at landfills.

Significant personnel resources are held within the Post Collection Division between the composting facilities.

The general policy will be to maintain a minimum team during the days in which the Post Collection site is open for the receipt of waste. No employees will attend these sites during non operational days, unless in the case of an emergency.

Longer shifts/reduced operating hours to minimise number of staff at site shall also be considered when arranging staffing.

Where possible and when it is not necessary for employees to attend work at the Post Collections site, employees will be tasked with work that can be done at home. This could include planning works and report writing, etc. Facilities such as computers and stationery shall be provided to those that require such equipment to work from home.

The minimum staffing levels at TRL and HRL during an operating day will include:

| **Position** | **No. of Staff** |
|---|---|
| Management Capacity | 1 |
| Compliance Capacity | 1 |
| Weighbridge Operator | 1 |
| Operations | 1 |
| Maintenance | 1 |

To further ensure that their are sufficient personnel resources to carry out the essential functions to maintain our landfills operational in a safe and compliant manner, cross-functional training will be undertaken to ensure that key staff members have the skills necessary to carry out the essential functions during possible periods of high absenteeism.

The key members of staff within the Post Collections Department that will be included in the cross functional training is as follows. The current employment positions are also presented for clarity of current responsibility:

**Facility**

[redacted]

Plant Manager
EQ&S Coordinator
Weighbridge Operator
Operations Manager
Maintenance Planner

The essential facility functions that these staff members will be cross-trained in are as follows:

- Weighbridge operation and waste acceptance criteria;
- Waste compliance criteria;
- Waste receival;
- Leachate management system, including leachate collection and pumping system operation;
- Operations of plant

The WHO preparation phasing will be considered in implementing the BCP, upon reaching stage 6, the State Manager shall advise Branch/Site Managers that the BCP minimum staffing and other arrangements are to be implemented.

All employees will also be trained in the proper use of all the essential PPE that will be required for use during such a pandemic period. In addition, to avoid a shortage in supply of the necessary PPE, a bulk order of PPE must placed and will be put in storage for use when necessary.

*Bird Flu Only
In addition, to minimise the risk to employees, contractors and customers visiting the landfill from becoming directly infected by on-site birds the Post Collections Division is currently looking into the likelihood of running a study in partnership with an organisation called 'Nocturnal Wildlife Research Pty Ltd' and in consultation with the Department of Primary Industries to kill off 95% of the bird population at TRL. The EPA will be informed of this study and will be kept informed throughout the study. Should this be found successful and should the need arise in the future due to a bird flu pandemic, this proven practice can be implemented at both TRL and HRL immediately to minimise the risk of direct infection to employees from on-site birds.

Equipment Resources

There is a strong likelihood that contractors and suppliers services will be limited during a pandemic. Provision for essential equipment, materials, spare parts etc shall be made such that limitations to business due to supply issues are minimised.

A list of critical supplies and suppliers shall be created by the Site Managers and Plant Manager and maintained by the State Administration Manager.

In the event of an influenza pandemic, SITA may exercise the 'Stand-by Provisions' within the Council contracts (Cairns Regional Council and Tablelands Regional Council).

Similarly to SITA's policy, the number of employees required for the daily operation of the facility will be kept to a minimum. The following numbers of resources are expected to provide a basic service at each landfill during operational days.

Facility

- Operations x1
- Leading hand x1
- Weighbridge operator x1

- Loader driver x2
- Excavator driver x 1
- Truck drivers x 3

It is expected that fuel for equipment will become a significant sourcing issue during an influenza pandemic. Endeavours will be made to become registered with the Government as an essential service provider, to ensure a continuous fuel supply is available throughout any pandemic period.

Appendix A – Summary of Responsibilities

| Position | Responsibilities |
|---|---|
| **State General Manager** | Notifies staff to implement BCP when WHO phasing reaches level 6 - pandemic |
| | Liaise with the media in consultation with SITA Corporate |
| | Review BCP on an annual basis or when WHO phasing increases |
| | Consider the likelihood of SITA being required to transport disease infected or culled carcasses. |
| | At phase 6 – Advise Branch/Site Managers to implement BCP minimum staffing levels and other arrangements |
| | |
| **State Administration Manager** | Identify a risk analysis to identify aspects of the business that may be affected financially by a pandemic situation. |
| | Maintain a list of each division's customers & suppliers for distribution. |
| | Identify any new investments that are applicable during this period |
| | |
| **State Sales Manager** | At both phase 5 and phase 6 – notify Collection customers of potential changes that may affect them |
| | |
| **Site/Branch Managers** | Obtain information from suppliers and customers on their contingency plans to be implemented in SITA's BCP |
| | |
| **State EQ&S Manager** | Develop procedures for the Collections division In the event that they are required to transport disease infected or culled carcasses |
| | |
| **Post Collection Administration Officer** | At both phase 5 and phase 6 – notify Post Collection customers of potential changes that may affect them. |
| | |
| **EQ&S Coordinators** | Check PPE stock levels quarterly and review allocated quantities annually. |
| | |
| **All staff and contractors** | Not to attend work if symptoms of illness are evident. Only return to work after a clearance from a doctor has been issued. |
| | |

Appendix B – Draft SOP Influenza Pandemic Response Procedure

# INFLUENZA PANDEMIC RESPONSE PROCEDURE

Standard Operating Procedure - SOP0XX (1) -
**Uncontrolled** Expires : 14/12/2005

| Document Author | Date of Issue: | Reviewed | Authorised |
|---|---|---|---|
| Compliance Officer | In draft mode in BCP | EQ & S Manager<br>**Date:** 29 April 2009 | System Administrator<br>**Date:** 29 April 2009 |
| **System** | **Department** | **Scope** | **Location** |
| EMS | Landfill | VIC | |
| OH&S | Operations | | |
| | Composting | | |

## 1. Purpose

To ensure that the best practice collection, transportation, storage and disposal procedures are adhered to so that disease infected wastes are managed in accordance with relevant legislative requirements.

To provide instruction on key operational procedures during an influenza pandemic following the implementation of the Business Continuity Plan (BCP) including employee safety, precautions for the transport, receipt or accidental discovery of disease infected carcasses and notification of relevant authorities.

## 2. Scope

This procedure applies to SITA personnel who are involved in the collection, transportation and disposal of disease infected wastes.

Following the implementation of the Business Continuity Plan for the Influenza Pandemic by the State General Manager this procedure shall apply to all personnel in Queensland.

## 3. Definitions

*Disease Infected Wastes* – Any type of waste infected with or contaminated with a pathogenic micro organism or agent and requires destruction/disposal OR any types of wastes which have been classified as containing a type or types of disease/infection by the Australian Quarantine Inspection Service (AQIS), Department of Human Services and/or Department of Primary Industries.

*AQIS declared Quarantine Wastes* - Any material classified as disease infected that is to be transported under supervision or directive from AQIS for disposal as Quarantine waste.
Refer to SOP049: *Quarantine Waste Procedure for transport and disposal* instructions for this material.

*Contaminated Disease Infected Wastes* – any material that which is exposed to or has direct contact with disease infected wastes shall be declared as contaminated. This material is to be disposed of in the same manner as the disease infected wastes. This category may include plant, equipment and Personal Protective Equipment (PPE) should it not be disinfected correctly. This category is applicable only to this procedure.

## 4. Procedures

### 4.1 Training

The Site Manager shall be responsible to ensure that all persons involved in the receipt and disposal of disease infected carcases are trained in this procedure and in the correct use of applicable PPE. All completed training shall be recorded using the Training Attendance Form.

In the event that the BCP is implemented all staff will be trained in the applicable sections of this procedure.

### 4.2 Accidental discovery of disease infected wastes

All personnel involved in the collection, transport and disposal of wastes (all types) are to remain alert for signs of carcasses in wastes which may illustrate visible signs of disease or contamination.

In the event that the above is found during daily operations at the disposal facility notify your supervisor/Site Manager immediately.

The State General will determine the requirement for an external training course for Site Managers/Compliance personnel in identifying disease infected carcasses.

### 4.3 Personal protective equipment

All personnel involved in the transport and disposal operation of carcasses and disease infected wastes must wear appropriate PPE and adhere to set requirements.

### 4.4 Use and disposal of PPE

SITA staff and contractors shall be supplied with suitable PPE and trained in its use, maintenance and storage. Following training, each person shall be responsible for the maintenance and storage of their equipment.
Personal protective equipment and disinfectants for use in atmospheres contaminated with disease infected material shall be stored at SITA landfill sites in suitable and accessible locations.
The equipment shall include a half face respirator with a P3 filter, disposal-able overalls, eye protection, foot protection (eg boots/overshoes) and gloves.
Wash hand thoroughly after using PPE with appropriate disinfectant.
Any regulatory requirements for use of PPE from government authorities shall also be adhered to.

### 4.5 Response to PPE Contamination

If you have come in contact with any disease infected material at a landfill site while wearing all appropriate PPE you must:

- avoid contact with your face, particularly eyes and mouth
- be wetted down with a mist of water immediately where possible
- remove the protective overalls, goggles, boots and gloves and place them in a bag.
- remove the respirator last. If the filters have been contaminated remove and dispose of them in the bag.
- seal the bag, and wash your hands and face with disinfectant, paying special attention to any areas of the body that came into contact with the material, fully shower if necessary.

If you have been in contact with disease infected material without wearing appropriate PPE you must:

- avoid contact with face, especially eyes and mouth
- be wetted down with a mist of water immediately where possible
- walk to the nearest shower facility (Do not drive as the vehicle may also become contaminated)
- remove all contaminated clothing and place in sealed bags as described above, shower with disinfectant, paying special attention to the face and areas that came into contact with the diseased material and change into clean clothing.

Any person assisting must wear PPE as described above.

The following disinfectants are to be available and easily accessible on site as required for the purposes of personal hygiene and decontamination.

| Item to be disinfected | Disinfectant |
|---|---|
| Humans | Soap/Detergent |
| Offices | Soap/detergent, oxidising agents (sodium hypochlorite, calcium hypochlorite) |
| Machinery/Vehicles | Soap/detergent, alkalis (sodium hydroxide, sodium carbonate) |
| Clothing | Soap/detergent, oxidising agents (sodium hypochlorite, calcium hypochlorite), alkalis (sodium hydroxide, sodium carbonate) |

*For additional information refer to *Ausvetplan Operational Procedures Manual Decontamination (2000) Version 2.1*

**5. Collections procedures**
In the event that the BCP becomes effective, current collection activities on poultry / pig farms will be reviewed by the State General Manager.

The likelihood of SITA being required for the transport of disease infected wastes or culled carcasses shall be considered by the State General Manager in consultation with relevant authorities.

In the event that collection and transportation of these wastes is required by SITA vehicles, a formal risk assessment as per the Hazard Management Procedure will be conducted at the time by competent staff in consultation with the EQ&S Manager and a written procedure developed. Collection activities will not take place prior to this occurring.
Necessary procedures developed for the management of risk relating to the collection of disease infected wastes shall be inserted here.

**6. Post Collections procedures**
The State General Manager will consider and decide whether Taylors Road is required for the disposal of disease infected wastes. In the event this occurs the following procedures shall be followed;

**6.1 Dead birds found on landfills – Avian Influenza only***
In the case of an avian influenza pandemic, the likelihood of dead birds being found on the landfill sites is quite high, hence Suez specifies:

- If only a few (1 to 4) bird carcasses are found within a radius of several hundred metres (in practice 500m), this situation is not to be considered abnormal and it is preferable to them where they are or bury them, avoiding contact with bare hands, and
- For greater numbers of birds (5 or more) or if a big bird (e.g. a swan) is found, local veterinary services must be notified to arrange for bird collection.

Live birds should not be moved away from the landfill because this does not solve the problem it only moves it to somewhere else. Their presence at the landfill allows permanent monitoring and keeps them centralised. Killing them is not a solution either, as other birds would simply move in to take their place.

**6.2 Waste acceptance**
The transport vehicle must be correctly licensed and/or approved for the transport of this type of waste; it shall be leak proof and not overloaded, and supplied with disinfectant and control

measures in case of spillage. Verification of the vehicle licences is conducted at the weighbridge as part of the waste acceptance requirements at Taylor's Road.
Waste should be in sealed plastic bags or containers (where practical). Confirmation of the disposal requirements for this type of waste is yet to be confirmed by the World Health Organisation; however future waste acceptance/disposal requirements will be monitored and will be incorporated into the procedure as they occur.

**6.3 Burial notification**
Where feasible, a minimum of 24 hours prior notification shall be given to the landfill operator prior to disposal. Upon arrival of all carcases and associated disease infected wastes on site the receiving weighbridge officer shall immediately notify the SITA compliance personnel or the site manager as well as the contractor site supervisor.

**6.4 Pre-disposal**
**General Requirements**
All personnel involved in the disposal operation must wear appropriate PPE and adhere to set requirements as per 4.4
Prior to the arrival on site, a site for burial must be prepared.

The minimum burial depths required by the Department of Human Services/Primary Industries are;

Deep burial in mono-fill prescribed waste cell only is 2 metres
Note: The hole must be large enough to accommodate the entire load and provide 2 metres of clearance between the waste and burial surface.

Note: All burial holes that will contain disease infected carcases must have lime sprinkled into the hole before disposal to prevent earthworms bringing contaminated material to the surface. Lime should not be placed directly on carcases as it slows decomposition.

**6.5 Supervision of operations**
All disposal operations of carcases and disease infected waste must be supervised by either SITA compliance personnel or the site manager.
In the event that a representative from a government department (eg. Department of Human Health) is accompanying the transport vehicle to witness disposal the Contractor and Visitor Control Procedure shall be followed.

**6.6 Disposal and immediate cover**

**General requirements**
Carcases and associated disease infected wastes are to be directly unloaded into the burial site.
NOTE: This is to be executed with extreme care so as to produce as little disturbance as possible.

The burial site is then to be immediately covered with at least 2 meters of non-contaminated waste.
All waste that comes into contact with carcasses or related wastes is to be treated as contaminated waste.
A water cart is to be on hand to prevent dispersion of dust particles as required.

**6.7 Compaction of waste**
Compaction must not occur until the minimum cover has been placed over the disposed waste or carcasses.
The dozer operator must run over the burial site to ensure compaction of material only once the minimum cover has been placed over the waste.

The minimum cover for disease infected carcases and related waste is;

| | |
|---|---|
| Deep Burial | 2 metres |

Disease infected carcases and related wastes must never be re-exposed in such a way that could lead to exposure to the environment.

**6.8 Plant contact with contaminated wastes**
Landfill plant equipment is to avoid direct contact with the disease infected carcases or wastes during disposal.
If contact does occur immediately after use equipment shall be decontaminated with appropriate disinfectant.
Plant and equipment that is not decontaminated will be deemed to be contaminated.

**6.9 Spillage of waste**
In the event of a major spillage or emergency situation involving carcases and disease infected waste immediate notification to the appropriate Health Authority or Department may be required. The supervising officer/compliance person will initiate this call when required.

**6.10 Varying circumstances**
Any disease infected wastes requiring further attention during disposal will be assessed on an individual basis by the Site Manager in consultation with the Post Collections Manager and the relevant authority prior to acceptance and disposal.

**6.11 Notification of authorities**
All necessary contact to relevant authorities regarding the Influenza virus and SITA operations at Post Collections sites shall be through the Post Collections Manager or in his absence the Landfill Site Managers.

**7. Responsibilities**
State General Manager
EQ&S Manager
Site Manager
Compliance Officers

**8. References**
Business Continuity Plan (BCP) for Influenza Pandemic Response Procedure
Risk Management Procedure PROC006
Emergency Risk Identification Procedure PRQC005
Training Forms FORM010
Contractor and Visitor Control Procedure PROC013

**Appendix C – Preparedness Plan Phases of the WHO**

It can be useful to "synchronise" the triggering of the BCP plan application with the phases defined in of the WHO Pandemic Influenza Preparation and Response document (2009)

| Period | Phase | Detail |
|---|---|---|
| Pre-pandemic | **Phase 1.** | No new influenza virus subtypes have been detected in humans.<br>An influenza virus subtype that has caused human infection may be present in animals. If present in animals, the risk of human infection or disease is considered to be low. |
| | **Phase 2** | No new influenza virus subtypes have been detected in humans. However, a circulating animal influenza virus subtype poses a substantial risk of human disease |
| Pandemic alert | **Phase 3.** | Human infection(s) with a new subtype, but no human-to-human spread, or at most rare instances of spread to a close contact. |
| | **Phase 4.** | Small cluster(s) with limited human to-human transmission but spread is highly localized, suggesting that the virus is not well adapted to humans |
| | **Phase 5.** | Larger cluster(s) but human-to-human spread still localized, suggesting that the virus is becoming increasingly better adapted to humans, but may not yet be fully transmissible (substantial pandemic risk) |
| Pandemic | **Phase 6** | Increased and sustained transmission in general population |
| Post-pandemic | | Return to inter-pandemic period |

Note that these phases are not necessarily "linear", i.e. one phase can be jumped (from phase 3 to phase 5 for instance), depending of the mutation or re-assortment potentially causing the emergence of a new pandemic virus.

## Appendix D – Quantities for Development of PPE Kits

| ITEMS NEEDED AS PER ANALYSIS (APPENDIX C) | QUANTITY REQUIRED |
|---|---|
| DISPOSABLE GLOVES | 13117.5 |
| DISPOSABLE MASKS | 9588 |
| BIOHAZARD BAGS (SMALL) | 618 |
| DISINFECTANT WIPES (SMALL PACK) | 48 |
| DISPOSABLE OVERALLS | 65 |
| DISPOSABLE BOOT COVERS | 330 |
| SAFETY GLASSES | 23 |
| RESPIRATORS | 31 |
| SPARE CANISTER | 160 |
| BIOHAZARD BAGS (LARGE) | 170 |
| HANDWASH 500ML | 70 |
| DISINFECTANT WIPES (PACKS) (75 SHEETS IN A PACK) | 119 |
| BIOHAZARD BAGS (LARGE) | 186 |
| DISPOSABLE GLOVES (PACK OF 100) | 7 |
| SURFACE SPRAY DISINFECTANT | 41 |
| **STORAGE REQUIREMENTS** | |
| 40-50L PLASTIC BOXES/TUBS | 21 |

**TABLE 1**: Quantities of PPE required

The above items will be made into either high risk or low risk kits and stored at Nudgee for use in a pandemic event at Queensland sites.

The above quantities have been calculation using the following assumptions;

1. Once an employee has the flu they do not return to work until after the 8 week period (40 work days)
2. SITA will sustain employee absentees at a rate of 25% every two weeks over the eight week period.
3. Initially calculated for an amount of 210 employees, contractors and agency staff in Queensland.

In a pandemic event, kits will be distributed immediately for use by each site. Each site will be provided with enough stock to last 40 work days.

The EQ&S Manager and State General Manager may also consider a long-term buyback scheme managed by a third party on PPE for use during a pandemic event.

## PRINCIPLES OF CITY WASTE SERVICES PANDEMIC BUSINESS CONTIUNITY PLAN

1. **Does it delay onset amongst this critical group of employees as long as possible?**
*This is achieved by personal hygiene related messages to staff – Tab A - Service Provision Strategy – Initial Planning.*
*This is achieved through the personal hygiene and flu awareness posters displayed throughout City Waste sites.*
*This is achieved by encouraging staff to remain diligent in their efforts to combat the illness and the use of sanitation products provided by Council, and training for all staff via literature identifying **early** symptoms of influenza in themselves and their colleagues Tab A - Service Provision Strategy – Initial Planning.*

**Does it use hygiene?**
*This is achieved by encouraging excellent personal/ workplace hygiene by ensuring supply of soap & alcohol gel/wipes, regular hand and office surfaces cleaning especially between shifts/cover for other employees. This would include phones, desks, computers, printers/faxes, door handles, kitchen surfaces, bathrooms and other work surfaces.*
*This is achieved by encouragement of routine hourly hand hygiene schedules. Tab A - Service Provision Strategy – Initial Planning.*
*This is achieved by distribution of gels, wipes and other antibacterial agents throughout the City Waste sites*

**Does it use principle of social distancing at work?**
*Social distancing within sites is described as segregating space, staggered meal breaks, telephone and email meetings, and the employment of staff from remote locations.*

**Does the plan cater for only 50% of staff on at any one time?**
*This has been broken down in various pandemic stages from 10% through to the target of 50% on page 30 of the City Waste Contingency plan.*

**Does it cater for working from home if possible?**
*There is a limited amount of supervisory staff who may be able to work from home.*

**Does it provide for training of employees who do not currently have skills?**
*No – this is underway.*

**Does it have names, home addresses, home emails of all relevant employees?**
*Critical staff member details and other staff details are attached. Whilst all employee details may not be listed, a task is underway to ensure these details are recorded by way of issuing hotmail accounts for each employee, and in addition, assuring staff by way of privacy conditions that their details are highly confidential.*

**Does it cater for sick managers?**
*The plan works on all, or part, of City Waste staff being available, or if ill, their identified delegates shall take control.*

**Does it have particular services, service levels, triggers, chain of command?**
*The BCP core plan also refers to three main stages including the Crisis Response Activation, Operations under Degraded conditions and Recovery and Transition to normal conditions. In addition to this, the SITA and Theiss BCP's have been attached illustrating*

*this detail. The plan also strips out every non-essential service and deals with the one essential services as required. There is no clear chain of command which needs to be addressed.*

**Does it identify reserves of employees?**
*No – this is currently being addressed.*

**Does it include communication to the public?**
*Yes – within the CWS contingency plan there has been identification of call scripting and how it is to be adjusted in the various stages of a Pandemic.*

# BRISBANE CITY COUNCIL

## ISB

# BUSINESS CONTINUITY PLAN (Revised 2010) - DRAFT

For

## Information & Communication Technology

| | |
|---|---|
| **Plan Coordinator:** | [redacted] |
| **Plan Owner:** | |
| **Divisional Manager:** | |
| **Date of Review:** | **22 December 2010** |
| **Version:** | **3.10** |
| **Plan Type:** | **Essential Council Services Plan** |
| **Pandemic Plan: (Annexure/Included)** | **Pandemic BCP SubPlan for Information & Communication Technology** |

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## ACRONYMS applied in Business Continuity Management

| | |
|---|---|
| BCCDMG | BCC Disaster Management Group |
| BCM | Business Continuity Management |
| BCP | Business Continuity Plan |
| BIA | Business Impact Analysis |
| CC | Crisis Controller |
| CMC | Crisis Management Committee |
| CRT | Crisis Response Team |
| CSE | Customer Service Environment |
| DRMT | Disaster Recovery Management Team |
| DRP | Disaster Recovery Plan |
| LDCC | Local Disaster Coordination Centre |
| EMP | Emergency Management Plan |
| EMT | Emergency Management Team |
| EOC | Event Operations Centre now LDCC |
| EOL | Event Operations Log |
| ERG | Emergency Response Group |
| IMT | Incident Management Team |
| ITSCM | IT Service Continuity Management |
| MAO | Maximum Acceptable Outage |
| MIR | Major Incident Room |
| MTO | Maximum Tolerable Outage |
| PPE | Personal Protective Equipment |
| Sit-Rep | Situational Reports |
| SLA | Service Level Agreements |
| SOP | Standard Operating Procedures |

Refer to **Annexure K** for a complete glossary of terms related to Business Continuity Management

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# CONTROL SHEET

## Plan Approval

| Plan Coordinator: | Signature: | Date: |
|---|---|---|
| [redacted]<br>Service Assurance Manager | | |
| **Plan Owner:** | **Signature:** | **Date:** |
| [redacted]<br>Manager, Managed ICT Services | | |
| **Divisional Manager:** | **Signature:** | **Date:** |
| [redacted]<br>Divisional Manager, Corporate Services | | |

## Revision History

*Management practice necessitates the recording of any alterations to your BCP. Any review or update of the BCP must be recorded in the following table. The Version Number, Description/Reason, Section/Page, Date and the Plan Coordinator fields will be annotated. Refer to ISB Guide to Record Keeping for the correct procedure of version control.*

| Version Number | Description / Reason | Section / Page | Date | Plan Coordinator |
|---|---|---|---|---|
| 0.02 | DRAFT | Throughout | 3-11-2004 | [redacted] |
| 1.4 | | Update contact details | 17-2-2006 | |
| 2.0 | DRAFT | Throughout | 01-06-2006 | |
| 2.1 | DRAFT | Throughout | 04-02-2007 | |
| 2.2 | DRAFT | Throughout | 01-05-2007 | |
| 2.3 | Incorporate Feedback | Throughout | 01-06-2007 | |
| 2.4 | Incorporate Feedback | Throughout | 20-08-2007 | |
| 2.5 | Updated OPS phone number | Section 8.4 Appendix D | 03-10-2007 | |

| | | | |
|---|---|---|---|
| 2.6 | Updated Contact lists | Appendix B | 16-01-2008 |
| 2.7 | Incorporate Feedback | Throughout | 23-01-2008 |
| 2.8 | Replace EOC with LDCC | Throughout | 11-02-2008 |
| 2.9 | Add new Appendix H and M. Update from exercise in November | Appendix H and M | 25-02-2008 |
| 3.0 | Updated Appendix E to include contact detail for marketing & communication and Media Relations | Appendix E | 13-3-2008 |
| 3.1 | Updated the name of the plan from ISB to Information & Communication Technology. Updated document based on Corporate Risk Management new priority list SP510. | Appendix M | 21-7-2008 |
| 3.2 | Updated Key ISB Contacts List | Appendix B | 15-10-2008 |
| 3.3 | Add the Sample Limited ICT Change Message | Appendix N | 09-03-2009 |
| 3.4 | Internal Review.<br>Added Distribution List, Acronyms Table and Appendices.<br><br>Updated Key Contact List, ISB Staff Authorised to Declare ICT Disaster List, Title page and Key Suppliers Contact. | <br>Page 2, 4 and Appendices D, E, and F<br>Appendices B, C, I and page 1 | 16-07-2009 |
| 3.5 | External Review:<br>Grammar | Throughout | 11/08/2009 |
| 3.6 | Rewritten to 2009 Template | Throughout | 28/08/2009 |
| 3.7 | Addition of Preventative Measures to Assumptions.<br>Added BCP Working Group members.<br>Minor amendments to template as issued 9/09/09 V1.07.<br>Migrated appendices from previous template 3.4. | Section 3.3 Assumptions<br>Section 5.2.2 | 10/09/2009<br><br><br>10/09/2009<br><br>22/09/2009 |
| 3.8 | Added link to iDiv BIA.<br>Amended the assumptions section. Some assumptions were removed.<br>Added para to Communications section 5.3.4 to clarify that in the event of major disaster, the LDCC will direct communications. | Annexure A<br><br>Sect 3.3<br><br><br>Sect 5.3.4 | 21/10/2009 |
| 3.10 | Review and update of contact Details | Throughout | 22/12/2010 |

## Corporate Test and Maintenance Requirements

| Review / Test Frequency | | | |
|---|---|---|---|
| ***1. Internal Review*** to ensure plan details & contact lists are current. | ***2. External Review*** conducted by specialists from outside the Business Unit. | ***3. Desk-top Exercise*** examination of the plan against a specific scenario. | ***4. Live Exercise*** involves a simulation exercise against a specific scenario. |
| 6 months | 12-18 months | 1 per 24 month period | As directed by CRMC |

1. **Internal Reviews:** conducted every six months. Ensure the details in the plan (contact lists etc) are current. Undertaken within the Division/Business Unit responsible for the plan.

2. **External Reviews:** conducted by specialists from outside the business unit or outside of Council. CRM or other Business Unit/Divisional experts may be available to assist in these reviews. These reviews can be conducted in conjunction with an exercise.

3. **Desktop Exercises:** conducted as a facilitated discussion. It does not require an operational response. It normally involves examination and/or discussion of the plan against a specific scenario with a group of internal stakeholders.

4. **A Live Exercise:** A live exercise is a simulation, usually in real time, in which the plan, or key parts of it are tested against a specific scenario. It typically involves key persons to respond to a simulated emergency and implementation of selected aspects of the plan. A live exercise may be "announced" or "unannounced". In either case it has to be carefully planned so that any impact on core business operations are known and controlled.

## Maintenance Schedule

| *BCP Maintenance Schedule ; Essential Council Services Plan* | | | | |
|---|---|---|---|---|
| *Ref* | *Required Reviews* | *Corporate designated Requirements* | *When last completed* | *Next planned review* |
| *1* | *Internal Review* | *6 months* | *17/07/2009* | *January 2010* |
| *2* | *External Review* | *12-18 months* | *27/07/2009* | *July 2010* |
| *3* | *Desktop Review* | *1 per 24 months* | | |
| *4* | *Live Exercise* | *As directed by CRMC* | | |

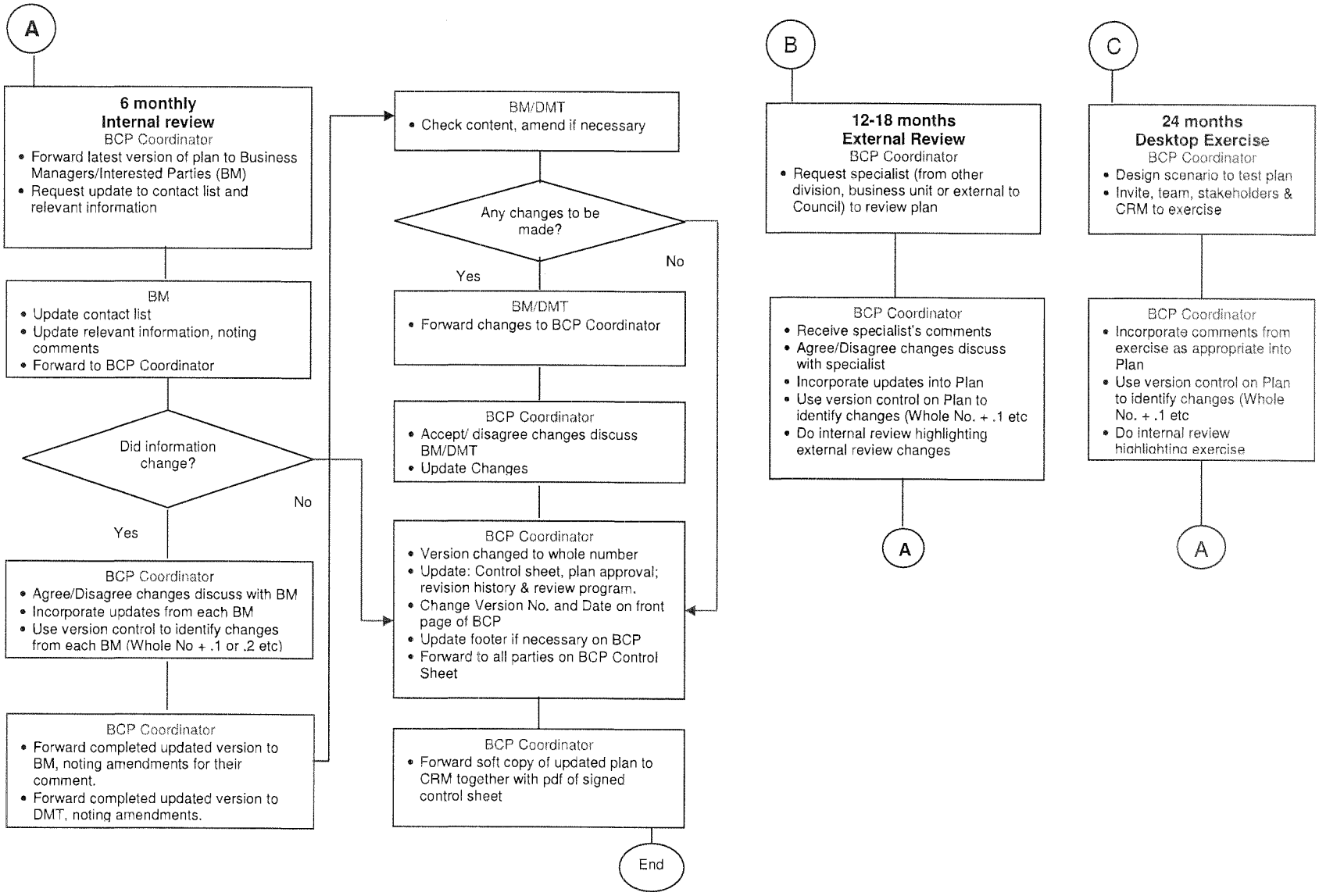
## Distribution List:

The distribution list should include those people who would use, activate or are accountable to this BCP once activated.

| Copy | Copy Holder | Officer Name | Officer Code |
|---|---|---|---|
| 1 | Divisional Manager | [redacted] | DMGRV |
| 2 | Plan Coordinator | | TEST1 |
| 3 | Plan Owner | | MMICT |
| 4 | Service Operations Manager - Applications | | 032967 |
| 5 | Service Operations Manager - Infrastructure | | SLSS2 |
| 6 | Service Delivery Manager | | SDMIT |
| 7 | Corporate Risk Management | | PFATAX |
| 8 | Risk, Security & Compliance Manager | | 081336 |

## BCP Version Review and Control Flowchart

BM Business Manager
DMT Divisional Mangement Team
CRM Corporate Risk Management



## 1. Background

The concept of this BCP is to provide a set of guidelines that provide management with a pro-active plan for the continuation of Information and Communication Technology (ICT) services during and after an event that causes a disruption to normal business. The BCP is broken into two distinct actions, the first is the protection of the ICT infrastructure that supports business applications, and the second, is to deploy resources to maintain ICT services.

Business continuity requires that in the event of loss or compromise of resources critical to the functioning of ISB, internal procedures and systems are implemented to effectively and efficiently manage the loss/compromise. Procedures also inform ISB's customers and suppliers, and recover business area functionality.

This document provides a high level plan to minimise the impact of an "out of course" event on Brisbane City Council's ICT services (infrastructure/application systems and the staff that support them). ICT services provide support to Council's normal business processes. These business processes have been prioritised by EMT in Policy SP510 (Business Continuity Plans, Priorities and Testing Guidelines). It is possible to map those ICT services that provide support to or enable these business processes. The priorities assigned by EMT therefore provide guidance as to the priority of those ICT services that support those same business processes.

ICT is itself listed as a priority one business process in SP510. The ICT in this case represents "Core ICT Infrastructure" or those components of the ICT environment that are required by all ICT application systems in order to operate (eg a data centre, the network etc) ie the building blocks of the ICT environment. Priority of all other ICT components is determined by the business processes that each component supports.

Loss or compromise of critical resources may imply minimal outages, such as systems down for a few minutes and would be handled through normal incident management processes. Major disasters such as loss of access to a Data Centre may extend for weeks' duration and therefore require the enacting of this plan.

The ICT BCP must also deal with its most important resource – people. Before businesses can resume normal or near-normal functionality, or make critical decisions during a fluid period of rapidly changing events, the workforce – the employees – must be connected, protected, accounted for and back on line. Engaging employees is critical, not just in terms of protecting and keeping them up to date about emerging situations, but also in terms of the quantifiable losses that occur when employees are not included as a key factor in a BCP.

It is recognised that business continuity planning is not infallible, irrespective of the amount of pre-planning as there are simply too many variables to accurately identify all potential events that may lead to an "out of course" (disaster) event. The intention is to develop a plan that accommodates the majority of anticipated events while also putting in place a process that will enable the adaptation of these plans for any unexpected events as they occur.
The construction of this BCP is based on a Business Impact Analysis which is shown at Annexure A.

# 2. Business Continuity Plan - Aim and Objectives

## *2.1. Aim*

*The purpose of this document is to provide a plan of action for achieving a continuation of operations in a crisis situation.*

To provide guidelines for the business approach by ICT, Managed Services to manage the provision of ICT services (infrastructure and application) across Council, continuing services at the highest possible level, given the circumstances and constraints imposed by the situation, and to recover full operations at first opportunity.

## *2.2. Objectives*

- To establish and maintain risk reduction strategies to minimise the likelihood and /or impact of a crisis event on the provision of ICT services.
- To establish and maintain contingency planning for relocation/recovery of ICT services, such as applications, networks and telephones to the agreed levels and within the agreed timeframes required by the business.
- To immediately respond to a crisis, at all times providing a safe environment for employees.
- To operate under emergency conditions, meeting customer needs to the highest level given the circumstances of the crisis.
- To allow for the rapid mobilisation of ISB staff by providing guidelines and maintaining contact details.
- To establish and maintain effective communications with key stakeholders.
- To resume normal operations as soon as possible.

# 3. Scope, Constraints, Assumptions and Core Systems

## *3.1 Scope*

This BCP provides a business approach by the ICT, Managed Services area to enact a response to a critical, unforeseen event that has resulted in a disruption or impact on ICT anywhere in Council. This BCP outlines the business functions rather than the technical details of restoring ICT services at the first opportunity to the highest possible level, given the circumstances and constraints imposed by the situation.

The technical details of restoring ICT are held in the ITSCM Recovery Plans established and maintained for ICT applications and infrastructure. The provision of services to recover and restore the technology is defined in and managed by the ICT Disaster Recovery Plan.

The ICT BCP focuses on restoring ICT services to business systems in an order of priority as approved by EMT and defined in Corporate Policy SP510. It does not deal with the business operations of individual business areas while they await restoration of ICT services.

### *3.2. Constraints*

None.

### *3.3 Assumptions*

- Individual critical business processes not the responsibility of ISB will be actioned/covered by their own respective BCPs. During the recovery phase, business functions will operate on a limited capacity.
- At a minimum, ISB will be able to recall all those staff who are on oncall duties at the time of activation.
- ITSCM Recovery Plans have been developed for all Tier 1 and Tier 2 systems. These plans are available via the highly available ISB Documentation Portal – supportdocs1 and its backup, supportdocs2. Printed copies of these plans are held on 17th floor of BSQ in Service Assurance and at the Holland Park Data Centre.
- In the event of a severe disaster, the Emergency Co-ordination Centre (LDCC) and BCC Disaster Management Group (BCCDMG) will be activated to manage the overall situation in pulling BCP's together and coordinating activities.
- The plan will NOT cover events which simultaneously renders both the BSQ Data Centre and the Holland Park Data Centre premises inoperable.
- The plan will NOT cover any event which simultaneously denies access to the BSQ premises and any offsite storage location.
- BCC will NOT experience voluntary or involuntary separation of employment or relationship with any employees, suppliers or other vendors critical to the recovery process between the occurrence of the disaster event and complete recovery.
- An ongoing plan awareness training program is developed.
- Recovery coordinators have current contact details for all relevant staffs, recovery coordinators and recovery team members.
- Service Level Agreements (SLA) with all third parties have been finalised to provide assurance over minimal disruption to BCC in the event of a disaster affecting their facilities.
- BSQ building will NOT be impacted by a Q100 flood event. The building and all services will remain available and staff will continue to be able to access the building (see SupportDocs for details of advice given from City Property on 14th July 2007).

**Preventative Measures**

**ICT - Physical Security of Data Centres**

Currently in Place

- Surveillance Cameras.
- Goods receipt area outside of the main data centre area.
- Card access controls to the data centres.
- Compulsory sign in and sign out procedures including wearing of ID passes at all times.

**ICT - Physical Infrastructure**

The following measures provide a high level of availability at a reasonable cost to Council.

Currently In Place

- Dual Data Centres
  - Two Data Centres separated by more than 10 klms.
  - VESDA environmental management control systems.
  - Various power related data centre redundancies
    - Backup diesel power generators
    - Un-interruptible Power Supplies (UPS)
    - Server racks are all connected via dual power paths from different UPS
- Highly Redundant Network Infrastructure
  - Dual Fibre Ring following separate routes between the two Data Centres
  - Dual Core Routers at each Data Centre
  - Dual network switches with dual paths to the main network on all server racks in the Data Centre
  - Dual network cards in all servers, connected to the dual network switches in each server rack
  - Dual DNS/DHCP appliances at each Data Centre
- Security/Internet infrastructure
  - Dual firewalls at each Data Centre
  - Dual Internet providers, each providing an Internet feed to a different data centre.
- Storage Infrastructure
  - Storage Area Network (SAN) – all servers dual homed (connected) to the SAN
  - All production data on SAN is configured with disk redundancy measures in place (e.g. Raid 5 or mirrored i.e. data is not lost when one hard drive within a volume fails)
- Server Hardware Infrastructure
  - Priority One and Two applications installed on HP SuperDomes
  - SuperDomes provide an extremely high level of hardware redundancy
  - Priority One and Two applications not installed on HP SuperDome (ie installed on Dell or HP Blade) must implement a High Availability solution.
- Backup/Restore Infrastructure
  - Backup solution which backs up Holland Park Data Centre (HPD) data into the Brisbane Square Data Centre (BSQ) and vice versa.

    - Backup solution using "virtual" tape (disk based) backup with subsequent migration to "real" tape, allowing fast restoration from the previous 3 days backups.
    - Oracle database log shipping from HPD into BSQ and vice versa. This ensures that the maximum amount of data that should be lost for a physical Oracle database failure is limited to 1hr 10minutes.
- Balancing of Environments across the two Data Centres (DR Strategy)
    - Balancing of Production (PRD) applications across Data Centres, therefore limiting the immediate impact of a single Data Centre failure to only half of Councils ICT systems.
    - Providing a default provisioning of DR hardware capacity by placing User Acceptance Testing (UAT) environments in opposite Data Centre to Production (PRD) environments. UAT environment are then used as the hardware capacity for manual fail over/relocation of application systems during a DR event.
    - Note there is a difference between DR hardware capacity provisions (step 1) as described above and the process of relocating of an application from one piece of hardware to another (step 2). The strategy described above provides a default and immediate provisioning of hardware capacity for DR purposes and therefore provides a default and immediate solution for step 1 of the DR process. Step 2 of the DR process for each ICT system is addressed via ITSCM Recovery Plans.
- Refresh Oracle Database UAT environments from PRD
    - Minimum of yearly refreshes of UAT database components from PRD, for all Priority1 and some Priority 2 databases.
    - When initiating the refresh, the UAT LUN (i.e. storage capacity) is re-created rather than extended to ensure performance is maintained.
    - When initiating the refresh, UAT storage capacity is increased by projected growth rate for the database over the next year in order to ensure there is sufficient storage capacity ready to accept a full PRD copy during any DR event during the next year.
    - When refreshes are performed they are done using "standard" restore procedures (i.e. restore from tape/virtual tape) and not using "special" disk to disk copies. This provides a regular process by which the restoration process for PRD is effectively tested.

- Oracle Databases (ie primary data storage for all Tier1 and Tier2 systems)
    - All Oracle 10g databases will be configured with Oracle RAC (database clustering services across multiple servers), providing failover protection within the same data centre against hardware failure.
    - All Oracle 10g databases will be given the option of being configured with Oracle DataGuard, providing failover protection for both hardware failures and a single data centre failure. Installing this option will be a business decision for the owner of each system implementation and support will involve additional cost.
- Oracle Application Software Infrastructure 10g (SII - middle tier)
    - Oracle 10gias (SII – 10g) has been configured as a load balanced system across data centres, providing automated failover protection against hardware failures and single data centre failure.

Qualification for ICT High Availability Technologies

While these measures provide protection against hardware failures, data centre failures and most software failures, it does not provide protection against all possible scenarios. In particular the physical redundancies described above do not provide protection against software failures known as a "race" condition. During normal operating conditions, the two pieces of a redundant ICT service need to "talk" to each other. In rare and unexpected circumstances this conversation gets so confused that it brings down both parts of the redundant ICT service, therefore bringing down the particular ICT service. Some examples of these race conditions are

- Network storm caused by a software fault which leads to a failure of the entire network. As the network hardware itself is not damaged in any way, it is highly likely the service can be restored rapidly (1-2 hours) via restarting of the affected hardware.
- Oracle 10g Dataguarded database (mirrored copies of the database, one in each data centre) corruption caused by a software fault which corrupts both copies of the database held in each data centre and therefore requires database restoration from backup tape rather than being able to utilise the DataGuard redundancy.

### *ICT - Best Practice*

The Information Technology Infrastructure Library (ITIL) is a framework of best practice approaches intended to facilitate the delivery of high quality information technology (IT) services. ITIL outlines an extensive set of management procedures that are intended to support businesses in achieving both high financial quality and value in IT operations. These procedures are supplier-independent and have been developed to provide guidance across the breadth of IT infrastructure, development, and operations. All ISB processes are developed within the ITIL framework, therefore helping to minimise the potential for major ICT service outages and issues.

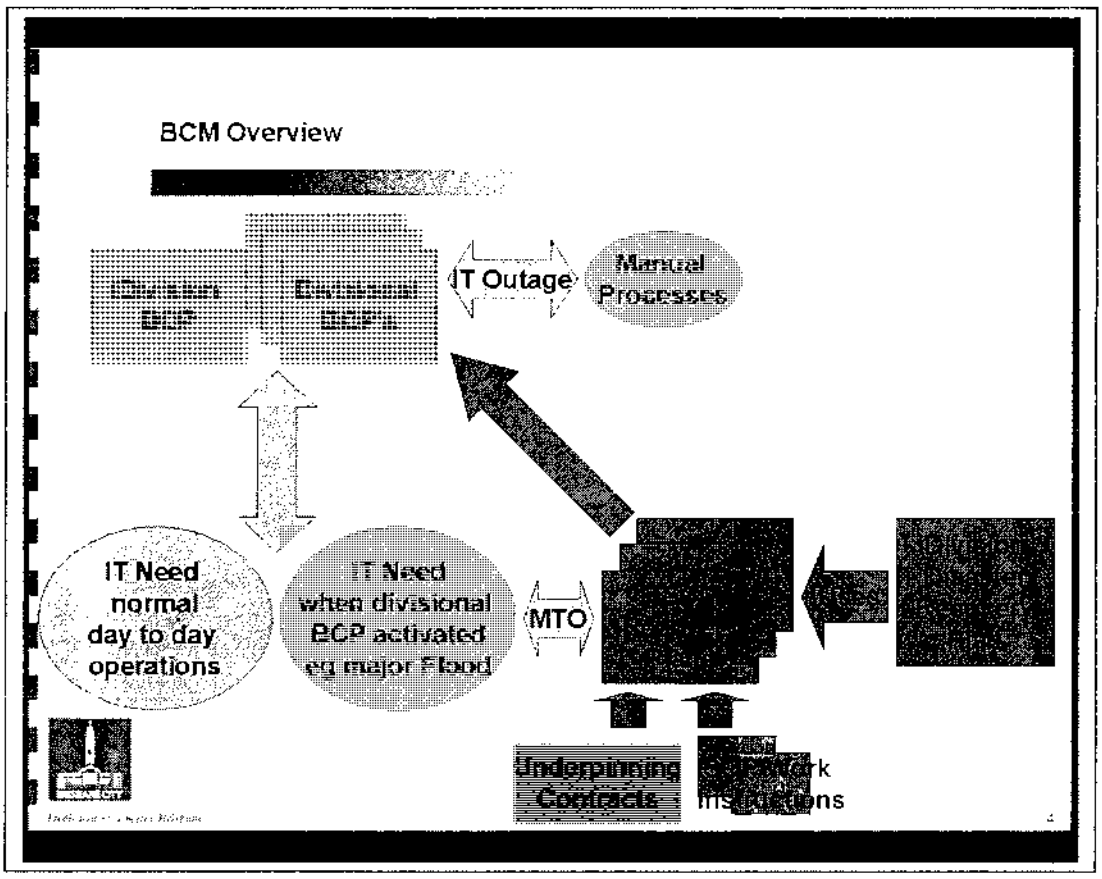
### *People*

ISB have adopted a capability model that ensures the cross skilling of staff across many ICT disciplines. This not only produces more efficient work practices, it ensures ISB processes provide built in protection against loss of "key personal".

ISB has a permanent on call, 24/7, duty register for all Core ICT infrastructure in order to deal with "normal" operational issues. The availability of on call staff will ensure ISB can provide an immediate response to any ICT disaster but does not guarantee sufficient staff will be available out of hours to provide a full response to an ICT disaster.

## *3.4 Core Systems*

**DRP, BCP, BCM, ITSCM - They are different!**
The field of continuity has many terms such as DRP, BCP, BCM and ITSCM which are often used interchangeably. All these terms are related; however each has a distinct meaning and/or purpose. Each of these terms (and others) are defined below in an attempt to clarify their usage. The following shows diagrammatically how they are linked together. Red are ICT plans and green are business related plans.




**Business Continuity Management (BCM)**
BCM is the umbrella term used to describe the process of ensuring the continuity or uninterrupted provision of business operations and services. Business Continuity Management is an on-going process with several different but complementary elements. Planning for business continuity is a comprehensive process that involves many elements including disaster recovery, business recovery, business resumption, contingency planning and crisis management.

**IT Service Continuity Management (ITSCM)**
IT Service Continuity Management is a component – the ICT technology element - of the Council's overall Business Continuity Management process and is the responsibility of ISB. ITSCM supports BCM by ensuring that the required ICT

services (such as applications, networks and telephones) are available to the continuity levels required by the business and, in the case of disaster, can be recovered within agreed timeframes. ITSCM is a provocative process that involves both:

- risk reduction - analysis and implementation of countermeasures to minimise the likelihood and/or impact of such an event occurring in the first place (balance of cost versus business need/agreed timeframes for recovery (Maximum Tolerable Outage - MTO) and
- contingency planning (BCP, DRP and ITSCM Recovery Plans) – planning for relocation/recovery in case an unforeseen disaster or event were to seriously affect or destroy IT service provision.

**Business Continuity Plan (BCP)**

The BCP is a component of Councils overall BCM process. The BCP focuses on sustaining an organisation's business functions during and after a disaster event. A range of disaster events should be considered in the plan, including events such as:

- Single Facility Disruption - e.g. roof collapse after a storm preventing staff access to a building;
- Regional District Disruption - e.g. major flood preventing access to multiple buildings or a Birdflu pandemic reducing staffing levels to 50% and
- Technical Disasters - e.g. Critical IT System failures, a power failure or transportation system disruptions.

The impact of these events can be assessed by informal or formal Business Impact Analysis (BIA) processes. Once the impact is understood, plans must be developed to sustain the organisation's business functions during and after a disaster event.

**An ICT Disaster as a Risk to the Business**

An interruption to critical ICT services is therefore just one of many different events that need to be considered in each division's BCP in terms of those business processes supported/enabled by ICT. The BCP must then address the ability to perform some or all of the affected business functions using non-ICT (manual) means for as long as an agreed timeframe (MTO) with ISB.

**ICT as an Enabler for the Business during a non ICT Disaster**

The BCP should also address any ICT needs of the business during their response to non-ICT event that is different to normal operational requirements.

**Business Impact Analysis (BIA)**

The BIA is a process (formal or informal) to identify the potential impact of a given event on the business. The BIA should determine what and how much is at risk by identifying critical business functions and assessing their overall priority to the individual business areas and to Council as a whole.

**BIA and ICT**

As a result of a BIA the business should be better able to estimate the MTO for all those ICT services that support/enable their business functions. The MTO is critical in helping ISB fulfil its ITSCM responsibilities. Without this information it is impossible to know whether or not ISBs BCP/DRP put in place the necessary measures as required by the business.

## 4. BCP Process Overview

The ICT BCP in conjunction with the ICT Disaster Recovery Plan is focussed on restoring ICT services across Council. The ICT Disaster Recovery Plan cannot be activated without the BCP being activated first.

The four phases of the ISB BCP/DRP are:

Phase 1 – Immediate Response
Phase 2 – Restoration of ICT services
Phase 3 – "Normal" Operation under Degraded Conditions (ie business processes resumed using restored ICT services).
Phase 4 – Transition back to Normal Operations

The ICT BCP focuses on Phase 1 – Immediate Response and Phase 2 – Restoration of ICT services. Plans for dealing with the Phases 3 and 4 will be developed during a disaster event.

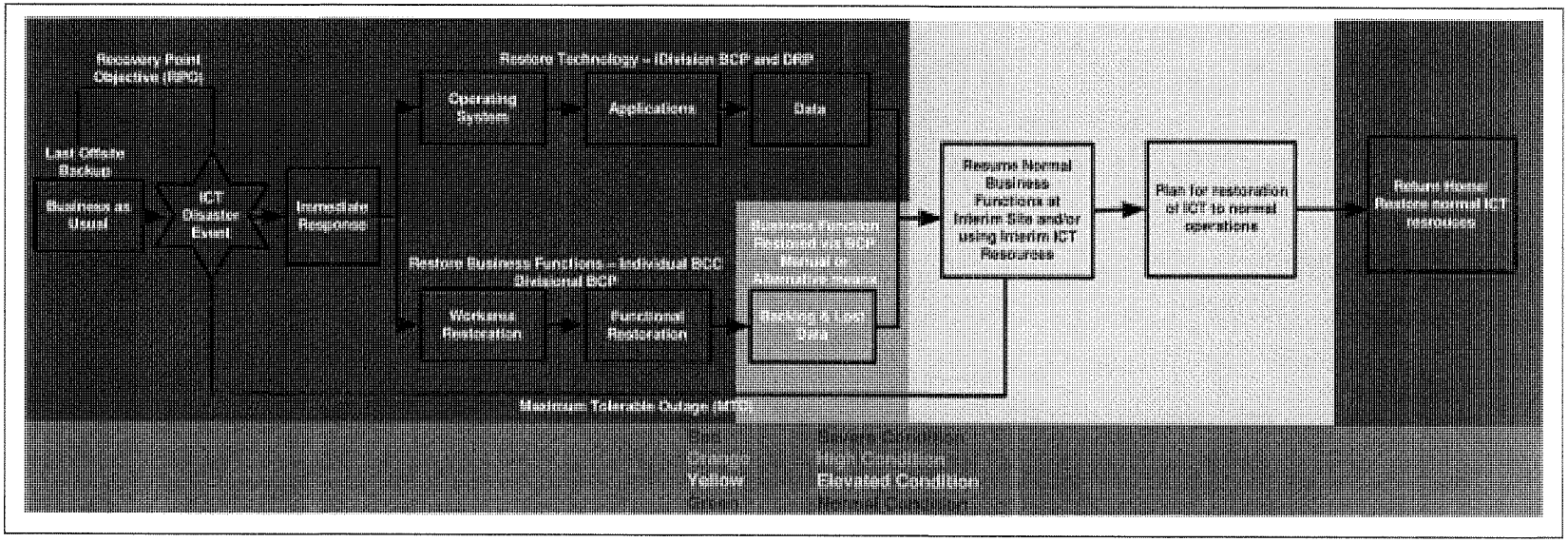
When making decisions and taking action, the following principles are to be upheld at all times, in order of priority:

1. Protection of life
2. Containment of damage
3. Protection of evidence
4. Communications with stakeholders
5. Recovery of ICT

The Plan consists of the following sections:

| | |
|---|---|
| Section 5.1 | Plan Preparation and Maintenance – ensuring annexures to this plan are current. |
| Section 5.2 | Crisis Response & Activation – immediate actions to the crisis situation. (Chain of command, Control centre locations, key contact personnel) |
| Section 5.3 | Operations under Degraded Conditions – operations from an alternative site under degraded conditions, communications with key stakeholders, maintaining. |
| Section 5.4 | Recovery and Transition to Normal Operations – implementing a recovery plan, maintaining communications with relevant parties, resuming normal operations, reviewing events and processes followed. |

## 5. Detailed Plan (Phases & Tasks)




The diagram above outlines the interaction between the ICT BCP/DRP, focused on restoring ICT services and the Council's divisional BCPs which focus on continuing business operations while awaiting the restoration of ICT services.

The four phases of the ICT BCP as represented in the diagram above are;

- Phase 1 (Red) - Immediate Response
- Phase 2 (Red) – Restoration of ICT Services
- Phase 3 (Yellow) - "Normal" Operation under Degraded Conditions (ie business processes resumed using restored ICT services).
- Phase 4 (Green) - Transition back to Normal Operations (Green)

Note the Business Function Restored (Orange) phase is not part of the ICT BCP as this is the responsibility of the individual business areas to enact their BCP and resume their business processes without access to ICT services.

| Business Continuity Plan Phases and Tasks - Checklist | | |
|---|---|---|
| **Sect** | **Phases & Tasks** | **Check** |
| 5.1 | Phase 1 – Plan Preparation and Maintenance (Annexure C), incl:<br>• Task 1 – Develop the plan<br>• Task 2 – Maintain the plan<br>• Task 3 – Develop test exercises/scripts and test the plan as required | ☐<br>☐<br>☐ |
| 5.2 | Phase 2 – Crisis Response & Activation:<br>• Task 1 – Commence the Activation Procedure as per the BCP<br>• Task 2 – Obtain Activation approval for the BCP go-ahead (incl. Succession of Command)<br>• Task 3 – Convene at the nominated control centre<br>• Task 4 – Commence Staff Recall Procedures<br>• Task 5 – Establish Manual Records (incl. Event Operations Log)<br>• Task 6 – Conduct a situational analysis (what has happened, key persons involved, systems/equipment/facilities lost, facilities available)<br>• Task 7 – Determine overall impact on operations & make decisions on needed response<br>• Task 8 – Develop the BCP Overall Timetable & Operational Plan in liaison with LDCC, if the LDCC is activated.<br>• Task 9 – Provide a Liaison Officer to the LDCC, if the LDCC is activated. | ☐<br>☐<br>☐<br>☐<br>☐<br>☐<br>☐<br>☐ |
| 5.3 | Phase 3 – Operations Under Degraded Conditions:<br>• Task 1 – Implement the operational plan and timetable<br>• Task 2 – Implement relevant previously developed Contingency Plans to suit the crisis (including manual records to cover loss of core systems)<br>• Task 3 – Set interval reporting<br>• Task 4 – Maintain communications with stakeholder groups<br>• Task 5 – Develop a recovery plan & timetable in consultation with LDCC, if the LDCC is activated.<br>• Task 6 – Outline specific measures to coordinate activities between this Crisis Response Team and other internal work groups | ☐<br>☐<br>☐<br>☐<br>☐<br>☐ |
| 5.4 | Phase 4 – Recovery and Transition to Normal Operations:<br>• Task 1 – Implement the recovery plan<br>• Task 2 – Maintain communications with stakeholder groups<br>• Task 3 – Resume normal operations and timetables<br>• Task 4 – Review events, debrief management and staff and update procedures, protocols and plans. | ☐<br>☐<br>☐<br>☐ |

*The 'Check' column in Business Continuity Plan Phases and Tasks Checklist above allows the user of this document to tick off tasks as completed when the BCP is in use or is being tested.*

## *5.1. Phase 1 – BCP Preparation & Maintenance*

### *5.1.1 Develop, maintain and test the BCP*

The ICT BCP has been developed to provide a high level plan to minimise the impact of an "out of course" event on Brisbane City Council's ICT services (infrastructure/application systems and the staff that support them).

ICT is itself listed as a priority one business process in SP510. The corporate policy of SP510 determines the priority order of recovery of ICT in the event of a disaster and this process is managed by ITSCM Recovery Plans.

The ICT in this case represents Core ICT Infrastructure or those components of the ICT environment that are required by all ICT application systems in order to operate (eg a data centre, the network etc).

This BCP along with the ICT Disaster Recovery is maintained in accordance with the corporate policy. The record of testing and maintenance is shown on the Control Sheet at the front of this document.

## *5.2. Phase 2 – Crisis Response and Activation Procedures*

**Use Annexure B - BCP Overall Timetable & Operational Plan to record response.**

### *5.2.1 Commence Activation Procedures – Circumstances of Activation*

**ICT Incident Escalation or Emergency Co-ordination Centre (LDCC) Activation**

The initial notification of a disaster may come from various sources, both internal and external to ISB and Council. There are two broad scenarios under which the BCP may be activated.

**ICT Incident Escalation**

An ISB representative, the Call Centre or any other council officer identifies a major problem or outage and escalates through the normal incident management process. The initial assessment may provide an immediate trigger to escalate or it may take a period of time for the true impact to become apparent. Either way, at some point in time, the incident is assessed to be of sufficient scale to warrant the potential activation of the BCP. This process has led the Incident Manager to this point in the BCP and requires the rest of the process below to be followed in order to activate the BCP and then if required the DRP.

**LDCC Activation**

The decision to initiate the BCP may be 'top-down' from Council management in response to an event that will affect all of Council and/or the community. In this

case, the LDCC will be stood up. Each division will manage their own individual BCP activities under the overall guidance and direction of the LDCC. A BCC Disaster Management Coordinators Contact List is contained in **Annexure L.**

Note there are many circumstances where the LDCC may be activated without the need to activate the ISB BCP (i.e. a major community event that has had no impact on Council ICT services). In such cases the ICT BCP will not be activated however ISB is still committed to providing a liaison officer to the LDCC The ISB liaison officer is the on call Service Level Manager (SLM). See the ISB SupportDocs Documentation Site (under the Service Assurance area, the IT Service Continuity section - http://supportdocs1.bcc.qld.gov.au:8080/wiki_sa/Wiki.jsp?page=ITServiceContinuity ) for full details on the LDCC ICT requirements and the process for re-calling in the on call Service Level Manager.

**Notification of a Disaster Event**

The main point of initial contact for anyone wishing to contact ISB for BCP initiation (notification of a disaster/potential disaster, ICT related or non ICT related) is through the on call Service Level Manager (SLM). At any point in time, there is always at least one SLM who is on official on call duties in order to deal with "normal" ICT service resumption.

ISB has chosen to use the on call SLM as the initial conduit into ISB for Disaster Management.

The on call SLM can be contacted via the following methods in order of preference.

Ring Incident Management Hotline on [redacted] to notify SLM's of emergency. Provide details of where the LDCC is being stood up (either BSQ or Carindale).

If LDCC are unable to contact SLM using this method, alternatives are listed below in order to contact SLMs. In order of preference.

1. ISB Operations are on site 24/7. Operations have the on call duty roster for SLM and direct contact details.
   - 1.1. [redacted] irect number for Operations
   - 1.2. [redacted] – Operations mobile phone
   - 1.3. [redacted] – Operations vehicle mobile phone
2. LDCC initiated direct Contact with the SLM's.

### *5.2.2 Obtain Activation Approval for BCP, set Delegations and Authorisations*

**ICT Disaster Declaration**

The authority to declare an ICT disaster and activate the BCP is vested in the Manager, Managed ICT Services or delegates. See **Annexure F – Key Management Contacts** for the primary contact details including the nominated list of delegates should the primary contact not be available.

All information gathered in the previous steps should be made available in order to ensure the correct decision is made. In general terms the decision to declare a disaster and activate the BCP should be based on the following principles.

- A disaster will not be declared if the crisis can *potentially* be resolved within the MTO.
- A disaster may be declared if the crisis can *potentially not* be resolved within the MTO.

The authorised officer making the decision to declare a disaster immediately assumes the DRMT role. The Incident Manager then assumes the role of a DRMC.

If the decision is made NOT to activate the BCP, then the use of this plan ends here and the Incident remains within the control of the standard ISB Incident management process. As the incident progresses further it may be necessary to re-asses this decision.

**Convene ISB BCP Working Group**

Immediately following the activation of the BCP, the BCP Manager is to convene the ISB BCP Working Group. Members of the ISB Working Group are:

| | |
|---|---|
| [redacted] | BCP Plan Co-ordinator and Pandemic Plan Owner |
| | Service Operations Manager – Applications |
| | Service Operations Manager – Infrastructure |
| | Security, Risk and Strategy |
| | ISB Business Services |
| | Information Management |
| | GIS BCP |
| | HR Policy and WH&S |
| | Capability Branch |
| | Customer Engagement |
| | ISB Marketing and Communications |

This working group is responsible for maintaining the register of **ISB Critical Business Services Staff & Equipment Requirements – Annexure M.**

**Form Disaster Recovery Management (DRM) Team by Allocating Roles**

**Roles and Responsibilities** -

The number of people allocated to each role to be determined at time of disaster. Not all roles will need to be established in all disasters.

| Role | Responsibilities | Immediate information and actions |
|---|---|---|
| DRMT - Disaster Recovery Management Team Leader | Decision making and co-ordination | Assess the situation, declare a disaster. What business functions are disrupted? What is the restoration priority? Liaise with the LDCC. Do we attempt repair or do we recover services at alternative site? |
| DRMC – Co-ordinators /Team Members | Assist DRMT as directed | |
| Scribe | Sole responsibility to record events and collate updates from other teams | |
| DR Planner | Provide advice as needed to the DRMT | |
| Administrator | Assists DRMT with managing team members | Assists with scheduling and rotating team members<br>Organising deliveries, including food<br>Parking or cab charges<br>Recording expenditure |
| Communications | Control all communications | Communicate externally via standard Council external communications processes or via the LDCC when activated.<br>Communicate internally to ISB staff, vendors and customers. |
| HR | Manage Staff Issues | What is the staff impact? What support can be provided eg counselling, emergency care? Union consultation |
| Logistics | Source office accommodation and equipment | Facilitate the acquisition of replacement or new equipment as required. |
| Finance | Perform procurement, accounts payable and accounts receivable. | |
| Salvage | Salvage equipment and restore ability to occupy building | Work with City Property |
| Technical Support | Recover ICT services | Under the direction of DRMC's and ITSCM Recovery Plans recover ICT services. |
| Security | Ensure physical and virtual security | Both disaster site and alternative site security needs must be accommodated. |

### *5.2.3 Convene at the nominated Control Centre*

The Command Control Centre may be located at either of the following locations (including a list of resources available at each location). Authority to commandeer room and cancel booked meetings during business hours will need to be confirmed in writing by City Property.

**Primary Command Centre - BSQ, Floor 17, Conference Room 1**

- 1 PC (PC's and Laptop's from ISB staff on 17th floor may be commandeered)
- Whiteboard
- Projector
- Independent Internet Connection - ADSL Connection in the Test Lab located on 17th floor
- Printed copies of ISB BCP, DR and ITSCM Recovery Plans located in the compactus on 17th floor

**Secondary Command Centre 2 - Holland Park Data Centre, Training Room**

- 4 PC's
- Printer
- Whiteboard
- Projector
- Independent Internet Connection - ADSL Connection
- Printed copies of ISB BCP, DR and ITSCM Recovery Plans (see operations team for physical access to these plans).

### *5.2.4 Commence Staff Recall Procedures*

On activation of the BCP, the DRMC/s will contact key staff as listed in **Annexure C** advising them of the current situation, designated meeting place and required actions.

It is the responsibility of each person contacted above to then communicate directly with their team members, giving them activation details, including:

- Command structure
- Command Centre
- Contact details (who can be contacted and means of contact – phone numbers, E-mail).

The DRMC's will confirm all relevant personnel have been contacted and will update the Event Operations Log accordingly.

Communications with employees should follow the hierarchal approach starting with the activation of this plan. The DRMT will contact Managers. Managers will contact their supervisors with mobilisation instructions (as per **Annexure C** for the list of Key ISB Contacts).

Supervisors will contact their team members with the following information:

- Impact of disruption
- Impact on Staff
- Timeframe for returning to work
- Where to return to work
- Counselling/support arrangements

Within ISB itself there are many staff who may have previously worked in a technical area such as Capability branch and since moved onto other roles in areas such as Strategy branches. Consideration should be given to recalling these staff in order to provide additional resources to the existing capability teams.

Council can also leverage off its close association with vendors such as Data#3, HP and Dell, EMC, Oracle, Microsoft and Novell.

At the appropriate times, the DRMT will nominate a person(s) to contact key suppliers **(Annexure D)** and customers **(Annexure E)** to advise them of the current situation and plans that are in place and are being developed to manage the crisis.

### *5.2.5 Establish Manual Records*

Event Operations Log

The implementation of this plan would necessitate the maintenance of an Event Operations Log to record all actions/decisions in chronological order, including:

- Events
- Decisions reached and any special approvals
- Approved expenditures
- Actions taken to recover/maintain operations
- Visits, meetings, briefings, Press releases etc.

If this plan is activated, a situation report will be provided to the DRMT who will in turn report these to the:

- CIO or delegate
- Lord Mayors Office
- LDCC (if it has been stood up)

The Event Operations Log is a key document as it acts as an audit trail for subsequent review of actions to improve responses to emergency situations and maintain the highest level of safety in all circumstances. Refer **Annexure G.**

Manual Records Log

A daily log is to be maintained by the appointed Scribe for the purposes of maintaining continuity between shifts. The log is to contain sufficient detail to enable hand-over of technical issues and tasks needed to maintain maximum availability of core infrastructure functionality. The log will also be critical for the IT Service Continuity Manager to review after the event in order to subsequently improve the BCP and DRP. **Annexure H.**

Details of expenses records will be maintained by the Scribe.
The DRMT will monitor the availability of each business application or the progress to recover each business application from any failures or incidents. The DRMT will liaise with recalled support staff to ascertain the situation and risks associated with courses of action being undertaken. The DRMT will inform the CIO, ISB and the LDCC as required.

- Each sub-team leader is responsible for ensuring the shift rosters are populated and for scheduling and notification of all participants. If modification of the rosters is necessary during crisis response period, the admin team under advice from the sub-team leaders and/or plan coordinator will ensure that a revised roster is devised and implemented.

- Each sub-team leader will maintain contact lists for stakeholders and staff recall details as appropriate and periodically issue amendments or updates to ensure currency.

- Each outgoing shift leader is responsible for hand-over including the following tasks:
  - Deciding 2 hours before end of shift if following shift required
  - Advising the DRMT and administration sub-team shift leader accordingly
  - Logging results of all relevant Health Checks when performed at predefined intervals
  - Reporting to DRMT any abnormal health check result
  - Logging and reporting all unexpected and relevant incidents
  - Logging status of outstanding issues in a final Situation Report at end of shift
  - Hand-over all above reports and logs to next shift and ensure 15 minutes allowed for adequate information transfer.

Where Manual Operating Procedures do not exist, develop a Manual Operations Log and insert at **Annexure H.**

### *5.2.6 Conduct a Situational Analysis*

**Identify and assess the incident/damage/outage**

Perform an initial analysis to verify the issue/s, scope and any remedial actions already in progress. This assessment would normally be performed/co-ordinated by the on call SLM as the initial ICT incident will have been escalated to them; however any ISB staff member may perform this role.

The preliminary damage assessment will allow the DRMT to make a recommendation as to what actions to take next e.g. whether to move operations to an alternate site. Where possible, note down the time and date for each task performed for "post-mortem" analysis. The damage assessment should include the following

- ICT equipment;
- Physical and structural; and
- Environmental support systems and security systems.

At all times the health and well being of staff must take precedence over any other activities and as such should be considered before taking any such action.

- Enter only areas that are designated as safe by civil authorities (e.g. fire, electricity, etc);
- Use a "buddy system" of two team members working together;
- Ensure that all electrical power is cut to any area of equipment that could pose a threat to personal safety.

If the building is inaccessible:

- Attempt to determine the level of damage in consultation with outside authorities;
- Attempt to ascertain the cause of the disaster;
- Attempt to determine when the facility will be accessible.

**NOTE: Under no circumstances is power to be restored to ICT equipment until a comprehensive damage assessment has been conducted, reviewed and authority to restore power has been expressly given by the DRMT.**

**Isolate/Contain incident/damage/outage**

Where appropriate the Incident Manager can authorise immediate actions which will help contain the incident prior to the full activation of the BCP. At all times the health and well being of staff must take precedence over any other activities.

### *5.2.7 Determine overall impact on operations and make decisions on needed response*

BCP relationship to the ICT DRP

The BCP is also invoked through the management processes embedded within the BCP. The DRP cannot be activated unless the BCP has been activated first, however the BCP can be activated without needing to activate the DRP. For example the extended evacuation of BSQ will cause the ICT BCP to be activated in order to manage the disruption to ISB staff, but remote operation of the BSQ Data Centre can be continued from the Holland Park Data Centre. If the incident or crisis degenerates to a more serious situation that disrupts ICT, such as a shutdown of ICT services, then the BCP process will escalate to invoke the DRP. The DRP can only be activated once the BCP is activated and is the responsibility of the DRMT (Disaster Recovery Management Team Leader).

Limited ICT Change Period

Once the ICT disaster has been declared, the Manager, Managed ICT Services or delegates will declare the limited ICT Change period. See **Annexure R** for a sample Limited Change Message which was sent out to ISB Staff on 21st November 2008.

ICT Service Assurance will identify the upcoming releases and communicate with the customers and project managers to delay all upcoming releases until further notice.

### *5.2.8 Develop an Operational Plan & Timetable in liaison with the LDCC, if the LDCC is activated.*

A team meeting should take place immediately after the above steps have been completed. The agenda for the meeting is detailed below. Discussions should take place, taking into account the overall context of the situation. Note it is highly likely that not all of the items below will be able to be addressed in detail. Where this is the case, clear assignment of tasks to staff should be given to further investigate and report back in subsequent meetings.

a) Provide a summary of the disaster situation, the damage assessment and any actions taken so far.

b) Protection of the ICT assets and containing the incident to prevent further damage if possible.
c) Clearly identify what ICT services remain available.
d) Clearly identify what ICT services are not available.
   i) Could the damage be rectified in less time than required to move processing to the alternate site.
   ii) Assess recovery times.
   iii) Assess fit of scenarios detailed in Section 5.3.2.
   iv) Review staff levels and skill sets of available staff.
   v) Determine if there is sufficient staff available to perform recovery and if not how this can be addressed (eg use of contract staff/vendor staff such as HP). Refer **Annexure M** – ISB Critical Business Staff & Equipment
e) Review priorities set in this BCP.
   *Refer **Annexure N** – Critical Business Process Application Support and ISB DRP for the Priority Order of Restoration*
f) Assign restoration tasks and appoint recovery team leaders.
g) Requirements for staff at the alternate site. *Refer **Annexure P** – ISB BSQ Staff Relocation List and **Annexure Q** – Equipment List.*
h) Assign/Reconfirm role responsibilities as documented in Section 5.3.2.
i) Decide if the LDCC should be contacted to inform them of situation.
j) Begin development of the recovery plan using the guidelines in Section 5.3.2 and specific scenario guidelines in Section 5.3.2.
k) Agree to period of time when second meeting will be held (e.g. in 2 hours time).

The second and subsequent meetings agenda will be based on the first meeting above, however as the situation develops will need to be modified appropriately.

### *5.2.9 Provide a Liaison Officer to the LDCC*

The ISB liaison officer is the on call Service Level Manager.

The role of the ISB liaison officer is documented in the work instruction: ISB Liaison Officer – Roles and Responsibilities

## *5.3. Phase 3 – Operations under Degraded Conditions*

### *5.3.1 Implement the Operational Plan and Timetable*

The Operational Plan, as developed in Section 5.2.8 above, is the official recovery plan and remains in place until the crisis is resolved and/or until the Disaster Recovery Management Team Leader determines the plan is no longer necessary.

The DRMT will return controls to the operational teams when the ICT services are considered to be stable and all Council business processes reliant on ICT are considered to be stable.

Once the BCP response and recovery operations have established an acceptable level of ICT service, detailed planning of resumption activities should begin. The following should be taken into consideration while developing the plan.

- Is a return to the original site the best option?
- How can the impact of the move back to the original site be minimised?
- How long will it take to move each service back to the original site? - phase could continue for years.
- Does equipment have to be replaced/upgraded?
- Sufficient testing should be done to ensure ICT services will run on new hardware.
- Ensure that when the ICT service is moved back that the ITSCM Recovery Plan is reviewed to ensure the plan would continue to work if a disaster was to happen shortly after the move.
- How do we mitigate risks so the same disaster does not happen again?

Refer to **Annexure B for Overall Timetable and Operational Plan.**

### *5.3.2 Implement relevant previously developed Contingency Plans to suit the crisis*

## Areas for consideration during plan development – All Scenarios

### ICT Requirements for ISB's own Business Processes

See **Annexure I** for details.

### DR Capacity Provision - UAT is the DR capacity for Production

The Council's Dual Data Centre strategy allows a re-hosting process that uses non-production (UAT) capacity in either centre to house re-hosted PRD environments. In building this DR strategy the placement of UAT environments at the opposite centre to PRD, gives ISB immediate access to capacity for the restoration of PRD data and applications in a DR scenario. In general UAT environments capacity (CPU, storage, memory) are sized at similar levels to PRD environments, however in some cases extra capacity may need to be added at the time of the re-hosting.

This DR strategy has only provided the capacity in order to perform an application/database recovery, not necessarily the capability. A UAT application may be in a different state to production (due to ongoing development/testing cycles) and therefore it is NOT safe to assume the UAT application is in a suitable state to allow it to be "pointed" at a restored copy of the PRD data. In general, the ITSCM Recovery Plans for each system provide the capability for application re-hosting i.e. a documented process to restore the PRD application environment onto the UAT capacity.

UAT systems will not have a "special" backup performed prior to its use as the DR capacity. It is considered that the priority of PRD environment restoration in a DR scenario out weighs the time taken to subsequently restore the UAT environment when transitioning back to normal operations. The restoration of UAT will utilise the existing backups taken during the last scheduled backup window rather than any special backup taken just prior to the recovery of the PRD environment.

Development and test environments can also be shutdown if additional capacity is required.

### All non-essential ICT change will cease

Once a disaster has been declared, all change activity NOT related to recovering ICT services will cease. This must be done to ensure

- all staff will be available to assist with the recovery operations
- in order to ensure the stability of the ICT environment only changes related to the recovery of ICT services, will be made to the ICT environment while the ISB BCP is activated.
- the ICT DR strategy is dependent on the use of non production capacity (primarily UAT environments) as the DR capacity for the corresponding PRD environments.

## Human Resources

### Workplace Health and Safety

At all times the health and well being of staff must take precedence over any other activities and as such should be considered at all times during the development/management of these plans.

### Staff Fatigue

### Shift Considerations

During a disaster it is recommended that people work no longer than 8 hours including a minimum of a half hour break. After 8 hours, workers effectiveness reduces as time extends on.

If necessary staff may continue to work longer than 8 hours in any one day, provided they are monitored and a minimum of an additional half hour break is given around the 8 hour mark. It is strongly recommended that staff leave or hand over their role to another officer after no more than 12 hours. This process is monitored by the Administrator Role on the team.

### Longer Term Considerations

The Sustainability of this plan is entirely dependent on the type and severity of failure, incident or event. The plan will be able to be sustained for a minimum period of 2 to 4 days depending on which specialist support teams are required to attend on a 24-hr basis. Some teams have only 2 technical experts available for both rostered shifts and on-call duties, restricting the number of 12-hour shifts that can be sustained. It is at team leader's discretion to organise shifts for employees.

### Staff Accommodation

Should a building accommodating ISB staff (BSQ, Green Square or Holland Park Data Centre) be affected by a disaster, all non-essential staff usually functioning within that building, will be sent home and instructed to remain away from that building until informed otherwise. The precise list of essential and non-essential staff will be made at the time of the disaster, however in general terms the following teams would be considered essential. Any team not included in the following would be considered non-essential staff

- iDLT
- Capability
- Managed ICT Services

See specific scenarios for further details to consider for each of the ISB staff sites.

Ensure all staff are contacted to inform them of the situation, the decision and when and how to receive updates – see the communications section below.

### Sourcing of Additional Expert Staff

Within ISB itself there are many staff who may have previously worked in a technical area such as Capability branch and since moved onto other roles in areas such as Strategy branches. Consideration should be given to recalling these staff in order to provide additional resources to the existing capability teams.

Council can also leverage off its close association with vendors such as Data#3, HP and Dell, EMC, Oracle, Microsoft and Novell.

## Key areas for consideration during plan development – Specific Scenarios

The scenarios below are based on the effect of the event not the event itself. There are many different events that could lead to the same effect (eg loss of Brisbane Square could be due to destruction of the building or a long term power outage in the City, the effect is the same).

### ICT and People – Total Loss of Brisbane Square (BSQ)

Dealing with two issues – loss of the Brisbane Square Data Centre (eg physical loss or total loss of power) which will require activation of the DRP and the loss of accommodation for the majority of ISB staff. ISB's initial focus will be on restoring ICT services and the immediate response will therefore be to establish the command centre and operational teams at Holland Park.

Note that there is an overall BCP for Brisbane Square that will provide accommodation for 50 ISB staff. This BCP is owned and managed by City Property. It is unclear what role ISB is expected to perform during the large scale relocation of staff in this scenario but it is likely to put further strain on ISB resources already dealing with the relocation of BSQ hosted ICT services to HPD.

### ICT – Total Loss of Holland Park Data Centre (HPD)

Loss of the Holland Park Data Centre will require the activation of the DRP. The command centre will be established at BSQ. Similar to the Total Loss of BSQ scenario above, however in this case there is no need to deal with the large scale dislocation of staff.

### ICT and People - Loss of Access to BSQ

In this scenario the BSQ Data Centre will still be available but people need to be moved. The immediate response will therefore be to establish the command centre and operational teams at Holland Park and initiate remote monitoring of the data centre. ISB should undertake an assessment of the situation and determine the likelihood of escalation to a Total Loss of Brisbane Square (e.g. physical loss or total loss of power). If it is likely to escalate, steps should be taken to failover ICT services prior to the loss of the HPD Data Centre.

Note that there is an overall BCP for Brisbane Square that will provide accommodation for 50 ISB staff. This BCP is owned and managed by the City Property. It is unclear what role ISB is expected to during the large scale relocation of staff in this scenario.

### Q100 Flood Event

Advice received from City Property indicates that the BSQ building will remain operational and accessible to staff during a Q100 flood event. It is likely that Brisbane would receive 24-48 hours notice of any predicated flooding event. While the BSQ building and Data Centre may remain available, it is likely that both

fibre rings between BSQ and Holland Park will suffer an outage. During a Q100 flood event there are many parts of the fibre ring that will be underwater. It is possible that one or both parts of the ring may remain operational however it is not likely. This is due to the risk of both loss of power to the repeaters in the pits and/or possible water entering the fibre itself via joins/connectors in the fibre.

Consideration should therefore be given to enacting the ICT BCP and DRP prior to the flood event in order to move BSQ production systems into Holland Park. This will require considerable co-ordination efforts with the business affected as they will be busy preparing for their response to assist the community and therefore requiring access to their systems (eg huge increase in calls to CSE environment or Brisbane Water using Ellipse/JTP/Mobile Computing to co-ordinate their crews preparation efforts).

**ICT - Loss of Access to HPD**

In this scenario the HPD Data Centre will still be available but the operations team will need to be moved into BSQ. The immediate response will therefore be to establish the command centre and operational teams at BSQ and initiate remote monitoring of the data centre. ISB should undertake an assessment of the situation and determine the likelihood of escalation to a Total Loss of Holland Park Data Centre (e.g. physical loss or total loss of power). If it is likely to escalate, steps should be taken to failover ICT services prior to the loss of the BSQ Data Centre.

**ICT – Extended Loss of Power**

Backup generators will provide backup power, at both Data Centre sites.

**HPD**

Holland Park has the capability to re-fill diesel while the generator continues to operate. Operations can continue for up to 72 hours before refilling of the diesel is necessary. As the Holland Park site operates with a single generator, if the loss of power is to continue over an extended period of time then consideration will need to be given to failing across production systems to BSQ due to the danger of the failure of the single generator.

**BSQ**

BSQ has the capability to re-fill diesel while the generator continues to operate. As the BSQ site operates with a N+1 generator configuration, the data centre should be able to safely continue operations for an extended period of time.

**ICT – Data Centre Shutdown**

A Data Centre can be shutdown due to a series of possible incidents. These include things such as:

- The presence of smoke/fumes
- The activation of the fire alarm system
- Structural damage
- Flooding
- Human error
- Controlled shutdown for critical maintenance

In the event that the Data Centre is evacuated, there is a decision-point as to whether or not the emergency power shut off is activated. The activation of the emergency power shut off will terminate all ICT processes. Typical start up of Data Centre following emergency shutdown will take 4-6 hours, with the possibility that the recovery time may be extended due to repair of failed components (ICT systems not shut down "cleanly" have the potential to suffer logical as well as physical damage) and of course, that they are available.

### Influenza and BirdFlu Pandemic - (Annexure J - Pandemic Requirements)

Due to the large scale effects of these scenarios, separate subplans has been created and are contained in the "Pandemic BCP SubPlan" documents, which can be found on the ISB SupportDocs system in the same location as this document.
http://supportdocs1.bcc.qld.gov.au:8080/wiki/a?attach/BusinessContinuityPlan/CURRENT_ISB%20Pandemic%20BCP%20SubPlan.doc

**Annexure J** – Pandemic Requirements contains a list of extra activities required during a pandemic event. These requirements are addressed in the ISB Pandemic SubPlan.

### People – Significant and Long Term Absence of Staff

Specific plans have been written for an Influenza and BirdFlu Pandemics. The effect of these Pandemics would be a significant and long term absence of staff, and therefore the "Pandemic BCP SubPlan" documents could be adapted to these scenarios. These documents can be found on the ISB SupportDocs system in the same location as this plan.

### People – Loss of Green Square

The major operating location of the Service Centre is located at Green Square, Fortitude Valley. In the event of building loss, the major impact for ISB will be the loss of the primary Service Centre site. In this scenario the redeployment of service centre personnel will be required before any desktop services can be provided. Holland Park can be used to provide temporary Service Centre accommodation for up to six staff.

Note that there is an overall BCP for Green Square. This BCP is owned and managed by the City Property. It is unclear what role ISB is expected to take during the large scale relocation of staff in this scenario.

### *5.3.3 Set Internal Reporting Requirements - Interval Reporting & Key Events*

The situational report should be given every 2 hours or as otherwise determined. The situational report will cover all events as logged in the Event Operations Log since the previous situational report was issued.

In addition to set interval reporting, any key events will be reported on occurrence.

The means of communication will be via E-mail if available. Alternatively verbal communication between the DRM Team Leader and the above groups will occur. The results of such communication and decisions reached will be recorded in the Event Operations Log.

### *5.3.4 Maintain Communications with Stakeholder Groups*

The following groups should be considered as required communication stakeholders. The exact list and how often they will be given updates will be determined at the time of the disaster depending on the particular circumstances.

- Known system sponsors and customers (see Annexure E)
- Known suppliers and external support (see Annexure D), duty desk officer will do the communication when required
- Council management/LDCC/Lord Mayors office

In the case of a major disaster affecting large scale areas and communication networks, the LDCC would be stood up. Communication mechanisms available to the LDCC, such as radio networks, would be utilised where possible and as directed by the LDCC.

#### *Communicating with the Public*

All communications with the Media will be composed by the DRMT and approved by Council's Corporate Services Division - Marketing & Communication.

#### *Communicating with the Media*

Staff members are not to discuss emergency situations with any media. All enquires should be forwarded to the DRMT. All communications with the Media will initially be composed by the DRMT in conjunction with Council's Marketing and Communications Division. If the LDCC has been activated in a large scale emergency then all necessary communication should be raised through the LDCC.

ISB's Marketing and Communications section can provide wording for bulletin board notices, recorded phone messages and any media releases.

#### Key Suppliers of Goods/Services

A small section of current preferred vendors/suppliers and alternative providers is shown at **Annexure D**. A full list of external suppliers contact list will be maintained by the individual duty desk.

## Key Customers/Stakeholders

In an emergency situation, or a loss of service over a protracted period, the DRM Team Leader may request that direct communications be made with Key Customer/Stakeholder. For a full list see **Annexure E**.

### *5.3.5 Develop a Recovery Plan and Timetable in consultation with the LDCC, if the LDCC is activated.*

ISB supports Business Continuity Management by providing IT Service Continuity Management. ITSCM ensures that the required IT services (such as applications, networks and telephones) are available to the continuity levels required by the business and in the case of a disaster, can be recovered within agreed timeframes.

**Disaster Recovery Plan (DRP)**

The Disaster Recovery Plan defines the resources, actions, tasks and data required to manage the recovery process in the event of a major, usually catastrophic, event that prevents normal operations for an extended period.

The overall responsibility for the development of the plan rests with the DRMT. As detailed previously, if the BCP has been activated and the event is an ICT event, the DRP should be activated and used as the starting point for the development of the ICT recovery process, while this BCP will provide the overall framework for the management of the ICT recovery process.

**DRP and ICT**

For ISB, DRP refers to an ICT-focused plan designed to recover the target systems, applications, or computer facilities after an emergency within agreed MTO timeframes. The ICT DRP ties together individual ITSCM Recovery Plans in order to provide a coordinated plan to recover/relocate each individual system affected by the major event being addressed. Priority order of system restoration is guided by Corporate Governance document SP510 as approved by EMT.
http://supportdocs1.bcc.qld.gov.au:8080/wiki_sa/attach/DisasterRecoveryPlan/CURRENT_DRP_ISB.doc

Locate the relevant ITSCM Recovery Plan developed for the purpose of recovering/relocating individual ICT systems. The identification of the systems that will need to be recovered would have been made during the situation analysis and operational plan stage.

**ITSCM Recovery Plan**

A set of advance arrangements and established procedures that provide guidance to enable ISB to recover or relocate one IT service (eg, Ellipse) following a disruptive event. These plans are used in conjunction with DRP when responding to a major IT Disaster. An ITSCM Recovery Plan will detail a:

- list of foreseeable outage events and for each of these events, a strategy to deal with that particular scenario;
- high level action plan in order to recover or relocate the IT service (not the SOPs/Work Instructions required to achieve these individual steps - these are maintained by each technical team in ISB);
- technical teams needed to achieve the high level action plan; and
- estimated times for recovery or relocation (this time should be less than the MTO's defined by the business however the business required MTO's are currently unknown by ISB).

http://supportdocs1.bcc.qld.gov.au:8080/wiki_sa/Wiki.jsp?page=ITSCMRecoveryPlansByApplication

### *5.3.6 Outline specific measures to coordinate activities between the Crisis Response Team and other internal work groups*

Each ITSCM Recovery Plan is controlled and approved by an ISB Service Level Manager, a Technical Coordinator and a Business Representative.

The DRMT will work with available staff to restore ICT services in order of priority within agreed timeframes defined in the ITSCM Recovery Plans.

During the initial phases of a major incident, repair actions will be initiated by the ISB technical teams in order to restore ICT services. At some point during the incident, a decision needs to be made whether to continue repair actions or initiate relocate/recover actions. Note that under some scenarios (eg destruction of a Data Centre) the option to attempt repair is not available and therefore relocate/recovery plans will be immediately activated.

The "Repair versus Relocate/Recover" decision is made by the DRMT.

The decision should take into account:

- the ETA for repair;
- the MTO for the business affected;
- the estimated time taken to relocate/recover (as detailed in ITSCM Recovery Plans) and
- depending on the scenario, available resources etc, it may be possible to have repair work continue while recovery work is also occurring.

## *5.4. Phase 4 – Recovery and Transition to normal operations*

### *5.4.1 Implement the Recovery Plan*

Implement the ICT Disaster Recovery Plan and ITSCM Recovery Plans as identified in Section 5.3.5. The ITSCM Recovery Plan forms the basis for recovery and return to normal ICT operations.

ITSCM Recovery Plans are entirely focused on the recovery of ICT service. Any business affected by the outage will need to enact their own Business Continuity Plans in order to keep their business services operational.

ITSCM Recovery plans are not the technical documents. Detailed technical steps are maintained by the individual technical teams work instructions and are always available through the team documentation maintained on the highly available ISB SupportDocs system (Wiki). http://supportdocs1 or http://supportdocs2

### *5.4.2 Maintain communications with stakeholder groups*

The DRMT will monitor the availability of each business application or the progress to recover each business application. The DRM Team Leader will ensure communications with stakeholders are maintained as per section 5.3.4 until normal operations resume.

### *5.4.3 Resume normal operations and timetables*

Once the actions of the relevant recovery plans have been completed and normal ICT operations have resumed, the DRM Team Leader will advise the LDCC Coordinator.

### *5.4.4 Review events, debrief management and staff, and update procedures, protocols and plans*

On resuming normal operations, the DRMT will prepare a summary report covering the crisis/event, including:

- Process steps followed through the crisis – what went well, what didn't work as well as desired – being particularly mindful of continuous improvement opportunities;
- BCP improvement opportunities;
- Required updates to procedures/protocols;
- Overall recommendations
- Feedback should be provided to both management and staff whose efforts were commendable.

## 6. List of Annexes / Support Plans

| Business Continuity Plan – Annexure Listing | | |
|---|---|---|
| Annexure Ref | Annexure Title | BCP Reference |
| A | Business Impact Analysis | 1 |
| B | **BCP Outline (Phases & Tasks)**<br>Overall Timetable for Operational Plan | 5.2, 5.3.1 |
| C | Employee Contact List | 5.2.4 |
| D | Key Suppliers Contact List | 5.2.4, 5.3.4 |
| E | Key Customers/Stakeholders Contact List | 5.2.4, 5.3.4 |
| F | Key Management Contacts | 5.2.2 |
| G | Event Operations Log | 5.2.5 |
| H | Manual Records Log(s) | 5.2.5 |
| I | Information Communications Technology (ICT) Support Requirements | 5.3.2 |
| J | Pandemic Requirements | 5.3.2 |
| K | Glossary of Terms | Acronyms |
| L | BCC Disaster Management Coordinators Contact List | 5.2.1 |
| M | ISB Critical Business Services Staff and Equipment Requirements (Based on 50% attendance) | 5.2.8 (d), 5.2.2 |
| N | Critical Business Process Application Support | 5.2.8 (e) |
| O | EMT Priority Order of Applications for Restoration | 5.2.8 (e) |
| P | ISB BSQ Staff Relocation List | 5.2.8 (g) |
| Q | Equipment List | 5.2.8 (g) |
| R | Sample Limited ICT Change Message | 5.2.7 |

*Referenced Documents:*

*Reference all documents that have a bearing on this Plan, eg. Related BCPs, operating SOPs etc. as per Section 5.3.2*

*Title: ICT Disaster Recovery Plan*

*Title: ICT Pandemic Sub Plan*

*Title: ISB Requirements for the standing up of an LDCC*

## *Annexure A – Business Impact Analysis (BIA)*

The latest Business Impact Analysis for ISB can be accessed using the link below:

..\..\..\Business Impact Analysis\Old\ISB\20060201_BIA iDiv_v1.1.xls

The purpose of the BIA is to:

Confirm the primary business functions of ISB;
Confirm the key business processes of each function;
Document the critical time period (if any) for each process;
List the key resources that are use to perform the key business processes;
Identify any linkages to other processes, either internal or external;
List any workarounds that can be used to perform the key business processes if key resources unavailable;
Determine the impact, on the key business processes, caused by the unavailability of each key resource;
Determine the maximum amount of time that the process can be without the key resources; and
Determine the minimal resources required in a recovery situation and how these change over time.

The ISB BIA is a result of the ICT Support Requirements for critical business services across Council. **A summary of this information is held at Annexure I**

On behalf of ISB, Corporate Risk Management requires that all business areas annex their ICT Support Requirements to own BCPs. This information is provided to ISB in order that ISB is able to include the business's requirement into the ISB Business Continuity and Disaster Recovery Plans.

## *Annexure B – BCP Overall Timetable & Operational Plan*

| *Business Continuity Plan – Overall Timetable and Operational Plan* | | | | |
|---|---|---|---|---|
| *Tasks* | *Tasks* | *Resp* | *Timeframe* | *Interdependencies* |
| | *Crisis Response* | | | |
| *5.2.1* | *Commence activation procedure as per the BCP* | *CRT Coordinator* | *C + 0 hours* | *LDCC (Emergency Coordination Centre)* |
| *5.2.2* | *Obtain Activation Approval for BCP go-ahead* | *CRT Coordinator & Authorising Officer* | *C + 0.5 hour* | *LDCC* |
| *5.2.3* | *Convene at the nominated control centre* | *Crisis Response Team members* | *C + 1 hours* | *LDCC* |
| *5.2.4* | *Commence Staff Recall Procedures* | *CRT Coordinator* | *C + 1.5 hours* | |
| *5.2.5* | *Establish Manual Records (Event Log Sheet. other)* | *CRT Coordinator* | *C + 1.5 hours* | |
| *5.2.6* | *Conduct a situational analysis* | *CRT Coordinator & team members* | *C + 2 hours* | *LDCC* |
| *5.2.7* | *Determine overall impact on operations & determine required response* | *CRT Coordinator & team members* | *C + 3 hours* | *LDCC; all affected Council divisions; external agencies* |
| *5.2.8* | *Develop an operational plan & timetable with LDCC to meet the specific crisis* | *CRT + LDCC* | *C + 4 hours* | *LDCC and external agencies as required* |
| *5.2.9* | *Provide a Liaison Officer to LDCC as required* | *CRT Coordinator* | *C + 5 hours* | *LDCC* |
| | *In summary, within 4 hours following a crisis, the BCP would be activated and approved, and an (initial) operational plan developed to cover management of the crisis.* | | | |

### Timetable and Operational Plan Template

| Task No | Tasks | Responsibility | Timeframe, where C = Crisis point (zero hours) | Interdependencies |
|---|---|---|---|---|
| | | | | |
| | | | | |
| | | | | |

| Operational Plan – Detail (key tasks to meet the specific Crisis) Task Reference | Action Steps | By Whom/ Responsibility | Deadline | When Completed & Results |
|---|---|---|---|---|
| | | | | |
| | | | | |
| | | | | |

## *Annexure C – Employee Contact List*

### Key ISB Contacts List

### Pandemic BCP Manager (Service Assurance Manager)

- Incumbent – [redacted]
- 1st Back Up – [redacted]
- 2nd Back Up – [redacted]

### ISB Risk Manager

- Incumbent – [redacted]
- 1st Back Up – [redacted]
- 2nd Back Up – [redacted]

| Name | Position | Work Address | Work Phone (340 prefix) | Work Mobile | Home Address | Home Phone | Alternative Mobile | Name of Delegate | Work Phone | Computer Requirements |
|---|---|---|---|---|---|---|---|---|---|---|
| **GENERIC CONTACT NUMBERS** | | | | | | | | | | |
| Operators Direct Number | | | [redacted] | | | | | | | |
| Operators vehicle mobile phone | | | | | | | | | | |
| On Call SDC | | | | | | | | | | |
| IDLT - See Appendix C - ISB Staff Authorised to Declare ICT Disaster (iDLT) | | | | | | | | | | |
| **Operation Managers** | | | | | | | | | | |
| [redacted] | Infrastructure Service Operation Manager | BSQ 17 | [redacted] | | | | | | | |
| | Application Service Operation Manager | BSQ 17 | | | | | | | | Microsoft Office Professional, GroupWise, CityWeb, Internet |

| | | | | | | |
|---|---|---|---|---|---|---|
| **Service Delivery Co-ordinators** | | | | | | |
| [redacted] | Service Delivery Coordinator | HP | [redacted] | On-Call SDC | [redacted] | Microsoft Office Professional, GroupWise, CityWeb, Internet |
| | Service Delivery Coordinator | BSQ 17 | | On-Call SDC | | |
| | Service Delivery Coordinator | BSQ 17 | | On-Call SDC | | |
| | Service Delivery Coordinator | BSQ 17 | | On-Call SDC | | |
| | Service Delivery Coordinator | BSQ 17 | | On-Call SDC | | Microsoft Office Professional, GroupWise, CityWeb, Internet |
| | Service Delivery Coordinator | BSQ 17 | | On-Call SDC | | |
| | Service Delivery Coordinator | BSQ 17 | | On-Call SDC | | |
| **DR Planners (and delegates)** | | | | | | |
| [redacted] | Transition and Service Assurances Manager | BSQ 17 | [redacted] | | | |
| | IT Service Manager | BSQ 17 | | | | Microsoft Office Professional, GroupWise, CityWeb, Internet |

| | | | | |
|---|---|---|---|---|
| [redacted] | Service Assurance Manager | BSQ 17 | [redacted] | Microsoft Office Professional, GroupWise, CityWeb, Internet |
| | IT Service Manager | BSQ 17 | | Microsoft Office Professional, GroupWise, CityWeb, Internet |
| **Other Key Contacts for ICT Managed Services, Capability Branches, and Service Centre** | | | | |
| [redacted] | Manager ICT Services Branch | BSQ 17 | [redacted] | Microsoft Office Professional, GroupWise, CityWeb, Internet |
| | Service Delivery Manager (SDC) | BSQ 17 | | Microsoft Office Professional, GroupWise, CityWeb, Internet |
| | Principal, Applications Technology | BSQ 17 | | Microsoft Office Professional, GroupWise, CityWeb, Internet |
| | Principal, Online and Web | BSQ 17 | | Microsoft Office Professional, GroupWise, CityWeb, Internet |
| | Principal, Application Services | BSQ 17 | | Microsoft Office Professional, GroupWise, CityWeb, Internet |

| | | | | |
|---|---|---|---|---|
| [redacted] | A/ICT Solutions Manager | BSQ 16 | [redacted] | Laptop |
| | Principal, Infrastructure | BSQ 17 | | Microsoft Office Professional, GroupWise, CityWeb, Internet |
| | Principal, analysis and Design | | | have BCC laptop and 2 private laptops, if required<br><br>Microsoft Office Professional, GroupWise, CityWeb, Internet |
| | Principal Consultant, RIMS/CLD, DART Functional Support | BSQ Podium Lvl 2 (Mon, Tue, Wed, Fri) GSQ level 2 (Thur) | | Microsoft Office Professional, GroupWise, CityWeb, Internet |
| | Principal, HRIS/ifBIS Applications Management | GSQ 2 | | Microsoft Office Professional, GroupWise, CityWeb, Internet |
| | Principal, Resource Management | BSQ 17 | | Microsoft Office Professional, GroupWise, CityWeb, Internet |
| | Principal, Desktop Services | | | Microsoft Office Professional, GroupWise, CityWeb, Internet |

| | | | | |
|---|---|---|---|---|
| [redacted] | Principal, Organisational Change and Workforce Development | BSQ 14 | [redacted] | Microsoft Office Professional, GroupWise, CityWeb, Internet |
| | ITSM Coordinator | | | |
| | Service Centre Manager | Ground Floor, GSQ | | |
| | TCO for Microsoft/ESM | BSQ 17 | | |
| | Microsoft | BSQ 17 | | |
| | TCO for Data Networks, Cabling, Security | BSQ 17 | | |
| | TCO for ISS | BSQ 17 | | |
| | TCO for Oracle Database | BSQ 17 | | |
| | TCO for SQL Server | BSQ 17 | | |
| | TCO for Unix/Storage | BSQ 17 | | |
| | TCO for Netware | BSQ 18 | | |
| | TCO for Desktop Infrastructure & On-Site | BSQ18 | | |

| | | | | |
|---|---|---|---|---|
| [redacted] | TCO for ERP Apps | GSQ 2 | [redacted] | both have access from home |
| | TCO for App Admin Support | BSQ 18 | | |
| | TCO for Customised Apps | GSQ 3 | | |
| | TCO Customer Applications Technology | GSQG | | |
| | | | | |
| | Risk, Security & Compliance Manager | BSQ 14 | | |
| | Principal Information Security Consultant | BSQ 14 | | |
| | Principal Security Architect | BSQ 14 | | |
| | HRIS & IFBIS Functional | GSQ 2 | | |
| | Dart Functional | 171 George L5 | | |
| | RIMS Functional | GSQ2 | | |
| | Ellipse Functional Support | GSQG | | |
| | Spatial Info Operations Manager | BSQ 18 | | Nil |

## *Annexure D – Key Suppliers List/Essential Service Providers*

| Key Suppliers Contact List<br>Company Name | Contact Person | Contact | Goods or Services Provided | Alternative Supplier if required |
|---|---|---|---|---|
| Brisbane Square Security (Chubb) | | | Security Services to the Brisbane Square building | |
| Gated Security Soltuions | | | Front Gate – HP | |
| City Building & Maintainence Services | | | | |
| Spotless Catering | | | | |
| Cyberclean | | | Data Centres Cleaning | |
| Emerson Network Power (UPS, Air Con) | | | | |
| Total Generators | | | Generator support - Holland Park Service/Breakdown | |
| Dell | | | Dell Servers | |
| HP | | | HP Servers | |
| Cubic | | | Cubic Transport Systems HPD & BSQ | |
| Storage and Backup | | | EMC | |
| Data#3 | | | | |

## *Annexure E – Customer/Stakeholders List*

| Customer or Stakeholder Name | Customer or Stakeholder Address | Contact Person | Phone Number | Mobile Phone | Council Services Provided |
|---|---|---|---|---|---|
| Contact Centre Shift Leader | | | [redacted] | | |
| *Brisbane Water Control Room* | | | | | |
| | | | | | |

## *Annexure F - Key Management Contacts – Succession Plan*

### Current Incumbent

It shows the current incumbent and the 1st and 2nd succession in the event the incumbent is not available.

| | Work Unit/ Team A | Work Unit/ Team B | Work Unit/ Team C | Work Unit/ Team D | Work Unit/ Team E | Work Unit/ Team F |
|---|---|---|---|---|---|---|
| **Officer Name** | [redacted] | | | | | |
| **Position** | Manager, Managed ICT Services | | | | | |
| **Work Ph No.** | [redacted] | | | | | |
| **Mobile Ph** | | | | | | |
| **Home Address** | | Refer employee contact list (Annex C) | Refer employee contact list (Annexure C) | Refer employee contact list (Annexure C) | Refer employee contact list (Annexure C) | Refer employee contact list (Annexure C) |
| **After Hours Ph No.** | | | | | | |

### Key Management Contacts – First Succession

| | Work Unit/ Team A | Work Unit/ Team B | Work Unit/ Team C | Work Unit/ Team D | Work Unit/ Team E | Work Unit/ Team F |
|---|---|---|---|---|---|---|
| **Officer Name** | [redacted] | | | | | |
| **Position** | Chief Information Officer | | | | | |
| **Work Ph No.** | [redacted] | | | | | |
| **Mobile Ph** | | | | | | |
| **Home Address** | | Refer employee contact list (Annex C) | Refer employee contact list (Annexure C) | Refer employee contact list (Annexure C) | Refer employee contact list (Annexure C) | Refer employee contact list (Annexure C) |
| **After Hours Ph No.** | | | | | | |

## Key Management Contacts – Second Succession

| | Work Unit/ Team A | Work Unit/ Team B | Work Unit/ Team C | Work Unit/ Team D | Work Unit/ Team E | Work Unit/ Team F |
|---|---|---|---|---|---|---|
| **Officer Name** | [redacted] | | | | | |
| **Position** | Manager, Capability Development | | | | | |
| **Work Ph No.** | [redacted] | | | | | |
| **Mobile Ph** | | | | | | |
| **Home Address** | | Refer employee contact list (Annex C) | Refer employee contact list (Annexure C) | Refer employee contact list (Annexure C) | Refer employee contact list (Annexure C) | Refer employee contact list (Annexure C) |
| **After Hours Ph No.** | | | | | | |

## *Annexure G – Events Operations Log (Sit Rep)*

| Event Operations Log - Situational Report | | | | |
|---|---|---|---|---|
| Reference | Time | Events | Decisions & Outcomes | Communications (In/Out) |
| | | | | |
| | | | | |

## *Annexure H – Manual Records Log*

## *Annexure I – Information Communications Technology (ICT) Support Requirements*

*The information included in this questionnaire describes the ICT support that is required in the event of a crisis. The crisis may be one relative to this plan or it may be a crisis that results in diminished provision of ICT support that is normally available to support the activity in this plan on a daily basis.*

*This questionnaire, once completed, is to be annexed to your Business Continuity Plans. This information will be provided to ISB in order that they are able to build your requirements into the development of their Business Continuity and Disaster Recovery Plans. In the event that ISB is not able to meet your stated requirements, agreement needs to be reached between your business and ISB regarding the level of support that can be provided.*

| Applications | Required (1) | | Normal MTO (2) | Critical MTO (3) | | Emergency MTO (4) | | Manual Work Around (5) | | Work Around Reference in BCP (6) |
|---|---|---|---|---|---|---|---|---|---|---|
| | Yes | No | | When | Duration | Type | Duration | Yes | No | |
| Telephone networks | Yes | | 24 hours | N/A | N/A | N/A | N/A | Yes – Mobile Phone and Group-Wise | | Yes |
| WAN (network access outside of your site) | No | | | | | | | | | |
| SOE Desktops | Yes | | 24 hours | N/A | N/A | N/A | N/A | Yes | | Yes |
| Microsoft Office complement (inc Word, Excel, Access and Power point) | No | | | | | | | | | |
| Internet access | Yes | | 24 hours | During ICT Disaster | 1 hour | During ICT Disaster | 1 hour | Yes – ADSL in BSQ and HPD Data Centres | | Yes |
| Printing Services | No | | | | | | | | | |
| GroupWise – ability to | Yes | | 72 hours | N/A | N/A | N/A | N/A | Yes – | | Yes |

| Applications | Required (1) | | Normal MTO (2) | Critical MTO (3) | | Emergency MTO (4) | | Manual Work Around (5) | | Work Around Reference in BCP (6) |
|---|---|---|---|---|---|---|---|---|---|---|
| send/receive new email only | | | | | | | | Mobile Phones | | |
| GroupWise – ability to access old email/calanders as well as send new email | Yes | | 1 week | N/A | N/A | N/A | N/A | No | | N/A |
| Cityweb | No | | | | | | | | | |
| Citysearch | No | | | | | | | | | |
| CSE | No | | | | | | | | | |
| Ellipse | No | | | | | | | | | |
| DART | No | | | | | | | | | |
| RIMS | No | | | | | | | | | |
| Webbasx/iBimap | No | | | | | | | | | |
| Job Tracking Portal | No | | | | | | | | | |
| BW Mobile Computing | No | | | | | | | | | |
| IDTS | No | | | | | | | | | |
| HRIS | No | | | | | | | | | |
| IfBIS | No | | | | | | | | | |
| HASTUS | No | | | | | | | | | |
| RMS | No | | | | | | | | | |
| PCS | No | | | | | | | | | |
| WMS | No | | | | | | | | | |
| KFLOW | No | | | | | | | | | |
| Property Management System | No | | | | | | | | | |
| ISB SupportDocs | Yes | | 24 hours | During ICT Disaster | 1 hour | During ICT Disaster | 1 hour | No – system has rapid failover | | N/A |
| Remedy (ITSM 7) | Yes | | 72 hours | | | | | Yes – Service Desk manual process | | Yes |

**Note: Please insert additional rows for your critical applications not listed above.**

## Reference Questions

(The numbers in brackets in the above table correspond to the following reference questions)

1. Which of these listed application systems does your business use on a **daily basis** and which are critical to support its operation?

2. Based upon your critical business needs, what is your maximum tolerable outage (MTO) or recovery time objective (RTO) for each application. (ie, in the event of ICT not being available, how long can you continue operating before a major impact on your business is realised?). Please clearly indicate the unit of time (eg hours or days).

3. During normal business operating conditions, are there any critical times in which your MTO would be less than the standard MTO as listed above (eg. Month end for financial reports)? Insert into the table when these critical times may occur and the MTO at these times. Please provide any further relevant details below:

4. Are there any circumstances where the criticality of this system changes? ie, in the event of ICT application outage during emergency operating conditions, how long can you continue before a major impact on your business is realised? Insert into the table the nature of these critical events may occur and the MTO at these times. Please provide further relevant details regarding these circumstances below:

5. Do you have a manual back-up system available that will enable you to continue operating in the event that ICT support is not available? Tick the box in the table Yes/No. Provide any other relevant details below:

6. Please provide clause numbers and/or section numbers from your Business Continuity Plan which identify the work around procedures/processes that your business has identified to enable your business to continue operating.

## Additional Questions

a) Are there any other application systems that your business uses on a **daily** basis to support your operations that are not listed in the table? Please insert additional rows into the table and also provide details including MTO below:

b) Are staff sufficiently trained in the manual back-up system that will allow for the efficient transfer to a manual process during an event that will trigger the activation of your Business Continuity Plan? Yes/No Please provide relevant details:

c) Is there any further information relative to ICT support that ISB or users of your plan should be aware of to support your business in the event of the activation of your Business Continuity Plan? Please provide relevant details:

## Annexure J – Pandemic Requirements

*This annexure will provide details of the extra activities that will be required in a pandemic event that are not included in the normal Business Continuity Plan.*

*The focus is on the continuation of critical community services and supporting functions*

### Pandemic Response Action Plan

| Section | Issues | Response | Reference |
|---|---|---|---|
| 1.00 | **Personnel Issues** | | |
| 1.01 | Identify key processes. | | |
| 1.02 | Identify key staff for processes identified in 1.01. | | |
| 1.03 | Identify a succession plan for key staff. | | |
| 1.04 | Undertake a skills audit to identify staff who can fill other positions in a time of crisis. | | |
| 1.05 | Identify alternate or back up staff. | | |
| 1.06 | Identify estimated costs of additional support in a "worst case scenario". Notify management. | | |
| 1.07 | Identify in this BCP staff whose positions and roles may change as the pandemic situation changes. | | |
| 2.00 | **Operational Issues** | | |
| 2.01 | Identify senior management in the BCP. | | |
| 2.02 | Identify a succession plan at senior management level. | | |
| 2.03 | Prepare education and information messages for staff. | | |
| 2.04 | Educate and inform staff of Social Distancing measures. | | |
| 2.05 | Train staff in the correct use of Personal Protective Equipment (PPE) | | |

| Section | Issues | Response | Reference |
|---|---|---|---|
| 2.06 | Educate and inform staff in relation to correct Personal Hygiene practices. | | |
| 2.07 | Tailor these general messages for specific groups of employees if necessary. | | |
| 2.08 | Identify alternate work sites. | | |
| 2.09 | Identify the number of employees who will be able to work from home. | | |
| 2.10 | Public information messages have been developed and agreed with State agencies. | | |
| 2.11 | Identify within the BCP current tasks which need not be undertaken during the pandemic mode. | | |
| 2.12 | Review BCPs for key contractors and ensure they are up to date. | | |
| 3.00 | **Integration Issues** | | |
| 3.01 | Assumptions made in this BCP have been cleared with key stakeholders. | | |
| 3.02 | Other BCP owners have been made aware of the limitations on my provision of services, staffing and outputs resulting from my BCP. | | |
| 3.03 | Discussed the resource implications of the BCP with other BCP owners. | | |
| 3.04 | Identify providers of essential inputs to critical business process(es). Review providers BCP. (Include contractors). | | |

Related Information:

Corporate Pandemic Planning Guide

Queensland State Government - Pandemic Influenza

## Annexure K - Glossary

**Activation**
When all or portion of the business continuity, emergency or recovery plan have been put into motion.

**Alternate site**
An alternate operating location to be used when the primary facilities are inaccessible

1. Another location, computer centre or work area designated for recovery

2. Location, other than the main facility, that can be used to conduct business functions

3. A location, other than the normal facility, used to process data and/or conduct official business functions in the event primary site is not available.

SIMILAR TERMS: Alternate Processing Facility, Alternate Office Facility; Alternate Communication Facility; Backup Location and Recovery Site

**Alternate work area**
Office recovery environment complete with necessary office infrastructure (desk, telephone, workstation and associated hardware, communications etc) also referred to as Work Space or Alternative Work Site.

**Asset**
An item or process that an individual, community or Government values and is vital to supporting the expectations of those people, organisations or Government's outcomes and objectives.

**Audit**
The process by which procedures and/or documentation are measured against pre-agreed standards

**Backlog**
The amount of work that accumulates when a system or process is unavailable. This work needs to be processed once the system or process is available and may take a considerable length of time to reduce. In extreme circumstances, this condition may become so large it may not be cleared or resolved.

**Business Case**
A usually documented proposal outlining an intended course of action and identifying costs and benefits. Generally seeks an approval and/or budget allocation.

**Business continuity**
Business continuity is 'the uninterrupted availability of all key resources supporting essential business functions'

**Business continuity management**
Business continuity management provides for the availability of processes and resources in order to ensure the continued achievement of critical objectives

**Business continuity planning**
Business continuity planning is often used to refer to those activities associated with preparing documentation to assist in the continuing availability of property, people and assets

**Business continuity plans**
A collection of procedures and information that is developed compiled and maintained in readiness for use in the event of an emergency or disaster. (Associated terms: Business Recovery Plan; Disaster Recovery Plan, Recovery Plan)

**Business continuity program**
An ongoing process supported by senior management and funded to ensure that the necessary steps are taken to identify the impact of potential losses, maintain viable recovery strategies and recovery plans, and ensure continuity services through personnel training, plan testing and maintenance (Associated terms: Disaster Recovery Program, Business Recovery Program, Contingency Planning Program)

**Business Impact Assessment** (BIA) also known as Business Impact Analysis

A management level analysis, which identifies the impacts of losing company resources. The BIA measures the effect of resource loss and escalating losses over time in order to provide senior management with reliable data upon which to base decisions on risk mitigation and continuity planning (Associated terms: Business Impact Assessment, Business Impact Analysis Assessment)

**Business interruption**
Any event, whether anticipated (ie public service strike) or unanticipated (ie blackout) which disrupts the normal course of business operations at an organisation location.

**Business process**
Key business processes are those processes essential to delivery of outputs and achievement of business objectives.

**Capability**
The ability, experience, knowledge, skills etc of people and organisations (including the ability and fitness for purpose of processes. assets, infrastructure etc) to undertake the desired activities and achieve required outcomes.

**Community**
A group of people with a commonality of association and generally defined by location, shared experience or function.

**Consequence**
The outcome of an event expressed qualitatively or quantitatively, being a loss, injury, disadvantage or gain. There may be a range of possible outcomes associated with an event.

**Alternative**
The impact on the business, its stakeholders and the environment that would result from a real or potential occurrence of the security threat being considered

**Context**
A summary of the key internal and external issues that could influence the risks under examination.
**Conformance**
A compliance approach to monitoring

**Control**
Any physical, behavioural, institutional, or cultural mechanism by which a risk is mitigated

**Corporate governance**
A system by which an organisation is directed and controlled. Corporate governance activities are represented as four principal components: direction, executive action, supervision and accountability.

**Crisis**
An untoward event occurring that potentially or actually results in a disruption to the day-to-day operations of part or the whole of the organisation. Management is required to divert a proportion of their attention, time, energy and resources away from normal operations to managing this untoward event. Crises will and do occur on a regular basis and are usually characterised by being managed by existing internal resource.

**Critical business functions**
Vital business functions without which an organisation cannot long operate. If a critical business function is non-operation, the organisation could suffer serious legal, financial, goodwill, or other serious losses or penalties.

**Criticality**
The importance or dependence that an organisation has on a function, process, item or infrastructure or specific facility.

**Critical incident management**
The policies, structures and processes by which the response to abnormal conditions is commanded, coordinated and controlled.

**Customer**
An individual, organisation or other body that derives a benefit from an asset

**Declaration**
A formal statement that a state of disaster exists

**Disaster**
In an incident overwhelms management's capabilities to cope, control will begin to be lost and the event becomes regarded as a disaster. Disasters are usually characterised by external agencies taking over management of the event.

**Disaster recovery planning**
Disaster recovery planning is often used to refer to those activities associated with the continuing availability and restoration of the IT infrastructure

**Emergency**
- An event, actual or imminent which endangers or threatens to endanger life, property or the environment and which requires a significant and coordinated response
- Any event which arises internally or from external sources which may adversely affect the safety of persons in a building or the community in general and requires immediate response by the occupants
- An unplanned situation arising through accident or error, in which people and/or property are exposed to potential danger from the hazards of dangerous goods. Such emergencies will normally arise from vehicle accident, spillage or leakage of material or form a fire

**Emergency operations centre (EOC)**
- A facility, either static or mobile, from which the total operation or aspects of the operation are managed
- A facility established to control and coordinate the response and support to an incident or emergency
- Also know as an incident control centre, agency operations centre and forward control centre

**Evaluation criteria**
Criteria such as risk consequence and likelihood levels that are used to determine risk tolerance and appetite

**Event**
Occurrence of a particular set of circumstances

**Facility**
Any physical infrastructure

**Financial impact**
An operating expense that continues following an interruption or disaster, which as a result of the event cannot be offset by income and directly affects the financial position of the organisation

**Hazard**
A potential source of harm. The term hazard can be qualified in order to define its origin or the nature of the expected harm

**Impact**
The outcome following the occurrence of an event

**Incident command system (ICS)**
Combination of facilities, equipment, personnel procedures, and communications operating within a common organisational structure with responsibility for management of assigned resources to effectively direct and control the response to an incident. Intended to expand, as situation requires larger resources, without requiring new, reorganised command structure

**Incident response**
The response of an organisation to a disaster or other significant event that may significantly impact the organisation, its people or its ability to function productively. An incident response may include evacuation of a facility, initiating a disaster recovery plan, performing damage assessment and any other measures necessary to bring an organisation to a more stable status.

**Interdependency**
The nature or a relationship between two parties

**Likelihood**

Used as a general description of probability or frequency of an event occurring.

**Maximum acceptable outage (MAO), maximum tolerable outage (MTO), maximum downtime (MD)**
The maximum period of time that critical business processes can operate before the loss of critical resources affects their operations.

**Mitigation**
The means by which risk is controlled or treated

**Organisation**
A company, firm, organisation, association, group or other legal entity or part thereof, whether incorporated or not public or private, that has its own functions(s) and administration.

**Probability**
A measure of the chance of occurrence expressed as a number between 0 and 1

**Recovery**
- Process of planning for and/or implementing expanded operations to address less time-sensitive business operations immediately following an interruption or disaster
- The start of the actual process or function that uses the restored technology and location

**Recovery strategy**
A pre-defined, pre-tested, management approved course of action to be employed in response to a business disruption, interruption or disaster.

**Recovery point objective (RPO)**
The point in time to which systems and data must be recovered after an outage (eg end of previous day's processing) RPOs are often used as the basis for the development of backup strategies, and as a determinant of the amount of data that may need to be recreated after the systems or functions have been recovered.

**Recovery time objective (RTO)**
The period of time required to fully re-establish adequate resource requirements.

**Risk**
The chance of something happening that will have an impact upon objectives. It is measured in terms of consequence and likelihood.

**Risk Management**
The culture, processes, and structures that are directed towards the effective management of potential opportunities and adverse effects.

**Stakeholders**
- Those people and organisations who may affect, be affected by, or perceive themselves to be affected by, a decision, activity, or event
- Includes anyone with an interest or influence in the organisation or community
- Includes anyone with an interest or influence in the organisation or community (or projects, issues associated with or parts thereof), this could include (but not be limited to): the Board, management, employees, citizens, local communities, unions, shareholders, families, media, lobby groups, customers, suppliers, government, regulators, etc.

**Test**
An activity that is performed to evaluate the effectiveness or capabilities of a plan relative to specified objectives or measurement criteria

**Threat**
A measure of how likely a source of threat is to succeed in their activity.

**Threat source**
A list of potential sources that could cause harm to an organisation. For example, a vandal, a disgruntled former employee, a criminal, stakeholders, customers, or a terrorist.

**Vulnerability**
In a security context, vulnerability is a measure of the likelihood that various types of security/ control measures (physical, personnel, policies, etc) against a threat source will fail. Vulnerability comprises 'resilience' and 'susceptibility'. Resilience is related to existing controls and susceptibility is related to exposure

***Extract from Australian Standards HB292-2006 – A practitioner's guide to business continuity management***

## *Annexure L: BCC Disaster Management Coordinators Contact Lists*

### (LDCC Contact List - by Position)

**Disaster Management Coordinators**

| Name | Work | Home | Mobile |
|---|---|---|---|
| | | | |

**Event Managers**

| Name | Work | Home | Mobile |
|---|---|---|---|
| | | | |

**Contact Centre Coordinators**

| Name | Work | Home | Mobile |
|---|---|---|---|
| | | | |

**Marketing & Communication Manager**

| Name | Work | Home | Mobile |
|---|---|---|---|
| | | | |

**Media Relations Manager**

| Name | Work | Home | Mobile |
|---|---|---|---|
| | | | |

## *Annexure M: ISB Critical Business Services Staff and Equipment Requirements (Based on 50% attendance)*

| ISB Critical Business Services<br>Staff & Equipment Requirements<br>ICT Strategy | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Section | Sub Section | Role | Critical Number | Skill Set | Capable via Telecommute Y/N | Communication Requirements | In Place Y/N | Equipment Requirements | In Place Y/N |
| ICT Strategy | Enterprise Architect | Enterprise architecture | 0 | Establishing overall business process and service support for the enterprise | Yes | Can work remotely via phone and web mail. | Yes | Fixed or mobile phones and computers (SOE computer not necessary) | ICT Strategy |
| | | Solution Architecture | 0 | Provision of technical advise regarding new ICT initiatives | Yes | Can work remotely via phone and web mail. | Yes | Fixed or mobile phones and computers (SOE computer not necessary) | |
| | Info Strategy & Policy | Strategy and policy development / ICT investment board secretariat | 0 | Strategy and policy development | Yes | Can work remotely via phone and web mail. | | Fixed or mobile phones and computers (SOE computer not necessary) | |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | Strategic Customer Engagement | ICT Business Managers | 2 | Knowledge of addressing internal Council Divisions IT issues/concerns at the strategic level. | Yes | Can work remotely via mobile phone and web mail. Two staff already have iConnect Tokens. | Yes | Staff already have mobile phones and laptop computers. May need to redistribute iConnect Tokens. | Yes |
| | | Business Relationship Coordinators | 0 | Investigate issues passed on by ICT Business Managers | Yes | Could work remotely via mobile phone and web mail if required. | No | Staff already have mobile phones but not all have laptops. | No |
| | | Communicatio n And Marketing | 1 | Communication within ISB and across Council Divisions | Yes | Can work remotely via mobile phone and web mail. One staff already has iConnect Token. | Yes | Staff already has laptop. A mobile phone would be required but could be borrowed from another non-critical staff member. | Yes |
| | | ICT Training and Education | 0 | Strategic ICT training and education services | No | Could work remotely via mobile phone and web mail if required. | No | Staff would need access to a laptop and a mobile phone. | No |
| | ICT Risk Security & Compliance | Information Security | 1 | Oversee information security in Council & provides risk advice | Yes | Can work remotely via phone and web mail. | Yes | Fixed or mobile phones and computers (SOE computer not necessary) | Yes |
| | | IT Risk Management | 1 | Develops and operates IT risk management processes in iDiv | Yes | Can work remotely via phone and web mail. | Yes | Fixed or mobile phones and computers (SOE computer not necessary) | Yes |
| | | Compliance Management | 0 | Ensures iDiv effectively manages its compliance obligations | Yes | Can work remotely via phone and web mail. | Yes | Fixed or mobile phones and computers (SOE computer not necessary) | Yes |

# ISB Critical Business Services
# Staff & Equipment Requirements
# ICT Services

| Section | Sub Section | Role Title | Critical Number | Skill Set | Capable via Telecommute Y/N | Communication Requirements | In Place Y/N | Equipment Requirements | In Place Y/N |
|---|---|---|---|---|---|---|---|---|---|
| ICT Services | Service Delivery | Service Delivery Coordinator, SDC | **5 out of 5 staff** | Coordination, Customer Support, ICT BM | Y | | | | ICT Services |
| | | | | | | | | | |
| | | | | | | | | | |
| | Service Assurance | ITSM Coordinator | **1** | Chang Mng, ITSM7, Testing | Y | Mobile Phone, Laptop | N | Laptop + Technology to connect to Council's PC | |
| | | ITSM Coordinator | **1** | Service Transition, ITSM7 | Y | Mobile Phone, Laptop | Y | | |
| | Strategic ICT Asset Management | | **None** | | | | | | |
| | Service Support | Supplier Manager | **1** | Contract Management & Service Mananagement | Y | Mobile Phone, Laptop (Only for one person) | N | Laptop + Technology to connect to Council's PC (Only for one person) | N |
| | | Supplier Officer | **2** | Contract Management & Service Mananagement | Y | Mobile Phone, Laptop (Only for one person) | N | Laptop + Technology to connect to Council's PC (Only for one person) | N |
| | | | | | | | | | |

# ISB Critical Business Services
# Staff & Equipment Requirements
# Capability

| Section | Sub Section | Role Title | Critical Number | Skill Set | Capable via Telecommute Y/N | Communication Requirements | In Place Y/N | Equipment Requirements | In Place Y/N |
|---|---|---|---|---|---|---|---|---|---|
| **Capability Development** | **Principals** | Shared Principals | 3 | Shared capability across the application areas. | Y | Email, phone, network, multiple apps | Y | Have required equipment | Y |
| | **Resource Development** | Resource coordinator | 2 | Kknowledge of resource management and staff procurement. | Y | Email, phone, network, multiple apps | N | Need 1 laptop<br>Need 1 iConnect | N |
| | **Communications** | | | Performed by iDiv comms. (Reference Strategy Comms) | | | | | |
| | **Human Resources** | Org change & workforce development | 1 | HR processes and policy knowledge | Y | Email, phone, network, multiple apps | N | Need 2 laptops<br>Need 1 iConnect | N |
| | **Financial Analysis** | Financial Controller | 1 | Ability to process payments and produce reports. | Y | Email, phone, network, multiple apps | N | Need 1 laptop<br>Need 1 iConnect | N |
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# ISB Critical Business Services
# Staff & Equipment Requirements
# ICT Solutions

| Section | Sub Section | Role Title | Critical Number | Skill Set | Capable via Telecommute Y/N | Communication Requirements | In Place Y/N | Equipment Requirements | In Place Y/N |
|---|---|---|---|---|---|---|---|---|---|
| ICT Solutions | Program Managers | **No Requirement** | | | | | | | |
| | Project Managers | **No Requirement** | | | | | | | |
| | Project Office | **No Requirement** | | | | | | | |
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# ISB Critical Business Services
# Staff & Equipment Requirements
# Office CIO

| Section | Sub Section | Role Title | Critical Number | Skill Set | Capable via Telecommute Y/N | Communication Requirements | In Place Y/N | Equipment Requirements | In Place Y/N |
|---|---|---|---|---|---|---|---|---|---|
| Office CIO | | **No Requirement** | | | | | | | |
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## ISB Critical Business Services
## Staff & Equipment Requirements
## Information Management

| Section | Sub Section | Role Title | Critical Number | Skill Set | Capable via Telecommute Y/N | Communication Requirements | In Place Y/N | Equipment Requirements | In Place Y/N |
|---|---|---|---|---|---|---|---|---|---|
| Information Management | Operations Manager | [redacted] | | Manager | N | Mobile Phone, Groupwise | y | | |
| | Co-Ordinator Systems | | | Provide support to TRIM & CMX | Y | Mobile Phone, Groupwise | Y | | |
| | Repository Supervisor | | | Provides access to corporate repository | N | Mobile Phone, Groupwise | Y | Rubber gloves | N |
| | Co-Ordinator Customer service | | | Co-Ordinates Customer service teams | N | Mobile Phone, Groupwise | Y | | |
| | Senior Customer Service East Region | | | Provides RK support to East region | N | Landline, Groupwise | Y | | |
| | Senior Customer Service North Region | | | Provides RK support to North region | N | Landline, Groupwise | Y | | |
| | Senior Customer Service Officer West Region | | | Provides RK support to West region | N | Landline, Groupwise | Y | | |
| | Senior Customer | | | Provides RK support to south | N | Landline, Groupwise | Y | | |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | Service Officer West Region | | | Region | | | | | |
| | Customer Service Officer 32 | [redacted] | | Processes Outwards Mail | N | Landline, Groupwise | Y | | |
| | Senior Record Keeping Co-ordinator | | | Performs Legal Discovery | N | Landline, Groupwise | Y | | |
| | Plan Custodian | | | Provision of Infrastructure Plans | N | Landline, Groupwise | Y | | |
| | Senior Customer Service officer Green square | | | Provides RK support to Green Square | N | Landline, Groupwise | Y | | |

# ISB Critical Business Services
# Staff & Equipment Requirements
# Spatial Information Services

| Section | Sub Section | Role Title | Critical Number | Skill Set | Capable via Telecommute Y/N | Communication Requirements | In Place Y/N | Equipment Requirements | In Place Y/N |
|---|---|---|---|---|---|---|---|---|---|
| Spatial Information | **Refer Spatial Information BCP** | | | | | | | | |
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## *Annexure N: Critical Business Process Application Support*

| | Primary Support Staff | Contact Detail | Ability to work from home (Y/N) | Home Email Address | Backup Support Staff | Contact Detail | Ability to work from home (Y/N) | Home Email Address | Vendor | Vendor Contact Details | Phone |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Core ICT Infrastructure** | | | | | | | | | | | |
| ISB SupportDocs | [redacted] | | | | | | Y | Not provided | | | |
| | | | | | | | Y | Not provided | | | |
| | | | | | | | Y | | | | |
| | | | | | | | No (no laptop or iConnect) | [redacted] | | | |
| | | | | | | | | | | | |
| Backup Services | | | | | | | Y | | EMC | [redacted] | |
| Core Comms | | | | | | | Y | | Cisco/Dimension Data | | |
| Security | | | | | | | Y | | Checkpoint/Priority 1 | | |
| Remote Connections | | | | | | | Y | | Checkpoint/Priority 1 | | |
| UNIX/Linux | | | | | | | Y | | HP | | |
| Storage | | | | | | | Y | | EMC | | |
| Microsoft | | | | | | | Y | | Microsoft | | |
| | | | | | | | Y – | | | | |

| | Primary Support Staff | Contact Detail | Ability to work from home (Y/N) | Home Email Address | Backup Support Staff | Contact Detail | Ability to work from home (Y/N) | Home Email Address | Vendor | Vendor Contact Details | Phone |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | No Laptop | | | | |
| Systems Monitoring | | | | | | | N - No RSA Token | | CA | | |
| | | | | | | | Y - No Laptop | | | | |
| Netware | | | | | | | Y | | Novell | | |
| IDM | | | | | | | Y | | Novell | | |



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| | Primary Support Staff | Contact Detail | Ability to work from home (Y/N) | Home Email Address | Backup Support Staff | Contact Detail | Ability to work from home (Y/N) | Home Email Address | Vendor | Vendor Contact Phone Details |
|---|---|---|---|---|---|---|---|---|---|---|
| GroupWise | [redacted] | | Y | | [redacted] | | Y | | Novell | [redacted] |
| BlackBerry | | | Y | | | | Y | Not Provided | Novell | |
| ISS | | | | | | | Y | Not Provided | Oracle | |
| | | | | | | | Y | Not Provided | | |
| | | | | | | | Y | On Leave | | |
| | | | | | | | No (no laptop or iConnect | [redacted] | | |
| Banking Server | | | | | | | | | | |
| Oracle Database | | | Y | | | | Y | | Oracle | |
| | | | Y | | | | Y | | | |
| | | | Y | | | | | | | |



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| | Primary Support Staff | Contact Detail | Ability to work from home (Y/N) | Home Email Address | Backup Support Staff | Contact Detail | Ability to work from home (Y/N) | Home Email Address | Vendor | Vendor Contact Details | Phone |
|---|---|---|---|---|---|---|---|---|---|---|---|
| SQL Server Database | | | | | | | | | | | |
| CityWeb | | | | | | | | | | | |
| Desktop On-Site Support | | | | | | | | | | | |
| Telephone Network | | | | | | | | | | | |
| Data Centres (Operations) | | | | | | | | | | | |
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| | Primary Support Staff | Contact Detail | Ability to work from home (Y/N) | Home Email Address | Backup Support Staff | Contact Detail | Ability to work from home (Y/N) | Home Email Address | Vendor | Vendor Contact Details | Phone |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | [redacted] | | | | | | | | | | |
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| | | | | | | | | | | | |
| Customer Contact Centres | | | | | | | | | | | |
| CSE, FEA, CSD | [redacted] | | | | | | Y | | | | |
| | | | | | | | | | | | |
| RASCAL | | | | | | | Y | | | | |

| | Primary Support Staff | Contact Detail | Ability to work from home (Y/N) | Home Email Address | Backup Support Staff | Contact Detail | Ability to work from home (Y/N) | Home Email Address | Vendor | Vendor Contact Details | Phone |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | [redacted] | | | | | | | | | | |
| BRFFS | | | | | | | | | | | |
| PMS | | | | | | | | | | | |
| | | | | | | | | | | | |
| Spatial Information Services | | | | | | | | | | | |
| iBimap & eBimap | | | | | | | | | | | |
| Water Treatment and Distribution | | | | | | | | | | | |
| Ellipse - Technical | | | | | | | | | | | |
| BW Mobile Computing | | | | | | | | | | | |
| | | | | | | | | | | | |
| JTP | | | | | | | | | | | |
| Sewage Transport & Treatment | | | | | | | | | | | |

| | Primary Support Staff | Contact Detail | Ability to work from home (Y/N) | Home Email Address | Backup Support Staff | Contact Detail | Ability to work from home (Y/N) | Home Email Address | Vendor | Vendor Contact Details | Phone |
|---|---|---|---|---|---|---|---|---|---|---|---|
| PLC/SCADA | | | | | | | | | | | |
| RMS | | | | | | | | | | | |
| Transport (Bus) Services | | | | | | | | | | | |
| BT Hastus | | | | | | | | | | | |
| | | | | | | | | | | | |
| Information Management | | | | | | | | | | | |
| CMX | [redacted] | | | | | | | | | | |
| CMX (Crystal Reporting) | | | | | | | | | | | |
| TRIM | | | | | | | | | | | |
| CDW | | | | | | | | | | | |
| | | | | | | | | | | | |
| Human Resources | | | | | | | | | | | |
| HRIS - Technical | [redacted] | | | | | | | | | | |
| HRIS - Operational | | | | | | | | | | | |
| Commercial Services | | | | | | | | | | | |
| ICCS | [redacted] | | | | | | | | | | |

| | Primary Support Staff | Contact Detail | Ability to work from home (Y/N) | Home Email Address | Backup Support Staff | Contact Detail | Ability to work from home (Y/N) | Home Email Address | Vendor | Vendor Contact Details | Phone |
|---|---|---|---|---|---|---|---|---|---|---|---|
| DART | | | | | | | | | | | |
| Cash Flow Management | | | | | | | | | | | |
| IFBIS - Technical | | | | | | | | | | | |
| IFBIS - Operational | | | | | | | | | | | |
| HiAffinity | | | | | | | | | | | |
| PCS | | | | | | | | | | | |
| KFLOW | | | | | | | | | | | |
| | | | | | | | | | | | |
| Road Network | | | | | | | | | | | |
| | | | | | | | | | | | |
| Waste Management | | | | | | | | | | | |
| WMS | | | | | | | | | | | |
| | | | | | | | | | | | |

| | Primary Support Staff | Contact Detail | Ability to work from home (Y/N) | Home Email Address | Backup Support Staff | Contact Detail | Ability to work from home (Y/N) | Home Email Address | Vendor | Vendor Contact Details | Phone |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Media & Communications | | | | | | | | | | | |
| | | | | | | | | | | | |
| Rates Receipting | | | | | | | | | | | |
| RIMS - Technical | [redacted] | | | | | | | | | | |
| Coreland - Technical | | | | | | | | | | | |
| RIMS& CRLD - Operational/Functional | | | | | | | | | | | |
| | | | | | | | | | | | |
| Brisbane Metropolitan Traffic Management Centre (BMTMC) | | | | | | | | | | | |
| STREAMS | | | | | | | | | | | |
| BLISS | | | | | | | | | | | |
| BRIMS | | | | | | | | | | | |
| SIMS | | | | | | | | | | | |
| CCTV | | | | | | | | | | | |
| Storm Response and Recovery Brisbane CityWorks | | | | | | | | | | | |
| BCW ContactWise | [redacted] | | | | | | | | | | |
| BCW Sunrise & ALM | | | | | | | | | | | |
| BCW Web Reporting | | | | | | | | | | | |
| | | | | | | | | | | | |
| Fire Services | | | | | | | | | | | |
| | | | | | | | | | | | |

| | Primary Support Staff | Contact Detail | Ability to work from home (Y/N) | Home Email Address | Backup Support Staff | Contact Detail | Ability to work from home (Y/N) | Home Email Address | Vendor | Vendor Contact Details | Phone |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Flood Warnings | | | | | | | | | | | |
| City Design - SEQ FloodWise | [redacted] | | | | | | | | | | |
| Floodwise Property Report | | | | | | | | | | | |
| City Malls | | | | | | | | | | | |
| PCS | | | | | | | | | | | |
| City Hall | | | | | | | | | | | |
| EBMS | | | | | | | | | | | |
| Quick CAD | | | | | | | | | | | |
| Hand Held Radios | | | | | | | | | | | |
| PMS - Parking Meter Money Accounting | | | | | | | | | | | |
| PINforce | | | | | | | | | | | |
| Animal Management | | | | | | | | | | | |
| IPAQs – ActiveSync | | | | | | | | | | | |
| WIFI | | | | | | | | | | | |
| PINforce | | | | | | | | | | | |
| Afaria | | | | | | | | | | | |
| PINforce Manager | | | | | | | | | | | |
| Immunisation Services | | | | | | | | | | | |
| WinVac | | | | | | | | | | | |

| | Primary Support Staff | Contact Detail | Ability to work from home (Y/N) | Home Email Address | Backup Support Staff | Contact Detail | Ability to work from home (Y/N) | Home Email Address | Vendor | Vendor Contact Details | Phone |
|---|---|---|---|---|---|---|---|---|---|---|---|
| (Access Database) | | | | | | | | | | | |
| Cemeteries | | | | | | | | | | | |
| Cemeteries Online | [redacted] | | | | | Y | | | | | |
| Procurement Services & Logistics Operations | | | | | | | | | | | |
| | | | | | | | | | | | |

## *Annexure P: ISB Management Staff Contact List*

| Management | Phone | Mobile |
|---|---|---|
| [redacted] | | |
| Chief Information Officer | | [redacted] |
| Service Delivery | | |
| Strategy and Architecture | | |
| Project Management Office | | |
| Business Services | | |
| Commercial Services | | |
| Transition | | |

| Service Delivery | Phone | Mobile |
|---|---|---|
| Service Management | | [redacted] |
| Service Management | | |
| Service Management | | |
| Transition & Assurance Services | | |
| Service Operations Management | | |
| Business Information Services | | |
| Network Services | | |
| Desktop Services | | |
| Application Services | | |
| Service Operations Manager - Infrastructure | | |
| Service Operations Manager - Applications | | |
| Service Operations Manager - Desktop | | |
| Data Centre Manager | | |
| Service Delivery Support Officer - Specialist Support | | |
| Strategic ICT Assets | | |
| Service Assurance | | |
| Service Support | | |
| Spatial Information Services | | |

[redacted]

Information Management
Principal - Infrastructure
Principal - Desktop
Principal - Customer Applications
Principal - Application Services

[redacted]

| **Duty Desks** | **Phone** | **Mobile** |
|---|---|---|
| Application Admin Support | | [redacted] |
| Information Software Services | | |
| Customised Applications | | |
| Customer Applications Technology | | |
| ERP Applications Technical | | |
| Database | | |
| Desktop/Onsite | | |
| Novell Groupwise | | |
| UNIX/Storage | | |
| Microsoft | | |
| Security/Networks/Cabling | | |
| Ellipse Functional Support | | |
| HRIS and IFBIS Functional | | |
| Dart Functional | | |
| RIMS Functional | | |

| **Service Level Managers** | **Phone** | **Mobile** |
|---|---|---|
| Brisbane Infrastructure | | [redacted] |
| Brisbane City Works | | |
| MIPO | | |
| Corporate Services | | |
| Information Services | | |
| QLD Urban Utilities | | |
| Families and Community Services | | |
| City Planning and Sustainability | | |
| City Business | | |

[redacted]

**Strategy & Architecture**

Enterprise Architecture
Portfolio and Governance
Risk Security and Compliance

**Portfolio Management Office**

Centre of Excellence
Portfolio Delivery
Portfolio Delivery
Project Services
Organisational Change & Communication
Resource Management
Analysis & Design

**Business Services**

Account Manager
Account Manager
Account Manager
Account Manager
Account Manager
Account Manager
Account Manager

[redacted]

## *Annexure Q: Equipment Listings*

| S/No | Computer Barcode | Monitor Barcode | Model | Specification | Computer Serial Number | Staff Member |
|---|---|---|---|---|---|---|
| Brisbane Square Level 17 | | | | | | |
| | | | | | | |
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## *Annexure R- Sample Limited ICT Change Message*

**Subject:** Limited ICT change policy and enhanced support during disaster response period

Hi All,

This is important information for all employees regarding a limited ICT change policy effective immediately.

**Why are we limiting ICT change?**
As you are aware, Brisbane has been hit by severe storms that have caused significant damage to the city.

ISB has a number of services which directly or indirectly support the disaster response activity by Council. It has been decided to limit ICT changes to the applications and infrastructure that make up these services during the disaster response period. The aim of this is to maximise the availability of these services to the various areas of Council involved in the response.

**What applications and infrastructure are impacted by this?**
A large number of applications and infrastructure will be impacted by the limited ICT change policy. A list of these identified systems is available at:
G:\Shared\Communication\Limited Change Policy_November 2008.pdf

**What do we need to do during the disaster period?**

Principals and Team Leaders

- where possible, ensure continuous service delivery for the identified systems by making provision for them to be supported 24x7

- ensure that support teams have the appropriate staff allocated and available to provide the required support ie ensure that oncall staff arrangements are in place where possible

Technical Leads

- ensure your team delay any non-critical changes to the identified systems

Support staff, service centre and operations teams

- be aware of the changed support arrangements for the identified systems

**Will this affect project activity?**
If you are a Project Manager with activities that involve one of the identified systems, you may need to make some contingency plans.

**What about critical changes?**
It is important to note that this is a limited change policy and as such critical changes can still be progressed given that the appropriate level of risk assessment has been undertaken.

**How long will the limited ICT change policy and enhanced support be in place?**
It is expected that the limited ICT change policy and extended support arrangements will last a minimum of two weeks, and may last up to one month.

It is important to keep in mind that we are in a disaster situation, therefore your speedy response and commitment to resolving issues during this period is greatly appreciated.

**Who can I contact if I have any questions about the limited ICT change policy?**
[redacted]

Regards
[redacted]

Manager Managed ICT Services
ISB
Brisbane City Council
L17, 266 George Street
Brisbane QLD 4000
[redacted]

BRISBANE CITY COUNCIL

DIVISION / BUSINESS UNIT / PROGRAM AREA

# BUSINESS CONTINUITY PLAN (Revised 2010)

For

Regulatory Services

| | |
|---|---|
| Plan Coordinator: | [redacted] |
| Plan Owner: | |
| Divisional Manager: | |
| Date of Review: | 1 November 2010 |
| Version: | 2.0 |
| Plan Type: | Essential Community Services Plan |
| Pandemic Plan: (Annexure/Included) | |
| Official Council File No: | |

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**ACRONYMS applied in Business Continuity Management**

| | |
|---|---|
| BCLDMG | Brisbane City Local Disaster Management Group |
| BCM | Business Continuity Management |
| BCP | Business Continuity Plan |
| BIA | Business Impact Analysis |
| BMT | Branch Management Team |
| CBP | Critical Business Process |
| CRT | Crisis Response Team |
| CSE | Customer Service Environment |
| DRMT | Disaster Recovery Management Team |
| DRP | Disaster Recovery Plan |
| EMP | Emergency Management Plan |
| EMT | Emergency Management Team |
| ERCG | Emergency Response Coordination Group (in Regions) |
| EOL | Event Operations Log |
| ERG | Emergency Response Group |
| IMT | Incident Management Team |
| ITSCM | IT Service Continuity Management |
| LDCC | Local Disaster Coordination Centre |
| MTO | Maximum Tolerable Outage |
| MIR | Major Incident Room |
| PBP | Primary Business Process |
| PPE | Personal Protective Equipment |
| RCMT | Regulatory Services Crisis Management Team |
| RTO | Recovery Time Objective |
| Sit-Rep | Situation Reports |
| SLA | Service Level Agreements |
| SOP | Standard Operating Procedures |

Refer to Annexure K for a complete glossary of terms related to Business Continuity Management.

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# CONTROL SHEET

## Plan Approval

| Plan Coordinator: | Signature: | Date: |
|---|---|---|
| [redacted] | | 19/11/10 |
| | Signature: | Date: |
| | | 19/11/10 |
| | Signature: | Date: |
| | | |

## Revision History

*Management practice necessitates the recording of any alterations to your BCP. Any review or update of the BCP must be recorded in the following table. The Version Number, Description/Reason, Section/Page, Date and the Plan Coordinator fields will be annotated. Refer to iDivision Guide to Record Keeping for the correct procedure of version control.*

| Version Number | Description / Reason | Section / Page | Date | Plan Coordinator |
|---|---|---|---|---|
| 0.01 | First Draft | | 31/05/10 | [redacted] |
| 0.02 | Consultation draft | | 16/06/10 | |
| 1.00 | Approved Final | | 01/07/10 | |
| 2.00 | Desktop Review | 5.3.2.5 / p23 | 01/11/10 | |

## Corporate Test and Maintenance Requirements

| Review / Test Frequency | | | |
|---|---|---|---|
| ***1. Internal Review*** to ensure plan details & contact lists are current. | ***2. External Review*** conducted by specialists from outside the Business Unit. | ***3. Desk-top Exercise*** examination of the plan against a specific scenario. | ***4. Live Exercise*** Involves a simulation exercise against a specific scenario. |
| 6 months | 12 months | 6 months | As directed by EMT |

1. **Internal Reviews:** conducted every six months. Ensure the details in the plan (contact lists etc) are current. Undertaken within the Division/Business Unit responsible for the plan.

2. **External Reviews:** conducted annually by specialists from outside the business unit or outside of Council. CRM or other Business Unit/Divisional experts may be available to assist in these reviews. These reviews can be conducted in conjunction with an exercise.

3. **Desktop Exercises:** conducted every six months as a facilitated discussion. It does not require an operational response. It normally involves examination and/or discussion of the plan against a specific scenario with a group of internal stakeholders.

4. **A Live Exercise:** A live exercise is a simulation, usually in real time, in which the plan, or key parts of it are tested against a specific scenario. It typically involves key persons to respond to a simulated emergency and implementation of selected aspects of the plan. A live exercise

may be "announced" or "unannounced". In either case it has to be carefully planned so that any impact on core business operations are known and controlled.

**Maintenance Schedule**

| *BCP Maintenance Schedule ; Essential Community/Council Services Plan* | | | | |
|---|---|---|---|---|
| *Ref* | *Required Reviews* | *Corporate designated Requirements* | *When last completed* | *Next planned review* |
| *1* | *Internal Review* | *6 months* | *1/11/10* | *1/5/11* |
| *2* | *External Review* | *12 months* | *1/7/10* | *1/7/11* |
| *3* | *Desktop Review* | *6 months* | *1/11/10* | *Feb11* |
| *4* | *Live Exercise* | *As directed by EMT* | | |

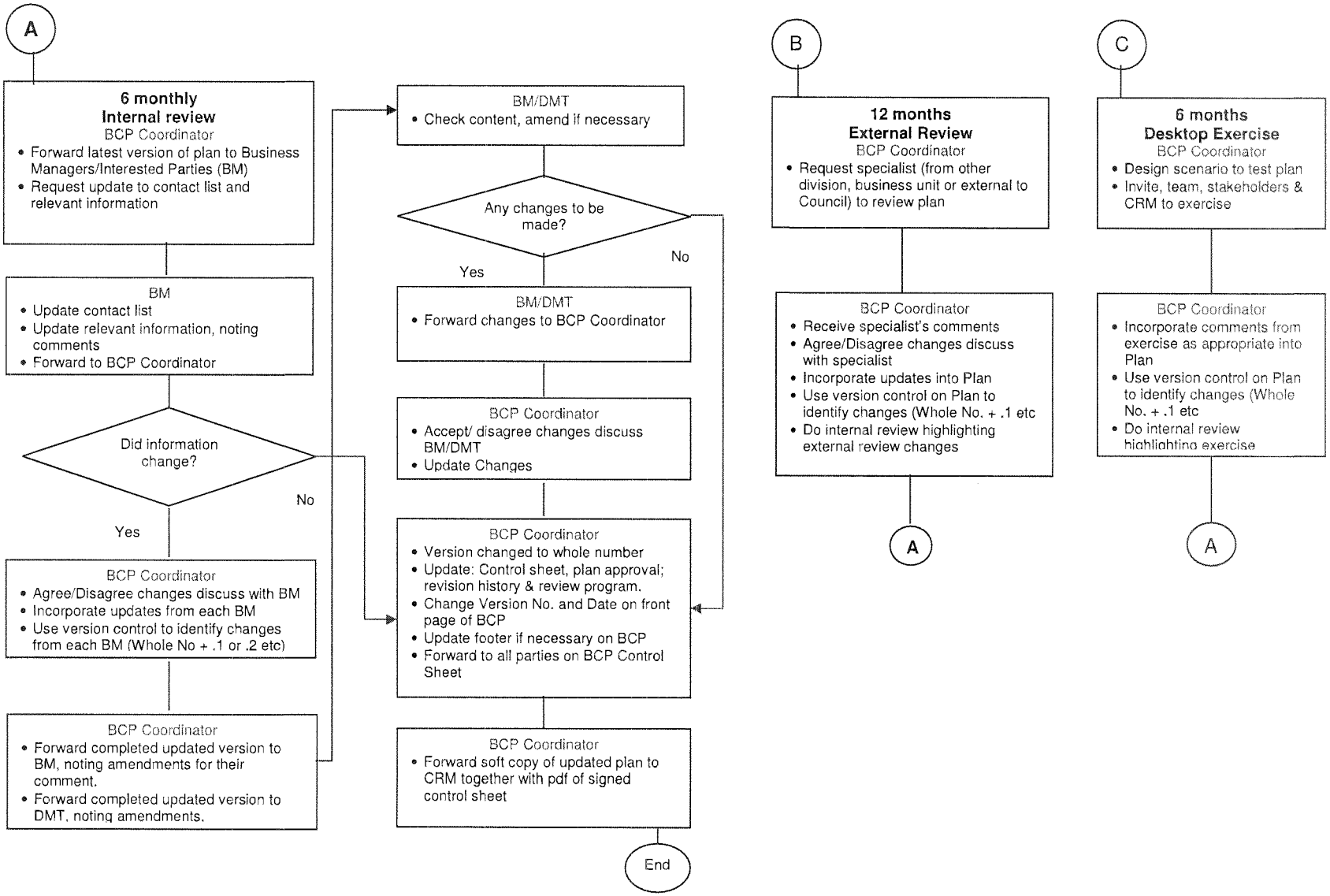
**Distribution List:**

The distribution list should include those people who would use, activate or are accountable to this BCP once activated.

| Copy | Copy Holder | Officer Name | Officer Code |
|---|---|---|---|
| 1 | Divisional Manager | [redacted] | |
| 2 | Plan Coordinator | | |
| 3 | Plan Owner | | |
| 4 | Senior Management | | |
| 5 | Key Personnel | | |
| 6 | Etc... | | |
| 7 | | | |
| 8 | Corporate Risk Management | | PFATAX |

## BCP Version Review and Control Flowchart

BM Business Manager
DMT Divisional Mangement Team
CRM Corporate Risk Management



# 1 Background

This plan provides integrated business continuity arrangements for all regulatory services performed across Council. It is the business continuity plan for Compliance and Regulatory Services and City Malls and supersedes existing BCPs developed for functions within those branches.

This plan is not event specific – it takes an all-hazards approach, establishing a flexible management framework supported by a detailed business impact analysis (see Enclosure 1). The objective in taking this approach is to ensure the plan can be applied to any business interruption, regardless of type or severity.

This BCP is classified as an Essential Community Services Plan within Council's classification process and therefore complies with Corporate Policy Guidelines contained within SP510.

# 2 Business Continuity Plan - Aim and Objectives

## *2.1 Aim*

To maintain community health and safety through the continued provision of critical regulatory services during business interruptions.

## *2.2 Objectives*

The objectives of this plan are to:

- Provide a framework for ongoing assessment of continuity risk as well as ongoing maintenance and preparation activities to ensure an appropriate level of readiness;
- Ensure effective internal management and coordination of response and recovery activities;
- Recover critical regulatory service processes within their Maximum Tolerable Outage period (MTO);
- Ensure the continued delivery of critical regulatory service processes in accordance with the risk prioritization model; and
- Minimise interruption to customer service delivery.

# 3 Scope, Constraints, Assumptions and Core Systems

## *3.1 Approach*

A detailed Business Impact Analysis was undertaken to establish primary business processes (PBP) delivered by CaRS and City Malls that contribute to achieving the overarching aim of maintaining community health and safety. The Business Impact Analysis is at Enclosure 1.

16 business functions, comprising 97 primary business processes, were identified. These functions and supporting processes are not an exhaustive list of tasks undertaken by CaRS and City Malls – they are processes which, if not delivered, would rapidly impact on the health and safety of the community.

For the purposes of this Plan, the 97 business processes have been grouped according to their MTO. As a general principle, the order of recovery/maintenance of processes is:

- Category 1 Critical Business Processes (CBP) – MTO 1 day
- Category 2 Critical Business Processes (CBP) – MTO 3 days
- Category 3 Critical Business Processes (CBP) – MTO 7 days
- General Primary Business Processes (PBP) – MTO > 7 days. Refer to Enclosure 1 for a full list of all Business Processes and their MTO.

It is important to note that the emphasis on process recovery and maintenance will be determined by the specific nature of the event and the Operational Response Plan will be informed by the Situational Analysis.

## *3.2 Scope*

### *3.2.1 In-Scope*

The scope of this BCP covers activities required to recover and maintain Category 1-3 CBP, followed by recovering remaining PBP in priority order, based on their MTO.

This BCP establishes the activation processes and incident management framework that will be used to manage any interruptions to the delivery of regulatory service business processes.

### *3.2.2 Out-of-Scope*

This BCP does not detail the disaster recovery arrangements of other internal Council business units or third party providers. Where a reliance on other parties has been identified, the nature of that linkage is noted for consideration as part of the incident response planning process.

### *3.2.3 Constraints*

The implementation of this plan is constrained by staff and management access to telecommunications and vehicles for field operations.

For specific Animal Management and City Malls functions (see Section 5.3.2.8), the execution of CBP is dependent on the availability and operability of special purpose facilities.

### *3.2.4 Dependencies*

The execution of this BCP is dependent on the following Critical Community Services being operational, either at Business-As-Usual levels or operating under reduced capacity through business continuity arrangements:

- Information Services (see Annexure H);
- Contact Centre to receive and distribute jobs to CaRS; and
- Disaster Management services through the Community Safety and Disaster Management Branch (refer to BCC Disaster Management Plan).

### *3.2.5 Assumptions*

It is assumed that staff responsible for implementing this plan have a strong working knowledge of CaRS and City Malls business-as-usual operations.

### *3.2.6 Core Systems*

Annexure H provides an assessment of the MTOs for core systems used by CaRS and City Malls in undertaking Critical Business Processes. CaRS and City Malls are primarily reliant on the availability of the following systems:

| ICT System Dependency | Maximum Tolerable Outage (MTO) | | | | | | RTO |
|---|---|---|---|---|---|---|---|
| | 1 day | 2 days | 3 days | 7 days | 14 days | MTO | |
| BCC Systems | | | | | | | |
| DART | 3 | 4 | 4 | 5 | 5 | [redacted] | [redacted] |
| iBimap | 3 | 4 | 4 | 5 | 5 | | |
| iConnect | 3 | 4 | 4 | 4 | 5 | | |
| PIN Force Manager | 3 | 3 | 3 | 4 | 4 | | |
| HRIS | 2 | 3 | 3 | 4 | 5 | | |

| ICT System Dependency | Maximum Tolerable Outage (MTO) | | | | | | RTO |
|---|---|---|---|---|---|---|---|
| | 1 day | 2 days | 3 days | 7 days | 14 days | MTO | |
| IP Address Network | 2 | 3 | 3 | 4 | 4 | | |
| **External/Third Party Systems** | | | | | | | |
| CCTV | 2 | 3 | 3 | 4 | 4 | | |

The full systems dependency assessment is at Annexure G.

# 4 BCP Process Overview

## *4.1 Detailed Plan Overview*

The detailed plan is broken down into the following sections:

- Section 5.1: Phase 1 – Plan Preparation and Maintenance
- Section 5.2: Phase 2 – Activation and Crisis Response
- Section 5.3: Phase 3 – Operations Under Degraded Conditions
- Section 5.4: Phase 4 – Recovery and Transition to Normal Operations
- Section 5.5: Phase 5 – Post Event Review

## *4.2 Interruption Management Structure*

The following management structure will be employed in the response to and management of business interruptions when this Plan is activated:

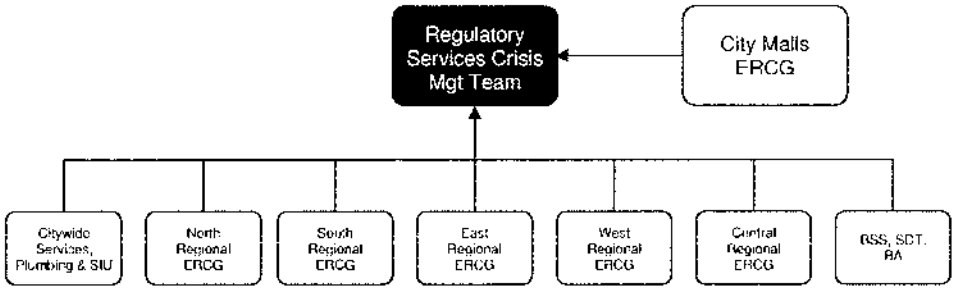
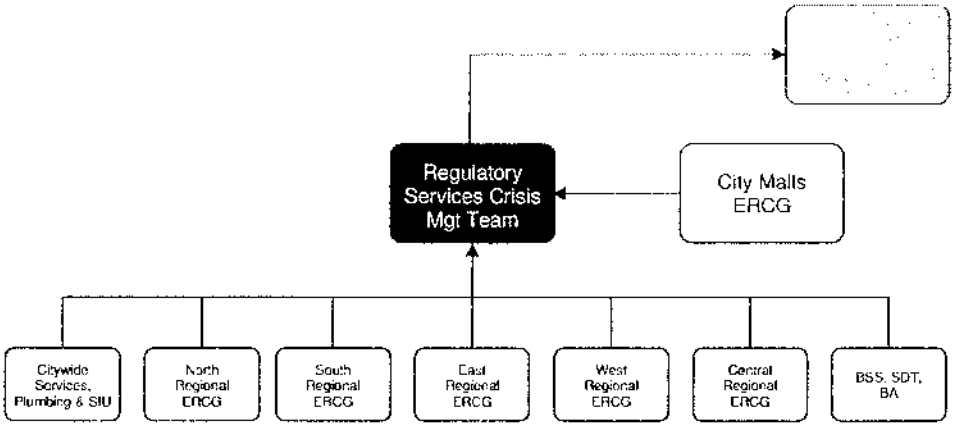



**Figure 1: Business Continuity Management Structure for Regulatory Services**

### *4.2.1 Relationship to the Local Disaster Coordination Centre*

This Plan may be activated separate to the activation of the Local Disaster Coordination Centre (LDCC) under the BCC Disaster Management Plan. If this Plan is activated in parallel to an activation of the LDCC the above CaRS/City Mall management structure remains in place and relates to the LDCC as follows:




The Regulatory Services Crisis Management Team (RCMT) is to report regularly on activities to the LDCC and may appoint a liaison officer to the LDCC if necessary.

### *4.2.2 Regulatory Services Crisis Management Team (RCMT)*

*4.2.2.1 Members*

The RCMT comprises members of the CaRS Branch Management Team and City Malls Management Team. It is led by the CaRS Branch Manager.

*4.2.2.2 Role*

The role of the RCMT is to provide strategic guidance regarding the prioritisation of response and recovery efforts to ERCG and staff.

*4.2.2.3 Responsibilities*

The RCMT is to:

- Develop Situational Analysis reports (Annexure F);
- Direct the activation and implementation of this Plan and Sub-Plans;
- Develop and maintain the Operational Plan (Annexure A);
- Develop and regularly issue Situation Reports (Annexure F);
- Liaise with the LDCC and other applicable Crisis Management Teams (Annexure G), and
- Ensure compliance with Council's Zero Harm policy.

### *4.2.3 Regional Emergency Response Coordination Groups (ERCG)*

*4.2.3.1 Members*

Each Regional Emergency Response Coordination Group is to comprise the:

- Regional Manager; and
- Team Leaders of the Region.

*4.2.3.2 Role*

The role of the ERCG is to implement the Operational Plan as directed by the RCMT and ensure the RCMT is fully briefed on the status of all field operations.

Each ERCG retains responsibility for operational coordination and management within their normal geographic region unless specifically determined otherwise by the RCMT.

*4.2.3.3 Responsibilities*

Each ERCG will be responsible for:

- Reporting directly to the RCMT by providing daily Situation Reports (SITREP's).
- Maintenance of Response Teams.
- Maintenance of the 'on call' roster
- Coordinating appropriate responses at the direction of the RCMT.
- Update and maintain registers relating to staff work and private contact details.

Team Leaders within each Region are responsible for:

- Providing daily updates to the ERCG in relation to the activities of their teams; and
- Coordinating and arranging the appropriate Responses at the direction of the ERCG.

### *4.3 Delegations and Authorisations*

This plan may be activated by:

- CEO;
- Divisional Manager or delegate;
- Branch Manager CaRS or delegate; or
- LDCC Incident Coordinator.

### *4.4 Succession of Command*

The CaRS Pandemic Plan sets out a series of command teams that can be employed as part of the succession arrangements of this Plan. The following principles apply to the succession of command.

#### *4.4.1 RCMT Leadership*

Should the Branch Manager CaRS be unable or unavailable to perform the specified duties under this Plan, the role and responsibilities of the RCMT Leader is allocated in the following order:

- Regional Operations Manager;
- Business Alignment Manager; then
- Regional Managers (order to be determined by incident-specific requirements or at CEO/Divisional Manager direction).

#### *4.4.2 Regional ERCG Leadership*

Within each Region, leadership of the ERCG for that Region will progress in the following order:

- Regional Manager; then
- Band 7 Team Leader (order to be determined by RCMT Leader).

### *4.5 Interruption Management Framework*

The following diagram depicts all the key tasks to be undertaken when activating and implementing this plan:

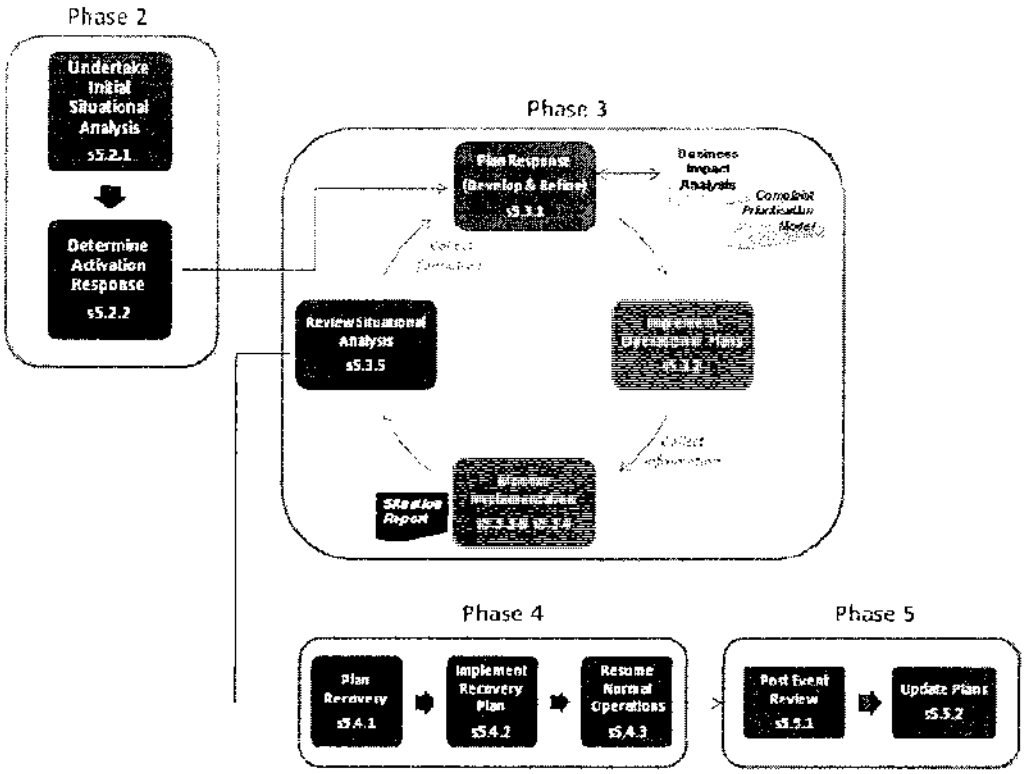



**Figure 2: Key Incident Management Tasks**

# 5 Detailed Plan (Phases & Tasks)

| Business Continuity Plan Phases and Tasks - Checklist | | |
|---|---|---|
| **Sect** | **Phases & Tasks** | **Check** |
| 5.1 | Phase 1 – Plan Preparation and Maintenance, incl:<br>• Task 1 – Develop the plan<br>• Task 2 – Maintain the plan<br>• Task 3 – Develop test exercises/scripts and test the plan as required | ☐<br>☐<br>☐ |
| 5.2 | Phase 2 – Crisis Response & Activation:<br>• Task 1 – Undertake Initial Situational Analysis<br>• Task 2 – Determine Activation Response<br>• Task 3 – Convene at the nominated control centre | ☐<br>☐<br>☐ |
| 5.3 | Phase 3 – Operations Under Degraded Conditions:<br>• Task 1 – Develop an Operational Plan<br>• Task 2 – Implement the Operational Plan<br>• Task 3 – Monitor Implementation<br>• Task 4 – Establish and Maintain Event Operations Log<br>• Task 4 – Maintain communications with stakeholder groups<br>• Task 5 – Review and Update the Operational Plan | ☐<br>☐<br>☐<br>☐<br>☐<br>☐ |
| 5.4 | Phase 4 – Recovery and Transition to Normal Operations:<br>• Task 1 – Develop a Recovery Plan<br>• Task 2 – Implement the Recovery Plan<br>• Task 3 – Resume normal operations and timetables | ☐<br>☐<br>☐ |
| 5.5 | Phase 5 – Post Event Review<br>• Task 1 – Review events, debrief management and staff and update procedures, protocols and plans. | ☐ |

*The 'Check' column in Business Continuity Plan Phases and Tasks Checklist above allows the user of this document to tick off tasks as completed when the BCP is in use or is being tested.*

## *5.1 Phase 1 – BCP Preparation & Maintenance*

### *5.1.1 Develop, maintain and test the BCP*

Testing and maintenance of this plan is to be conducted in accordance with the requirements of SP510 – Business Continuity. Updates and testing activities are to be recorded in the master version of this document on the document Control Sheet section.

A summary of SP510 requirements are listed on the front Summary Page of this document. Importantly SP510 requires that this document undergoes an internal review and that a desktop exercise is run at periods no greater than six months.

### *5.1.2 Plan Storage*

The master electronic file of this document and all referenced enclosures are to be maintained in a secure folder on G Drive. The Manager CaRS, Regional Operations Manager, Business Alignment Manager, Plan Custodian, Divisional Manager, Manager of Business Services and Business Suport and Risk Management Coordinator are to have access to this folder.

A CD containing updated copies of this document and all referenced enclosures is to be provided to each Region and is held by the Regional Manager. The CD is to be updated and re-issued as part of updating this Plan. Each Regional Manager is also to ensure a hard copy of all Plans, sub-procedures and manual forms is kept in a secure storage location at each Regional Office.

### *5.2 Phase 2 – Crisis Response and Activation Procedures*

The following diagram displays the key steps to be undertaken in this Phase:

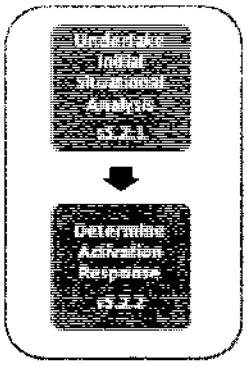



**Figure 3: Phase 2 – Key Tasks**

#### *5.2.1 Initial Situational Analysis*

Following the identification of an incident or business interruption, an initial situational analysis is to be undertaken by either Branch Management Team (BMT) (may be necessity be a subset of BMT) or the Regional Management Team of the Region primarily affected (if incident is geographically isolated). The following considerations, although not exhaustive, are to be used as a guide when assessing the impact of an incident and determining whether it is appropriate to activate this Plan:

1. Impact on physical infrastructure at Primary Site or Regional Offices
    - What has been damaged?
    - How significant is the damage?
    - How long will it take to repair?
2. Impact on ICT infrastructure at Primary Site or Regional Offices
    - What has been damaged?
    - What is the origin of the damage?
    - How significant is the damage?
    - What systems have been impacted?
    - How critical are those systems?
    - What is the impact on Business-As-Usual activity?
    - How long will it take to repair?
3. Impact on staff safety
    - Have any staff been injured?
    - Are there ongoing OH&S implications for staff?
4. Impact on 3rd Party Service Provider or internal service provider (eg. Contact Centre) viability
    - Which service provider has been impacted?
    - Extent of impact on Regulatory Services critical business processes?
    - Forecast duration of service loss/estimated time to recover services?
5. Assessment of overall viability of operations at Primary Site or Regional Offices
    - Can operations be maintained at Primary Site or Regional Offices?
    - Can operations be restored at Primary Site or Regional Offices?
    - Within what timeframe can operations be restored?
6. Summary
    - Impact on specific work unit;
    - Impact on other work units;
    - Which CBP are threatened? (See 5.3.3.1); and

- What is / will be the community impact?

7. Recommended course of action/decisions required
   - Do full Business Continuity Management arrangements need to be activated?
   - Do Crisis Communications need to be issued to staff and/or media?
   - Where will the RCMT convene?

### *5.2.2 Determine Activation Response*

#### *5.2.2.1 Circumstances of Activation*

This plan is to be activated when:

1. A significant business interruption occurs or has the potential to occur (eg. systems loss, significantly reduced staff availability, facilities loss); and
2. The organisation must rapidly assess and respond to the interruption to minimise its effects.

#### *5.2.2.2 Activation Options*

Recommendations based on the situational analysis are to be made to the RCMT Leader. Recommendations around activation options should address the following:

| Decision Option | Outcome | Notes |
|---|---|---|
| **No – no further activation required.** | Manage under business as usual (BAU) | • The incident may be resolved under BAU |
| **Not immediately** | Maintain Watching Brief over incident | • The incident may escalate beyond the ability to manage it under BAU.<br>• If the incident escalates, it will be necessary to reassess the need to activate Business Continuity Arrangements. |
| **Yes – further activation required.** | Activate Plan. | • Scale and extent of activation will be determined by the nature of the incident and the viability of the Primary Site or Regional Offices.<br>• Activation may encompass all Regional ERCG or only extended to a limited number, depending on the nature of the incident.<br>• Recommendation regarding location of Control Centre (BSQ, Green Square or Regional Office) |

### *5.2.3 Nominated Control Centres*

The RCMT may convene at the following locations, depending on the nature and impact of the business interruption:

| Site | Address |
|---|---|
| **Brisbane Square** | 266 George Street, Brisbane |
| **Green Square** | 515 St Paul's Terrace, Fortitude Valley |
| **East Regional Business Centre** | 2 Millennium Blvd, Carindale |
| **South Regional Business Centre** | Sunnybank Hills Shoppingtown<br>661 Compton Rd, Sunnybank Hills |
| **North Regional Business Centre** | 960 Gympie Rd, Chermside |
| **West Regional Business Centre** | 70 Station Rd, Indooroopilly |

### *5.3 Phase 3 – Operations under Degraded Conditions*

The following diagram displays the key activities to be undertaken in Phase 3, with references to specific sections for further information.

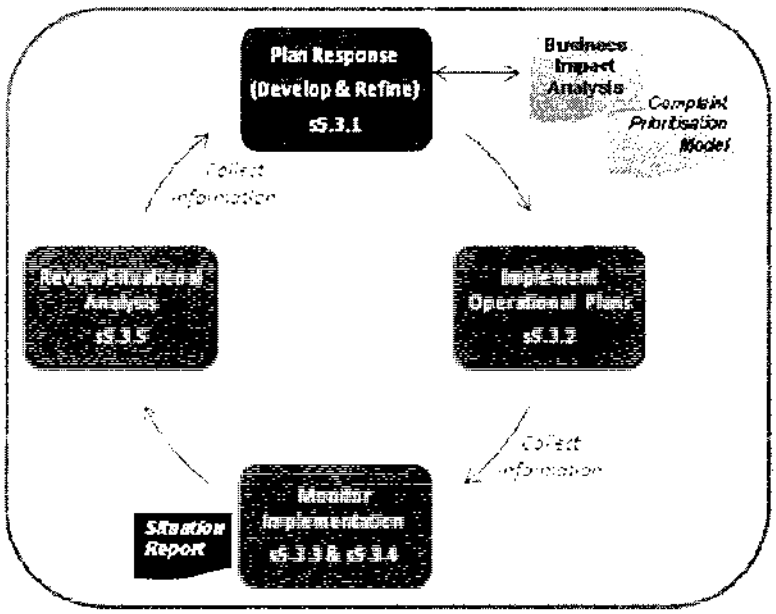



**Figure 4: Phase 3 – Key Tasks**

#### *5.3.1 Develop an Operational Response Plan*

The RCMT is to develop an Operational Response Plan that achieves the following outcomes:

- Allocates resources to the recovery and maintenance of Category 1-3 CBP in priority order; and
- Minimises interruption impact on the community.

The Operational Response Plan should be developed using the following template as a guide:

| Ref | Recovery/Action Steps | BU/Officer Responsible | Deadline | Outcome/Status |
|---|---|---|---|---|
| 1. | Undertake Initial Situational Analysis | | | |
| 2. | Designate Coordination Centre location | | | |
| 3. | Assemble RCMT at Coordination Centre | | | |
| 4. | Develop detailed Operational Plan and timetable | | | |
| 5. | | | | |
| 6. | | | | |

Refer to Annexure A for Overall Timetable and Operational Plan.

*5.3.1.1 Critical Business Processes*

The following assumptions are relevant to the above assessment:

- Predominantly, processes with short MTOs are those which, if not performed, have the potential to result in significant injury or deaths in the community or irreparable environmental harm.
- A worst case scenario has been applied to assessing the MTOs.
- A range of complaints and activity types are performed within each process.
- Identifying the MTO of a given process provides guidance around how quickly the overall process needs to be recovered.

Identified CBP have a MTO that corresponds to *not-more-than* Major levels of consequence. The relative prioritisation of complaints within each process should continue to be determined through the application of CaRS risk management approach.

The Operational Plan needs to address the rapid recovery and maintenance of the following CBP, in priority order:

- Category 1 Critical Business Processes – MTO 1 day

| | | | Maximum Tolerable Outage (MTO) | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Business Function** | **Ref #** | **Process** | **1 day** | **3 days** | **7 days** | **14 days** | **30 days** | **MTO** |
| Food Safety | A1 | Environmental Health Incident - food borne illness outbreak, immediate response | 4 | 5 | 5 | 5 | 5 | |
| Structural Safety (Compliance) | C1 | Compliance/immediate enforcement - unsafe, dangerous structure or site | 4 | 5 | 5 | 5 | 5 | |
| Pool Fencing | D1 | Major non-Compliance/immediate enforcement - non compliant pool fence | 4 | 5 | 5 | 5 | 5 | |
| Pollution Prevention | E1 | Environmental Health Incident - pollution incident in progress - response, advice and coord and incident containment | 4 | 5 | 5 | 5 | 5 | |
| Environmental Management | F1 | Major natural asset protection - breaches in progress. Immediate response, coord and incident containment | 4 | 5 | 5 | 5 | 5 | |
| Dangerous Goods Safety Management | H1 | Environmental Health Incident - dangerous goods incident in progress - response, advice, coord and incident containment | 4 | 5 | 5 | 5 | 5 | |
| Built Environment Protection | I1 | Compliance and enforcement - demolition of character and heritage - breach in progress | 4 | 5 | 5 | 5 | 5 | |



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| | | | Maximum Tolerable Outage (MTO) | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Business Function** | **Ref #** | **Process** | 1 day | 3 days | 7 days | 14 days | 30 days | MTO |
| Public Health | K4 | Environmental health incident - immediate public health risk | 4 | 5 | 5 | 5 | 5 | |
| Plumbing | N1 | Compliance and enforcement - immediate | 4 | 5 | 5 | 5 | 5 | |

- Category 2 Critical Business Processes – MTO 3 days

| | | | Maximum Tolerable Outage (MTO) | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Business Function** | **Ref #** | **Process** | 1 day | 3 days | 7 days | 14 days | 30 days | MTO |
| Animal Management | B5 | Shelter operations | 3 | 4 | 5 | 5 | 5 | |
| | B1 | Dog attacks in progress - Immediate response | 3 | 4 | 4 | 4 | 5 | |
| Structural Safety (Compliance) | C3 | Assessment of major incidents | 3 | 4 | 5 | 5 | 5 | |
| Pool Fencing | D3 | Assessment of major incidents | 3 | 4 | 5 | 5 | 5 | |
| Environmental Management | F4 | Major cases of erosion and sediment control - breaches in progress. Immediate response, coord and incident containment | 3 | 4 | 4 | 5 | 5 | |
| Traffic Management | G1 | Enforcement of parking - city accessibility and traffic flow | 3 | 4 | 5 | 5 | 5 | |
| Built Environment Protection | I2 | Significant filling and excavation of waterways and wetlands - breach in progress | 3 | 4 | 4 | 5 | 5 | |
| Public Space Management | M1 | Monitoring/providing CCTV services | 3 | 4 | 4 | 5 | 5 | |
| Plumbing | N3 | Assessment of illegal work | 3 | 4 | 5 | 5 | 5 | |

- Category 3 Critical Business Processes – MTO 7 days

| | | | Maximum Tolerable Outage (MTO) | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Business Function** | **Ref #** | **Process** | 1 day | 3 days | 7 days | 14 days | 30 days | MTO |
| Food Safety | A3 | Conduct investigations in response to food hygiene complaint - higher | 3 | 3 | 4 | 4 | 5 | |
| Animal Management | B4 | Impound other wandering animals | 2 | 3 | 4 | 5 | 5 | |
| Traffic Management | G2 | Enforcement of parking - removal of vehicles | 3 | 3 | 4 | 4 | 5 | |

| | | | Maximum Tolerable Outage (MTO) | | | | | |
|---|---|---|---|---|---|---|---|---|
| Business Function | Ref # | Process | 1 day | 3 days | 7 days | 14 days | 30 days | MTO |
| Dangerous Goods Safety Management | H3 | Conduct investigations in response to DG complaint - higher | 3 | 3 | 4 | 4 | 5 | |
| Public Health | K6 | Conduct investigations in response to public health complaint - higher | 3 | 3 | 4 | 4 | 5 | |
| Public Space Management | M4 | Management of contracted services delivered within the Mall | 2 | 3 | 4 | 4 | 4 | |
| Plumbing | N4 | Conduct investigations in response to public health complaint - higher | 3 | 3 | 4 | 4 | 5 | |

- General Primary Business Processes – MTO > 7 days. Refer to Enclosure 1 for a full list of all Business Processes and their MTO.

*5.3.1.2 HR and Staffing Considerations*

Contact HRIS Help Desk (3403 4888) to advise the names of any staff who are / will be claiming an unusually large volume of overtime or other payments due to the incident (this will help avoid delays in salaries/wages).

Ensure that appropriate fatigue management guidelines are followed and emphasis is placed on following Council's Zero Harm policy in the development of the Operational Response Plan.

### *5.3.2 Implement the Operational Plan*

The Operational Plan has previously been developed under Section 5.2.5 above. The Operational Plan is the official response plan for all Regulatory Services. It is to be reviewed and updated with a frequency determined by the RCMT Leader. It remains in place until the crisis is resolved and/or until the RCMT Leader determines the plan is no longer necessary.

The following sections detail specific operational response activities that may be undertaken. The nature of the incident will determine if, and to what extent, these activities will be executed. The situational analysis performed in Section 5.2.2 should be used as the primary guide when determining if these steps are necessary.

*5.3.2.1 Commence Staff Notification/Recall Procedures*

On activation of the BCP, the RCMT Leader will contact Regional Managers as listed in the Key Management Contact List (Annexure D - Key Management & Staff Contacts), advising them of the current situation, and required actions. Required actions will be determined by the Situational Analysis and Operational Plan.

It is the responsibility of each Regional Manager to contact senior staff within their Region, giving them an outline of the situation (Annexure D - Key Management & Staff Contacts). Senior staff in the Regions will then communicate directly with their team members as per their Employee Contact List, giving them activation details, including:

- Nature of business interruption;
- Requirements of individual staff;
- Likely impacts on staff activities in the short term;
- Key contact details;
- Incident management arrangements; and

- Contact details (who can be contacted and means of contact – phone numbers, E-mail).

The RCMT Leader will confirm all relevant personnel have been contacted and will update the Event Operations Log accordingly.

*5.3.2.2 Manual Records - Event Operations Log*

For any event that requires the activation of this plan, an Event Operations Log is to be established and maintained for the duration of that event. Each RCMT and Regional ERCG is to establish and maintain its own Event Operations Log.

The implementation of this plan would necessitate the maintenance of an Event Operations Log to record all actions/decisions in chronological order, including:

- Events;
- Decisions reached and any special approvals;
- Approved expenditures;
- Actions taken to recover/maintain operations;
- Information incoming and outgoing and timings; and
- Visits, meetings, briefings, Press releases etc.

The Event Operations Log is a key document as it acts as an audit trail for subsequent review of actions to improve responses to emergency situations and maintain the highest level of safety in all circumstances. (see Annexure E).

*5.3.2.3 Manual Records – Statutory Notices*

CaRS and City Malls rely primarily on access to Council's SOE including Microsoft Word and FaCS On-line (Knowledge Management System) to develop and issue Statutory Notices. The situational analysis will determine whether the implementation of manual arrangements for issuing Statutory Notices is necessary.

The following processes are to be undertaken should these systems be unavailable:

- RCMT is to liaise with Information Services to determine extent and duration of system loss (refer to Situational Analysis in section 5.2.1);
- RCMT is to instruct Regional ERCG to implement manual statutory notice arrangements;
- Regional ERCG are to implement manual statutory notice arrangements until advised otherwise by the RCMT.

Samples of all Statutory Notice templates are held at on the BCP CD stored in each Regional Office. Hard copies are held at each Regional Business Centre by the Regional Management Team.

*5.3.2.4 Manual Records – Infringement Notices*

The situational analysis will determine whether the implementation of manual arrangements for issuing Infringement Notices is necessary.

CaRS and City Malls primarily rely on the use of PDAs to issue infringement notices. PDAs are uploaded to corporate systems at the end of each day. The following software and systems are required in these activities:

- PINFORCE; and
- Nova Park.

The Nova systems are backend office systems. Their loss will not immediately impact on the ability of regulatory staff to perform their Critical Business Functions. Should PINFORCE be inoperable, staff will need to immediately switch to manual processes.

The following processes are to be undertaken should PINFORCE and/or PDA functionality be interrupted:

- RCMT is to liaise with Information Services to determine extent and duration of system loss (refer to Situational Analysis in section 5.2.1) (Annexure H);
- RCMT is to instruct Regional ERCG to implement manual infringement notice arrangements;
- Regional ERCG are to implement manual infringement notice arrangements until advised otherwise by the RCMT.

A sample 'Manual Notice Book' is held at on the BCP CD stored in each Regional Office. Hard copies are held at each Regional Business Centre by the Regional Management Team.

*5.3.2.5 Workaround processes – Loss of DART system*

(Refer to Enclosure 5 for a DART Interruption Analysis Report and Desktop Exercise Report.)

A DART interruption will significantly impact on the following areas:

Regional Business / Customer Service Centres – processing applications and payments;
Regional Team Support – clearing backlogs of receipts, applications & complaints;
Plumbing Services Group (PSG) – scheduled inspections;
Contact Centre – complaints management .

Manual processes have been developed to minimise the impact on critical business functions.

*Workaround processes - Regional Business / Customer Service Centres*
- All applications to be recorded on a Manual Application Tracking Sheet to be managed by the Team Support Team Leader
- Payments – no cash payments to be accepted. Manual receipts to be issued to customer's for cheque and credit card payments. (Refer to Enclosure 6 for full procedure and Manual Application Tracking Sheet)
- This workaround has been designed to be a simple process but will require substantial resources to input applications and process payments in DART and is the preferred workaround as opposed to loading payments into RIMS and inputting into DART and reconciling with discretionary amendments.

*Workaround processes – Scheduled Inspections (PSG)*
- Contact Business Support for availability of the DART clone.
- Prioritisation of plumbing jobs (Priority are Finals & Drains)
- Send SMS to all PSG customers from caller ID system advising of delays with scheduled inspections (accounts for 80% of customers)
- Revert to Manual Compliance Certificates for Domestic properties.
- Compliance Certificates for Commercial properties – Request copies of all plans and approvals from clients before issuing any compliance certificates.

*Workaround processes – Complaints Management*
- When the Contact Centre reverts to manual forms, high risk complaints will be immediately phoned through and then faxed to the regional officers as per scripting. Low risk complaints will be be stockpiled - but if the fix takes a while they will be sent through in a series of batches. CARS to appoint a liaison officer to coordinate the distribution of complaints to the Regional Business Centres.

- Manual records for all complaints to be kept. Standard template to be developed to ensure consistency.

- Provide interim scripting for Contact Centre to explain possible effects of system outage.

*5.3.2.6 Provide a Liaison Officer to the Local Disaster Coordination Centre or Other Business Units*

Where the Local Disaster Coordination Centre has been established, it is critical to maintain clear communications between the Work Unit and the LDCC at all times. A Liaison Officer will be appointed to liaise between the RCMT and the LDCC.

*5.3.2.7 Provide a Liaison Officer to Other Business Units*

If other internal Business Units are impacted, eg. loss of Contact Centre systems, CaRS is to appoint a Liaison Officer to ensure information and jobs are appropriately managed and coordinated with the impacted Business units..

Specifically, if the Contact Centre reverts to manual processing under its BCP, the CaRS Liaison Officer is responsible for collecting and manually distributing jobs (eg. via fax to Regions) received in hard-copy from the Contact Centre.

*5.3.2.8 Implement relevant previously developed Contingency Plans*

The following CBP specific sub-plans have been developed:

- Animal Management (Enclosure 3); and
- City Malls (Enclosure 4).

The decision to implement these sub-plans is to be made using the situational analysis as a guide. If CBP underpinning the execution of these functions have been impacted or interrupted, it may be necessary to implement relevant sub-plans.

A threat specific plan dealing with response to Pandemic Influenza is held as Enclosure 2.

### *5.3.3 Monitor Implementation*

*5.3.3.1 Situation Reports (Interval Reporting)*

A situation report is to be issued within 2 hours of activation, then every six hours thereafter, or as directed by the RCMT Leader.

The situation report will cover all events as logged in the Event Operations Log since the previous situational report was issued. The template for the Situational Report is at Annexure F.

*5.3.3.2 Key Events Reports (Ad Hoc Reporting)*

In addition to scheduled Situation Reports, it may be necessary to undertake ad hoc reporting when key events occur. The identification and reporting of key events is frequently a judgement call – they are events about which senior management and executive management need to be informed urgently. Reporting on these events cannot wait for the scheduled situation report to be issued.

Examples may include incidences of:

- Significant injury to staff or community members;
- Death of staff or community members; or
- Significant harm to the environment (built or natural).

### *5.3.4 Maintain Communications with Staff*

Communications with staff should be maintained via normal means where possible (Phone and Radio primarily).

However, should communications be interrupted it will be necessary to revert to a 'back-to-base' reporting arrangement. The Situational Analysis will determine if it is necessary to implement 'back-to-base' arrangements. The RCMT Leader will direct Regional ERCGs to implement these arrangements on an as-needed basis.

These arrangements may include:

- All staff at Regional offices to report to their Regional Business Centre for designated morning and afternoon briefings;
- Staff to manually log-on and log-off work at designated briefing times; and
- Field staff to work in pairs to ensure Zero Harm issues are addressed.

Briefings may be used to update staff regarding the status of response activities regarding the incident and provide staff with key messages for use when communicating with individual members of the public.

### *5.3.5 Maintain Communications with Stakeholder Groups*

Communications with stakeholders should be maintained via normal means where possible (Phone, E-mail, Fax, Call Centre, Council's External WebSite).

Given a loss of services over a protracted period, the RCMT Leader may request that direct communications be made with certain groups such as Key Suppliers and/or Key Customers/Stakeholders. Contact details can be found at:

- Key Suppliers of Goods/Services – Annexure B
- Key Stakeholders – Annexure C
- Key Management Contacts – Annexure D
- Emergency Services, Local Disaster Coordination Centre and other Council Crisis Centres – Annexure G

#### *5.3.5.1 Communicating with the Media*

Under no circumstances should anyone make representation to the Media as a Council representative. Any requests for information must be referred to the RCMT Leader, who will refer them to the Corporate Media Officer, and note the request and action taken in the Event Operations Log. Information will only be made available to the media via the Corporate Media Officer.

The RCMT Leader will liaise with the Marketing and Communications Branch regarding the activation of Council's Crisis Communications arrangements to ensure all necessary incident related communications are centrally coordinated and appropriately managed.

#### *5.3.5.2 Communicating Individually with the Public*

Direct one-to-one officer communications with the public should be undertaken following standard CaRS and City Malls procedures. The RCMT is to brief Regional ERCG daily on the status of response activities. As part of this briefing, the RCMT in conjunction with Corporate Communications is to develop a set of key messages for dissemination to all staff. Staff are to refer to these key messages when dealing with the public and ensure accurate and appropriate information is provided in response to incident-related issues.

### *5.3.6 Review and Update the Operational Plan*

When the Operational Plan is initially developed it is to include a regular review and update requirement. The frequency of reviews and updates will be determined by the RCMT Leader.

As part of updating the Operational Plan, the RCMT is to review the Situational Analysis and refine the Operational Plan based on an assessment of how the incident has evolved and its ongoing service delivery impacts. Situation Reports produced by the RCMT may be used to inform this process.

## *5.4 Phase 4 – Recovery and Transition to Normal Operations*




**Figure 5: Phase 4 – Key Tasks**

### *5.4.1 Develop a Recovery Plan*

To ensure a well-managed transition to normal operations, the RCMT is to develop a Recovery Plan that addresses:

- Loading data from manual records to computer-based systems;
- Any reconciliations to ensure accuracy of data after the event;
- Employee actions and responsibilities in returning to normal operations; and
- Organisational responsibilities related to employee welfare, safety and pay as a result of the crisis.

The Recovery Plan is to specify responsibilities, timings and communications required with staff, other business units, stakeholders and the public. All formal public communications are to be developed in conjunction with the Marketing and Communications Branch (see Appendix G), with reference to the Crisis Communications Manual.

The RCMT will remain the central coordination point for all activities until the RCMT Leader directs that the RCMT stand down.

### *5.4.2 Implement the Recovery Plan*

The Recovery Plan, previously developed in Section 5.4.1, provides guidance regarding activities required to return to normal operations. Activities and situation reporting is to be undertaken in accordance with Plan requirements.

### *5.4.3 Resume Normal Operations*

Normal operations are resumed once all activities specified under the Recovery Plan have been completed. The RCMT Leader will formally advise Regional ERCG, the LDCC and Council's executive management when normal operations have resumed and will stand-down the RCMT.

## *5.5 Phase 5 – Post Event Review*

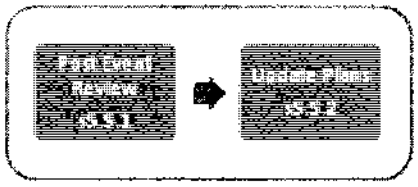


**Figure 6: Phase 5 – Key Tasks**

### *5.5.1 Conduct Post Event Review*

On resuming normal operations, the RCMT Leader should prepare a summary report covering the crisis/event, including:

- Process steps followed through the crisis;
- BCP improvement opportunities;
- Required updates to procedures/protocols; and
- Overall recommendations.

### *5.5.2 Update Plans and Procedures*

Drawing on the outcomes of the Post Event Review, this Plan and other supporting arrangements are to be updated as necessary. Refer to the diagram at page 7 for guidance on the appropriate steps to be undertaken.

# 6 Annexures

| Business Continuity Plan – Annexure Listing | | |
|---|---|---|
| **Annexure Ref** | **Annexure Title** | **BCP Reference** |
| A | Annexure A – BCP Operational Response Plan | 5.3.1 |
| B | Annexure B – Key Suppliers List/Essential Service Providers | 5.3.2.1 |
| C | Annexure C – Stakeholders List | 5.3.5 |
| D | Annexure D - Key Management & Staff Contacts | 5.3.2.1 |
| E | Annexure E – Events Operations Log | 5.3.5 |
| F | Annexure F – Situation Report (SITREP) | 5.3.2.2 |
| G | Annexure G - Emergency Services, Local Disaster Coordination Centre and other Council Crisis Centres Contact Details | |
| H | Annexure H - Information Communications Technology (ICT) Support Requirements | 3.2.6 |
| I | Annexure I - Glossary | |
| Enclosure 1 | Business Impact Analysis | 3.1 |
| Enclosure 2 | Pandemic Plan | 5.3.2.8 |
| Enclosure 3 | Animal Management Sub-Plan | 5.3.2.8 |
| Enclosure 4 | City Malls Sub-Plan | 5.3.2.8 |

## *Annexure A – BCP Operational Response Plan Template*

| *Operational Response Plan* | | | | |
|---|---|---|---|---|
| *Tasks* | *Tasks* | *Resp* | *Timeframe* | *Interdependencies* |
| | | | | |
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| | *In summary, within 4 hours following a crisis, the BCP would be activated and approved, and an (initial) operational plan developed to cover management of the crisis.* | | | |

## *Annexure B – Key Suppliers List/Essential Service Providers*

| Company Name | Address | Contact Person | Phone | Mobile Phone | Contact Email | BCP Y/N | Description of Service | Goods/Services Provided | Alternate Supplier (if required) |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |

## *Annexure C – Stakeholders List*

| Customer or Stakeholder Name | Customer or Stakeholder Address | Contact Person | Phone Number | Mobile Phone | Council Services Provided |
|---|---|---|---|---|---|
| | | | | | |
| | | | | | |
| | | | | | |

## *Annexure D - Key Management & Staff Contacts*

| Contact Person | Phone Number | Mobile Phone | Role |
|---|---|---|---|
| | | | |
| | | | |
| | | | |

CaRS and City Malls staff contact lists are held by the Regional Manager for each Region, in hard and soft copy.

## *Annexure E – Events Operations Log*

| *(group name)* _____ **Event Operations Log** | | | | |
|---|---|---|---|---|
| Reference | Time | Events | Decisions & Outcomes | Communications (In/Out) |
| | | | | |
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***Annexure F – Situation Report (SITREP)***

**BRISBANE CITY COUNCIL**
**COMPLIANCE & REGULATORY SERVICES**
**SIGNIFICANT EVENT**
**SITREP No 1**

**FROM:**

**Manager**
**COMPLIANCE AND REGULATORY SERVICES**

**DATE:**

**SIGNIFICANT EVENT:**

**INVESTIGATING OFFICERS:**

## *Annexure G - Emergency Services, Local Disaster Coordination Centre and other Council Crisis Centres Contact Details*

## *Annexure H - Information Communications Technology (ICT) Support Requirements*

The following is an excerpt of the BIA held at Enclosure 1. It shows the core ICT systems required under this BCP and an assessment of their MTO and RTO. Should this BCP be invoked in response to an ICT interruption, the RCMT is to liaise closely with Information Services regarding Regulatory Services' ICT requirements.

| [illegible] | [illegible] | [illegible] | [illegible] | [illegible] | [illegible] | [illegible] |
|---|---|---|---|---|---|---|
| **BCC Systems** | | | | | | |
| iConnect | [illegible] | $100k-$1M | | | | |
| iBimap | [illegible] | $100k-$1M | | | | |
| DART | [illegible] | $20k-$100k | $100k-$1M | $100k-$1M | >$1M | >$1M |
| PIN Force Manager | [illegible] | $20k-$100k | $20k-$100k | $20k-$100k | $100k-$1M | $100k-$1M |
| PDAs | [illegible] | $20k-$100k | $20k-$100k | $20k-$100k | $100k-$1M | $100k-$1M |
| HRIS | [illegible] | $5k-$20k | $20k-$100k | $100k-$1M | | |
| Properties on the Web | [illegible] | $5k-$20k | $5k-$20k | $20k-$100k | | |
| Trim | [illegible] | <$5k | $5k-$20k | $5k-$20k | $20k-$100k | |
| RIMS | [illegible] | <$5k | $5k-$20k | $5k-$20k | $20k-$100k | |
| CMX | 10 | <$5k | <$5k | $5k-$20k | $5k-$20k | $20k-$100k |
| Discoverer | 14 | <$5k | <$5k | <$5k | $5k-$20k | $5k-$20k |
| CiRAM | 14 | <$5k | <$5k | <$5k | $5k-$20k | $5k-$20k |
| iBase | 14 | <$5k | <$5k | <$5k | $5k-$20k | $5k-$20k |
| GBM Office | 14 | <$5k | <$5k | <$5k | $5k-$20k | $5k-$20k |
| Analyst notebook | 14 | <$5k | <$5k | <$5k | $5k-$20k | $5k-$20k |
| GPS | 14 | <$5k | <$5k | <$5k | $5k-$20k | $5k-$20k |
| **External/Third Party Systems** | | | | | | |
| Nova Park | [illegible] | <$5k | $5k-$20k | $20k-$100k | | |
| Nova Analytics | 14 | <$5k | <$5k | <$5k | $5k-$20k | $5k-$20k |
| Alesco | 14 | <$5k | <$5k | <$5k | $5k-$20k | $5k-$20k |
| Corporate Data Warehouse | 14 | <$5k | <$5k | <$5k | $5k-$20k | $5k-$20k |

## *Annexure I - Glossary*

**Activation**
When all or portion of the business continuity, emergency or recovery plan have been put into motion.

**Alternate site**
An alternate operating location to be used when the primary facilities are inaccessible

1. Another location, computer centre or work area designated for recovery

2. Location, other than the main facility, that can be used to conduct business functions

3. A location, other than the normal facility, used to process data and/or conduct official business functions in the event primary site is not available.

SIMILAR TERMS: Alternate Processing Facility, Alternate Office Facility; Alternate Communication Facility; Backup Location and Recovery Site

**Alternate work area**
Office recovery environment complete with necessary office infrastructure (desk, telephone, workstation and associated hardware, communications etc) also referred to as Work Space or Alternative Work Site.

**Asset**
An item or process that an individual, community or Government values and is vital to supporting the expectations of those people, organisations or Government's outcomes and objectives.

**Audit**
The process by which procedures and/or documentation are measured against pre-agreed standards

**Backlog**
The amount of work that accumulates when a system or process is unavailable. This work needs to be processed once the system or process is available and may take a considerable length of time to reduce. In extreme circumstances, this condition may become so large it may not be cleared or resolved.

**Business Case**
A usually documented proposal outlining an intended course of action and identifying costs and benefits. Generally seeks an approval and/or budget allocation.

**Business continuity**
Business continuity is 'the uninterrupted availability of all key resources supporting essential business functions'

**Business continuity management**
Business continuity management provides for the availability of processes and resources in order to ensure the continued achievement of critical objectives

**Business continuity planning**
Business continuity planning is often used to refer to those activities associated with preparing documentation to assist in the continuing availability of property, people and assets

**Business continuity plans**
A collection of procedures and information that is developed compiled and maintained in readiness for use in the event of an emergency or disaster. (Associated terms: Business Recovery Plan; Disaster Recovery Plan, Recovery Plan)

**Business continuity program**
An ongoing process supported by senior management and funded to ensure that the necessary steps are taken to identify the impact of potential losses, maintain viable recovery strategies and recovery plans, and ensure continuity services through personnel training, plan testing and maintenance (Associated terms: Disaster Recovery Program, Business Recovery Program, Contingency Planning Program)

**Business Impact Assessment** (BIA) also known as Business Impact Analysis

A management level analysis, which identifies the impacts of losing company resources The BIA measures the effect of resource loss and escalating losses over time in order to provide senior management with reliable data upon which to base decisions on risk mitigation and continuity planning (Associated terms: Business Impact Assessment, Business Impact Analysis Assessment)

**Business interruption**
Any event, whether anticipated (ie public service strike) or unanticipated (ie blackout) which disrupts the normal course of business operations at an organisation location.

**Business process**
Key business processes are those processes essential to delivery of outputs and achievement of business objectives.

**Capability**
The ability, experience, knowledge, skills etc of people and organisations (including the ability and fitness for purpose of processes, assets, infrastructure etc) to undertake the desired activities and achieve required outcomes.

**Community**
A group of people with a commonality of association and generally defined by location, shared experience or function.

**Consequence**
The outcome of an event expressed qualitatively or quantitatively, being a loss, injury, disadvantage or gain. There may be a range of possible outcomes associated with an event.

**Context**
A summary of the key internal and external issues that could influence the risks under examination.
**Conformance**
A compliance approach to monitoring

**Control**
Any physical, behavioural, institutional, or cultural mechanism by which a risk is mitigated

**Corporate governance**
A system by which an organisation is directed and controlled. Corporate governance activities are represented as four principal components: direction, executive action, supervision and accountability.

**Crisis**
An untoward event occurring that potentially or actually results in a disruption to the day-to-day operations of part or the whole of the organisation. Management is required to divert a proportion of their attention, time, energy and resources away from normal operations to managing this untoward event. Crises will and do occur on a regular basis and are usually characterised by being managed by existing internal resource.

**Critical business functions**
Vital business functions without which an organisation cannot long operate. If a critical business function is non operation, the organisation could suffer serious legal, financial, goodwill, or other serious losses or penalties.

**Criticality**
The importance or dependence that an organisation has on a function, process, item or infrastructure or specific facility.

**Critical incident management**
The policies, structures and processes by which the response to abnormal conditions is commanded, coordinated and controlled.

**Customer**
An individual, organisation or other body that derives a benefit from an asset

**Declaration**
A formal statement that a state of disaster exists

**Disaster**
If an incident overwhelms management's capabilities to cope, control will begin to be lost and the event becomes regarded as a disaster. Disasters are usually characterised by external agencies taking over management of the event.

**Disaster recovery planning**
Disaster recovery planning is often used to refer to those activities associated with the continuing availability and restoration of the IT infrastructure

**Emergency**
- An event, actual or imminent which endangers or threatens to endanger life, property or the environment and which requires a significant and coordinated response
- Any event which arises internally or from external sources which may adversely affect the safety of persons in a building or the community in general and requires immediate response by the occupants
- An unplanned situation arising through accident or error, in which people and/or property are exposed to potential danger from the hazards of dangerous goods. Such emergencies will normally arise from vehicle accident, spillage or leakage of material or form a fire

**Emergency operations centre (EOC)**
- A facility, either static or mobile, from which the total operation or aspects of the operation are managed
- A facility established to control and coordinate the response and support to an incident or emergency
- Also know as an incident control centre, agency operations centre and forward control centre

**Evaluation criteria**
Criteria such as risk consequence and likelihood levels that are used to determine risk tolerance and appetite

**Event**
Occurrence of a particular set of circumstances

**Facility**
Any physical infrastructure

**Financial impact**
An operating expense that continues following an interruption or disaster, which as a result of the event cannot be offset by income and directly affects the financial position of the organisation

**Hazard**
A potential source of harm. The term hazard can be qualified in order to define its origin or the nature of the expected harm

**Impact**
The outcome following the occurrence of an event

**Incident command system (ICS)**
Combination of facilities, equipment, personnel procedures, and communications operating within a common organisational structure with responsibility for management of assigned resources to effectively direct and control the response to an incident. Intended to expand, as situation requires larger resources, without requiring new, reorganised command structure

**Incident response**
The response of an organisation to a disaster or other significant event that may significantly impact the organisation, its people or its ability to function productively. An incident response may include evacuation of a facility, initiating a disaster recovery plan, performing damage assessment and any other measures necessary to bring an organisation to a more stable status.

**Interdependency**
The nature or a relationship between two parties

**Likelihood**
Used as a general description of probability or frequency of an event occurring.

**Maximum acceptable outage (MAO), maximum tolerable outage (MTO), maximum downtime (MD).**
**BCC has adopted the term MAO for use in all BCP's**
The maximum period of time that critical business processes can operate before the loss of critical resources affects their operations.

**Mitigation**
The means by which risk is controlled or treated

**Organisation**
A company, firm, organisation, association, group or other legal entity or part thereof, whether incorporated or not public or private, that has its own functions(s) and administration.

**Plan Coordinator**
The Plan Coordinator is the person who is responsible to coordinate the writing, testing, update and approval of the plan. Approval must be obtained from the Branch Management Team and is to be signed off by the Plan Owner and the Divisional Manager.

**Plan Owner**
The Plan Owner is normally the Branch Manager who is responsible for the critical services for which the plan is written. A Divisional Manager may decide to nominate themselves as the plan owner.

**Probability**
A measure of the chance of occurrence expressed as a number between 0 and 1

**Recovery**
- Process of planning for and/or implementing expanded operations to address less time-sensitive business operations immediately following an interruption or disaster
- The start of the actual process or function that uses the restored technology and location

**Recovery strategy**
A pre-defined, pre-tested, management approved course of action to be employed in response to a business disruption, interruption or disaster.

**Recovery point objective (RPO)**
The point in time to which systems and data must be recovered after an outage (eg end of previous day's processing) RPOs are often used as the basis for the development of backup strategies, and as a determinant of the amount of data that may need to he recreated after the systems or functions have been recovered.

**Recovery time objective (RTO)**
The period of time required to fully re-establish adequate resource requirements.

**Risk**
The chance of something happening that will have an impact upon objectives. It is measured in terms of consequence and likelihood.

**Risk Management**
The culture, processes, and structures that are directed towards the effective management of potential opportunities and adverse effects.

**Stakeholders**
- Those people and organisations who may affect, be affected by, or perceive themselves to be affected by, a decision, activity, or event
- Includes anyone with an interest or influence in the organisation or community
- Includes anyone with an interest or influence in the organisation or community (or projects, issues associated with or parts thereof), this could include (but not be limited to): the Board, management, employees, citizens, local communities, unions, shareholders, families, media, lobby groups, customers, suppliers, government, regulators, etc.

**Test**
An activity that is performed to evaluate the effectiveness or capabilities of a plan relative to specified objectives or measurement criteria

**Threat**
A measure of how likely a source of threat is to succeed in their activity.

**Threat source**
A list of potential sources that could cause harm to an organisation. For example, a vandal, a disgruntled former employee, a criminal, stakeholders, customers, or a terrorist.

**Vulnerability**
In a security context, vulnerability is a measure of the likelihood that various types of security/ control measures (physical, personnel, policies, etc) against a threat source will fail. Vulnerability comprises 'resilience' and 'susceptibility'. Resilience is related to existing controls and susceptibility is related to exposure

***Extract from Australian Standards HB292-2006 – A practitioner's guide to business continuity management***

# 7 Enclosures

- *Enclosure 1 – Business Impact Analysis*
- *Enclosure 2 – Pandemic Influenza Plan*
- *Enclosure 3 – Animal Management BCP Sub-Plan*
- *Enclosure 4 – City Malls BCP Sub-Plan*
- *Enclosure 5 – DART Interruption Analysis Report and Desktop Exercise Report*
- *Enclosure 6 – Procedures for processing DART applications and payments at Regional Business Centres and Manual Application Tracking Sheet*

# BRISBANE CITY COUNCIL

## BRISBANE TRANSPORT

## BUSINESS CONTINUITY PLAN
## (Revised 2011)

For

## TRANSPORT (BUS SERVICES)

| | |
|---|---|
| Plan Coordinator: | [redacted] |
| Plan Owner: | |
| Divisional Manager: | |
| Date of Review: | 15 March 2011 |
| Version: | 8 |
| Plan Type: | Essential Council Services Plan |
| Pandemic Plan: (Annexure/Included) | Yes |
| Official Council File No: | TRIM Container Name: Brisbane Transport - Business Continuity and Pandemic Plans<br>Container ID: 109/590/265/2 |

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## ACRONYMS applied in Business Continuity Management

| | |
|---|---|
| BCCDMG | BCC Disaster Management Group |
| BCM | Business Continuity Management |
| BCP | Business Continuity Plan |
| BIA | Business Impact Analysis |
| CC | Crisis Controller |
| CCT | Crisis Coordination Centre |
| CMC | Crisis Management Committee |
| CRT | Crisis Response Team |
| CSE | Customer Service Environment |
| DRMT | Disaster Recovery Management Team |
| DRP | Disaster Recovery Plan |
| EMP | Emergency Management Plan |
| EMT | Emergency Management Team |
| EOL | Event Operations Log |
| ERG | Emergency Response Group |
| IMT | Incident Management Team |
| ITSCM | IT Service Continuity Management |
| LDCC | Local Disaster Coordination Centre |
| MAO | Maximum Acceptable Outage |
| MIR | Major Incident Room |
| PPE | Personal Protective Equipment |
| Sit-Rep | Situational Reports |
| SLA | Service Level Agreements |
| SOP | Standard Operating Procedures |

Refer to Annexure K for a complete glossary of terms related to Business Continuity Management

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# CONTROL SHEET

Plan Approval

| Plan Coordinator: | Signature: | Date: |
|---|---|---|
| [redacted] | | 15.03.2011 |
| Plan Owner: | Signature: | Date: |
| [redacted] | | 15.03.2011 |
| Divisional Manager: | Signature: | Date: |
| [redacted] | | 15.03.2011 |

Revision History

| Version Number | Description / Reason | Section / Page | Date | Plan Coordinator |
|---|---|---|---|---|
| 2.0 | BCP Test Exercise | Throughout | Jan 2005 | [redacted] |
| 3 | General Updates | Throughout | 19/03/06 | |
| 4 | Internal Review | Throughout | 20/11/07 | |
| 5 | Update of Title – EOC to ECC | Throughout | 21/05/08 | |
| 6 | Update of Annexure and cross link to separate Pandemic Response Plan dated November 2008 | Annexures G,H and M | 22/05/09 | |
| 7 | BCP update in the new version | Throughout | 24/6/2010 | |
| 8 | BCP update following test held on 16.11.2010 | Throughout | 15.03.2011 | |

**This Plan will require further review once the Support Services Programme is fully functional.**

## Corporate Test and Maintenance Requirements

| Review / Test Frequency | | | |
|---|---|---|---|
| ***1. Internal Review*** to ensure plan details & contact lists are current. | ***2. External Review*** conducted by specialists from outside the Business Unit. | ***3. Desk-top Exercise*** examination of the plan against a specific scenario. | ***4. Live Exercise*** involves a simulation exercise against a specific scenario. |
| 6 months | 12-18 months | 1 per 24 month period | As directed by CRMC |

1. **Internal Reviews:** conducted every six months. Ensure the details in the plan (contact lists etc) are current. Undertaken within the Division/Business Unit responsible for the plan.

2. **External Reviews:** conducted by specialists from outside the business unit or outside of Council. CRM or other Business Unit/Divisional experts may be available to assist in these reviews. These reviews can be conducted in conjunction with an exercise.

3. **Desktop Exercises:** conducted as a facilitated discussion. It does not require an operational response. It normally involves examination and/or discussion of the plan against a specific scenario with a group of internal stakeholders.

4. **A Live Exercise:** A live exercise is a simulation, usually in real time, in which the plan, or key parts of it are tested against a specific scenario. It typically involves key persons to respond to a simulated emergency and implementation of selected aspects of the plan. A live exercise may be "announced" or "unannounced". In either case it has to be carefully planned so that any impact on core business operations are known and controlled.

## Maintenance Schedule

| *BCP Maintenance Schedule ; Essential Council Services Plan* | | | | |
|---|---|---|---|---|
| *Ref* | *Required Reviews* | *Corporate designated Requirements* | *When last completed* | *Next planned review* |
| *1* | *Internal Review* | *6 months* | *March 2011* | *September 2011* |
| *2* | *External Review* | *12-18 months* | *April 2010(Pario-SISTO Consultancy)* | *June 2011* |
| *3* | *Desktop Review* | *1 per 24 months* | *November 2010* | *2011* |
| *4* | *Live Exercise* | *As directed by CRMC* | *2011* | |

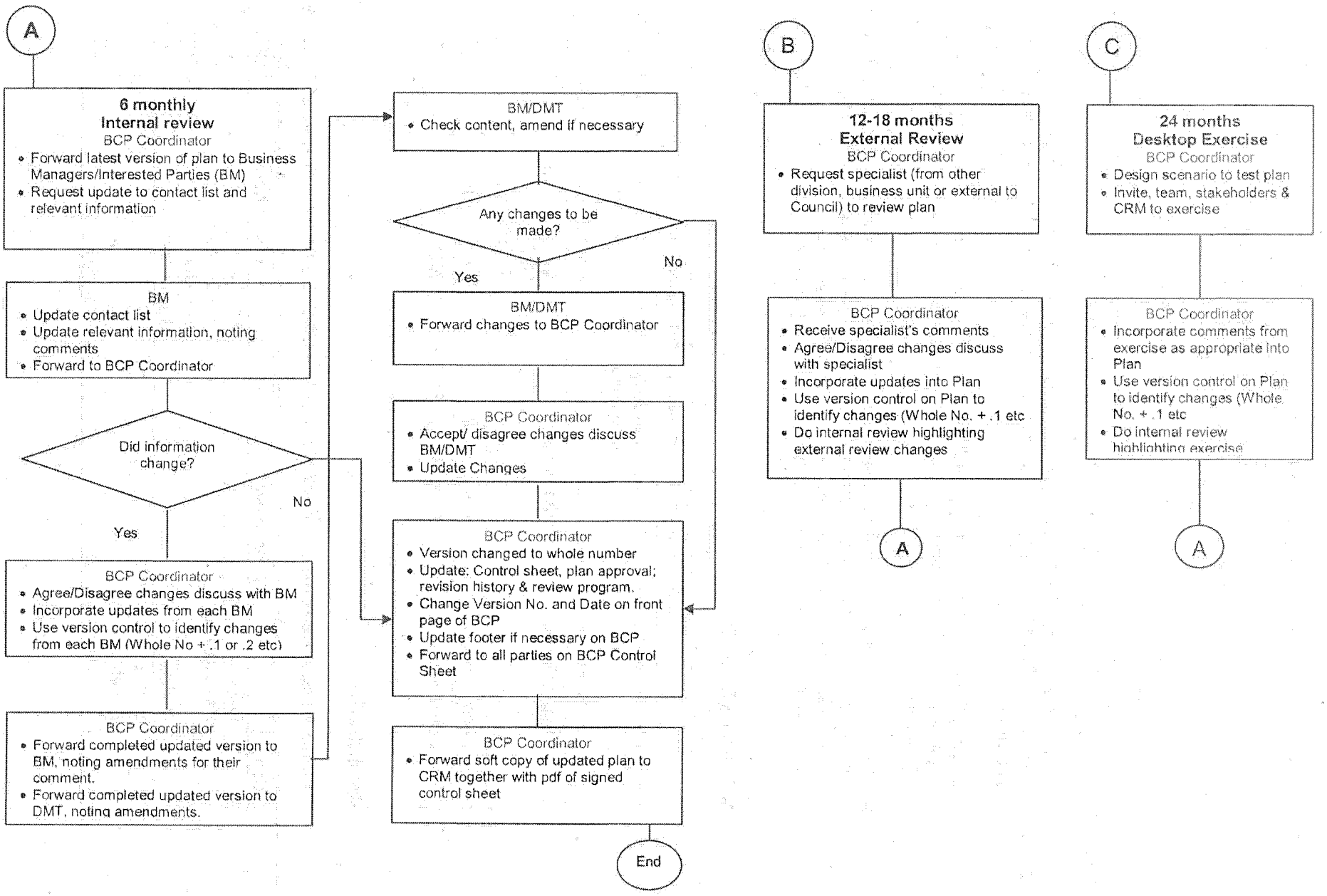
## Distribution List:

The distribution list should include those people who would use, activate or are accountable to this BCP once activated.

| Copy | Copy Holder | Officer Name | Officer Code |
|---|---|---|---|
| 1 | Divisional Manager | [redacted] | DMGRT |
| 2 | Plan Coordinator | | OSMT TRMO |
| 3 | Plan Owner | | MSNS |
| 4 | Senior Leadership Team | | |
| 5 | BT Depot Managers | | |
| 6 | Corporate Risk Management | | PFATAX |

# BCP Version Review and Control Flowchart

BM Business Manager
DMT Divisional Mangement Team
CRM Corporate Risk Management



# *INTRODUCTION*

*The purpose of this document is to provide a plan of action for achieving a continuation of operations in a crisis situation. The plan's contents are as follows:*

## 1. Background

Bus services are designated as a critical business function for Brisbane City Council.

The purpose of this Business Continuity Plan (BCP) is to provide a plan of action for achieving a continuation of operations in a crisis situation. It provides a definition of each major task, an estimate of the time and resources required and a framework for management control, operations, communications and review throughout the crisis period.

This BCP is classified *as an Essential Council Services Plan* within Council's classification process and must therefore comply with Corporate Policy Guidelines contained within SP510 (Business Continuity Plans, Priorities and Testing Guidelines).

The plan focuses on immediate response to an event. The detailed response will be dependent on the type of incident, the emphasis being on allowing Brisbane Transport to respond flexibly to a wide variety of potential disruptions, which may include any of the following occurrences:

*Bombing*
Where the detonation of a device has occurred.

*Extortion Threat*
That would; if it eventuated have a major impact on operations.

*Malicious Damage/Sabotage*
Affecting the ability to deliver normal operations.

*Major Civil Action/Disorder*
That has a major affect on operations.

*Terrorist or Criminal Acts*
Incidents that cause a disruption or threat to lives, operations/activities.

*Siege/Armed Hold-up/Hostage Situation*

*Man-made and Accidental Disasters*
That has a major impact on operations.

*Natural Disasters*

That has a major impact on operations, e.g. Floods, Storms, earthquakes and Pandemic situations etc.

*Major Fire*

That threatens the ability to deliver normal services.

*Traffic Accident*

That prevents the delivery of normal services.

Any other situation that threatens the life of any employee, contractor or customer, or causes major damage to property or an occurrence which may cause a major interruption to normal operation or major denigration of service and public image.

The construction of this BCP is based on a Business Impact Analysis which is shown at Annexure A.

## 2. Business Continuity Plan - Aim and Objectives

### *2.1. Aim*

To maintain bus transport services at the highest level, given the circumstances and constraints imposed by the crisis situation, and to recover full operations at the earliest opportunity.

### *2.2. Objectives*

- To immediately respond to the crisis, at all times providing a safe environment for employees and the community
- To operate under emergency conditions, meeting customer needs to the highest level given the circumstances of the crisis
- To establish and maintain effective communications with the community and key stakeholders regarding the status of bus services
- To resume normal operations as soon as possible

## 3. Scope, Constraints, Assumptions and Core Systems

The plan is concerned with managing the context within which Brisbane Transport operates.

**If scheduled bus services can not be maintained on a weekday:**

- Revert to Saturday timetables and school routes, or
- Reduce further to Sunday timetables and school routes.

Commitment to the provision of school route services remains a paramount consideration in all circumstances.

**BCP underlying assumptions could include the following:**

- Bus location: The bus fleet can be reallocated to different sites to provide a more effective overall response to a particular event.

- Communications are to be maintained via normal means such as phone, e-mail, fax, Call Centre, Council's External Website. (Refer to section 5.3.4 for alternate communication strategies where normal communication channels are not available).

- IT Systems: Backup IT systems & support will be provided by iDivision. The actual recovery program will be developed once systems availability is known and systems recovery timeframes clarified with iDivision. (Refer to ICT Support Requirements Annexure I).

- Staffing: Business operations will continue under reduced staffing.

- Sustainability: The BCP is sustainable for 30 days at 30% staffing levels

- LDCC: The Local Disaster Coordination Centre will be activated and manage the overall situation in pulling together multiple BCPs and coordinating activities. LDCC is normally only activated in the instance of an event that impacts upon the community.

## 4. BCP Process Overview

The Plan focuses on Plan Preparation and Maintenance, Crisis Response and Activation, Operations under Degraded Conditions and Recovery and Transition to Normal Operations. The plan consists of the following sections:

Section 5.1 Plan Preparation and Maintenance - ensuring annexures to this plan are current.

Section 5.2 Crisis Response & Activation – immediate actions to the crisis situation (Chain of command, Control centre locations, key contact personnel).

Section 5.3 Operations under Degraded Conditions – operations from an alternative site under degraded conditions, communications with key stakeholders, maintaining appropriate records, reporting.

Section 5.4 Recovery and Transition to Normal Operations – implementing a recovery plan, maintaining communications with relevant parties, resuming normal operations, reviewing events and processes followed.

Phases 3 and 4 of this plan may be developed in consultation with the LDCC, if the LDCC is to be activated as determined by the circumstances and extent of the crisis.

## 5. Detailed Plan (Phases & Tasks)

For each task, identify any supporting information necessary for its implementation. This may include:

- *Task or key steps*
- *Related Procedures (how the task is to be done)*
- *Responsibilities (who is responsible for the task/action)*
- *Resources allocated to complete the task*
- *Timings (when the task must be completed)*
- *Key Milestones*

*A Plan Outline follows:*

**Business Continuity Plan Phases and Tasks - Checklist**

| Sect | Phases & Tasks | Check |
|---|---|---|
| 5.1 | Phase 1 – Plan Preparation and Maintenance, incl:<br>• Task 1 – Develop the plan<br>• Task 2 – Maintain the plan<br>• Task 3 – Develop test exercises/scripts and test the plan as required | ☐<br>☐<br>☐ |
| 5.2 | Phase 2 – Crisis Response & Activation:<br>• Task 1 – Commence the Activation Procedure as per the BCP<br>• Task 2 – Obtain Activation approval for the BCP go-ahead (incl. Succession of Command)<br>• Task 3 – Convene at the nominated control centre<br>• Task 4 – Commence Staff Recall Procedures<br>• Task 5 – Establish Manual Records (incl. Event Operations Log)<br>• Task 6 – Conduct a situational analysis (what has happened, key persons involved, systems/equipment/facilities lost, facilities available)<br>• Task 7 – Determine overall impact on operations & make decisions on needed response<br>• Task 8 – Develop the BCP Overall Timetable & Operational Plan in liaison with LDCC, if the LDCC is activated.<br>• Task 9 – Provide a Liaison Officer to the LDCC, if the LDCC is activated. | ☐<br>☐<br>☐<br>☐<br>☐<br>☐<br>☐<br>☐<br>☐ |
| 5.3 | Phase 3 – Operations Under Degraded Conditions:<br>• Task 1 – Implement the operational plan and timetable<br>• Task 2 – Implement relevant previously developed Contingency Plans to suit the crisis (including manual records to cover loss of core systems)<br>• Task 3 – Set internal reporting<br>• Task 4 – Maintain communications with stakeholder groups<br>• Task 5 – Develop a recovery plan & timetable in consultation with LDCC, if the LDCC is activated.<br>• Task 6 – Outline specific measures to coordinate activities between this Crisis Response Team and other internal work groups | ☐<br>☐<br>☐<br>☐<br>☐<br>☐ |
| 5.4 | Phase 4 – Recovery and Transition to Normal Operations:<br>• Task 1 – Implement the recovery plan<br>• Task 2 – Maintain communications with stakeholder groups<br>• Task 3 – Resume normal operations and timetables<br>• Task 4 – Review events, debrief management and staff and update procedures, protocols and plans. | ☐<br>☐<br>☐<br>☐ |

*The 'Check' column in Business Continuity Plan Phases and Tasks Checklist above allows the user of this document to tick off tasks as completed when the BCP is in use or is being tested.*

## *5.1. Phase 1 – BCP Preparation & Maintenance*

### *5.1.1 Develop, maintain and test the BCP*

Testing and maintenance of this plan must be conducted in accordance with Corporate requirements as per SP501. Record of testing and maintenance is shown in the BCP Maintenance Schedule located within the Control Sheet at the front of this document.

## *5.2. Phase 2 – Crisis Response and Activation Procedures*

### *5.2.1 Commence Activation Procedures – Circumstances of Activation*

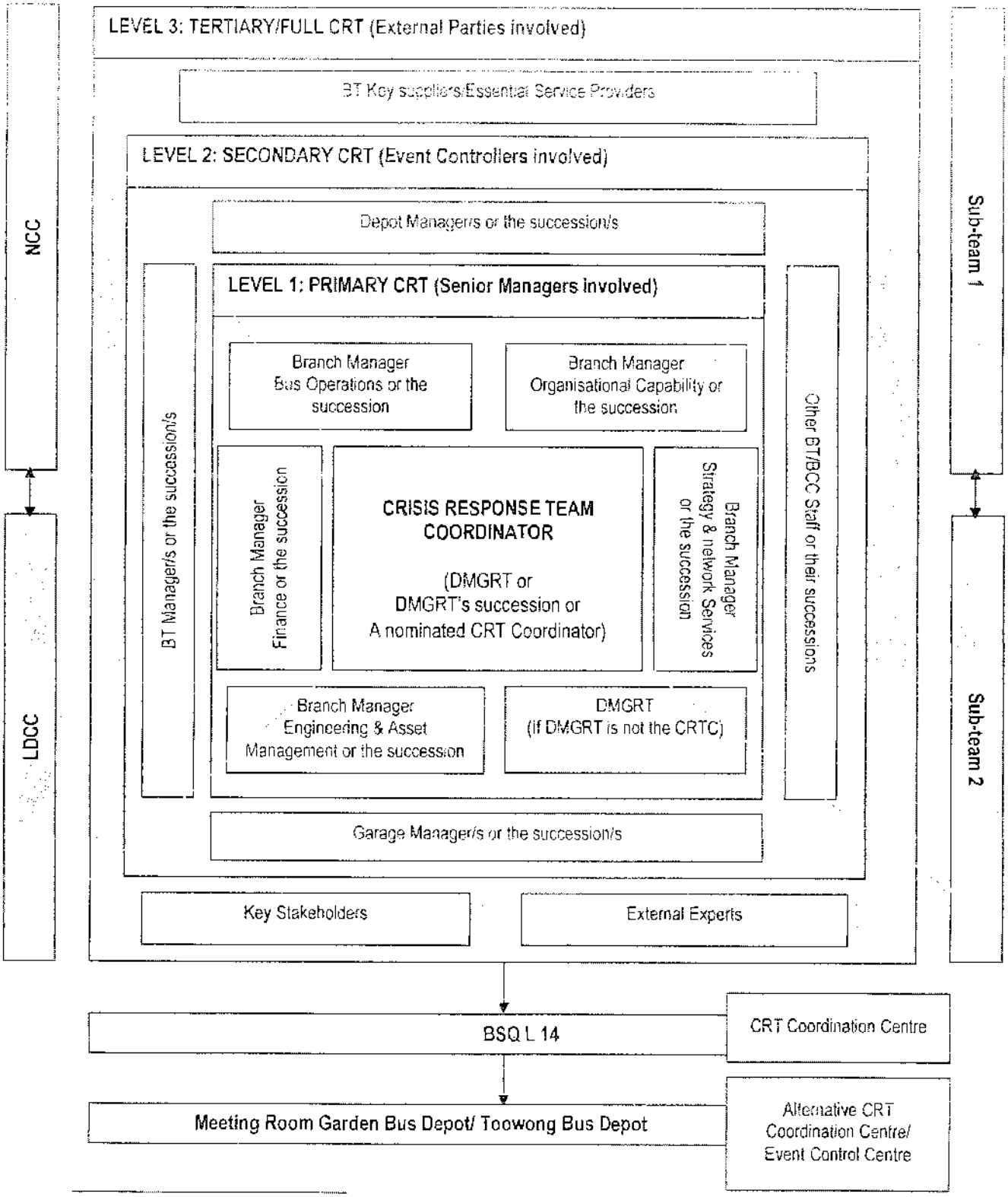
In an emergency, full details of the crisis would be presented to the authorising officer for a decision on plan activation.

Circumstances under which the plan may be activated include the following:

- Loss of key staff seriously affecting the normal chain of command.
- Loss of key IT systems for a period greater than 24 hours.
- Loss of premises or lock-out from premises used to conduct normal operations for a period greater than 24 hours
- Any other event which threatens ongoing operations or presents a serious risk to employee/community health and safety

Once the plan is activated, the BT's CRT (Crisis Response Team) Coordinator or nominee would commence crisis response procedures as required given the emergency, and as outlined in the Business Continuity Plan.

BT's Crisis Response Team (CRT) Structure[1]




NOTE 1 The level of the CRT is determined by the CRT Coordinator based on the nature of the event. CRT Coordinator may also decide whether to seek OLMCEO assistance in regard to external communications.

NOTE 2 All the personnel in this structure may not be represented in a CRT. Required personnel are determined by the situational demand of an event.

NOTE 3 The main CRT may establish sub-teams to carry out specific tasks. These sub-teams are responsible to the core-team.

NOTE 4 Succession plan is shown at Annexure F

### *5.2.2 Obtain Activation Approval for BCP, set Delegations and Authorisations*

Plan activation can be activated by:

- The Divisional Manager or delegate.

As not all senior management personnel are available over a 24 hour period, the next subordinate personnel will assume the authority, responsibilities and duties of that person, during their absence. (Any other arrangements should be documented and disseminated within the Crisis Response Team).

It is also envisaged that authority may be delegated down the line to site management, supervisors, and in some circumstances, general staff when the need may arise.

As not all individual situations can be covered in this plan, it is expected that controlling personnel will flexible in the application of the guidelines contained herein.

However, in all emergencies, the next higher level position and ultimately the Divisional Manager or a delegated member, must be advised of the situation and the actions taken. Correct reporting procedures with emphasis on obtaining the quickest response to the type of emergency, must be followed.

Once activated, the BT's CRT Coordinator or nominated CRT Coordinator will manage the overall situation on behalf of the Division or Branch.

The succession of command for this plan is as follows:

1. Divisional Manager (DM)

2. CRT Coordinator (if not the DM)

3. Thereafter: Normal Divisional/Branch/Section operations chain of command

### *5.2.3 Convene at the nominated Control Centre*

The Control Centre is to be established on Level 14 of the Brisbane Square. Divisional Manager will decide the meeting area on Level 14, or elsewhere in BSQ if appropriate.

If BSQ is not available, alternative locations are as follows:
First option - Garden City Bus Depot meeting room
Second option - Toowong Bus Depot meeting room

The CRT Coordinator will liaise with the Site Controller in establishing the Control Centre and facilities for the team.

Employees will be advised of the Control Centre location, as and when they are individually contacted as part of the Staff Recall Procedures.

### *5.2.4 Commence Staff Recall Procedures*

On activation of the BCP, the CRT Coordinator will contact Managers as listed in the Key Management Contact List (Annexure F), advising them of the current situation, location of the CRT Control Centre and required actions.

It is the responsibility of each Manager to contact Supervisors, giving them an outline of the situation. Supervisors will then communicate directly with their team members as per their Employee Contact List, giving them activation details, include:

- CRT structure
- Location of Control Centre
- Necessary contact details (who can be contacted and means of contact – phone numbers, E-mail).

The CRT Coordinator will confirm that all relevant personnel have been contacted and will update the Event Operations Log accordingly.

At the appropriate times, the CRT Coordinator will nominate a person(s) to contact key suppliers (Annexure D) and customers (Annexure E) to advise them of the current situation and the plans that are in place and are being developed to manage the crisis.

Employee Contact List; refer to Annexure C.

### *5.2.5 Establish Manual Records*

Event Operations Log:

The implementation of this plan would necessitate the maintenance of an Event Operations Log to record all actions/decisions in chronological order, including:

- Events
- Decisions reached and any special approvals
- Approved expenditures
- Actions taken to recover/maintain operations
- Visits, meetings, briefings, Press releases etc.

The Event Operations Log is a key document as it acts as an audit trail for subsequent review of actions to improve responses to emergency situations and maintain the highest level of safety in all circumstances. Refer Annexure G for an Events Operations Log template.

Manual Records Log:

In the event of loss of core IT systems, manual records would have to be maintained until normal operations are resumed.

Where Manual Operating Procedures do not exist, develop a Manual Records Log suitable to your operational needs and insert at Annexure H.

### *5.2.6 Conduct a Situational Analysis*

A situational analysis would be conducted, typically as follows:

1. What has happened: _____
2. B.T. personnel involved/affected: _____
3. Systems/facilities off-line: _____
4. Systems/facilities available: _____
5. Anticipated down-time: _____

### *5.2.7 Determine overall impact on operations and make decisions on needed response*

Impacts on operations can be summarised as follows (in order of priority):

No. Impact/Event: Who/What is affected: Needed Response

1.

2.

3. etc.

These impacts are then used as the basis for development of the Operational Plan within Section 5.2.8 following.

### *5.2.8 Develop an Operational Plan & Timetable in liaison with the LDCC*, (if the LDCC is activated).

A BCP Timetable and Operational Plan is as follows, where C = Crisis point (zero hours).

| *5.2.8* | *Operational Plan – Detail (key tasks to meet the specific crisis)* | | | |
|---|---|---|---|---|
| *Ref* | *Action Steps* | *By Whom/Resp* | *Deadline* | *When completed & Results* |
| *1* | | | | |
| *2* | | | | |
| *3* | | | | |
| *4* | | | | |

### *5.2.9 Provide a Liaison Officer to the Local Disaster Coordination Centre's Coordinator (LDCC Coordinator)*

Where a Local Disaster Coordination Centre has been established, it is critical to maintain clear communications between the Division and the LDCC at all times. The Liaison Officer will be appointed to liaise between the CRT and the LDCC.

Refer to Annexure B for Overall Timetable and Operational Plan.

## *5.3 Phase 3 – Operations under Degraded Conditions*

### *5.3.1 Implement the Operational Plan and Timetable*

The Operational Plan, as developed in Section 5.2.8 above, remains in place until the crisis is resolved and/or until the CRT Coordinator determines the plan is no longer necessary.

### *5.3.2 Implement relevant previously developed Contingency Plans to suit the crisis*

In assisting to manage the emergency situation, the following *Contingency Plans* may be applied, as directed by the CRT Coordinator.

*Contingency Plan* Title: BT SISTO Counter-Terrorism Risk Management Plan

*Contingency Plan* Title: BT CNG Emergency Response Plan

*Contingency Plan* Title: Bowen Hills Depot – Flood Management Plan

(These *Contingency Plans* only apply through the crisis period and can be withdrawn at any time by the CRT Coordinator).

BT Security Manual and SOPs

CBD Emergency Plan - BT Detailed Bus Operations Plan

### *5.3.3 Set Internal Reporting Requirements - Internal Reporting & Key Events*

Internal reporting

A situational report would be issued within 2 hours of activation, then every six hours thereafter, or as directed by the CRT Coordinator.

The situational report will cover all events as logged in the Event Operations Log since the previous situational report was issued. The template for the "Events Operation Log – Situational Report" is at Annexure G.

Reporting of Key Events:

Major incidents are to be reported immediately on occurrence, with the Crisis Response Team Coordinator nominating incidents as 'major' or otherwise. NCC will typically be the main BT's body providing the initial report and management.

The means of communication will be via E-mail if available. Alternatively verbal communication will occur. The results of such communication and decisions reached will be recorded in the Event Operations Log (Annexure G).

### *5.3.4 Maintain Communications with Stakeholder Groups*

Communications with stakeholders should be maintained via normal means where possible (Phone, E-mail, Fax, Call Centre, and Council's External WebSite). SMS via mobile phones can also manage group messages effectively.

Brisbane Transport has access to the capabilities of the NCC and Council's Motorola Two way radios.

In the event of BCP activation, the CRT will implement a communication plan as follows:

1. Identify the potential for public and employee concern arising from the particular event.

2. Given the potential for a degradation or loss of services over a period, confirm capability to make early and direct communication with key internal and external stakeholders.

More likely contacts are:

| Internal BCC | External |
|---|---|
| LM | TTA |
| CEO | DTMR |
| BI | QPS and Emergency Services |
| T&S | QR |
| Chair and relevant councillors | QBIC |
| SPO | Critical suppliers as applicable to the event |
| CRM | |
| Disaster Operations Manager | |
| Chair BT Advisory Board | |

For a full content list see:

Key Suppliers of Goods/Services – Annexure D

Key Customers/Stakeholders – Annexure E

3. When an event occurs, Divisional Manager to confirm:

-When to escalate communication to internal and external stakeholders

-CRT members' responsibilities in making contact

-Order in which contacts will be made

4. CRT to confirm basic scripting to:

-Ensure consistency of message essentials

-Agree on frequency of updating

5. Employee communication

A successful response to a major event depends heavily on the motivation of all staff.

Unions also have a role to play in underpinning BT response efforts and communications should reflect this understanding.

An employee communications plan can be built around the questions below:

-What will employees want to know?

-What can we tell them?

The CRT to consider the required frequency of employee communications and the form(s) it should take.

6. Communicating with the Public:

BT follows Corporate protocols. Communications with the public should be maintained via the Council's Contact Centres and Call Centre, depending on availability of services.

7. Communicating with the Media:

The CRT may seek deployment of a Corporate media resource.

Under no circumstances should any BT employee make representation to the Media as a Council representative. Any requests for information must be referred to the CRT Coordinator, who will refer them to the Corporate Media Officer, and note the request and action taken in the Event Operations Log.

Information will only be made available to the media via BCC's Corporate Media Officer.

8. Foreign Language Communications

During major incidents there may be a need to access the assistance of a foreign language speaker/translator. Internal to BCC the Council Connect directory can be accessed and if the drop down entry 'language' is substituted for the default 'unit' in the Search details and the language sought is then entered a list of employee names will be provided.

***5.3.5 Develop a Recovery Plan and Timetable in consultation with the LDCC***, if the LDCC is activated.

The Recovery Plan can be commenced ahead of time, perhaps through a sub group of BT officers delegated by the CRT.

To ensure a well-managed transition to normal operations, a Recovery Plan should be developed. For example:

- Reloading of data from manual systems to computer-based systems
- Any reconciliations to ensure accuracy of data after the crisis event
- Required updates to manual systems/processes to cover future events.
- Employee actions and responsibilities in returning to normal operations
- Organisational responsibilities related to employee welfare as a result of the crisis. This may involve the engagement of the Employee Assistance Program Providers.

### *5.3.6 Outline specific measures to coordinate activities between the Crisis Response Team and other internal work groups*

The Crisis Response Team will manage all activities/communications between the Work Unit and other internal parties. Where possible, protocols (contact persons, means of communication, timing) will be established between the Work Unit and:

- Local Disaster Coordination Centre
- Other Business Continuity Teams
- Service Providers, e.g. NCC, ISB, the Call Centre, Customer Service Centres etc.

## *5.4 Phase 4 – Recovery and Transition to normal operations*

### *5.4.1 Implement the Recovery Plan*

The Recovery Plan, previously developed in Section 5.3.5, forms the basis for recovery and return to normal operations.

On returning to normal operational mode, the Recovery Plan should be signed off by the Crisis Response Team Coordinator.

### *5.4.2 Maintain communications with stakeholder groups*

The CRT Coordinator must ensure communications are maintained with all stakeholder groups until normal operations are resumed, including Local Disaster Coordination Centre, internal work groups, key suppliers, key customers, public communications and media communications.

### *5.4.3 Resume normal operations and timetables*

Normal operations are resumed once all actions as per the Recovery Plan have been completed and the CRT Coordinator approves such return to normal operations.

The LDCC Coordinator must be informed on return to normal operations.

### *5.4.4 Review events, debrief management and staff, and update procedures, protocols and plans*

On resuming normal operations, the CRT Coordinator should prepare a summary report covering the crisis/event, including:

- Process steps followed through the crisis – what went well, what didn't work as well as desired – being particularly mindful of continuous improvement opportunities
- BCP improvement opportunities
- Required updates to procedures/protocols
- Overall recommendations

Feedback should be provided to both management and staff, particularly thanks to those staff whose efforts were commendable.

## 6. List of Annexes / Support Plans

| Business Continuity Plan – Annexure Listing | | |
|---|---|---|
| Annexure Ref | Annexure Title | BCP Reference |
| A | Business Impact Analysis | 1. |
| B | BCP Overall Timetable and Operational Plan | |
| C | Employee Contact List | 5.2.4 |
| D | Key Suppliers Contact List | 5.3.4 |
| E | Key Customers/Stakeholders Contact List | 5.3.4 |
| F | Key Management Contacts | 5.2.4 |
| G | Event Operations Log | 5.2.5 |
| H | Manual Records Log(s) | 5.2.5 |
| I | Information Communications Technology (ICT) Support Requirements | |
| J | Pandemic Requirements | |
| K | Glossary of Terms | |

## Annexure A – Business Impact Analysis

Completed with [redacted] Held by [redacted] Strategic Planning Manager. Under Review

## Annexure B – BCP Overall Timetable & Operational Plan

| Business Continuity Plan – Overall Timetable and Operational Plan | | | | |
|---|---|---|---|---|
| Tasks | Tasks | Resp | Timeframe | Interdependencies |
| | Crisis Response | | | |
| 5.2.1 | Commence activation procedure as per the BCP | CRT Coordinator | C + 0 hours | LDCC (Local Disaster Communications Centre) |
| 5.2.2 | Obtain Activation Approval for BCP go-ahead | CRT Coordinator & Authorising Officer | C + 0.5 hour | LDCC |
| 5.2.3 | Convene at the nominated control centre | Crisis Response Team members | C + 1 hours | LDCC |
| 5.2.4 | Commence Staff Recall Procedures | CRT Coordinator | C + 1.5 hours | |
| 5.2.5 | Establish Manual Records (Event Log Sheet, other) | CRT Coordinator | C + 1.5 hours | |
| 5.2.6 | Conduct a situational analysis | CRT Coordinator & team members | C + 2 hours | LDCC |
| 5.2.7 | Determine overall impact on operations & determine required response | CRT Coordinator & team members | C + 3 hours | LDCC; all affected Council divisions; external agencies |
| 5.2.8 | Develop an operational plan & timetable with LDCC to meet the specific crisis | CRT + LDCC | C + 4 hours | LDCC and external agencies as required |
| 5.2.9 | Provide a Liaison Officer to LDCC as required | CRT Coordinator | C + 4 hours | LDCC |
| | In summary, within 4 hours following a crisis, the BCP would be activated and approved, and an (initial) operational plan developed to cover management of the crisis. | | | |

*Annexure C – Employee Contact List*

*BRANCH NAME: STRATEGY AND NETWORK SERVICES*

***Section Name: Strategy and Network Services (Security, Insurance, Compliance, Risk and Business Continuity)***

*Section Manager's Information*

| First Name | Surname | Work Phone | Mobile Ph | Position/ Role/ Title | Email | iConnect Y/N |
|---|---|---|---|---|---|---|
| [redacted] | | | | Strategic Planning Manager | [redacted] | N |

*Section Manager's Backup Information*

| First Name | Surname | Work Phone | Mobile Ph | Backup 1 (Y/N) | Backup 2 (Y/N) | Position/ Role/ Title | Email | iConnect Y/N |
|---|---|---|---|---|---|---|---|---|
| [redacted] | | | No work mobile | Y | | Risk Management Officer | [redacted] | |

***Section Name: Network Planning and Operations Support***

*Section Manager's Information*

| First Name | Surname | Work Phone | Mobile Ph | Position/ Role/ Title | Email | iConnect Y/N |
|---|---|---|---|---|---|---|
| [redacted] | | | | | | Y |

*Section Manager's Backup Information*

| First Name | Surname | Work Phone | Mobile Ph | Backup 1 (Y/N) | Backup 2 (Y/N) | Position/ Role/ Title | Email | iConnect Y/N |
|---|---|---|---|---|---|---|---|---|
| [redacted] | | | | | | | | Y |

*Section Manager's Information*

| First Name | Surname | Work Phone | Mobile Ph | Position/ Role/ Title | Email | iConnect Y/N |
|---|---|---|---|---|---|---|
| [redacted] | | | | | | Y |

*Section Manager's Backup Information*

| First Name | Surname | Work Phone | Mobile Ph | Backup 1 (Y/N) | Backup 2 (Y/N) | Position/ Role/ Title | Email | iConnect Y/N |
|---|---|---|---|---|---|---|---|---|
| [redacted] | | | | | | | | N |

*BRANCH NAME: ORGANISATIONAL CAPABILITY*

***Section Name: Employee Administration***

*Section Manager's Information*

| First Name | Surname | Work Phone | Mobile Ph | Position/ Role/ Title | Email | iConnect Y/N |
|---|---|---|---|---|---|---|
| [redacted] | | | | | | N |

*Section Manager's Backup Information*

| First Name | Surname | Work Phone | Mobile Ph | Backup 1 (Y/N) | Backup 2 (Y/N) | Position/ Role/ Title | Email | iConnect Y/N |
|---|---|---|---|---|---|---|---|---|
| [redacted] | | | | | | | | N |

## Section Name: Learning and Development

*Section Manager's Information*

| First Name | Surname | Work Phone | Mobile Ph | Position/ Role/ | Email | iConnect Y/N |
|---|---|---|---|---|---|---|
| [redacted] | | | | | | N |

*Section Manager's Backup Information*

| First Name | Surname | Work Phone | Mobile Ph | Backup 1 (Y/N) | Backup 2 (Y/N) | Position/ Role/ Title | Email | iConnect Y/N |
|---|---|---|---|---|---|---|---|---|
| [redacted] | | | | | | | | N |

## Section Name: Organisational Capability

*Section Manager's Information*

| First Name | Surname | Work Phone | Mobile Ph | Position/ Role/ Title | Email | iConnect Y/N |
|---|---|---|---|---|---|---|
| [redacted] | | | | | | Y |

*Section Manager's Backup Information*

| First Name | Surname | Work Phone | Mobile Ph | Backup 1 (Y/N) | Backup 2 (Y/N) | Position/ Role/ Title | Email | iConnect Y/N |
|---|---|---|---|---|---|---|---|---|
| [redacted] | | | | | | | | Y |

**Section Name: Workplace Health and Safety**

*Section Manager's Information*

| First Name | Surname | Work Phone | Mobile Ph | Position/ Role/ Title | Email | iConnect Y/N |
|---|---|---|---|---|---|---|
| [redacted] | | | | | | N |

*Section Manager's Backup Information*

| First Name | Surname | Work Phone | Mobile Ph | Backup 1 (Y/N) | Backup 2 (Y/N) | Position/ Role/ Title | Email | iConnect Y/N |
|---|---|---|---|---|---|---|---|---|
| [redacted] | | | | | | | | N |
| | | | | | | | | N |

*BRANCH NAME: FINANCIAL SERVICES*

**Section Name: Financial Control**

*Section Manager's Information*

| First Name | Surname | Work Phone | Mobile Ph | Position/ Role/ Title | Email | iConnect Y/N |
|---|---|---|---|---|---|---|
| [redacted] | | | | | | N |

*Section Manager's Backup Information*

| First Name | Surname | Work Phone | Mobile Ph | Backup 1 (Y/N) | Backup 2 (Y/N) | Position/ Role/ | Email | iConnect Y/N |
|---|---|---|---|---|---|---|---|---|
| [redacted] | | | | | | | | N |
| | | | | | | | | N |

## Section Name: IT Coordination

### Section Manager's Information

| First Name | Surname | Work Phone | Mobile Ph | Position/ Role/ Title | Email | iConnect Y/N |
|---|---|---|---|---|---|---|
| [redacted] | | | | | | Y |

### Section Manager's Backup Information

| First Name | Surname | Work Phone | Mobile Ph | Backup 1 (Y/N) | Backup 2 (Y/N) | Position/ Role/ Title | Email | iConnect Y/N |
|---|---|---|---|---|---|---|---|---|
| [redacted] | | | | | | | | N |

## Section Name: Management Accounting and Contracts

### Section Manager's Information

| First Name | Surname | Work Phone | Mobile Ph | Position/ Role/ Title | Email | iConnect Y/N |
|---|---|---|---|---|---|---|
| [redacted] | | | | | | N |

### Section Manager's Backup Information

| First Name | Surname | Work Phone | Mobile Ph | Backup 1 (Y/N) | Backup 2 (Y/N) | Position/ Role/ Title | Email | iConnect Y/N |
|---|---|---|---|---|---|---|---|---|
| [redacted] | | | | | | | | N |

*BRANCH NAME: ENGINEERING AND ASSET MANAGEMENT*

***Section Name: FMS***

*Section Manager's Information*

| First Name | Surname | Work Phone | Mobile Ph | Position/ Role/ | Email | iConnect Y/N |
|---|---|---|---|---|---|---|
| [redacted] | | | | | | N |

*Section Manager's Backup Information*

| First Name | Surname | Work Phone | Mobile Ph | Backup 1 (Y/N) | Backup 2 (Y/N) | Position/ Role/ Title | Email | iConnect Y/N |
|---|---|---|---|---|---|---|---|---|
| [redacted] | | | | | | | | N |

***Section Name: Facilities and Asset***

*Section Manager's Information*

| First Name | Surname | Work Phone | Mobile Ph | Position/ Role/ | Email | iConnect Y/N |
|---|---|---|---|---|---|---|
| [redacted] | | | | | | N |

*Section Manager's Backup Information*

| First Name | Surname | Work Phone | Mobile Ph | Backup 1 (Y/N) | Backup 2 (Y/N) | Position/ Role/ Title | Email | iConnect Y/N |
|---|---|---|---|---|---|---|---|---|
| [redacted] | | | | | | | | N |

BRANCH NAME: BUS OPERATIONS

## Section Name: Garden City Bus Depot

*Section Manager's Information*

| First Name | Surname | Work Phone | Mobile Ph | Position/ Role/ Title | Email | iConnect Y/N |
|---|---|---|---|---|---|---|
| [redacted] | | | | | | Y |

*Section Manager's Backup Information*

| First Name | Surname | Work Phone | Mobile Ph | Backup 1 (Y/N) | Backup 2 (Y/N) | Position/ Role/ Title | Email | iConnect Y/N |
|---|---|---|---|---|---|---|---|---|
| [redacted] | | | | | | | | |

## Section Name: Willawong Bus Depot

*Section Manager's Information*

| First Name | Surname | Work Phone | Mobile Ph | Position/ Role/ | Email | iConnect Y/N |
|---|---|---|---|---|---|---|
| [redacted] | | | | | | N |

*Section Manager's Backup Information*

| First Name | Surname | Work Phone | Mobile Ph | Backup 1 (Y/N) | Backup 2 (Y/N) | Position/ Role/ Title | Email | iConnect Y/N |
|---|---|---|---|---|---|---|---|---|
| [redacted] | | | | | | | | N |

## Section Name: Larapinta Bus Depot

*Section Manager's Information*

| First Name | Surname | Work Phone | Mobile Ph | Position/ Role/ Title | Email | iConnect Y/N |
|---|---|---|---|---|---|---|
| [redacted] | | | | | | N |

*Section Manager's Backup Information*

| First Name | Surname | Work Phone | Mobile Ph | Backup 1 (Y/N) | Backup 2 (Y/N) | Position/ Role/ | Email | iConnect Y/N |
|---|---|---|---|---|---|---|---|---|
| [redacted] | | | | | | | | N |

## Section Name: Virginia Bus Depot

*Section Manager's Information*

| First Name | Surname | Work Phone | Mobile Ph | Position/ Role/ Title | Email | iConnect Y/N |
|---|---|---|---|---|---|---|
| [redacted] | | | | | | N |

*Section Manager's Backup Information*

| First Name | Surname | Work Phone | Mobile Ph | Backup 1 (Y/N) | Backup 2 (Y/N) | Position/ Role/ Title | Email | iConnect Y/N |
|---|---|---|---|---|---|---|---|---|
| [redacted] | | | | | | | | N |

## Section Name: Bowen Hills Bus Depot

*Section Manager's Information*

| First Name | Surname | Work Phone | Mobile Ph | Position/ Role/ Title | Email | iConnect Y/N |
|---|---|---|---|---|---|---|
| [redacted] | | | | | | N |

*Section Manager's Backup Information*

| First Name | Surname | Work Phone | Mobile Ph | Backup 1 (Y/N) | Backup 2 (Y/N) | Position/ Role/ Title | Email | iConnect Y/N |
|---|---|---|---|---|---|---|---|---|
| [redacted] | | | | | | | | N |

## Section Name: Carina Bus Depot

*Section Manager's Information*

| First Name | Surname | Work Phone | Mobile Ph | Position/ Role/ Title | Email | iConnect Y/N |
|---|---|---|---|---|---|---|
| [redacted] | | | | | | N |

*Section Manager's Backup Information*

| First Name | Surname | Work Phone | Mobile Ph | Backup 1 (Y/N) | Backup 2 (Y/N) | Position/ Role/ Title | Email | iConnect Y/N |
|---|---|---|---|---|---|---|---|---|
| [redacted] | | | | | | | | N |

## Section Name: Toowong Bus Depot

*Section Manager's Information*

| First Name | Surname | Work Phone | Mobile Ph | Position/ Role/ | Email | iConnect Y/N |
|---|---|---|---|---|---|---|
| [redacted] | | | | | | Y |

*Section Manager's Backup Information*

| First Name | Surname | Work Phone | Mobile Ph | Backup 1 (Y/N) | Backup 2 (Y/N) | Position/ Role/ Title | Email | iConnect Y/N |
|---|---|---|---|---|---|---|---|---|
| [redacted] | | | | | | | | Y |

## Section Name: NCC

*Section Manager's Information*

| First Name | Surname | Work Phone | Mobile Ph | Position/ Role/ | Email | iConnect Y/N |
|---|---|---|---|---|---|---|
| [redacted] | | | | | | N |

*Section Manager's Backup Information*

| First Name | Surname | Work Phone | Mobile Ph | Backup 1 (Y/N) | Backup 2 (Y/N) | Position/ Role/ Title | Email | iConnect Y/N |
|---|---|---|---|---|---|---|---|---|
| [redacted] | | | | | | | | N |
| | | | | | | | | |

## *Annexure D – Key Suppliers List/Essential Service Providers*

| Goods/services provided | Company name | Key contact - name & title | Phone no | Mobile no | Fax no | Email |
|---|---|---|---|---|---|---|
| AC Maintenance | L.G Fisher | [redacted] | | | | |
| Administration - BO Recruitment | In-Psych Advantage | | | | | |
| Battery Collection | Bat Rec | | | | | |
| Bus body supplier | Volgren | | | | | |
| Bus Driver Licence Testing | Queensland Transport | | | | | |
| Bus Glass Replacement | O'Brien Glass | | | | | |
| Bus Hoist Maintenance | Airdrulics | | | | | |
| Bus Operator Traineeship RTO | Hopwood & Associates Pty Ltd | | | | | |
| Bus Operator Uniforms | Yakka | | | | | |
| Cash collection and petty cash management | Chubb Security Services Ltd | | | | | |
| Certificate IV in Workplace Training & Assessment | Next Training Pty Ltd | | | | | |
| Chassis Supplier | MAN | | | | | |
| Chassis Supplier | Scania | | | | | |
| Chassis Supplier | Volvo | | | | | |
| Cleaning chemicals | BT Stores | | | | | |
| Compressor Maintenance | CompAir | | | | | |
| Contract - Registered Key System | API | | | | | |
| Contract Bus Services on Behalf of BT | Bus Queensland Pty Ltd T/A Park Ridge Transit | | | | | |
| Contract Bus Sevices on Behalf of BT | Hornibrook Transit Management Pty Ltd | | | | | |
| Contract Bus Sevices on Behalf of BT | South West Transit Pty Ltd | | | | | |
| Contract Labour Support | Integrated | | | | | |
| Coolants | Primax Australia | | | | | |
| Database construction | DevBase Group Pty Ltd | | | | | |

| Goods/services provided | Company name | Key contact - name & title | Phone no | Mobile no | Fax no | Email |
|---|---|---|---|---|---|---|
| CNG system services | Control Equipment Gas Detection Systems | [redacted] | | | | |
| Depot cleaning | Cleansy | | | | | |
| Diesel | Neumann Petroleum | | | | | |
| Door Maintenance | All Door Solutions | | | | | |
| Electrical Work | Gharkso Electrics | | | | | |
| Engineering (NATA) | ALS | | | | | |
| Environmental recovery | ERS | | | | | |
| Environmental, WH&S Training | Viva Health at Work | | | | | |
| Evacuation Training | Deltra Australia | | | | | |
| Filter Maintenance | Air Equipment | | | | | |
| Fume systems maintenance | Fume & Dust Control | | | | | |
| Gas - Mt Gravatt | Energex | | | | | |
| Gas - Mt Gravatt | Energex | | | | | |
| Gas - Toowong and Virginia | Origin Energy Retail | | | | | |
| Gas line haulage - Toowong | Envestra | | | | | |
| Glass replacement | Phoenix | | | | | |
| Graphic Design of OTM | Jolt Pty Ltd | | | | | |
| Hire of Rooms/Facilities for BO Recruitment | Griffith University - Mt Gravatt Campus | | | | | |
| Insurance | Jardine Lloyd Thompson | | | | | |
| Maintenance | CBMS | | | | | |
| Maintenance Services | CompAir | | | | | |
| Maintenance Services | CompAir | | | | | |
| Maintenance to Diesel Systems | Petroleum Engineering | | | | | |
| Mechanical | Department of Employment & Industrial relations | | | | | |
| Mobile security patrols and emergency response | ISS Security Pty Ltd | | | | | |
| Natural gas | CompAir | | | | | |

| Goods/services provided | Company name | Key contact - name & title | Phone no | Mobile no | Fax no | Email |
|---|---|---|---|---|---|---|
| Office and IT courses | ITTS Pty Ltd (IT Training Solution | [redacted] | | | | |
| Office and IT courses | New Horizons Learning Centres | | | | | |
| Office supplies | Moores | | | | | |
| Oil & lubricants | Castrol | | | | | |
| On-site inspection of lifting equipment | Blackwood & Son | | | | | |
| Pressure Vessel Manufacturer | MCS International | | | | | |
| Printing services | Geon | | | | | |
| Provision of TRFS Booklets for BO Recruitment | OPC Assessment Ltd | | | | | |
| Psychological | Department of Employment & Industrial relations | | | | | |
| Pump Out & Servicing of Bus Operator Chemical Toilet Facilities | Richlands Party Hire & Sales | | | | | |
| Pump Out of Dirty/Oily Water Tanks at all BT Depots | Transpacific Industries Group Ltd | | | | | |
| Quarterly Servicing of oil separator | Fox Environ Systems | | | | | |
| Security of BT Depots | OCS Security Pty Ltd | | | | | |
| Security of BT Depots | ISS Security Pty Ltd | | | | | |
| Service, maintenance & testing of emergency generator Toowong Bus Depot | WASP | | | | | |
| Specialist vehicle supply / repair | Mills Tui | | | | | |
| Specialist vehicle supply / repair | Varley | | | | | |
| Stationery | Moore Business Systems | | | | | |
| Test & Tag | AWTT | | | | | |
| Thoreb & Mobitec support | Mobitec | | | | | |
| Tool Supply & Maintenance | Air and Allied | | | | | |
| TORUM Training | Transqual Pty Ltd | | | | | |

| Goods/services provided | Company name | Key contact - name & title | Phone no | Mobile no | Fax no | Email |
|---|---|---|---|---|---|---|
| Traffic Controller & Blue Card | Pro-System Training Services P/L | [redacted] | | | | |
| Transmission Supplier | Voith | | | | | |
| Transmision Supplier | ZF | | | | | |
| Tyres, etc | Bridgestone | | | | | |
| Vending Machine stocking | Vending Solutions | | | | | |
| Waste Industrial Bins | Brisbane City Council | | | | | |
| WH&S Training | Australasian College of Health & Safety | | | | | |
| WH&S training | Deltra Australia Pty Ltd | | | | | |
| WH&S Training | ITC Training Group | | | | | |
| WH&S Training | Kinnect | | | | | |
| WH&S Training | National Safety Council of Australia | | | | | |
| WH&S Training (hygiene maintaining) | All Health & Safety Solutions Pty Ltd | | | | | |
| WH&S Training | Green Consulting Group | | | | | |

## *Annexure E – Customer/Stakeholders List*

*Internal Customer/Stakeholders*

| Customer or Stakeholder Name | Contact Person | Position | Contact Number |
|---|---|---|---|
| Brisbane Metropolitan Transport Management Centre | [redacted] | | |
| Road Network | | | |
| Storm Response and Recovery | | | |
| Fire Services | | | |
| Regulatory Services | | | |
| Waste Management | | | |
| Customer Contact Centre | | | |
| Media and Communications | | | |
| Immunisation Services | | | |
| Information and Communications Technology | | | |
| Procurement Services and Logistics Operations | | | |
| Commercial Services | | | |
| Disaster Management | | | |
| Human Resources | | | |
| Transport Planning and Strategy | | | |
| LDCC | | | |

*External Customer/Stakeholders*

| Customer or Stakeholder Name | Contact Person | Position | Contact Number |
|---|---|---|---|
| DTMR | [redacted] | | |
| DTMR | | | |
| QBIC | | | |
| TransLink Transit Authority | | | |
| TransLink Transit Authority | | | |
| TransLink Transit Authority | | | |
| | | | |

## *Annexure F - Key Management Contacts – Succession Plan*

It shows the current incumbent and the 1st and 2nd succession in the event the incumbent is not available during a crisis.

| | Divisional Manager | 1st Succession | 2nd Succession |
|---|---|---|---|
| Officer Name | [redacted] | | |
| Position | | | |
| Work Ph No. | | | |
| Mobile Ph | | | |

Current Incumbent

| | Engineering and Asset Management | Bus Operations | Organisational Capability | Finance | Strategy and Network Services |
|---|---|---|---|---|---|
| Officer Name | [redacted] | | | | |
| Position | | | | | |
| Work Ph No. | | | | | |
| Mobile Ph | | | | | |

Key Management Contacts – First Succession

| | Engineering and Asset Management | Operations | Organisational Capability | Finance | Strategy and Network Services |
|---|---|---|---|---|---|
| Officer Name | [redacted] | | | | |
| Position | | | | | |
| Work Ph No. | | | | | |
| Mobile Ph | | | | | |

Key Management Contacts – Second Succession

| | Engineering and Asset Management | Operations | Organisational Capability | Finance | Strategy and Network Services |
|---|---|---|---|---|---|
| Officer Name | [redacted] | | | | |
| Position | | | | | |
| Work Ph No. | | | | | |
| Mobile Ph | | | | | |

## *Annexure G – Events Operations Log (Sit Rep)*

| Event Operations Log - Situational Report | | | | |
|---|---|---|---|---|
| Reference | Time | Events | Decisions & Outcomes | Communications (In/Out) |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

## *Annexure H – Manual Records Log*

A manual records log has to be maintained at an event by the Crisis Response Team Coordinator.

| Manual Records Log | | | | |
|---|---|---|---|---|
| Reference | Time | Events | Decisions & Outcomes | Communications (In/Out) |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

## Annexure I - Information Communications Technology (ICT) Support Requirements

***The information describes the ICT support that is required in the event of a crisis. The crisis may be one relative to this plan or it may be a crisis that results in diminished provision of ICT support that is normally available to support the activity in this plan on a daily basis.***

| Applications | Required (1) | | Normal MTO (2) | Critical MTO (3) | | Emergency MTO (4) | | Manual Work Around (5) | | Work Around Reference in BCP (6) |
|---|---|---|---|---|---|---|---|---|---|---|
| | Yes | No | | When | Duration | Type | Duration | Yes | No | |
| Telephone networks | ✓ | | 1 Day | | | | | | | |
| WAN (network access outside of your site) | ✓ | | 1 Wk | | | | | | | |
| SOE Desktops | ✓ | | 2 Wks | | | | | | | |
| Microsoft Office complement (inc Word, Excel, Access and Power point) | ✓ | | 2 Wks | | | | | | | |
| Internet access | ✓ | | 2 Wks | | | | | | | |
| Printing Services | ✓ | | 1 Wk | | | | | | | |
| GroupWise – ability to send/receive new email only | ✓ | | 1 Wk | | | | | | | |
| GroupWise – ability to access old email/calendars as well as send new email | ✓ | | 1 Wk | | | | | | | |
| Cityweb (Internet Explorer) | ✓ | | 2 Days | | | | | | ✓ | |
| Citysearch | ✓ | | 2 Wks | | | | | | | |
| Ellipse | ✓ | | 1 Wk | | | | | | | |
| RIMS | ✓ | | 1 Wk | | | | | | | |
| IfBIS | ✓ | | 1 Wk | | | | | | | |
| Webbasx/iBimap | ✓ | | 1 Wk | | | | | | | |
| HRIS | ✓ | | 2 Days | | | | | | | |
| HASTUS | ✓ | | 1 Day | End of Pay Wk | 3 Hours | | 1 Day | ✓ | | Not Referenced |
| RMS | | ✓ | | | | | | | | |
| Property Management System | | ✓ | | | | | | | | |
| **Additional BT Applications** | | | | | | | | | | |
| Adobe Creative Suite Premium | ✓ | | 1 Wk | | | | | ✓ | | Not Referenced |

| Applications | Required (1) | | Normal MTO (2) | Critical MTO (3) | | Emergency MTO (4) | | Manual Work Around (5) | | Work Around Reference in BCP (6) |
|---|---|---|---|---|---|---|---|---|---|---|
| Adobe Framemaker | ✓ | | 1 Wk | | | | | ✓ | | Not Referenced |
| AutoCad LT 2006 | | ✓ | | | | | | | | |
| Autodesk Inventor Suite 11 | ✓ | | 2 Wks | | | | | ✓ | | Not Referenced |
| BLISS interface | | ✓ | Few Wks | | | | | | | |
| BT Financial Management System (BTFMS) (including TRAMS) | ✓ | | 2 Days | | | | | | ✓ | |
| BT Incident Management System (BTIMS) | ✓ | | 1 Day | | | | | | ✓ | |
| Bus Filter | ✓ | | 1 Day | | | | | | ✓ | |
| Bus Find | ✓ | | 1 Day | | | | | | ✓ | |
| Busbook DB | ✓ | | 1 Mth | | | | | | ✓ | |
| Bus Station | ✓ | | 2 Hours | | | | | | ✓ | |
| Core FTP | | ✓ | | | | | | | | |
| Corel Draw Suite 10 | ✓ | | 1 Wk | | | | | ✓ | | Not Referenced |
| Motorola Trunk Bus Radio | ✓ | | ½ Day | Always | ½ Day | Always | ½ Day | ✓ | | Not Referenced |
| Dataspeed – Charters | ✓ | | 1 Day | Each Day | 1 Day | | | ✓ | | Not Referenced |
| DEMS PADS Electronic Signage | | ✓ | 1 Mth | | | | | | ✓ | |
| DM NetVu | ✓ | | 3Days | | | | | | ✓ | |
| DTI NetVu | ✓ | | 3 Days | | | | | | ✓ | |
| Electronic Ticketing (Admin) | ✓ | | 3 Days | | | | | | ✓ | |

| Applications | Required (1) | | Normal MTO (2) | Critical MTO (3) | | Emergency MTO (4) | | Manual Work Around (5) | | Work Around Reference in BCP (6) |
|---|---|---|---|---|---|---|---|---|---|---|
| Electronic Ticketing (On-board) | ✓ | | 2 Days | | 2 Days | | 2 Days | | ✓ | |
| Free DWG viewer 5.4.0.4 | | ✓ | 1 Wk | | | | | | ✓ | |
| Fuel Scan | ✓ | | 1 Day | | 1 Day | | 1 Day | ✓ | | |
| Genius Web2Cad 4.4 | | ✓ | | | | | | | | |
| Lost Property System | ✓ | | 2 Days | | | | | ✓ | | Not Referenced |
| Lutron 801 | | ✓ | | | | | | | | |
| Machinery's Handbook | | ✓ | 4 Wks | | | | | | | |
| Manage 2000 | ✓ | | 1 Day | | | | | | ✓ | |
| Mancats | | ✓ | | | | | | | | |
| Mechanical Desktop 6 | | ✓ | | | | | | | | |
| Mercedes Star Controller | | ✓ | | | | | | | | |
| Message Edit 3 | ✓ | | 2 Wks | | | | | | ✓ | |
| Management Information System (MIS) | | ✓ | 1 Wk | | | | | ✓ | | Not Referenced |
| Mobi Infoedit 1.5.6.1 | ✓ | | 2 Wks | | | | | | ✓ | Not Referenced |
| Omron Syswin 3.2, 3.4 | | ✓ | | | | | | | | |
| On-bus CCTV | ✓ | | 1 Wk | | | | | | ✓ | |
| PPG MSDS Viewer | | ✓ | 4 Wks | | | | | | | |
| Quest Suite Pro 1.6.4 | | ✓ | | | | | | | | |

| Applications | Required (1) | | Normal MTO (2) | Critical MTO (3) | | Emergency MTO (4) | | Manual Work Around (5) | | Work Around Reference in BCP (6) |
|---|---|---|---|---|---|---|---|---|---|---|
| SmartBase | ✓ | | 2 Days | | | | | | ✓ | |
| SVG Editor | ✓ | | 1 Wk | | | | | ✓ | | |
| Th Service 1.0.9 | ✓ | | 2 Wks | | | | | | ✓ | |
| Voith Alladin | | ✓ | | | | | | | | |
| Note: Please insert additional rows below for your critical applications not listed above. | | | | | | | | | | |

## Reference Questions

(The numbers in brackets in the above table correspond to the following reference questions)

1. Which of these listed application systems does your business use on a **daily basis** and which are critical to support its operation?

2. Based upon your critical business needs, what is your maximum tolerable outage (MTO) or recovery time objective (RTO) for each application. (ie, in the event of ICT not being available, how long can you continue operating before a major impact on your business is realised?). Please clearly indicate the unit of time (eg hours or days).

3. During normal business operating conditions, are there any critical times in which your MTO would be less than the standard MTO as listed above (eg. Month end for financial reports)? Insert into the table when these critical times may occur and the MTO at these times. Please provide any further relevant details below:

4. Are there any circumstances where the criticality of this system changes? ie, in the event of ICT application outage during emergency operating conditions, how long can you continue before a major impact on your business is realised? Insert into the table the nature of these critical events may occur and the MTO at these times. Please provide further relevant details regarding these circumstances below:

5. Do you have a manual back-up system available that will enable you to continue operating in the event that ICT support is not available? Tick the box in the table Yes/No. Provide any other relevant details below:

6. Please provide clause numbers and/or section numbers from your Business Continuity Plan which identify the work around procedures/processes that your business has identified to enable your business to continue operating.

## Additional Questions

a) Are there any other application systems that your business uses on a **daily** basis to support your operations that are not listed in the table? Please insert additional rows into the table and also provide details including MTO below:

b) Are staff sufficiently trained in the manual back-up system that will allow for the efficient transfer to a manual process during an event that will trigger the activation of your Business Continuity Plan? Yes/No Please provide relevant details:

c) Is there any further information relative to ICT support that iDivision or users of your plan should be aware of to support your business in the event of the activation of your Business Continuity Plan? Please provide relevant details:

## Annexure J – Pandemic Requirements

*This annexure will provide details of the extra activities that will be required in a pandemic event that are not included in the normal Business Continuity Plan.*

*The focus is on the continuation of critical community services and supporting functions*

### Pandemic Response Action Plan

| Section | Issues | Response | Reference |
|---|---|---|---|
| 1.00 | Personnel Issues | | |
| 1.01 | Identify key processes. | BT's key processes are identified in the Pandemic Plan. | BT Pandemic Plan, Appendix 3 |
| 1.02 | Identify key staff for processes identified in 1.01. | They are described in the Annexure C in the BCP. Key staff contacts are listed in the branch levels and the section levels. | Annexure C |
| 1.03 | Identify a succession plan for key staff. | Workplace Management Strategy<br>Operational planning Considerations | BT Pandemic Plan, Tab F |
| 1.04 | Undertake a skills audit to identify staff who can fill other positions in a time of crisis. | The BCP is updated with current successions up to 2 levels. | Annexure F & C |
| 1.05 | Identify alternate or back up staff. | Key staff successions under each branch/section are described in the BCP.<br><br>Alternative Work Arrangements | Annexure F<br>Annexure C<br><br>BT Pandemic Plan, Tab B and Tab E |
| 1.06 | Identify estimated costs of additional support in a "worst case scenario". Notify management. | BT's finance strategy & implementation of BCC Corporate financial policies. | BT Pandemic Plan, Tab B and Tab E |
| 1.07 | Identify in this BCP staff whose positions and roles may change as the pandemic situation changes. | BT's Workforce Management Strategy | BT Pandemic Plan, Tab E |
| 2.00 | Operational Issues | | |
| 2.01 | Identify senior management in the BCP. | BT's Branch Managers and their successions are included in the BCP. All Branch Managers and the Divisional manager represent the Senior Leadership Team (SLT). | Annexure F |
| 2.02 | Identify a succession plan at senior management level. | BT's branch managers and their successions are included in the BCP. | Annexure F |

| Section | Issues | Response | Reference |
|---|---|---|---|
| 2.03 | Prepare education and information messages for staff. | BT must work within the communications framework established by the Commonwealth and Queensland Governments, BCC and TTA. In most cases BT will be advising stakeholders of the implications of pandemic influenza on BT employees and BT's capacity to provide agreed level of service.<br><br>Information requirement at a pandemic situation is described in the BT Pandemic Plan. | BT Pandemic Plan, Tab H, Appendix 1 to Tab H<br><br>BT Pandemic Plan, Tab A |
| 2.04 | Educate and inform staff of Social Distancing measures. | BT follows Social Distancing measures recommend by the Queensland Government. | Guide for Queensland Government Agencies, Key Response Actions, H1N1 Influenza 09 (human swine influenza).<br>http://www.premiers.qld.gov.au/publications |
| 2.05 | Train staff in the correct use of Personal Protective Equipment (PPE) | PPE requirement at pandemic situations is described in the BT's Pandemic Plan. | BT Pandemic Plan, Tab G and Tab I |
| 2.06 | Educate and inform staff in relation to correct Personal Hygiene practices. | Staff education is covered in the BT's Pandemic Plan.<br><br>Personal hygiene practices requirements at pandemic situations are also described in the BT's Pandemic Plan. | BT Pandemic Plan, Tab B and Tab E<br><br>BT Pandemic Plan, Tab G and Tab I |
| 2.07 | Tailor these general messages for specific groups of employees if necessary. | BT's Communication Strategy | BT Pandemic Plan, Tab B and Tab E |
| 2.08 | Identify alternate work sites. | The Training Centre at Virginia bus depot and the Training Centre at Carina bus depot are the alternative work sites for Garden City bus depot/2nd Floor of the BSQ. | BCP, Section 5.2.3 |
| 2.09 | Identify the number of employees who will be able to work from home. | Some of the BT employees are given iConnect facility. | Annexure C |

| Section | Issues | Response | Reference |
|---|---|---|---|
| 2.10 | Public information messages have been developed and agreed with State agencies. | BT has an important responsibility to communicate timely and accurate information to its State agencies. This has been described in the Pandemic Plan. | BT Pandemic Plan, Tab E (communication)<br><br>BCP Section 5.3.4 |
| 2.11 | Identify within the BCP current tasks which need not be undertaken during the pandemic mode. | Workplace Management Strategy<br>Operational planning Considerations | BT Pandemic Plan, Tab F |
| 2.12 | Review BCPs for key contractors and ensure they are up to date. | The current list of the BT's key suppliers/essential service providers is in the BCP. | Annexure D |
| 3.00 | Integration Issues | | |
| 3.01 | Assumptions made in this BCP have been cleared with key stakeholders. | A key supplier list and a stakeholder list are updated in the BCP. | Annexure D<br>Annexure E |
| 3.02 | Other BCP owners have been made aware of the limitations on my provision of services, staffing and outputs resulting from my BCP. | To be determined by the CRMT | |
| 3.03 | Discussed the resource implications of the BCP with other BCP owners. | To be determined by the CRMT | |
| 3.04 | Identify providers of essential inputs to critical business process(es). Review providers BCP. (Include contractors). | Supply Chain Management Strategy | BT Pandemic Plan, Tab D<br>Annexure D |

Related Information:

BT Pandemic Plan

Corporate Pandemic Planning Guide

Queensland State Government - Pandemic Influenza

## Annexure K - Glossary

**Activation**
When all or portion of the business continuity, emergency or recovery plan have been put into motion.

**Alternate site**
An alternate operating location to be used when the primary facilities are inaccessible

1. Another location, computer centre or work area designated for recovery
2. Location, other than the main facility, that can be used to conduct business functions
3. A location, other than the normal facility, used to process data and/or conduct official business functions in the event primary site is not available.

SIMILAR TERMS: Alternate Processing Facility, Alternate Office Facility; Alternate Communication Facility; Backup Location and Recovery Site

**Alternate work area**
Office recovery environment complete with necessary office infrestructure (desk, telephone, workstation and associated hardware, communications etc) also referred to as Work Space or Alternative Work Site.

**Asset**
An item or process that an individual, community or Government values and is vital to supporting the expectations of those people, organisations or Government's outcomes and objectives.

**Audit**
The process by which procedures and/or documentation are measured against pre-agreed standards

**Backlog**
The amount of work that accumulates when a system or process is unavailable. This work needs to be processed once the system or process is available and may take a considerable length of time to reduce. In extreme circumstances, this condition may become so large it may not be cleared or resolved.

**Business Case**
A usually documented proposal outlining an intended course of action and identifying costs and benefits. Generally seeks an approval and/or budget allocation.

**Business continuity**
Business continuity is 'the uninterrupted availability of all key resources supporting essential business functions'

**Business continuity management**
Business continuity management provides for the availability of processes and resources in order to ensure the continued achievement of critical objectives

**Business continuity planning**
Business continuity planning is often used to refer to those activities associated with preparing documentation to assist in the continuing availability of property, people and assets

**Business continuity plans**
A collection of procedures and information that is developed compiled and maintained in readiness for use in the event of an emergency or disaster. (Associated terms: Business Recovery Plan; Disaster Recovery Plan, Recovery Plan)

**Business continuity program**
An ongoing process supported by senior management and funded to ensure that the necessary steps are taken to identify the impact of potential losses, maintain viable recovery strategies and recovery plans, and ensure continuity services through personnel training, plan testing and maintenance (Associated terms: Disaster Recovery Program, Business Recovery Program, Contingency Planning Program)

**Business Impact Assessment** (BIA) also known as Business Impact Analysis

A management level analysis, which identifies the impacts of losing company resources. The BIA measures the effect of resource loss and escalating losses over time in order to provide senior management with reliable data upon which to base decisions on risk mitigation and continuity planning (Associated terms: Business Impact Assessment, Business Impact Analysis Assessment)

**Business interruption**
Any event, whether anticipated (ie public service strike) or unanticipated (ie blackout) which disrupts the normal course of business operations at an organisation location.

**Business process**
Key business processes are those processes essential to delivery of outputs and achievement of business objectives.

**Capability**
The ability, experience, knowledge, skills etc of people and organisations (including the ability and fitness for purpose of processes, assets, infrastructure etc) to undertake the desired activities and achieve required outcomes.

**Community**
A group of people with a commonality of association and generally defined by location, shared experience or function.

**Consequence**
The outcome of an event expressed qualitatively or quantitetively, being a loss, injury, disadvantage or gain. There may be a range of possible outcomes associated with an event.

**Context**
A summary of the key internal and external issues that could influence the risks under examination.
**Conformance**
A compliance approach to monitoring

**Control**
Any physical, behavioural, institutional, or cultural mechanism by which a risk is mitigated

**Corporate governance**
A system by which an organisation is directed and controlled. Corporate governance activities are represented as four principal components: direction, executive action, supervision and accountability.

**Crisis**
An untoward event occurring that potentially or actually results in a disruption to the day-to-day operations of part or the whole of the organisation. Management is required to divert a proportion of their attention, time, energy and resources away from normal operations

to managing this untoward event. Crises will and do occur on a regular basis and are usually characterised by being managed by existing internal resource.

**Critical business functions**
Vital business functions without which an organisation cannot long operate. If a critical business function is non-operation, the organisation could suffer serious legal, financial, goodwill, or other serious losses or penalties.

**Criticality**
The importance or dependence that an organisation has on a function, process, item or infrastructure or specific facility.

**Critical incident management**
The policies, structures and processes by which the response to abnormal conditions is commanded, coordinated and controlled.

**Customer**
An individual, organisation or other body that derives a benefit from an asset

**Declaration**
A formal statement that a state of disaster exists

**Disaster**
If an incident overwhelms management's capabilities to cope, control will begin to be lost and the event becomes regarded as a disaster. Disasters are usually characterised by external agencies taking over management of the event.

**Disaster recovery planning**
Disaster recovery planning is often used to refer to those activities associated with the continuing availability and restoration of the IT infrastructure

**Emergency**
- An event, actual or imminent which endangers or threatens to endanger life, property or the environment and which requires a significant and coordinated response
- Any event which arises internally or from external sources which may adversely affect the safety of persons in a building or the community in general and requires immediate response by the occupants
- An unplanned situation arising through accident or error, in which people and/or property are exposed to potential danger from the hazards of dangerous goods. Such emergencies will normally arise from vehicle accident, spillage or leakage of material or form a fire

**Emergency operations centre (EOC)**
- A facility, either static or mobile, from which the total operation or aspects of the operation are managed
- A facility established to control and coordinate the response and support to an incident or emergency
- Also know as an incident control centre, agency operations centre and forward control centre

**Evaluation criteria**
Criteria such as risk consequance and likelihood levels that are used to determine risk tolerance and appetite

**Event**
Occurrence of a particular set of circumstances

**Facility**
Any physical infrastructure

**Financial impact**
An operating expense that continues following an interruption or disaster, which as a result of the event cannot be offset by income and directly affects the financial position of the organisation

**Hazard**
A potential source of harm. The term hazard can be qualified in order to define its origin or the nature of the expected harm

**Impact**
The outcome following the occurrence of an event

**Incident command system (ICS)**
Combination of facilities, equipment, personnel procedures, and communications operating within a common organisational structure with responsibility for management of assigned resources to effectively direct and control the response to an incident. Intended to expand, as situation requires larger resources, without requiring new, reorganised command structure

**Incident response**
The response of an organisation to a disaster or other significant event that may significantly impact the organisation, its people or its ability to function productively. An incident response may include evacuation of a facility, initiating a disaster recovery plan, performing damage assessment and any other measures necessary to bring an organisation to a more stable status.

**Interdependency**
The nature or a relationship between two parties

**Likelihood**
Used as a general description of probability or frequency of an event occurring.

**Maximum acceptable outage (MAO), maximum tolerable outage (MTO), maximum downtime (MD). BCC has adopted the term MAO for use in all BCP's**
The maximum period of time that critical business processes can operate before the loss of critical resources affects their operations.

**Mitigation**
The means by which risk is controlled or treated

**Organisation**
A company, firm, organisation, association, group or other legal entity or part thereof, whether incorporated or not public or private, that has its own functions(s) and administration.

**Plan Coordinator**
The Plan Coordinator is the person who is responsible to coordinate the writing, testing, update and approval of the plan. Approval must be obtained from the Branch Management Team and is to be signed off by the Plan Owner and the Divisional Manager.

**Plan Owner**
The Plan Owner is normally the Branch Manager who is responsible for the critical services for which the plan is written. A Divisional Manager may decide to nominate themselves as the plan owner.

**Probability**
A measure of the chance of occurrence expressed as a number between 0 and 1

**Recovery**

- Process of planning for and/or implementing expanded operations to address less time-sensitive business operations immediately following an interruption or disaster
- The start of the actual process or function that uses the restored technology and location

**Recovery strategy**
A pre-defined, pre-tested, management approved course of action to be employed in response to a business disruption, interruption or disaster.

**Recovery point objective (RPO)**
The point in time to which systems and data must be recovered after an outage (eg end of previous day's processing) RPOs are often used as the basis for the development of backup strategies, and as a determinant of the amount of data that may need to be recreated after the systems or functions have been recovered.

**Recovery time objective (RTO)**
The period of time required to fully re-establish adequate resource requirements.

**Risk**
The chance of something happening that will have an impact upon objectives. It is measured in terms of consequence and likelihood.

**Risk Management**
The culture, processes, and structures that are directed towards the effective management of potential opportunities and adverse effects.

**Stakeholders**
- Those people and organisations who may affect, be affected by, or perceive themselves to be affected by, a decision, activity, or event
- Includes anyone with an interest or influence in the organisation or community
- Includes anyone with an interest or influence in the organisation or community (or projects, issues associated with or parts thereof), this could include (but not be limited to): the Board, management, employees, citizens, local communities, unions, shareholders, families, media, lobby groups, customers, suppliers, government, regulators, etc.

**Test**
An activity that is performed to evaluate the effectiveness or capabilities of a plan relative to specified objectives or measurement criteria

**Threat**
A measure of how likely a source of threat is to succeed in their activity.

**Threat source**
A list of potential sources that could cause harm to an organisation. For example, a vandal, a disgruntled former employee, a criminal, stakeholders, customers, or a terrorist.

**Vulnerability**
In a security context, vulnerability is a measure of the likelihood that various types of security/ control measures (physical, personnel, policies, etc) against a threat source will fail. Vulnerability comprises 'resilience' and 'susceptibility'. Resilience is related to existing controls and susceptibility is related to exposure

***Extract from Australian Standards HB292-2006 – A practitioner's guide to business continuity management***

# BRISBANE CITY COUNCIL

## Corporate Strategy Office
## Marketing and Communication Branch

# BUSINESS CONTINUITY PLAN
# (Revised 2010)

## For

## Marketing and Communication

| | |
|---|---|
| **Plan Coordinator:** | [redacted] |
| **Plan Owner:** | |
| **Divisional Manager:** | |
| **Date of Review:** | **30 June 2010** |
| **Version:** | **1.0** |
| **Plan Type:** | Essential Community Services Plan<br>Essential Council Services Plan |
| **Pandemic Plan:**<br>**(Annexure/Included)** | **Attached** |
| **Official Council File No:** | |

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## ACRONYMS applied in Business Continuity Management

| | |
|---|---|
| BCCDMG | BCC Disaster Management Group |
| BCM | Business Continuity Management |
| BCP | Business Continuity Plan |
| BIA | Business Impact Analysis |
| CC | Crisis Controller |
| CMC | Crisis Management Committee |
| CRT | Crisis Response Team |
| CSE | Customer Service Environment |
| DRMT | Disaster Recovery Management Team |
| DRP | Disaster Recovery Plan |
| EMP | Emergency Management Plan |
| EMT | Emergency Management Team |
| EOL | Event Operations Log |
| ERG | eEmergency Response Group |
| IMT | Incident Management Team |
| ITSCM | IT Service Continuity Management |
| LDCC | Local Disaster Communications Centre |
| MAO | Maximum Acceptable Outage |
| MIR | Major Incident Room |
| PPE | Personal Protective Equipment |
| Sit-Rep | Situational Reports |
| SLA | Service Level Agreements |
| SOP | Standard Operating Procedures |

Refer to Annexure J for a complete glossary of terms related to Business Continuity Management

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# CONTROL SHEET

## Plan Approval

| Plan Coordinator: | Signature: | Date: |
|---|---|---|
| [redacted] | | |

## Revision History

*Management practice necessitates the recording of any alterations to your BCP. Any review or update of the BCP must be recorded in the following table. The Version Number, Description/Reason, Section/Page, Date and the Plan Coordinator fields will be annotated. Refer to iDivision Guide to Record Keeping for the correct procedure of version control.*

| Version Number | Description / Reason | Section / Page | Date | Plan Coordinator |
|---|---|---|---|---|
| 0.01 | First Draft | Entire document | 10/06/07 | [redacted] |
| 0.02 | Consultation draft – BMT/Branch Manager | Entire document | 22/06/07 | |
| 0.03 | Consultation draft – Divisional Manager | Entire document | 24/06/07 | |
| 1.00 | Approved Final | Entire document | 30/06/07 | |

## Corporate Test and Maintenance Requirements

| Review / Test Frequency | | | |
|---|---|---|---|
| ***1. Internal Review*** to ensure plan details & contact lists are current. | ***2. External Review*** conducted by specialists from outside the Business Unit. | ***3. Desk-top Exercise*** examination of the plan against a specific scenario. | ***4. Live Exercise*** Involves a simulation exercise against a specific scenario. |
| 6 months | 12 months | 6 months | As directed by EMT |

1. **Internal Reviews:** conducted every six months. Ensure the details in the plan (contact lists etc) are current. Undertaken within the Division/Business Unit responsible for the plan.

2. **External Reviews:** conducted annually by specialists from outside the business unit or outside of Council. CRM or other Business Unit/Divisional experts may be available to assist in these reviews. These reviews can be conducted in conjunction with an exercise.

3. **Desktop Exercises:** conducted every six months as a facilitated discussion. It does not require an operational response. It normally involves examination and/or discussion of the plan against a specific scenario with a group of internal stakeholders.

4. **A Live Exercise:** A live exercise is a simulation, usually in real time, in which the plan or key parts of it are tested against a specific scenario. It typically involves key persons to respond to a simulated emergency and implementation of selected aspects of the plan. A live exercise may be "announced" or "unannounced". In either case it has to be carefully planned so that any impact on core business operations are known and controlled.

## Maintenance Schedule

| *BCP Maintenance Schedule ; Essential Community Services Plan* | | | | |
|---|---|---|---|---|
| *Ref* | *Required Reviews* | *Corporate designated Requirements* | *When last completed* | *Next planned review* |
| *1* | *Internal Review* | *6 months* | *30 June 2010* | *30 December 2010* |
| *2* | *External Review* | *12 months* | *August 2009* | *August 2010* |
| *3* | *Desktop Exercise* | *6 months* | *October 2009* | *TBA* |
| *4* | *Live Exercise* | *As directed by EMT* | *March 2010* | *TBA* |

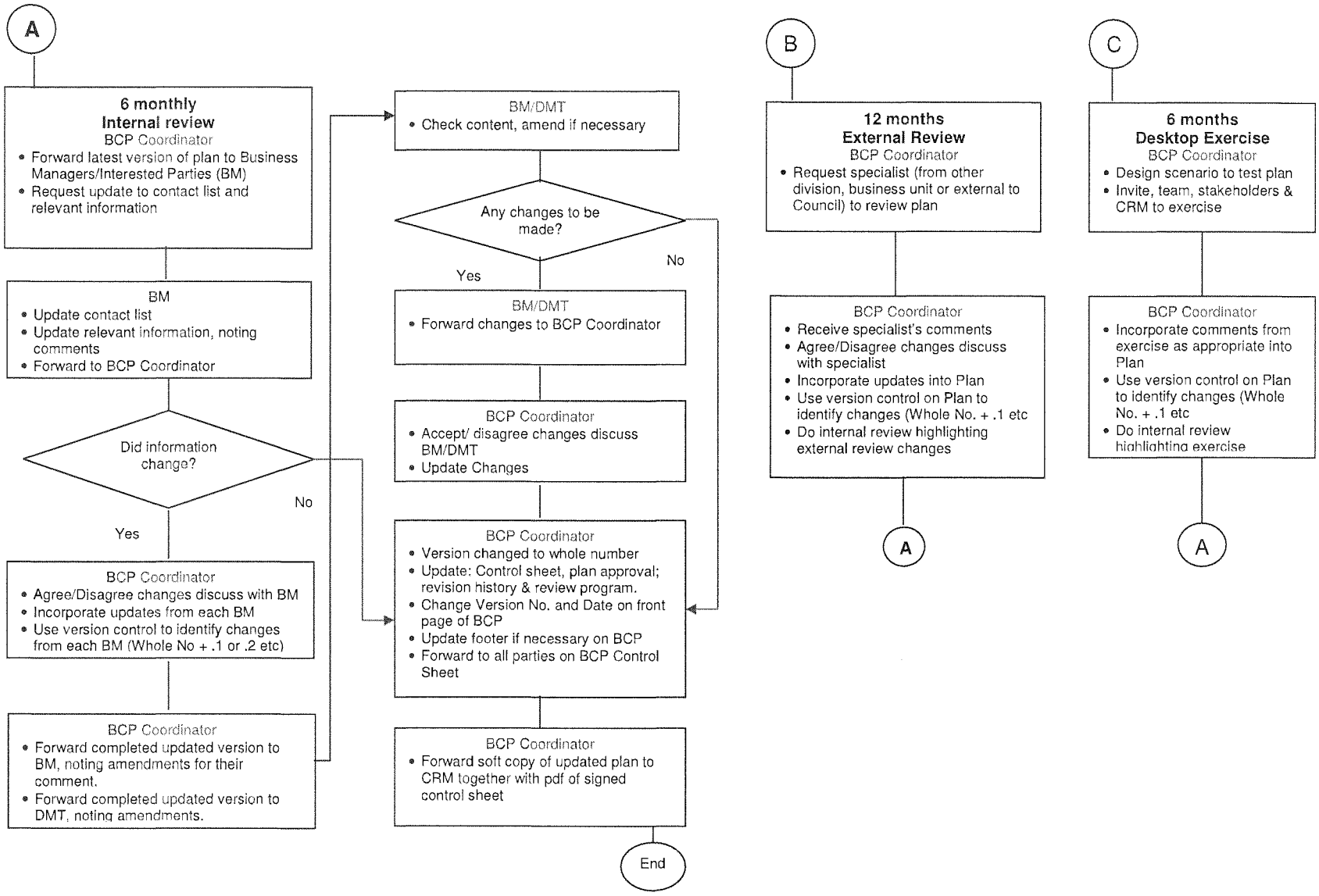
## Distribution List:

The distribution list should include those people who would use, activate or are accountable to this BCP once activated.

| Copy | Copy Holder | Officer Name | Officer Code |
|---|---|---|---|
| 1 | Divisional Manager | [redacted] | |
| 2 | Plan Coordinator | | |
| 3 | Plan Owner | | |
| 4 | BMT – Corporate Communications Manager | | |
| 5 | BMT – Digital Marketing Manager | | |
| 6 | BMT – Media and PR Manager | | |
| 8 | Corporate Risk Management | | |

## BCP Version Review and Control Flowchart

BM Business Manager
DMT Divisional Mangement Team
CRM Corporate Risk Management



# 1. Background

The purpose of this Business Continuity Plan (BCP) is to provide a plan of action for achieving a continuation of operations in a crisis situation such as:

- pandemic
- natural or man made disaster
- terrorist attack
- failure of Council's systems
- long term evacuation of Brisbane Square.

The plan provides a definition of each major task, an estimate of the time and resources required and a framework for management control, operations, communications and review throughout the crisis period.

This BCP is classified *as an Essential Community Services Plan* within Council's classification process and must therefore comply with Corporate Policy Guidelines contained within SP510 (Business Continuity Plans, Priorities and Testing Guidelines.

The key business focus of this plan is to deliver essential external and internal communication during a crisis situation. The construction of this BCP is based on a Business Impact Analysis which is shown at Annexure A.

# 2. Business Continuity Plan - Aim and Objectives

## *2.1. Aim*

To provide essential communication services at the highest possible level to meet the needs of key stakeholders, Brisbane residents and Council employees during a crisis situation.

To return to full operations as soon as possible to provide support to Council stakeholders, residents and employees during the recovery process.

### *2.2. Objectives*

To immediately respond to the crisis, and at all times maintain a safe environment for employees and the community throughout the crisis situation.

To work closely with key stakeholders to communicate accurate information and key messages about Council services to Brisbane residents.

To work closely with key stakeholders to communicate information about the crisis and impacts on Council's operations and work arrangements for Council employees.

To work closely with external government organisations and agencies to ensure consistent messaging to Brisbane residents.

To resume normal operations as soon as possible.

## 3. Scope, Constraints, Assumptions and Core Systems

### Scope
The scope of this document outlines the minimum acceptable requirements necessary to meet the communication needs of Brisbane residents and businesses and Council employees.

For residents and businesses minimum levels of communication would focus on ensuring community safety, providing basic level of services eg. Rubbish removal, and helping residents in the recovery phase (if relevant).

For Council employees, minimum communication requirements would focus on helping employees understand their responsibilities under BCP conditions, ensuring a safe workplace and advising any changes to employment conditions.

### Constraints
Failure of telecommunications and technology systems would severely hinder the implementation of this BCP. Lack of a physical location for M&C employees to deliver essential communication services would also hinder implementation of this BCP however this can be mitigated by employees accessing online systems and telecommunication services from home, where possible.

### Assumptions
BCP underlying assumptions are as follows.

- Communications are to be maintained via normal means such as phone, email, fax, Contact Centre and the corporate website.
- Backup IT systems will be provided by Information Services. The actual recovery program will be developed once systems availability is known and recovery timeframes are confirmed by Information Services.
- Business operations will continue under reduced staffing with the BCP sustainable for 30 days with 30% staffing.
- The LDCC will be activated and will manage Council's response during a disaster situation with community consequences managed in accordance with the Disaster Management Act 2004.
- In the case of pandemic, the Federal Government and/or Queensland Government will identify the triggers for activation and escalation from one alert level to another.

- Other BCPs are in place across Council and these do not conflict with the core organisational information and processes contained in this BCP.
- Media outlets and Council's preferred suppliers remain operational during a crisis.
- M&C will rely on mass media and www.brisbane.qld.gov.au and www.ourbrisbane.com for external communication and a range of internal communication tools including GroupWise, corporate website, Contact Centre, City web and SMS.
- M&C will rely on networked communication cascaded from the CEO down.
- Of the 30% of M&C staff available that these include at least a third of the Branch Management Team (BMT) with the appropriate communication skills and experience. It may be necessary to call on M&C team leaders on leave or other CSO team leaders or employees to ensure communication services are maintained.
- Some M&C employees will have access to home computers and telecommunications services to enable the ability to work from home, which will minimise infectious contact in the event of a pandemic crisis situation (for example). This includes a minimum of 10 iConnect keys for senior employees.
- In the event of the closure of Brisbane Square desk space will be made available at Green Square or other Council locations as identified by City Property to help meet minimum BCP objectives.

## Core Systems

The core systems essential for this BCP are:

- Landline (office or home-based) or mobile phone connections
- Internet connections (office, mobile or home-based) with email access and ability to update web pages.
- www.brisbane.qld.gov.au and/or www.ourbrisbane.com
- Contact Centre

Desirable systems are as follows:

- GroupWise email
- City web intranet
- Other telecommunications – Fax
- SMS/MMS messaging services
- Core IT services – computer access, software (word processing), applications

## 4. BCP Process Overview

The Plan focuses on Plan Preparation and Maintenance, Crisis Response and Activation, Operations under Degraded Conditions and Recovery and Transition to Normal Operations. The plan consists of the following sections:

1. Section 5.1 Plan Preparation and Maintenance - ensuring annexures to this plan are current.
2. Section 5.2 Crisis Response & Activation – immediate actions to the crisis situation (Chain of command, Control centre locations, key contact personnel)
3. Section 5.3 Operations under Degraded Conditions – operations from an alternative site under degraded conditions, communications with key stakeholders, maintaining appropriate records, reporting.
4. Section 5.4 Recovery and Transition to Normal Operations – implementing a recovery plan, maintaining communications with relevant parties, resuming normal operations, reviewing events and processes followed.

Phases 3 and 4 of this plan may be developed in consultation with the LDCC (Local Disaster Co-ordination Centre), if the LDCC is to be activated as determined by the circumstances and extent of the crisis.

## 5. Detailed Plan (Phases & Tasks)

| **Phases and tasks** | **Check column** |
|---|---|
| **Phase 1 – Plan Preparation and Maintenance**<br>*(incorporating plan reviews and exercises)* | |
| • Task 1 – Develop the plan (including response team and relating procedures) | ☐ |
| • Task 2 – Align with Disaster Management Crisis Communication plan | ☐ |
| • Task 3 – Attend organisational and inter-agency exercises | ☐ |
| • Task 4 – Conduct periodic drills within the branch to test the plan. | ☐ |
| • Task 5 – Six monthly update of contact details | ☐ |
| • Task 6 – Six monthly check of LDCC resource materials and templates in Crisis Communication box and on online toolbox | ☐ |
| • Task 7 – Annual review of plan | ☐ |
| **Phase 2 – Crisis Response and Activation**<br>*(immediate actions required when BCP is activated)* | |
| • Task 1 – Obtain activation approval from CSO Executive Manager (refer to succession of command in Appendix F | ☐ |
| • Task 2 – Activate Crisis Communication team – Manager M&C and Principal Officer Media and PR to lead communication team | ☐ |
| • Task 3 – Convene at identified location (Level 19, Brisbane Square or LDCC Level 2 Brisbane Square – or as advised by City Property) | ☐ |
| • Task 4 – Ensure a safe environment for all employees – including anti-bacterial hand gels and wipes, masks (if required). Adopt Social Distancing measures of maintaining a distance of at least 1 metre between all employees at all times (if required). | ☐ |
| • Task 5 – Alert employees remaining in branch to be on standby to | |

| Phases and tasks | Check column |
|---|---|
| provide assistance – ensure hygiene and social distancing guidelines implemented<br>• Task 6 – Establish contact with Lord Mayor's Media Adviser<br>• Task 7 – Establish contact with Chief Executive Officer<br>• Task 8 – Cease all non-essential communication services including external and corporate marketing activities, and non-essential media and internal communication activities<br>• Task 9 – Chain of command will be as per normal protocols.<br>• Task 10 – Review Disaster Management Crisis Communication plan and activate<br>• Task 11 – Alert media monitors<br>• Task 12 – Set up employee roster if long term crisis is expected (remaining BMT members not located in LDCC to activate)<br>• Task 13 – Ensure Contact Centre, Corporate Web, ourbrisbane.com and external suppliers (where necessary) on standby to receive and upload information<br>• Task 14 – Establish contact with communication personnel from other government agencies and organisations, e.g. State Government Crisis Communication Network (coordinated out of Office of Premier and Cabinet)<br>• Task 15 – Suspend IMAP process | ☐<br>☐<br>☐<br>☐<br>☐<br>☐<br>☐<br>☐<br>☐<br>☐<br>☐ |
| **Phase 3 – Operations Under Degraded Conditions**<br>*(CEO/Disaster Management Co-ordinator to advise when move to degraded conditions)*<br>• Task 1 – Implement the Disaster Management Crisis Communication plan<br>• Task 2 – Implement relevant previously developed SOPs to suit the crisis (including manual records to cover loss of core systems)<br>• Task 3 – Review delegated authority and seek clarification on delegated authority to approve internal and external communication. Minimum numbers to ensure continuity as follows based on 12 hour shifts:<br>  • 1 x Senior officer (Band 8 or SOS/SES)<br>  • 2 x media/communication officers (Band 5, 6 or 7)<br>  • 1 x internal comms officer (Band 6 or 7)<br>• Task 4 – Maintain minimum external and internal communications services<br>• Task 5 – Prioritise external and internal audience lists (if conditions worsen)<br>• Task 6 – Establish working from home arrangements if appropriate, ensuring record keeping and approval channels are maintained.<br>  ○ Confirm minimum of 10 employees have iConnect and laptop to enable working from home arrangements.<br>• Task 7 – Implement daily teleconference for employees working from home (if possible)<br>• Task 8 – Develop a recovery plan & timetable in consultation with LDCC.<br>• Task 9 – Update Marketing and Communication staff on recovery plan and return to work requirements. | ☐<br>☐<br>☐<br>☐<br>☐<br>☐<br>☐<br>☐<br>☐<br>☐ |
| **Phase 4 – Recovery and Transition to Normal Operations**<br>• Task 1 – Implement the recovery communication plan for internal and external audiences | ☐ |

| Phases and tasks | Check column |
|---|---|
| • Task 2 – Recall all M&C employees into the office<br>• Task 3 – Maintain communications with stakeholder groups<br>• Task 4 – Resume normal operations and timetables<br>• Task 5 – Review events, debrief management and staff and update procedures, protocols and plans. | ☐<br>☐<br>☐<br>☐ |

## *5.1. Phase 1 – BCP Preparation & Maintenance*

### *5.1.1 Develop, maintain and test the BCP*

Testing and maintenance of this plan must be conducted in accordance with Corporate requirements as per SP501. Record of testing and maintenance is shown in the BCP Maintenance Schedule located within the Control Sheet at the front of this document.

| Review | Detail | Frequency | Last Updated | Next planned review |
|---|---|---|---|---|
| **Internal review** | To focus on updating contact details (employees), communication channels and approval processes | 6 months | 30/6/2010 | 30/12/2010 |
| **External review** | To be conducted by an independent third party | 12 months | 08/2009 | 08/2010 |
| **Desktop Exercise** | To be conducted internally (within the branch and external to the branch) | Once every 2 years | 10/2009 | TBA |
| **Live exercise** | To be scenario based. Will include all relevant internal work areas and relevant external agencies (as directed by LDCC)<br><br>Drills will be conducted with all Marketing and Communication employees (incorporated into Crisis Communication training) | Once every 2 years<br><br>12 months | 03/2010 | 03/2012 |

## *5.2. Phase 2 – Crisis Response and Activation Procedures*

### *5.2.1 Commence Activation Procedures – Circumstances of Activation*

In an emergency, full details of the crisis would be presented to the Delegated Authority officer for a decision on plan activation.
Circumstances under which the plan may be activated include the following:

- Loss of key staff seriously affecting the normal chain of command eg. During a pandemic
- Loss of key IT systems for a period greater than 24 hours.
- Loss of premises or lock-out from premises used to conduct normal operations for a period greater than 24 hours.
- Any other event which threatens ongoing operations or delivery of Council services or presents a serious risk to employee/community health and safety.

Once approved and activated, the nominated CRT (Crisis Response Team) Coordinator would commence crisis response procedures as required given the emergency, and as outlined in the Business Continuity Plan Outline.

### *5.2.2 Obtain Activation Approval for BCP, set Delegations and Authorisations*

- Plan activation may be instigated by:
  - Lord Mayor
  - Chief Executive Officer
  - Executive Manager, Corporate Strategy Office.
  - The LDCC Co-ordinator (if LDCC activated)

- Once activated, a CRT (Crisis Response Team) Coordinator would be nominated to manage the overall situation on behalf of Marketing and Communication. Normally the CRT Coordinator is the Branch Manager.

- Once the plan is activated the Marketing and Communication Branch Management Team (BMT) to be recalled as required.

The succession of command for this plan is as follows:

- Executive Officer, Corporate Strategy Office
- CRT Coordinator
- M&C Branch Manager or as delegated
- Normal Council operations chain of command.

### *5.2.3 Convene at the nominated Control Centre*

The primary Control Centre is either the Marketing and Communication branch, Level 19 Brisbane Square, George Street Brisbane or the LDCC Level 2 Brisbane Square, George Street, Brisbane.

However, if unavailable, the alternative location is Green Square, St Paul's Tce, Fortitude Valley.

The CRT Coordinator will liaise with the Site Controller in establishing the Control Centre and facilities for the team.

To ensure clarity on the control centre, as it could change depending on the crisis, all employees will be advised of the actual Control Centre when they are individually contacted as part of the Staff Recall Procedures.

### *5.2.4 Commence Staff Recall Procedures*

Recall procedures would be based on a hierarchical approach:

a) Once the BCP is activated, the CRT Coordinator will contact the Manager, Marketing and Communication.
b) The Manager M&C will contact all members of BMT direct.
c) BMT team leaders will contact direct reports to cascade the information and delegate tasks and responsibilities (where appropriate).
d) The CRT Coordinator will confirm all relevant personnel have been contacted and will update the Event Operations Logs as appropriate.
e) At the appropriate times, the CRT Coordinator will nominate a person to contact key suppliers (Appendix C) and key stakeholders to advise them of the current situation and plans in place. The Marketing and Communication Network will also be contacted to advise them of any specific requirements.

An updated employee contact list (Appendix B) is available to all members of the Marketing and Communication branch management team (Big BMT). It is contained on a USB stick (all members have an updated USB stick) that is updated monthly. Lisa Martin and Felicity Torcaso are responsible for updating the sticks each month.

### *5.2.5 Establish Manual Records*

- The implementation of this plan requires the maintenance of an Event Operations Log to record all actions/decisions in chronological order, including:

    - events
    - decisions reached and any special approvals
    - approved expenditures
    - actions taken to recover/maintain operations
    - visits, meetings, briefings, communications (internal and external).

- The Event Operations Log is a key document. It acts as an audit trail for subsequent review of actions to improve responses to emergency situations and maintain the highest level of safety in all circumstances. The Event Operations Log should be cross referenced to all major events, decisions, expenditures, approvals of communication materials etc. with supporting documentation maintained in chronological order. The Event Operations Log is maintained by the Crisis Communication Team, in conjunction with the CRT Co-ordinator. See Appendix F for the Event Operations Log template.

- If core IT systems are lost, manual records (see Appendix G) should be maintained throughout the crisis period until normal operations are resumed.

### *5.2.6 Conduct a Situational Analysis*

If the BCP is activated undertake a situational analysis as follows:

- Conduct an in-depth review and analysis of the crisis, including:
  - what has happened
  - key persons involved and affected by the event
  - systems, equipment and facilities lost or affected
  - facilities and services still available (or percentage of facilities available)
  - expected duration of the situation and consequential down time of resources.
  - Impact on external organisation's (eg. Media outlets, preferred suppliers)

### *5.2.7 Determine overall impact on operations and make decisions on needed response*

Once the impact on overall operations has been determined, the crisis response team is then in a position to develop an operational plan as a 'way-forward' mechanism.

Given marketing and communications is a vital function during a crisis situation, careful analysis is required to minimise any impacts on the flow or quality of information to internal and external audiences.

The overall impact will be assessed by looking at the impact on:
- the M&C Branch – who is affected and how
- the rest of Council – who is affected and how
- the community – community information needs.

| No | Impact/Event | Who affected | Response | Work Around |
|---|---|---|---|---|
| 1 | Pandemic | Council staff<br>Branch staff<br>Residents | Activate pandemic plan<br><br>- focus on employee communication for WHS and changes to work arrangements<br>- reduced staffing levels may require | Social distancing may require work from home for non-affected branch employees |

| | | | | |
|---|---|---|---|---|
| | | | communication about impacts on Council services to residents | |
| 2 | Natural or man made disaster | Council staff<br>Residents | LDCC activated | Relocation to Green Square if Brisbane Square affected<br><br>Alternatively work from home in severely degraded conditions.<br><br>Minimum access to internet required to communicate to residents via media and update corporate website.<br><br>Cascaded communication via team leaders (telephone) to maintain contact with staff. |
| 3 | Terrorist attack | Council staff<br>Residents | LDCC activated | Relocation to Green Square if Brisbane Square affected<br><br>Alternatively work from home in severely degraded conditions.<br><br>Minimum access to internet required to communicate to residents via media and update corporate website.<br><br>Cascaded communication via team leaders (telephone) to maintain contact with staff. |
| 4 | Failure of Council's systems eg. server | Council staff<br>Residents | LDCC activated (at alternate location?) | Depending on length and severity of failure – implement work from home arrangements to maintain |

| | | | | |
|---|---|---|---|---|
| | | | | communication with media outlets (at a minimum) to inform residents of impacts to services. Use home-based/personal email accounts ensuring manual records are kept.<br><br>Employee communication to be maintained via cascaded information (via telephone). |
| 5 | Long term evacuation of Brisbane Square. | Branch staff<br>Council staff (located in Brisbane Square)<br>Council staff (located in Green Square) | LDCC activated?? | Employee communication via normal means (email) or cascaded info (telephone) for dislocated staff from Green Square.<br><br>Communicate to residents via normal channels – media, corporate website. |

***5.2.8 Develop an Operational Plan & Timetable in liaison with the LDCC***, if the LDCC is activated.

| **Tasks** | **Responsibility** | **Timeframe** | **Interdependencies** |
|---|---|---|---|
| Commence activation procedure as per the BCP | CRT Coordinator | C + 0 hours | LDCC |
| Obtain Activation Approval for BCP go-ahead | CRT Coordinator & Authorising Officer | C + 0.5 hour | LDCC |
| Convene at the nominated control centre | Crisis Response Team members | C + 1 hours | LDCC |
| Commence Staff Recall Procedures | CRT Coordinator | C + 1.5 hours | LDCC |
| Establish Manual | CRT | C + 1.5 | Information Services |

| Tasks | Responsibility | Timeframe | Interdependencies |
|---|---|---|---|
| Records (Event Log Sheet, other) if necessary | Coordinator | hours | |
| Conduct a situational analysis | CRT Coordinator & team members | C + 2 hours | LDCC |
| Determine overall impact on operations & determine required response | CRT Coordinator & team members | C + 3 hours | LDCC<br>Affected Council divisions<br>External agencies |
| Develop an operational plan & timetable with LDCC to meet the specific crisis | CRT + ECC | C + 4 hours | LDCC and external agencies as required |
| In summary, within 4 hours following a crisis, the BCP would be activated and approved, and an (initial) operational plan developed to cover management of the crisis. | | | |
| Operational Plan – refer to Disaster Management Crisis Communication Plan | | | |

#### *5.2.9 Provide a Liaison Officer to the Local Disaster Co-ordination Centre (LDCC Coordinator)*

If the LDCC is activated a Crisis Communication Centre would be established within the LDCC. This would be staffed by a minimum of three (3) communication officers. The Crisis Communication Co-ordinator (refer to Disaster Management Crisis Communication Plan for role statement) would act as the Liaison Officer between the CRT and the LDCC.

### *5.3. Phase 3 – Operations under Degraded Conditions*

#### *5.3.1 Implement the Operational Plan and Timetable*

The Operational Plan is the official recovery plan. It remains in place until the crisis is resolved and/or the CRT Coordinator determines the plan is no longer necessary.

#### *5.3.2 Implement relevant previously developed Contingency Plans to suit the crisis*

To manage the crisis situation, the following SOP will apply, as directed by the CRT Coordinator:

- Disaster Management Crisis Communication Manual (refer to Appendix J). This SOP only applies through the crisis period and can be withdrawn at any time by the CRT Coordinator.

### *5.3.3 Set Internal Reporting Requirements - Interval Reporting & Key Events*

**Interval Reporting**
A situational report (SITREP) will be issued within two (2) hours of activation, then every six (6) hours thereafter or as directed by the CRT Co-ordinator or LDCC Co-ordinator.

The situational report will cover all events as logged in the Event Operations Log since the previous situational report was issued. The template for the "Events Operation Log – Situational Report" is at Annexure F.

**Reporting of Key Events**
Major incidents will be reported immediately with the Crisis Response Team Coordinator nominating incidents as 'major' or otherwise.

The means of communication will be via email if available. Alternatively verbal communication will occur. The results of such communication and decisions reached will be recorded in the Event Operations Log (Annexure F).

### *5.3.4 Maintain Communications with Stakeholder Groups*

All communications would be developed and implemented by the Crisis Communication's Team and/or relevant M&C staff as required.

Only approved employees/spokespersons are permitted to speak to the media on Council's behalf. All media relations activity will be undertaken by Council's Corporate Media and Public Relations unit or the Crisis Communication Team (if LDCC is activated).

Communications with key stakeholders for Marketing and Communication would occur as follows (based on approved procedures and processes in the Disaster Management Crisis Communications Manual).

**Lord Mayor's Office**
Communication would occur via normal channels with the additional channels of SITREP reports and Local and District Disaster Management meetings (if activated).

**Community**
Communication will occur through normal channels including media relations activity (conducted in conjunction with Lord Mayor's Media Adviser/s), www.brisbane.qld.gov.au, www.ourbrisbane.com and Council's Contact Centre.

Tactics could include:

- daily media release updating the media/community on the status/changes to Council services
- daily/hourly update to the Call Centre and corporate websites (as required and based on level of change to information)
- updates via Twitter
- printing and distribution of material (as appropriate)
- advertising in local and metropolitan press and/or radio (as appropriate).

**Employees**
Communication will occur via existing employee channels including

- groupwise
- City Web
- CEO announcements
- SMS
- Cascaded information via Divisional and Branch Managers
- letter (if appropriate) and other available channels.

Field staff may need to be contacted directly through phone calls.

**Suppliers and other external stakeholders**
Communication with external suppliers will occur where assistance is required to deliver communication services, e.g. printing, advertising, graphic design, marketing and communication services.

Refer to Annexure C for Key Suppliers Contact List.

Refer to Annexure D for Key Customers/Stakeholders Contact List.

### *5.3.5 Develop a Recovery Plan and Timetable in consultation with the LDCC*, if the LDCC is activated.

Once the crisis period has passed, the affected work areas will return to normal operations. To ensure this transition is smooth a communication recovery plan will be developed addressing issues such as:

- employee availability, ability and responsibilities in returning to normal operations
- communication with the public about return to normal for Council services
- long-term consequences for Council in terms of the potential of reduced employee numbers and associated reduction in services over an extended period time (in the case of pandemic).

### *5.3.6 Outline specific measures to coordinate activities between the Crisis Response Team and other internal work groups*

Marketing and Communication will work closely with a prioritised list of work areas to assist them with internal and external communication requirements in the recovery phase. These will be developed on a case by case basis.

This prioritised list will align with Council's critical business processes and services as follows:

- Brisbane Transport
- Waste Management
- Cemeteries
- Flood warnings
- BMTMC and road network
- HR
- Payroll
- Procurement
- Contact Centre
- Animal Management

- Fire Services
- Immunisation
- Parking
- Storm response and recovery
- Rates
- Information Services

### *5.4. Phase 4 – Recovery and Transition to normal operations*

The focus during the recovery and transition to normal operations phase is:

- Implement the recovery plan
- Maintain communication with internal and external stakeholders (suppliers)
- Resume normal operations and timetables once the crisis situation has passed and the CRT Coordinator advises return to normal operations status
- Review events and debrief management and employees on the results

#### *5.4.1 Implement the Recovery Plan*

The Recovery Plan, previously developed in Section 5.3.5, forms the basis for recovery and return to normal operations. On returning to normal operational mode, the Recovery Plan should be signed off by the Crisis Response Team Coordinator.

#### *5.4.2 Maintain communications with stakeholder groups*

Through both the crisis and recovery periods, communications will be maintained with all stakeholder groups to keep them informed of the situation.

The CRT Coordinator will ensure communications are maintained with all stakeholder groups until normal operations are resumed, including LDCC, LMO, residents, internal work groups, key suppliers and the media.

#### *5.4.3 Resume normal operations and timetables*

Normal operations are resumed once all actions as per the Recovery Plan have been completed and the CRT Coordinator approves such return to normal operations. The LDCC Coordinator must be informed on return to normal operations.

#### *5.4.4 Review events, debrief management and staff, and update procedures, protocols and plans*

On returning to normal operations, the process followed through the crisis should be reviewed for management/staff feedback and for continuous improvement opportunities.

On resuming normal operations, the Crisis Response Team Coordinator should prepare a summary report covering the crisis/event, including:

- Process steps followed through the crisis – what went well, what didn't work as well as desired - being particularly mindful of continuous improvement opportunities
- BCP improvement opportunities
- Required updates to procedures/protocols
- Overall recommendations

Feedback should be provided to both management and staff, particularly thanks to those staff whose efforts were commendable.

## 6. List of Annexes / Support Plans

| Business Continuity Plan – Annexure Listing | | |
|---|---|---|
| Annexure Ref | Annexure Title | BCP Reference |
| A | Business Impact Analysis | |
| B | Employee Contact List | |
| C | Key Suppliers Contact List | |
| D | Key Customers/Stakeholders Contact List | |
| E | Key Management Contacts | |
| F | Event Operations Log | |
| G | Manual Records Log(s) | |
| H | Information Communications Technology (ICT) Support Requirements | |
| I | Pandemic Requirements | |
| J | Disaster Management Crisis Communication Plan | |
| K | Glossary | |

## *Annexure A – Business Impact Analysis*

Refer to attached Excel spreadsheet - Business Impact Analysis v0.3

## *Annexure B – Employee Contact List*

Up to date employee lists are available on USB sticks for all of Core and Big BMT (also refer to [redacted] in the Media and PR team and [redacted] in Business Services.)

Annexure C – Key Suppliers List

Up to date lists of key suppliers are available on USB sticks for all of Core and Big BMT (also refer to [redacted] in the Media and PR team, [redacted] in Business Services and [redacted] in Strategic Procurement)

## *Annexure D – Customer/Stakeholders List*

Up to date media and stakeholder lists (ie. LMO and Chair's offices) are available on USB sticks for all of Core and Big BMT (also refer to [redacted] in the Media and PR team and [redacted] in Business Services.)

## *Annexure E - Key Management Contacts – Succession Plan*

### Current Incumbent

It shows the current incumbent and the 1st and 2nd succession in the event the incumbent is not available.

| | CRT Co-ordinator | Media and PR Team | External Marketing | Internal Communication | Digital and Online Communication |
|---|---|---|---|---|---|
| Officer Name | [redacted] | | | | |
| Position | | | | | |
| Work Ph No. | | | | | |
| Mobile Ph | | | | | |
| Home Address | | | | | |
| After Hours Ph No. | | | | | |

### Key Management Contacts – First Succession

| | CRT Co-ordinator | Media and PR Team | External Marketing | Internal Communication | Digital and Online Communication |
|---|---|---|---|---|---|
| Officer Name | [redacted] | | | | |
| Position | | | | | |
| Work Ph No. | | | | | |
| Mobile Ph | | | | | |
| Home Address | | | | | |
| After Hours Ph No. | | | | | |

## Key Management Contacts – Second Succession

| | CRT Co-ordinator | Media and PR Team | External Marketing | Internal Communication | Digital and Online Communication |
|---|---|---|---|---|---|
| Officer Name | [redacted] | | | | |
| Position | | | | | |
| Work Ph No. | | | | | |
| Mobile Ph | | | | | |
| Home Address | | | | | |
| After Hours Ph No. | | | | | |

## *Annexure F – Events Operations Log (Sit Rep)*

| Event Operations Log - Situational Report | | | | |
|---|---|---|---|---|
| Reference | Time | Events | Decisions & Outcomes | Communications (In/Out) |
| | | | | |
| | | | | |



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## *Annexure G – Manual Records Log*

| Manual Records Log | | | | |
|---|---|---|---|---|
| Reference | Time | Document name | Drafted by | Sent to |
| | | | | |
| | | | | |

## *Annexure H - Information Communications Technology (ICT) Support Requirements*

***The information describes the ICT support that is required in the event of a crisis. The crisis may be one relative to this plan or it may be a crisis that results in diminished provision of ICT support that is normally available to support the activity in this plan on a daily basis.***

In the event that Information Services is not able to meet your stated requirements, agreement needs to be reached between your business and Information Services regarding the level of support that can be provided.

| Applications | Required (1) | | Normal MTO (2) | Critical MTO (3) | | Emergency MTO (4) | | Manual Work Around (5) | | Work Around (6) |
|---|---|---|---|---|---|---|---|---|---|---|
| | Yes | No | | When | Duration | Type | Duration | Yes | No | |
| Telephone networks | ✓ | | 3 hrs | | | LDCC activation – disaster or crisis impacting on residents and/or delivery of essential Council services eg. Waste, transport, road closures. Failure of major Council asset eg. Tunnel collapse | 30 mins | ✓ | | Use personal mobile phones. If no mobile phone network use home phones. If not home phone network – no work around. |
| WAN (network access outside of your site) | | ✓ | 1 day | | | LDCC activation – disaster or crisis impacting on residents and/or delivery of essential Council services eg. Waste, transport, road closures. Failure of major Council asset eg. Tunnel collapse | 30 mins | ✓ | | Use other wireless networks where possible (ie. Secure public networkr or home networks. If these networks unavailable then no work around. |
| SOE Desktops | ✓ | | 8 hrs | | | LDCC activation – disaster or crisis impacting on | 8 hrs | ✓ | | Use laptops or home |

| Applications | Required (1) | | Normal MTO (2) | Critical MTO (3) | | Emergency MTO (4) | | Manual Work Around (5) | | Work Around (6) |
|---|---|---|---|---|---|---|---|---|---|---|
| | Yes | No | | When | Duration | Type | Duration | Yes | No | |
| | | | | | | residents and/or delivery of essential Council services eg. Waste, transport, road closures. Failure of major Council asset eg. Tunnel collapse | | | | computers to access personal email accounts and office applications. |
| Microsoft Office complement (inc Word, Excel, Access and Power point) | ✓ | | 8 hrs | | | LDCC activation – disaster or crisis impacting on residents and/or delivery of essential Council services eg. Waste, transport, road closures. Failure of major Council asset eg. Tunnel collapse | 30 mins | ✓ | | Use laptops or home computers to access personal email accounts and office applications. |
| Internet access | ✓ | | 5 hrs | | | LDCC activation – disaster or crisis impacting on residents and/or delivery of essential Council services eg. Waste, transport, road closures. Failure of major Council asset eg. Tunnel collapse | 30 mins | ✓ | | Use mobile internet if available.<br><br>Use home-based internet if available.<br><br>If unavailable – no work around. |
| Printing Services | ✓ | | 8 hrs | | | LDCC activation – disaster or crisis impacting on residents and/or delivery of essential Council services eg. Waste, transport, road closures. | 2 hrs | ✓ | | Use home-based printing if available.<br><br>Use public printers |

| Applications | Required (1) | | Normal MTO (2) | Critical MTO (3) | | Emergency MTO (4) | | Manual Work Around (5) | | Work Around (6) |
|---|---|---|---|---|---|---|---|---|---|---|
| | Yes | No | | When | Duration | Type | Duration | Yes | No | |
| | | | | | | Failure of major Council asset eg. Tunnel collapse | | | | (libraries etc) if available. |
| GroupWise – ability to send/receive new email only | ✓ | | 3 hrs | | | LDCC activation – disaster or crisis impacting on residents and/or delivery of essential Council services eg. Waste, transport, road closures. Failure of major Council asset eg. Tunnel collapse | 15 mins | | | Use personal email accounts if available.<br><br>Set up new email accounts (eg. Hotmail/gmail for Council related business).<br><br>If no internet service then no manual work around. |
| GroupWise – ability to access old email/calendars as well as send new email | | ✓ | 2 days | | | LDCC activation – disaster or crisis impacting on residents and/or delivery of essential Council services eg. Waste, transport, road closures. Failure of major Council asset eg. Tunnel collapse | 8 hrs | | ✓ | |
| Cityweb | ✓ | | 8 hrs | | | LDCC activation – disaster or crisis impacting on residents and/or delivery of essential Council services eg. Waste, | 5 hrs | | ✓ | |

| Applications | Required (1) | | Normal MTO (2) | Critical MTO (3) | | Emergency MTO (4) | | Manual Work Around (5) | | Work Around (6) |
|---|---|---|---|---|---|---|---|---|---|---|
| | Yes | No | | When | Duration | Type | Duration | Yes | No | |
| | | | | | | transport, road closures. Failure of major Council asset eg. Tunnel collapse | | | | |
| Citysearch | ✓ | | 2 days | | | LDCC activation – disaster or crisis impacting on residents and/or delivery of essential Council services eg. Waste, transport, road closures. Failure of major Council asset eg. Tunnel collapse | 8 hrs | ✓ | | Use Grouwpise phone numbers.<br><br>If unavailable then no work around (aside from key contact numbers and staff contact numbers found in the appendices of the BCP. |
| CSE | ✓ | | David ?? | | | LDCC activation – disaster or crisis impacting on residents and/or delivery of essential Council services eg. Waste, transport, road closures. Failure of major Council asset eg. Tunnel collapse | | | | |
| Ellipse | | ✓ | 10 Days | End of month | Last week of each month | LDCC activation – disaster or crisis impacting on residents and/or delivery of essential Council services eg. Waste, transport, road closures. Failure of major Council asset eg. Tunnel collapse | | | ✓ | |



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| Applications | Required (1) | | Normal MTO (2) | Critical MTO (3) | | Emergency MTO (4) | | Manual Work Around (5) | | Work Around (6) |
|---|---|---|---|---|---|---|---|---|---|---|
| | Yes | No | | When | Duration | Type | Duration | Yes | No | |
| HRIS | | | | | | | | | | |
| IfBIS | | ✓ | 10-14 days | 1st week of month Last week of month | 2wks | LDCC activation – disaster or crisis impacting on residents and/or delivery of essential Council services eg. Waste, transport, road closures. Failure of major Council asset eg. Tunnel collapse | | | ✓ | |

Note: Please insert additional rows for your critical applications not listed above.

## Reference Questions

(The numbers in brackets in the above table correspond to the following reference questions)

1. Which of these listed application systems does your business use on a **daily basis** and which are critical to support its operation?

2. Based upon your critical business needs, what is your maximum tolerable outage (MTO) or recovery time objective (RTO) for each application. (ie, in the event of ICT not being available, how long can you continue operating before a major impact on your business is realised?). Please clearly indicate the unit of time (eg hours or days).

3. During normal business operating conditions, are there any critical times in which your MTO would be less than the standard MTO as listed above (eg. Month end for financial reports)? Insert into the table when these critical times may occur and the MTO at these times. Please provide any further relevant details below:

4. Are there any circumstances where the criticality of this system changes? ie, in the event of ICT application outage during emergency operating conditions, how long can you continue before a major impact on your business is realised? Insert into the table the nature of these critical events may occur and the MTO at these times. Please provide further relevant details regarding these circumstances below:

5. Do you have a manual back-up system available that will enable you to continue operating in the event that ICT support is not available? Tick the box in the table Yes/No. Provide any other relevant details below:

6. Please provide clause numbers and/or section numbers from your Business Continuity Plan which identify the work around procedures/processes that your business has identified to enable your business to continue operating.

## Additional Questions

a) Are there any other application systems that your business uses on a **daily** basis to support your operations that are not listed in the table? Please insert additional rows into the table and also provide details including MTO below:

b) Are staff sufficiently trained in the manual back-up system that will allow for the efficient transfer to a manual process during an event that will trigger the activation of your Business Continuity Plan? Yes/No Please provide relevant details:

c) Is there any further information relative to ICT support that iDivision or users of your plan should be aware of to support your business in the event of the activation of your Business Continuity Plan? Please provide relevant details:

## Annexure 1 – Pandemic Requirements

*This annexure will provide details of the extra activities that will be required in a pandemic event that are not included in the normal Business Continuity Plan.*

*The focus is on the continuation of critical community services and supporting functions*

### Pandemic Response Action Plan

| Section | Issues | Response | Reference |
|---|---|---|---|
| **1.00** | **Personnel Issues** | | |
| 1.01 | Identify key processes. | | |
| 1.02 | Identify key staff for processes identified in 1.01. | | |
| 1.03 | Identify a succession plan for key staff. | | |
| 1.04 | Undertake a skills audit to identify staff who can fill other positions in a time of crisis. | | |
| 1.05 | Identify alternate or back up staff. | | |
| 1.06 | Identify estimated costs of additional support in a "worst case scenario". Notify management. | | |
| 1.07 | Identify in this BCP staff whose positions and roles may change as the pandemic situation changes. | | |
| 2.00 | **Operational Issues** | | |
| 2.01 | Identify senior management in the BCP. | | |
| 2.02 | Identify a succession plan at senior management level. | | |
| 2.03 | Prepare education and information messages for staff. | | |
| 2.04 | Educate and inform staff of Social Distancing measures. | | |
| 2.05 | Train staff in the correct use of Personal Protective Equipment (PPE) | | |

| Section | Issues | Response | Reference |
|---|---|---|---|
| 2.06 | Educate and inform staff in relation to correct Personal Hygiene practices. | | |
| 2.07 | Tailor these general messages for specific groups of employees if necessary. | | |
| 2.08 | Identify alternate work sites. | | |
| 2.09 | Identify the number of employees who will be able to work from home. | | |
| 2.10 | Public information messages have been developed and agreed with State agencies. | | |
| 2.11 | Identify within the BCP current tasks which need not be undertaken during the pandemic mode. | | |
| 2.12 | Review BCPs for key contractors and ensure they are up to date. | | |
| | | | |
| | Assumptions made in this BCP have been cleared with key stakeholders. | | |
| | Other BCP owners have been made aware of the limitations on my provision of services, staffing and outputs resulting from my BCP. | | |
| | Discussed the resource implications of the BCP with other BCP owners. | | |
| | Identify providers of essential inputs to critical business process(es). Review providers BCP. (Include contractors). | | |

Related Information:

Corporate Pandemic Planning Guide

Queensland State Government - Pandemic Influenza

## Annexure J – Disaster Management Crisis Communication Plan

Please refer to attached document.

## Annexure K - Glossary

**Alternate site**
When all or portion of the business continuity, emergency or recovery plan have been put into motion.

**Alternate site**
An alternate operating location to be used when the primary facilities are inaccessible

1. Another location, computer centre or work area designated for recovery

2. Location, other than the main facility, that can be used to conduct business functions

3. A location, other than the normal facility, used to process data and/or conduct official business functions in the event primary site is not available.

SIMILAR TERMS: Alternate Processing Facility, Alternate Office Facility; Alternate Communication Facility; Backup Location and Recovery Site

**Alternate work area**
Office recovery environment complete with necessary office infrastructure (desk, telephone, workstation and associated hardware, communications etc) also referred to as Work Space or Alternative Work Site.

**Asset**
An item or process that an individual, community or Government values and is vital to supporting the expectations of those people, organisations or Government's outcomes and objectives.

**Audit**
The process by which procedures and/or documentation are measured against pre-agreed standards

**Backlog**
The amount of work that accumulates when a system or process is unavailable. This work needs to be processed once the system or process is available and may take a considerable length of time to reduce. In extreme circumstances, this condition may become so large it may not be cleared or resolved.

**Business Case**
A usually documented proposal outlining an intended course of action and identifying costs and benefits. Generally seeks an approval and/or budget allocation.

**Business continuity**
Business continuity is 'the uninterrupted availability of all key resources supporting essential business functions'

**Business continuity management**
Business continuity management provides for the availability of processes and resources in order to ensure the continued achievement of critical objectives

**Business continuity planning**
Business continuity planning is often used to refer to those activities associated with preparing documentation to assist in the continuing availability of property, people and assets

**Business continuity plans**
A collection of procedures and information that is developed compiled and maintained in readiness for use in the event of an emergency or disaster. (Associated terms: Business Recovery Plan; Disaster Recovery Plan, Recovery Plan)

**Business continuity program**
An ongoing process supported by senior management and funded to ensure that the necessary steps are taken to identify the impact of potential losses, maintain viable recovery strategies and recovery plans, and ensure continuity services through personnel training, plan testing and maintenance (Associated terms: Disaster Recovery Program, Business Recovery Program, Contingency Planning Program)

**Business Impact Assessment** (BIA) also known as Business Impact Analysis

A management level analysis, which identifies the impacts of losing company resources. The BIA measures the effect of resource loss and escalating losses over time in order to provide senior management with reliable data upon which to base decisions on risk mitigation and continuity planning (Associated terms: Business Impact Assessment, Business Impact Analysis Assessment)

**Business interruption**
Any event, whether anticipated (ie public service strike) or unanticipated (ie blackout) which disrupts the normal course of business operations at an organisation location.

**Business process**
Key business processes are those processes essential to delivery of outputs and achievement of business objectives.

**Capability**
The ability, experience, knowledge, skills etc of people and organisations (including the ability and fitness for purpose of processes, assets, infrastructure etc) to undertake the desired activities and achieve required outcomes.

**Community**
A group of people with a commonality of association and generally defined by location, shared experience or function.

**Consequence**
The outcome of an event expressed qualitatively or quantitatively, being a loss, injury, disadvantage or gain. There may be a range of possible outcomes associated with an event.

**Context**
A summary of the key internal and external issues that could influence the risks under examination.

**Conformance**
A compliance approach to monitoring

**Control**

Any physical, behavioural, institutional, or cultural mechanism by which a risk is mitigated

**Corporate governance**
A system by which an organisation is directed and controlled. Corporate governance activities are represented as four principal components: direction, executive action, supervision and accountability.

**Crisis**
An untoward event occurring that potentially or actually results in a disruption to the day-to-day operations of part or the whole of the organisation. Management is required to divert a proportion of their attention, time, energy and resources away from normal operations to managing this untoward event. Crises will and do occur on a regular basis and are usually characterised by being managed by existing internal resource.

**Critical business functions**
Vital business functions without which an organisation cannot long operate. If a critical business function is non-operation, the organisation could suffer serious legal, financial, goodwill, or other serious losses or penalties.

**Criticality**
The importance or dependence that an organisation has on a function, process, item or infrastructure or specific facility.

**Critical incident management**
The policies, structures and processes by which the response to abnormal conditions is commanded, coordinated and controlled.

**Customer**
An individual, organisation or other body that derives a benefit from an asset

**Declaration**
A formal statement that a state of disaster exists

**Disaster**
If an incident overwhelms management's capabilities to cope, control will begin to be lost and the event becomes regarded as a disaster. Disasters are usually characterised by external agencies taking over management of the event.

**Disaster recovery planning**
Disaster recovery planning is often used to refer to those activities associated with the continuing availability and restoration of the IT infrastructure

**Emergency**
- An event, actual or imminent which endangers or threatens to endanger life, property or the environment and which requires a significant and coordinated response
- Any event which arises internally or from external sources which may adversely affect the safety of persons in e building or the community in general and requires immediate response by the occupants
- An unplanned situation arising through accident or error, in which people and/or property are exposed to potentiel denger from the hazards of dangerous goods. Such emergencies will normally arise from vehicle accident, spillage or leakage of material or form a fire

**Emergency operations centre (EOC)**
- A facility, either static or mobile, from which the total operation or aspects of the operation are managed
- A facility established to control and coordinate the response and support to an incident or emergency
- Also know as an incident control centre, agency operations centre and forward control centre

**Evaluation criteria**
Criteria such as risk consequence and likelihood levels that are used to determine risk tolerance and appetite

**Event**
Occurrence of a particular set of circumstances

**Facility**
Any physical infrastructure

**Financial impact**
An operating expense that continues following an interruption or disaster, which as a result of the event cannot be offset by income and directly affects the financial position of the organisation

**Hazard**
A potential source of harm. The term hazard can be qualified in order to define its origin or the nature of the expected harm

**Impact**
The outcome following the occurrence of an event

**Incident command system (ICS)**
Combination of facilities, equipment, personnel procedures, and communications operating within a common organisational structure with responsibility for management of assigned resources to effectively direct and control the response to an incident. Intended to expand, as situation requires larger resources, without requiring new, reorganised command structure

**Incident response**
The response of an organisation to a disaster or other significant event that may significantly impact the organisation, its people or its ability to function productively. An incident response may include evacuation of a facility, initiating a disaster recovery plan, performing damage assessment and any other measures necessary to bring an organisation to a more stable status.

**Interdependency**
The nature or a relationship between two parties

**Likelihood**
Used es e generel description of probability or frequency of an event occurring.

**Maximum acceptable outage (MAO), maximum tolerable outage (MTO), maximum downtime (MD). BCC has adopted the term MAO for use in all BCP's**

The maximum period of time that critical business processes can operate before the loss of critical resources affects their operations.

**Mitigation**
The means by which risk is controlled or treated

**Organisation**
A company, firm, organisation, association, group or other legal entity or part thereof, whether incorporated or not public or private, that has its own functions(s) and administration.

**Plan Coordinator**
The Plan Coordinator is the person who is responsible to coordinate the writing, testing, update and approval of the plan. Approval must be obtained from the Branch Management Team and is to be signed off by the Plan Owner and the Divisional Manager.

**Plan Owner**
The Plan Owner is normally the Branch Manager who is responsible for the critical services for which the plan is written. A Divisional Manager may decide to nominate themselves as the plan owner.

**Probability**
A measure of the chance of occurrence expressed as a number between 0 and 1

**Recovery**
- Process of planning for and/or implementing expanded operations to address less time-sensitive business operations immediately following an interruption or disester
- The start of the actual process or function that uses the restored technology and location

**Recovery strategy**
A pre-defined, pre-tested, management approved course of action to be employed in response to a business disruption, interruption or disaster.

**Recovery point objective (RPO)**
The point in time to which systems and data must be recovered after an outage (eg end of previous day's processing) RPOs are often used as the basis for the development of backup strategies, and as a determinant of the amount of data that may need to be recreated after the systems or functions have been recovered.

**Recovery time objective (RTO)**
The period of time required to fully re-establish adequate resource requirements.

**Risk**
The chance of something happening that will have an impact upon objectives. It is measured in terms of consequence and likelihood.

**Risk Management**
The culture, processes, and structures that are directed towards the effective management of potential opportunities and adverse effects.

**Stakeholders**
- Those people and organisations who may affect, be affected by, or perceive themselves to be affected by, a decision, activity, or event
- Includes anyone with an interest or influence in the organisation or community
- Includes anyone with an interest or influence in the organisation or community (or projects, issues associated with or parts thereof), this could include (but not be limited to): the Board, management, employees, citizens, local communities, unions, shareholders, families, media, lobby groups, customers, suppliers, government, regulators, etc.

**Test**
An activity that is performed to evaluate the effectiveness or capabilities of a plan relative to specified objectives or measurement criteria

**Threat**
A measure of how likely a source of threat is to succeed in their activity.

**Threat source**
A list of potential sources that could cause harm to an organisation. For example, a vandal, a disgruntled former employee, a criminal, stakeholders, customers, or a terrorist.

**Vulnerability**
In a security context, vulnerability is a measure of the likelihood that various types of security/ control measures (physical, personnel, policies, etc) against a threat source will fail. Vulnerability comprises 'resilience' and 'susceptibility'. Resilience is related to existing controls and susceptibility is related to exposure

***Extract from Australian Standards HB292-2006 – A practitioner's guide to business continuity management***

BRISBANE CITY COUNCIL

DIVISION / BUSINESS UNIT / PROGRAM AREA

**BUSINESS CONTINUITY PLAN**
**(Revised 2010)**

For

Corporate Human Resources

| | |
|---|---|
| **Plan Coordinator:** | [redacted] |
| **Plan Owner:** | |
| **Divisional Manager:** | |
| **Date of Review:** | 21/01/2010 |
| **Version:** | 9.0 |
| **Plan Type:** | Essential Council Services Plan |
| **Pandemic Plan: (Annexure/Included)** | No |

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**ACRONYMS (used throughout this document)**

| | |
|---|---|
| BCCDMG | BCC Disaster Management Group |
| BCM | Business Continuity Management |
| BCP | Business Continuity Plan |
| BIA | Business Impact Analysis |
| CC | Crisis Controller |
| CMC | Crisis Management Committee |
| CRT | Crisis Response Team |
| CSE | Customer Service Environment |
| DRMT | Disaster Recovery Management Team |
| DRP | Disaster Recovery Plan |
| ECC | Emergency Coordination Centre |
| EMP | Emergency Management Plan |
| EMT | Emergency Management Team |
| EOC | Event Operations Centre now ECC |
| ECC | Emergency Control Centre |
| EOL | Event Operations Log |
| ERG | Emergency Response Group |
| IMT | Incident Management Team |
| ITSCM | IT Service Continuity Management |
| MAO | Maximum Acceptable Outage |
| MIR | Major Incident Room |
| MTO | Maximum Tolerable Outage |
| PPE | Personal Protective Equipment |
| Sit-Rep | Situational Reports |
| SLA | Service Level Agreements |
| SOP | Standard Operating Procedures |

Refer to Appendix N for a complete glossary of terms related to Business Continuity Management.

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**CONTROL SHEET**
**Plan Approval**

| **Plan Coordinator:** | **Signature:** | **Date:** |
|---|---|---|
| [redacted] | | |
| | **Signature:** | **Date:** |
| | **Signature:** | **Date:** |
| | | |

**Revision History**

*Management practice necessitates the recording of any alterations to your BCP. Any review or update of the BCP must be recorded in the following table. The Version Number, Description/Reason, Section/Page, Date and the Plan Coordinator fields will be annotated. Refer to iDivision Guide to Record Keeping for the correct procedure of version control.*

| Version Number | Description / Reason | Section / Page | Date | Plan Coordinator |
|---|---|---|---|---|
| 7.0 | Adapt BCP to new template | Whole of document | 13/11/09 | [redacted] |
| 8.0 | Amend following feedback from relevant HRB staff | Whole of document | 21/01/2010 | |
| | | | | |
| | | | | |

**Corporate Test and Maintenance Requirements**

| Review / Test Frequency | | | |
|---|---|---|---|
| ***1. Internal Review*** to ensure plan details & contact lists are current | ***2. External Review*** conducted by specialists from outside the Business Unit | ***3. Desk-top Exercise*** examination of the plan against a specific scenario | ***4. Live Exercise*** Involves a simulation exercise against a specific scenario |
| 6 months | 12-18 months | 1 per 24 month period | As directed by CRMC |

1. **Internal Reviews:** conducted every six months. Ensure the details in the plan (contact lists etc) are current. Undertaken within the Division/Business Unit responsible for the plan.

2. **External Reviews:** conducted by specialists from outside the business unit or outside of Council. CRM or other Business Unit/Divisional experts may be available to assist in these reviews. These reviews can be conducted in conjunction with an exercise.

3. **Desktop Exercises:** conducted as a facilitated discussion. It does not require an operational response. It normally involves examination and/or discussion of the plan against a specific scenario with a group of internal stakeholders.

4. **A Live Exercise:** A live exercise is a simulation, usually in real time, in which the plan, or key parts of it are tested against a specific scenario. It typically involves key persons to respond to a simulated emergency and implementation of selected aspects of the plan. A live exercise may be "announced" or "unannounced". In either case it has to be carefully planned so that any impact on core business operations are known and controlled.

**Maintenance Schedule**

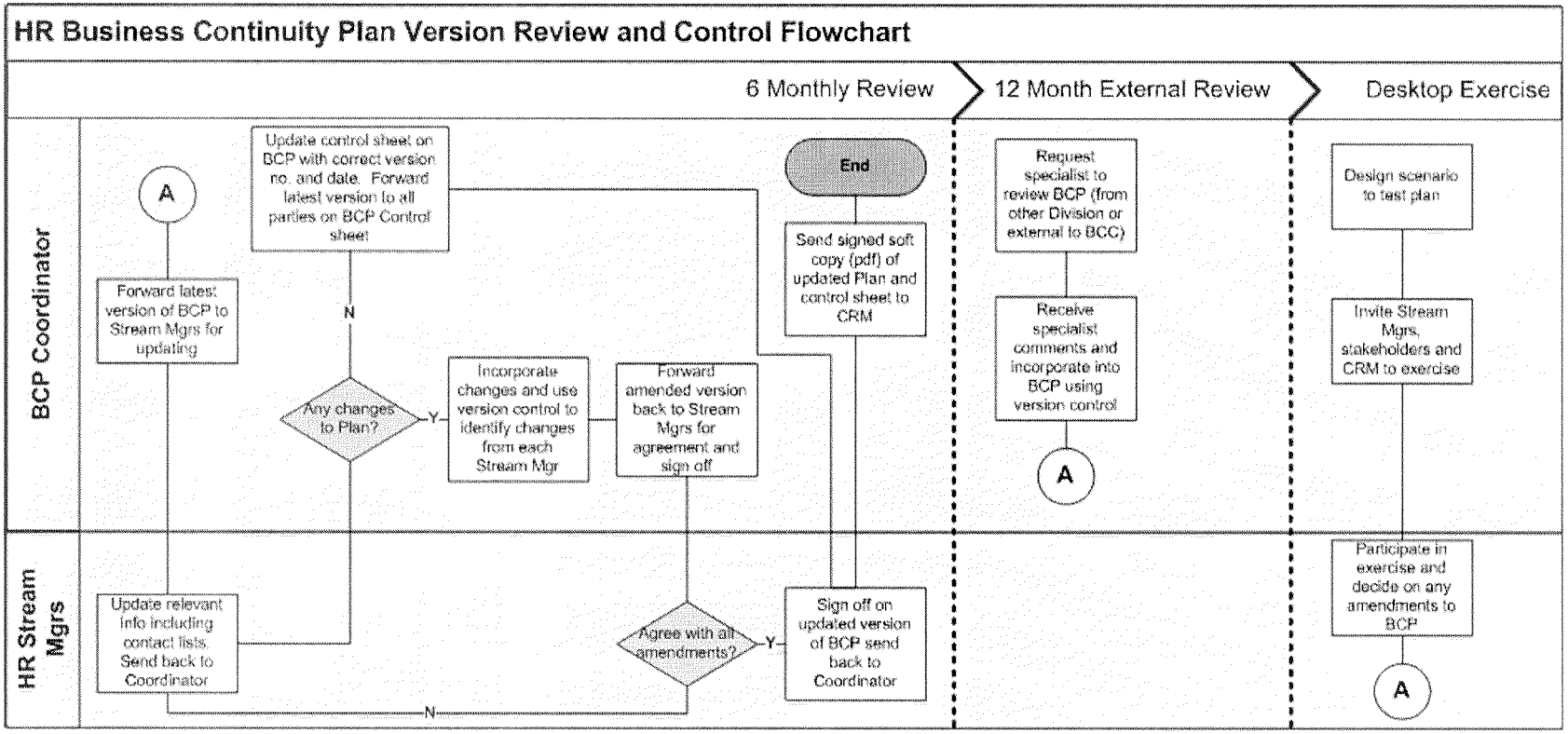
| ***BCP Maintenance Schedule ; Essential* Community/Council *Services Plan*** | | | | |
|---|---|---|---|---|
| *Ref* | *Required Reviews* | *Corporate designated Requirements* | *When last completed* | *Next planned review* |
| *1* | *Internal Review* | *6 months* | *January 2010* | *August 2010* |
| *2* | *External Review* | *12-18 months* | *June 2009* | *19 July 2010* |
| *3* | *Desktop Review* | *1 per 24 months* | *3 March 2010* | *March 2012* |
| *4* | *Live Exercise* | *As directed by CRMC* | | |

**Distribution List:**

The distribution list should include those people who would use, activate or are accountable to this BCP once activated.

| Copy | Copy Holder | Officer Name | Officer Code |
|---|---|---|---|
| 1 | Divisional Manager | [redacted] | DMGRV |
| 2 | Plan Coordinator | | |
| 3 | Plan Owner | | CHRO |
| 4 | Senior HR Branch Management | | CHRO |
| 5 | | | WEM |
| 6 | | | MEA |
| 7 | | | BISM |
| 8 | Corporate Risk Management | | PFATAX |

**BCP Version Review and Control Flowchart**



**NOTE: The Pandemic Response is separate to HR Branch Business Continuity Plan but can be found in Appendix M.**

# 1. Background

The purpose of this document is to fulfil HR Branch business requirement to Council in a crisis situation. This will involve the continuation of critical 'business as usual' functions in addition to special services required to support the organisation in a crisis situation. For example: Occupational Health and Workplace Health and Safety and Industrial Relations matters arising from a crisis situation.

# 2. Business Continuity Plan - Aim and Objectives

## *2.1. Aim*

The aim of the plan is to ensure critical HR Corporate processes are maintained and appropriate advice and direction is provided to the Chief Executive Officer, Executive Committees and Elected Representatives to minimise adverse impacts on Brisbane City Council (BCC) employees and their families and to provide a continuity of service to the rate payers and users of BCC services.

## *2.2. Objectives*

- To facilitate the planning and execution of response actions in the event of loss or compromise of critical resources
- To operate under degraded conditions whilst the crisis continues and to minimise any potential adverse impacts on Council employees
- To communicate with the appropriate key personnel
- To resume normal operations as soon as possible
- To assist with the coordination of cross-jurisdictional or cross-sectoral responses
- To record critical actions to facilitate the ongoing review of possible process improvements

## *2.3. Scope, Constraints, Assumptions and Core Systems*

HR Branch (part of Corporate Services Division) provides HR guidelines and advice. It does not have responsibility for operational matters (excluding operational rules for Workplace Health and Safety Officers) within the divisions outside of those directly impacting on HR Branch (for example attendance at learning and development courses, recruitment exercises and occupational health matters). Divisional HR actions remain the responsibility of individual divisions and business areas.
In the Corporate Pandemic Guide (see Appendix M), the scope of HR Branch activities are identified at Section 4.6:

*"HR Branch tasks are to:*

- *Prepare HR policies and strategies for Council staff*
- *Maintain liaison with State counter-parts*
- *Provide a liaison officer to the ECC*
- *Assist with implementing the HR policies and strategies*
- *Seek a Civic Cabinet decision on workplace policy options*

Streams in HR Branch which would be unlikely to be required during a crisis scenario or would be able to continue at reduced capacity include:

- People and Organisational Development
- Consulting (unless specifically required by the organisation)

- Recruitment Centre (depending on the crisis as they may need to remain in contact with candidates is some situations)
- HR and Strategic Improvement (excepting manual data recording and reporting) and
- Some areas in Work Environment (those not required to respond to the crisis and the provision of advice and maintenance of WorkCover eg: The Wellness Centres).

Those staff not directly involved in the crisis management may be utilised for other work.

Constraints

In a crisis situation, the Emergency Coordination Centre (ECC) will be activated or EMT / E&C will respond and shall be responsible for the management of the overall situation in co-ordinating activities from various Business Continuity Plans (BCPs).

Marketing and Communications Branch in Corporate Strategy Office are responsible for communication strategies and activities to keep Council workers and the public informed. This will be synchronised with the activities of external agencies (eg Federal, State and other 'lifeline' providers).

Assumptions

- Other BCPs are in place across the organisation and these do not conflict with the activities outlined in this BCP (it is anticipated that there will be consultation between Divisions to permit integration of responses where there is overlap. It is assumed this consultative process will be coordinated by Corporate Risk Management)
- Other BCPs incorporate workplace health and safety issues and considerations (it has been agreed at EMT that individual work areas will be responsible for their own health and safety planning including purchasing relevant personal protective equipment (PPE)
- Key provider arrangements can be honoured (ie Finance, EAP, Medical Advice, PPE and other essential supplies that may be needed during the crisis)
- Building services (access/security) are maintained
- Regular updates may be required on the status/availability of the workforce – additional records may be required for the duration
- A significant increase in requests for information/advice/support will occur
- Records/information will be accessible
- Different operating hours, increased telecommuting (where appropriate) and/or relocation to alternate site/s may be required
- The Chief HR Officer could be unavailable to participate in the HR Branch response team due to his other organisational roles and responsibilities (Chief HR Officer and Medical Officer for Health, Brisbane)
- The response team can communicate with all HR Branch staff (via email, mobile or word of mouth) whether staff are attending at the office or away from work

**NOTE:** In the instance of lack of communication tools, core systems or building access/security, HR Branch's response team would look to the ECC or EMT / E&C for direction on managing business continuity.

Examples of Core Systems required:

- HRIS/ESS (payroll processing and access to employee information eg. Employee address information)
- G:/ Drive
- CityWeb
- Corporate Data Warehouse (stores 'emergency contact listing', 'employee emergency contact details' and 'employee listing by ANZSCO')
- Crystal Reporting (for specialised reports)
- GroupWise / Telephone system
- MetroConnect/Iconnect

**NOTE**: If we have to maintain database/s we will need Microsoft Access.
See Appendix L for information provided to Corporate Risk Management on critical system requirements and maximum outage times.

## 3. BCP Process Overview

This plan focuses specifically on the assessment of preparation for, and response to, a crisis situation (eg. storm, flood, fire, environment event, natural disaster or terrorism), followed by recovery and resumption of usual operations. It comprises –

- Specific steps such as situation assessment and general preparation for the response to a crisis situation
- Crisis response and activation procedures
- Operation under degraded conditions
- Recovery and transition to normal operations

## 4. Detailed Plan (Phases & Tasks)

This plan may only be activated by a directive from -

- Emergency Coordination Centre (Disaster Manager),
- EMT / E&C
- Lord Mayor
- CEO
- Divisional Manager Corporate Services or
- Chief Human Resources Officer (or delegate)

- to an authorised officer in Corporate Services Division (Appendix A)

In the event there is a requirement for Corporate Services representatives to attend the Emergency Coordination Centre (or other directive group) for a sustained period of time a roster arrangement will be organised.

| 5. Business Continuity Plan Outline (Phases and Tasks) | | |
|---|---|---|
| **Sect** | **Phases & Tasks** | **Check** |
| 5.1 | Phase 1 – Plan Preparation and Maintenance including:<br>• Task 1 – Develop update and review the plan<br>• Task 2 – Maintain the plan<br>• Task 3 – Develop test exercises/scripts and test the plan as required<br>• Task 4 - Ensure coordination between other divisional BCPs | ☐<br>☐<br>☐<br>☐ |
| 5.2 | Phase 2 – Crisis Response & Activation:<br>• Task 1 – Assess the crisis at an organisational, community and state level (this will be in conjunction with state and federal counterparts as required)<br>• Task 2 – Conduct a situational analysis (what has happened, key persons involved, systems/equipment/facilities lost, facilities available)<br>• Task 3 - Obtain 'activation' approval for the BCP go-ahead (incl. Succession of Command)<br>• Task 4 – Determine overall impact on operations & make decisions on response required<br>• Task 5 – Commence the 'Activation Procedure' as per the BCP<br>• Task 6 – Convene at the nominated Control Centre (if required)<br>• Task 7 – Commence Staff Recall Procedures (Appendix C)<br>• Task 8 - Ensure existing policies in relation to specific leave arrangements (ie: military / defence and state emergency services are appropriate for the crisis situation)<br>• Task 9 - Revise and obtain approval for changed HR policies as required<br>• Task 10 – Establish Manual Records (including Event Operations Log – Appendix F)<br>• Task 11 – Develop the BCP Overall Timetable & Operational Plan (Appendix J) in liaison with ECC<br>• Task 12 - Confirm EMT endorsed essential roles<br>• Task 13 – Provide a Liaison Officer to the ECC/ EMT / E&C/ LM | ☐<br>☐<br>☐<br>☐<br>☐<br>☐<br>☐<br>☐<br>☐<br>☐<br>☐<br>☐<br>☐<br>☐ |
| 5.3 | Phase 3 – Operations Under Degraded Conditions:<br>• Task 1 – Implement the Operational Plan and timetable<br>• Task 2 – Implement relevant previously developed SOPs to suit the crisis (Appendix I) and develop new SOPs as required<br>• Task 3 - Communicate to HRB and BCC which functions will be operating under the degraded conditions and which will cease<br>• Task 4 – Maintain communications with stakeholder groups including establishing a hotline when required to address WH&S, Occupational Health and Employee Arrangements (Key Stakeholder List – Appendix E)<br>• Task 5 – Develop a Recovery Plan & timetable in consultation with ECC<br>• Task 6 – Outline specific measures to coordinate activities between this Crisis Response Team and other internal work groups<br>• Task 7 - Monitor developments in crisis situation<br>• Task 8 - Maintaining interval reporting to key stakeholders as required | ☐<br>☐<br>☐<br>☐<br>☐<br>☐<br>☐<br>☐ |
| 5.4 | Phase 4 – Recovery and Transition to Normal Operations:<br>• Task 1 – Implement the Recovery Plan<br>• Task 2 – Maintain communications with stakeholder groups | ☐<br>☐ |

| | | |
|---|---|---|
| | • Task 3 – Resume normal operations and timetables<br>• Task 4 – Review events, debrief management and staff and update procedures, protocols and plans | ☐<br>☐ |

*The 'Check' column in Business Continuity Plan Outline above allows the user of this document to tick off tasks as completed when the BCP is in use or is being tested.*

## *5.1. Phase 1 – BCP Preparation & Maintenance*

### *5.1.1 Develop, maintain and test the BCP*

Testing and maintenance of this plan must be conducted in accordance with Corporate requirements as per SP501. Record of testing and maintenance is shown in the BCP Maintenance Schedule located within the Control Sheet at the front of this document.

The internal review of the plan focuses on updating contact data, delegations, context information etc. The external review of the plan is scrutiny by an objective third party. The desk exercise must test the useability of the plan and its strategies under relevant scenarios as well as provide an opportunity to train staff on the BCP responses.

## *5.2. Phase 2 – Crisis Response and Activation Procedures*

### *5.2.1 Commence Activation Procedures – Circumstances of Activation*

This section details the necessary activation procedures, namely the circumstances under which the BCP may be invoked.

In an emergency, full details of the crisis would be presented to the authorising officer for a decision on plan activation.

Circumstances under which the plan can be activated include the following:

- Loss of key staff seriously effecting the normal chain of command
- Loss of key ICT systems for a period greater than 24 hours
- Loss of premises or lock-out from premises used to conduct normal operations for a period greater than 24 hours
- Any other event which threatens ongoing operations or presents a serious risk to employee/community health and safety including storm, flood, fire, natural disasters, environmental events and terrorism

Once approved and activated, the nominated CRT (Crisis Response Team) Coordinator would commence crisis response procedures as required given the nature of the emergency and as outlined in the BCP.

### *5.2.2 Conduct a Situational Analysis*

Assess the situation/event based on all available information from State/Federal/Council and Emergency Services.
This information may include:

- What has happened
- Personnel involved/affected
- Systems/facilities off-line
- Systems/facilities available
- Anticipated down-time

The steps that HRB would take upon receipt of this information are:

1. Evaluate the level of response required from HRB
2. Determine the appropriate response from HRB to the crisis
3. Provide briefing to the ECC and EMT/ CEO/ LM/ DM / E&C
4. Obtain approval to activate

### *5.2.3 Obtain Activation Approval for BCP, set Delegations and Authorisations*

The following positions are authorised to activate this plan:

- CHRO or Delegate
- The Divisional Manager for Corporate Services (or Delegate)
- The CEO or Delegate
- The Coordinator/Chairperson of the ECC (Emergency Coordination Centre) or Delegate

Once activated, a CRT Coordinator would be nominated to manage the overall situation on behalf of the Work Unit.

The succession of command for this plan is:

1. The Divisional Manager of Corporate Services
2. Crisis Response Team Coordinator (Work Environment Manager)
3. Manager Employment Arrangements
4. Manager HR Strategy & Improvement

Note: CHRO will hold an overseeing role for the HR responsibilities for the organisation.

### *5.2.4 Convene at the nominated Control Centre*

The primary Control Centre for this plan is Brisbane Square (BSQ) Level 21 (phone no. 340 39269)
However should this site be unavailable, the alternate site is Green Square (GSQ) Level 3 (phone no. 302 75735)

The CRT coordinator will liaise with the Site Controller in establishing Control Centre and facilities for the team.

To ensure clarity on the Control Centre, as it could change depending on the crisis, all employees will be advised of the actual Control Centre when they are contacted as part of the Staff Recall Procedure (Appendix K).

### *5.2.5 Commence Staff Recall Procedures*

On activation of the BCP, the CRT coordinator will contact Managers as listed in the Key Management and Staff Contact list (Appendix K) advising them of the current situation, designated meeting place and required actions.

It is the responsibility of each Manager to contact Supervisors to give them an outline of the situation. Supervisors will then communicated directly with their team members as per their Employee Contact List giving them details such as:

- Team Structure
- Control Centre
- Contact details (who can be contacted – phone numbers and emails etc)

At the appropriate times the CRT Coordinator will nominate a person(s) to contact key suppliers (Appendix D) and key customers (Appendix E) to advise them of the current situations, the plans which are in place and any other plans which are being developed to manage the crisis.

### *5.2.6 Establish Manual Records*

Event Operations Log (Appendix F)

The implementation of this plan would necessitate the maintenance of an Events Operations Log to record all actions/decisions in chronological order including:

- Events
- Decisions reached and any special approvals
- Approved expenditures
- Actions taken to recover/maintain operations
- Visits, meetings, briefings, communications provided to EMT/E&C/LM and Marketing and Communications etc.

The Event Operations Log is a key document as it acts as an audit trail for subsequent review of actions to improve responses to emergency situations and maintain the highest level of safety in all circumstances (Appendix F).

Manual Records Log

In the event of loss of core IT systems manual records would have to be maintained throughout the crisis period until normal operations can be resumed.
The information that will be required is manual HR data including the hours worked, breaks taken, absences due to impact of crisis (eg: flood bound or family support requirements).

Manual records will be re-entered into HRIS once the crisis has passed and normal operations have resumed.

### *5.2.7 Determine overall impact on operations and make decisions on needed response*

Once the overall impact on operations has been determined the crisis response team is then in a position to develop an operational plan as a go-forward mechanism.
In determining the overall impact it is important to cover issues such as:

- Which services will stop
- Which services will continue on a reduced scale
- Which staff can be re-deployed to support the Streams which will be required to provide ongoing services and crisis response services
- Impact on the Council employees – transactions affected and communication required

Output from this step should include a summarised list of impacts prioritised in terms of required action steps (Appendix G).

### *5.2.8 Develop an Operational Plan & Timetable in liaison with the ECC*

This involves the development of timeframes against specific milestones from your plans as contained in Section 5.2.7 above.

| *5.2.8* | *Operational Plan – Detail (key tasks to meet the specific crisis)* | | | |
|---|---|---|---|---|
| *Ref* | *Action Steps* | *By Whom/ Responsibility* | *Deadline* | *When completed & Results* |
| *1* | Conduct situational analysis | CRT Coordinator or Delegate | Immediately upon being advised of potential crisis situation | Completed and reported within one working day |
| *2* | Obtain approval to activate BCP | CRT Coordinator or Delegate | In line with assessed requirements | Completed and reported within one working day or as appropriate to crisis |
| *3* | Recall staff | CRT Coordinator or Delegate | In line with assessed requirements | Staff with appropriate skills to be allocated to support crisis management functions |
| *4* | Manual records | As assigned | In line with assessed requirements | Staff member will be nominated at the time of crisis to support this function |
| *5* | Assess impact on business– including the instalment of hotline if required | CRT Coordinator or Delegate | In line with assessed requirements | Decisions made around reduction of services, this is then communicated to HRB staff |
| *6* | Communications with customers | Stream Managers | In line with assessed requirements | Customers advised of reduced services during crisis, the schedule to resume normal services and the support mechanisms that will be in place |
| *7* | Operations under degraded conditions | CRT Coordinator or Delegate | In line with assessed requirements | Putting in place telecommuting options, moving staff to crisis related services, ensuring measure in place to maintain the safety of our staff. Commence daily crisis meetings of key crisis functions to promote coordination of HRB activity. Review process to ensure operations under degraded conditions or changes to the status of the crisis situations are delivering required outcomes and make appropriate changes as required. Rostering systems in place for HRB and support staff to |

| | | | | |
|---|---|---|---|---|
| | | | | ensure that their health is maintained |
| *8* | Gathering HR data relating to the crisis as required | BISM | As required | **NOTE:** If HRSI is disabled, manual HR data may need to be collected with the cooperation of Divisional HR Managers |
| *9* | Reporting to ECC and EMT/ CEO/ LM/ DM / E&C | CRT Coordinator or Delegate | In line with assessed requirements | Providing reports as required around the status of the workforce and response to crisis |
| *10* | Recovery – transition to normal operations | CRT Coordinator or Delegate | In line with assessed requirements | Develop recovery/ transition plan as appropriate to the crisis situation.<br>**NOTE:** ensure that fatigue management processes are in place for staff involved in crisis operations and that counselling services are made available as required |
| *11* | Debrief and recognition processes | CHRO | Within 2 days of resumption of normal conditions and services | Formal recognition of the staff contribution to the crisis management and ensure staff wellbeing |

### *5.2.9 Provide a Liaison Officer to the Emergency Coordination Centre's Coordinator (ECC Coordinator)*

Where an Emergency Coordination Centre has been established, it is critical to maintain clear communications between the Work Unit and the ECC at all times.
The Liaison Officer for HRB will be the CRT Coordinator or their delegate.

Refer to Appendix J for Overall Timetable and Operational Plan.

## *5.3. Phase 3 – Operations under Degraded Conditions*

### *5.3.1 Implement the Operational Plan and Timetable*

The Operational Plan has previously been developed under Section 5.2.8 above.

The Operational Plan, as developed in Section 5.2.8 above, is the official recovery plan and remains in place until the crisis is resolved and/or until the CRT Coordinator determines the plan is no longer necessary.

### *5.3.2 Implement relevant previously developed Standard Operating Procedures (SOPs) or Manager/Employee Guides to suit the crisis*

Where SOPs or Manager/Employee Guides have previously been developed for the Work Unit, such documents can be introduced as required to cover the situation (Appendix I).

These SOPs and Manager/Employee Guides only apply through the crisis period and can be withdrawn at any time by the CRT Coordinator.

### *5.3.3 Set Internal Reporting Requirements - Interval Reporting & Key Events*

Interval Reporting – being reviewed

The situational report will cover all events as logged in the Event Operations Log since the previous situational report was issued (the template for the "Events Operation Log – Situational Report" is Appendix F)

Minutes of daily meetings of HR Branch key crisis function representatives will also be recorded.

Reporting of Key Events

Major incidents are to be reported immediately on occurrence with the Crisis Response Team Coordinator nominating incidents as 'major' or otherwise.

The means of communication will be via e-mail if available. Alternatively verbal communication with ECC will occur. The results of such communication and decisions reached will be recorded in the Event Operations Log (Appendix F).

A special internal and external email account has been set up and can be activated at any time for the use of communication with staff, customers and stakeholders should ICT systems by disrupted. These email accounts can be activated and accessed with identified staff in HRSI and Work Environment.

### *5.3.4 Maintain Communications with Stakeholder Groups*

Communications with staff and stakeholders should be maintained via regular means where possible (phone, e-mail, and fax).

In the event that the regular communication methods are disabled:

- Staffing contact details are in Appendix K – (**NOTE:** this list is updated each quarter by each Streams Manager Support Officers)
- Key external customers and suppliers are in Appendix D and E

Communicating with the Public

HRB does not communicate directly with the Public – all communications will go through Marketing and Communications Branch.

### *5.3.5 Develop a Recovery Plan and Timetable in consultation with the ECC*

Once the crisis period has passed the affected work unit(s) will return to normal operations.

As HRB is a service provider, the resumption of normal operations will be somewhat dependent on whole of Council's return to normal operations (for example: the resumption of recruitment processes and learning and development courses would be dependant on availability of Divisional staff to participate).

Employment Programs would resume immediately but Learning and Development sessions may be held off until the organisations is fully functioning and able to resume development programs.

Recruitment Centre would resume full function at anytime but will be dependant on the availability of Panel Members.

Work Environment, Employment Arrangements and HR Strategy & Improvement will be able to resume as soon as crisis has passed as there is no/minimal impact on Business Units.

Any reconciliations to ensure accuracy of data after the crisis event will be facilitated by the CRT Coordinator.

### *5.3.6 Outline specific measures to coordinate activities between the Crisis Response Team and other internal work groups*

HR Branch will liaise with other key stakeholders depending on the crisis situation.

## *5.4. Phase 4 – Recovery and Transition to normal operations*

This section covers the following tasks in the recovery phase of operations:

- Implementation of the recovery plan
- Maintaining communications with stakeholder groups
- Resuming normal operations and timetables
- Reviewing events and debriefing management/staff on results

### *5.4.1 Implement the Recovery Plan*

A Recovery Plan was previously developed in Section 5.3.5.

The Recovery Plan, previously developed in Section 5.3.5, forms the basis for recovery and return to normal operations.

On returning to normal operational mode the Recovery Plan should be signed off by the Crisis Response Team Coordinator.

### *5.4.2 Maintain communications with stakeholder groups*

Through both the crisis and recovery periods, communications must be maintained with all stakeholder groups to keep them informed of the situation as much as possible.

- Contact external providers and advise when they can return to normal functions
- Relevant individuals to contact key internal and external customers to advise return to normal operations and services

### *5.4.3 Resume normal operations and timetables*

A return to 'normal operations' can only occur once the crisis situation has passed and all actions have been completed as per the Recovery Plan.

Assess and arrange counselling services to employees and families as required via Employee Assistance Providers (Appendix D - Key Suppliers).

Normal operations are resumed once all actions as per the Recovery Plan have been completed and the CRT Coordinator approves such return to normal operations.

The ECC Coordinator must be informed on return to normal operations.

### *5.4.4 Review events, debrief management and staff and update procedures, protocols and plans*

On returning to normal operations the process followed through the crisis should be reviewed for management/staff feedback and for continuous improvement opportunities.

On resuming normal operations, the CRT Coordinator should prepare a summary report covering the crisis/event including:

- Process steps followed through the crisis – what went well, what didn't work as well as desired – being particularly mindful of continuous improvement opportunities
- BCP improvement opportunities
- Required updates to procedures/protocols
- Overall recommendations

Feedback should be provided to both management and staff with a particularly thanks to those staff whose efforts were commendable.

## List of Appendix / Support Plans

| **Business Continuity Plan – Appendix Listing** | | |
|---|---|---|
| **Appendix Ref** | **Annexure Title** | **BCP Reference** |
| A | Authority to Activate | 4 |
| B | Summary of delegated responsibilities and key tasks | |
| C | Key Management Contacts | 5.2 |
| D | Key Suppliers Contact List (including EAP) | 5.2.5; 5.3.4; 5.4.3 |
| E | Key Customers/Stakeholders Contact List | 5.2.5; 5.3; 5.3.4 |
| F | Event Operations Log | 5.2; 5.2.6; 5.3.3 |
| G | Risk Analysis | 5.2.7 |
| H | Key Union Stakeholders contact details | |
| I | BCP Overall timetable and operational plan | 5.2 |
| J | Employee Contact List – to be updated with new information (due 16th August) | 5.2.4; 5.2.5; 5.3.4 |
| K | Information Communications Technology (ICT) Support Requirements | 2.3 |
| M | Pandemic Response | |
| L | Glossary of Terms | |

## Appendix A Authority to activate this plan

| | Primary activating officer | Secondary activating officer | Back-up activating officer | Back-up activating officer |
|---|---|---|---|---|
| Name | [redacted] | | | |
| Position | | | | |
| Work Phone # | | | | |
| Email Address | | | | |
| Mobile Phone | | | | |
| Work Fax # | | | | |
| Home Address | | | | |
| Home Phone | | | | |

## Appendix B
## – Summary of Delegated Responsibilities and Key Tasks:[1]

| *Emergency Role* | *Nominated Personnel* | *Key Tasks* | *Authority Levels* | *Where located* |
|---|---|---|---|---|
| **Response team co-ordinator** | [redacted] | Activate the plan and call the team | Divisional Manager, Corporate Services | Brisbane Square |
| **Backup** | | Activate the plan and call the team | Chief Human Resource Officer | Brisbane Square |
| **Backup 2** | | Activate the plan and call the team | Work Environment Manager and Employment Arrangements Manager | Brisbane Square |
| **WH&S** | | Implement WH&S Tasks | Work Environment Manager | Brisbane Square |
| **Backup 1** | | Implement WH&S Tasks | Safety Team Leader | Brisbane Square |
| **Backup 2** | | Implement WH&S Tasks | Principal Health Advisor | Brisbane Square |
| **Employment Arrangements** | | Implement Employment Arrangements | Employment Arrangements Manager | Brisbane Square |
| **Backup 1** | | Implement Employment Arrangements | Workplace Relations Specialist | Brisbane Square |
| **Backup 2** | | Implement Employment Arrangements | Workplace Relations Specialist | Brisbane Square |
| **Strategic HR Information** | | Implement HR data gathering and reporting | HR Strategy and Improvement Manager | Brisbane Square |
| **Backup 1** | | Implement HR Systems Tasks | Principal HR Information Advisor | Brisbane Square |
| **Backup 2** | | Implement HR Systems Tasks | Senior HR Information Analyst | Brisbane Square |
| **Backup 3** | | Implement HR Systems Tasks | Principal HR Information Advisor | Brisbane Square |
| ***Liaison Officers (to ECC, EMT, E&C etc)*** | | Liaison and communications between HR response team and directive groups | HR Officers | Brisbane Square |
| ***Operations Controllers*** | | Administration support | HR Administration | Brisbane Square |

Note personnel on this list may be required to represent Corporate Services during peak periods

# Appendix C
# RESTRICT DISTRIBUTION PLEASE
# CONTACT DETAILS OF HR BRANCH – Corporate Services

| Person | Position/ Title | Officer Code | Office Phone Number | Home Phone Number | Mobile Phone Number | Office Hours Location | Home Address/UBD reference |
|---|---|---|---|---|---|---|---|
| [redacted] | **Divisional Manager** | DMGRV | [redacted] | | | | |
| | **Chief Human Resource Officer** | CHRO | | | | | |
| | Acting Manager Employment Arrangements | MEA | | | | | |
| | Work Environment Manager | WEM | | | | | |
| | Safety Team Leader | | | | | | |
| | Principal Workers Compensation Advisor | SIMW | | | | | |
| | Principal Health Advisor | C1WHS | | | | | |
| | Workplace Relations Coordinator | WRS | | | | | |
| | HRSI Manager | AHRSI | | | | | |
| | Principal HR Information Adviser | HRDG02 | | | | | |
| | Senior Analyst | | | | | | |
| | Senior HR Information Analyst | HRDG07 | | | | | |
| | Disaster Management Coordinator - ECC | DMC | | | | | |

# Appendix D KEY SUPPLIER CONTACT LIST

NB – It should be noted that the EAP provider may not have the capacity to manage a surge in demand post-crisis. HR Branch would need to confer with the HR function across the Divisions for each Division to manage the flow of demand to their EAP provider.

| Key EAP Provider and Address | Goods / Services Provided | Business Phone and Fax Number | Contact Person | Mobile Phone Number or Pager | Alternative Contact Details |
|---|---|---|---|---|---|
| PPC Worldwide PTY LTD (People Performance Consultants)<br>Level 3<br>131 Leichhardt St Spring Hill 4000 | Confidential personal counselling services for employees and their immediate family for personal and work related problems. Includes critical incident debriefing and trauma counselling. | Ph: 1300 361 008 | None specifically assigned | Nil | E-mail: brisbane@au.ppcww.com |

# Appendix E KEY CUSTOMER CONTACT LIST

| Key Customer and Address | Services Provided | Business Phone and Fax Number | Contact Person | Mobile Phone Number or Pager | Alternative Contact Details |
|---|---|---|---|---|---|
| Hiring Managers/Delegates | Clients | Details of current recruitment held in PageUp | [redacted] | | |
| PageUp | PageUp | Ph: 02 8088 0600<br>Fax: 02 9475 0560<br>Support:<br>1300 30 60 41 | | | |
| MediaCom | MediaCom<br><br>Print and online advertising | Phone:<br>07 3309 4734<br>Fax:<br>07 3309 4729 | | | |
| Seek | Seek advertising | Phone:<br>07 3121 0809<br>Fax:<br>07 3221 8994 | | | |
| GMT Brisbane Pty Ltd | Executive Recruitment Agencies | Phone: (07) 3309 5600<br>Fax: (07) 3229 5468 | | | |
| Davidson Recruitment Pty Ltd | | Phone: (07) 3023 1000<br>Fax: (07) 3221 5810 | | | |
| Talentpath Pty Ltd | | Phone: 1300 768 358<br>Fax: (07) 3211 8159 | | | |
| Hudson Global Resources (Aust) Pty Limited | | Phone: (07) 3258 8327 | | | |

| Key Customer and Address | Services Provided | Business Phone and Fax Number | Contact Person | Mobile Phone Number or Pager | Alternative Contact Details |
|---|---|---|---|---|---|
| | | Fax: (07) 3229 9536 | [redacted] | | |
| Hays Specialist Recruitment (Australia) Pty Limited | | Phone: (07) 3243 3000<br>Fax: (07) 3229 6794 | | | |
| McArthur Management Services (Qld) Pty Ltd | | Phone: (07) 3211 9700<br>Fax: (07) 3211 9677 | | | |
| ETM Placements Pty Ltd trading as ETM Search & Selection | | Phone: (07) 3236 9225<br>Fax: (07) 3832 3266 | | | |
| Synergy Executive Sourcing Pty Ltd | | Phone: (07) 3114 4500 | | | |
| TAD Pty | | Phone: (07) 3287 8155<br>Fax: (07) 3216 0646 | | | |
| Slade Group Pty Ltd | | Phone: (07) 3221 4022<br>Fax: (07) 3221 4088 | | | |
| Itcom Australia Pty Limited | | Phone: (07) 3012 8911<br>Fax: (07) 3112 5101 | | | |
| TactiCall Recruitment Services | | Phone: (07) 3831 8333<br>Fax: (07) 3831 6311 | | | |
| Hallis Recruitment Services | | Phone: (07) 3011 3011<br>Fax: (07) 3011 3022 | | | |
| Recruitment Management Company Pty Ltd (RMC) | | Phone: (02) 6248 5313<br>Fax: (02) 6262 5825 | | | |

## Appendix F - Event Operations Log

| Date | Time | Issue | Who Raised | Priority / Impact | Action Required | Action Taken | Who's involved | Resolved | Other comments |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | |
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## Appendix G – Risk Analysis Matrix

(Last updated: )

| **Risk Rating Calculation Matrix**<br>**Incorporating the following risk measures:**<br>*** Likelihood * Consequence * Community Reaction** | | | | | |
|---|---|---|---|---|---|
| **Likelihood** | **Consequence** | | | | |
| | ***Insignificant*** | ***Minor*** | ***Moderate*** | ***Major*** | ***Catastrophic*** |
| ***Almost Certain*** | **Low +** | **Medium +** | **High** | **Very High** | **Extreme** |
| ***Likely*** | **Low -** | **Medium -** | **Medium +** | **High** | **Very High** |
| ***Moderate*** | **Negligible** | **Low +** | **Medium -** | **Medium +** | **High** |
| ***Unlikely*** | **Negligible** | **Low -** | **Low +** | **Medium -** | **Medium +** |
| ***Rare*** | **Negligible** | **Negligible** | **Negligible** | **Low -** | **Low +** |
| | **Community Reaction (Outrage) consisting of:**<br>1. ***No interest***<br>2. ***Interest***<br>3. ***Concern***<br>4. ***Distress***<br>5. ***Outrage*** | | | | |

| Item/Event | Likelihood | Consequences + Community Reaction | Risk Level | Mitigation / Controls | Residual Risk |
|---|---|---|---|---|---|
| | | | | | |
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## Appendix H: KEY UNION STAKEHOLDERS CONTACT LIST

***Salaried Unions:***

| | |
|---|---|
| **Australian Services Union Queensland Services Branch (ASU-Services)**<br><br>(Registered Name in Federal Commission:- Australian Municipal, Administrative, Clerical and Services Union.) | [redacted] |
| **Australian Services Union Central and Southern Queensland Clerical and Administrative Branch (ASU - C&A)**<br><br>(Registered name in the Federal Commission:- Australian Municipal, Administrative, Clerical and Services Union) | [redacted] |
| **The Association Of Professional Engineers, Scientists And Managers, Australia (APESMA)**<br><br>(Registered name in Federal Commission:- The Association of Professional Engineers, Scientists and Managers, Australia) | [redacted] |

| *Wages Unions* | |
|---|---|
| **The Australian Workers' Union of Employees, Qld (AWU)** | [redacted] |
| **Australian Rail, Tram And Bus Union (RTBU)**<br>(Registered Name in the State Commission:- Australian Rail, Tram and Bus Industry Union Of Employees, Queensland Branch [ARTBU] ) | |
| **Australian Manufacturing Workers' Union (AMWU)**<br>(Registered name in the Federal Commission Automobile, Food, Metals, Engineering, Printing and Kindred Industries Union) | |
| **Communications, Electrical And Plumbing Union – Electrical Division (EPU Electrical Division)**<br><br>(Registered name in the State Commission:- The Electrical Trades Union of Employees of Australia, Queensland Branch) | |
| **Communications, Electrical And Plumbing Union –Plumbing Division (EPU Plumbing Division)**<br><br>(Registered name in the State Commission:- The Plumbers and Gasfitters Employees Union of Australia, Queensland Branch, Union of Employees) | |
| **Australian Liquor, Hospitality & Miscellaneous Workers Union (LHMU)**<br><br>(Registered in State Commission as Australian Liquor, Hospitality and Miscellaneous Workers Union of Employees, Queensland Branch) | |

| | |
|---|---|
| **Construction, Forestry, Mining And Energy Union (CFMEU)** | [redacted] |
| **Transport Workers Union (TWU)** | |
| **Queensland Council Of Unions (QCU)** | |

## Appendix I: BCP Overall Timetable & Operational Plan

| *Business Continuity Plan – Overall Timetable and Operational Plan* | | | | |
|---|---|---|---|---|
| ***Tasks*** | ***Tasks*** | ***Resp*** | ***Timeframe*** | ***Interdependencies*** |
| | ***Crisis Response*** | | | |
| ***5.2.1*** | Commence activation procedure as per the BCP | CRT Coordinator | C + 0 hours | ECC (Emergency Coordination Centre) |
| ***5.2.2*** | Obtain Activation Approval for BCP go-ahead | CRT Coordinator & Authorising Officer | C + 0.5 hour | ECC |
| ***5.2.3*** | Convene at the nominated control centre | Crisis Response Team members | C + 1 hours | ECC |
| ***5.2.4*** | Commence Staff Recall Procedures | CRT Coordinator | C + 1.5 hours | |
| ***5.2.5*** | Establish Manual Records (Event Log Sheet, other) | CRT Coordinator | C + 1.5 hours | |
| ***5.2.6*** | Conduct a situational analysis | CRT Coordinator & team members | C + 2 hours | ECC |
| ***5.2.7*** | Determine overall impact on operations & determine required response | CRT Coordinator & team members | C + 3 hours | ECC; all affected Council divisions; external agencies |
| ***5.2.8*** | Develop an operational plan & timetable with ECC to meet the specific crisis | CRT + ECC | C + 4 hours | ECC and external agencies as required |
| ***5.2.9*** | Provide a Liaison Officer to ECC as required | CRT Coordinator | C + 4 hours | ECC |
| | In summary, within 4 hours following a crisis, the BCP would be activated and approved and an (initial) operational plan developed to cover management of the crisis. | | | |

## Appendix J: Employee Contact List

### EMPLOYMENT ARRANGEMENTS

| Name | Home Address | Home Phone | Personal Mobile | Personal email address | Emergency Contact | Contact Phone No. |
|---|---|---|---|---|---|---|
| [redacted] | | | | | | |

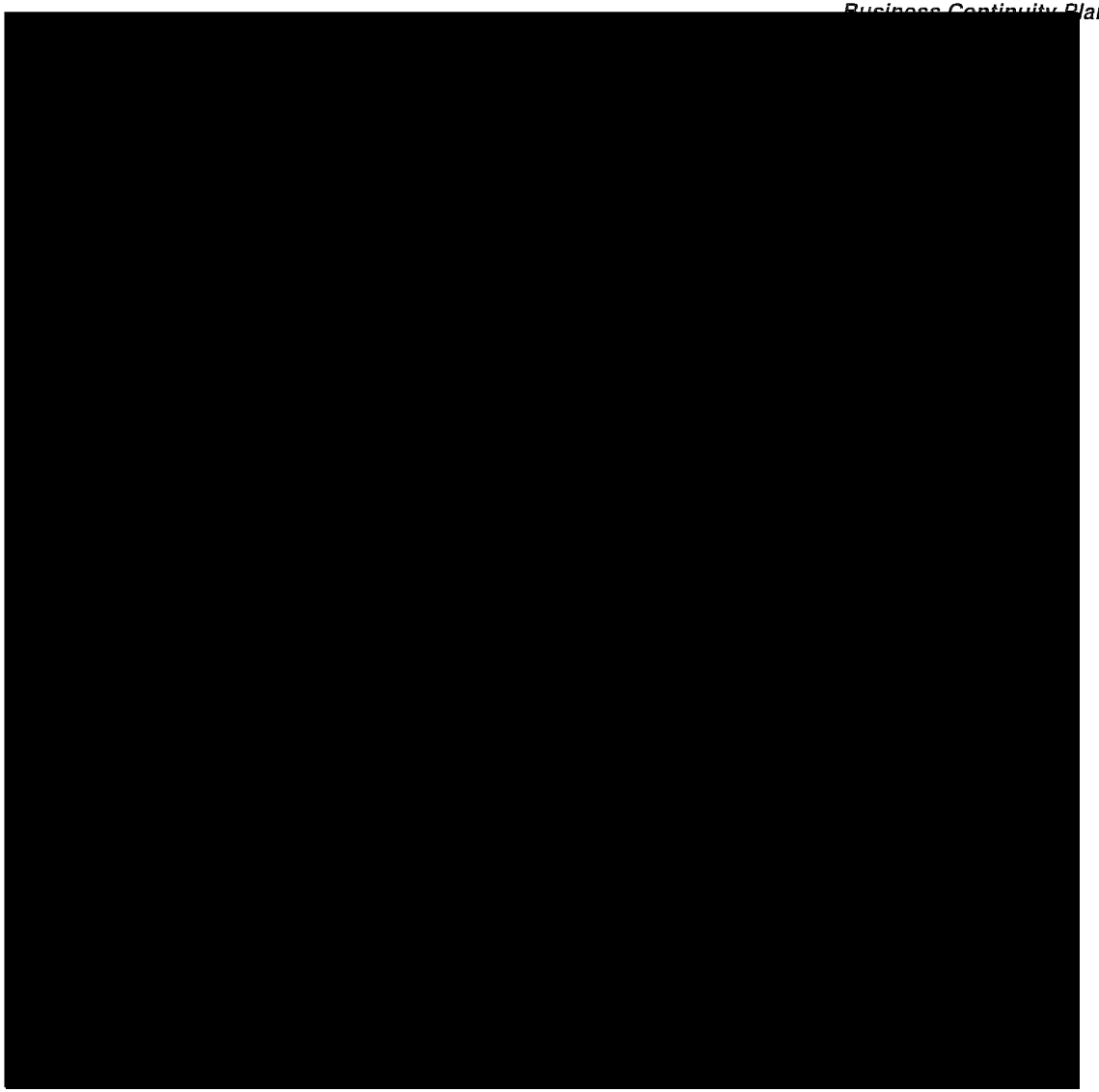
### HR STRATEGY & INFORMATION

| Name | Home Address | Home Phone | Personal Mobile | Personal email address | Emergency Contact | Contact Phone No. |
|---|---|---|---|---|---|---|
| [redacted] | | | | | | |

## RECRUITMENT CENTRE

| Name | Home Address | Home Phone | Personal Mobile | Personal email address | Emergency Contact | Contact Phone No. |
|---|---|---|---|---|---|---|
| [redacted] | | | | | | |





[redacted]

| Name | Home Address | Home Phone | Personal Mobile | Personal email address | Emergency Contact | Contact Phone No. |
|---|---|---|---|---|---|---|

[redacted]



[redacted]

## WORK ENVIRONMENT

| Name | | Home Address | Home Phone | Personal Mobile | Personal email address | Emergency Contact | Contact Phone No. |
|---|---|---|---|---|---|---|---|
| [redacted] | | | | | | | |



[redacted]

## MANAGERS OFFICE

| Name | Home Address | Home Phone | Personal Mobile | Personal email address | Emergency Contact | Contact Phone No. |
|---|---|---|---|---|---|---|
| [redacted] | | | | | | |

# Appendix K - Information Communications Technology (ICT) Support Requirements

This form is to ba used by BCC Businass Continuity Managers to:

1. Identify each BCC Division's Critical Business Processes;
2. Identify the ICT System Dependencies of each Critical Business Processes;
3. Capture the RTO, Unavailability Cost and RPO for each ICT System Dependency.

Key terms are defined below. Further guidance is provided overleaf.

| | |
|---|---|
| RTO | The **Recovery Time Objective** (RTO) is the maximum amount of time that an ICT system can be unavailable before the business process that depends on it begins incurring unacceptable unavailability costs. ICT systems need to be recoverable within their RTO. |
| UC | The **Unavailability Cost** (UC) of an ICT system is the cost incurred by a business process when an ICT system that the business process depends upon is not available. Unavailability Cost can be expressed in quantitatively (eg $/Day, $/Hour or $/Minute) or qualitatively (eg Infinite cost, Unbaarable cost, Intolerable cost). |
| RPO | The **Recovery Point Objective** (RPO) is the maximum amount of time that can be permitted to elapse batween tha time of a system failure and the time tha systems' data was last backed-up. Data captured during this period will probably be permanently lost. RPO indicates the amount of data that the business process is prepared to loose if tha system fails. |
| CBP | A **Critical Business Process** (CBP) is a business process that must be available for the organization to accomplish its mission. If the process is not available the organization will incur intolerable costs. |
| CP | The **Critical Period** identifies a period of time during which a businass process becomes a critical business process and in which the RTO, UC and RPO apply (eg Only during Flood Season, the Bushfire Season, the Commuter Rush Hour, All the Time, or 24/7/52). |

Please use the template below to create an entry for each of your divisions' critical business processes and their ICT system depandancies. A completed sample is attached to this form.

If you have any questions about this form please contact [redacted] Principal Risk & Compliance Officer (☎ [redacted]

| Division | Branch |
|---|---|
| Corporate Services | HR Branch |

| Completed By | Date Completed |
|---|---|
| [redacted] | 19/07/2010 |

| Critical Business Process | Critical Period |
|---|---|
| Employment Arrangements | |

| ICT System Dependency | RTO | Estimated Unavailability Cost | RPO |
|---|---|---|---|
| **HRIS** - Payroll impact - unions to ba advised, employees to be advised, high media impact expected | | | |

| ICT System Dependency | RTO | Estimated Unavailability Cost | RPO |
|---|---|---|---|
| BCS to advise work around if required | | | |
| **G: drive** - All work stored here - loss of access to all projects - all work impacted and delayed<br>Work may continue if other soft records are stored on flash drives or at home (warning required to be effected) | | | |
| **CityWeb** - All HR Policies, Awards, etc stored here<br>Impacted are - employees, HR, EA<br>Most work will be unable to continue if it requires research involving these (can use hard copy records where available) | | | |
| | | | |

| Critical Business Process | Critical Period |
|---|---|
| Managers Office | |

| ICT System Dependency | RTO | Estimated Unavailability Cost | RPO |
|---|---|---|---|
| **HRIS** - As Business Process Owner for HR & Payroll, can't understand why this would be Priority 2. Should be Priority 1. Major organisational impact if staff can't be paid. Need to review HR's BCP for organisational response to this. | | | |
| **G: drive** - Major inconvenience as no data able to be retrieved from saved documents. No alternatives in HR. Will greatly impact the Recruitment Centre. | | | |
| | | | |
| | | | |

| Critical Business Process | Critical Period |
|---|---|
| HR Strategy and Information | |

| ICT System Dependency | RTO | Estimated Unavailability Cost | RPO |
|---|---|---|---|
| **HRIS** - Impact on the Data Group only if Corporate Data Warehouse was also unavailable. Need either HRIS or CDW to access data. | | | |
| **Corporate Data Warehouse** - Impact on the HR Data Group only if HRIS was also unavailable. Need either HRIS or CDW to access data. Recommend CDW become a Priority 2 as HR Data Group need access to at least one data source. | | | |

| ICT System Dependency | RTO | Estimated Unavailability Cost | RPO |
|---|---|---|---|
| | | | |
| | | | |

| Critical Business Process | Critical Period |
|---|---|
| City Work Cover and Rehab | |

| ICT System Dependency | RTO | Estimated Unavailability Cost | RPO |
|---|---|---|---|
| **HRIS** - Would primarily impact issuing pay advices to hit pay cycle for the week. We process these on a Monday/Tuesday. Greatest impact if 72 hours outage covered this would be on casual/terminated employees who have no sick leave access as would not be paid that week. If required CWC can manually generate pay advice to payroll and then it would be up to payroll business continuity planning to issue pay as for any other employee. | | | |
| **IfBIS** - Biggest problem would be for end of month financial reporting - at other times of month work could be backlogged until system up and running. | | | |
| **Crystal Reporting** - Depends on timing of outage - end of month is most critical period for reports from SIMS/City Web for financial requirements. At other times 72 hr impact would cause delays in reporting and some correspondence requiring info from Crystal. | | | |
| | | | |

| Critical Business Process | Critical Period |
|---|---|
| Corporate Safety | |

| ICT System Dependency | RTO | Estimated Unavailability Cost | RPO |
|---|---|---|---|
| **GroupWise and Telephone System** – Would cause major issues if both systems were down simultaneously. | | | |
| | | | |
| | | | |
| | | | |

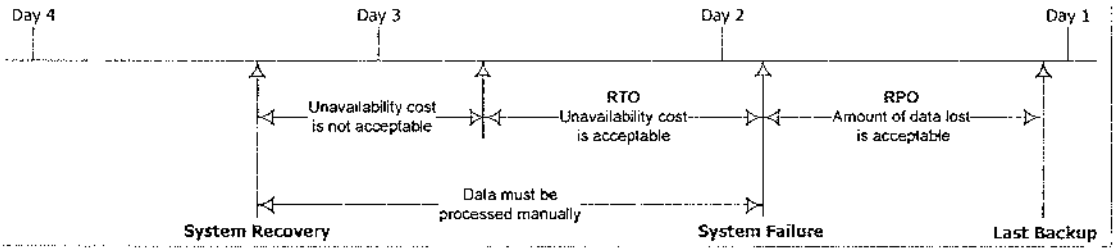
| Critical Business Process | Critical Period |
|---|---|
| People & Organisational Development | |



BCC.112.0327

| ICT System Dependency | RTO | Estimated Unavailability Cost | RPO |
|---|---|---|---|
| **G: drive** - Unable to access all documents on g:\drive – unable to progress project documentation, reports etc - progress project documentation on c:\drive and convert to g:\drive when available. | | | |
| | | | |
| | | | |
| | | | |

Figure 1 The diagram below explains the relationship between the RTO and RPO and the points in time of Last Backup, System Failure and System Recovery. The amount of data lost can be reduced by increasing the frequency of backups (Reducing the RPO).




Your critical business processes may be dependent on one or more of the following ICT systems:

- Telephone networks;
- BCC Network Data Servers
- WAN (network access outside of your site);
- SOE Desktops;
- Microsoft Office complement (inc Word, Excel, Access and Power point);
- Internet access;
- Printing Services;
- GroupWise – ability to send/receive new email only;
- GroupWise – ability to access old email/calendars and send new email;
- Citydocs;
- Cityweb;
- Citysearch;
- CSE;
- Ellipse;
- DART;
- RIMS;
- Webbasx/iBimap;
- Job Tracking Portal;
- BW Mobile Computing;
- IDTS;
- HRIS;
- IfBIS;
- HASTUS;
- RMS;
- PCS;
- WMS;
- KFLOW;
- Property Management System.

This list is not exhaustive. Please insert additional rows for your critical ICT systems not listed above.

Don't forget to include the critical ICT systems that are provided by external (third party) service providers.



BCC.112.0329

## *Business Continuity Plan Template*

This form is to be used by BCC Business Continuity Managers to:

1. Identify each BCC Division's Critical Business Processes;
2. Identify the ICT System Dependencies of each Critical Business Processes;
3. Capture the RTO, Unavailability Costs and RPO for each ICT System Dependency.

Key terms are defined below. Further guidance is provided overleaf.

| | |
|---|---|
| RTO | The **Recovery Time Objective** (RTO) is the maximum amount of time that an ICT system can be unavailable before the business process that depends on it begins incurring unacceptable unavailability costs. ICT systems need to be recoverable within their RTO. |
| UC | The **Unavailability Cost** (UC) of an ICT system is the cost incurred by a business process when an ICT system that the business process depends upon is not available. Unavailability Cost can be expressed in quantitatively (eg $/Day, $/Hour or $/Minute) or qualitatively (eg Infinite cost, Unbearable cost, Intolerable cost). |
| RPO | The **Recovery Point Objective** (RPO) is the maximum amount of time that can be permitted to elapse between the time of a system failure and the time the systems' data was last backed-up. Data captured during this period will probably be permanently lost. RPO indicates the amount of data that the business process is prepared to loose if the system fails. |
| CBP | A **Critical Business Process** (CBP) is a business process that must be available for the organization to accomplish its mission. If the process is not available the organization will incur intolerable costs. |
| CP | The **Critical Period** identifies a period of time during which a business process becomes a critical business process and in which the RTO, UC and RPO apply (eg Only during Flood Season, the Bushfire Season, the Commuter Rush Hour, All the Time, or 24/7/52). |

Please use the template below to create an entry for each of your divisions' critical business processes and their ICT system dependencies. A completed sample is attached to this form.

If you have any questions about this form please contact Doug Wells Principal Risk & Compliance Officer (☎ 340 72868).

| **Division** | **Branch** |
|---|---|
| A BCC Division | A BCC Division's Branch |

| **Completed By** | **Date Completed** |
|---|---|
| The Divisions Business Continuity Coordinator | 23 April 2010 |

| **Critical Business Process** | **Critical Period** |
|---|---|
| Critical Business Process One (The name of a critical divisional business process) | 24/7/52 |

| **ICT System Dependency** | **RTO** | **Estimated Unavailability Cost** | **RPO** |
|---|---|---|---|
| GroupWise eMail | 1 Hour | $12 000/Day | 0 Days |
| Ellipse | 8 Hours | $20 000/Day | 1 Hour |
| RIMS | 12 hours | $10 000 | 1 Day |
| BCC Network Data Servers | 36 hours | $5 000 | 0 Days |
| Backup & Recovery Services | 36 hours | Cannot be estimated | 0 Days |
| Printing Services | 1 Day (24 Hours) | $5 000/Day | N/A |
| Telephone Services | 36 hours | $1 000/Day | N/A |

**Critical Business Process**

Critical Business Process Two (The name of a critical divisional business process)

| ICT System Dependency | RTO | Estimated Unavailability Cost | RPO |
|---|---|---|---|
| GroupWise eMail and Calendars | 5 Hours | $25 000/Day | 0 Days |
| BCC Network Data Servers | 36 hours | $1 000 | ½ Day |
| Ellipse | 2 Days | $19 000/Day | 0 Hours |

**Critical Business Process**

Critical Business Process Three (The name of a critical divisional business process)

| ICT System Dependency | RTO | Estimated Unavailability Cost | RPO |
|---|---|---|---|
| GroupWise eMail and Calendars | 1 Hour | $12 000/Day | 1 Days |
| RIMS | 3 Days | $13 000/Day | 0 Hours |
| BCC Network Data Servers | 4 Days | $1 000/Day | 1 Day (24 Hours) |
| HRIS | 3½ Days | $17 000/Day | 2 Days |

## Appendix L - Glossary

**Activation**
When all or portion of the business continuity, emergency or recovery plan have been put into motion.

**Alternate site**
An alternate operating location to be used when the primary facilities are inaccessible

1. Another location, computer centre or work area designated for recovery

2. Location, other than the main facility, that can be used to conduct business functions

3. A location, other than the normal facility, used to process data and/or conduct official business functions in the event primary site is not available.

SIMILAR TERMS: Alternate Processing Facility, Alternate Office Facility; Alternate Communication Facility; Backup Location and Recovery Site

**Alternate work area**
Office recovery environment complete with necessary office infrastructure (desk, telephone, workstation and associated hardware, communications etc) also referred to as Work Space or Alternative Work Site.

**Asset**
An item or process that an individual, community or Government values and is vital to supporting the expectations of those people, organisations or Government's outcomes and objectives.

**Audit**
The process by which procedures and/or documentation are measured against pre-agreed standards

**Backlog**
The amount of work that accumulates when a system or process is unavailable. This work needs to be processed once the system or process is available and may take a considerable length of time to reduce. In extreme circumstances, this condition may become so large it may not be cleared or resolved.

**Business Case**
A usually documented proposal outlining an intended course of action and identifying costs and benefits. Generally seeks an approval and/or budget allocation.

**Business continuity**
Business continuity is 'the uninterrupted availability of all key resources supporting essential business functions'

**Business continuity management**
Business continuity management provides for the availability of processes and resources in order to ensure the continued achievement of critical objectives

**Business continuity planning**
Business continuity planning is often used to refer to those activities associated with preparing documentation to assist in the continuing availability of property, people and assets

**Business continuity plans**
A collection of procedures and information that is developed compiled and maintained in readiness for use in the event of an emergency or disaster. (Associated terms: Business Recovery Plan; Disaster Recovery Plan, Recovery Plan)

**Business continuity program**
An ongoing process supported by senior management and funded to ensure that the necessary steps are taken to identify the impact of potential losses, maintain viable recovery strategies and recovery plans, and ensure continuity services through personnel training, plan testing and maintenance (Associated terms: Disaster Recovery Program, Business Recovery Program, Contingency Planning Program)

**Business Impact Assessment** (BIA) also known as Business Impact Analysis

A management level analysis, which identifies the impacts of losing company resources. The BIA measures the effect of resource loss and escalating losses over time in order to provide senior management with reliable data upon which to base decisions on risk mitigation and continuity planning (Associated terms: Business Impact

Assessment, Business Impact Analysis Assessment)

**Business interruption**
Any event, whether anticipated (ie public service strike) or unanticipated (ie blackout) which disrupts the normal course of business operations at an organisation location.

**Business process**
Key business processes are those processes essential to delivery of outputs and achievement of business objectives.

**Capability**
The ability, experience, knowledge, skills etc of people and organisations (including the ability and fitness for purpose of processes, assets, infrastructure etc) to undertake the desired activities and achieve required outcomes.

**Community**
A group of people with a commonality of association and generally defined by location, shared experience or function.

**Consequence**
The outcome of an event expressed qualitatively or quantitatively, being a loss, injury, disadvantage or gain. There may be a range of possible outcomes associated with an event.

**Alternative**
The impact on the business, its stakeholders and the environment that would result from a real or potential occurrence of the security threat being considered

**Context**
A summary of the key internal and external issues that could influence the risks under examination.

**Conformance**
A compliance approach to monitoring

**Control**
Any physical, behavioural, institutional, or cultural mechanism by which a risk is mitigated

**Corporate governance**
A system by which an organisation is directed and controlled. Corporate governance activities are represented as four principal components: direction, executive action, supervision and accountability.

**Crisis**
An untoward event occurring that potentially or actually results in a disruption to the day-to-day operations of part or the whole of the organisation. Management is required to divert a proportion of their attention, time, energy and resources away from normal operations to managing this untoward event. Crises will and do occur on a regular basis and are usually characterised by being managed by existing internal resource.

**Critical business functions**
Vital business functions without which an organisation cannot long operate. If a critical business function is non-operation, the organisation could suffer serious legal, financial, goodwill, or other serious losses or penalties.

**Criticality**
The importance or dependence that an organisation has on a function, process, item or infrastructure or specific facility.

**Critical incident management**
The policies, structures and processes by which the response to abnormal conditions is commanded, coordinated and controlled.

**Customer**
An individual, organisation or other body that derives a benefit from an asset

**Declaration**
A formal statement that a state of disaster exists

**Disaster**
In an incident overwhelms management's capabilities to cope, control will begin to be lost and the event becomes regarded as a disaster. Disasters are usually characterised by external agencies taking over management of the event.

**Disaster recovery planning**
Disaster recovery planning is often used to refer to those activities associated with the

continuing availability and restoration of the IT infrastructure

**Emergency**
- An event, actual or imminent which endangers or threatens to endanger life, property or the environment and which requires a significant and coordinated response
- Any event which arises internally or from external sources which may adversely affect the safety of persons in a building or the community in general and requires immediate response by the occupants
- An unplanned situation arising through accident or error, in which people and/or property are exposed to potential danger from the hazards of dangerous goods. Such emergencies will normally arise from vehicle accident, spillage or leakage of material or form a fire

**Emergency operations centre (EOC)**
- A facility, either static or mobile, from which the total operation or aspects of the operation are managed
- A facility established to control and coordinate the response and support to an incident or emergency
- Also know as an incident control centre, agency operations centre and forward control centre

**Evaluation criteria**
Criteria such as risk consequence and likelihood levels that are used to determine risk tolerance and appetite

**Event**
Occurrence of a particular set of circumstances

**Facility**
Any physical infrastructure

**Financial impact**
An operating expense that continues following an interruption or disaster, which as a result of the event cannot be offset by income and directly affects the financial position of the organisation

**Hazard**
A potential source of harm. The term hazard can be qualified in order to define its origin or the nature of the expected harm

**Impact**
The outcome following the occurrence of an event

**Incident command system (ICS)**
Combination of facilities, equipment, personnel procedures, and communications operating within a common organisational structure with responsibility for management of assigned resources to effectively direct and control the response to an incident. Intended to expand, as situation requires larger resources, without requiring new, reorganised command structure

**Incident response**
The response of an organisation to a disaster or other significant event that may significantly impact the organisation, its people or its ability to function productively. An incident response may include evacuation of a facility, initiating a disaster recovery plan, performing damage assessment and any other measures necessary to bring an organisation to a more stable status.

**Interdependency**
The nature or a relationship between two parties

**Likelihood**
Used as a general description of probability or frequency of an event occurring.

**Maximum acceptable outage (MAO), maximum tolerable outage (MTO), maximum downtime (MD)**
The maximum period of time that critical business processes can operate before the loss of critical resources affects their operations.

**Mitigation**
The means by which risk is controlled or treated

**Organisation**
A company, firm, organisation, association, group or other legal entity or part thereof, whether incorporated or not public or private, that has its own functions(s) and administration.

**Probability**

A measure of the chance of occurrence expressed as a number between 0 and 1

**Recovery**
- Process of planning for and/or implementing expanded operations to address less time-sensitive business operations immediately following an interruption or disaster
- The start of the actual process or function that uses the restored technology and location

**Recovery strategy**
A pre-defined, pre-tested, management approved course of action to be employed in response to a business disruption, interruption or disaster.

**Recovery point objective (RPO)**
The point in time to which systems and data must be recovered after an outage (eg end of previous day's processing) RPOs are often used as the basis for the development of backup strategies, and as a determinant of the amount of data that may need to be recreated after the systems or functions have been recovered.

**Recovery time objective (RTO)**
The period of time required to fully re-establish adequate resource requirements.

**Risk**
The chance of something happening that will have an impact upon objectives. It is measured in terms of consequence and likelihood.

**Risk Management**
The culture, processes, and structures that are directed towards the effective management of potential opportunities and adverse effects.

**Stakeholders**
- Those people and organisations who may affect, be affected by, or perceive themselves to be affected by, a decision, activity, or event
- Includes anyone with an interest or influence in the organisation or community
- Includes anyone with an interest or influence in the organisation or community (or projects, issues associated with or parts thereof), this could include (but not be limited to): the Board, management, employees, citizens, local communities, unions, shareholders, families, media, lobby groups, customers, suppliers, government, regulators, etc.

**Test**
An activity that is performed to evaluate the effectiveness or capabilities of a plan relative to specified objectives or measurement criteria

**Threat**
A measure of how likely a source of threat is to succeed in their activity.

**Threat source**
A list of potential sources that could cause harm to an organisation. For example, a vandal, a disgruntled former employee, a criminal, stakeholders, customers, or a terrorist.

**Vulnerability**
In a security context, vulnerability is a measure of the likelihood that various types of security/ control measures (physical, personnel, policies, etc) against a threat source will fail. Vulnerability comprises 'resilience' and 'susceptibility'. Resilience is related to existing controls and susceptibility is related to exposure

***Extract from Australian Standards HB292-2006 – A practitioner's guide to business continuity management***

# BRISBANE CITY COUNCIL

## City Planning and Sustainability / WATER RESOURCES /

# BUSINESS CONTINUITY PLAN (Revised 2010)

For

## Flood Warnings

| | |
|---|---|
| **Plan Coordinator:** | **City Design** |
| **Plan Owner:** | **Water Resources** |
| **A/Divisional Manager:** | [redacted] |
| **Date of Review:** | **30/06/2010** |
| **Version:** | **2.01** |
| **Plan Type:** | **Critical Community Services Flood Warnings** |
| **Pandemic Plan: (Annexure/Included)** | **Annexure J** |
| **Official Council File No:** | |

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## ACRONYMS applied in Business Continuity Management

| | |
|---|---|
| BCCDMG | BCC Disaster Management Group |
| BCM | Business Continuity Management |
| BCP | Business Continuity Plan |
| BIA | Business Impact Analysis |
| CC | Crisis Controller |
| CMC | Crisis Management Committee |
| CRT | Crisis Response Team |
| CSE | Customer Service Environment |
| DRMT | Disaster Recovery Management Team |
| DRP | Disaster Recovery Plan |
| | |
| EMP | Emergency Management Plan |
| EMT | Emergency Management Team |
| EOL | Event Operations Log |
| ERG | eEmergency Response Group |
| IMT | Incident Management Team |
| ITSCM | IT Service Continuity Management |
| LDCC | Local Disaster Communications Centre |
| MAO | Maximum Acceptable Outage |
| MIR | Major Incident Room |
| PPE | Personal Protective Equipment |
| Sit-Rep | Situational Reports |
| SLA | Service Level Agreements |
| SOP | Standard Operating Procedures |

Refer to Annexure K for a complete glossary of terms related to Business Continuity Management

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# CONTROL SHEET

## Plan Approval

| Plan Coordinator: | Signature: | Date: |
|---|---|---|
| [redacted] | Signature: | Date: |
| | Signature: | Date: |

## Revision History

*Management practice necessitates the recording of any alterations to your BCP. Any review or update of the BCP must be recorded in the following table. The Version Number, Description/Reason, Section/Page, Date and the Plan Coordinator fields will be annotated. Refer to iDivision Guide to Record Keeping for the correct procedure of version control.*

| Version Number | Description / Reason | Section / Page | Date | Plan Coordinator |
|---|---|---|---|---|
| 2.01 | First Draft – integration of FIC BCP (v1.11) | | 2/06/10 | WE Prentice |
| | | | | |
| | | | | |

## Corporate Test and Maintenance Requirements

| Review / Test Frequency | | | |
|---|---|---|---|
| ***1. Internal Review*** to ensure plan details & contact lists are current. | ***2. External Review*** conducted by specialists from outside the Business Unit. | ***3. Desk-top Exercise*** examination of the plan against a specific scenario. | ***4. Live Exercise*** Involves a simulation exercise against a specific scenario. |
| 6 months | 12 months | 6 months | As directed by EMT |

1. **Internal Reviews:** conducted every six months. Ensure the details in the plan (contact lists etc) are current. Undertaken within the Division/Business Unit responsible for the plan.

2. **External Reviews:** conducted annually by specialists from outside the business unit or outside of Council. CRM or other Business Unit/Divisional experts may be available to assist in these reviews. These reviews can be conducted in conjunction with an exercise.

3. **Desktop Exercises:** conducted every six months as a facilitated discussion. It does not require an operational response. It normally involves examination and/or discussion of the plan against a specific scenario with a group of internal stakeholders.

4. **A Live Exercise:** A live exercise is a simulation, usually in real time, in which the plan, or key parts of it are tested against a specific scenario. It typically involves key persons to respond to a simulated emergency and implementation of selected aspects of the plan. A live exercise

may be "announced" or "unannounced". In either case it has to be carefully planned so that any impact on core business operations are known and controlled.

## Maintenance Schedule

| *BCP Maintenance Schedule ; Critical Community Services Plan* | | | | |
|---|---|---|---|---|
| *Ref* | *Required Reviews* | *Corporate designated Requirements* | *When last completed* | *Next planned review* |
| *1* | *Internal Review* | *6 months* | *January 2010* | *October 2010* |
| *2* | *External Review* | *12 months* | *November 2009* | *October 2010* |
| *3* | *Desktop Review* | *6 months* | *March 2010* | *October 2010* |
| *4* | *Live Exercise* | *As directed by EMT* | | |

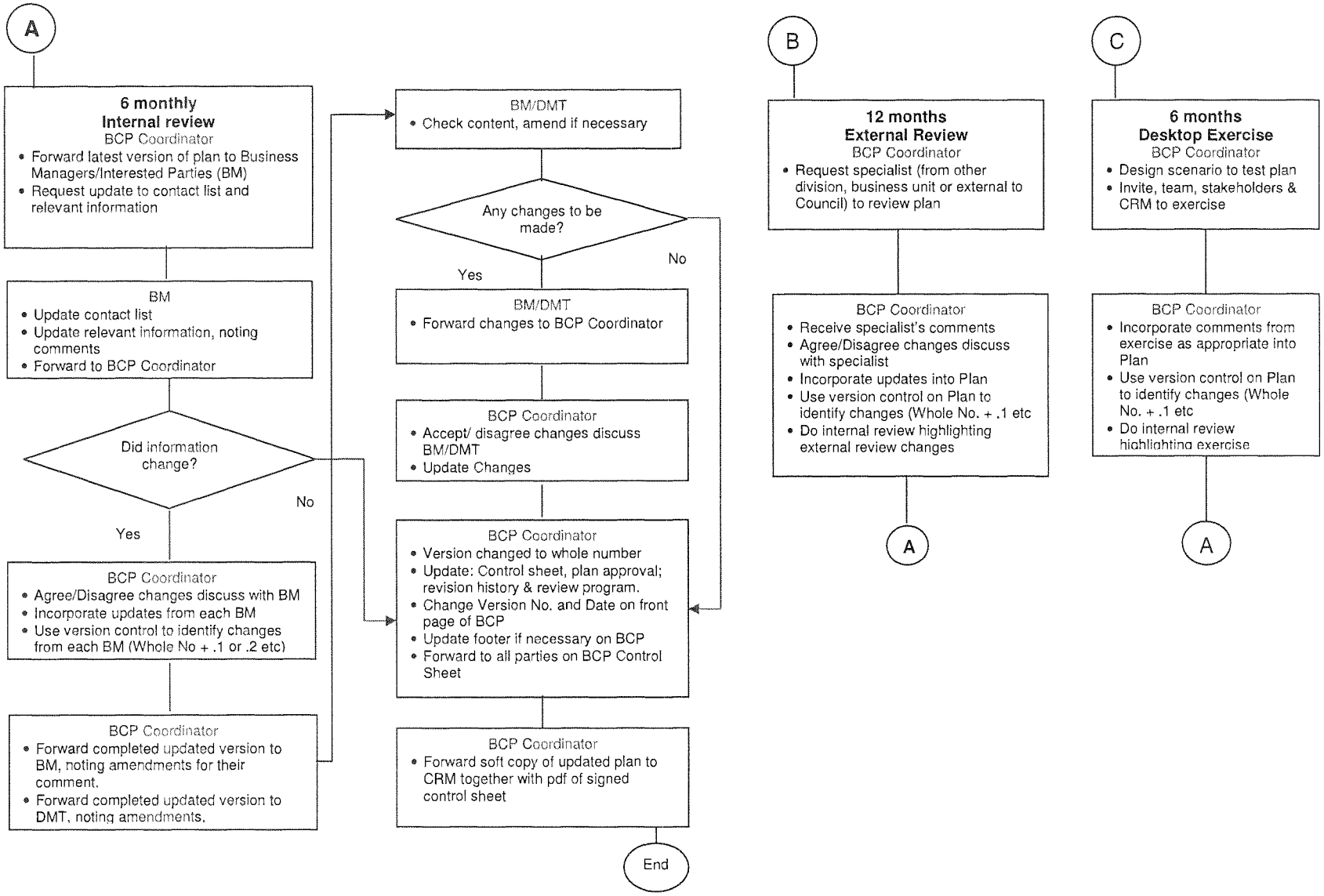
## Distribution List:

The distribution list should include those people who would use, activate or are accountable to this BCP once activated.

| Copy | Copy Holder | Officer Name | Officer Code |
|---|---|---|---|
| 1 | Divisional Manager | [redacted] | |
| 2 | Plan Coordinator | | ENW1 |
| 3 | Plan Owner | | |
| 4 | Disaster Management Officer | | |
| 5 | FIC Director | | |
| 6 | Corporate Risk Management | | PFATAX |

# BCP Version Review and Control Flowchart

BM Business Manager
DMT Divisional Mangement Team
CRM Corporate Risk Management



# 1. Background

The purpose of the Business Continuity Plan (BCP) is to provide a plan of action for achieving a continuation of operations in a crisis situation. It evaluates the potential risks to the operations of Council's *Flood Warnings* systems and defines a procedure for re-establishing operations following a crisis event. The BCP defines each major task, an estimate of the time and resources required and a framework for management control, operations, communications and review throughout the crisis period.

In November 2009, a memorandum between Corporate Services and Water Resources presented the findings of a Business Risk Management review, completed by Corporate Risk Management, classifying *Flood Warnings* as an Essential **Community Services Plan** within Council's classification process. The Flood Warnings system was identified as inherently dependent on ICT systems and a *Flood Warnings BCP* was mandated in compliance with Corporate Policy Guidelines contained within SP510 (Business Continuity Plans, Priorities and Testing Guidelines.

Council's Flood Warnings system is responsible for the provision of flood telemetry data and flood information to the Local Disaster Co-ordination Centre, Local Government agencies and the community during times of flood emergency or potential flood emergency in Brisbane. The structure of Council's Flood Warnings system is presented in ***Figure 1.1***.

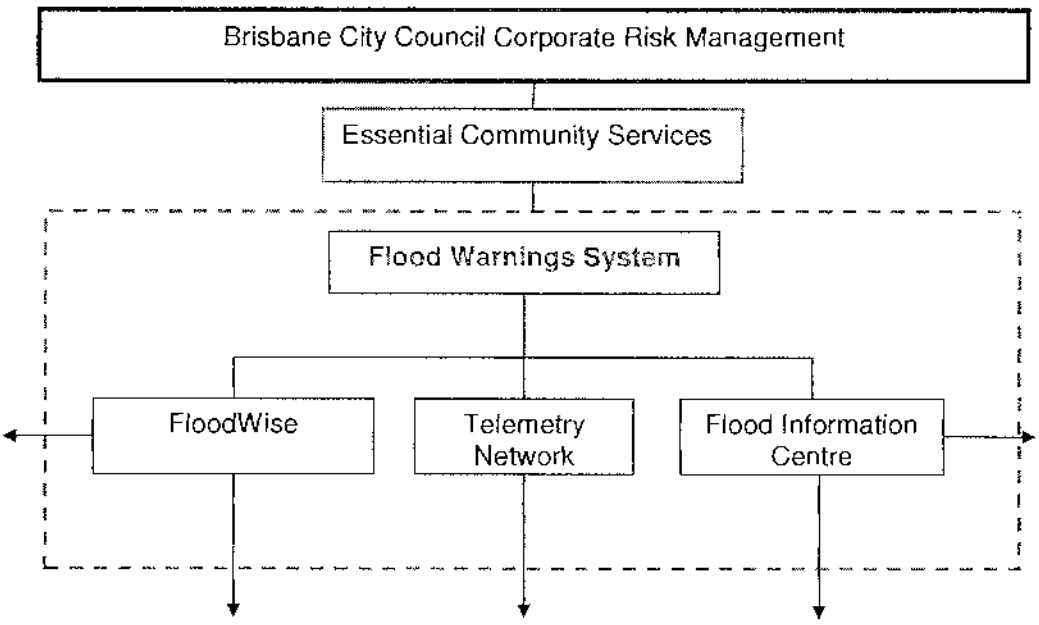



**Figure 1.1 - Components of the Essential Community Service: Flood Warnings**

The construction of this BCP is based on the Flood Warnings Business Impact Analysis (BIA) which is shown in ***Annexure A***. The BIA identifies the following key Business Continuity factors within the parameters of Corporate Policy Guideline SP510.

- Linkages between the Flood Warnings system and other processes, either internal or external.
- Lists established workarounds and Standard Operating Procedures
- Documents the maximum tolerable outage time for processes supporting the Flood Warnings services
- Determines the minimum resources requirements for recovery of services from a crisis situation

# 2. Business Continuity Plan - Aim and Objectives

## *2.1. Aim*

The aim of the *Flood Warnings BCP*, is to establish a plan for the continued provision of flood warnings to its stakeholders, at the highest possible level, given the circumstances and constraints imposed by a present crisis situation, and to recover full operations at the earliest opportunity.

## *2.2. Objectives*

Objectives of the Business Continuity Plan, in order of priority, consist of the following:

- To immediately respond to the crisis, at all times providing a safe environment for employees and the community,
- To operate under emergency conditions, meeting customer needs to the highest level given the circumstances of the crisis,
- To establish and maintain effective communications with the community and key stakeholders,
- To resume normal Flood Warning operations as soon as possible.

# 3. Scope, Constraints, Assumptions and Core Systems

## *3.1. Scope*

Council's Flood Warnings system is responsible for the provision of flood telemetry data and flood information to the Local Disaster Co-ordination Centre, Local Government agencies and the community during times of flood emergency or potential flood emergency in Brisbane.

The Business Continuity Plan's scope is intended to maintain the Flood Warnings system input into emergency response; specifically during and following an unpredictable crisis. The scope of the BCP will be limited to the business functions and dependencies identified in the *Flood Warnings* Business Impact Analysis, *see* ***Annexure A***.

The Business Continuity will only be activated in the case where Standard Operating Procedures do not maintain adequate or safe business functions.

***Table 3.1*** presents a variety of potential risks to business function, eventuating from a crisis situation.

Table 3.1. Potential Risks to Business Continuity

| | | | | |
|---|---|---|---|---|
| **Risk Category/Aspect/Hazard** | Group of Risks that may need to be considered together | Service delivery | Potential contamination | Hazardous waste |
| **Specific Risk** | A risk that exists in the focus area | Failure to deliver the service | Electrical failure | Staff exposed to infectious waste |
| **> Likelihood Control** | Action that reduces the likelihood of the Risk occurring | Capital works program | Back-up Generator | Protective Clothing |
| **Impact** | Result of a specific risk occurring | Service standards not achieved | Contamination of groundwater | Staff illness |

## *2.1. Constraints*

The BCP is constrained by reliance of the Flood Warnings system on the availability of trained technical staff, the accuracy of the Assumptions set-out in ***Section 3.3*** and the continuity of the critical interdependencies between the Core Systems identified below in ***Section 3.4***.

## *2.2. Assumptions*

Activation of the BCP and restoration of normal Flood Warning operation is based on the following assumptions:

- BCP: The BCP is maintained in accordance with the prescribed Internal, External and Desktop review requirements ***Appendix #***
- Staffing: Ongoing funding is provided to adequately train Flood Information Centre personnel. Failure to provide adequate funding, to complete the annual training of Flood Information Centre personnel, significantly increases the risk associated with maintaining the level of service provided by Flood Warning systems and may drastically increase the expected outage time following a crisis.
- FIC: City Design will manage the operation of the Flood Information Centre.
- ICT: The Flood Warnings system has been identified as a service heavily dependent on ICT services for operation. It is assumed the restoration of ICT services following a crisis, will be managed by Information Services Branch, in-line with the priorities of the Executive Management Team and within the approved timeframes. Any delay in the restoration of ICT services may affect the ability of the *Flood Warnings BCP* to maintain Essential Community Services outside of the accepted Recovery Time Objectives defined in the Flood Warnings BIA (***Appendix 1***).
- SLAs: The following Service Level Agreements between the business owners and Information Services Branch are maintained to provide a priority recovery from failure of single components of the Flood Warnings system.

[redacted]

[redacted]LDCC: During flood emergency or potential flood emergency, the Local Disaster Communications Centre will be activated and manage the overall Local Government emergency response and coordinating activities. The *Flood Warnings BCP* has been developed to maintain essential services to the community. In the event Flood Warnings systems are expected to operate outside of the Standard Operating Procedures of the Flood Information Centre (LDCC as primary co-ordination centre), the interdependencies of the system cannot be guaranteed.

### *2.3. Core Systems*

Flood Warnings relies on several core systems to supply the Priority 1 - Essential Community Service. Business Continuity is reliant on the fail-safe interdependency of these systems, as detailed in the *Flood Warnings* Business Impact Analysis (***Appendix 1)*** and the relevant existing workarounds (EG. FIC SOPs). As displayed in ***Figure 1.1***, Council's Flood Warnings system has three main components, each relying on a particular individual, or combination of the following Core Systems:

- Telephone networks - including the additional Motorola handset link to the Local Disaster Communications Centre
- GroupWise – ability to send/receive new email only.
- BCC Network Data Servers
- Brisbane River Flood Forecast Reporting System (BRFFRS)
- FloodWise
- Call Centre Service Environment (CSE)

## 4. BCP Process Overview

The BCP focuses on Plan Preparation and Maintenance, Crisis Response and Activation, Operations under Degraded Conditions and Recovery and Transition to Normal Operations. The plan consists of the following sections:

1. Section 5.1 Plan Preparation and Maintenance - ensuring annexures to this plan are current.
2. Section 5.2 Crisis Response & Activation – immediate actions to the crisis situation (Chain of command, Control centre locations, key contact personnel)
3. Section 5.3 Operations under Degraded Conditions – operations from an alternative site under degraded conditions, communications with key stakeholders, maintaining appropriate records, reporting.
4. Section 5.4 Recovery and Transition to Normal Operations – implementing a recovery plan, maintaining communications with relevant parties, resuming normal operations, reviewing events and processes followed.

## 5. Detailed Plan (Phases & Tasks)

| Business Continuity Plan Phases and Tasks - Checklist | | |
|---|---|---|
| **Sect** | **Phases & Tasks** | **Check** |
| 5.1 | Phase 1 – Plan Preparation and Maintenance, incl:<br>• Task 1 – Develop the plan<br>• Task 2 – Maintain the plan<br>• Task 3 – Develop test exercises/scripts and test the plan as required | ☐<br>☐<br>☐ |
| 5.2 | Phase 2 – Crisis Response & Activation:<br>• Task 1 – Commence the Activation Procedure as per the BCP<br>• Task 2 – Obtain Activation approval for the BCP go-ahead (incl. Succession of Command)<br>• Task 3 – Convene at the nominated control centre<br>• Task 4 – Commence Staff Recall Procedures<br>• Task 5 – Establish Manual Records (incl. Event Operations Log)<br>• Task 6 – Conduct a situational analysis (what has happened, key persons involved, systems/equipment/facilities lost, facilities available)<br>• Task 7 – Determine overall impact on operations & make decisions on needed response<br>• Task 8 – Develop the BCP Overall Timetable & Operational Plan in liaison with LDCC, if the LDCC is activated.<br>• Task 9 – Provide a Liaison Officer to the LDCC, if the LDCC is activated. | ☐<br>☐<br>☐<br>☐<br>☐<br>☐<br>☐<br>☐<br>☐ |
| 5.3 | Phase 3 – Operations Under Degraded Conditions:<br>• Task 1 – Implement the operational plan and timetable<br>• Task 2 – Implement relevant previously developed Contingency Plans to suit the crisis (including manual records to cover loss of core systems)<br>• Task 3 – Set interval reporting<br>• Task 4 – Maintain communications with stakeholder groups<br>• Task 5 – Develop a recovery plan & timetable in consultation with LDCC, if the LDCC is activated.<br>• Task 6 – Outline specific measures to coordinate activities between this Crisis Response Team and other internal work groups | ☐<br>☐<br>☐<br>☐<br>☐<br>☐ |
| 5.4 | Phase 4 – Recovery and Transition to Normal Operations:<br>• Task 1 – Implement the recovery plan<br>• Task 2 – Maintain communications with stakeholder groups<br>• Task 3 – Resume normal operations and timetables<br>• Task 4 – Review events, debrief management and staff and update procedures, protocols and plans. | ☐<br>☐<br>☐<br>☐ |

*The 'Check' column in Business Continuity Plan Phases and Tasks Checklist above allows the user of this document to tick off tasks as completed when the BCP is in use or is being tested.*

## *5.1. Phase 1 – BCP Preparation & Maintenance*

### *5.1.1 Develop, maintain and test the BCP*

Ownership of the *Flood Warnings BCP* belongs to City Planning and Sustainability, with City Design entering an agreement with the Owner to develop and maintain the plan.

Testing and maintenance of this plan must be conducted in accordance with corporate requirements as per Corporate Risk Management Guideline SP510. The continuity planning guidelines define four major BCP testing exercises:

- Internal Desktop Review: To be completed every 6 months within the Division/Business Unit responsible for the plan, to ensure the details in the plan are current. Due to the critical 'Storm Season' time period for Flood Warnings (*see BIA – **Appendix A***), it is recommended these reviews be completed in May and October each year.

- External Desktop Review: To be completed every 12 months by independent parties either within Council (Corporate Risk Management) or by external consultants (eg. Rowlands). These reviews can be conducted in conjunction with either the Desktop Exercise or Live Exercise to optimise the testing activities.

- Desktop Exercise: To be conducted every 6 months as a facilitated discussion. It does not require an operational response, but it does normally involve examination and/or discussion of the plan against a specific scenario with a group of internal stakeholders. This exercise can be scheduled annually in May and October to coincide with the Internal Desktop Review and optimise the testing of the *Flood Warnings BCP.*

- Live Exercise: To be conducted at the discretion of Councils Executive Management Team (EMT), and may include the activation of only the Flood Warnings BCP, or several plans simultaneously. Due to the potential business impacts caused by activating all Flood Warning systems, including the Flood Information Centre and testing of other Divisional Business Continuity Plans (eg. ICT and Call Centre BCP's), Live Exercises require the approval of EMT.

Record of testing and maintenance is shown in the BCP Maintenance Schedule located within the ***Control Sheet*** at the front of this document. Detail of the Testing and Maintenance Schedule for the *Flood Warnings BCP* is contained in ***Table 5.1.***

**Table 5.1 Schedule of Testing and Maintenance for Flood Warnings BCP**

| Flood Warnings BCP Test/Maintenance | Responsibility | Last Completed | Next Scheduled | Month | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | J | F | M | A | M | J | J | A | S | O | N | D |
| Internal Review | City Design | January 2010 | October 2010 | | | | | | | | | | | | |
| External Review | City Design | November 2008 | July 2011 | | | | | | | | | | | | |
| Desktop Exercise | City Design | March 2010 | October 2010 | | | | | | | | | | | | |
| Live Exercise | EMT | None to Date | Unannounced | | | | | | | | | | | | |
| Storm Season | | | | | | | | | | | | | | | |

## *5.2. Phase 2 – Crisis Response and Activation Procedures*

### *5.2.1 Commence Activation Procedures – Circumstances of Activation*

Flood Warnings is primarily a community service that operates during a time of minor and major natural flood disaster. The Standard Operating Procedures for the components of the Flood Warning System have been established to provide critical flood information and flood data during flood events. This BCP is subject to activation when a crisis event outside of the standard operating environment of the Flood Warnings system occurs.

In an imminent crisis situation, full details of the crisis would be presented to the authorising officer for a decision on plan activation.

Circumstances under which the plan may be activated include the following:

- Loss of key staff seriously affecting the normal chain of command
- Loss of key IT systems for a period greater than 5 hours.
- Loss of premises or lock-out from premises used to conduct normal operations for a period greater than 2 hours.
- Any other event which threatens ongoing operations or presents a serious risk to employee/community health and safety.

Once approved and activated, the nominated CRT (Crisis Response Team) Coordinator would commence crisis response procedures as required given the emergency, and as outlined in the Business Continuity Plan Outline.

### *5.2.2 Obtain Activation Approval for BCP, set Delegations and Authorisations*

Plan activation may be achieved by:

- The Divisional Manager or delegate, or
- The Coordinator/Chairperson of the LDCC (Local Disaster Communications Centre) or delegate, **if the LDCC is activated,** or
- The Flood Information Centre Director or delegate, or
- The Flood Information Centre Controller on Duty or their delegate, or
- The Group Manager – Water and Environment, City Design, or

- The Product Principal – Flood Management, Water and Environment, City Design.

Once activated, a CRT Coordinator will be nominated to manage the overall situation on behalf of the Work Unit. The CRT Co-ordinator will be responsible for implementing the BCP to return the Flood Warnings system to a fully functional capacity in the a safe and timely manner.

The succession of command for this plan is as follows:

1. Overall: FIC Director
2. CRT Coordinator: as nominated by the FIC Director and / or the FIC Controller on duty
3. FIC Controller on duty
4. Thereafter: Normal FIC operations chain of command

A summary of key responsibilities following activation of the *Flood Warnings BCP* is tabulated in ***Appendix E***.

### *5.2.3 Convene at the nominated Control Centre*

The primary location for the Flood Information Centre is Level 1, South Tower, Green Square, 505 St Paul's Terrace, Fortitude Valley (Phone Number: 3207 4679).

However, if unavailable, the redundancy site for the Flood Information Centre is at the LDCC, Level 1, Brisbane Square (Phone Number: TBA).

The CRT Coordinator will liaise with the FIC Liaison Officer located at the LDCC in establishing the second FIC site and facilities for the FIC team on duty.

To ensure clarity on which site the FIC is located, as it could change depending on the crisis, all FIC personnel will be advised of the actual FIC location when they are individually contacted as part of the Recall Procedures.

### *5.2.4 Commence Staff Recall Procedures*

On activation of the BCP, the CRT Coordinator will adopt a hierarchal approach to implementing the appropriate Flood Warnings BCP operations; including contactwith key personnel as listed in the Key Management Contact List (Annexure F), advising them of the current situation, designated meeting place and required actions.

It is the responsibility of each Manager to contact Supervisors, giving them an outline of the situation. Supervisors will then communicate directly with their team members as per their Employee Contact List, giving them activation details, incl:

- Team structure
- Control Centre
- Contact details (who can be contacted and means of contact – phone numbers, E-mail).

The CRT Coordinator will confirm all relevant personnel have been contacted and will update the Event Operations Log accordingly.

At the appropriate times, the CRT Coordinator will nominate a person(s) to contact key stakeholders to advise them of the current situation and plans that are in place and are being developed to manage the crisis.

### *5.2.5 Establish Manual Records*

Activation of the BCP may require a Manual Records system to be initiated. Where this appropriate, the following Logs may be established:

Event Operations Log:

The implementation of this plan would necessitate the maintenance of an Event Operations Log to record all actions/decisions in chronological order, including:

- Events
- Decisions reached and any special approvals
- Approved expenditures
- Actions taken to recover/maintain operations
- Visits, meetings, briefings, Press releases etc.

The Event Operations Log is a key document as it acts as an audit trail for subsequent review of actions to improve responses to emergency situations and maintain the highest level of safety in all circumstances. Refer Annexure G for an example of an Events Operations Log template.

Manual Records Log:

In the event of loss of core IT systems, manual records would have to be maintained throughout the crisis period, until normal operations are resumed. This section should cover the need for maintaining manual systems and the recovery process (loading manual data into IT systems once re-established).

Where Manual Operating Procedures do not exist develop a Manual Records Log suitable to your operational needs and insert at Annexure H.

### *5.2.6 Conduct a Situational Analysis*

This step involves an in-depth review and analysis of the crisis, including:

- What has happened
- Key persons involved and affected by the event
- Systems/equipment/facilities lost or affected
- Facilities still available (or percentage of facilities available)

This step is a critical input into the subsequent steps, namely the determination of the overall impact, the needed response and development of an operational plan and timetable to meet the crisis.

A situational analysis would be conducted, typically as follows:

1. What has happened: _____
2. Personnel involved/affected: _____
3. Systems/facilities off-line: _____
4. Systems/facilities available: _____
5. Anticipated down-time: _____

### *5.2.7 Determine overall impact on operations and make decisions on needed response*

Once the overall impact on operations has been determined, the CRT is then in a position to develop an operational plan as a go-forward mechanism.

In determining the overall impact, it is important to cover issues such as:

- Impact on the specific work unit – who is affected and how
- Impact on other work units – who is affected and how
- Impact on the community – transactions affected and community groups affected

Output from this step should be captured in form **BCP F527**, in ***Appendix H***, including a summarised list of impacts, prioritised in terms of required action steps.

Impacts are then used as the basis for development of the Operational Plan as per ***Section 5.2.8*** following.

### *5.2.8 Develop an Operational Plan & Timetable in liaison with the LDCC*

Operational plans will only require developing following crisis situations that affected the operation of the Flood Information Centre and failure of interdependencies affecting the provision of flood information to stakeholders of FloodWise. In all other cases, Standard operating Procedures will be adequate.

If the LDCC is activated, the Operational Timeframes established for recovery of Flood Warning services following a crisis situation, and documented in

***Annexure #***, should be confirmed with the LDCC by the appropriate LDCC Liaison Officer.

#### *5.2.9 Provide a Liaison Officer to the Local Disaster Communications Centres Coordinator (LDCC Coordinator)*

Where an Local Disaster Communications Centre has been established, it is critical to maintain clear communications between the Work Unit and the LDCC at all times. A Liaison Officer will be appointed to liaise between the CRT and the LDCC.

Refer to ***Annexure B*** for Overall Timetable and Operational Plan

### *5.3. Phase 3 – Operations under Degraded Conditions*

#### *5.3.1 Implement the Operational Plan and Timetable*

The Operational Plan, as developed in Section 5.2.8 above, is the official recovery plan and remains in place until the crisis is resolved and/or until the CRT Coordinator determines the plan is no longer necessary.

#### *5.3.2 Implement relevant previously developed Contingency Plans to suit the crisis*

**Flood Information Centre – Brisbane River Flood Event**

To assist in managing the crisis situation, at the direction of the FIC Controller on duty, the following FIC SOPs can be applied for a crisis affecting the provision of essential flood information from the Flood Information Centre to the key stakeholders:

- FIC SOPs Manual Sections 2.0, 3.0, 4.0 and 5.0
- FIC Administration Handbook Sections 2.0, 3.0 and Appendices
- FIC Technical Support Group Handbook Sections 2.0, 3.0 and Appendices

These FIC SOPs only apply through the crisis period and can be withdrawn at any time by the FIC Controller on duty in collaboration with the CRT Coordinator.

**Flood Information Centre – Creek Flash Flood Event**

In assisting to manage the crisis situation, the following Contingency Plans may be applied, as directed by the CRT Coordinator:

Contingency Plan *No / Title:* _____

Contingency Plan *No / Title:* _____

These Contingency Plans only apply through the crisis period and can be withdrawn at any time by the CRT Coordinator.

**FloodWise**

In assisting to manage the crisis situation, the following Contingency Plans may be applied, as directed by the CRT Coordinator:

Contingency Plan *No / Title:* _____

Contingency Plan *No / Title:* _____

These Contingency Plans only apply through the crisis period and can be withdrawn at any time by the CRT Coordinator.

### *5.3.3 Set Internal Reporting Requirements - Interval Reporting & Key Events*

Where appropriate, a situational report would be issued within 2 hours of activation, advising of current Flood Warning system capacity. Following the initial report, internal reporting should be completed every six hours thereafter, or as directed by the CRT Coordinator or LDCC Coordinator .

The situational report will cover all events as logged in the Event Operations Log since the previous situational report was issued. The template for the "Events Operation Log – Situational Report" is at ***Annexure G***

Reporting of Key Events:

Major incidents are to be reported immediately on occurrence, with the Crisis Response Team Coordinator nominating incidents as 'major' or otherwise.

The means of communication will be via E-mail if available. Alternatively verbal communication will occur. The results of such communication and decisions reached will be recorded in the Event Operations Log (***Annexure G***).

### *5.3.4 Maintain Communications with Stakeholder Groups*

Communications with stakeholders should be maintained via normal means where possible (Phone, E-mail, Fax, Call Centre, Council's External WebSite).

Provide details of availability of alternate communications systems. List here whether the business has access to Council's Motorola Two way radios.

Given a loss of services over a protracted period, the CRT Coordinator may request that direct communications be made with certain groups such as Key Suppliers and/or Key Customers/Stakeholders.

Contact details must be kept up to date, and must relate to contacting people/organisations in normal and extraordinary circumstances (out of hours, weekends etc). In the event that normal communication channels are not available it is important that contact addresses are available. Procedures for communication with stakeholder groups and for recording conversations are contained in ***Section 5.4.2***

**Special Communications**

Communicating with Public

Communications with the public should be maintained via the Council's Contact Centres and Call Centre, depending on availability of services.

Communicating with the Media

Communication with or via the media (eg Public broadcasts, press releases, press inquiries etc) shall be via the Corporate Media Unit ONLY.

Under no circumstances should anyone make representation to the Media as a Council representative. Any requests for information must be referred to the CRT Coordinator, who will refer them to the Corporate Media Officer, and note the request and action taken in the Event Operations Log.

Information will only be made available to the media via the Corporate Media Officer.

### *5.3.5 Develop a Recovery Plan and Timetable*

*To be conducted in consultation with the LDCC, if the LDCC is activated.*

Once the crisis period has passed, the affected Work Unit(s) will return to normal operations. However, to ensure the transition is well managed, a Recovery Plan should be developed.

To ensure a well-managed transition to normal operations, a Recovery Plan should be developed, covering for example:

- Reloading of data from manual systems to computer-based systems
- Any reconciliations to ensure accuracy of data after the crisis event
- Required updates to manual systems/processes to cover future events.
- Employee actions and responsibilities in returning to normal operations

### *5.3.6 Outline specific measures to coordinate activities between the Crisis Response Team and other internal work groups*

As part of the crisis coordination effort, it may be necessary to outline specific measures or procedures to be followed in coordinating activities between the Crisis Response Team (CRT) and other internal parties.

The Crisis Response Team will manage all activities/communications between the Work Unit and other internal parties. Where possible, protocols (contact persons, means of communication, timing) will be established between the Work Unit and:

- Local Disaster Coordination Centre
- Other Business Continuity Teams
- Service Providers
    - Information Services Brach
    - Contact Centre
    - Customer Service Centres etc.

## *5.4. Phase 4 – Recovery and Transition to normal operations*

This section covers the following tasks in the recovery phase of operations:

- Implementation of the recovery plan
- Maintaining communications with stakeholder groups
- Resuming normal operations and timetables
- Reviewing events and debriefing management/staff on results.

### *5.4.1 Implement the Recovery Plan*

The Recovery Plan, previously developed in Section 5.3.5, forms the basis for recovery and return to normal operations.

On returning to normal operational mode, the Recovery Plan should be signed off by the Crisis Response Team Coordinator.

### *5.4.2 Maintain communications with stakeholder groups*

The CRT Coordinator must ensure communications are maintained with all stakeholder groups until normal operations are resumed, including Emergency Coordination Centre, internal work groups, key suppliers, key customers, public communications and media communications.

### *5.4.3 Resume normal operations and timetables*

A return to 'normal operations' can only occur once the crisis situation has passed and all actions have been completed as per the Recovery Plan.

Normal operations are resumed once all actions as per the Recovery Plan have been completed and the CRT Coordinator approves such return to normal operations.

Key stakeholders must be informed on return to normal operations.

### *5.4.4 Review events, debrief management and staff, and update procedures, protocols and plans*

On resuming normal operations, the CRT Coordinator should prepare a summary report covering the crisis/event, including:

- Process steps followed through the crisis – what went well, what didn't work as well as desired – being particularly mindful of continuous improvement opportunities
- BCP improvement opportunities
- Required updates to procedures/protocols
- Overall recommendations

Feedback should be provided to both management and staff, particularly thanks to those staff whose efforts were commendable.

## 6. List of Annexes / Support Plans

| Business Continuity Plan – Annexure Listing | | |
|---|---|---|
| Annexure Ref | Annexure Title | BCP Reference |
| A | Business Impact Analysis | |
| B | BCP Overall Timetable and Operational Plan | |
| C | Employee Contact List | |
| D | Key Suppliers Contact List | |
| E | Key Customers/Stakeholders Contact List | |
| F | Key Management Contacts | |
| G | Event Operations Log | |
| H | Manual Records Log(s) | |
| I | Information Communications Technology (ICT) Support Requirements | |
| J | Pandemic Requirements | |
| K | Glossary of Terms | |

## *Annexure A – Business Impact Analysis*

### *Annexure B – BCP Overall Timetable & Operational Plan*

A FIC BCP Timetable and Operational Plan is as follows, where C = Crisis Point (zero hours):

| *Annexure D – Business Continuity Plan – Overall Timetable and Operational Plan* | | | | |
|---|---|---|---|---|
| ***Tasks*** | ***Tasks*** | ***Resp*** | ***Timeframe*** | ***Inter dependencies*** |
| | ***Crisis Response*** | | | |
| 5.2.1 | Commence activation procedure as per the FIC BCP | CRT Coordinator | C + 0 hours | LDCC |
| 5.2.2 | Obtain Activation Approval for BCP go-ahead | CRT Coordinator & FIC Director | C + 0.5 hour | LDCC |
| 5.2.3 | Convene at the nominated control centre | FIC Personnel | C + 1 hours | LDCC |
| 5.2.4 | Commence Staff Recall Procedures | CRT Coordinator & FIC Controllers | C + 1.5 hours | |
| 5.2.5 | Establish Manual Records (Event Log Sheet, other) | CRT Coordinator | C + 1.5 hours | |
| 5.2.6 | Conduct a situational analysis | CRT Coordinator & FIC Controller | C + 2 hours | LDCC |
| 5.2.7 | Determine overall impact on operations & determine required response | CRT Coordinator & FIC Controller | C + 3 hours | Stakeholder Groups |
| 5.2.8 see below | Develop an operational plan & timetable with LDCC to meet the specific crisis | CRT + FIC Liaison Officer and the LDCC | C + 4 hours | LDCC |
| 5.2.9 | Re-establish communication and seek advice from iDivision | CRT Coordinator | C + 4 hours | iDivision |
| In summary, within 4 hours following a crisis, the FIC BCP would be activated and approved, and an (initial) operational plan developed to cover management of the crisis. | | | | |

| *5.2.8* | *Operational Plan – Detail (key tasks to meet the specific crisis)* | | | |
|---|---|---|---|---|
| *Ref* | *Action Steps* | *By Whom/Resp* | *Deadline* | *When Completed & Results* |
| 1 | Inform stakeholders of the change in circumstances, determine whether there are critical flood emergency operations that would be compromised by the impending move, adjust move timing accordingly. | CRT Coordinator & FIC Controller on Duty | C + 0.5 hour | |
| 2 | Collect materials and resources to be transferred to BSQ FIC | CRT Coordinator | C + 0.5 hour | |
| 3 | Undertake move (arrange logistics, nominate staff/roles), keep GSQ FIC at limited operation until BSQ FIC established | FIC Personnel | C + 1.5 hours | |
| 4 | Set up the BSQ FIC in accordance with FIC SOPs | FIC Personnel | C + 2 hours | |
| 5 | Shut down existing FIC, ensure records and facilities are secure, advise security officer of shut down, and transfer remaining FIC Personnel and resources to BSQ FIC. | CRT Coordinator & FIC Personnel | C + 4 hours | |
| 6 | CRT Coordinator and / or FIC Controller on duty to advise stakeholder groups that the GSQ FIC has closed until further notice. | CRT Coordinator & FIC Controller on Duty | C + 4 hours | |
| 7 | Notify stakeholder groups that FIC has been re-established at BSQ including new telephone numbers (advise by fax, GroupWise or email). | CRT Coordinator & FIC Controller on Duty | C + 4 hours | |
| 8 | Operate the FIC in accordance with the FIC SOPs | FIC Controller | C + 4 hours | |

## *Annexure C – Employee Contact List*

Employee Contact Details for Flood Warning Systems:

1. Flood Information Centre – *Brisbane River Event* Response Personnel Lists
2. Flood Information Centre – *Creek Flash Flood Event* Response Personnel Lists
3. FloodWise
4. Telemetry Network

*Annexure C.1 – Flood Information Centre – Brisbane River Event Response Personnel Lists*

*Annexure C.2 – Flood Information Centre – Creek Flash Flood Event Response Personnel Lists*

*Annexure C.3 –Telemetry*

*Annexure C.4 –Telemetry Maintenance*

## *Annexure D – Key Suppliers List/Essential Service Providers*

| *Stakeholder* | *Contact Person* | *Phone Number* |
|---|---|---|
| Bureau of Meteorology | [redacted] | |
| Flood Control Centre | | |
| Emergency Coordination Centre | | |
| State Emergency Service | | |
| iDivision | | |

## *Annexure E – Customer/Stakeholders List*

| *Stakeholder* | *Contact Person* | *Phone Number* |
|---|---|---|
| Bureau of Meteorology | [redacted] | |
| Flood Control Centre | | |
| Emergency Coordination Centre | | |
| State Emergency Service | | |
| iDivision | | |

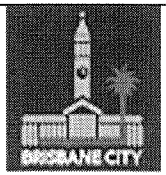
## *Annexure F - Key Management Contacts – Succession Plan*

It shows the current incumbent and the 1st and 2nd succession in the event the incumbent is not available.

### Flood Information Centre

| Emergency Role | Nominated FIC Role | Key Tasks | Authority Levels | Where Located |
|---|---|---|---|---|
| FIC Controller | FIC Controller | Activate and authorise use of the FIC BCP | Full Authority | FIC / LDCC |
| CRT Coordinator | FIC Administrator | Implement the BCP in collaboration with the FIC Controller on duty. Take instruction from the FIC Director as required | Assigned authority from the FIC Director and in collaboration with the FIC Controller on duty | FIC |
| FIC Liaison Officer to the LDCC | FIC Liaison Officer | Maintain communication and information from the FIC to the LDCC Incident Controller | Follow instructions from CRT Coordinator at the direction of the FIC Controller on duty | LDCC |
| FIC Controllers | FIC Controllers | Maintain FIC operations. Report all events to the FIC Director as required | Full authority | FIC |

## *Annexure G – Events Operations Log (Sit Rep)*

| | | | | |
|---|---|---|---|---|
| Level 1<br>South Tower<br>505 St Paul's Terrace<br>PO Box 1434<br>Brisbane Q 4001<br>Phone: 3207 4679<br>Facsimile: 3334 0071 | **Flood Warnings BCP**<br>**Operations Log Sheet** | | |  |
| | **Date:** | **Shift:** | **Page No** | |

| Serial | Time | From | To | Item / Event | Comments / Action |
|---|---|---|---|---|---|
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**Sign Off: CRT Co-Ordinator .....**

## *Annexure H – Manual Records Log*

Form **BCP F527**

| Impacts on the FIC operations can be summarised as follows (in order of priority): | | | |
|---|---|---|---|
| **No.** | **Impact / Event** | **Who / What is Affected** | **Needed Response** |
| 1. | | | |
| 2. | | | |
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| These impacts are then used as the basis for development of the FIC Operational Plan within Section 5.2.8. | | | |

## *Annexure I - Information Communications Technology (ICT) Support Requirements*

***The information describes the ICT support that is required in the event of a crisis. The crisis may be one relative to this plan or it may be a crisis that results in diminished provision of ICT support that is normally available to support the activity in this plan on a daily basis.***

| Applications | Required (1) | | Normal MTO (2) | Critical MTO (3) | | Emergency MTO (4) | | Manual Work Around (5) | | Work Around Reference in BCP (6) |
|---|---|---|---|---|---|---|---|---|---|---|
| | Yes | No | | When | Duration | Type | Duration | Yes | No | |
| Telephone networks | ✓ | | 8 hours | FIC Activation | 5 hours | Redeployment of GSQ FIC to BSQ FIC | 2 hours | ✓ | | Section 5.2.8 & 5.2.9 |
| WAN (network access outside of your site) | ✓ | | 8 hours | FIC Activation | 5 hours | Redeployment of GSQ FIC to BSQ FIC | 2 hours | ✓ | | Section 5.2.8 & 5.2.9 |
| SOE Desktops | ✓ | | 8 hours | FIC Activation | 5 hours | Redeployment of GSQ FIC to BSQ FIC | 2 hours | ✓ | | Section 5.2.8 & 5.2.9 |
| Microsoft Office complement (inc Word, Excel, Access and Power point) | ✓ | | 8 hours | FIC Activation | 5 hours | Redeployment of GSQ FIC to BSQ FIC | 2 hours | ✓ | | Section 5.2.8 & 5.2.9 |
| Internet access | ✓ | | 8 hours | FIC Activation | 5 hours | Redeployment of GSQ FIC to BSQ FIC | 2 hours | | ✓ | Section 5.2.8 & 5.2.9 |
| Printing Services | ✓ | | 8 hours | FIC Activation | 5 hours | Redeployment of GSQ FIC to BSQ FIC | 2 hours | | ✓ | Section 5.2.8 & 5.2.9 |
| GroupWise – ability to send/receive new email only | ✓ | | 8 hours | FIC Activation | 5 hours | Redeployment of GSQ FIC to BSQ FIC | 2 hours | ✓ | | Section 5.2.8 & 5.2.9 |

| Applications | Required (1) | | Normal MTO (2) | Critical MTO (3) | | Emergency MTO (4) | | Manual Work Around (5) | | Work Around Reference in BCP (6) |
|---|---|---|---|---|---|---|---|---|---|---|
| | Yes | No | | When | Duration | Type | Duration | Yes | No | |
| GroupWise – ability to access old email/calanders as well as send new email | ✓ | | 8 hours | FIC Activation | 5 hours | Redeployment of GSQ FIC to BSQ FIC | 2 hours | ✓ | | Section 5.2.8 & 5.2.9 |
| Cityweb | | ✓ | | | | | | | | |
| Citysearch | | ✓ | | | | | | | | |
| CSE | | ✓ | | | | | | | | |
| Ellipse | | ✓ | | | | | | | | |
| DART | | ✓ | | | | | | | | |
| RIMS | | ✓ | | | | | | | | |
| Webbasx/iBimap | ✓ | | | FIC Activation | 5 hours | Redeployment of GSQ FIC to BSQ FIC | 2 hours | | | Section 5.2.8 & 5.2.9 |
| Job Tracking Portal | | ✓ | | | | | | | | |
| BW Mobile Computing | | ✓ | | | | | | | | |
| IDTS | | ✓ | | | | | | | | |
| HRIS | | ✓ | | | | | | | | |
| IfBIS | | ✓ | | | | | | | | |
| HASTUS | | ✓ | | | | | | | | |
| RMS | | ✓ | | | | | | | | |
| PCS | | ✓ | | | | | | | | |
| WMS | | ✓ | | | | | | | | |
| KFLOW | | ✓ | | | | | | | | |
| Property Management System | | ✓ | | | | | | | | |
| **FIC Critical Applications** | | | | | | | | | | |
| FloodWise | ✓ | | 8 hours | FIC Activation | 5 hours | Redeployment of GSQ FIC to BSQ FIC | 2 hours | | ✓ | Section 5.2.8 & 5.2.9 |

| Applications | Required (1) | | Normal MTO (2) | Critical MTO (3) | | Emergency MTO (4) | | Manual Work Around (5) | | Work Around Reference in BCP (6) |
|---|---|---|---|---|---|---|---|---|---|---|
| | Yes | No | | When | Duration | Type | Duration | Yes | No | |
| MapInfo | ✓ | | 8 hours | FIC Activation | 5 hours | Redeployment of GSQ FIC to BSQ FIC | 2 hours | | ✓ | Section 5.2.8 & 5.2.9 |
| Plotters | ✓ | | 8 hours | FIC Activation | 5 hours | Redeployment of GSQ FIC to BSQ FIC | 2 hours | | ✓ | Section 5.2.8 & 5.2.9 |
| Brisbane River Flood Forecast Reporting System (BRFFRS) | ✓ | | 8 hours | FIC Activation | 5 hours | Redeployment of GSQ FIC to BSQ FIC | 2 hours | | ✓ | Section 5.2.8 & 5.2.9 |

Note: Please insert additional rows for your critical applications not listed above.

## Reference Questions

(The numbers in brackets in the above table correspond to the following reference questions)

1. Which of these listed application systems does your business use on a **daily basis** and which are critical to support its operation?

2. Based upon your critical business needs, what is your maximum tolerable outage (MTO) or recovery time objective (RTO) for each application. (ie, in the event of ICT not being available, how long can you continue operating before a major impact on your business is realised?). Please clearly indicate the unit of time (eg hours or days).

3. During normal business operating conditions, are there any critical times in which your MTO would be less than the standard MTO as listed above (eg. Month end for financial reports)? Insert into the table when these critical times may occur and the MTO at these times. Please provide any further relevant details below:

4. Are there any circumstances where the criticality of this system changes? ie, in the event of ICT application outage during emergency operating conditions, how long can you continue before a major impact on your business is realised? Insert into the table the nature of these critical events may occur and the MTO at these times. Please provide further relevant details regarding these circumstances below:

5. Do you have a manual back-up system available that will enable you to continue operating in the event that ICT support is not available? Tick the box in the table Yes/No. Provide any other relevant details below:

6. Please provide clause numbers and/or section numbers from your Business Continuity Plan which identify the work around procedures/processes that your business has identified to enable your business to continue operating.

## Additional Questions

a) Are there any other application systems that your business uses on a **daily** basis to support your operations that are not listed in the table? Please insert additional rows into the table and also provide details including MTO below:

b) Are staff sufficiently trained in the manual back-up system that will allow for the efficient transfer to a manual process during an event that will trigger the activation of your Business Continuity Plan? Yes/No Please provide relevant details:

c) Is there any further information relative to ICT support that iDivision or users of your plan should be aware of to support your business in the event of the activation of your Business Continuity Plan? Please provide relevant details:

## Annexure J – Pandemic Requirements

*This annexure will provide details of the extra activities that will be required in a pandemic event that are not included in the normal Business Continuity Plan.*

*The focus is on the continuation of critical community services and supporting functions*

### EXECUTIVE SUMMARY

Please note that the Flood Information Centre (FIC) is activated during a Brisbane River Flood Event only. The FIC is located at City Design on Level 1, Green Square, Fortitude Valley

The FIC is activated in consultation with the Events Coordination Centre should Brisbane experience a major Brisbane River flood event and is to provide specialist technical and forecast flood information to support the ECC's response activity.

The FIC is not activated during flash flood events.

### EMPLOYEE ISSUES

- Advice on cough etiquette and personal hygiene including hand washing available through posters in work areas
- Provision of antibacterial gels in reception and kitchen areas
- Report *Emergency Contact Information*, is maintained, updated through HRIS and through posters in work areas
- Regular updates on the status of the pandemic available via email announcements

### OPERATIONAL ISSUES

- Chain of command is as per Business Continuity Plan which recommends on BCP activation key actions to maintain acceptable staffing levels whilst the FIC is operational.
- Should some FIC personnel be impacted, the FIC is trained to remain operating effectively even with only a third of available Council Officers.

### INTEGRATION ISSUES

- Should Brisbane experience a major Brisbane River flood event, the FIC is located at City Design, Level 1, Green Square. As it is an emergency situation, it is highly unlikely that general office duties will be undertaken thus the FIC personnel will be the only Council Officers on Level 1.

## Pandemic Response Action Plan

| Section | Issues | Response | Reference |
|---|---|---|---|
| 1.00 | **Personnel Issues** | | |
| 1.01 | Identify key processes. | | |
| 1.02 | Identify key staff for processes identified in 1.01. | | |
| 1.03 | Identify a succession plan for key staff. | | |
| 1.04 | Undertake a skills audit to identify staff who can fill other positions in a time of crisis. | | |
| 1.05 | Identify alternate or back up staff. | | |
| 1.06 | Identify estimated costs of additional support in a "worst case scenario". Notify management. | | |
| 1.07 | Identify in this BCP staff whose positions and roles may change as the pandemic situation changes. | | |
| 2.00 | **Operational Issues** | | |
| 2.01 | Identify senior management in the BCP. | | |
| 2.02 | Identify a succession plan at senior management level. | | |
| 2.03 | Prepare education and information messages for staff. | | |
| 2.04 | Educate and inform staff of Social Distancing measures. | | |
| 2.05 | Train staff in the correct use of Personal Protective Equipment (PPE) | | |
| 2.06 | Educate and inform staff in relation to correct Personal Hygiene practices. | | |
| 2.07 | Tailor these general messages for specific groups of employees if necessary. | | |
| 2.08 | Identify alternate work sites. | | |
| 2.09 | Identify the number of employees who will be able to work from home. | | |
| 2.10 | Public information messages have been developed and agreed with State agencies. | | |
| 2.11 | Identify within the BCP current tasks which need not be undertaken during the pandemic mode. | | |
| 2.12 | Review BCPs for key contractors and ensure they are up to date. | | |
| | | | |
| | Assumptions made in this BCP have been cleared with key stakeholders. | | |
| | Other BCP owners have been made | | |

| Section | Issues | Response | Reference |
|---|---|---|---|
| | aware of the limitations on my provision of services, staffing and outputs resulting from my BCP. | | |
| | Discussed the resource implications of the BCP with other BCP owners. | | |
| | Identify providers of essential inputs to critical business process(es). Review providers BCP. (Include contractors). | | |

Related Information:

Corporate Pandemic Planning Guide

Queensland State Government - Pandemic Influenza

## Annexure K - Glossary

**Activation**
When all or portion of the business continuity, emergency or recovery plan have been put into motion.

**Alternate site**
An alternate operating location to be used when the primary facilities are inaccessible

1. Another location, computer centre or work area designated for recovery

2. Location, other than the main facility, that can be used to conduct business functions

3. A location, other than the normal facility, used to process data and/or conduct official business functions in the event primary site is not available.

SIMILAR TERMS: Alternate Processing Facility, Alternate Office Facility; Alternate Communication Facility; Backup Location and Recovery Site

**Alternate work area**
Office recovery environment complete with necessary office infrastructure (desk, telephone, workstation and associated hardware, communications etc) also referred to as Work Space or Alternative Work Site.

**Asset**
An item or process that an individual, community or Government values and is vital to supporting the expectations of those people, organisations or Government's outcomes and objectives.

**Audit**
The process by which procedures and/or documentation are measured against pre-agreed standards

**Backlog**
The amount of work that accumulates when a system or process is unavailable. This work needs to be processed once the system or process is available and may take a considerable length of time to reduce. In extreme circumstances, this condition may become so large it may not be cleared or resolved.

**Business Case**
A usually documented proposal outlining an intended course of action and identifying costs and benefits. Generally seeks an approval and/or budget allocation.

**Business continuity**
Business continuity is 'the uninterrupted availability of all key resources supporting essential business functions'

**Business continuity management**
Business continuity management provides for the availability of processes and resources in order to ensure the continued achievement of critical objectives

**Business continuity planning**
Business continuity planning is often used to refer to those activities associated with preparing documentation to assist in the continuing availability of property, people and assets

**Business continuity plans**
A collection of procedures and information that is developed compiled and maintained in readiness for use in the event of an emergency or disaster. (Associated terms: Business Recovery Plan; Disaster Recovery Plan, Recovery Plan)

**Business continuity program**
An ongoing process supported by senior management and funded to ensure that the necessary steps are taken to identify the impact of potential losses, maintain viable recovery strategies and recovery plans, and ensure continuity services through personnel training, plan testing and maintenance (Associated terms: Disaster Recovery Program, Business Recovery Program, Contingency Planning Program)

**Business Impact Assessment** (BIA) also known as Business Impact Analysis

A management level analysis, which identifies the impacts of losing company resources. The BIA measures the effect of resource loss and escalating losses over time in order to provide senior management with reliable data upon which to base decisions on risk mitigation and continuity planning (Associated terms: Business Impact Assessment, Business Impact Analysis Assessment)

**Business interruption**
Any event, whether anticipated (ie public service strike) or unanticipated (ie blackout) which disrupts the normal course of business operations at an organisation location.

**Business process**
Key business processes are those processes essential to delivery of outputs and achievement of business objectives.

**Capability**
The ability, experience, knowledge, skills etc of people and organisations (including the ability and fitness for purpose of processes, assets, infrastructure etc) to undertake the desired activities and achieve required outcomes.

**Community**
A group of people with a commonality of association and generally defined by location, shared experience or function.

**Consequence**
The outcome of an event expressed qualitatively or quantitatively, being a loss, injury, disadvantage or gain. There may be a range of possible outcomes associated with an event.

**Context**
A summary of the key internal and external issues that could influence the risks under examination.
**Conformance**
A compliance approach to monitoring

**Control**
Any physical, behavioural, institutional, or cultural mechanism by which a risk is mitigated

**Corporate governance**
A system by which an organisation is directed and controlled. Corporate governance activities are represented as four principal components: direction, executive action, supervision and accountability.

**Crisis**
An untoward event occurring that potentially or actually results in a disruption to the day-to-day operations of part or the whole of the organisation. Management is required to divert a proportion of their attention, time, energy and resources away from normal operations to managing this untoward event. Crises will and do occur on a regular basis and are usually characterised by being managed by existing internal resource.

**Critical business functions**
Vital business functions without which an organisation cannot long operate. If a critical business function is non-operation, the organisation could suffer serious legal, financial, goodwill, or other serious losses or penalties.

**Criticality**
The importance or dependence that an organisation has on a function, process, item or infrastructure or specific facility.

**Critical incident management**
The policies, structures and processes by which the response to abnormal conditions is commanded, coordinated and controlled.

**Customer**
An individual, organisation or other body that derives a benefit from an asset

**Declaration**
A formal statement that a state of disaster exists

**Disaster**
If an incident overwhelms management's capabilities to cope, control will begin to be lost and the event becomes regarded as a disaster. Disasters are usually characterised by external agencies taking over management of the event.

**Disaster recovery planning**
Disaster recovery planning is often used to refer to those activities associated with the continuing availability and restoration of the IT infrastructure

**Emergency**
- An event, actual or imminent which endangers or threatens to endanger life, property or the environment and which requires a significant and coordinated response
- Any event which arises internally or from external sources which may adversely affect the safety of persons in a building or the community in general and requires immediate response by the occupants
- An unplanned situation arising through accident or error, in which people and/or property are exposed to potential danger from the hazards of dangerous goods. Such emergencies will normally arise from vehicle accident, spillage or leakage of material or form a fire

**Emergency operations centre (EOC)**
- A facility, either static or mobile, from which the total operation or aspects of the operation are managed
- A facility established to control and coordinate the response and support to an incident or emergency
- Also know as an incident control centre, agency operations centre and forward control centre

**Evaluation criteria**
Criteria such as risk consequence and likelihood levels that are used to determine risk tolerance and appetite

**Event**
Occurrence of a particular set of circumstances

**Facility**
Any physical infrastructure

**Financial impact**
An operating expense that continues following an interruption or disaster, which as a result of the event cannot be offset by income and directly affects the financial position of the organisation

**Hazard**
A potential source of harm. The term hazard can be qualified in order to define its origin or the nature of the expected harm

**Impact**
The outcome following the occurrence of an event

**Incident command system (ICS)**
Combination of facilities, equipment, personnel procedures, and communications operating within a common organisational structure with responsibility for management of assigned resources to effectively direct and control the response to an incident. Intended to expand, as situation requires larger resources, without requiring new, reorganised command structure

**Incident response**
The response of an organisation to a disaster or other significant event that may significantly impact the organisation, its people or its ability to function productively. An incident response may include evacuation of a facility, initiating a disaster recovery plan, performing damage assessment and any other measures necessary to bring an organisation to a more stable status.

**Interdependency**
The nature or a relationship between two parties

**Likelihood**
Used as a general description of probability or frequency of an event occurring.

**Maximum acceptable outage (MAO), maximum tolerable outage (MTO), maximum downtime (MD). BCC has adopted the term MAO for use in all BCP's**
The maximum period of time that critical business processes can operate before the loss of critical resources affects their operations.

**Mitigation**
The means by which risk is controlled or treated

**Organisation**
A company, firm, organisation, association, group or other legal entity or part thereof, whether incorporated or not public or private, that has its own functions(s) and administration.

**Plan Coordinator**
The Plan Coordinator is the person who is responsible to coordinate the writing, testing, update and approval of the plan. Approval must be obtained from the Branch Management Team and is to be signed off by the Plan Owner and the Divisional Manager.

**Plan Owner**
The Plan Owner is normally the Branch Manager who is responsible for the critical services for which the plan is written. A Divisional Manager may decide to nominate themselves as the plan owner.

**Probability**
A measure of the chance of occurrence expressed as a number between 0 and 1

**Recovery**
- Process of planning for and/or implementing expanded operations to address less time-sensitive business operations immediately following an interruption or disaster
- The start of the actual process or function that uses the restored technology and location

**Recovery strategy**
A pre-defined, pre-tested, management approved course of action to be employed in response to a business disruption, interruption or disaster.

**Recovery point objective (RPO)**
The point in time to which systems and data must be recovered after an outage (eg end of previous day's processing) RPOs are often used as the basis for the development of backup strategies, and as a determinant of the amount of data that may need to be recreated after the systems or functions have been recovered.

**Recovery time objective (RTO)**
The period of time required to fully re-establish adequate resource requirements.

**Risk**
The chance of something happening that will have an impact upon objectives. It is measured in terms of consequence and likelihood.

**Risk Management**
The culture, processes, and structures that are directed towards the effective management of potential opportunities and adverse effects.

**Stakeholders**
- Those people and organisations who may affect, be affected by, or perceive themselves to be affected by, a decision, activity, or event
- Includes anyone with an interest or influence in the organisation or community
- Includes anyone with an interest or influence in the organisation or community (or projects, issues associated with or parts thereof), this could include (but not be limited to): the Board, management, employees, citizens, local communities, unions, shareholders, families, media, lobby groups, customers, suppliers, government, regulators, etc.

**Test**
An activity that is performed to evaluate the effectiveness or capabilities of a plan relative to specified objectives or measurement criteria

**Threat**
A measure of how likely a source of threat is to succeed in their activity.

**Threat source**
A list of potential sources that could cause harm to an organisation. For example, a vandal, a disgruntled former employee, a criminal, stakeholders, customers, or a terrorist.

**Vulnerability**
In a security context, vulnerability is a measure of the likelihood that various types of security/ control measures (physical, personnel, policies, etc) against a threat source will fail. Vulnerability comprises 'resilience' and 'susceptibility'. Resilience is related to existing controls and susceptibility is related to exposure

***Extract from Australian Standards HB292-2006 – A practitioner's guide to business continuity management***

# BRISBANE CITY COUNCIL

## FAMILIES & COMMUNITY SERVICES
## DIVISION
## CUSTOMER SERVICES

# BUSINESS CONTINUITY PLAN
# (Revised 2011)

For

## CUSTOMER CONTACT CENTRE

| | |
|---|---|
| Plan Coordinator: | [redacted] |
| Plan Owner: | |
| Divisional Manager: | |
| Date of Review: | 4 May 2011 |
| Version: | 5.7 |
| Plan Type: | Essential Community Services Plan |
| Pandemic Plan: (Annexure/Included) | |

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**ACRONYMS (used throughout this document)**

| | |
|---|---|
| BCCDMG | BCC Disaster Management Group |
| BCM | Business Continuity Management |
| BCP | Business Continuity Plan |
| BIA | Business Impact Analysis |
| CC | Crisis Controller |
| CBF | Critical Business Functions |
| CMC | Crisis Management Committee |
| CRT | Crisis Response Team |
| CSE | Customer Service Environment |
| DRMT | Disaster Recovery Management Team |
| DRP | Disaster Recovery Plan |
| ECC | Emergency Coordination Centre |
| EMP | Emergency Management Plan |
| EMT | Emergency Management Team |
| EOL | Event Operations Log |
| ERG | Emergency Response Group |
| IMT | Incident Management Team |
| ISB | Information Services Branch |
| ITSCM | IT Service Continuity Management |
| LDCC | Local Disaster Communications Centre |
| MAO | Maximum Acceptable Outage |
| MIR | Major Incident Room |
| MTO | Maximum Tolerable Outage |
| PPE | Personal Protective Equipment |
| Sit-Rep | Situational Reports |
| SLA | Service Level Agreements |
| SOP | Standard Operating Procedures |

Refer to Annexure X for a complete glossary of terms related to Business Continuity Management

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# CONTROL SHEET

## Plan Approval

| | | |
|---|---|---|
| [redacted] | **Signature:** | **Date:** |
| | **Signature:** | **Date:** |
| | **Signature:** | **Date:** |

## Revision History

*Management practice necessitates the recording of any alterations to your BCP. Any review or update of the BCP must be recorded in the following table. The Version Number, Description/Reason, Section/Page, Date and the Plan Coordinator fields will be annotated. Refer to ISB Guide to Record Keeping for the correct procedure of version control.*

| Version Number | Description / Reason | Section / Page | Date | Author |
|---|---|---|---|---|
| Ver 4.0 | Full content review<br>Addition of: Essential ICT Services and maximum tolerable outage times; Communication Redundancy call avalanche response, Pandemic actions. Moved Reduced lines of business & degraded service provision scenarios from the body to an appendix<br>Appendices content updated<br>Recommended changes from External Review (carried out by Tim Armstrong 09/02/07) | Appendix K<br>9.3.1 & Appendix L<br>Appendix M<br>Appendix H<br>Appendix J | 18/05/07 | [redacted] |
| Ver 4.1 | Plan updates following Live Exercise on 15/10/07 | All appendices updated. Addition of new appendices, re-ordered appendices, added capacity & operability to Appendix D | 5/11/07 | |
| Ver 4.2 | Update of BCP Pandemic Actions<br><br>Update of Key Personnel Contacts<br>Update of Recall Personnel<br>Update of Contact Centre locations | Appendix K -<br><br>Appendix A<br>Appendix B<br>Appendix D | 21/04/08 | |
| Ver 4.3 | Division name change<br>EOC name change to ECC<br>Updated ICT requirements & MTOs<br>Updated review details<br>Additional info in Minimum ICT Req & MTOs<br>Moved call centre address details to appendix<br>Additional of details for ICT min req & MTOs<br>General editing throughout the document | Throughout<br>Throughout<br>Combined Appendices H & I<br>Page 6<br>Section 3.2 & 3.3<br><br>Appendix D<br><br>Appendix H<br><br>Throughout | 29/05/08 | |
| Ver 4.4 | Update of Key Personnel Contacts<br>Update of Recall Personnel<br>Update of Contact Centre locations | Appendix A<br>Appendix B<br>Appendix D | 30/06/08 | |

| | | | |
|---|---|---|---|
| | Update Suppliers, Providers & Partners to include Regional Council amalgamations. | Appendix E | |
| Ver 4.5 | Include Malicious Call Trace procedure | Appendix S | 08/080/08 |
| Ver 4.6 | Add Security Voice Code procedure | Appendix T | 11/09/08 |
| Ver 4.7 | Updated Review Details (as per new info on CityWeb re: P1 testing schedule<br>New task relating to EAP to Phase 4 - Recovery – Transition to Normal Operations | Page 6<br>Page 13 and Appendix U | 23/01/09 |
| 5.0 | Update of Key Personnel Contacts<br>Update of Recall Personnel<br>Update of Contact Centre locations<br>Update Suppliers, Providers & Partners to include Regional Council amalgamations<br>Pandemic Safeguards, Mitigating and Remedial Actions<br>Lines of Business Critical Services | Appendix A<br>Appendix B<br>Appendix D<br>Appendix E<br>Appendix J<br>Appendix K | 29/04/09 |
| 5.1 | Updated Key Personnel List<br>Added Key Personnel Back-ups list to Appendix A<br>Updated Appendix J - Pandemic Safeguards, Mitigating and Remedial Actions<br>Updated Appendix R - Potential Additional Staff List | Appendix A<br>Appendix J<br>Appendix R | 26/05/09 |
| 5.2 | Updated Appendix J – Pandemic Safeguards, Mitigating & Remedial Actions to address essential criteria as directed by CEO | Appendix J | 3/06/09 |
| 5.2 | Update 6.2 to include *'In the event of a Pandemic situation will be reviewed daily'*<br>Update Plan Schedule page 15 to include - *'In the event of a Pandemic situation will be reviewed daily'*<br>Appendix J – remove dot points relating to provision of antivirals to staff and family and replace with *'refer staff member to discuss treatment options with their medical practitioner'*<br>Appendix J – Change the word sterilize to thoroughly cleanse<br>Appendix J – Inclusion of information of what to do if someone arrives sick at work, and becomes sick at work | 6.2<br>Plan Schedule Pg 15<br>Appendix J<br>Appendix J<br>Appendix J | 04/06/09 |
| 5.3 | General updates, template fixes | Entire document | 09/06/2010 |
| 5.4 | Updated Appendix G to reflect North and West RBC counters now managed by the Contact Centre<br>Update Key Personnel to reflect change of CEO<br>Update Appendix Q – changing hold messages, to reflect new TIR procedures<br>Update 5.2.3 to include command centre staff list<br>Update 4.4.3 to include Searches and Certificates team functions<br>Update Appendix D to include Searches and certificates Team<br>Update Appendix H to include additional contacts<br>Add recall procedures for Searches and certificates Team<br>Add Critical Requirements for Searches and Certificates | Appendix G<br>Appendix C<br>Appendix Q<br>5.2.3<br>4.4.3<br>Appendix D<br>Appendix H<br>5.2.4<br>3 | 30/09/2010<br>01/11/2010<br>08/11/2010<br>15/11/2010<br>15/11/2010<br>15/11/2010<br>15/11/2010<br>15/11/2010 |

| | | | |
|---|---|---|---|
| | Update Key contacts in appendix C | Appendix C | 16/11/2010 |
| | Complete update of Appendix D | Appendix D | 17/11/2010 |
| | Add Searches & Certificates specific detail to Risk Analysis Matrix | Appendix I | 17/11/2010 |
| | Update Customer Contact Centre Locations & Operability – Capacity | Appendix G | 17/11/2010 |
| | Additional updates throughout entire document | | 19/11/2010 |
| 5.5 | Updated Manual Forms | Appendix S | 22/11/2010 |
| | Updated Council & Non BCC After Hours Contact Numbers | Appendix J | 29/11/2010 |
| | Updated List of Suppliers, providers and partners | Appendix H | 06/12/2010 |
| 5.6 | Updated contact details for sunshine coast council | Appendix H | 23/12/2010 |
| | Included contact details for Adobe – Omniture | Appendix H | 23/12/2010 |
| | Replace Malicious call trace procedure with current information | Appendix U | 23/12/2010 |
| | Add information to change phone message procedure | Appendix Q | 23/12/2010 |

## Corporate Test and Maintenance Requirements

| Review / Test Frequency | | | |
|---|---|---|---|
| ***1. Internal Review*** to ensure plan details & contact lists are current. | ***2. External Review*** conducted by specialists from outside the Business Unit. | ***3. Desk-top Exercise*** examination of the plan against a specific scenario. | ***4. Live Exercise*** Involves a simulation exercise against a specific scenario. |
| 6 months | 12-18 months | 1 per 24 month period | As directed by CRMC |

1. **Internal Reviews:** conducted every six months. Ensure the details in the plan (contact lists etc) are current. Undertaken within the Division/Business Unit responsible for the plan.

2. **External Reviews:** conducted by specialists from outside the business unit or outside of Council. CRM or other Business Unit/Divisional experts may be available to assist in these reviews. These reviews can be conducted in conjunction with an exercise.

3. **Desktop Exercises:** conducted as a facilitated discussion. It does not require an operational response. It normally involves examination and/or discussion of the plan against a specific scenario with a group of internal stakeholders.

4. **A Live Exercise:** A live exercise is a simulation, usually in real time, in which the plan, or key parts of it are tested against a specific scenario. It typically involves key persons to respond to a simulated emergency and implementation of selected aspects of the plan. A live exercise may be "announced" or "unannounced". In either case it has to be carefully planned so that any impact on core business operations are known and controlled.

## Maintenance Schedule

| *BCP Maintenance Schedule ; Essential Council Services Plan* | | | | |
|---|---|---|---|---|
| *Ref* | *Required Reviews* | *Corporate designated Requirements* | *When last completed* | *Next planned review* |
| *1* | *Internal Review* | *6 months* | *June 2010* | *December 2010* |
| *2* | *External Review* | *12-18 months* | *November 2009* | *December 2010* |

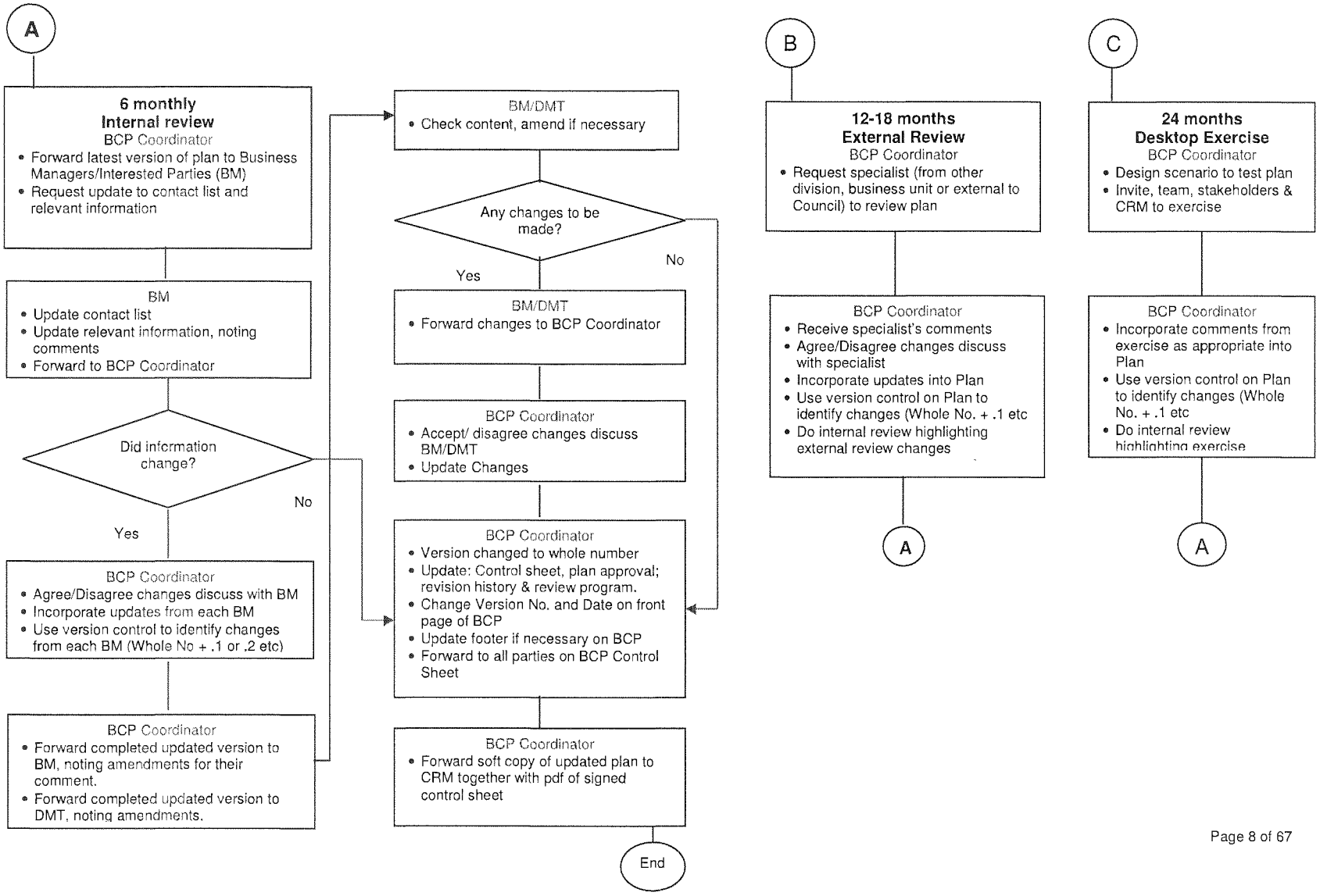
| | | | | |
|---|---|---|---|---|
| *3* | *Desktop Review* | *1 per 24 months* | *March 2010* | *March 2012* |
| *4* | *Live Exercise* | *As directed by CRMC* | *15/10/2007* | *March 2010* |

## Distribution List:

The distribution list should include those people who would use, activate or are accountable to this BCP once activated.

| Copy | Copy Holder | Officer Name | Officer Code |
|---|---|---|---|
| 1 | Divisional Manager | [redacted] | DMGRJ |
| 2 | Plan Coordinator | | CCCOM4 |
| 3 | Plan Owner | | BMCCC |
| 4 | Senior Management | | MCS |
| 5 | Key Personnel | | TLCC22<br>FOCCC<br>TLCC17<br>TLCC15<br>various |
| 6 | Corporate Risk Management | | PFATAX |

## BCP Version Review and Control Flowchart



# 1. Background

The Contact Centre delivers frontline customer service as the "face" of Council, and provides operations 24 hours per day, 7 days per week, from multiple locations and across multiple channels.

The purpose of this document is to provide a plan of action for achieving a continuation of the Contact Centre operations in a crisis situation. It provides a definition of each major task, an estimate of the time and resources required and a framework for management, operations, communications and review throughout the crisis period.

This BCP is classified as an Essential Community Services Plan with Council's classification process and must therefore comply with Corporate Policy Guidelines contained within SP510 (Business Continuity Plans, Priorities and Testing Guidelines).

# 2. Business Continuity Plan - Aim and Objectives

## *2.1. Aim*

The aim of this plan is to ensure the Contact Centre provides continuing services of critical business functions at the highest possible level, given the circumstances and constraints imposed by the crisis situation, and to recover full operations at the earliest opportunity.

| Critical Business Functions | Critical Services to be Maintained under all conditions |
|---|---|
| Call Centre, Customer Service Centres and Regional Business Centres | **State Emergency Service**<br>Request for assistance<br>- Damage to property<br>- Flooded property<br>- Evacuation, rescue, food drop<br>- Request from Police, Fire Brigade, Ambulance<br>- Public offer of assistance |
| | **Floods and Stormwater drains**<br>Current flood information<br>- Flood-affected roads<br>- Flooding / rain / creek / river information<br>- Specific property or individual/s in danger<br>Stormwater drains<br>- Damaged/blocked stormwater drains |
| | **Parks and Gardens**<br>Action Request/Complaints<br>- Forest Lake pump station malfunction<br>- Fire on Council land<br>- Hazards and Emergencies<br>- Illegal activities |
| | **Roads Infrastructure**<br>Damage to bikeways<br>Damage to bridges<br>Damaged public waterways<br>Damage to footpaths<br>Damage to roads<br>Damage to kerb and channelling |

| Critical Business Functions | Critical Services to be Maintained under all conditions |
|---|---|
| | Emergency cleaning of the above<br>Faulty traffic lights / signals<br>Traffic Control<br>- Traffic signal failure / fault<br>- Traffic sign damaged or removed<br>- Traffic accidents / spills / breakdowns<br>Other incidents which disturb traffic flow i.e. (obstruction on road / footpath) |
| | **Brisbane Transport**<br>Emergency bus complaints<br>- Missing child<br>- Accident<br>- "Help Call Police" display<br>- Assault<br>- Emergency lost property<br>Emergency City Cat/ferry complaints<br>Emergency Infrastructure maintenance |
| | **Trees**<br>- Emergency tree maintenance<br>- Interference with protected vegetation |
| | **Community Health**<br>Animals<br>- Dog attack (physical damage to person or animal)<br>- Savage/declared dangerous wandering dog at large<br>- Detained savage/declared dangerous dog for collection<br>- Stock on Road<br>Pollution Issues<br>- After hours building noise<br>- Risk to the public<br>- Illegal activity<br>- Illegal dumping<br>- Environmental incident |
| | Council Services<br>- Failure of any major plant operations |
| Queensland Urban Utilities | **Water & Sewerage**<br>Faults and Emergencies<br>- Leaks, seepage, overflow<br>- Major leaks<br>- Loss of water supply to residents or businesses<br>- Blocked Sewers<br>- Sewerage Overflows<br>- Sewerage Smells / Odours<br>- Hazardous Situations (e.g. missing sewerage manhole covers, subsidence)<br>- Subsidence/sunken ground<br>- Environment incidents |
| Rostering | Management of rostering, forecasting, and fatigue management for staff. |
| Customer Contact Solutions | Providing current information on Corporate Website<br>Providing current information via CC Bulletin Board |

### *2.2. Objectives*

The objectives consist of the following:

- To respond to the crisis, at all times providing a safe environment for employees and the community
- To deliver Critical Business Functions (CBF) under emergency conditions, meeting customer needs to the highest level given the circumstance of the crisis
- To devise strategies to enable the business to continue if resources such as staff, equipment, business locations and ICT systems are limited
- To establish and maintain effective communications with the appropriate key personnel
- To resume normal operations as soon as possible
- To assist with the coordination of cross-jurisdictional or cross-sectoral responses
- To record critical actions to facilitate the ongoing review of possible process improvements

## 3. Scope, Constraints, Assumptions and Core Systems

Business continuity requires that in the event of loss or compromise of resources critical to the functioning of the Customer Contact Centre, internal procedures and systems are implemented to effectively and efficiently manage the loss/compromise.

Loss or compromise of critical resources may result in minimal outages, such as systems down for a few minutes, through to major disasters such as loss of access to physical work sites for extended periods, loss of critical communication and/or data, pandemic scenarios, etc.

Underlying assumptions include:

- IT Systems: Backup IT systems & support will be provided by Corporate Services, Information Services Branch (ISB). The actual recovery program will be developed once systems availability is known and systems recovery timeframes clarified with ISB. (Refer to Appendix K).
- Staffing: Business operations will continue under reduced staffing.
- In a major event, the Local Disaster Coordination Centre will be activated and manage the overall situation in pulling together multiple BCPs and coordinating activities.

## 4. BCP Process Overview

This plan is organised in four (4) phases. It is designed to provide a coordinated response to an unplanned failure, incident or event that requires activities to be performed outside normal operating conditions. It focuses on the immediate response and crisis management but also addresses operation during the crisis and the recovery transition to normal operations. Actions are linked to the Risk Analysis Matrix (Appendix I).

Emergency Service related calls are considered the most important business process undertaken by the unit. The second highest recovery priority is receiving and processing contacts of a routine nature.

The plan consists of the following sections:

Section 5.1 ***Phase 1. – Plan Preparation and Maintenance*** - ensuring that sufficient current information is available to implement the plan.

Section 5.2 **Phase 2. – Crisis Response and Activation** – immediate actions to respond to the crisis situation. The overall process to address loss/compromise of critical resources is check status of situation, advise all relevant parties, respond to the crisis, monitor crisis.

Section 5.3 ***Phase 3. – Operations Under Degraded Conditions*** - outlines the coordinated response to an unplanned failure, incident or event that requires activities to be performed outside normal operating conditions.

Section 5.4 ***Phase 4. – Recovery & Transition to Normal Operations*** - recovering and re-establishing normal operations and service delivery levels.

## 5. Detailed Plan (Phases & Tasks)

**Business Continuity Plan Outline (Phases and Tasks)**

| Sect | Phases & Tasks | Check |
|---|---|---|
| 5.1 | Phase 1 – Plan Preparation and Maintenance, incl:<br>• Task 1 – Develop the plan<br>• Task 2 – Maintain the plan<br>• Task 3 – Develop test exercises/scripts and test the plan as required | ☐<br>☐<br>☐ |
| 5.2 | Phase 2 – Crisis Response & Activation:<br>• Task 1 – Commence the Activation Procedure as per the BCP (Appendix B)<br>• Task 2 – Obtain Activation approval for the BCP go-ahead (incl. Succession of Command)<br>• Task 3 – Convene at the nominated control centre<br>• Task 4 – Commence Staff Recall Procedures<br>• Task 5 – Establish Manual Records (incl. Event Operations Log)<br>• Task 6 – Conduct a situational analysis (what has happened, key persons involved, systems/equipment/facilities lost, facilities available)<br>• Task 7 – Determine overall impact on operations & make decisions on needed response<br>• Task 8 – Develop the BCP Overall Timetable & Operational Plan in liaison with LDCC<br>• Task 9 – Provide a Liaison Officer to the LDCC | ☐<br>☐<br>☐<br>☐<br>☐<br>☐<br>☐<br>☐ |
| 5.3 | Phase 3 – Operations Under Degraded Conditions:<br>• Task 1 – Implement the operational plan and timetable<br>• Task 2 – Implement relevant previously developed SOPs to suit the crisis (including manual records to cover loss of core systems)<br>• Task 3 – Set interval reporting<br>• Task 4 – Maintain communications with stakeholder groups<br>• Task 5 – Develop a recovery plan & timetable in consultation with LDCC.<br>• Task 6 – Outline specific measures to coordinate activities between this Crisis Response Team and other internal work groups | ☐<br>☐<br>☐<br>☐<br>☐ |
| 5.4 | Phase 4 – Recovery and Transition to Normal Operations:<br>• Task 1 – Implement the recovery plan<br>• Task 2 – Maintain communications with stakeholder groups<br>• Task 3 – Resume normal operations and timetables<br>• Task 4 – Review events, debrief management and staff and update procedures, protocols and plans. | ☐<br>☐<br>☐<br>☐ |

*The 'Check' column in Business Continuity Plan Outline above allows the user of this document to tick off tasks as completed when the BCP is in use or is being tested.*

## 5.1. Phase 1 – BCP Preparation & Maintenance

### *5.1.1 Develop, maintain and test the BCP*

Testing and maintenance of this plan must be conducted in accordance with Corporate requirements as per SP501. Record of testing and maintenance is shown in the BCP Maintenance Schedule located within the Control Sheet at the front of this document.

## 5.2 Phase 2 – Crisis Response and Activation Procedures

### *5.2.1 Commence Activation Procedures*

Circumstances under which this plan may be activated include:

- Direction from the Local Disaster Coordination Centre (LDCC)
- One (or more) other Council BCP stands up
- Loss or compromise of one or more critical resources (see below)
- Direction from or recommended by State, Federal or International authorised bodies (eg WHO). NB: Australian and Global Pandemic Influenza Stages of Alert should be regularly monitored (Appendix L)

| Category | Threat | Assumptions & Services Available |
|---|---|---|
| HR | Inability of staff to attend work<br><br>Any event that presents a serious risk to employee healthy or safety | - Recall of staff is contingent on their individual availability, location, and accessibility to return to work<br>- Services can be scaled back to CBF for a short period of time<br>- Business operations will continue under reduced staffing<br>- Work from home options could be utilised |
| IT | Partial or complete loss of IT systems and support<br>- Customer Service Environment<br>- Front End Automation<br>- Network | - ISB have the capability to maintain and restore backup IT systems with MTO no greater than stated in Appendix J<br>- CSAs and SLAs between the Contact Centre, ISB and external vendors and service providers will govern the provision of ICT<br>- Service requests can continue to be taken via manual forms<br>- CSC staff can provide information and advice through hard copy manuals and knowledge<br>- Photographic ID cards still available through CSCs<br>- Locally install any available applications via disk (eg RASCAL) |
| Communication | Loss of communication via normal means<br>- IP telephony systems<br>- EFTPOS<br>- Fax | - Optus (service provider) will activate their BCP and coordinate return of telephony services<br>- CSCs and L&CC can manual receipt EFTPOS payments<br>- Continue with PC functions where customer interaction is possible |

| | | |
|---|---|---|
| | | - Redirect customers to other channels where appropriate |
| Accommodation | Loss or limited access to Council assets or venues | - Other individual Council critical business processes will be actioned by their own BCP.<br>- The Intergovernmental Call Centre solution can be activated<br>- Call Centre services can be continued from alternative sites with reduced staffing levels<br>- Nil service provision at CSCs &LCC until access is resolved<br>- Ensure site is secure and all staff and customers are safe<br>- Redirect customers to other channels where appropriate |
| Utilities | Loss of power supply, including loss or compromise of security alarms or security monitoring systems | - UPS available at Brisbane Square, Chermside and Indooroopilly<br>- Generator can be arranged for alternative sites (CBMS x30900 or Duty Manager 0416 282 209)<br>- Nil service provision at CSCs until security lines return or until security guard physically on site |
| Environmental | Any event that results in prolonged and/or unforseen spike in customer demand via any or all channels | - LDCC activated<br>- On call and/or AER staff can be utilised during storm season |

### *5.2.2 Obtain Activation Approval for BCP*

Once this plan has been activated, normal delegations and authorisations will apply. However if the LDCC is in place, the LDCC assumes overall responsibility.

The authority to activate the Business Continuity Plan is listed below in order of authority:

1. Chief Executive Officer (CEO)
2. Families & Community Services Divisional Manager (DMGRJ)
3. Customer Services Branch Manager (MCS)
4. Customer Contact Centre Manager (BMCCC) – *must be done only under consultation with MCS, or with immediate advice to MCS or a more senior officer*
5. Customer Contact Centre Operations Managers - *must be done only under consultation with MCS, or with immediate advice to MCS or a more senior officer*
6. Local Disaster Coordination Centre coordinator or delegate, if the LDCC is activated.

If a delegate activates the Plan in its entirety, MCS and the BCC Disaster Management Coordinator must be notified immediately. Partial activation of this plan requires notification to Customer Services Branch Management at an appropriate time.

The succession of command for this plan is as follows:

1. Chief Executive Officer
2. Local Disaster Communications Centre Executive Officer
3. Divisional Manager
4. CRT Coordinator
5. Thereafter: Normal Branch/Work Unit operations chain of command.

### *5.2.3 Convene at the nominated Control Centre*

Once approved and activated, a CRT (Crisis Reponse Team) Coordinator would be appointed (either an Operations Manager or Team Leader) and would commence crisis response procedures as required given the emergency. The CRT Coordinator will also act as scribe during the crisis. The CRT Coordinator will report to Manager Customer Services Branch and the Local Disaster Communications Centre.

The CRT Coordinator will liaise with the Site Controller in establishing a Control Centre and facilities for the team.

### Contact Centre Locations and Operability

| Location Address | Functions | Capacity | Operational Routine | Resilience |
|---|---|---|---|---|
| Level 15<br>Brisbane Square<br>266 George Street<br>Brisbane | Call Centre – BCC<br>Call Centre – QUU<br>Training<br>Searches & Certificates<br>Business support functions | Seats - 87 | [redacted] | UPS |
| Level 2<br>North Quay Podium<br>Brisbane Square<br>266 George Street<br>Brisbane | Customer Contact Solutions<br>Management & Admin | Seats - 28 | | UPS<br><br>Call Centre functions |
| Library & Customer Centre<br>Ground & First Floors<br>North Quay Podium<br>Brisbane Square<br>266 George Street<br>Brisbane | CSC<br>Information Kiosk<br>Lost Property<br>Central Business Centre<br>Town Planning | Seats - 21 | | UPS |
| Level 1<br>East Regional Business Centre<br>2 Millenium Blvd<br>Carindale | Call Centre | Seats - 72 | | Ability to operate 24 x 7 |
| North Regional Business Centre 960<br>960 Gympie Road<br>Chermside | Call Centre<br><br><br>Regional Business Centre | Seats - 40<br><br><br>3 counter | | UPS<br><br>Ability to operate 24 x 7 |
| Chermside Library<br>375 Hamilton Road<br>Chermside | Customer Service Centre | 3 counter<br>1 back office | | |
| West Regional Business Centre<br>70 Station Road<br>Indooroopilly | Call Centre<br>Correspondence Team<br><br>Regional Business Centre | Seats - 24<br><br>3 counter<br>1 "touch | | UPS |

| | | | |
|---|---|---|---|
| | | down" area | |
| Indooroopilly Library<br>Level 4 Indooroopilly Shopping Centre<br>69 Station Road<br>Indooroopilly | Customer Service Centre | 3 counter<br>1 back office | [redacted] |
| Garden City Library<br>Garden City Shopping Centre<br>Kessells Road<br>Upper Mt Gravatt | Customer Service Centre | 2 counter<br>2 back office | |
| Inala Library<br>Inala Civic Centre<br>Cnr Corsair Ave and Wirraway Pde<br>Inala | Customer Service Centre | 2 counter<br>1 back office | |
| Wynnum Library<br>Wynnum Civic Centre<br>Cnr Bay Tce and Charlotte Street<br>Wynnum | Customer Service Centre | 2 counter<br>1 back office | |

### *5.2.4 Commence Staff Recall Procedures*

On activation of the BCP, the CRT Coordinator will contact Managers as listed in the Key Management Contact List (Appendix C), advising them of the current situation, designated meeting place and required actions.

The CRT Coordinator will also contact Team Leaders, giving them an outline of the situation. It is the responsibility of each Team Leader to communicate directly with staff, giving them activation details.

The CRT Coordinator will confirm all relevant personnel have been contacted and will then update the Event Operations Log accordingly.

If required, and at the appropriate time, the CRT Coordinator will nominate a person to contact key suppliers to advise them of the current situation and plans that are in place and are being developed to manage the crisis.

**The Recall Procedure for the Searches and Certificates Team is as follows:**

| Hour | Responsible Officer | Step | Action |
|---|---|---|---|
| Hour 1 | S&C Team Leader | 1 | Start S&C Event Operation Log (BCP - Appendix E) |
| | | 2 | Recall and advise S&C staff from (BCP - Appendix D) of situation as well as provide directions to critical personnel |
| | | 3 | Arrange work stations |
| | | 4 | Obtain system access for critical personnel to operate |
| Hour 2 | S&C Team Leader | 1 | Contact counters and mail points to direct all mail to alternate location until further notice |
| | | 2 | Redirect phones & faxes |
| Hour 3 | Coordinators | 1 | Delegate and stabilise workload |

### *5.2.5 Establish Records*

Event Operations Log

The role of scribe is to be delegated immediately upon activation of the BCP (usually the CRT Coordinator). The scribe will be responsible for maintaining the Event Operations Log to record all actions and decisions in date and time order, including:

- Events
- Decisions reached and any special approvals
- Approved expenditure
- Actions taken to recover/maintain operations
- Visits, meetings, briefings, press releases etc.

The Event Operations Log is a key document as it acts as an audit trail for subsequent review of actions to improve response to emergency situations. It can be modified commensurate with the situation.

*Refer to Appendix F - Event Operations Log*

Manual Records Log

In the event of loss of core IT systems, manual records must be maintained throughout the crisis period, until normal operations are resumed.

Once the crisis has passed, the CRT Coordinator will determine who will load manual data into systems once re-established.

*Refer to Appendix G – Manual Records Log.*

### *5.2.6 Conduct a Situational Analysis*

This step involves an in-depth review and analysis of the crisis, including:

- What has happened
- Key persons involved and affected by the event
- Systems/equipment/facilities lost or affected
- Facilities still available

This step is a critical input into the subsequent steps, namely the determination of the overall impact, the needed response and development of an operational plan and timetable to meet the crisis.

### *5.2.7 Determine overall impact on operations and make decisions on needed response*

Once the overall impact on operations has been determined, the crisis response team is then in a position to develop an operational plan as a go-forward mechanism.

In determining the overall impact, it is important to cover issues such as:

- Impact on the specific work unit – who is affected and how
- Impact on other work units – who is affected and how
- Impact on the community – transactions affected and community groups affected.

Output from this step should include a summarised list of impacts, prioritised in terms of required action steps.

These impacts are then used as the basis for development of the Operational Plan within Section 5.2.8 following.

### *5.2.8 Develop an Operational Plan & Timetable in liaison with the LDCC*

This involves the development of timeframes against specific milestones from the plans, as contained in Section 5.2.7 above.

| *5.2.8* | *Operational Plan – Detail (key tasks to meet the specific crisis)* | | | |
|---|---|---|---|---|
| *Ref* | *Action Steps* | *By Whom/Resp* | *Deadline* | *When completed & Results* |
| *1* | | | | |
| *2* | | | | |
| *3* | | | | |
| *4* | | | | |
| *5* | | | | |

### *5.2.9 Provide a Liaison Officer to the Local Disaster Communications Centre's Coordinator (LDCC Coordinator)*

Where a Local Disaster Communications Centre has been established, it is critical to maintain clear communications between the Contact Centre and the LDCC at all times.

A Liaison Officer will be appointed from the Contact Centre Management Team to liaise between the CRT and the LDCC.

## *5.3 Phase 3 – Operations under Degraded Conditions*

### *5.3.1 Implement the Operational Plan and Timetable*

The Operational Plan, as developed in Section 5.2.8 above, is the official recovery plan and remains in place until the crisis is resolved and/or until the CRT Coordinator determines the plan is no longer necessary.

### *5.3.2 Implement relevant previously developed Contingency Plans to suit the crisis*

- Appendix O – Call Avalanche Response
- Appendix Q – Queue on Hold Messages.

### *5.3.3 Set Internal Reporting Requirements - Interval Reporting & Key Events*

Interval Reporting
The CRT Coordinator will provide a situational report to the Management Team, Local Disaster Communications Centre, or other senior management at designated intervals (to be determined commensurate with the situation), until notified otherwise.

The situational report will cover all events as logged in the Event Operations Log since the previous situational report was issued.

Key Events
Whilst reporting intervals will be determined as detailed above, any other major events or situations of significance must be reported immediately to LDCC Executive Officer, MCS and any other senior management as directed.

Means of communication are (but not limited to): phone (land lines and/or mobile phones), Situational Reports and email. The results of such communication and decisions reached will be recorded in the Event Operations Log.

### *5.3.4 Maintain Communications with Stakeholder Groups*

Key stakeholders have been identified and listed in Appendix C and Appendix H; along with their contact details via various means.

Communicating with the Public (over the counter and via the Call Centre )
Assess which means of communication with the public are available under degraded services and utilise these options for the provision of Contact Centre services. This utilisation of communication means is purely to carry out duties of operation and not to make public announcements.

Communicating with the Media
Under no circumstances should anyone make representation to the Media as a Council representative. Any requests for information must be referred to the CRT Coordinator, who will refer them to the Corporate Media Officer, and note the request and action taken in the Event Operations Log.

Information will only be made available to the media via the Corporate Media Officer.

Communication with Council's Security Operations Centre – Security Voice Codes
A Voice Code is used whenever an employee contacts a Council nominated Security Operations Centre (Nb. Voice Codes do not apply at Brisbane Square and Green Square as these sites have a 24 hour on-site security presence). For example:

- To advise that you are working later than usual and the security alarm system will not be turned on until after the normal scheduled time for the site.
- To seek assistance with a problem associated with the security alarm system or access control system.
- To confirm status of a duress alarm.
- To confirm that everything is OK at your location.

If you do not know your voice code, Security Operations Centre staff will not be able to provide you with assistance and refer you to your business unit manager.

*The security voice code from 28 February 2011 is "Vision".*

### *5.3.5 Develop a Recovery Plan and Timetable in consultation with the LDCC*

To ensure a well-managed transition to normal operations, a Recovery Plan should be developed, covering:

- Reloading of data from manual systems to computer-based systems
- Employee actions and responsibilities in returning to normal operations
- Required updates to manual systems/processes to cover future events
- Organisational responsibilities related to employee welfare as a result of the crisis. This may involve the engagement of Employee Assistance Program providers.

### *5.3.6 Outline specific measures to coordinate activities between the Crisis Response Team and other internal work groups*

The Crisis Response Team will manage all activities/communications between the Contact Centre and other internal parties. Where possible, protocols (contact persons, means of communication, timing) will be established between the Contact Centre and:

- LDCC
- Stakeholders
- Service providers, eg Information Services.

## *5.3 Phase 4 – Recovery and Transition to normal operations*

This section covers the following tasks in the recovery phase of operations:

- Implementation of the recovery plan
- Maintaining communication with stakeholder groups

- Resuming normal operations and timetables
- Reviewing events and debriefing management/staff on results.

### *5.4.1 Implement the Recovery Plan*

The Recovery Plan, previously developed in Section 5.3.5, forms the basis for recovery and return to normal operations.

On returning to normal operational mode, the Recovery Plan should be signed off by the Crisis Response Team Coordinator.

### *5.4.2 Maintain communications with stakeholder groups*

Through both the crisis and recovery periods, communications must be maintained with all stakeholder groups to keep them informed of the situation as much as possible.

Key stakeholders have been identified and listed in Appendix C and Appendix H along with their contact details via various means.

Refer to 5.3.4 for communication strategies.

### *5.4.3 Resume normal operations and timetables*

Normal operations are resumed once all actions as per the Recovery Plan have been completed and the CRT Coordinator approves such return to normal operations.

The LDCC Coordinator must be informed on return to normal operations.

### *5.4.4 Review events, debrief management and staff, and update procedures, protocols and plans*

On resuming normal operations, the CRT Coordinator should prepare a summary report covering the crisis/event, including:

- Process steps followed through the crisis – what went well, what didn't work as well as desired – being particularly mindful of continuous improvement opportunities.
- BCP improvement opportunities
- Required updates to procedure/protocols
- Overall recommendations

Feedback should be provided to both management and staff, particularly thanks to those staff whose efforts were commendable.

*Refer to Appendix W - Employment Assistance Program providers.*

## 6. List of Appendices / Support Plans

A. Risk Analysis Matrix

B. BCP Overall Timetable & Operational Plan

C. Key Management Contact Details

D. Team Leader Contacts

E. Key Management Contacts – Succession Plan

F. Event Operations Log

G. Manual Service Request Forms

H. Suppliers, Providers & Partners

I. After Hours Contact Numbers

J. Minimum ICT Requirements & MTOs

K. Pandemic Influenza Stages of Alert

L. Pandemic Safeguards, Mitigating and Remedial Actions

M. Call Avalanche Response

N. Intergovernmental Call Centre Activation Protocols

O. Onhold Queue Messages

P. ICT Maintenance and Service Provider BCP/DR Plan Reference

Q. Employee Assistance Program (EAP)

R. Glossary

## Appendix A – Risk Analysis Matrix

(Last updated: 20/04/2011)

| Risk Rating Calculation Matrix<br>Incorporating the following risk measures:<br>* Likelihood * Consequence * Community Reaction | | | | | |
|---|---|---|---|---|---|
| | Consequence | | | | |
| Likelihood | *Insignificant* | *Minor* | *Moderate* | *Major* | *Catastrophic* |
| *Almost Certain* | Low + | Medium + | High | Very High | Extreme |
| *Likely* | Low - | Medium - | Medium + | High | Very High |
| *Moderate* | Negligible | Low + | Medium - | Medium + | High |
| *Unlikely* | Negligible | Low - | Low + | Medium - | Medium + |
| *Rare* | Negligible | Negligible | Negligible | Low - | Low + |
| | Community Reaction (Outrage) consisting of:<br>1. *No interest*<br>2. *Interest*<br>3. *Concern*<br>4. *Distress*<br>5. *Outrage* | | | | |

| Item/Event/Contact Centre | Likelihood | Consequences + Community Reaction | Risk Level | Mitigation / Controls | Residual Risk |
|---|---|---|---|---|---|
| Data problems / Outage<br>• Full System Outage | Rare | Moderate / Concern | Negligible | ISB Disaster Recovery Plan enacted to rebuild servers in redundant location.<br>Services to process emergency situations should be returned within 4-6 hours.<br>Full capability should be returned within 24 hours.<br>Contact Centre Disaster Recovery Controls:<br>Amend queue message to advise callers of our situation (*refer Appendix O)* | Negligible |
| • Partial System Outage. Eg: Application or legacy system outage | Unlikely | Insignificant / Interest | Low | Revert to standard manual forms procedure | Negligible |
| Broken / Disrupted Communications:<br>➢ Voice<br>➢ Data<br>➢ Both | Rare<br>Rare<br>Rare | Significant / Interest<br>Significant / Interest | Negligible<br>Low<br>Low | ISB to rectify via Optus Wan Services Contract | Negligible |

| Item/Event/Contact Centre | Likelihood | Consequences + Community Reaction | Risk Level | Mitigation / Controls | Residual Risk |
|---|---|---|---|---|---|
| Restricted access to various Contact Centre sites | Rare | Minor / Interest | Negligible | Relocate staff to alternative site | Neglibile |
| Evacuation (Bomb Threat, Fire, etc) | Unlikely | Minor / Interest | Low | Relocate staff to alternative site | Negligible |
| Call Avalanche *(Definition: a sudden and overwhelming increase in customer call traffic that lasts for at least 1 hour)* | Likely | Minor / Interest | Medium | Refer to Appendix O | |
| Power Outage:<br>• Brisbane Square<br>• Carindale<br>• Indooroopilly<br>• Chermside<br>• CSC(s) | <br>Unlikely<br>Unlikely<br>Unlikely<br>Unlikely<br>Unlikely | <br>Moderate / Concern<br>Minor / Interest<br>Minor / Interest<br>Major / Distress | <br>Low<br>Low<br>Low<br>Low | Operate with UPS for up to 2 hours in BSQ. If outage is expected to extend beyond the capacity of UPS, or at regional site, relocate staff to alternative site. | Negligible |
| Reduced Staffing Levels<br>• Restricted access to and from staffs primary place of residence<br>• Pandemic | <br>Unlikely<br><br>Unlikely | <br>Moderate/Concern<br><br>Catastrophic / Distress | <br>Medium +<br><br>Medium + | <br>Utilise on call and/or work from home staff<br><br>Refer to Appendix M | Neglibile |
| **Item/Event/ Searches and Certificates** | **Likelihood** | **Consequences + Community** | **Risk Level** | **Mitigation / Controls** | **Residual Risk** |

| Item/Event/Contact Centre | Likelihood | Consequences + Community Reaction | Risk Level | Mitigation / Controls | Residual Risk |
|---|---|---|---|---|---|
| **Specific** | | **Reaction** | | | |
| • Documents lost in large numbers<br>➢ Electronic - Network problem | Rare | Moderate / Concern | High | Immediately:-<br>• Contact Help Desk to log problem and establish nature and duration of problem and if necessary request recreation from backup<br>• Contact IT business advocate to ensure problem is treated with urgency<br>• Advise all affected business units<br><br>If problem cannot be fixed within one day by recreation from backup, discuss with all stakeholders how to manage current operations and any ad hoc document recreations so that a later full restoration does not make even more problems – involve all stakeholders, particularly IT support and all affected units.<br><br>If problem cannot be fixed by recreation from backup, investigate ways and need to recreate from paper files, or from individual staff members or suppliers documents etc – involve all stakeholders | Negligible |
| ➢ Hardcopy - Repository site | Rare | Moderate / Concern | High | Immediately:- | Negligible |

| Item/Event/Contact Centre | Likelihood | Consequences + Community Reaction | Risk Level | Mitigation / Controls | Residual Risk |
|---|---|---|---|---|---|
| loss | | | | • Advise all affected business units and discuss short and long term implications<br>• Investigate ways and need to recreate from other paper or electronic file, or clients etc – involve all stakeholders | |
| • Printer loss - MFD Printers malfunction | Moderate | Moderate / Concern | High | Immediately:<br>• Contact DocuCare Services on 1800 800 346. Quote:- Device location(s) Level 15 Resource small or large shed and MFD serial number(s) 321352-BS15P2 or 321256-BS15P1<br>• Switch to another printer in the meantime, may require printer installation from help desk | Negligible |

## Appendix B – BCP Overall Timetable & Operational Plan

| *Business Continuity Plan – Overall Timetable and Operational Plan* | | | | |
|---|---|---|---|---|
| *Tasks* | *Tasks* | *Resp* | *Timeframe* | |
| | *Crisis Response* | | | |
| *5.2.1* | *Commence activation procedure as per the BCP* | *CRT Coordinator* | *C + 0 hours* | *LDCC (Local Disaster Coordination Centre)* |
| *5.2.2* | *Obtain Activation Approval for BCP go-ahead* | *CRT Coordinator & Authorising Officer* | *C + 0.5 hour* | *LDCC* |
| *5.2.3* | *Convene at the nominated control centre* | *Crisis Response Team members* | *C + 1 hours* | *LDCC* |
| *5.2.4* | *Commence Staff Recall Procedures* | *CRT Coordinator* | *C + 1.5 hours* | |
| *5.2.5* | *Establish Manual Records (Event Log Sheet, other)* | *CRT Coordinator* | *C + 1.5 hours* | |
| *5.2.6* | *Conduct a situational analysis* | *CRT Coordinator & team members* | *C + 2 hours* | *LDCC* |
| *5.2.7* | *Determine overall impact on operations & determine required response* | *CRT Coordinator & team members* | *C + 3 hours* | *LDCC; all affected Council divisions; external agencies* |
| *5.2.8* | *Develop an operational plan & timetable with LDCC to meet the specific crisis* | *CRT + LDCC* | *C + 4 hours* | *LDCC and external agencies as required* |
| *5.2.9* | *Provide a Liaison Officer to LDCC as required* | *CRT Coordinator* | *C + 4 hours* | *LDCC* |
| | *In summary, within 4 hours following a crisis, the BCP would be activated and approved, and an (initial) operational plan developed to cover management of the crisis.* | | | |

## Appendix C – Key Management Contact Details

(Last updated: 30/03/2011)

| Name | Officer Code | Office Phone Number | Home Phone Number | Mobile Phone Number | Home Address |
|---|---|---|---|---|---|
| Colin Jensen<br>Chief Executive Officer | CEO | [redacted] | | | |
| [redacted] | | | | | |
| | | | | | |
| | PFATAX | | | | |
| | | | | | |
| | MCS | | | | |
| | BMCCC | | | | |
| | CCCOM4 | | | | |
| | | | | | |
| | | | | | |
| | TLCC15 | | | | |
| | TLCC17 | | | | |
| | TLCC22 | | | | |
| | TLCC19 | | | | |
| | CCC81 | | | | |
| | TLCC14 | | | | |
| | FOCCC | | | | |

## Appendix D – Team Leader Contacts

(Last updated: 04/05/2011)

| Name | Team | Phone 1 | Phone 2 | Suburb |
|---|---|---|---|---|
| [redacted] | Breakaways | [redacted] | | |
| | Customer Contact Solutions | | | |
| | Customer Contact Solutions | | | |
| | Customer Contact Solutions | | | |
| | Customer Correspondence Team | | | |
| | Disciples | | | |
| | Drifters | | | |
| | Home & Away | | | |
| | K.A.O.S. | | | |
| | K.A.O.S. | | | |
| | K.A.O.S. | | | |
| | K.A.O.S. | | | |
| | K.A.O.S. | | | |
| | K.A.O.S. | | | |
| | K.A.O.S. | | | |
| | K.A.O.S. | | | |
| | K.A.O.S. | | | |
| | K.A.O.S. | | | |
| | K.A.O.S. | | | |
| | Legends | | | |
| | Library & Customer Centre | | | |
| | Minstrels | | | |
| | Northern Stars | | | |
| | Performers | | | |
| | Searches & Certificates | | | |
| | Square Pegs | | | |
| | Square Pegs | | | |
| | The Gryphons | | | |
| | Zodiacs | | | |
| | Seconded | | | |

# Appendix E Key Management Contacts – Succession Plan

## Current Incumbent

It shows the current incumbent and the 1st and 2nd succession in the event the incumbent is not available.

| | KAOS | Operations | Operations | Rostering | Work Unit/ Team E | Work Unit/ Team F |
|---|---|---|---|---|---|---|
| Officer Name | [redacted] | | | | | |
| Position | | | | | | |
| Work Ph No. | | | | | | |
| Mobile Ph | | | | | | |
| Home Suburb | | | | | | |
| After Hours Ph No. | | | | | | |

## Key Management Contacts – First Succession

| | KAOS | Operations | Operations | Rostering | Work Unit/ Team E | Work Unit/ Team F |
|---|---|---|---|---|---|---|
| Officer Name | [redacted] | | | | | |
| Position | | | | | | |
| Work Ph No. | | | | | | |
| Mobile Ph | | | | | | |
| Home suburb | | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| **After Hours Ph No.** | Refer Team Leader list (Annex D) | Refer Team Leader list (Annex D) | Refer Team Leader list (Annex D) | Refer Team Leader list (Annex D) | Refer Team Leader list (Annex D) | Refer Team Leader list (Annex D) |

## Key Management Contacts – Second Succession

| | KAOS | Operations | Operations | Work Unit/ Team D | Work Unit/ Team E | Work Unit/ Team F |
|---|---|---|---|---|---|---|
| **Officer Name** | [redacted] | | | | | |
| **Position** | | | | | | |
| **Work Ph No.** | | | | | | |
| **Mobile Ph** | | | | | | |
| **Home Suburb** | | | | | | |
| **After Hours Ph No.** | | | | | | |

## Appendix F - Event Operations Log

**Event Date**

| *Event Operations Log* | | | | | |
|---|---|---|---|---|---|
| ***Event/Issue:*** | | | | | |
| ***Reference & Initial*** | ***Time*** | ***Event*** | ***Decisions & Outcomes*** | ***Responsibility*** | ***Communications (In/Out)*** |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
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| | | | | | |
| | | | | | |
| | | | | | |

***The Event Operations Log should be cross-referenced to all major events, messages, decisions, expenditures, press releases etc., with supporting documentation maintained in chronological order.***

## *Appendix G – Manual Service Request Forms*

BRISBANE CITY COUNCIL

# Manual Service Request

**Request Type** **Fax # City : 38810 | Chermside : 70819 | Carindale : 71591**

| Received Date | Time | Faxed Date | Time |
|---|---|---|---|
| / / | AM/PM | / / | AM/PM |
| FEA Case ID: | | Follow Up | YES ☐ No☐ |
| Officer Code: | | Shift leader Adv | YES ☐ NO☐ |
| Urgent/Safety Iss. | YES☐ NO☐ | DO Advised: | YES ☐ NO☐ |

| | | | | | |
|---|---|---|---|---|---|
| CARS | ☐ Animals | LAS | ☐ Cleansing | QUU | ☐ Water |
| | ☐ Building | | ☐ Footpaths | | ☐ Sewerage |
| | ☐ General | | ☐ Roads | | ☐ Rates |
| | ☐ Licensing | | ☐ Stormwater | | ☐ SES |
| | ☐ Parking | | ☐ Signs/Signals | | ☐ City Building & Maintenance |
| | ☐ Pollution | | ☐ Trees | Other | |

**Customer Details**

| Title: | | Given Name/s | |
|---|---|---|---|
| Unit | Street No. | Street Name | |
| | | | |

| Suburb | Postcode |
|---|---|
| | |

| Home Number | Business Number | Mobile |
|---|---|---|
| | | |

| Comments: | |
|---|---|
| | |
| | |
| | |

**Problem Location Exact details required** Same as customers address ☐

| Unit | Street No. | Street Name |
|---|---|---|
| | | |

| Suburb | Postcode |
|---|---|
| | |

| Additional Location Details | |
|---|---|
| | |
| | |

| Shift Leaders Comments | |
|---|---|
| | |
| | |
| | |

## Regional Councils — Please use 24hr time — Manual Service Request

| Recd Date & Time | | DO Advised: ☐ | Subject: |
|---|---|---|---|
| 22/11/2010 2:40 PM | | Call Back: ☐ | |
| Payroll #: | | General Information: ☐ | Wrong Number: ☐ |
| | | Action (end next day: ☐ | Call Dropped out: ☐ |

| | | | | | |
|---|---|---|---|---|---|
| Ipswich: ☐ | Mackay: ☐ | Somerset: ☐ | Unity Water | Moreton: ☐ | Sunshine Cst: ☐ |
| Lockyer-Gatton: ☐ | Moreton: ☐ | Sunshine Cst: ☐ | QLU | Ipswich: ☐ | Lockyer: ☐ |
| Lockyer-Laidley: ☐ | Rockhampton: ☐ | | | Scenic Rim: ☐ | Somerset: ☐ |
| Logan: ☐ | Scenic Rim: ☐ | | | | |

**Customer Details**

| Title: | | Given Names: | |
|---|---|---|---|
| Unit: | Street No: | Street Name: | |
| Suburb: | | | Postcode: |
| Home Number: | Business Number: | | Mobile: |

| Problem Location Exact details required | | Same as customers address ☐ | |
|---|---|---|---|
| Unit: | Street No: | Street Name: | |
| Suburb: | | | Postcode: |
| Additional Location Details | | | |
| | | | |
| | | | |
| Details of call: | | | |

| Call Out: | Duty Officer: | Name: | Date & Time: | |
|---|---|---|---|---|
| Paged: | Confirmed | | Date & Time: | Payroll #: |
| 1st Escalation | Duty Officer: | Name: | Date & Time: | Payroll #: |
| 2nd Escalation | Duty Officer: | Name: | Date & Time: | Payroll #: |
| 3rd Escalation | Duty Officer: | Name: | Date & Time: | Payroll #: |
| 4th Escalation | Duty Officer: | Name: | Date & Time: | Payroll #: |

# Appendix H - Suppliers, Providers & Partners

(Last updated: 6th December 2010)

| Organisation | Address | Contact Numbers | Customer Service Duty Officers | Email |
|---|---|---|---|---|
| Aspect (EWFM) | Call Design Pty Ltd<br>West Tower<br>60 City Road<br>Southgate VIC 3006 | [redacted] | | |
| Australian Bureau of Statistics – Building & Construction BSC | 11 Waymouth Street, Adelaide | | | |
| COUNCIL ISB (Internal I.T. Account Manager – Mark Leaney) | | | | |
| COUNCIL - Repository | 24 Macquarie Street, Newstead | | | |
| Q-MATIC Australia Pty Ltd | Level 1 530 Botany Rd<br>Alexandria NSW 2015<br>Australia | | | |
| QLD Law Society | Law Society House 179 Ann Street, Brisbane | | | |
| Maverik Consulting Pty Ltd, KAD Pty Ltd, BHTG Pty Ltd, trading as TactiCall Recruitment Services | Lvl 17/ 127 Creek St Brisbane 4000 | | | |
| McGirvanmedia (On Hold Messages) | 61 Alfred St Fortitude Valley 4006 | | | |
| NetCat.biz Pty Ltd (Content Management System for Corp Website) | | | | |
| **Adobe – Omniture** (The | Client Services Manager - | | | |

| Organisation | Address | Contact Numbers | Customer Service Duty Officers | Email |
|---|---|---|---|---|
| product name is SiteCatalyst, and it is for web metrics for the corporate website.) | Analytics<br>Omniture Business Unit<br>Adobe Systems Pty Ltd<br>Tower B, Level 13<br>821 Pacific Highway<br>Chatswood NSW 2067 | [redacted] | | |
| Qld Water Commission | | | | |
| **Unity Water** | Level 2, 8 - 10 Maud St,<br>Maroochydore Qld 4558 | | | |
| **Ipswich City Council** | 45 Roddick St<br>IPSWICH QLD 4305<br><br>PO BOX 191<br>IPSWICH QLD 4305 | | | |
| **Lockyer Valley Regional Council**<br><br>Gatton<br><br><br>Laidley | PO Box 82<br>GATTON QLD 4343<br><br>26 Railway St<br>Gatton Qld 4343<br><br><br>9 Spricer St<br>Laidley Qld 4341 | | | |

| Organisation | Address | Contact Numbers | Customer Service Duty Officers | Email |
|---|---|---|---|---|
| **Logan City Council** | 150 Wembley Rd<br>LOGAN CENTRAL QLD 4114<br><br>PO BOX 3226<br>LOGAN CENTRAL QLD 4114 | [redacted] | | |
| **Mackay Regional Council**<br><br>Mackay<br><br>Mirani<br><br>Sarina | PO Box 41<br>MACKAY QLD 4740<br><br>73 Gordon St<br>Mackay Qld 4740<br><br>20 Victoria St<br>MIRANI QLD 4754<br><br>65 Broad St<br>SARINA QLD 4737 | | | |
| **Rockhampton Regional Council** | Street Address:<br>232 Bolsover Street<br>Rockhampton<br><br>Postal address:<br>P O Box 1860<br>ROCKHAMPTON QLD 4700 | | | |

| Organisation | Address | Contact Numbers | Customer Service Duty Officers | Email |
|---|---|---|---|---|
| **(Including Fitzroy River Water)** | Belmont Rd<br>PARKHURST QLD 4702<br><br>PO BOX 1860<br>ROCKHAMPTON QLD 4700 | [redacted] | | |
| **Moreton Bay Regional Council** | PO Box 5070<br>STRATHPINE QLD 4500 | | | |
| Caboolture Shire Council | 2 Hasking St<br>CABOOLTURE QLD 4510<br>PO Box 159<br>CABOOLTURE QLD 4510 | | | |
| Pine Rivers Shire Council | 220 Gympie Rd<br>STRATHPINE QLD 4500 | | | |
| Redcliffe Area | Irene St REDCLIFFE QLD | | | |

| Organisation | Address | Contact Numbers | Customer Service Duty Officers | Email |
|---|---|---|---|---|
| | 4020 | [redacted] | | |
| **Somerset Regional Council** | 2 Redbank St ESK QLD 4312<br><br>PO BOX 117<br>ESK QLD 4312 | | | |
| **Sunshine Coast Regional Council**<br><br>Caloundra Area<br><br>Maroochy<br><br>Noosa | Locked Bag 72<br>SUNSHINE COAST MAIL CENTRE QLD 4560<br><br>1 Omrah Ave<br>CALOUNDRA QLD 4551<br><br>11-13 Ocean St<br>MAROOCHYDORE QLD<br><br>Cnr of Currie & Bury St's<br>NAMBOUR QLD 4560 | | | |
| **Scenic Rim Regional Council** | 82 Brisbane St<br>BEAUDESERT QLD 4285<br>PO BOX 25<br>BEAUDESERT QLD 4285 | | | |
| **City Smart Pty Ltd EzyGreen** | 79 Adelaide St<br>BRISBANE QLD 4000<br><br>PO Box 13251<br>George St<br>BRISBANE QLD 4003 | | | |

## Appendix I – COUNCIL After Hours Contact Numbers

(Last updated: 28/11/2010)

### After Hours Duty Officer Numbers

| | | | |
|---|---|---|---|
| SES | [redacted] | CB & M 1st Contact<br>CB & M 2nd Contact | [redacted] |
| Media Enquiries – AMMC Media Relations | | Disaster Op Manager | |
| Computer Room | | Rapid Response Group | |

### Non COUNCIL A/H Numbers

| | | |
|---|---|---|
| ISS Security | [redacted] | |
| OCS Security | | |

### Security

| | | | |
|---|---|---|---|
| Bris Sq Security 1st Contact | [redacted] | Bris Roving Officer 2nd Contact | [redacted] |
| Bris Sq Front Desk | | Green Sq Security – 501 St Pauls Tce | |

### Call Centre Contact Numbers

| | | | |
|---|---|---|---|
| Emergency Phone – At Shift Leader's Desk (City)<br>(Carindale) | [redacted] | On Call Team Leader<br>City TL<br>Chermside TL<br>Carindale TL | [redacted] |
| Shift Leader – Brisbane Square | | Shift Leader - Carindale | |

## Appendix J - Minimum ICT Requirements & MTOs (Maximum Tolerable Outages)

(Last updated: )

### Information Communications Technology (ICT) Support Requirements

*The information included in this appendix describes the ICT support that is required in the event of a crisis. The crisis may be one relative to this plan or it may be a crisis that results in diminished provision of ICT support that is normally available to support the activity in this plan on a daily basis.*

| Applications | Required (1) | | Normal MTO (2) | Critical MTO (3) | | Emergency MTO (4) | | Manual Work Around (5) | | Work Around / Reference in BCP (6) |
|---|---|---|---|---|---|---|---|---|---|---|
| | Yes | No | | When | Duration | Type | Duration | Yes | No | |
| Telephone networks (Telephony – ability to take and make calls both internally and externally) | ➳ | | Immediate | | Immediate | | Immediate | | ➳ | Activation of Intergovernmental call centre solution – Appendix N |
| WAN (network access outside of your site) | ➳ | | 3 hrs | | 1 day | | Immed. | ➳ | | Manual forms – Appendix Q |
| SOE Desktops | ➳ | | 2 days | | | | | | | |
| Microsoft Office complement (inc Word, Excel, Access and Power point) | ➳ | | 2 days | | 7 days | When manual forms used | 3 hour | ➳ | | |
| Internet access | ➳ | | 1 day | | 2 days | | 2 days | | ➳ | |
| Printing Services | ➳ | | 3 hrs | | 1 day | When manual forms in use | 1 hr. | | ➳ | Ensure all sites have a physical supply of enough manual forms for at 1 hr. |
| GroupWise – ability to send/receive new email only | ➳ | | 3 hours | Flood & political updates. External | Immed.<br>1 day | When manual forms (no CSE) | Immed. | | ➳ | |

| Applications | Required (1) | | Normal MTO (2) | Critical MTO (3) | | Emergency MTO (4) | | Manual Work Around (5) | | Work Around / Reference in BCP (6) |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | customer emails. | | | | | | |
| GroupWise – ability to access old email/calenders as well as send new email | ➳ | | 1 days | Contact Centre Bulletin Board information. External email services | Immed.<br><br>1 day | | | | ➳ | |
| Cityweb | ➳ | | 2 days | | 7 days | | 2 days | | ➳ | |
| Citysearch | ➳ | | 3 hrs | | 2 days | | 1 hr | ➳ | | Key personnel contact details – Appendix C & D |
| FEA/SDE | ➳ | | 3 hours | Storm. | 1 hr. | | Immed. | ➳ | | Manual forms |
| CSD | ➳ | | 3 hours | Storm. | 1 hr. | | Immed. | ➳ | | Manual forms |
| CSIS | ➳ | | 3 hours | Storm. | 1 hr. | | Immed. | ➳ | | Manual forms |
| Ellipse | ➳ | | 2 days | | 2 days | | 2 days | ➳ | | Manual forms |
| DART | ➳ | | 2 days | End of financial year – DA applic. | 1 hour | | 3 hours | ➳ | | Manual forms |
| RIMS (Main & iRims) | ➳ | | 3 hrs | Release of budget. | 1 hour | | 3 hours | | ➳ | RIMS Main may be used as a back up if iRIMS is down. |
| Webbasx/iBimap | ➳ | | 3 hrs | | 3 hours | | 3 hours | | | |
| Job Tracking Portal | | ➳ | | | | | | | | |
| BW Mobile Computing | | ➳ | | | | | | | | |
| IDTS | | ➳ | | | | | | | | |

| Applications | Required (1) | | Normal MTO (2) | Critical MTO (3) | | Emergency MTO (4) | | Manual Work Around (5) | | Work Around / Reference in BCP (6) |
|---|---|---|---|---|---|---|---|---|---|---|
| HRIS | ➳ | | 1 week | | 1 week | | 1 week | | ➳ | |
| IfBIS | ➳ | | 3 weeks | Budgeting – end of month budget | | | | | ➳ | |
| HASTUS | | ➳ | | | | | | | | |
| RMS | | ➳ | | | | | | | | |
| PCS | ➳ | | 3 weeks | | 2 weeks | | 2 weeks | ➳ | | Manual forms |
| WMS | | ➳ | | | | | | | | |
| KFLOW | | ➳ | | | | | | | | |
| Property Management System | ➳ | | 3 hrs | Demolition/NALL event. | Immed. | | | | ➳ | |
| BIDS | | ➳ | | | | | | | | |
| RASCAL | ➳ | | 3 hrs | Storm in Regional Council. | 1 hour | | | ➳ | | |
| GEMMA | ➳ | | 1 day | | 1 day | | | | ➳ | |
| Vu-ACD | ➳ | | 3 hrs. | Storm | Immed. | | Immed. | | ➳ | |
| E-Workforce | ➳ | | 3 days | | 3 hours | | 3 hours | ➳ | | Key personnel contact details – Appendix C & D manual copy of roster |
| Lost Property System | ➳ | | 1 week | | 1 week | | | | ➳ | |
| Bollie | ➳ | | 1 day | | | | | | ➳ | |
| Moet | ➳ | | 1 day | | | | | | ➳ | |
| Ruby | ➳ | | 1 day | | | | | | ➳ | |
| CCMS | ➳ | | 1 week | | 1 week | | | | ➳ | |

| Applications | Required (1) | | Normal MTO (2) | Critical MTO (3) | | Emergency MTO (4) | | Manual Work Around (5) | | Work Around / Reference in BCP (6) |
|---|---|---|---|---|---|---|---|---|---|---|
| CAD (Cisco Agent Desktop) | ➳ | | | | | | | | | |
| UCCE | ➳ | | | | | | | | | |
| Verint | ➳ | | | | | | | | | |
| iPad | ➳ | | | | | | | | | |

# Appendix K - Pandemic Influenza Stages of Alert

(Last updated: 29/04/2009)

| Period | Global phase | Australian Phase | Description of phase | Main strategy |
|---|---|---|---|---|
| Inter-pandemic | | Aus 0 | No circulating animal influenza subtypes in Australia that have caused human disease. | Contain-ment |
| | 1 | Overseas 1 | Animal infection overseas: the risk of human infection or disease is considered low. | |
| | | Aus 1 | Animal infection in Australia: the risk of human infection or disease is considered low. | |
| | 2 | Overseas 2 | Animal infection overseas: substantial risk of human disease. | |
| | | Aus 2 | Animal infection in Australia: substantial risk of human disease. | |
| Pandemic alert | 3 | Overseas 3 | Human infection overseas with new subtype(s) but no human to human spread or at most rare instances of spread to a close contact. | |
| | | Aus 3 | Human infection in Australia with new subtype(s) but no human to human spread or at most rare instances of spread to a close contact. | |
| | 4 | Overseas 4 | Human infection overseas: small cluster(s) consistent with limited human to human transmission, spread highly localised, suggesting the virus is not well adapted to humans. | |
| | | Aus 4 | Human infection in Australia: small cluster(s) consistent with limited human to human transmission, spread highly localised, suggesting the virus is not well adapted to humans. | |
| | 5 | Overseas 5 | Human infection overseas: larger cluster(s) but human to human transmission still localised, suggesting the virus is becoming increasingly better adapted to humans, but may not yet be fully adapted (substantial pandemic risk) | |
| | | Aus 5 | Human infection in Australia: larger cluster(s) but human to human transmission still localised suggesting the virus is becoming increasingly better adapted to humans, but may not yet be fully adapted (substantial pandemic risk). | |
| Pandemic | 6 | Overseas 6 | Pandemic overseas- not in Australia: increased and sustained transmission in general population. | |
| | | Aus 6a | Pandemic in Australia: localised (one area of country). | Maintain essential services |
| | | Aus 6b | Pandemic in Australia: widespread. | |
| | | Aus 6c | Pandemic in Australia: subsided. | |
| | | Aus 6d | Pandemic in Australia: next wave. | |

## Appendix L - Pandemic Safeguards, Mitigating and Remedial Actions

***The following represents a suite of possible safeguards, mitigating and remedial actions to be considered in the event of, or anticipation of a pandemic scenario. This list is an example of options to be considered in association with other parts of this plan and with all available, necessary and appropriate data. This is not a finite list, other options should also be considered.***

- During various phases, determine what is the lowest number of staff we can affectively work with via location
- Measurement of Service Provision
    - Develop a suite of more meaningful measures commensurate with the situation. Such as: **with 50 staff rostered on, we can answer 350 calls per hour with an AHT of 400 seconds**.
- Provision of PPE - Personal Protective Equipment (face masks, anti-bacterial soaps and cleaners, etc)
- Display plenty of signage about cleanliness (washing hands, etc)
- Ensure we have access to all HR policies and a reference point of contact for interpretation if necessary. This may need to extend to BCLP.
- Establish a communication protocol (possibly including a daily report)
  Ensure Liaison relationships are established/confirmed and regularly monitored for availability.
  Validate all information before communicating it
    - Communication with staff
        - Whilst at work
        - Whilst away from work
    - Communication with the public
        - Identify all available means of communicating with the public and manage these commensurate with the situation (Refer to 5.3.4 Communicating with the Public)
        - Communication with other parts of Council
        - Communication with other emergency services
- Encourage staff to discuss treatment options with their medical practitioner if they or their family begin to develop symptoms.
- Regularly determine the status of staff available to work and ensure rosters meet business needs and allow the appropriate break times for staff.
- Initiate a rapid recruitment process if necessary and appropriate
- Develop and communicate interaction safeguards such as prescribing how staff travel to and from work, limit interaction with anyone outside their own homes, "social distancing", etc.
- Establish and provide security checks at entry to work. Ensure that appropriate controls are put on visitors, delivery people, vending machine providers, maintenance workers, etc. Various phases may dictate no access for these people.
- Establish and provide health checks at entry to work. This will need to be taken in to consideration with rostering. Where someone arrives sick at work or becomes sick at work implement correct procedure and refer staff member to discuss treatment options with their medical practitioner
- Develop a process to limit transmission with shift overlaps eg: build our shifts in to blocks to have distinct shift groups, have each group sit within their own distinct area, thoroughly cleanse the area before and after each shift (particular attention to headsets, amplifiers, phone bases, keyboards, mouses). This should be replicated at the City, Carindale, Chermside, Indooroopilly or other locations if possible.
- Use CSC's for remote phone locations (assuming Libraries will be closed for public access).

Rostering & Scheduling Team Leader is to provide regular service level updates including actuals, short and long-term forecasts. Utilise Erlang C Calculators (eg: http://www.erlang.com/calculator/erlc/ ) to assist in the development of long-term future staffing models. For example, with 70 staff rostered at any one time, we can process 800 calls per hour at an average handling time of 300 seconds with an average delay of 60 seconds.

# Contact Centre Summary of BCP Pandemic Actions
# For Discussion Purposes Only

| Period | Global Phase | Australian Phase | Description of phase | Summary of Contact Centre BCP Responses/Possible Actions | |
|---|---|---|---|---|---|
| Inter-pandemic | | Aus 0 | No circulating animal influenza subtypes in Australia that have caused human disease. | No specific action | |
| | 1 | Overseas 1 | Animal infection overseas: the risk of human infection or disease is considered low | **Communication:**<br>Alert staff of possibility of future human to human transmission.<br>Advise of the existence of the Contact Centre Pandemic Plan.<br><br>**Training**<br>Introduce hygiene training specific to work situations for preventing influenza virus transmission. Follow-up training brief that all can refer to and establish signage around the workplace.<br><br>**Contact Centre Scripting:**<br>Develop draft scripting to be utilised in the event of an infection in Australia (consistent with Council's Pandemic Plan requirements).<br><br>Develop sitelet/web page for Council's Corporate Website, or at a minimum develop a template in readiness for appropriate data to be added. Liaison with ourbrisbane.com to ensure consistency across websites. | |
| | | Aus 1 | Animal infection in Australia: the risk of human infection or disease is considered low | **Call Centre Scripting**<br>Go live with Pandemic scripting following CEOs approval (as per Council's Pandemic Plan)<br><br>**Training**<br>Contact Centre to provide additional training for hygiene specific to work situations for preventing influenza. This training to be made available to all staff should anyone want a refresher.<br><br>Team Leaders to remind staff about adhering to best practice hygiene via team meetings. | |
| | 2 | Overseas 2 | Animal infection overseas: substantial risk of human disease | No specific action | |
| | | Aus 2 | Animal infection in Australia: substantial risk of human disease | **Contact Centre scripting**<br>Develop appropriate draft scripting commensurate with the situation, eg: animal infection in Australia: Substantial risk of Human disease. | |

| | | | | | |
|---|---|---|---|---|---|
| Pandemic alert | 3 | Overseas 3 | Human infection overseas with new subtype(s) but no human to human spread or at most rare instances of spread to a close contact | **Contact Centre Scripting:**<br>Develop draft scripting to be utilised in the event of an human to human infection within Australia / Brisbane (as per Council's Pandemic Plan) | |
| | | Aus 3 | Human infection in Australia with new subtype(s) but no human to-human spread or at most rare instances of spread to a close contact | **Training:**<br>Staff undertake training in pandemic awareness, and Contact Centre Pandemic Action Plan (includes avoiding infection at home and work, and management of illness). Encourage staff to implement personal "social distancing" behaviour – looking at maintaining a minimum of 1metre distance between staff where possible.<br><br>Provide all staff with Antibacterial Hand Gel and Antibacterial Phone/Desk Wipes.<br>**Capacity Building:**<br>Accelerate recruitment and training within Call / Contact Centre attempt to expand human resources beyond current needs<br>Brief staff who are listed on the "Potential Additional Staff List" (Appendix T)<br><br>Review Key Personnel Back-up list. Brief all back-ups of the potential requirement of their services.<br><br>Monitor staff wellness logs. Determine appropriate response under consultation with HR in relation to any staff with flu-like symptoms. | |
| | 4 | Overseas 4 | Human infection overseas: small cluster(s) consistent with limited human to-human transmission, spread highly localised, suggesting the virus is not well adapted to humans | **Cleaning**<br>Implement additional disinfection and cleaning of workstations, kitchens, and bathrooms at shift change.<br>**Workplace Modifications**<br>Install medical style hand washing facilities.<br><br>**Training**<br>Have training package available for any staff who require refresher training or staff returning from leave. | |

| | | | | | |
|---|---|---|---|---|---|
| | | Aus 4 | Human infection in Australia: small cluster(s) consistent with limited human to-human transmission, spread highly localised, suggesting the virus is not well adapted to humans | **Communication**<br>Commence regular in house bulletins on pandemic issues. Have pandemic issues as a regular agenda item for all team meetings in the Contact Centre<br><br>**Implement Contact Centre Succession Plan**<br><br>**Contact Centre Scripting:**<br>Develop pandemic scripting ensuring all staff are aware of the information contained in the scripting.<br><br>If staffing numbers decline below 70%, reduce to Business Critical Services (Appendix N) with appropriate approval<br>.<br>Regularly monitor and amend on-hold messages and Corporate Web messages commensurate with the reduction to Business Critical Services any other pandemic related messages. | |
| | 5 | Overseas 5 | Human infection overseas: larger cluster(s) but human to-human transmission still localised, suggesting the virus is becoming increasingly better adapted to humans, but may not yet be fully adapted (substantial pandemic risk) | **Appointment of Divisional Pandemic Coordinator**<br>**Issue Pandemic PPE**<br>Daily disposable kits (gloves, face masks, disinfectant surface wipes, hand gel).<br>Issue safety glasses. Order via appropriate Strategic Procurement and Council Store services.<br>**Instruct staff when PPE is to be worn**<br><br>**Contact Centre Scripting:**<br>Go live pandemic scripting | |
| | | Aus 5 | Human infection in Australia: larger cluster(s) but human to-human transmission still localised, suggesting the virus is becoming increasingly better adapted to humans, but may not yet be fully adapted (substantial pandemic risk) | **Security**<br>Implement enhanced security to limit persons entering the work site to only essential staff.<br>Implement health checks of staff entering the work site (Ill staff sent home).<br>**Social Distancing**<br>Develop distinct shift blocks with no overlap to prevent distinct work groups from unnecessary interaction.<br>**Communication**<br>Daily in house bulletins on pandemic issue. | |
| Pandemic | 6 | Overseas 6 | Pandemic overseas—not in Australia: increased and sustained transmission in general population | No additional action | |

| | | | | | |
|---|---|---|---|---|---|
| | | Aus 6a | Pandemic in Australia: localised (one area of country) | **Recruitment**<br>Regularly review workforce roster to ensure maximum staff available<br><br>Actively monitor and recruit to ensure adequate staff numbers are available to operate call centre in the face of a pandemic. (staff transferred within Council)<br><br>Utilise staff who are listed on the "Potential Staff List" (Appendix T) to assist the Contact Centre where required. | |
| | | Aus 6b | Pandemic in Australia: widespread | Source anti-viral treatment for staff and their family.<br><br>If staffing numbers decline below 50%, activate Intergovernmental Call Centre Solution call overflow facility with Smart Services Queensland.<br><br>Regularly monitor and amend on-hold messages and Corporate Web messages commensurate with the reduction to Business Critical Services and the reduced staffing numbers.<br><br>Develop and communicate interaction safeguards such as prescribing how staff travel to and from work, limit interaction with anyone outside their own homes, "social distancing", etc.<br><br>Key personnel to work from home where appropriate. | |
| | | Aus 6c | Pandemic in Australia: subsided | | |
| | | Aus 6d | Pandemic in Australia: next wave | | |

## Appendix M – Call Avalanche Response

| Shift Leader & On-call Team Leader Roles in Avalanche/Event Related Situations After Hours | | | |
|---|---|---|---|
| **Shift Leader** | | **On Call Team leader** | |
| **Role/Trigger** | **Action** | **Role/Trigger** | **Action** |
| Review BOM Site - When Warning Released: | Call On-Call Team Leader (if they have not already contacted you) | Call from Shift Leader / SMS from BOM or Greg Scroope | ▪ Immediately contact the Shift Leader to assess the situation.<br>▪ Send SMS or call On-call Operations Manager to advise that you are on duty and provide a status report.<br>▪ Mutually agree if attendance is required by Team Leader (and possibly Operations Manager). |
| Seating<br><br>ERG/LAS Tree Ops will determine the triggers or needs for them to report to the Contact Centre during an event to coordinate the prioritisation and assignment of work requests. Until any LAS Tree Ops/ERG Liaison Officers attend the Call Centre, our Shift Leader will continue to process event related transactions as per the existing agreed procedures. | NB – If Team Leader is already on site, these tasks will become the responsibility of the Team Leader.<br><br>Allocate seating to provide appropriate desks for:<br>▪ On-call Team Leader<br>▪ 2IC Shift Leader<br>▪ Etc (other work units) | | |
| Staff Management | ▪ Ensure all staff are prepared for the forthcoming event<br>▪ Assign tasks:<br>➢ RCC Follow Up | Staff Management | ▪ Collaboratively with the Shift Leader – determine immediate and short-term future requirements. During storm season recall all or some of our on-call staff. Be sure to confirm our location (CBD or Carindale), if outside Storm Season recall staff via the on-call |

| | | | |
|---|---|---|---|
| | Calls<br>➢ 2IC Shift Leader<br>➢ Manage breaks<br>➢ etc | | database and the attached staffing list<br>▪ Support Shift Leader<br>▪ Ensure on-call staff / re-called staff and future staff shifts comply with SSA/EBA7 conditions<br>▪ If appropriate (in consultation with SL), coordinate breaks, drinks and meals |

| | | | |
|---|---|---|---|
| Queue Management | Appropriately manage queues by de-skilling consultants | Queue Management | Appropriately manage queues by de-skilling consultants in collaboration with the SL. |
| | | On hold message | Appropriately modify the recorded messages on hold (as per procedures in Appendix Q) |
| | | Customer Call Escalation | Accept all customer call escalations |
| Communications (COUNCIL) | Liaise with Duty Officers for job allocation (as per standard procedures) | Communications (COUNCIL) | ▪ Send email to CC staff advising that you are on site for support of the SL & staff and for communications with other COUNCIL personnel. You are available for all customer call escalations (advise your extension).<br>▪ COUNCIL Key Contacts – Advise Disaster Management Coordinator (Greg Scroope) that you are on site (contact details in Appendix C) |
| | | Communications (RCC's) | Advise each of our RCC partners of our situation and the options available to them:<br>- accept the temporary reduced grade of service<br>- re-open their own call handling facilities, and take their calls back<br>- ** pay for additional COUNCIL staff (if available) to increase the number of Consultants working on the Regional Queue.<br>- ** **NB**: This option should only be offered when the call spike is only affecting one or two Regional Councils. We will never be able to fulfil this offer if a large storm is affecting most areas, which is normally the case. |
| Reporting | All reporting | Reporting | On Call TL to provide updates to the Disaster |

| | | | |
|---|---|---|---|
| | requirements for LDCC during an event will be done by the Contact Centre Liaison Officer (CCLO) (most likely an Operations Manager) or the On Call TL.<br>NB: there may be occasions where the TL may need to get info from SL but the direct liaison between CC & LDCC will primarily be with the CCLO, the On Call TL or Operations Managers. | | Management Coordinator **when possible** (with job volumes – LAS Tree Ops, SES, CBMS, etc.) The current contact & service request application (FEA) does not provide real time reporting, therefore the updates will be provided in the form of a manual count of cases by specific criteria search.<br><br>Duty Officer Coordinators may be better positioned to provide more detailed reporting in their respective fields. |

AFTER

| Shift Leader | | Team Leader | |
|---|---|---|---|
| **Role/Trigger** | **Action** | **Role/Trigger** | **Action** |
| Reporting | Shift Leader to complete the Morning Update Report – a summary of all events, issues. Each Shift Leader makes their additions as they take over the role until the next working day. This report should be saved for the Early Team Leader to access and forward each week day morning by groupwise template.<br>The report template is | Reporting | On-call TL to provide a summary of the event outlining actions taken during the event. Eg. Regional Councils contacted, staff resourcing, outline any process concerns & areas for improvement. The call log is in: G:\CC\Team Leaders\Administration\TL On Call |

| | | | |
|---|---|---|---|
| | available in :G:\CC\Contact Centre\After Hours Information\Morning Updates | | |
| Debrief | Involvement in session as required. | Debrief | Involvement in session as required. |

## Appendix N – Intergovernmental Call Centre Activation Protocols

Refer to:
G:\CC\Management Team\CCCOM\Business Continuity Plan\Intergovernmental Crisis Response
for the MOU between Smart Services Queensland and Brisbane City Council for Disaster Service Call Management Arrangements.

Appendix O – Onhold Queue Messages

# Changing Queue Messages

[redacted]

When you are experiencing queue waits which affect GOS, you may want to consider altering the queue message. Don't forget the messages can be updated by a Shift Leader or Team Leader at anytime. Once the "event" has passed, you will need to change the queue message back.

This message may be used effectively to:

- Advise customers there is a queue but encourage them to hold and they will be answered as soon as possible.
- Give information to customers, which may answer their inquiry without having to wait for a consultant. These will abandon the call and leave queue spaces for other inquiries.
- Advise customers there is a problem e.g. Emergency due to weather and encourage them to defer their call until a later date/time

## How to Change the Message

**Default Messages**
**BCC Messages:**

Dial 28831
Enter your 6 Digit payroll numbe[redacted]
Enter your password (default is [redacted]
Select Options:

1. Normal
2. Special Event
3. Technical Difficulties
4. Evacuation
5. Computer Upgrade
6. Waste Collection 1 (Transfer station hrs & Collection on Public Holidays)
7. Waste Collection 2 (Industrial Action)
8. Storm

**EzyGreen Messages:**

Dial 28832
Enter your 6 Digit payroll number
Enter your password (default is [redacted]
Select Options:

1. Closed
2. Computer Upgrade
3. Emergency
4. Evacuation
5. General
6. Special Event

7. Technical Difficulties

**Queensland Urban Utility Messages:**

Dial 28835
Enter your 6 Digit payroll number
Enter your password (default is [redacted]
Select Options:

1. Technical Difficulties
2. Special Event
3. Evacuation
4. Emergency
5. Computer Upgrade

## Adhoc Messages

**BCC Record Messages:**

Dial 28811
Enter your 6 Digit payroll number
Enter your password (default is [redacted]
Select Option 2 to record a new message
*Record new message, and press #*
***Once new message recorded and selected, you MUST wait for "it is now safe to hang up" to be spoken, otherwise the message will not save***

**BCC Adhoc Message to Turn On or Off**

Dial 28821
Enter your 6 Digit payroll number
Enter your password (default is [redacted]
Selection Option 1 or 2 to Turn Message On or Off

**EZYGreen Record Messages:**

Dial 28812
Enter your 6 Digit payroll numb[redacted]
Enter your password (default is [redacted]
Select Option 2 to record a new message
*Record new message, and press #*
***Once new message recorded and selected, you MUST wait for "it is now safe to hang up" to be spoken, otherwise the message will not save***

**EZYGreen Adhoc Message to Turn On or Off**

Dial 28822
Enter your 6 Digit payroll number
Enter your password (default is [redacted]
Selection Option 1 or 2 to Turn Message On or Off

**OUU Record Messages:**

Dial 28815
Enter your 6 Digit payroll number
Enter your password (default is [redacted]
Select Option 2 to record a new message
*Record new message, and press #*

***Once new message recorded and selected, you MUST wait for "it is now safe to hang up" to be spoken, otherwise the message will not save***

**QUU Adhoc Message to Turn On or Off**

Dial 28825
Enter your 6 Digit payroll number
Enter your password (default is [redacted]
Selection Option 1 or 2 to Turn Message On or Off

**Regional Council Record Messages:**

Dial 28816
Enter your 6 Digit payroll number
Enter your password (default is [redacted]
Select Option 2 to record a new message
*Record new message, and press #*
***Once new message recorded and selected, you MUST wait for "it is now safe to hang up" to be spoken, otherwise the message will not save***

**Regional Council Adhoc Message to Turn On or Off**

Dial 28826
Enter your 6 Digit payroll number
Enter your password (default is [redacted]
Selection Option 1 or 2 to Turn Message On or Off

***Please Note: The message will need to be changed back to the standard message after the end of either the emergency situation or special event. Repeat the above procedure.***

## Appendix P – ICT Maintenance and Service Provider BCP/DR Plan Reference

| | |
|---|---|
| ISB – ITSCM Recovery Plan for Customer Service Environment (CSE) | Version 1.0 |
| ISB - ITSCM Recovery Plan for Automated Call Distribution (ACD) scripting for Intergovernmental Call Centre Solution | Version 1.0 |
| Intergovernmental Call Centre Activation Protocol | |

## Appendix Q – Employee Assistance Program (EAP)

The Employee Assistance Program (EAP) plays an important role in providing support for the emotional and psychological well-being of BCC employees and their families. Counselling services provided under the program may be valuable for employees with personal, family, work-related issues such as critical incidents. Family members of BCC employees may also access the service. The EAP service is confidential.

Each employee or their family member(s) is entitled to 5 sessions. The counsellor may negotiate a further five sessions with the HR Manager of the business unit or division if there is a need and if this would be beneficial in assisting the employee to be functional in the workplace. The confidentiality of the employee is assured throughout this negotiation process.

The Counselling service is accessible on a 7day/24 hrs basis. Appointments are to be made available to employees or their immediate family members within 72 hours of the initial request (3 working days). The service provides crisis and critical incident response service support facilities 24hrs 365 days per year via a toll free number.

The provider for provision of Employee Assistance is -

PPC Worldwide Pty Ltd (People Performance Consultants)
Level 3 131 Leichhardt street
SPRING HILL QLD 4000
**Ph: 1300 361 008**

# Appendix R – Glossary

**Activation**
When all or portion of the business continuity, emergency or recovery plan have been put into motion.

**Alternate site**
An alternate operating location to be used when the primary facilities are inaccessible

1. Another location, computer centre or work area designated for recovery

2. Location, other than the main facility, that can be used to conduct business functions

3. A location, other than the normal facility, used to process data and/or conduct official business functions in the event primary site is not available.

SIMILAR TERMS: Alternate Processing Facility, Alternate Office Facility; Alternate Communication Facility; Backup Location and Recovery Site

**Alternate work area**
Office recovery environment complete with necessary office infrastructure (desk, telephone, workstation and associated hardware, communications etc) also referred to as Work Space or Alternative Work Site.

**Asset**
An item or process that an individual, community or Government values and is vital to supporting the expectations of those people, organisations or Government's outcomes and objectives.

**Audit**
The process by which procedures and/or documentation are measured against pre-agreed standards

**Backlog**
The amount of work that accumulates when a system or process is unavailable. This work needs to be processed once the system or process is available and may take a considerable length of time to reduce. In extreme circumstances, this condition may become so large it may not be cleared or resolved.

**Business Case**
A usually documented proposal outlining an intended course of action and identifying costs and benefits. Generally seeks an approval and/or budget allocation.

**Business continuity**
Business continuity is 'the uninterrupted availability of all key resources supporting essential business functions'

**Business continuity management**
Business continuity management provides for the availability of processes and resources in order to ensure the continued achievement of critical objectives

**Business continuity planning**

Business continuity planning is often used to refer to those activities associated with preparing documentation to assist in the continuing availability of property, people and assets

**Business continuity plans**
A collection of procedures and information that is developed compiled and maintained in readiness for use in the event of an emergency or disaster. (Associated terms: Business Recovery Plan; Disaster Recovery Plan, Recovery Plan)

**Business continuity program**
An ongoing process supported by senior management and funded to ensure that the necessary steps are taken to identify the impact of potential losses, maintain viable recovery strategies and recovery plans, and ensure continuity services through personnel training, plan testing and maintenance (Associated terms: Disaster Recovery Program, Business Recovery Program, Contingency Planning Program)

**Business Impact Assessment** (BIA) also known as Business Impact Analysis

A management level analysis, which identifies the impacts of losing company resources. The BIA measures the effect of resource loss and escalating losses over time in order to provide senior management with reliable data upon which to base decisions on risk mitigation and continuity planning (Associated terms: Business Impact Assessment, Business Impact Analysis Assessment)

**Business interruption**
Any event, whether anticipated (ie public service strike) or unanticipated (ie blackout) which disrupts the normal course of business operations at an organisation location.

**Business process**
Key business processes are those processes essential to delivery of outputs and achievement of business objectives.

**Capability**
The ability, experience, knowledge, skills etc of people and organisations (including the ability and fitness for purpose of processes, assets, infrastructure etc) to undertake the desired activities and achieve required outcomes.

**Community**
A group of people with a commonality of association and generally defined by location, shared experience or function.

**Consequence**
The outcome of an event expressed qualitatively or quantitatively, being a loss, injury, disadvantage or gain. There may be a range of possible outcomes associated with an event.
**Alternative**
The impact on the business, its stakeholders and the environment that would result from a real or potential occurrence of the security threat being considered

**Context**
A summary of the key internal and external issues that could influence the risks under examination.
**Conformance**
A compliance approach to monitoring

**Control**
Any physical, behavioural, institutional, or cultural mechanism by which a risk is mitigated

**Corporate governance**
A system by which an organisation is directed and controlled. Corporate governance activities are represented

as four principal components: direction, executive action, supervision and accountability.

**Crisis**
An untoward event occurring that potentially or actually results in a disruption to the day-to-day operations of part or the whole of the organisation. Management is required to divert a proportion of their attention, time, energy and resources away from normal operations to managing this untoward event. Crises will and do occur on a regular basis and are usually characterised by being managed by existing internal resource.

**Critical business functions**
Vital business functions without which an organisation cannot long operate. If a critical business function is non-operation, the organisation could suffer serious legal, financial, goodwill, or other serious losses or penalties.

**Criticality**
The importance or dependence that an organisation has on a function, process, item or infrastructure or specific facility.

**Critical incident management**
The policies, structures and processes by which the response to abnormal conditions is commanded, coordinated and controlled.

**Customer**
An individual, organisation or other body that derives a benefit from an asset

**Declaration**
A formal statement that a state of disaster exists

**Disaster**
In an incident overwhelms management's capabilities to cope, control will begin to be lost and the event becomes regarded as a disaster. Disasters are usually characterised by external agencies taking over management of the event.

**Disaster recovery planning**
Disaster recovery planning is often used to refer to those activities associated with the continuing availability and restoration of the IT infrastructure

**Emergency**
- An event, actual or imminent which endangers or threatens to endanger life, property or the environment and which requires a significant and coordinated response
- Any event which arises internally or from external sources which may adversely affect the safety of persons in a building or the community in general and requires immediate response by the occupants
- An unplanned situation arising through accident or error, in which people and/or property are exposed to potential danger from the hazards of dangerous goods. Such emergencies will normally arise from vehicle accident, spillage or leakage of material or form a fire

**Emergency operations centre (EOC)**
- A facility, either static or mobile, from which the total operation or aspects of the operation are managed
- A facility established to control and coordinate the response and support to an incident or emergency
- Also know as an incident control centre, agency operations centre and forward control centre

**Evaluation criteria**
Criteria such as risk consequence and likelihood levels that are used to determine risk tolerance and appetite

**Event**
Occurrence of a particular set of circumstances

**Facility**
Any physical infrastructure

**Financial impact**
An operating expense that continues following an interruption or disaster, which as a result of the event cannot be offset by income and directly affects the financial position of the organisation

**Hazard**
A potential source of harm. The term hazard can be qualified in order to define its origin or the nature of the expected harm

**Impact**
The outcome following the occurrence of an event

**Incident command system (ICS)**
Combination of facilities, equipment, personnel procedures, and communications operating within a common organisational structure with responsibility for management of assigned resources to effectively direct and control the response to an incident. Intended to expand, as situation requires larger resources, without requiring new, reorganised command structure

**Incident response**
The response of an organisation to a disaster or other significant event that may significantly impact the organisation, its people or its ability to function productively. An incident response may include evacuation of a facility, initiating a disaster recovery plan, performing damage assessment and any other measures necessary to bring an organisation to a more stable status.

**Interdependency**
The nature or a relationship between two parties

**Likelihood**
Used as a general description of probability or frequency of an event occurring.

**Maximum acceptable outage (MAO), maximum tolerable outage (MTO), maximum downtime (MD)**
The maximum period of time that critical business processes can operate before the loss of critical resources affects their operations.

**Mitigation**
The means by which risk is controlled or treated

**Organisation**
A company, firm, organisation, association, group or other legal entity or part thereof, whether incorporated or not public or private, that has its own functions(s) and administration.

**Probability**
A measure of the chance of occurrence expressed as a number between 0 and 1

**Recovery**
- Process of planning for and/or implementing expanded operations to address less time-sensitive business

operations immediately following an interruption or disaster
- The start of the actual process or function that uses the restored technology and location

**Recovery strategy**
A pre-defined, pre-tested, management approved course of action to be employed in response to a business disruption, interruption or disaster.

**Recovery point objective (RPO)**
The point in time to which systems and data must be recovered after an outage (eg end of previous day's processing) RPOs are often used as the basis for the development of backup strategies, and as a determinant of the amount of data that may need to be recreated after the systems or functions have been recovered.

**Recovery time objective (RTO)**
The period of time required to fully re-establish adequate resource requirements.

**Risk**
The chance of something happening that will have an impact upon objectives. It is measured in terms of consequence and likelihood.

**Risk Management**
The culture, processes, and structures that are directed towards the effective management of potential opportunities and adverse effects.

**Stakeholders**
- Those people and organisations who may affect, be affected by, or perceive themselves to be affected by, a decision, activity, or event
- Includes anyone with an interest or influence in the organisation or community
- Includes anyone with an interest or influence in the organisation or community (or projects, issues associated with or parts thereof), this could include (but not be limited to): the Board, management, employees, citizens, local communities, unions, shareholders, families, media, lobby groups, customers, suppliers, government, regulators, etc.

**Test**
An activity that is performed to evaluate the effectiveness or capabilities of a plan relative to specified objectives or measurement criteria

**Threat**
A measure of how likely a source of threat is to succeed in their activity.

**Threat source**
A list of potential sources that could cause harm to an organisation. For example, a vandal, a disgruntled former employee, a criminal, stakeholders, customers, or a terrorist.

**Vulnerability**
In a security context, vulnerability is a measure of the likelihood that various types of security/ control measures (physical, personnel, policies, etc) against a threat source will fail. Vulnerability comprises 'resilience' and 'susceptibility'. Resilience is related to existing controls and susceptibility is related to exposure

BRISBANE CITY COUNCIL

CORPORATE SERVICES DIVISION
CITY PROPERTY

# BUSINESS CONTINUITY PLAN

For

Replacing the Brisbane Square functionality

| | |
|---|---|
| **Plan Coordinator:** | [redacted] |
| **Plan Owner:** | |
| **Divisional Manager:** | |
| **Date of Review:** | **15/09/10** |
| **Version:** | **Draft** |
| **Plan Type:** | **Essential Council Services Plan** |
| **Pandemic Plan: (Annexure/Included)** | **Yes** |
| **Official Council File No:** | |

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## ACRONYMS applied in Business Continuity Management

| | |
|---|---|
| BCCDMG | BCC Disaster Management Group |
| BCM | Business Continuity Management |
| BCP | Business Continuity Plan |
| BIA | Business Impact Analysis |
| CC | Crisis Controller |
| CMC | Crisis Management Committee |
| CRT | Crisis Response Team |
| CSE | Customer Service Environment |
| DRMT | Disaster Recovery Management Team |
| DRP | Disaster Recovery Plan |
| EMP | Emergency Management Plan |
| EMT | Emergency Management Team |
| EOL | Event Operations Log |
| ERG | eEmergency Response Group |
| IMT | Incident Management Team |
| ITSCM | IT Service Continuity Management |
| LDCC | Local Disaster Communications Centre |
| MAO | Maximum Acceptable Outage |
| MIR | Major Incident Room |
| PPE | Personal Protective Equipment |
| Sit-Rep | Situational Reports |
| SLA | Service Level Agreements |
| SOP | Standard Operating Procedures |

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# CONTROL SHEET

**Plan Approval**

| **Plan Coordinator:** | **Signature:** | **Date:** |
|---|---|---|
| [redacted] | | |
| | **Signature:** | **Date:** |
| | | |
| | **Signature:** | **Date:** |
| | | |

**Revision History**

***Change Management practices necessitates the recording of any alterations to your BCP. Any review or update of the BCP must be recorded in the following table. The Version Number, Description/Reason, Section/Page, Date and the Author fields will be annotated.***

| Version Number | Description / Reason | Section / Page | Date | Author |
|---|---|---|---|---|
| 0.01 | Draft for approval | Throughout | Feb 2010 | [redacted] |
| 0.02 | Revised draft | Thoughout | Sept 2010 | |

**Corporate Test and Maintenance Requirements**

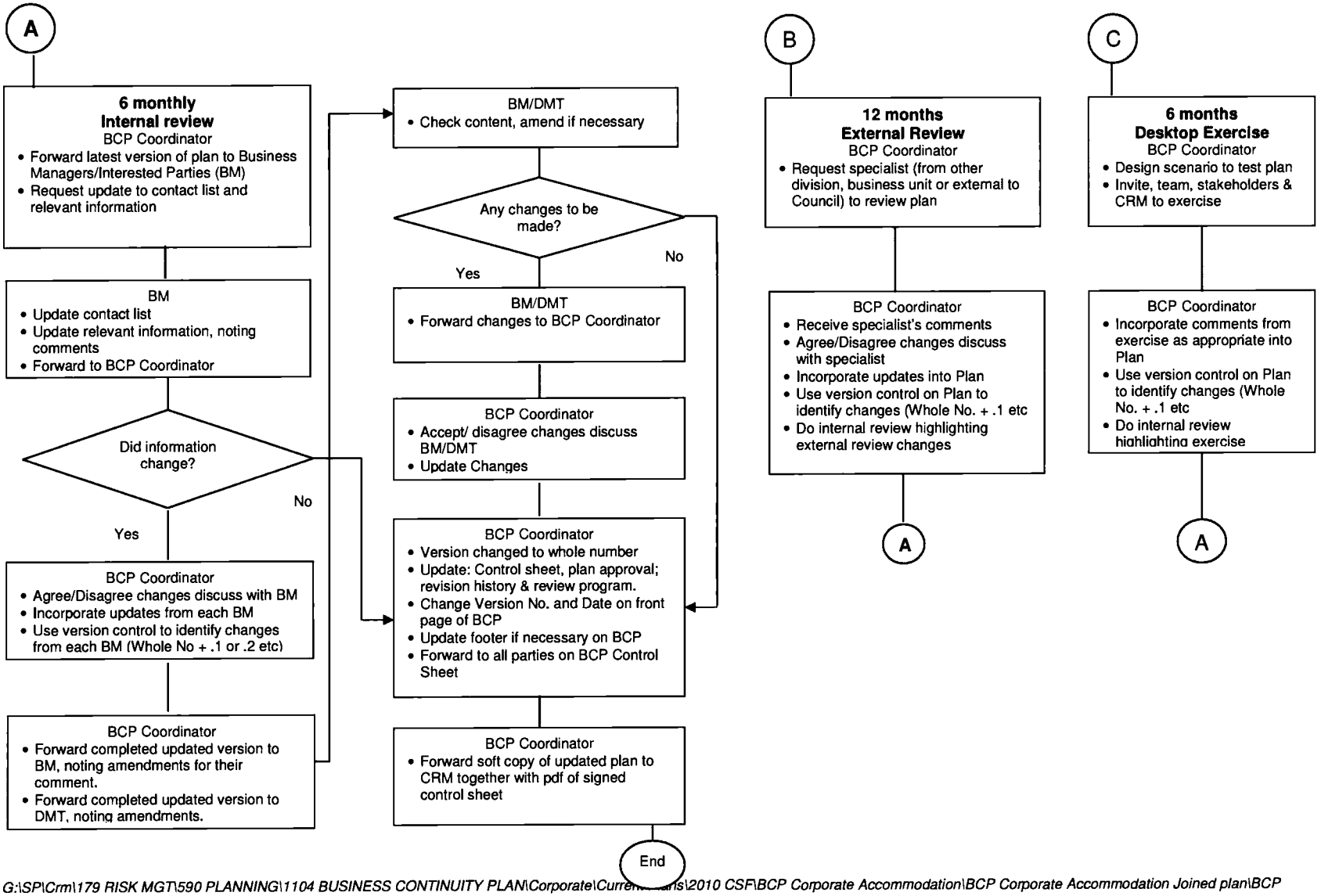
| Review / Test Frequency | | | |
|---|---|---|---|
| ***1. Internal Review*** to ensure plan details & contact lists are current. | ***2. External Review*** conducted by specialists from outside the Business Unit. | ***3. Desk-top Exercise*** examination of the plan against a specific scenario. | ***4. Live Exercise*** Involves a simulation exercise against a specific scenario. |
| **1 per 6 month period** | **1 per 12 month period – in conjunction with desk-top exercise** | **1 per 12 month period** | **1 per 24 month period** |

1. **Internal Reviews:** conducted every six months. Ensure the details in the plan (contact lists etc) are current. Undertaken within the Division/Business Unit responsible for the plan.

2. **External Reviews:** conducted annually by specialists from outside the business unit or outside of Council. CRM or other Business Unit/Divisional experts may be available to assist in these reviews. These reviews can be conducted in conjunction with an exercise.

3. **Desktop Exercises:** conducted every six months as a facilitated discussion. It does not require an operational response. It normally involves examination and/or discussion of the plan against a specific scenario with a group of internal stakeholders.

4. **A Live Exercise:** A live exercise is a simulation, usually in real time, in which the plan, or key parts of it are tested against a specific scenario. It typically involves key persons to respond to a simulated emergency and implementation of selected aspects of the plan. **A** live exercise may be "announced" or "unannounced". In either case it has to be carefully planned so that any impact on core business operations are known and controlled.


A
6 monthly
Internal review
BCP Coordinator
• Forward latest version of plan to Business Managers/Interested Parties (BM)
• Request update to contact list and relevant information
BM
• Update contact list
• Update relevant information, noting comments
• Forward to BCP Coordinator
Did information change?
No
Yes
BCP Coordinator
• Agree/Disagree changes discuss with BM
• Incorporate updates from each BM
• Use version control to identify changes from each BM (Whole No + .1 or .2 etc)
BCP Coordinator
• Forward completed updated version to BM, noting amendments for their comment.
• Forward completed updated version to DMT, noting amendments.
BM/DMT
• Check content, amend if necessary
Any changes to be made?
No
Yes
BM/DMT
• Forward changes to BCP Coordinator
BCP Coordinator
• Accept/ disagree changes discuss BM/DMT
• Update Changes
BCP Coordinator
• Version changed to whole number
• Update: Control sheet, plan approval; revision history & review program.
• Change Version No. and Date on front page of BCP
• Update footer if necessary on BCP
• Forward to all parties on BCP Control Sheet
BCP Coordinator
• Forward soft copy of updated plan to CRM together with pdf of signed control sheet
End
B
12 months
External Review
BCP Coordinator
• Request specialist (from other division, business unit or external to Council) to review plan
BCP Coordinator
• Receive specialist's comments
• Agree/Disagree changes discuss with specialist
• Incorporate updates into Plan
• Use version control on Plan to identify changes (Whole No. + .1 etc
• Do internal review highlighting external review changes
A
C
6 months
Desktop Exercise
BCP Coordinator
• Design scenario to test plan
• Invite, team, stakeholders & CRM to exercise
BCP Coordinator
• Incorporate comments from exercise as appropriate into Plan
• Use version control on Plan to identify changes (Whole No. + .1 etc
• Do internal review highlighting exercise
A

***The purpose of this document is to provide a plan of action for achieving a continuation of operations in a crisis situation. Its contents are as follows:***

## Background

Brisbane Square is a focal point for Brisbane City Council central administrative operations and service delivery. It houses the larger part of the executive and senior management; many critical business and support functions; the WAN - core IT and communications infrastructure; and critical data and records.

The loss of Brisbane Square or the denial of access to it for any length of time would have a major impact on service delivery across most Council functions.

Whilst designated critical business functions are covered by separate business continuity plans, the replacement of Brisbane Square itself is the subject of this plan.

The plan details major tasks to be undertaken and the framework for management control, operations, communications and review throughout the crisis.

This BCP is classified as a Priority One within Council's classification process.

## Business Continuity Plan Aim and Objectives

### *1.1. Aim*

The aim of this plan is to provide functional workspace for Brisbane Square staff and functions in the event of the loss of Brisbane Square, or denial of access to it.

### *1.2. Objectives*

- To respond to the crisis.
- To identify suitable alternate site(s) in which critical Brisbane Square staff can carry out their duties during the crisis.
- To assess and select alternate site(s).
- To maintain overlay floor plans that depicts the area of available staff accommodation.
- To activate the site(s) for Brisbane Square staff and functions.
- To provide services to those sites.

## Scope, Constraints, Assumptions and Core Systems

The scenarios addressing the "loss" of Brisbane Square can be categorised according to the survival of the WAN, and to the geographic extent of the disaster.

| *Status – Brisbane Square* | *Status WAN* | *Extent of disaster* | *Comments* |
|---|---|---|---|
| Brisbane Square access is denied to BCC staff | WAN remains operational | Brisbane Square is the only building lost or to which access is denied | Covered by this plan |
| | | Multiple Council buildings are lost | Extent of damage activates Brisbane City Counter Disaster Plan * |
| | or | | |
| | WAN is destroyed/not operational | Brisbane Square is the only building lost or to which access is denied | Covered by this plan |
| | | Multiple Council buildings are lost | Extent of damage activates Brisbane City Counter Disaster Plan * |
| | | | |

* These scenarios not covered by this plan

The plan is only concerned with providing working accommodation and building services in the relevant scenarios. ***Business Units are responsible for recovering their own critical business functions.***

## Pandemic Planning

Included at Annexure L is a Business Continuity Sub-Plan that covers maintaining building services during a pandemic.

## *1.3. Assumptions*

The plan is based on the following assumptions:

- If Brisbane Square is lost, the Disaster Management Co-ordination (DMC) will be engaged but the Event Operations Centre (EOC) is not activated (unless requested).
- Priorities for occupancy will be determined by the Chief Executive Officer (CEO) / Executive Management Team (EMT).
- Back-up ICT systems and support will be provided by iDivision.
- This BCP covers the provision of replacement accommodation only. Individual critical business functions such as the Library & Customer Service Centre, ICT Operations, Brisbane Metropolitan Transport Management Centre & Contact Centre will be covered by their own Business Continuity Plans and would be activated should the Brisbane Square Business Continuity Plan be activated.
- Response to reported structural / compliance issues will be managed by City Property according to the '*Standard Operating Procedures - Asset Condition & Reporting'* documentation.
- Evacuation and emergency procedures for Brisbane Square will be as per the building's evacuation plan. **Contact: BCC Facility Manager [redacted] or FM Duty Manager [redacted]**
- Selection of an alternate office accommodation will be dependent upon the availability of services, ICT requirements and other relevant factors depending on the nature of the crisis.
- Other commercial office accommodation occupied by Council has sufficient capacity to perform Brisbane Square functions (may involve working with reduced numbers, on shift etc)
- Reinstatement of staff to Brisbane Square following the end of the crisis or the movement of staff to new alternative accommodation as part of phase 4 of the BCP will be determined by an officer/s appointed by the Chief Executive Officer.

## *1.4. Alternate Accommodation Options & Considerations*

There are three broad options:-

- ***Level 1 Green Square, Fortitude Valley***, - the majority of the displaced functions are housed in this building.
- ***East Regional Business Centre, Carindale***, - the majority of the displaced functions are housed in this building.
- The decentralised option - displaced functions are spread over many Council sites, eg. ***171 George Street (floors 2, 3 & 5); Brisbane Transit Centre (floors 5 & part 6) Hitachi Building (floor 5); or any of the other Regional Business Centres.***

Factors to consider when choosing alternate accommodation:

- **Emergency Power** – Green Square has an on site emergency power generator and East Regional Business Centre has provision for an emergency generator.
- **Staff Access** – Green Square is better accessed by staff via public transport. Carindale and other Regional Business Centres have limited public transport.
- **Centralised Accommodation** - 171 George Street provides central business district accommodation while Green Square also offers a centralised location.

The CEO will determine the location for alternate Brisbane Square office accommodation.

In a disaster situation, business functions will be performed by a reduced staffing level (initially 10% building to 70% over time).

Recall of staff is contingent upon their individual availability, location and accessibility to return to work.

The plan must be sustainable for at least 7 days.

## BCP Process Overview

The Plan focuses on immediate response and crisis management followed by transition to normal operations. The plan consists of the following sections:

Section 5.1 ***Phase 1. – Maintenance.*** This phase ensures that sufficient current information is available to implement the plan, and that designated alternate sites are available.

Section 5.2 **Phase 2. – *Crisis Response.*** This phase is concerned with the immediate response once the plan is activated.

Section 5.3 ***Phase 3. – Operations from Alternate Sites.*** In this phase, BCC operations and business functions are performed from the alternate location(s).

Section 5.4 ***Phase 4. – Recovery & Transition to Normal Operations.*** This phase is concerned with recovering Brisbane Square (or new permanent location) and re-establishing normal operations and service delivery levels.

This plan only addresses the Maintenance and Crisis Response phases. Detailed plans for Phases 3 and 4 will be developed when required under the direction of the Chief Executive Officer / Executive Management Team.

## Detailed Plan (Phases & Tasks)

Refer to Business Continuity Plan Outline at Annexure I.

### *1.5. Phase 1 – Maintenance Phase*

| | **Details** | **Responsibility** | **Timing** |
|---|---|---|---|
| **Task 1** | *Develop overlay floor plans for two options (Green Square Level 1 and East Regional Business Centre)* | *Corporate Property Advisor – City Property* | *Review plans every 12 months* |
| **Task 2** | *Maintain current contact list of nominated council staff and critical external contractors.* | *Corporate Property Advisor – City Property* | *Review contact lists every 6 months* |
| **Task 3** | *Maintain liaison with iDivision, with critical business processes (interdependent BCP's) and with DMC.* | *Corporate Property Advisor – City Property* | *Ongoing* |
| **Task 4** | *Test the plan (desk top exercise).* | *Corporate Risk Management* | *Testing to be carried out as per schedule in Annexure C.* |

## *1.6. Phase 2 – Crisis Response*

A BCP Timetable is as follows where C = Crisis Point (zero hours):

| *Business Continuity Plan – Overall Timetable* | | | | |
|---|---|---|---|---|
| *Tasks* | *Tasks* | *Responsibility* | *Timeframe* | *Interdependencies* |
| | *Crisis Response* | | | |
| *5.2.1* | *Commence activation procedure as per the BCP* | *Manager City Property* | *C + 0 hours* | *EOC (Event Ops Centre)* |
| *5.2.2* | *Obtain Activation Approval for BCP go-ahead* | *CEO or delegate in the EOC; Divisional Manager – Corporate Services; Manager – City Property; Commercial Property Development Manager – City Property Operational Property Manager – City Property* | *C + 0.5 hour* | *EOC; all affected Council divisions* |
| *5.2.3* | *Identify & convene at Alternative Site* | *Crisis Response Team members* | *C + 1 hours* | *EOC* |
| *5.2.4* | *Commence Staff Recall Procedures* | *Manager – City Property or delegated officer* | *C + 1.5 hours* | *all affected Council divisions* |
| | *Establish Manual Records (Event Log Sheet, other)* | *Manager – City Property or delegated officer* | *C + 1.5 hours* | |
| *5.2.5* | *Takeover/Establish Building* | *Manager – City Property or delegated officer* | *C + 2 hours* | *all affected Council divisions* |
| *5.2.6* | *Monitor New Location* | *Manager – City Property or delegated officer* | *Ongoing* | *EOC; all affected Council divisions; external agencies* |
| *5.2.7* | *Provide a Liaison Officer to EOC as required* | *CEO or Manager – City Property* | *C + 2 hours* | *EOC* |
| | *In summary, within 2 hours following a crisis, the BCP would be activated and approved, and an (initial) operational plan implemented to cover management of the crisis.* | | | |
| | *25% of staff/functions operational* | | *C + 2 days* | |
| | *50% of staff/functions operational* | | *C + 3 days* | |
| | *70% of staff/functions operational* | | *C + 4 days* | |
| | *Commence planning for Phase 4* | | *C + 7 days* | |

### 5.2.1 Commence Activation Procedures – Circumstances of Activation

In an emergency, full details of the crisis would be presented to the activating officer for a decision on plan activation.

*Circumstances under which plan may be activated (but not limited to):*

- Damage to Brisbane Square by an event, natural or otherwise e.g. fire, bomb, earthquake, or
- Denial of access to Brisbane Square e.g. hostage situation, major flood

The decision to activate the plan will be based on the individual circumstances of the event and expected outage.

### 5.2.2 Obtain Activation Approval for BCP, set Delegations & Authorisations

Plan activation may be achieved by:

- Chief Executive Officer or delegate in the Event Operations Centre (EOC) e.g EOC Manager
- Divisional Manager – Corporate Services
- Manager, City Property (MCPROP)
- Operational Property Manager, City Property (OPMCP)
- Property Asset Manager, City Property (PAMCP)
- Commercial Property Development Manager, City Property (CPDMCP)
- Corporate Real Estate Strategy Manager, City Property (CREMCP)

The succession of command for this plan is:

- **CEO** – Chief Executive Officer
- **DMGRV** – Divisional Manager – Corporate Services
- **MCPROP** – Manager City Property
- **OPMCP** – Operational Property Manager
- **PAMCP** – Property Asset Manager, City Property
- **CPDMCP** – Commercial Property Development Manager, City Property
- **CREMCP** – Corporate Real Estate Strategy Manager, City Property

### 5.2.3 Identify and convene at the Alternate Site

Confirm options (in conjunction with iDivision) for relocating Brisbane Square functions.
Responsibility:

- Chief Executive Officer
- Divisional Manager – Corporate Services
- Manager – City Property
- Disaster Management Co-ordinator

Implementation of the plan will be directed from the primary alternate site. A site controller will be appointed for the new location.

The Manager City Property will form a Crisis Response Team (4-6 members made up of staff members from City Property & CBMS) and arrange for them to meet at the alternate site immediately to assist with the co-ordination of the crisis response.

### 5.2.4 Commence Critical Staff Recall

On activation of the BCP, the Manager – City Property or delegated officer, will:

- call all critical staff listed in Annexure A, advising them of the current situation, designated meeting place and required actions
- contact the designated BCC contact (see Annexure E) for the selected primary site to advise of the BCP activation and the need to clear space as per their individual BCP
- arrange to have the Cardax system reprogrammed to allow critical BSQ staff access to the primary alternate site. An Emergency Access Group within the Cardax system has been created in order to facilitate this. Contact details at Annexure F
- arrange for security guards to be placed on entrances at the primary alternate site to manage staff wanting access. Security guards to be provided with list of critical staff from member of Crisis Response Team.
- note in the Operations Log (Annexure H) that all critical staff have been contacted.

**Note:** If East Regional Business Centre is selected and there is no mains power available the officer will also be responsible for contacting the CB&MS Help Desk on x30900 (during business hours) or the CB&MS Duty Manager on 0416 282 209 to arrange for generator to be sent to the site. A list of companies authorised to provide a generator to Carindale can be found in Annexure B.

**Car Parking at Selected Primary Site**

**Green Square**
There is ample on site Basement parking under the South Tower.

**Carindale East Regional Business Centre**
There is limited on site parking, however, adequate car parking is available in the adjoining Westfield Carindale Shopping Centre.

### 5.2.5 Takeover/Establish Building

The Manager – City Property or delegated officer will allocate floor space in accordance with the attached overlay floor plans (see Annexure D) to achieve:

- 25% of functions operational within 48 hours
- 50% operational within 72 hours
- 70% operational within 96 hours

### 5.2.6 Monitor New Location

The Manager – City Property or delegated officer will provide daily reports to Chief Executive Officer on the new location.

### 5.2.7 Provide a Liaison Officer to the Event Operations Centre

Following the takeover and establishment of the new location a Liaison Officer will be appointed by the CEO or Manager – City Property to liaise between the Crisis Response Team and the Event Operations Centre (if activated).

### *1.7. Phase 3 – Operations from Alternate Site/s*

| | Details | Responsibility | Timing |
|---|---|---|---|
| Task 1 | *Maintain alternate site and building services* | *Officer appointed by Manager – City Property* | *Upon occupancy of alternate site* |

### *1.8. Phase 4 – Recovery & Transition to Normal Operations*

| | Details | Responsibility | Timing |
|---|---|---|---|
| Task 1 | *Draft a plan for Phase 4 under the direction of EMT* | *Officer appointed by Chief Executive Officer* | *The plan will be developed during Phase 3* |

### *1.9. Co-ordination Measures*

This plan must be co-ordinated with:

- Business Continuity Plans for critical business functions that are directed from within Brisbane Square such as the Library & Customer Service Centre, ICT Operations, Brisbane Metropolitan Transport Management Centre & Contact Centre
- EOC Standard Operating Procedures (SOPs) – if activated

### *1.10. Reporting*

Report in accordance with EOC SOPs or as directed by the CEO if the EOC is not activated.

## Estimated Plan Sustainability

The plan is based on the assumption that Phases 2 and 3 will last for at least 7 days under altered working conditions and reduced staffing levels, after which a revised plan will be drawn up as necessary to meet ongoing crisis requirements.

## Administration / Logistics

### *1.11. Delegations & Authorisations*

There is no change to normal delegations.

### *1.12. Contact Details*

Contact details for activating officers of critical business units are at Annexure A.

### *1.13. Documentation to be Maintained*

Phase 1 (Maintenance Phase) - Overlay floor plans and up-to -date contact lists are critical. These are included as Annexure D.

Once the plan is activated, a detailed operations log (Annexure H) is to be maintained. It is to include all major decisions and expenses.

## Internal and External Operational Communications

If necessary, a line of communication must be established with the EOC in order to monitor the current situation and keep stakeholders informed of present and future developments. To this extent a Liaison Officer will be appointed by the CEO or Manager – City Property to perform this task.

Communications with Council staff and functional areas will be via the EOC if activated. Otherwise through delegated Council officers.

***1.14.***

***Communicating with the Media***

All media communications to be carried out through the **Lord Mayor's Media Office** – [redacted]

***1.15.***

***Communicating with Staff During Crisis***

**Upon BCP Activation**

Staff communications to be carried out through the **Marketing & Communications Branch – (see Annexure K).** Message to be given to all staff through various media channels advising of current situation.

Sample communique:
'All Brisbane City Council staff are advised that Brisbane Square is currently closed. Do not come to Brisbane Square, remain at home and await further instructions.' *Wording to be approved by CEO*

**Communications with Council Staff arriving at Brisbane Square.** Staff contact to be arranged through Council's on site security service by Manager - City Property or delegated officer.

Sample communique:
'All Brisbane City Council staff are advised that access to Brisbane Square is not available. Staff are to return home and await further instructions. All critical staff will be contacted and advised of relocation procedure.' *Wording to be approved by CEO*

**During Staff Recall**
Staff communications to be carried out through the **Marketing & Communications Branch (See Annexure K).** Message to be given to all staff through various media channels advising of current situation.

Sample communique:
'All Brisbane City Council staff are advised that Brisbane Square is currently not accessible. Do not come to Brisbane Square. Key staff have been contacted and are convening at an appointed location. Remaining staff to wait for further instructions.' *Wording to be approved by CEO*

**Recall of critical staff to the primary alternative site.**
The Manager – City Property or delegated officer, will contact critical staff upon activation of the BCP. This person will advise critical staff:

- That BCP has been activated
- Location of Primary Alternative Site
- Parking arrangements
- Access arrangements

**During Occupation of Alternative Primary Site**

Communications - Staff communications to be carried out through the **Marketing & Communications Branch (See Annexure K).** Message to be given to all staff through various media channels advising of current situation. The detail of these messages will vary according to the stage of the crisis and the action plans developed in Phase 3 & 4 or the BCP. *Wording to be approved by CEO*

**Direction of non-critical staff**

- All critical staff as per recall of critical staff procedure at alternative location
- All non-critical staff to work at home and may be required to be rostered to the alternative location as required.
- Branch management team / critical staff to direct and manage non-critical staff remotely.
- Business unit manager, when applicable are to correspond with non-critical staff by electronic mail (to private email addresses where possible). Individual work functions are to be tracked and co-ordinated by a work group daily task and review sheet.

# LIST OF ANNEXES / SUPPORT PLANS

| Business Continuity Plan – Annexure Listing | | |
|---|---|---|
| **Annexure Ref** | **Annexure Title** | **BCP Reference** |
| **A** | **Critical Employee Contact List** | **5.1 & 5.2.4** |
| **B** | **Key Suppliers Contact List** | **5.2.4** |
| **C** | **BCP Maintenance Schedule**<br>**(to maintain/test the BCP as per Corporate requirements)** | **5.1** |
| **D** | **Overlay Floor Plans**<br>**Green Square &**<br>**East Regional Business Centre** | **5.1** |
| **E** | **BCC Contact for Primary Alternate Site** | **5.2.4** |
| **F** | **BCC Contact for Cardax Access** | **5.2.4** |
| **G** | **Event Operations Log** | **5.2.4** |
| **H** | **BCP Outline (Phases & Tasks)** | **5** |
| **I** | **City Property Staff Contact List** | |
| **J** | **Marketing & Communications Contact List** | **8.2** |
| **K** | **Authorised Staff Contact List** | **5.2.2** |
| **L** | **Pandemic Sub Plan** | **1.2** |

# Annexure A

Brisbane Square Business Continuity Plan

| | | | | |
|---|---|---|---|---|
| **City Planning & Sustainability** | **Divisional Mgr.** | [redacted] | DMGRK | Microsoft Office Professional |
| | **City Planning** | | SPOCP5 | Microsoft Office Professional GroupWise, Webbasx, OASIS, Ellipse, HRIS, Internet |
| | | | PPOCP4 | Microsoft Office Professional GroupWise, Webbasx, OASIS, Ellipse, HRIS, Internet |
| | | | RPC1 | Microsoft Office Professional GroupWise, Webbasx, OASIS, Ellipse, HRIS, Internet |
| | | | PPOCP3 | Microsoft Office Professional GroupWise, Webbasx, OASIS, Ellipse, HRIS, Internet |
| | **Economic Development** | | MED | Microsoft Office Professional GroupWise, CityWeb |
| | **Business Services & Projects** | | MBSP | Microsoft Office Professional<br>GroupWise, Webbasx, OASIS, Ellipse, HRIS, Internet |
| | | | MCPP | Microsoft Office Professional GroupWise, Webbasx, OASIS, Ellipse, HRIS, Internet |
| | | | | Microsoft Office Professional GroupWise, Webbasx, OASIS, Ellipse, HRIS, Internet |

***BUSINESS CONTINUITY PLAN***
***Replacing Brisbane Square***

| | | | |
|---|---|---|---|
| **Natural Environment & Sustainability** | [redacted] | MNES | Microsoft Office Professional<br>GroupWise, Webbasx, OASIS, Ellipse, HRIS, Internet |
| | | | Microsoft Office Professional<br>GroupWise, Webbasx, OASIS, Ellipse, HRIS, Internet |
| | | | Microsoft Office Professional<br>GroupWise, Webbasx, OASIS, Ellipse, HRIS, Internet |
| **Water Resources** | | MWTR | Microsoft Office Professional<br>GroupWise, iBimap, Ellipse, HRIS, Internet |
| | | | Microsoft Office Professional<br>GroupWise, iBimap, Ellipse, HRIS, Internet |
| | | | Microsoft Office Professional<br>GroupWise, iBimap, Ellipse, HRIS, Internet |
| | | | Microsoft Office Professional<br>GroupWise, iBimap, Ellipse, IFBIS HRIS, Internet |
| | | | Microsoft Office Professional<br>GroupWise, iBimap, Ellipse, HRIS, Internet |
| **Development**<br><br>**Assessment** | | MDA | Microsoft Office, GroupWise, DCM/BIDS<br>Properties on the Web, WebBasx, DART, Ellipse, HRIS, Internet<br>Image repository to view DAs online |
| | | TLAN | Microsoft Office, GroupWise, DCM/BIDS<br>Properties on the Web, WebBasx, DART, Ellipse, HRIS, Internet<br>Image repository to view DAs online |

| | | | | |
|---|---|---|---|---|
| | | [redacted] | TLAE | Microsoft Office, GroupWise, DCM/BIDS Properties on the Web, WebBasx, DART, Ellipse, HRIS, Internet Image repository to view DAs online |
| | | | TLAW | Microsoft Office, GroupWise, DCM/BIDS Properties on the Web, WebBasx, DART, Ellipse, HRIS, Internet Image repository to view DAs online |
| | | | TLAC | Microsoft Office, GroupWise, DCM/BIDS Properties on the Web, WebBasx, DART, Ellipse, HRIS, Internet Image repository to view DAs online |
| **Brisbane Infrastructure** | **Divisional Manager** | | 85363 | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | | | 69101 | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | | | 83508 | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | | | 45229 | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | | | 9008 | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | | | 85129 | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | **Transport and Traffic** | | | Microsoft Office Professional GroupWise, CityWeb, HRIS |
| | | | | Microsoft Office Professional, MS Project MS Active sync, Ideafocus, Artemis Portamail |
| | | | | Microsoft Office Professional, webbas ellipse, portamail |

| | | |
|---|---|---|
| **City Assets** | [redacted] | Microsoft Office Professional, webbas corel draw, acrobat writer |
| | | Microsoft Office Professional GroupWise, CityWeb |
| | | Microsoft Office Professional GroupWise, CityWeb |
| | | Microsoft Office Professional GroupWise, Cityweb |
| | | Microsoft Office Professional, Groupwise HRIS, Electronic ticketing system, RMS, MIS - Ferry Data, ICC |
| | | Microsoft Office Professional, HRIS Groupwise |
| | | Full redundant capacity at DMR TMC. Bliss Coronation Drive software, CCTV software, ICB, MS Office Professional HRIS, Groupwise |
| | | Microsoft Office Professional, HRIS Groupwise, K Flow |
| | | MS Office, HRIS, Ellipse, CorVu, PMS GroupWise, Oracle, RSI, iBimap, Mapinfo, HRIS |
| | | Microsoft Office Professional GroupWise, CityWeb, Ellipse, iBimap, HRIS |

| | | | |
|---|---|---|---|
| | | | Microsoft Office Professional<br>GroupWise, CityWeb, Ellipse, iBimap, HRIS |
| | | | Microsoft Office Professional<br>GroupWise, CityWeb, Ellipse, HRIS |
| | | | MS Office, HRIS, Ellipse, CorVu, PMS<br>GroupWise, Oracle, RSI, iBimap, Mapinfo,<br>HRIS |
| | | | Microsoft Office Professional, Ellipse<br>GroupWise, CityWeb, HRIS, IfBIS |
| **Office of the Lord Mayor and the Chief Executive Officer** | **Chief Executive's Office** | CEO | Microsoft Office Professional, GroupWise<br>CityWeb |
| | | MCEO | Microsoft Office Professional, GroupWise<br>CityWeb |
| | | TLCT | Microsoft Office Professional, GroupWise<br>CityWeb |
| | **Office of the Lord Mayor** | LM2 | Microsoft Office Professional, GroupWise<br>CityWeb |
| | | | Microsoft Office Professional, GroupWise<br>CityWeb |
| **Corporate Services** | **Divisional Mgr's Office** | DMGRV | Microsoft Office Professional, GroupWise<br>CityWeb |
| | | CHRO | Microsoft Office Professional, GroupWise<br>CityWeb |
| | **City Property** | MCPROP | Microsoft Office Professional, GroupWise<br>CityWeb |

| | | | |
|---|---|---|---|
| **B Sq Facility Mgt** | [redacted] | DMCP | Microsoft Office Professional, GroupWise CityWeb |
| | | BEMCP | Microsoft Office Professional, GroupWise CityWeb |
| | | | Microsoft Office Professional, GroupWise CityWeb |
| **Corporate Finance** | | CTCMO1 | Microsoft Office Professional, GroupWise CityWeb, Capix, Internet |
| | | MCT | Microsoft Office Professional, GroupWise CityWeb, Capix, Internet |
| | | 81306 | Microsoft Office Professional, GroupWise CityWeb, Capix, Internet |
| **Brisbane City Legal Practice** | | MBCLP | Microsoft Office Professional, GroupWise Open Practice, Internet |
| | | SC10 | Microsoft Office Professional, GroupWise Open Practice, Internet |
| | | PACS | Microsoft Office Professional, GroupWise Open Practice, Internet |
| **Marketing & Communication** | | MMC | Microsoft Office Professional, GroupWise CityWeb |
| | | MCMR1 | Microsoft Office Professional, GroupWise CityWeb |
| | | | Microsoft Office Professional, GroupWise CityWeb |
| | | | Microsoft Office Professional, GroupWise CityWeb |
| | | | Microsoft Office Professional, GroupWise CityWeb |
| | | | Microsoft Office Professional, GroupWise CityWeb |

[redacted]

| | | |
|---|---|---|
| **Human Resources** | C5WHS | Microsoft Office Professional, GroupWise CityWeb, HRIS, Alesco |
| | SIMW | Microsoft Office Professional, GroupWise CityWeb, HRIS, Alesco, Internet |
| | C1WHS | Microsoft Office Professional, GroupWise CityWeb, HRIS, Alesco, Internet |
| | MEA | Microsoft Office Professional, GroupWise CityWeb, HRIS |
| | WRS | Microsoft Office Professional, GroupWise CityWeb, HRIS |
| | AHRSI | Microsoft Office Professional, GroupWise CityWeb, HRIS, Alesco |
| | HRDGO2 | Microsoft Office Professional, GroupWise CityWeb, HRIS, Alesco |
| **Strategic Procurement Office** | MCRM | Microsoft Office Professional GroupWise, CityWeb |
| | PAEMSP | Microsoft Office Professional GroupWise, CityWeb |
| **Corporate Risk Management** | PAMCRM | Microsoft Office Professional GroupWise, CityWeb |
| | CRCM | Microsoft Office Professional GroupWise, CityWeb |
| | PFATAX | Microsoft Office Professional GroupWise, CityWeb |

| | | | | |
|---|---|---|---|---|
| | | [redacted] | CRMTEMP | Microsoft Office Professional GroupWise, CityWeb |
| | **Procurement** | | SPMAN | Microsoft Office Professional GroupWise, CityWeb |
| | **Procurement** | | CPIMS | Microsoft Office Professional GroupWise, CityWeb |
| | **Operations** | | BAS | Microsoft Office Professional GroupWise, CityWeb |
| **iDivision** | **Divisional Mgrs Office** | | CIO | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | **ICT Strategy** | | SM | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | **ICT Solutions** | | MICTS | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | **Customer Rel Development** | | CUSM | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | **Capability Development** | | MCDI | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | | | ABCD | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | | | MPA2 | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | | | IFBIS22 | Microsoft Office Professional, GroupWise CityWeb, Internet |

| | | | | |
|---|---|---|---|---|
| | | [redacted] | GISOPS | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | **Information Management** | | RM | Microsoft Office, GroupWise, City Web RMSII |
| | **ICT Managed Services** | | MMICT | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | | | SDMIT | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | | | TSAC | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | | | SOITJ2 | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | | | RCTCSC | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | | | SOBA7 | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | | | TEST1 | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | | | RIMA1 | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | | | DCSO4 | Microsoft Office Professional, GroupWise CityWeb, Internet |
| **Families & Community Services** | **Divisional Mgr** | | DMGRJ | Microsoft Office Professional, GroupWise CityWeb, Internet |

[redacted]

| | | | |
|---|---|---|---|
| **Business Services** | | PSPO | Microsoft Office Professional, GroupWise<br>CityWeb, Internet |
| | | MBSJ | Microsoft Office Professional, GroupWise<br>CityWeb, Internet, HRIS, ESS |
| | | | Microsoft Office Professional, GroupWise<br>CityWeb, Internet, HRIS, ESS |
| | | SCJ3 | Microsoft Office Professional, GroupWise<br>CityWeb, Internet, HRIS, ESS |
| **CARS** | | MCARS | Microsoft Office Professional, GroupWise<br>CityWeb, DART |
| | | ROMCARS | Microsoft Office Professional, GroupWise<br>CityWeb, DART |
| **Library Services** | | MLS | Microsoft Office Professional, GroupWise<br>CityWeb, Unicorn, HRIS, Ellipse, Internet |
| | | SCOL | Microsoft Office Professional, GroupWise<br>CityWeb, Unicorn, HRIS, Ellipse, Internet |
| | | CEN | Microsoft Office Professional, GroupWise<br>CityWeb, Unicorn, HRIS, Internet |
| **Local Asset Service** | | MLAS | Microsoft Office Professional, GroupWise<br>CityWeb, HRIS, Internet |
| | | LMBA | Microsoft Office Professional, GroupWise<br>CityWeb |

| | | | |
|---|---|---|---|
| **Community Service** | [redacted] | MCDS | Microsoft Office Professional, GroupWise |
| | | | Microsoft Office Professional, GroupWise |
| **Customer Services** | | MCS | Microsoft Office Professional, GroupWise |
| | | BMCCC | Microsoft Office Professional, GroupWise |
| **Community Safety & Disaster Management** | | DMC | Microsoft Office Professional, GroupWise<br>CityWeb, SOEII |
| | | DMC | Microsoft Office Professional, GroupWise<br>CityWeb |
| | | PAMLAS | Microsoft Office Professional, GroupWise<br>CityWeb |
| | | LCAO | Microsoft Office Professional, GroupWise<br>CityWeb, Alesco |
| **City Life & Activitie** | | MCDS | Microsoft Office Professional, GroupWise |
| | | FMCDS | Microsoft Office Professional, GroupWise |

| | | | |
|---|---|---|---|
| **Customer Services** | [redacted] | BMCCC | Microsoft Office Professional, GroupWise |
| | | MCS | Microsoft Office Professional, GroupWise |
| | | CCCOM | Microsoft Office Professional, GroupWise |
| **Community Safety & Disaster Management** | | DMC | Microsoft Office Professional, GroupWise<br>CityWeb, SOEII |

***Workstations for additional 3 staff for Greg Scroope***

# Annexure B

Brisbane Square Business Continuity Plan - Contractors List

[redacted]

**Generator for ERBC**

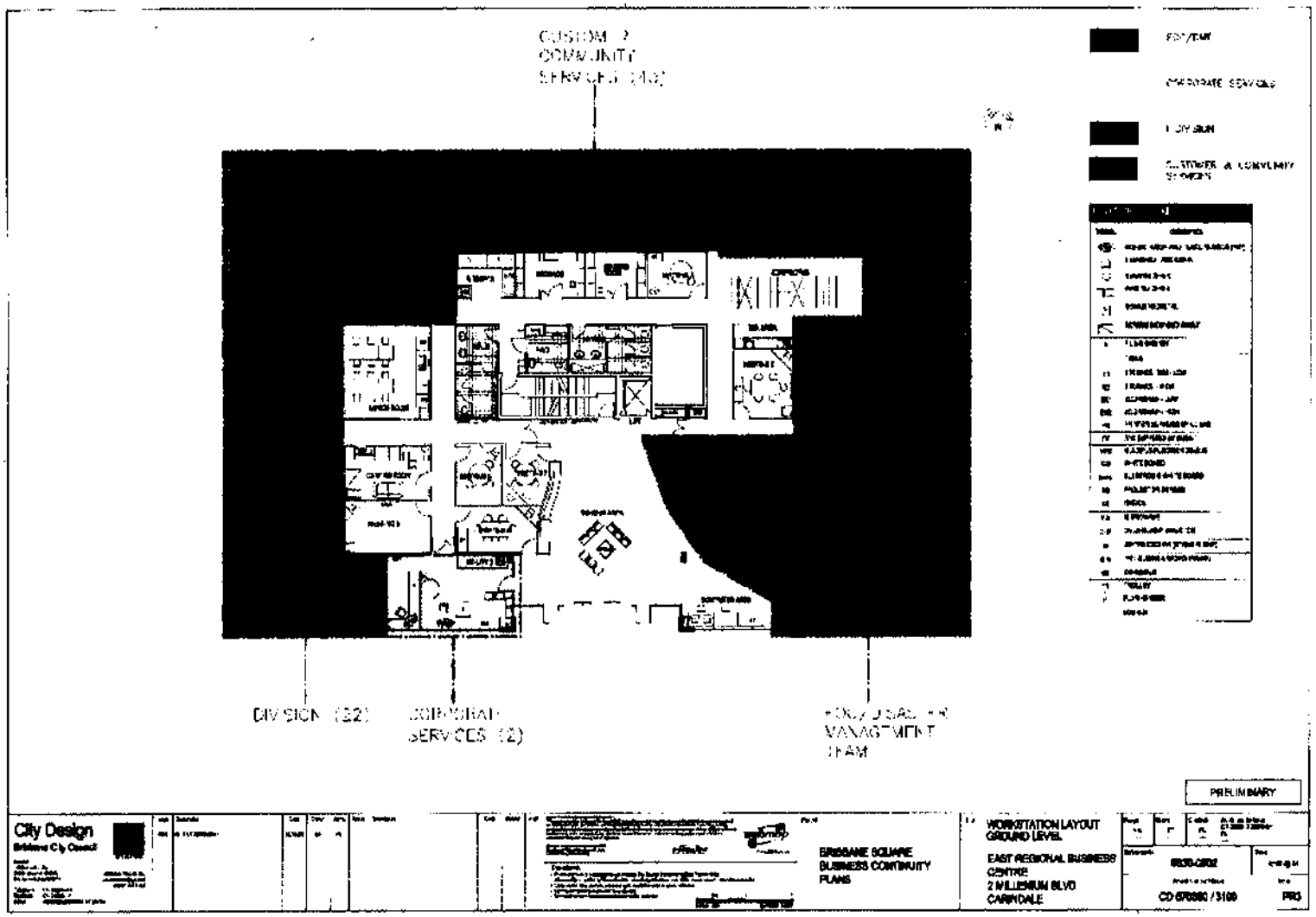
[redacted]

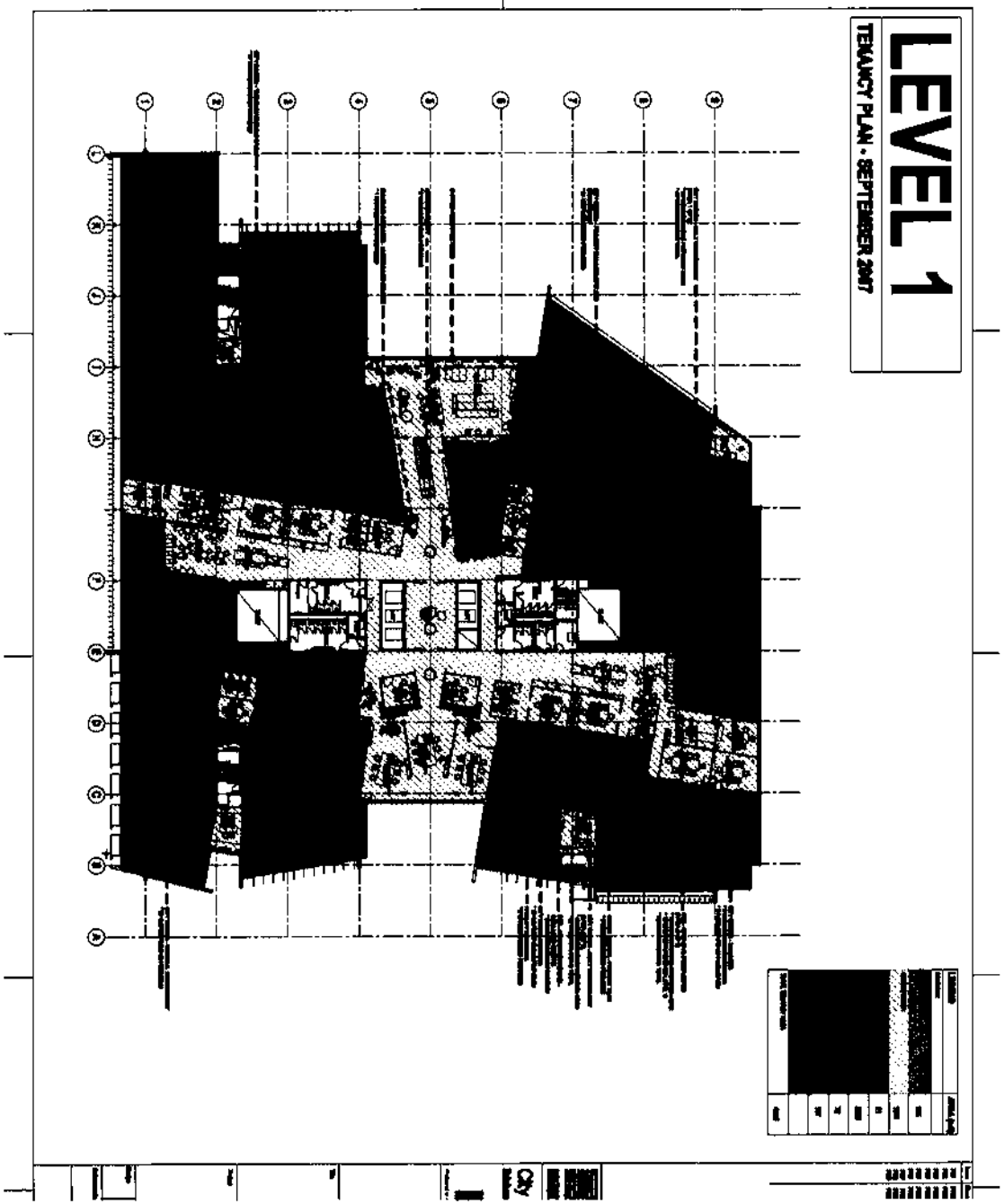
# Annexure C

## Annexure C: BCP Maintenance Schedule ; Priority One

| *Ref* | *Required Reviews* | *Corporate designated Requirements* | *When last completed* | *Next planned review* |
|---|---|---|---|---|
| *1* | *Internal Review* | *6 months* | *March 2010* | *March 2010* |
| *2* | *External Review* | *12 months* | *June 2007* | *September 2011* |
| *3* | *Desktop Review* | *1 per 12 months* | *June 2007* | *October 2010* |
| *4* | *Live Exercise* | *1 per 24 months* | *n/a* | *TBA* |

# Annexure D


PRELIMINARY
City Design
Brisbane City Council
BRISBANE SQUARE
BUSINESS CONTINUITY
PLANS
WORKSTATION LAYOUT
GROUND LEVEL
EAST REGIONAL BUSINESS
CENTRE
2 MILLENIUM BLVD
CARINDALE
CD 670880 / 3109
PRO


LEVEL 1
TENANCY PLAN - SEPTEMBER 2007

# Annexure E

**Brisbane Square Business Continuity Plan - Contact List for Notification of Move to Alternate Site**

[redacted]

| | |
|---|---|
| **Green Square Contact** | **City Design** |
| **East Regional Business Centre Contact** | **F&CS** |

# Annexure F

Brisbane Square Business Continuity Plan - Contact List for Cardex Access

[redacted]

**Corporate Services** **City Property**

[redacted]

# Annexure G

**Brisbane Square – Business Continuity Plan**

## EVENT OPERATIONS LOG

Sheet No .....

SHIFT.....

| Serial | Date | Time (24Hr) | From | To | Item | Comments | Action Sign-Off |
|---|---|---|---|---|---|---|---|
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
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| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |

Signed by .....

# Annexure H

| *Annexure I: Business Continuity Plan Outline (Phases and Tasks)* | | |
|---|---|---|
| *Sect* | *Phases & Tasks* | *Check Column* |
| *5.1* | *Phase 1 – Maintenance:*<br>• *Task 1 – Develop overlay floor plans*<br>• *Task 2 – Maintain a current contact list of the nominated council staff*<br>• *Task 3 – Maintain liaison with IDIvision, with critical business processes and with DMC*<br>• *Task 4 - Test the plan as required* | |
| *5.2*<br>*5.2.1*<br>*5.2.2*<br>*5.2.3*<br>*5.2.4*<br>*5.2.5*<br>*5.2.6*<br>*5.2.7* | *Phase 2 – Crisis Response:*<br>• *Task 1 – Commence Activation Procedures*<br>• *Task 2 - Obtain activation approval for BCP*<br>• *Task 3 – Identify & convene at the nominated Alternate Site*<br>• *Task 4 – Commence Staff Recall Procedures*<br>• *Task 5 – Takeover/Establish Building*<br>• *Task 6 – Monitor new location*<br>• *Task 7 – Provide a Liaison Officer to the Event Operations Centre* | |
| *5.3* | *Phase 3 – Operations from Alternate Site:*<br>• *Maintain alternate site and building services* | |
| *5.4* | *Phase 4 – Recovery and Transition to Normal Operations:*<br>• *Draft a plan for Phase 4 under the direction of EMT* | |

| *Annexure H: Business Continuity Plan Outline (Phases and Tasks)* | | |
|---|---|---|
| *Sect* | *Phases & Tasks* | *Check Column* |
| *5.1* | *Phase 1 – Maintenance:*<br>• *Task 1 – Develop overlay floor plans*<br>• *Task 2 – Maintain a current contact list of the nominated council staff*<br>• *Task 3 – Maintain liaison with iDivision, with critical business processes and with DMC*<br>• *Task 4 - Test the plan as required* | |
| *5.2*<br>*5.2.1*<br>*5.2.2*<br>*5.2.3*<br>*5.2.4*<br>*5.2.5*<br>*5.2.6*<br>*5.2.7* | *Phase 2 – Crisis Response:*<br>• *Task 1 – Commence Activation Procedures*<br>• *Task 2 - Obtain activation approval for BCP*<br>• *Task 3 – Identify & convene at the nominated Alternate Site*<br>• *Task 4 – Commence Staff Recall Procedures*<br>• *Task 5 – Takeover/Establish Building*<br>• *Task 6 – Monitor new location*<br>• *Task 7 – Provide a Liaison Officer to the Event Operations Centre* | |
| *5.3* | *Phase 3 – Operations from Alternate Site:*<br>• *Maintain alternate site and building services* | |
| *5.4* | *Phase 4 – Recovery and Transition to Normal Operations:*<br>• *Draft a plan for Phase 4 under the direction of EMT* | |

# Annexure I

[redacted]

| MANAGER'S OFFICE |
|---|
| **City Property Branch Manager** |
| Executive Officer |
| Personal Assistant |
| Admin & Correspondence Co-ordinator |
| |
| Business Services Manager |
| Business Services Manager |
| Finance Officer |
| Finance Officer |
| **NG** |
| **A/ CRE Strategy Manager** |
| Project Administrator |
| Project Manager |
| Commercial Leasing Manager |
| Project Manager (FTWM) |
| Corporate Property Advisor |
| Property Systems Officer |
| **PERTY** |
| **Operational Property Manager** |
| Project Administrator |
| |
| **Commercial Leasing Manager** |
| Senior Leasing Officer |
| Leasing Officer |
| Leasing Officer |
| **rvices** |
| Accommodation Services Manager |
| Accommodation Services Officer |
| |
| **A/ Property Asset Manager** |
| Property Asset Coordinator |
| Property Asset Coordinator |
| Property Asset Coordinator |
| Property Asset Coordinator |
| **e Team** |
| Conference and Venue Manager |
| Conference and Venue Coordinator - GSQ |
| Conference and Venue Coordinator - BSQ |
| |
| Land Use Co-ordinator |
| Property Officer |

***BUSINESS CONTINUITY PLAN***
***Replacing Brisbane Square***

| | | |
|---|---|---|
| Cultural Activities (157 Ann Street) | | [redacted] |
| [redacted] | **A/ Team Leader Cultural Activities** | [redacted] |
| [redacted] | A/Civic & Community Liaison Coordinator | [redacted] |
| [redacted] | A/Bookings and Operational Officer | [redacted] |
| [redacted] | **rvices (157 Ann Street)** | [redacted] |
| [redacted] | Accommodation Services Manager | [redacted] |
| [redacted] | Venue and Events Coordinator | [redacted] |
| [redacted] | Venue and Event Officer | [redacted] |
| [redacted] | **PERTY** | [redacted] |
| [redacted] | **Land Manager** | [redacted] |
| [redacted] | Senior Acquisitions & Disposals Officer | [redacted] |
| [redacted] | Acquisitions & Disposals Officer | [redacted] |
| [redacted] | Acquisitions & Disposals Officer | [redacted] |
| [redacted] | Acquisitions & Disposals Officer | [redacted] |
| [redacted] | Acquisitions & Disposals Officer | [redacted] |
| [redacted] | Property Officer (Thursday and Friday) | [redacted] |
| [redacted] | Property Officer | [redacted] |
| [redacted] | **ELOPMENT** | [redacted] |
| [redacted] | Commercial Manager | [redacted] |
| [redacted] | Project Development Manager | [redacted] |
| [redacted] | | [redacted] |
| [redacted] | **Commercial Prop / Dev Mgr** | [redacted] |
| [redacted] | Project Administrator | [redacted] |
| [redacted] | Senior Project Finance Officer | [redacted] |
| [redacted] | Project Manager | [redacted] |
| [redacted] | Project Manager | [redacted] |
| [redacted] | Project Manager | [redacted] |
| [redacted] | Project Manager | [redacted] |
| [redacted] | Project Manager | [redacted] |
| [redacted] | Construction Manager | [redacted] |
| [redacted] | **Project Manager** | [redacted] |
| [redacted] | Project Manager | [redacted] |
| [redacted] | Project Support Officer | [redacted] |
| [redacted] | **Project Manager** | [redacted] |
| [redacted] | Project Officer | [redacted] |
| [redacted] | Property Systems Officer | [redacted] |

# Annexure J

# Brisbane Square Business Continuity Plan - Contact List for Marketing & Communication

[redacted]

| | | | |
|---|---|---|---|
| **Corporate Services** | **Marketing & Communication** | [redacted] | **Other Communication** |
| | | | **Media** |
| | | | **Internal Communication** |

# Annexure K

# Brisbane Square Business Continuity Plan - Authorised Staff List

| | | [redacted] |
|---|---|---|
| **OLMCEO** | **Chief Exec Office** | |
| **Corporate Services** | **City Property** | |

# Annexure L

# BRISBANE CITY COUNCIL

## CORPORATE SERVICES DIVISION
## CITY PROPERTY

# BUSINESS CONTINUITY PLAN
## Sub Plan

## For

## Maintaining Building Services During a Pandemic

| | |
|---|---|
| **Author:** | **City Property** |
| **Date:** | **February 2010** |
| **Version:** | **Final** |
| **Plan Reference:** | **BCP: Loss of Brisbane Square** |
| **Plan Priority:** | **Priority One** |

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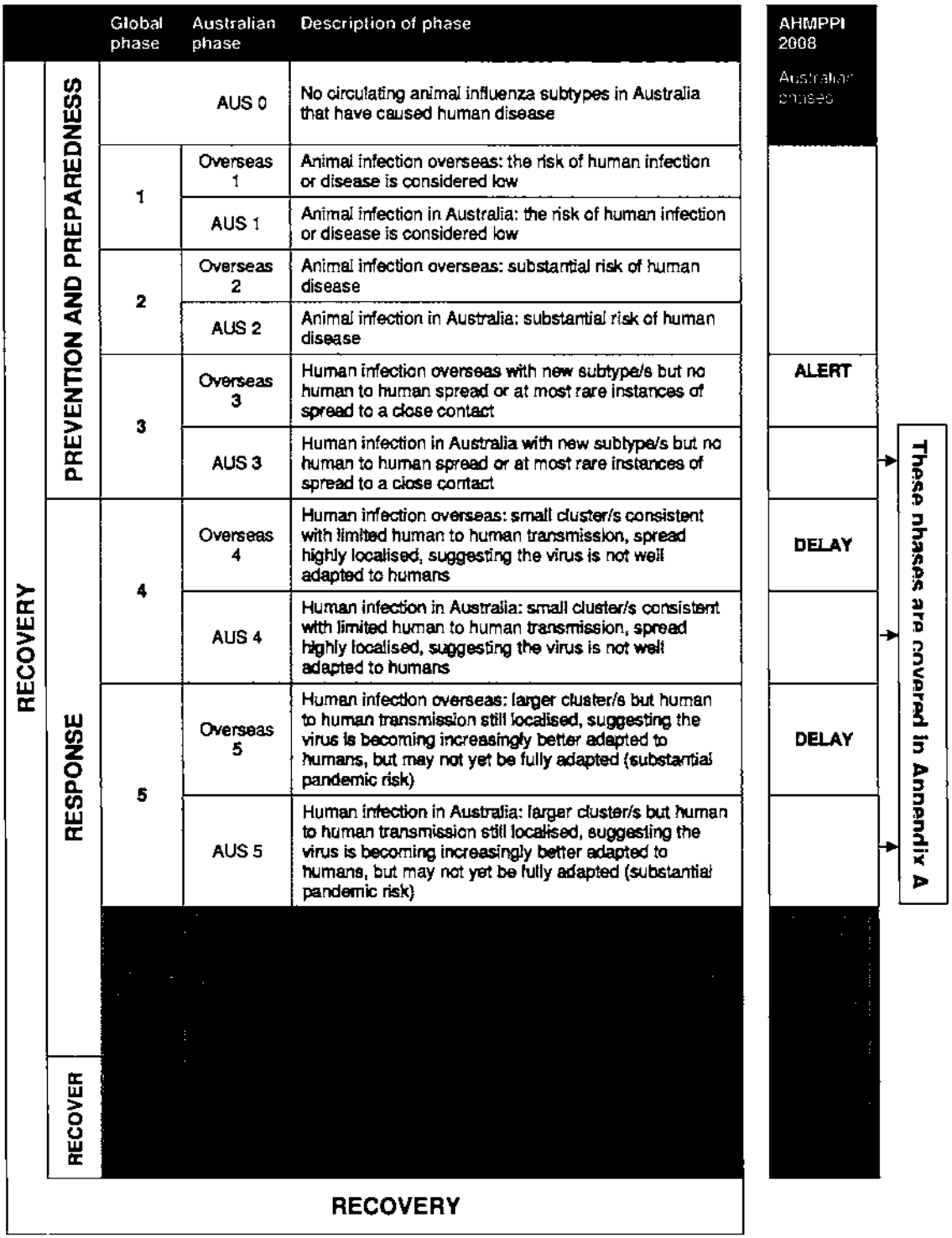
This plan has been devised to identify the risks and response plan associated with providing accommodation for essential Council staff in the event of an influenza pandemic. It is included as an addendum to the Brisbane Square Business Continuity Plan and should be read in conjunction with that plan.

In the Corporate Pandemic Plan the scope of City Property's tasks are identified at Section 4.2.

## AIM

- The aim of this plan is to identify the requirements for City Property to maintain building services in the case of an influenza pandemic in support of the identified essential services.
- To communicate with staff the possibilities associated with this pandemic contingency plan and exercise City Property's preparedness to manage it.
- To assist in the containment of the disease once the pandemic hits, by reducing spread within Council's facilities.
- Maintain essential services if containment is not possible.

## Pandemic Influenza Stages of Alert



## AUSTRALIAN PHASES

| | |
|---|---|
| The ALERT phase | Being alert to the risk of a pandemic and preparing for a pandemic |
| The DELAY phase | Once the pandemic virus emerges overseas, keeping the virus out of Australia |
| The CONTAIN phase | Once the pandemic virus does arrive in Australia, limiting the early spread |
| The SUSTAIN phase | Sustaining the response, while we wait for a pandemic vaccine |
| The CONTROL phase | Controlling the pandemic spread with a vaccine |
| The RECOVER phase | Once the pandemic is under control, returning to normal, while remaining vigilant |

## APPENDIX A: SUMMARY OF KEY RESPONSE PHASE ACTIONS

| Phase | Key actions |
|---|---|
| **Pandemic alert – global phase 4** | |
| **Phase Overseas 4: Delay**<br>Small cluster(s) consistent with limited human to human transmission overseas but spread is highly localised, suggesting the virus is not well adapted to humans. | • Prime Minister consults Premiers and Chief Ministers; response phase of the National Action Plan implemented<br>• Increase surveillance, monitoring and reporting of pandemic virus<br>• Implement border control measures, including consideration of a mechanism to reduce travel from affected areas<br>• Implement public education and awareness campaign |
| **Pandemic – global phase 5** | |
| **Phase Overseas 5: Delay**<br>Larger cluster(s) overseas but human to human spread still localised overseas, suggesting that the virus is becoming increasingly better adapted to humans, but may not yet be fully transmissible (substantial pandemic risk). | • Prime Minister consults Premiers and Chief Ministers<br>• Continue heightened surveillance, monitoring and reporting of pandemic virus<br>• Continue increased border management and quarantine measures<br>• Continue public information campaign with relevant updates |

| | |
|---|---|
| **Phase Overseas 6: Delay**<br>Increased and sustained transmission in the general population overseas. | • Declaration of a pandemic by the WHO<br>• Prime Minister consults Premiers and Chief Ministers<br>• Continue enhanced surveillance, monitoring and reporting of pandemic virus<br>• Continue to enforce enhanced border management and quarantine measures<br>• Continue public information campaign with relevant updates |
| **Phase Australia 6a: Contain**<br>Increased and sustained transmission in the general population in Australia, but cases are still localised to one area of the country. | • Declaration of a pandemic in Australia by the Prime Minister, on advice from the Minister for Health and Ageing and the CMO, after consulting First Ministers and the President of the ALGA<br>• Implement measures to contain spread of infection<br>• Support maintenance of essential infrastructure and services<br>• Monitor and support supply of food, supplies and services to affected areas<br>• Strategic deployment of the National Medical Stockpile, including targeted distribution of antiviral drugs and vaccines<br>• Implement localised community-level strategies, including social distancing measures<br>• Strengthen public information campaign with relevant updates |
| **Phase Australia 6b: Sustain**<br>Increased and sustained transmission in the general population in Australia and cases are occurring in multiple regions of the country. | • Prime Minister, on advice from the Minister for Health and Ageing and the CMO, declares the pandemic to be spreading in Australia after consulting First Ministers and the President of the ALGA<br>• Tailor measures to contain spread of infection<br>• Support maintenance of essential infrastructure and services<br>• Monitor and support supply of food, supplies and services to affected areas<br>• Strategic deployment of the National Medical Stockpile and distribution of antiviral drugs and vaccines<br>• Maintain delivery of community support services<br>• Continue widespread community-level strategies, including social distancing measures<br>• Continue public information campaign with relevant updates |

| | |
|---|---|
| **Phase Australia 6c: Control**<br>Increased and sustained transmission in the general population in Australia but the number of cases is subsiding. | • Prime Minister, on advice from the Minister for Health and Ageing and the CMO, declares the pandemic to be subsiding in Australia after consulting First Ministers and the President of the ALGA<br>• Tailor measures to contain spread of infection<br>• Support maintenance of essential infrastructure and services<br>• Review extent of social distancing measures<br>• Distribute customised vaccine<br>• Restock National Medical Stockpile as needed<br>• Continue public information campaign with relevant updates<br>• Evaluate and review communication strategies |
| **Phase Australia 6d: Recover**<br>Pandemic controlled in Australia but further waves may occur if the virus 'drifts' and/or is re-imported. | • Prime Minister, on advice from the Minister for Health and Ageing and the CMO, declares the pandemic is under control after consulting First Ministers and the President of the ALGA<br>• Assist recovery of community support services<br>• Assist recovery of essential infrastructure and services<br>• Continue public information campaign about recovery |

## Australia as the source of an influenza pandemic

Pandemic preparedness planning in Australia is based on the premise that an influenza pandemic strain will first emerge overseas and will enter Australia via an infected traveller.

In the unlikely scenario that an influenza pandemic virus first emerges in Australia, relevant prevention and preparedness and response actions outlined in this Plan would be activated. The actions for AUS Phase 3, AUS Phase 4 and AUS Phase 5 are shown below. If a pandemic virus emerges in Australia, the actions for AUS Phase 6a (contain), AUS Phase 6b (sustain) and AUS Phase 6c (control) will come into play.

| | |
|---|---|
| **Australia 3: Stamp-out**<br>New subtype/s but no human-to-human spread or at most rare instances of spread to a close contact. | • Prime Minister, on advice from the Minister for Health and Ageing and the CMO, change of phase in Australia<br>• Agricultural efforts to stamp out infection in birds and animals<br>• Protection for humans in close contact with such animals<br>• Heightened surveillance for human cases and provide appropriate health care<br>• Step up public education campaign |
| **Phase Australia 4: Avert**<br>Small cluster(s) consistent with limited human to human transmission in Australia but spread is highly localised, suggesting the virus is not well adapted to humans. | • Prime Minister, on advice from the Minister for Health and Ageing and the CMO, declares occurrence of limited human-to-human transmission in Australia<br>• Monitor supply of food, supplies and services to affected areas<br>• Targeted distribution of antiviral drugs and strategic deployment of National Medical Stockpile<br>• Implement localised community-level strategies, including social distancing measures<br>• Implement border exit screening measures at international airports<br>• Step up public information campaign |

| | |
|---|---|
| **Phase Australia 5: Avert**<br><br>Larger cluster(s) but human to human spread still localised in Australia, suggesting that the virus is becoming increasingly better adapted to humans, but may not yet be fully transmissible (substantial pandemic risk). | • Prime Minister, on advice from the Minister for Health and Ageing and the CMO, declares further spread of human-to-human transmission in Australia<br>• Monitor supply of food, supplies and services to affected areas<br>• Targeted distribution of antiviral drugs and strategic deployment of National Medical Stockpile<br>• Implement localised community-level strategies, including social distancing measures;<br>• Implement border exit screening measures at international airports<br>• Continue public information campaign with relevant updates |

## ASSUMPTIONS & CONSTRAINTS

- PPE distribution will be managed at a local level through the various business units.
- PPE Supplies will be maintained, monitored and distributed by Warehouse Operations.
- The plan only covers critical City Property staff required to maintain building services in support of the identified Essential Council Services.
- The plan is not a Business Continuity Plan for all of City Property's business functions.
- Frequency of cleaning work surfaces and persons, social distancing, and advice on the disposal of contaminated waste will be advised by Council's Human Resources Branch.
- Communications to Council staff and the public will be managed through the Marketing & Communications Branch and the Crisis Communication Plan.
- The erection of information signage is not covered by this plan. The erection of signage will be the responsibility of the originating business unit. For example, hygiene signage would be placed by Work Environment Unit through their resources or through outsourced contractors such as CBMS.
- The plan only covers building services to Council's Corporate Real Estate portfolio managed by City Property.
- EMT/PWG will monitor the situation through to high alert at which stage, the Emergency Coordination Centre (ECC) will be activated and shall be responsible for the management of the overall situation in co-ordinating activities in the various BCPs.
- The content of this BCP does not conflict with other BCPs in place across Council.
- Communication tools and core ICT services are available.
- The Federal Government and/or Queensland Government will identify the triggers for activation and escalation from one alert level to another.
- Preventative & breakdown building maintenance will continue as planned.
- Essential staff lists will be maintained by individual business units.
- Essential site identification will be determined by the Chief Executive Officer (CEO)/Executive Management Team (EMT).

## ESSENTIAL BUILDING SERVICES FOR BCC

According to the Corporate Pandemic Plan City Property is responsible for providing building services that support Council Essential Services, identified at Appendix 2 within the Corporate Pandemic Plan.

It is likely that City Property will be expected to provide increased levels of:

- site cleaning
- hygiene services including some potential new services such as hazardous/contaminated waste removal.
- Maintenance/Servicing to buildings, including air conditioning systems
- Security

City Property is responsible for managing the cleaning, hygiene and security contracts for Council. Generally, most building maintenance is carried out via Council's City Building & Maintenance Service.

A detailed list of building services suppliers can be found at Annexure E.

Those suppliers without Business Continuity Plans have been contacted by City Property to confirm their preparedness for increased service provision in the event of a pandemic.

## CITY PROPERTY RISK AREAS

The following provides a breakdown of critical risk areas for City Property in maintaining the essential building services during a pandemic.

### PERSONNEL

The objective is to determine the absolute minimum staff numbers for a prolonged period that City Property requires to maintain essential building services throughout all phases of an influenza pandemic.

**Phase 0-2: Inter-pandemic (Planning)**

- Identify minimum staff numbers to maintain essential services. The BCP Manager will work with the Branch Management Team (BMT) to identify essential staff to ensure the work associated with the Essential Building Services are covered. City Property Critical Staff lists (including backups) can be found at Annexure D)
- Plan for mass absenteeism and ensure contingencies are in place to support. Prepare to work with minimum staff, with multiple back up teams on stand by. BMT to identify two (2) backups for each critical City Property role identified above.
- If some staff can work from home they should be set up with what they need to do so.
- Ensure there is sufficient knowledge base for all tasks involved in maintaining essential services. Training should be undertaken to ensure all staff are capable of carry out tasks associated with this plan. A required skills matrix can be found at Appendix H.
- Nominate staff representative to be the first point of contact for pandemic issues.
- Look at options to provide equipment and support for telecommuting and working from home for relevant staff.

**Phase 3-5: Pandemic Alert (Containment)**

- All critical City Property staff will be immunized against the known strain of the influenza outbreak (if available) - WEU.
- Start encouraging excellent personal/workplace hygiene by ensuring supply of soap, alcohol wipes and gels etc, regular hand and office surfaces cleaning especially between shifts ie phones, desks, computers, MFDs, door handles, kitchen surfaces, bathrooms and other work surfaces. Perform hand hygiene after touching 'frequently handled objects' and consider a routine hourly hand hygiene schedule. Cleaners can be used to increase cleaning service.
- Keep staff aware of any new developments on the pandemic and how they affect them.
- Ensure staff are aware of who to contact on the pandemic in their workplace.
- Encourage staff to remain at home if they feel unwell.
- Ensure staff have a surplus of all their PPE requirements (secured) – Controlled by Warehouse Operations.
- All suppliers will need to comply with the site access procedures.
- Ensure critical staff have work from home capability.

**Phase 6: Pandemic (Response)**

- All critical staff (Annexure D) to work from home if possible. Backups not to report to buildings unless they are requested as a replacement for ill staff member.
- All non-critical staff to work at home and will be rostered to Brisbane Square or Green Square if required.
- Quarantine staff to avoid contact with other staff whilst at work (Refer to BCC HR plan).
- Provide private transport arrangements to all critical staff – avoid public transport and the risk of infection.
- Limit access to Council sites by external visitors – essential visitors only.

## COMMUNICATION

Marketing and Communications Branch have developed a Crisis Communications Plan that details the management of communications with staff and the community during the event.

**Phase 0-2: Inter-pandemic (planning)**

- Communicate as early as possible the possibility of a pandemic.
- Regularly update staff on any information relating to the pandemic and it's relevance to their roles and responsibilities.
- Have City Property staff ensure they communicate all task/role specific knowledge to ensure a wider skills base.

**Phase 3-5: Pandemic Alert (Containment)**

- Regularly update staff on any information relating to the pandemic and it's relevance to their roles and responsibilities.
- Remind staff who they can contact about the pandemic in their workplace if they feel they may be at risk of infection or infecting others.

**Phase 6: Pandemic (Response)**

- Limit site access to critical staff only.
- Quarantine staff who must work in office all other staff to work from home. All critical City Property staff have access to network from home.
- Encourage electronic and telecommunications as a means of relaying work and attending meetings.
- Make sure all staff are aware if a fellow employee becomes ill.
- Limit all communications to emails, phones and faxes.
- Postpone all meetings that cannot be held electronically.
- Essential visitors only (couriers, cleaners, security, maintenance).
- Encourage use of stairs to limit numbers using lifts.
- Maintain regular reports to Divisional Manager's Office.

## PERSONAL PROTECTIVE EQUIPMENT (PPE) & HYGIENE STANDARDS

Ensure all staff have access to an adequate supply of essential and task specific PPE in the case of a pandemic.

**Phase 0-2: Inter-pandemic (Planning)**

- Put together a list of all essential and task/site specific PPE required in a pandemic situation.
- Ensure there is sufficient storage space for the additional supplies at each site.
- Signage erected that reminds people of what to do, who to contact and what to look for in a pandemic situation.

**Phase 3-5: Pandemic Alert (Containment)**

- Stockpile all the relevant PPE onsite.
- Implement signage that reminds staff of their obligation to themselves and their colleagues in the event of an influenza pandemic.
- Signage for visitors describing the workplace policies.
- Make sure staff are aware of correct PPE procedures and their obligation to comply with these procedures.
- Ensure all visitors abide by all PPE directives.

**Phase 6: Pandemic (Response)**

- Monitor PPE stockpile to ensure sufficient supply.

## HEALTH SURVEILLANCE

**Phase 0-2: Inter-pandemic (Planning)**

- Display list of pandemic contacts who staff can contact for further information.

**Phase 3-5: Pandemic Alert (Containment)**

- Control the spread by monitoring staff for signs of illness and reporting to pandemic delegates.
- Conduct training for all staff on identifying early symptoms of Influenza.
- Discourage ill staff from coming to work.

**Phase 6: Pandemic (Response)**

- Continue monitoring health of staff at work and at home via email or telephone.
- Reinforce stay at home rule with all staff.
- Immediately quarantine anyone who arrives at the workplace showing symptoms.

## SOCIAL DISTANCING

Social distancing is a requirement in a pandemic situation to prevent exposure and the spread of the virus. The Human Resources Pandemic Plan has additional detail on Social Distancing (also see Annexure C).

**Phase 0-2: Inter-pandemic (Planning)**

- Inform staff of the concept of social distancing.

**Phase 3-5: Pandemic Alert (Containment)**

- All critical staff to avoid public transport.
- Breakout space usage to be minimised.
- All non-essential meetings to be postponed.
- Additional cleaning routines activated as advised by Work Environment Unit. (Further information Annexure G)
- Implement Social Distancing measures as advised by Human Resources Branch.

**Phase 6: Pandemic (Response)**

- All non-critical staff to work at home and will be rostered to Brisbane Square or Green Square if required. Critical staff Backups not to report to buildings unless they are requested as a replacement for ill staff member.
- Access to buildings limited to critical staff and essential visitors.
- Single point of delivery for visitors to buildings
- Critical staff encouraged to work from home – limit time at office to reduce exposure.
- Quarantined floors/workspaces.

**SUPPLIERS**

**Phase 0-2: Inter-pandemic (Planning)**

- Develop a spreadsheet of essential building service providers and their contact details. (Annexure E)

**Phase 3-5: Pandemic Alert (Containment)**

- Initiate the increased building service requirements. These requirements will be as advised by Work Environment Unit and Human Resources Branch. (Further information Annexure G)
- Only use preferred suppliers as identified in the planning stages.
- Delivery personnel outside of Council will need to be screened for illness. An agreement should be reached with the preferred supplier/s once a procedure and plan has been finalised.

**Phase 6: Pandemic (Response)**

- Ensure 'Social Distancing' when dealing with suppliers.

## Appendices

| Appendix | Appendix Title |
|---|---|
| A | City Property Action Plan |
| B | Remote Working Procedure |
| C | Social Distancing & Hygiene Measures |
| D | City Property Critical Staff List |
| E | Essential Service Providers |
| F | Cleaning Contractor – Site List |
| G | Building Services – Service Levels |
| H | City Property Responsibility Matrix |

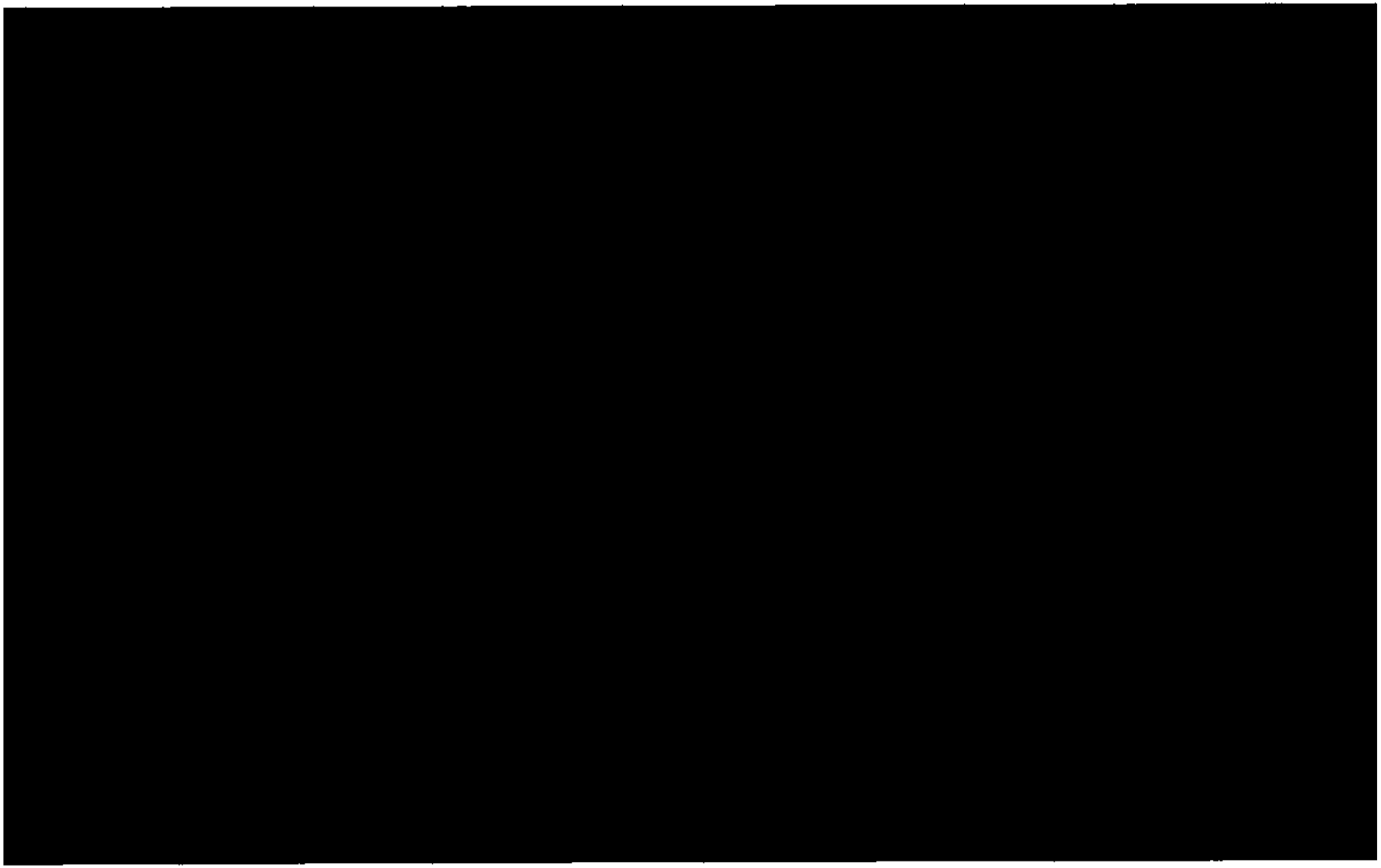
# Annexure – Pandemic A

# City Property Summary of BCP Pandemic Actions

## *For Discussion Purposes Only*

| Period | Global Phase | Australian Phase | Description of Phase | Summary of City Property BCP Responses | Resource Requirements and Preparation |
|---|---|---|---|---|---|
| Inter-pandemic | | Aus 0 | No circulating animal influenza subtypes in Australia that have caused human disease | No specific action | |
| | 1 | Overseas 1 | Animal infection overseas: the risk of human infection or disease is considered low | No specific action | |
| | | Aus 1 | Animal infection in Australia: the risk of human infection or disease is considered low. | **Communication**<br>Alert City Property staff to the influenza risks related to handling animals and possibility of future human to human transmission.<br><br>Commence hygiene procedures specific to work situations for preventing influenza virus transmission.<br><br>Introduce Social Distancing concept to staff. | **Communication**<br>Request assistance from Divisional WHS Advisor and HR Branch.<br><br>Developed by Work Environment/Marketing & Communications<br><br>Developed by Work Environment/Marketing & Communications |
| | 2 | Overseas 2 | Animal infection overseas: substantial risk of human disease | No specific action | |
| | | Aus 2 | Animal infection in Australia: substantial risk of human disease | **Communication**<br>Reinforce influenza risks and good hygiene to City Property staff<br><br>**Personnel**<br>Identify critical staff required to carry out tasks associated with this plan. Within 7 days of phases activation.<br><br>Ensure critical staff identified above have full work from home capacity including mobile telephony, network access using iConnect (or similar). Develop procedures detailing who | **Communication**<br>Work Environment/Marketing & Communications<br><br>**Personnel**<br>City Property BMT<br><br>City Property BMT with assistance from iDivision. Within 7 days of phase activation. |

| | | | | | |
|---|---|---|---|---|---|
| | | | | these working arrangements will be implemented to ensura continued service delivery.<br><br>**Training**<br>Ensure critical staff have skills necessary to cover roles<br><br>**Planning**<br>Compile/Review list of current service providers required to carry out tasks associated with this plan.<br><br>Contact service providers and requast details of their preparedness for a pandemic. | **Training**<br>City Property BMT to develop training plan for critical staff based on role matrix at Appendix Pandemic H. Within 7 days of phase activation.<br><br>**Planning**<br>City Property BMT within 7 days of phase activation.<br><br>City Property Contract Manager/Built Environment Manager. Within 10 days of phase activation. |
| [redacted] | | | | | |





# Annexure – Pandemic B

# Contact with City Property Staff Working Remotely Procedure

## Team Contact Procedure

During a pandemic scenario it is possible that up to 50% of the team may be not at work. To facilitate some level of communication both from the team leader to the team and also between team members the following procedure should be followed.

1. Create a list of all staff with at least one of the following contact methods completed.

- Work Mobile number
- Webmail
- Home Phone number
- Personal Mobile
- Home Email

2. ***It is preferable that the home phone number is completed.***

***If you have concerns regarding the privacy issue and do not wish to provide your home phone number it is your responsibility to check Webmail and or contact your team leader at a frequency determined by your team leader (on the number shown on this form) to get and provide updates during the pandemic period.***

3. Review list ever 6 months and/or prior to distribution as part of plan activation

4. Distribute list to all staff in team when phase 4-5 of Pandemic Plan is activated

Active contact list is located at Annexure Pandemic D

# Annexure – Pandemic C

**SOCIAL DISTANCING & HYGIENE MEASURES**

In Phases 4 – 6 team leaders must follow these Social Distancing and Hygiene Practices and any other Corporate WH&S directives.

## Social distancing—reducing contact with others

Another strategy to protect staff is minimising their contact with others. Crowded places and large gatherings of people should be avoided, whether inside or outside. Because the virus can travel up to one metre when someone sneezes or coughs, a distance of at least one metre could reduce the propensity to be infected. Visiting or other contact with, unwell people should be avoided wherever practicable.

**Suggestions on how to minimise contact include:**

• avoid meeting people face to face—use the telephone, video conferencing and the internet to conduct business as much as possible—even when participants are in the same building;

• avoid any unnecessary travel and cancel or postpone non-essential meetings/gatherings/workshops/training sessions;

• if possible, arrange for employees to work from home or work variable hours to avoid crowding at the workplace;

• practice shift changes where one shift leaves the workplace before the new shift arrives. If possible, leave an interval before re-occupation of the workplace. If possible, thoroughly ventilate the workplace between shifts by opening doors and windows or turning up the air-conditioning;

• avoid public transport: walk, cycle, drive a car or go early or late to avoid rush hour crowding on public transport;

• bring lunch and eat it at your desk or away from others (avoid the cafeteria and crowded restaurants). Introduce staggered lunchtimes so numbers of people in the lunch room are reduced;

• do not congregate in tearooms or other areas where people socialise. Do what needs to be done and then leave the area;

• if a face-to-face meeting with people is unavoidable, minimise the meeting time, choose a large meeting room and sit at least one metre away from each other if possible; avoid shaking hands or hugging. Consider holding meetings in the open air;

• set up systems where clients/customers can pre-order or request information via phone/email/fax and have the order or information ready for fast pick-up or delivery; and

• encourage staff to avoid large gatherings where they might come into contact with infectious people.

# Hygiene Practices - Protecting yourself and others

One of the most effective ways to protect you, your family and friends from influenza is to practise good personal hygiene.

Five simple ways to prevent the spread of pandemic influenza:

### 1. Cover your mouth and nose when you sneeze or cough

The flu virus can travel through the air when a person coughs or sneezes. When you cough or sneeze you should:

- Turn away from other people
- Cover your mouth and nose with a tissue or your sleeve
- Use disposable tissues rather than a handkerchief (which could store the virus)
- Put used tissues into the nearest bin, rather than a pocket or handbag
- Wash your hands, or use an alcohol hand rub, as soon as possible afterwards.

People who are sick should always be encouraged to wear a surgical mask to contain the virus and help prevent its spread.

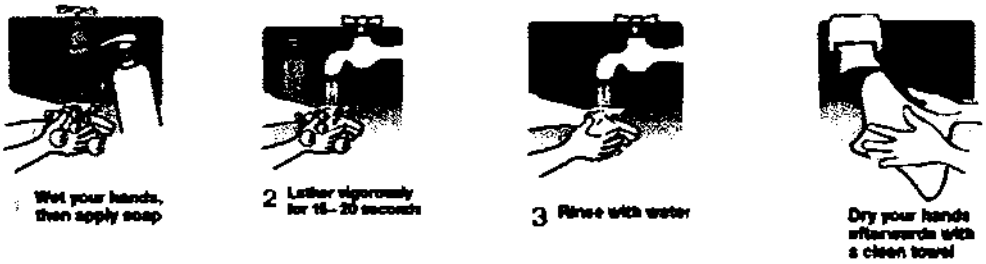
### 2. Wash your hands

Washing your hands regularly with soap and water or using an alcohol-based product (gels, rinses, foams - available at supermarkets and pharmacies) that does not require water - even when they aren't visibly dirty - is effective in killing the flu virus.

Always wash your hands:

- after you've been to the toilet
- after coughing, sneezing or blowing your nose
- after being in contact with someone who has a cold or flu
- before touching your eyes, nose or mouth
- before preparing food and eating.

To wash your hands properly




### 3. Don't share personal items

The flu virus can spread when someone touches an object with the virus on it and then touches their eyes, nose or mouth.
If a member of your household has the flu:

- keep personal items, such as towels, bedding and toothbrushes separate
- do not share eating and drinking utensils, food or drinks.

**4. Clean surfaces**

Flu viruses can live on surfaces for several hours. If a member of your household has the flu, you should regularly clean surfaces such as tables, benches, fridge doors and door knobs with soap and water or detergent.

**5. Avoid close contact with others if you are unwell with flu**

Keeping your distance from others by standing or sitting back (at least one metre apart, where possible) will help reduce the chances of spreading the flu virus between people.

While you are unwell you should remain at home and avoid going out in public. If you are unwell, you should not go to work or school or attend other public or crowded gatherings, and avoid taking public transport. If you need to use public transport, it is recommended that you wear a mask to contain the virus.

Do not visit people who have the flu unless it is absolutely necessary.

If a member of your household has the flu, he or she should be separated from other members of the family if possible, and be encouraged to wear a surgical mask. If you are caring for someone who has the flu, you too should wear a mask and gloves when in close contact to protect yourself from catching the flu.

# PPE Requirements

***** Based on a mask having a 3 Hour useful life*****

4 Staff for 8-9 hours @ 3 masks = 12 masks per day

Initial Order

Require 3 week stockpile = 15 days x 12 masks = 180 masks

Expected Timeframe 6 weeks to sustain

Total Requirement for 6 weeks = 30 days x 12 masks = 360 masks

# Annexure – Pandemic D

## CITY PROPERTY CRITICAL STAFF LIST

| | Name | Position | Work Phone | Email Address | Mobile Phone | Home Address | Home Phone |
|---|---|---|---|---|---|---|---|
| | | Manager City Property | | | | | |
| Backup 1 | | Operational Property Manager | | | | | |
| Backup 2 | | Commercial Property Development Mgr | | | | | |
| | | Property Asset Manager | | | | | |
| Backup 1 | | Property Asset Co-ordinator | | | | | |
| Backup 2 | | Land Use Co-ordinator | | | | | |
| | | CRE Strategic Manager | | | | | |
| | | Commercial Leasing Manager | | | | | |
| Backup 1 | | Leasing Officer | | | | | |
| Backup 2 | | Leasing Officer | | | | | |
| | | Security Co-ordinator | | | | | |
| Backup 1 | | Corporate Security Manager | | | | | |
| Backup 2 | | | See Annexur | | | | |

# Annexure – Pandemic E

## ESSENTIAL SERVICE PROVIDERS

| Name | Contact | Phone/Mobile | Contact Email | BCP (Y/N) | Description of Service |
|---|---|---|---|---|---|
| ISS Security | | | | Y | Alarm monitoring, responses, patrols, Locks/Unlocks |
| OCS Security | | | | Y | Physical Security (Guards) |
| CBMS<br>BOSS | | | | Y – Essential Services identified within the City Business Pandemic Plan | Building maintenance across Council sites, including air conditioning servicing.<br>Building maintenance at Level 5 239 George Street (Hitachi) |
| Bayton Property Services | | | | Y | Cleaning of Council sites (Site details found at Annexure - Pandemic A p15) |
| Pickwick Cleaning Services | | | | No BCP – have reviewed BCP information on internet and are familiar with potential increase service demands. Advised will be able to meet increased service demands. | Cleaning of Council sites (Site details found at Annexure – Pandemic A p15) |
| CBRE | | | | | Call to arrange additional cleaning at Level 5 239 George Street |
| Pink Professional Hygiene Services | | | | No BCP – Have advised they have the capacity to increase service levels during a pandemic. | Sanitary, air fresheners, nappy units, urinal & cistern sanitising, hand soap dispensers, hazardous waste bins |
| TAC | | | | | Electronic security systems and |

| | | | | |
|---|---|---|---|---|
| | Operations Manager | 07 3635 7500 | | access control systems (Cardax) |
| [redacted] | | | | |
| Alliance Catering | [redacted] | | | Catering for Council occupied accommodation in BSQ, GSQ and Hitachi (inc Vending machines) |
| [redacted] | | | | |
| Water Distribution | [redacted] | | Y | Pump servicing |
| [redacted] | | | | |
| City Fleet | [redacted] | | City Fleet have an internal "City Fleet Maintenance - Security Callout Instructions" documenting emergency response protocols. CBMS are also aware of this process. | Generator Servicing performed at the following sites:<br>• City Hall<br>• Queen St Bus Tunnel (Urban Transport)<br>• Cullen Ave<br>• KGS Car Park<br>• Wickham Tce Car Park<br>• Garden City Bus Depot<br>• SES Depot Wilston<br>• Green Square<br>City Fleet manage the servicing through a contract provider :<br>Cummins South Pacific Pty Ltd (A/H Callout 1300 286 646)<br>Backup - WASP Diesel (A/H Callout 1300 302 991) |

## CBMS ESSENTIAL STAFF FOR PROVISION OF FM SERVICES (Further detail available from CBMS)

| | | |
|---|---|---|
| [redacted] | | |
| 1st Backup<br>2nd Backup | [redacted] | Management of the Branch and decision making. |
| [redacted] | | |
| 1st Backup<br>2nd Backup | [redacted] | Management of the Help Desk |
| [redacted] | | |
| 1st Backup<br>2nd Backup<br>**Facilities Managers**<br>1st Backup<br><br>2nd Backup | [redacted] | Management of the FM Group<br><br>These contacts will be available from the Facilities Management contacts listed above. |

# Annexure – Pandemic F

## BAYTON PROPERTY SERVICES – SITE RESPONSIBILITY

| SITE | ADDRESS | SUBURB |
|---|---|---|
| Level 2, 171 George Street (MIPO) | Level 2, 171 George Street | BRISBANE CITY |
| Level 5, 171 George Street (ourbrisbane.com) | Level 5, 171 George Street | BRISBANE CITY |
| Jagera Hall | 121 Cordelia Street | SOUTH BRISBANE |
| 399 Montague Road (Brisbane Commercial Services) | 399 Montague Road | WEST END |
| West End Library | 178-180 Boundary Road | WEST END |
| Holland Park Ward Office | 1420 Logan Road | MOUNT GRAVATT |
| Mt Gravatt Library (inc Mt Gravatt CSC) | 8 Creek Road | MOUNT GRAVATT |
| Stones Corner Library | 280 Logan Road | STONES CORNER |
| Holland Park Depot (iDivision Dual Data Centre) | Holland Park Depot, 606 Cavendish Road | HOLLAND PARK |
| Mobile Library | 606 Cavendish Rd Cnr Boundary Rd | HOLLAND PARK |
| Holland Park Library | 61 Seville Road | HOLLAND PARK |
| The Gabba Ward Office | Unit 3, 34 Old Cleveland Road | STONES CORNER |
| Ascot SES | 280 Lancaster Road | ASCOT |
| Ascot SES Demountable | 280 Lancaster Road | ASCOT |
| Banyo Library | 284 St Vincent's Road | BANYO |
| Boondall Wetlands Environment Centre | 31 Paperbark Drive | BOONDALL |
| Boondall Wetlands Environment Centre Toilets | 31 Paperbark Drive | BOONDALL |
| Northgate Ward Office | Banyo Library, 284 St Vincent's Road | BANYO |
| Sandgate WWTP | 225D Stanworth Road | BOONDALL |
| Bracken Ridge Hall | Cnr Bracken & Barrett Streets | BRACKEN RIDGE |
| Bracken Ridge Library | Cnr Bracken & Barrett Streets | BRACKEN RIDGE |
| Bracken Ridge Ward Office | Cnr Bracken & Barrett Streets | BRACKEN RIDGE |
| Chermside Library | 375 Hamilton Road | CHERMSIDE |
| Marchant Ward Office | North Regional Business Centre, 960 Gympie Road | CHERMSIDE |
| North Regional Business Centre | 960 Gympie Road | CHERMSIDE |
| 260 Curtin Avenue West (Asphalt Operations Depot) | 260 Curtin Avenue West | EAGLE FARM |
| Bunya Street (BW Pump Station & Workshops) | 25 Bunya Street | EAGLE FARM |
| Cullen Avenue (BW NetWork Services) | 268 Cullen Avenue | EAGLE FARM |
| Warra Animal Shelter (Animal Management) | 521 Telegraph Rd | FITZGIBBON |
| Hamilton Hall | 36 Racecourse Road | HAMILTON |
| Hamilton Library | 42 Racecourse Road | HAMILTON |
| Hamilton Ward Office | Hamilton Library, 42 Racecourse Road | HAMILTON |
| Hamilton Public Toilets | Hamilton Library, 42 Racecourse Road | HAMILTON |

| | | |
|---|---|---|
| Luggage Point WWTP | 200 Main Beach Road | MYRTLETOWN |
| Heritage Building Toilets | 1 Bage Street | NUNDAH |
| Nundah Library | 1 Bage Street | NUNDAH |
| 17 Sugarmill Road (City Fleet) | Unit 2, 17 Sugarmill Road | PINKENBA |
| Deagon Ward Office | Cliff Street | SANDGATE |
| Sandgate Library | Town Hall, Seymour Street | SANDGATE |
| 67 Dunsford Street (Visible Ink Space - Zillmere) | Shop 3 - 5, 67 Dunsford Street | ZILLMERE |
| Zillmere Library | Cnr Zillmere Road & Jennings Street | ZILLMERE |
| Zillmere Sub Depot | 33 Jennings Street | ZILLMERE |
| Parkinson Ward Office | | Algester |
| 243 Bradman Street (City Fleet) | 243 Bradman Street | ACACIA RIDGE |
| Acacia Ridge Hall | 13 Coley Street | ACACIA RIDGE |
| Annerley Library | 450 Ipswich Road | ANNERLEY |
| Coopers Plains Library | 107 Orange Grove Road | COOPERS PLAINS |
| Fairfield Library | Fairfeild Gardens Shopping Centre, 180 Fairfield Road | FAIRFIELD |
| Fairfield WWTP | 206 Cansdale Street | FAIRFIELD |
| Tennyson Ward Office | Fairfield Gardens Shopping Centre, 180 Fairfield Road | FAIRFIELD |
| 115-123 Muriel Avenue (Archives) | Unit 10, 115-123 Muriel Avenue | MOOROOKA |
| Moorooka Ward Office | Shop 2, 122 Beaudesert Road | MOOROOKA |
| Salisbury SES | Cnr Beaudesert Road and Lillian Avenue | SALISBURY |
| MacGregor Ward Office | BCC Sunnybank Centre, 121 Lister Street | SUNNYBANK |
| Karawatha Ward Office | Shop 53, Level 2, Sunnybank Hills Shoppingtown, Cnr Compton Road & Calam Roads | SUNNYBANK HILLS |
| SOUTHERN Regional Business Centre | Shop 301, Cnr Calam & Compton Roads | SUNNYBANK HILLS |
| Sunnybank Hills Library | Level 1, Sunnybank Hills Shopping Centre Cnr Calam & Compton Roads | SUNNYBANK HILLS |
| Indooroopilly Library | Level 4, Indooroopilly Shopping Centre, 322 Moggill Road | INDOOROOPILLY |
| Mt Coot-tha Quarry | 200 Mt Coot-tha Road | TOOWONG |
| Jamboree Ward Office | Suite 18, Jindalee All Sports Shopping Centre, Sinnamon Road | JINDALEE |
| Karana Downs WWTP | Off Nayla Crescent | KARANA DOWNS |
| Mount Coot-tha Library | Mt Coot-tha Botanic Gardens, 152 Mt Coot-tha Road | TOOWONG |
| Mount Ommaney Library | 123 Dandenong Road | MOUNT OMMANEY |
| Mt Crosby SES | Stummers Road | MT CROSBY |
| Perrin Park Community Hall | Josling Street | TOOWONG |
| Perrin Park SES | Josling Street | TOOWONG |
| Perrin Park SES Demountable | Josling Street | TOOWONG |
| Pullenvale Ward Office | Suite 18, Floor 1, Kenmore Village Shopping Centre, Brookfield Road | KENMORE |
| Sir Thomas Brisbane Planetarium | Mt Coot-tha Botanic Gardens, 152 Mt Coot-tha Road | TOOWONG |

| | | |
|---|---|---|
| Toowong Bus Depot | 73 Dean Street | TOOWONG |
| Toowong Cemetery | Cnr Frederick & Mt Coot-tha Roads, Entrance: 304 Birdwood Terrace | TOOWONG |
| Toowong Library | Level 1, Toowong Village Shopping Centre, 9 Sherwood Road | TOOWONG |
| Toowong Ward Office | 50 High Street | TOOWONG |
| Walter Taylor Ward Office | Shop 4001a, Level 4, Indooroopilly Shopping Centre | INDOOROOPILLY |
| West Regional Business Centre | 46-56 Coonan Street | INDOOROOPILLY |

## PICKWICK GROUP – SITE RESPONSIBILITY

| SITE | ADDRESS | SUBURB |
|---|---|---|
| Green Square | 505 St Pauls Terrace | FORTITUDE VALLEY |
| Brisbane Square | 266 George Street | BRISBANE |
| 54 Berwick Street (Visible Ink - Fortitude Valley) | 54 Berwick Street | FORTITUDE VALLEY |
| Central Ward Office | Shop 11, 31 Duncan Street | FORTITUDE VALLEY |
| Story Bridge Depot | 234 Main Street | KANGAROO POINT |
| TCB Level 1,2 & 4 (terminating lease 12/2010) | TC Beirne Centre, 315 Brunswick Street | FORTITUDE VALLEY |
| 24 Macquarie Street (Records Repository) | 24 Macquarie Street | NEW FARM |
| New Farm Community Hall | 135 Sydney Street | NEW FARM |
| New Farm Library | 135 Sydney Street | NEW FARM |
| Pinnaroo Cemetery | 3 Bronson Street | BRIDGEMAN DOWNS |
| Pinnaroo Cemetery Administration House | 3 Bronson Street | BRIDGEMAN DOWNS |
| Pinnaroo Cemetery Chapel | 3 Bronson Street | BRIDGEMAN DOWNS |
| Pinnaroo Cemetery Staff Amenities | 3 Bronson Street | BRIDGEMAN DOWNS |
| Enoggera Ward Office | 102 Samford Road | ENOGGERA |
| Everton Park Library | 561 South Pine Road | EVERTON PARK |
| Grange Library | 79 Evelyn Street | GRANGE |
| 7 Brockman Street (HRIS) | 7 Brockman Street | KEDRON |
| 41 Lennon Street (Admin & Workshops) | 41 Lennon Street | STAFFORD |
| 41 Lennon Street (Shed) | 41 Lennon Street | STAFFORD |
| Kedron SES | 19 Hutchins Street | KEDRON |
| Downfall Creek Bushland Centre | 815 Rode Road | MCDOWALL |
| Downfall Creek Bushland Toilets | 815 Rode Road | MCDOWALL |
| Mitchelton Library | 37 Heliopolis Parade | MITCHELTON |
| Newmarket SES | 66 Wilston Road | NEWMARKET |
| Northgate Hall | 31 Scott & Ridge Streets | NORTHGATE |
| Cedar Creek Community Hall | 78 Cedar Creek Road | UPPER KEDRON |
| McDowall Ward Office | Shops 5 & 6, Rode Shopping Centre, 271 Appleby Road | STAFFORD HEIGHTS |
| 7 Lathe Street (Park Operations) | Unit 1, 7 Lathe Street | VIRGINIA |
| Wynnum Civic Centre | 66 Bay Terrace | WYNNUM CENTRAL |
| Wynnum Customer Service Centre | Wynnum Library, Wynnum Civic Centre, 66 Bay Terrace | WYNNUM CENTRAL |
| Wynnum Library | Wynnum Civic Centre, 66 Bay Terrace | WYNNUM CENTRAL |
| Wynnum Manly Ward Office | Unit 3A, 212 Bay Terrace (Cnr Pine St) | WYNNUM |
| Wynnum Public Toilets | 66 Bay Terrace | WYNNUM CENTRAL |
| Wynnum Retail Shop Toilets | 66 Bay Terrace | WYNNUM CENTRAL |
| Wynnum WWTP | Off Tanker Street | WYNNUM |

| | | |
|---|---|---|
| Wishart Ward Office | Ground Floor, 2072 Logan Road | UPPER MOUNT GRAVATT |
| Mount Gravatt Progress Hall | 1873 Logan Road | UPPER MOUNT GRAVATT |
| Garden City Library | Garden City Shopping Centre, Cnr Kessels & Logan Roads | UPPER MOUNT GRAVATT |
| Gibson Island WWTP | 180 Paringa Road | MURARRIE |
| Pine Mountain Quarry | 264 Pine Mountain Road | MOUNT GRAVATT EAST |
| 90 Klumpp Road (Hibiscus Sports Centre) | 90 Klumpp Road | MOUNT GRAVATT |
| Morningside SES | 9 Redfern Street | MORNINGSIDE |
| Balmoral Parks Depot | 441 Jean Howie Drive | MORNINGSIDE |
| Balmoral Parks Depot - Maintenance Services | 9 Redfern Street | MORNINGSIDE |
| Hemmant Cemetery - Ladies Public Toilet | 69 Hemmant & Tingalpa Roads | HEMMANT |
| Hemmant Cemetery Chapel | 69 Hemmant & Tingalpa Roads | HEMMANT |
| Hemmant Cemetery Facilities | 69 Hemmant & Tingalpa Roads | HEMMANT |
| Hemmant Office & Staff Amenities | 69 Hemmant & Tingalpa Roads | HEMMANT |
| East Regional Business Centre | 2 Millennium Boulevard | CARINDALE |
| Bulimba Library | Cnr Riding Road & Oxford Street | BULIMBA |
| Carina Library | 41 Mayfield Road | CARINA |
| Carindale Library | Carindale Westfield Shopping Centre, Creek Road | CARINDALE |
| Chandler Ward Office | Shop 8, Millennium Centre, 14 Millennium Boulevard | CARINDALE |
| Doboy Ward Office | Shop 5, 1181 Wynnum Road | CANNON HILL |
| Morningside Ward Office | Bulimba Library Building, 219 Oxford St | BULIMBA |
| Ashgrove Library | 87 Amarina Avenue | ASHGROVE |
| Corinda Library | 641 Oxley Road | CORINDA |
| The Gap Ward Office | 477 Waterworks Road | ASHGROVE |
| Inala Civic Centre | Corsair Avenue | INALA |
| Old Inala Hall | Cnr Abelia Street & Rosemary Street | INALA |
| Richlands SES | Off Government Road and Rudyard Street | RICHLANDS |
| Oxley WWTP (Scientific & Analytical Serv., Sewerage Operations Building, M & E Workshop, Control Room, Control Building) | 240 Donaldson Road | ROCKLEA |
| Wacol WWTP | 176a Grindle Road | WACOL |
| Willawong Animal Shelter | 501 Gooderham Road | WILLAWONG |
| SAS Laboratory | Ashridge Road | DARRA |
| Mt Gravatt Crematorium Complex | 582 Mains Road | MCGREGOR |
| Mt Gravatt Cemetery Office | 582 Mains Road | MCGREGOR |

## BASE BUILDING OWNERS – SITE RESPONSIBILITY

**Brisbane Transit Centre** 151-171 Roma Street Brisbane

[redacted]

# Annexure – Pandemic G

## BUILDING SERVICES – SERVICE LEVELS

Information on required service levels for building services during a pandemic will be provided by Work Environment Unit, Human Resources Branch.

WEU have advised that their response to issues like pandemics is heavily influenced by State Government. They are unaware of any guidance issued by them in respect to the pandemic and therefore WEU are unable to give definitive advice. Work Environment has the view that Council should not seek to predetermine additional cleaning regimes at this time. This is for a number of reasons:

- We have no guidance from the State Government and will wish to act, generally, in line with their advice;
- We cannot rely upon cleaning companies to deliver on increased cleaning during a pandemic (Council's contracted cleaning companies have indicated that they have they capacity to increase service levels during a pandemic – Late Phase 5/Early Phase 6);
- It is difficult to say with any certainty how such effective increased contract cleaning will be in reducing the risk of staff catching the flu;
- It might be better to rely upon staff to undertake wipe downs of their work areas and of shared facilities thereby providing a more responsive and flexible solution (currently freely available through Warehouse Operations); and
- Higher risk areas or areas occupied by staff with high criticality may require additional cleaning, however, at this stage this is not clear.

The success of this plan is reliant on service levels being provided by Work Environment Unit for the various stages of the pandemic.

Manager Work Environment Unit – [redacted].

# Annexure – Pandemic H

| Summary of City Property Responsibilities and Key Tasks | | | | |
|---|---|---|---|---|
| ***Role*** | ***Nominated Personnel*** | ***Key Tasks*** | ***Home Phone*** | ***Mobile*** |
| **Manager City Property** | [redacted] | Overall management of Property team.<br><br>Managing communications with DMO and others<br><br>Reporting to Chain of Command | [redacted] | |
| **Backup** | | | | |
| **Backup 2** | | | | |
| **Property Asset Manager** | | Contract management – security, cleaning, hygiene, maintenance. | | |
| **Backup 1** | | | | |
| **Backup 2** | | | | |
| **BCP Manager** | | Updating and maintenance of plan | | |
| **Backup 1** | | | | |
| **Backup 2** | | | | |
| **Property Leasing Manager** | | Co-ordinating activities on Council's leased sites. | | |
| **Backup 1** | | | | |
| **Backup 2** | | | | |
| **Cardax** | | Maintenance of Cardax (electronic security)<br><br>Implementing Cardax access changes | | |
| **Backup 1** | | | | |
| **Backup 2** | | | | |

BRISBANE CITY COUNCIL

CORPORATE SERVICES DIVISION
CITY PROPERTY

# BUSINESS CONTINUITY PLAN

For

Replacing the Brisbane Square functionality

| | |
|---|---|
| **Plan Coordinator:** | [redacted] |
| **Plan Owner:** | |
| **Divisional Manager:** | |
| **Date of Review:** | **15/09/10** |
| **Version:** | **Draft** |
| **Plan Type:** | **Essential Council Services Plan** |
| **Pandemic Plan: (Annexure/Included)** | **Yes** |
| **Official Council File No:** | |

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## ACRONYMS applied in Business Continuity Management

| | |
|---|---|
| BCCDMG | BCC Disaster Management Group |
| BCM | Business Continuity Management |
| BCP | Business Continuity Plan |
| BIA | Business Impact Analysis |
| CC | Crisis Controller |
| CMC | Crisis Management Committee |
| CRT | Crisis Response Team |
| CSE | Customer Service Environment |
| DRMT | Disaster Recovery Management Team |
| DRP | Disaster Recovery Plan |
| EMP | Emergency Management Plan |
| EMT | Emergency Management Team |
| EOL | Event Operations Log |
| ERG | eEmergency Response Group |
| IMT | Incident Management Team |
| ITSCM | IT Service Continuity Management |
| LDCC | Local Disaster Communications Centre |
| MAO | Maximum Acceptable Outage |
| MIR | Major Incident Room |
| PPE | Personal Protective Equipment |
| Sit-Rep | Situational Reports |
| SLA | Service Level Agreements |
| SOP | Standard Operating Procedures |

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# CONTROL SHEET

**Plan Approval**

| **Plan Coordinator:** [redacted] | **Signature:** | **Date:** |
|---|---|---|
| | **Signature:** | **Date:** |
| | **Signature:** | **Date:** |

**Revision History**

***Change Management practices necessitates the recording of any alterations to your BCP. Any review or update of the BCP must be recorded in the following table. The Version Number, Description/Reason, Section/Page, Date and the Author fields will be annotated.***

| Version Number | Description / Reason | Section / Page | Date | Author |
|---|---|---|---|---|
| 0.01 | Draft for approval | Throughout | Feb 2010 | [redacted] |
| 0.02 | Revised draft | Thoughout | Sept 2010 | |

**Corporate Test and Maintenance Requirements**

| Review / Test Frequency | | | |
|---|---|---|---|
| ***1. Internal Review*** to ensure plan details & contact lists are current. | ***2. External Review*** conducted by specialists from outside the Business Unit. | ***3. Desk-top Exercise*** examination of the plan against a specific scenario. | ***4. Live Exercise*** Involves a simulation exercise against a specific scenario. |
| **1 per 6 month period** | **1 per 12 month period – in conjunction with desk-top exercise** | **1 per 12 month period** | **1 per 24 month period** |

1. **Internal Reviews:** conducted every six months. Ensure the details in the plan (contact lists etc) are current. Undertaken within the Division/Business Unit responsible for the plan.

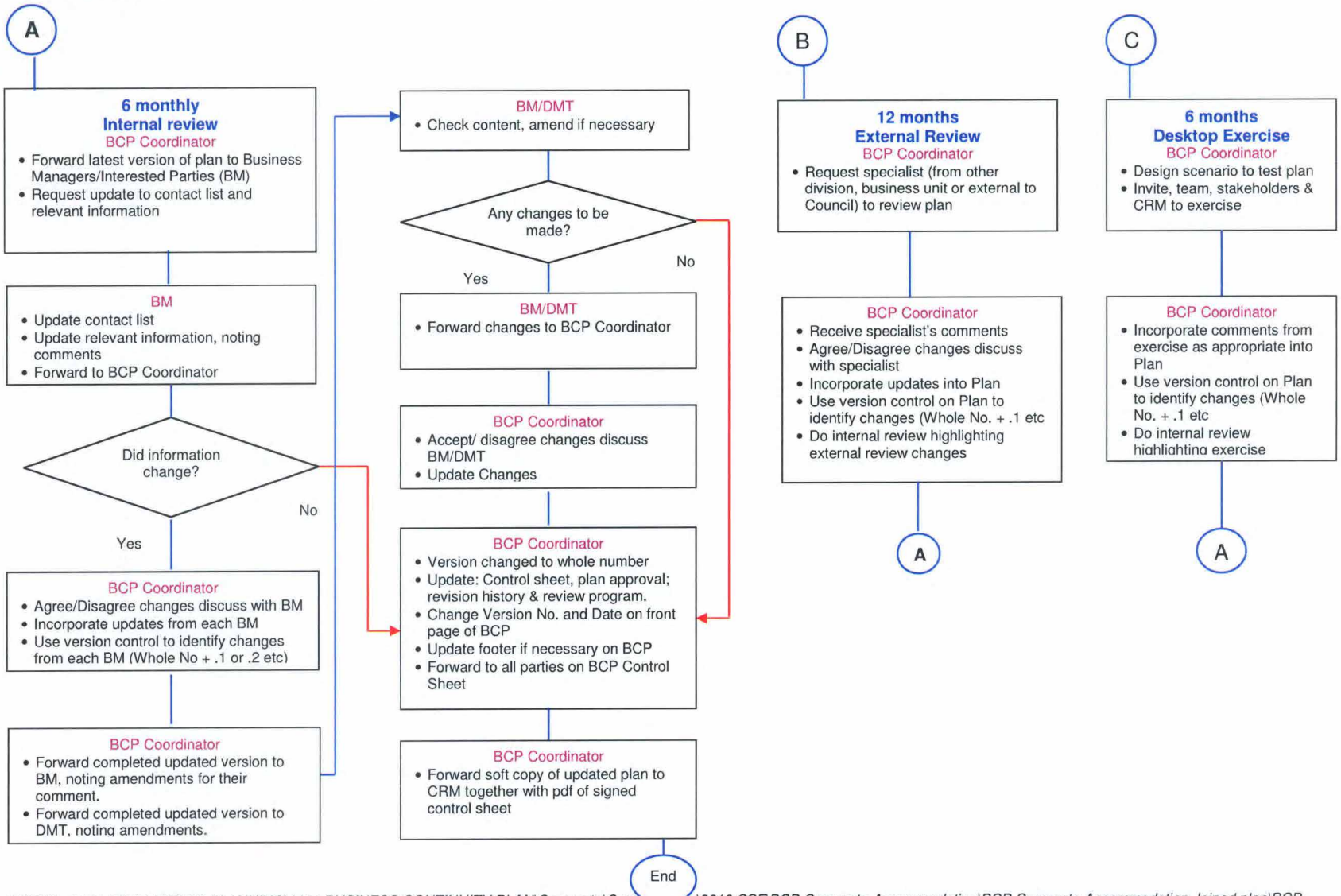
2. **External Reviews:** conducted annually by specialists from outside the business unit or outside of Council. CRM or other Business Unit/Divisional experts may be available to assist in these reviews. These reviews can be conducted in conjunction with an exercise.

3. **Desktop Exercises:** conducted every six months as a facilitated discussion. It does not require an operational response. It normally involves examination and/or discussion of the plan against a specific scenario with a group of internal stakeholders.

4. **A Live Exercise:** A live exercise is a simulation, usually in real time, in which the plan, or key parts of it are tested against a specific scenario. It typically involves key persons to respond to a simulated emergency and implementation of selected aspects of the plan. A live exercise may be "announced" or "unannounced". In either case it has to be carefully planned so that any impact on core business operations are known and controlled.

## BCP Version Review and Control Flowchart

***Business Continuity Plan Template***



***The purpose of this document is to provide a plan of action for achieving a continuation of operations in a crisis situation. Its contents are as follows:***

## Background

Brisbane Square is a focal point for Brisbane City Council central administrative operations and service delivery. It houses the larger part of the executive and senior management; many critical business and support functions; the WAN - core IT and communications infrastructure; and critical data and records.

The loss of Brisbane Square or the denial of access to it for any length of time would have a major impact on service delivery across most Council functions.

Whilst designated critical business functions are covered by separate business continuity plans, the replacement of Brisbane Square itself is the subject of this plan.

The plan details major tasks to be undertaken and the framework for management control, operations, communications and review throughout the crisis.

This BCP is classified as a Priority One within Council's classification process.

## Business Continuity Plan Aim and Objectives

### *1.1. Aim*

The aim of this plan is to provide functional workspace for Brisbane Square staff and functions in the event of the loss of Brisbane Square, or denial of access to it.

### *1.2. Objectives*

- To respond to the crisis.
- To identify suitable alternate site(s) in which critical Brisbane Square staff can carry out their duties during the crisis.
- To assess and select alternate site(s).
- To maintain overlay floor plans that depicts the area of available staff accommodation.
- To activate the site(s) for Brisbane Square staff and functions.
- To provide services to those sites.

## Scope, Constraints, Assumptions and Core Systems

The scenarios addressing the "loss" of Brisbane Square can be categorised according to the survival of the WAN, and to the geographic extent of the disaster.

| *Status – Brisbane Square* | *Status WAN* | *Extent of disaster* | *Comments* |
|---|---|---|---|
| Brisbane Square access is denied to BCC staff | WAN remains operational | Brisbane Square is the only building lost or to which access is denied | Covered by this plan |
| | | Multiple Council buildings are lost | Extent of damage activates Brisbane City Counter Disaster Plan * |
| | or | | |
| | WAN is destroyed/not operational | Brisbane Square is the only building lost or to which access is denied | Covered by this plan |
| | | Multiple Council buildings are lost | Extent of damage activates Brisbane City Counter Disaster Plan * |
| | | | |

* These scenarios not covered by this plan

The plan is only concerned with providing working accommodation and building services in the relevant scenarios. ***Business Units are responsible for recovering their own critical business functions.***

## Pandemic Planning

Included at Annexure L is a Business Continuity Sub-Plan that covers maintaining building services during a pandemic.

## *1.3. Assumptions*

The plan is based on the following assumptions:

- If Brisbane Square is lost, the Disaster Management Co-ordination (DMC) will be engaged but the Event Operations Centre (EOC) is not activated (unless requested).
- Priorities for occupancy will be determined by the Chief Executive Officer (CEO) / Executive Management Team (EMT).
- Back-up ICT systems and support will be provided by iDivision.
- This BCP covers the provision of replacement accommodation only. Individual critical business functions such as the Library & Customer Service Centre, ICT Operations, Brisbane Metropolitan Transport Management Centre & Contact Centre will be covered by their own Business Continuity Plans and would be activated should the Brisbane Square Business Continuity Plan be activated.
- Response to reported structural / compliance issues will be managed by City Property according to the '*Standard Operating Procedures - Asset Condition & Reporting'* documentation.
- Evacuation and emergency procedures for Brisbane Square will be as per the building's evacuation plan. **Contact: BCC Facility Manager [redacted] or FM Duty Manager [redacted]**
- Selection of an alternate office accommodation will be dependent upon the availability of services, ICT requirements and other relevant factors depending on the nature of the crisis.
- Other commercial office accommodation occupied by Council has sufficient capacity to perform Brisbane Square functions (may involve working with reduced numbers, on shift etc)
- Reinstatement of staff to Brisbane Square following the end of the crisis or the movement of staff to new alternative accommodation as part of phase 4 of the BCP will be determined by an officer/s appointed by the Chief Executive Officer.

## *1.4. Alternate Accommodation Options & Considerations*

There are three broad options:-

- ***Level 1 Green Square, Fortitude Valley***, - the majority of the displaced functions are housed in this building.
- ***East Regional Business Centre, Carindale***, - the majority of the displaced functions are housed in this building.
- The decentralised option - displaced functions are spread over many Council sites, eg. ***171 George Street (floors 2, 3 & 5); Brisbane Transit Centre (floors 5 & part 6) Hitachi Building (floor 5); or any of the other Regional Business Centres.***

Factors to consider when choosing alternate accommodation:

- **Emergency Power** – Green Square has an on site emergency power generator and East Regional Business Centre has provision for an emergency generator.
- **Staff Access** – Green Square is better accessed by staff via public transport. Carindale and other Regional Business Centres have limited public transport.
- **Centralised Accommodation** - 171 George Street provides central business district accommodation while Green Square also offers a centralised location.

The CEO will determine the location for alternate Brisbane Square office accommodation.

In a disaster situation, business functions will be performed by a reduced staffing level (initially 10% building to 70% over time).

Recall of staff is contingent upon their individual availability, location and accessibility to return to work.

The plan must be sustainable for at least 7 days.

## BCP Process Overview

The Plan focuses on immediate response and crisis management followed by transition to normal operations. The plan consists of the following sections:

Section 5.1 ***Phase 1. – Maintenance.*** This phase ensures that sufficient current information is available to implement the plan, and that designated alternate sites are available.

Section 5.2 **Phase 2.** – ***Crisis Response***. This phase is concerned with the immediate response once the plan is activated.

Section 5.3 ***Phase 3. – Operations from Alternate Sites.*** In this phase, BCC operations and business functions are performed from the alternate location(s).

Section 5.4 ***Phase 4. – Recovery & Transition to Normal Operations.*** This phase is concerned with recovering Brisbane Square (or new permanent location) and re-establishing normal operations and service delivery levels.

This plan only addresses the Maintenance and Crisis Response phases. Detailed plans for Phases 3 and 4 will be developed when required under the direction of the Chief Executive Officer / Executive Management Team.

## Detailed Plan (Phases & Tasks)

Refer to Business Continuity Plan Outline at Annexure I.

### *1.5. Phase 1 – Maintenance Phase*

| | Details | Responsibility | Timing |
|---|---|---|---|
| **Task 1** | *Develop overlay floor plans for two options (Green Square Level 1 and East Regional Business Centre)* | *Corporate Property Advisor – City Property* | *Review plans every 12 months* |
| **Task 2** | *Maintain current contact list of nominated council staff and critical external contractors.* | *Corporate Property Advisor – City Property* | *Review contact lists every 6 months* |
| **Task 3** | *Maintain liaison with iDivision, with critical business processes (interdependent BCP's) and with DMC.* | *Corporate Property Advisor – City Property* | *Ongoing* |
| **Task 4** | *Test the plan (desk top exercise).* | *Corporate Risk Management* | *Testing to be carried out as per schedule in Annexure C.* |

## *1.6. Phase 2 – Crisis Response*

A BCP Timetable is as follows where C = Crisis Point (zero hours):

| *Business Continuity Plan – Overall Timetable* | | | | |
|---|---|---|---|---|
| *Tasks* | *Tasks* | *Responsibility* | *Timeframe* | *Interdependencies* |
| | *Crisis Response* | | | |
| *5.2.1* | *Commence activation procedure as per the BCP* | *Manager City Property* | *C + 0 hours* | *EOC (Event Ops Centre)* |
| *5.2.2* | *Obtain Activation Approval for BCP go-ahead* | *CEO or delegate in the EOC; Divisional Manager – Corporate Services; Manager – City Property; Commercial Property Development Manager – City Property Operational Property Manager – City Property* | *C + 0.5 hour* | *EOC; all affected Council divisions* |
| *5.2.3* | *Identify & convene at Alternative Site* | *Crisis Response Team members* | *C + 1 hours* | *EOC* |
| *5.2.4* | *Commence Staff Recall Procedures* | *Manager – City Property or delegated officer* | *C + 1.5 hours* | *all affected Council divisions* |
| | *Establish Manual Records (Event Log Sheet, other)* | *Manager – City Property or delegated officer* | *C + 1.5 hours* | |
| *5.2.5* | *Takeover/Establish Building* | *Manager – City Property or delegated officer* | *C + 2 hours* | *all affected Council divisions* |
| *5.2.6* | *Monitor New Location* | *Manager – City Property or delegated officer* | *Ongoing* | *EOC; all affected Council divisions; external agencies* |
| *5.2.7* | *Provide a Liaison Officer to EOC as required* | *CEO or Manager – City Property* | *C + 2 hours* | *EOC* |
| | *In summary, within 2 hours following a crisis, the BCP would be activated and approved, and an (initial) operational plan implemented to cover management of the crisis.* | | | |
| | *25% of staff/functions operational* | | *C + 2 days* | |
| | *50% of staff/functions operational* | | *C + 3 days* | |
| | *70% of staff/functions operational* | | *C + 4 days* | |
| | *Commence planning for Phase 4* | | *C + 7 days* | |

### 5.2.1 Commence Activation Procedures – Circumstances of Activation

In an emergency, full details of the crisis would be presented to the activating officer for a decision on plan activation.

*Circumstances under which plan may be activated (but not limited to):*

- Damage to Brisbane Square by an event, natural or otherwise e.g. fire, bomb, earthquake, or
- Denial of access to Brisbane Square e.g. hostage situation, major flood

The decision to activate the plan will be based on the individual circumstances of the event and expected outage.

### 5.2.2 Obtain Activation Approval for BCP, set Delegations & Authorisations

Plan activation may be achieved by:

- Chief Executive Officer or delegate in the Event Operations Centre (EOC) e.g EOC Manager
- Divisional Manager – Corporate Services
- Manager, City Property (MCPROP)
- Operational Property Manager, City Property (OPMCP)
- Property Asset Manager, City Property (PAMCP)
- Commercial Property Development Manager, City Property (CPDMCP)
- Corporate Real Estate Strategy Manager, City Property (CREMCP)

The succession of command for this plan is:

- **CEO** – Chief Executive Officer
- **DMGRV** – Divisional Manager – Corporate Services
- **MCPROP** – Manager City Property
- **OPMCP** – Operational Property Manager
- **PAMCP** – Property Asset Manager, City Property
- **CPDMCP** – Commercial Property Development Manager, City Property
- **CREMCP** – Corporate Real Estate Strategy Manager, City Property

### 5.2.3 Identify and convene at the Alternate Site

Confirm options (in conjunction with iDivision) for relocating Brisbane Square functions.
Responsibility:

- Chief Executive Officer
- Divisional Manager – Corporate Services
- Manager – City Property
- Disaster Management Co-ordinator

Implementation of the plan will be directed from the primary alternate site. A site controller will be appointed for the new location.

The Manager City Property will form a Crisis Response Team (4-6 members made up of staff members from City Property & CBMS) and arrange for them to meet at the alternate site immediately to assist with the co-ordination of the crisis response.

### 5.2.4 Commence Critical Staff Recall

On activation of the BCP, the Manager – City Property or delegated officer, will:

- call all critical staff listed in Annexure A, advising them of the current situation, designated meeting place and required actions
- contact the designated BCC contact (see Annexure E) for the selected primary site to advise of the BCP activation and the need to clear space as per their individual BCP
- arrange to have the Cardax system reprogrammed to allow critical BSQ staff access to the primary alternate site. An Emergency Access Group within the Cardax system has been created in order to facilitate this. Contact details at Annexure F
- arrange for security guards to be placed on entrances at the primary alternate site to manage staff wanting access. Security guards to be provided with list of critical staff from member of Crisis Response Team.
- note in the Operations Log (Annexure H) that all critical staff have been contacted.

**Note:** If East Regional Business Centre is selected and there is no mains power available the officer will also be responsible for contacting the CB&MS Help Desk on x30900 (during business hours) or the CB&MS Duty Manager on 0416 282 209 to arrange for generator to be sent to the site. A list of companies authorised to provide a generator to Carindale can be found in Annexure B.

**Car Parking at Selected Primary Site**

**Green Square**
There is ample on site Basement parking under the South Tower.

**Carindale East Regional Business Centre**
There is limited on site parking, however, adequate car parking is available in the adjoining Westfield Carindale Shopping Centre.

### 5.2.5 Takeover/Establish Building

The Manager – City Property or delegated officer will allocate floor space in accordance with the attached overlay floor plans (see Annexure D) to achieve:

- 25% of functions operational within 48 hours
- 50% operational within 72 hours
- 70% operational within 96 hours

### 5.2.6 Monitor New Location

The Manager – City Property or delegated officer will provide daily reports to Chief Executive Officer on the new location.

### 5.2.7 Provide a Liaison Officer to the Event Operations Centre

Following the takeover and establishment of the new location a Liaison Officer will be appointed by the CEO or Manager – City Property to liaise between the Crisis Response Team and the Event Operations Centre (if activated).

### *1.7. Phase 3 – Operations from Alternate Site/s*

| | Details | Responsibility | Timing |
|---|---|---|---|
| **Task 1** | *Maintain alternate site and building services* | *Officer appointed by Manager – City Property* | *Upon occupancy of alternate site* |

### *1.8. Phase 4 – Recovery & Transition to Normal Operations*

| | Details | Responsibility | Timing |
|---|---|---|---|
| **Task 1** | *Draft a plan for Phase 4 under the direction of EMT* | *Officer appointed by Chief Executive Officer* | *The plan will be developed during Phase 3* |

### *1.9. Co-ordination Measures*

This plan must be co-ordinated with:

- Business Continuity Plans for critical business functions that are directed from within Brisbane Square such as the Library & Customer Service Centre, ICT Operations, Brisbane Metropolitan Transport Management Centre & Contact Centre
- EOC Standard Operating Procedures (SOPs) – if activated

### *1.10. Reporting*

Report in accordance with EOC SOPs or as directed by the CEO if the EOC is not activated.

## Estimated Plan Sustainability

The plan is based on the assumption that Phases 2 and 3 will last for at least 7 days under altered working conditions and reduced staffing levels, after which a revised plan will be drawn up as necessary to meet ongoing crisis requirements.

## Administration / Logistics

### *1.11. Delegations & Authorisations*

There is no change to normal delegations.

### *1.12. Contact Details*

Contact details for activating officers of critical business units are at Annexure A.

### *1.13. Documentation to be Maintained*

Phase 1 (Maintenance Phase) - Overlay floor plans and up-to -date contact lists are critical. These are included as Annexure D.

Once the plan is activated, a detailed operations log (Annexure H) is to be maintained. It is to include all major decisions and expenses.

## Internal and External Operational Communications

If necessary, a line of communication must be established with the EOC in order to monitor the current situation and keep stakeholders informed of present and future developments. To this extent a Liaison Officer will be appointed by the CEO or Manager – City Property to perform this task.

Communications with Council staff and functional areas will be via the EOC if activated. Otherwise through delegated Council officers.

*1.14.*

***Communicating with the Media***

All media communications to be carried out through the **Lord Mayor's Media Office –** [redacted]

*1.15.*

***Communicating with Staff During Crisis***

**Upon BCP Activation**

Staff communications to be carried out through the **Marketing & Communications Branch – (see Annexure K).** Message to be given to all staff through various media channels advising of current situation.

Sample communique:
'All Brisbane City Council staff are advised that Brisbane Square is currently closed. Do not come to Brisbane Square, remain at home and await further instructions.' *Wording to be approved by CEO*

**Communications with Council Staff arriving at Brisbane Square.** Staff contact to be arranged through Council's on site security service by Manager - City Property or delegated officer.

Sample communique:
'All Brisbane City Council staff are advised that access to Brisbane Square is not available. Staff are to return home and await further instructions. All critical staff will be contacted and advised of relocation procedure.' *Wording to be approved by CEO*

**During Staff Recall**
Staff communications to be carried out through the **Marketing & Communications Branch (See Annexure K).** Message to be given to all staff through various media channels advising of current situation.

Sample communique:
'All Brisbane City Council staff are advised that Brisbane Square is currently not accessible. Do not come to Brisbane Square. Key staff have been contacted and are convening at an appointed location. Remaining staff to wait for further instructions.' *Wording to be approved by CEO*

**Recall of critical staff to the primary alternative site.**
The Manager – City Property or delegated officer, will contact critical staff upon activation of the BCP. This person will advise critical staff:

- That BCP has been activated
- Location of Primary Alternative Site
- Parking arrangements
- Access arrangements

**During Occupation of Alternative Primary Site**

Communications - Staff communications to be carried out through the **Marketing & Communications Branch (See Annexure K).** Message to be given to all staff through various media channels advising of current situation. The detail of these messages will vary according to the stage of the crisis and the action plans developed in Phase 3 & 4 or the BCP. *Wording to be approved by CEO*

**Direction of non-critical staff**

- All critical staff as per recall of critical staff procedure at alternative location
- All non-critical staff to work at home and may be required to be rostered to the alternative location as required.
- Branch management team / critical staff to direct and manage non-critical staff remotely.
- Business unit manager, when applicable are to correspond with non-critical staff by electronic mail (to private email addresses where possible). Individual work functions are to be tracked and co-ordinated by a work group daily task and review sheet.

## LIST OF ANNEXES / SUPPORT PLANS

| Business Continuity Plan – Annexure Listing | | |
|---|---|---|
| **Annexure Ref** | **Annexure Title** | **BCP Reference** |
| A | Critical Employee Contact List | 5.1 & 5.2.4 |
| B | Key Suppliers Contact List | 5.2.4 |
| C | BCP Maintenance Schedule<br>(to maintain/test the BCP as per Corporate requirements) | 5.1 |
| D | Overlay Floor Plans<br>Green Square &<br>East Regional Business Centre | 5.1 |
| E | BCC Contact for Primary Alternate Site | 5.2.4 |
| F | BCC Contact for Cardax Access | 5.2.4 |
| G | Event Operations Log | 5.2.4 |
| H | BCP Outline (Phases & Tasks) | 5 |
| I | City Property Staff Contact List | |
| J | Marketing & Communications Contact List | 8.2 |
| K | Authorised Staff Contact List | 5.2.2 |
| L | Pandemic Sub Plan | 1.2 |

# Annexure A

Brisbane Square Business Continuity Plan

| Division | Section | Name | Phone Number | Login | Computer Requirements |
|---|---|---|---|---|---|
| **City Planning & Sustainability** | **Divisional Mgr.** | [redacted] | | | Microsoft Office Professional |
| | **City Planning** | | | | Microsoft Office Professional GroupWise, Webbasx, OASIS, Ellipse, HRIS, Internet |
| | | | | | Microsoft Office Professional GroupWise, Webbasx, OASIS, Ellipse, HRIS, Internet |
| | | | | | Microsoft Office Professional GroupWise, Webbasx, OASIS, Ellipse, HRIS, Internet |
| | | | | | Microsoft Office Professional GroupWise, Webbasx, OASIS, Ellipse, HRIS, Internet |
| | **Economic Development** | | | | Microsoft Office Professional GroupWise, CityWeb |
| | **Business Services & Projects** | | | | Microsoft Office Professional<br>GroupWise, Webbasx, OASIS, Ellipse, HRIS, Internet |
| | | | | | Microsoft Office Professional GroupWise, Webbasx, OASIS, Ellipse, HRIS, Internet |
| | | | | | Microsoft Office Professional GroupWise, Webbasx, OASIS, Ellipse, HRIS, Internet |

| | | | |
|---|---|---|---|
| **Natural Environment & Sustainability** | [redacted] | MNES | Microsoft Office Professional<br>GroupWise, Webbasx, OASIS, Ellipse, HRIS, Internet |
| | | | Microsoft Office Professional<br>GroupWise, Webbasx, OASIS, Ellipse, HRIS, Internet |
| | | | Microsoft Office Professional<br>GroupWise, Webbasx, OASIS, Ellipse, HRIS, Internet |
| **Water Resources** | | MWTR | Microsoft Office Professional<br>GroupWise, iBimap, Ellipse, HRIS, Internet |
| | | | Microsoft Office Professional<br>GroupWise, iBimap, Ellipse, HRIS, Internet |
| | | | Microsoft Office Professional<br>GroupWise, iBimap, Ellipse, HRIS, Internet |
| | | | Microsoft Office Professional<br>GroupWise, iBimap, Ellipse, IFBIS HRIS, Internet |
| | | | Microsoft Office Professional<br>GroupWise, iBimap, Ellipse, HRIS, Internet |
| **Development**<br><br>**Assessment** | | MDA | Microsoft Office, GroupWise, DCM/BIDS<br>Properties on the Web, WebBasx, DART, Ellipse, HRIS, Internet<br>Image repository to view DAs online |
| | | TLAN | Microsoft Office, GroupWise, DCM/BIDS<br>Properties on the Web, WebBasx, DART, Ellipse, HRIS, Internet<br>Image repository to view DAs online |

| | | | |
|---|---|---|---|
| **Brisbane Infrastructure** | **Divisional Manager** | [redacted] | Microsoft Office, GroupWise, DCM/BIDS Properties on the Web, WebBasx, DART, Ellipse, HRIS, Internet<br>Image repository to view DAs online |
| | | | Microsoft Office, GroupWise, DCM/BIDS Properties on the Web, WebBasx, DART, Ellipse, HRIS, Internet<br>Image repository to view DAs online |
| | | | Microsoft Office, GroupWise, DCM/BIDS Properties on the Web, WebBasx, DART, Ellipse, HRIS, Internet<br>Image repository to view DAs online |
| | | | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | | | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | | | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | | | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | | | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | | | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | **Transport and Traffic** | | Microsoft Office Professional GroupWise, CityWeb, HRIS |
| | | | Microsoft Office Professional, MS Project MS Active sync, Ideafocus, Artemis Portamail |
| | | *A/Principal, Active Transport* [redacted] | Microsoft Office Professional, webbas ellipse, portamail |

| | | |
|---|---|---|
| **City Assets** | [redacted] | Microsoft Office Professional, webbas corel draw, acrobat writer |
| | | Microsoft Office Professional GroupWise, CityWeb |
| | | Microsoft Office Professional GroupWise, CityWeb |
| | | Microsoft Office Professional GroupWise, Cityweb |
| | | Microsoft Office Professional, Groupwise HRIS, Electronic ticketing system, RMS, MIS - Ferry Data, ICC |
| | | Microsoft Office Professional, HRIS Groupwise |
| | | Full redundant capacity at DMR TMC. Bliss Coronation Drive software, CCTV software, ICB, MS Office Professional HRIS, Groupwise |
| | | Microsoft Office Professional, HRIS Groupwise, K Flow |
| | | MS Office, HRIS, Ellipse, CorVu, PMS GroupWise, Oracle, RSI, iBimap, Mapinfo, HRIS |
| | | Microsoft Office Professional GroupWise, CityWeb, Ellipse, iBimap, HRIS |

| | | | |
|---|---|---|---|
| | | [redacted] | Microsoft Office Professional<br>GroupWise, CityWeb, Ellipse, iBimap, HRIS |
| | | | Microsoft Office Professional<br>GroupWise, CityWeb, Ellipse, HRIS |
| | | | MS Office, HRIS, Ellipse, CorVu, PMS<br>GroupWise, Oracle, RSI, iBimap, Mapinfo,<br>HRIS |
| | | | Microsoft Office Professional, Ellipse<br>GroupWise, CityWeb, HRIS, IfBIS |
| **Office of the Lord Mayor and the Chief Executive Officer** | **Chief Executive's Office** | | Microsoft Office Professional, GroupWise<br><br>CityWeb |
| | | | Microsoft Office Professional, GroupWise<br>CityWeb |
| | | | Microsoft Office Professional, GroupWise<br>CityWeb |
| | **Office of the Lord Mayor** | | Microsoft Office Professional, GroupWise<br>CityWeb |
| | | | Microsoft Office Professional, GroupWise<br>CityWeb |
| **Corporate Services** | **Divisional Mgr's Office** | | Microsoft Office Professional, GroupWise<br>CityWeb |
| | | | Microsoft Office Professional, GroupWise<br>CityWeb |
| | **City Property** | | Microsoft Office Professional, GroupWise<br>CityWeb |

| | | |
|---|---|---|
| | [redacted] | Microsoft Office Professional, GroupWise CityWeb |
| | | Microsoft Office Professional, GroupWise CityWeb |
| **B Sq Facility Mgt** | | Microsoft Office Professional, GroupWise CityWeb |
| **Corporate Financ** | | Microsoft Office Professional, GroupWise CityWeb, Capix, Internet |
| | | Microsoft Office Professional, GroupWise CityWeb, Capix, Internet |
| | | Microsoft Office Professional, GroupWise CityWeb, Capix, Internet |
| **Brisbane City Legal Practice** | | Microsoft Office Professional, GroupWise Open Practice, Internet |
| | | Microsoft Office Professional, GroupWise Open Practice, Internet |
| | | Microsoft Office Professional, GroupWise Open Practice, Internet |
| **Marketing & Communication** | | Microsoft Office Professional, GroupWise CityWeb |
| | | Microsoft Office Professional, GroupWise CityWeb |
| | | Microsoft Office Professional, GroupWise CityWeb |
| | | Microsoft Office Professional, GroupWise CityWeb |
| | | Microsoft Office Professional, GroupWise CityWeb |
| | | Microsoft Office Professional, GroupWise CityWeb |

| | | |
|---|---|---|
| **Human Resources** | [redacted] | Microsoft Office Professional, GroupWise CityWeb, HRIS, Alesco |
| | | Microsoft Office Professional, GroupWise CityWeb, HRIS, Alesco, Internet |
| | | Microsoft Office Professional, GroupWise CityWeb, HRIS, Alesco, Internet |
| | | Microsoft Office Professional, GroupWise CityWeb, HRIS |
| | | Microsoft Office Professional, GroupWise CityWeb, HRIS |
| | | Microsoft Office Professional, GroupWise CityWeb, HRIS, Alesco |
| | | Microsoft Office Professional, GroupWise CityWeb, HRIS, Alesco |
| **Strategic Procurement Office** | | Microsoft Office Professional GroupWise, CityWeb |
| | | Microsoft Office Professional GroupWise, CityWeb |
| **Corporate Risk Management** | | Microsoft Office Professional GroupWise, CityWeb |
| | | Microsoft Office Professional GroupWise, CityWeb |
| | | Microsoft Office Professional GroupWise, CityWeb |

| | | | |
|---|---|---|---|
| | **Procurement** | [redacted] | Microsoft Office Professional GroupWise, CityWeb |
| | **Procurement** | | Microsoft Office Professional GroupWise, CityWeb |
| | **Operations** | | Microsoft Office Professional GroupWise, CityWeb |
| **iDivision** | **Divisional Mgrs Office** | | Microsoft Office Professional GroupWise, CityWeb |
| | **ICT Strategy** | | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | **ICT Solutions** | | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | **Customer Rel Development** | | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | **Capability Development** | | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | | | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | | | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | | | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | | | Microsoft Office Professional, GroupWise CityWeb, Internet |

| | | | |
|---|---|---|---|
| | | [redacted] | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | **Information Management** | | Microsoft Office, GroupWise, City Web RMSII |
| | **ICT Managed Services** | | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | | | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | | | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | | | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | | | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | | | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | | | Microsoft Office Professional, GroupWise CityWeb, Internet |
| | | | Microsoft Office Professional, GroupWise CityWeb, Internet |
| **Families & Community Services** | **Divisional Mgr** | | Microsoft Office Professional, GroupWise CityWeb, Internet |

| | | |
|---|---|---|
| **Business Services** | [redacted] | Microsoft Office Professional, GroupWise<br>CityWeb, Internet |
| | | Microsoft Office Professional, GroupWise<br>CityWeb, Internet, HRIS, ESS |
| | | Microsoft Office Professional, GroupWise<br>CityWeb, Internet, HRIS, ESS |
| | | Microsoft Office Professional, GroupWise<br>CityWeb, Internet, HRIS, ESS |
| **CARS** | | Microsoft Office Professional, GroupWise<br>CityWeb, DART |
| | | Microsoft Office Professional, GroupWise<br>CityWeb, DART |
| **Library Services** | | Microsoft Office Professional, GroupWise<br>CityWeb, Unicorn, HRIS, Ellipse, Internet |
| | | Microsoft Office Professional, GroupWise<br>CityWeb, Unicorn, HRIS, Ellipse, Internet |
| | | Microsoft Office Professional, GroupWise<br>CityWeb, Unicorn, HRIS, Internet |
| **Local Asset Services** | | Microsoft Office Professional, GroupWise<br>CityWeb, HRIS, Internet |
| | | Microsoft Office Professional, GroupWise<br>CityWeb |

| | | |
|---|---|---|
| **Community Services** | [redacted] | Microsoft Office Professional, GroupWise |
| | | Microsoft Office Professional, GroupWise |
| **Customer Services** | | Microsoft Office Professional, GroupWise |
| | | Microsoft Office Professional, GroupWise |
| **Community Safety & Disaster Management** | | Microsoft Office Professional, GroupWise<br>CityWeb, SOEII |
| | | Microsoft Office Professional, GroupWise<br>CityWeb |
| | | Microsoft Office Professional, GroupWise<br>CityWeb |
| | | Microsoft Office Professional, GroupWise<br>CityWeb, Alesco |
| **City Life & Activities** | | Microsoft Office Professional, GroupWise |
| | | Microsoft Office Professional, GroupWise |

| | | |
|---|---|---|
| **Customer Services** | [redacted] | Microsoft Office Professional, GroupWise |
| | | Microsoft Office Professional, GroupWise |
| | | Microsoft Office Professional, GroupWise |
| **Community Safety & Disaster Management** | | Microsoft Office Professional, GroupWise<br>CityWeb, SOEII |

# Annexure B

Brisbane Square Business Continuity Plan - Contractors List

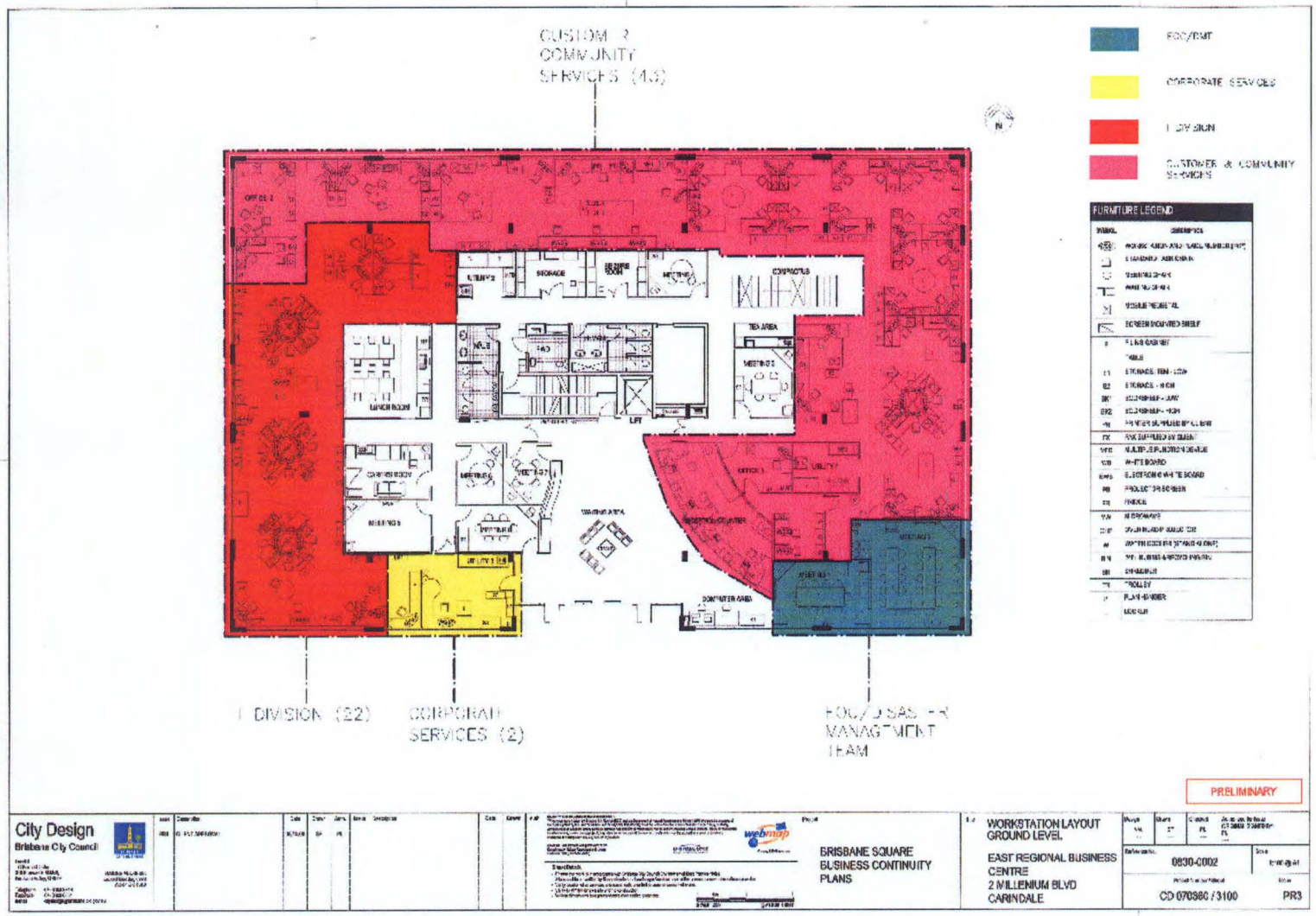
| Service Provided | Company/Contact | Phone Number |
|---|---|---|
| **Generator for ERBC** | **Duty Manager**<br>*City Building & Maintenance*<br>Brisbane City Council | [redacted] |
| | **Generator Hire Service P/L**<br>*6 Shoebury Street, Rocklea* | |
| | **Active Hire**<br>*1808 Ipswich Road, Rocklea* | |

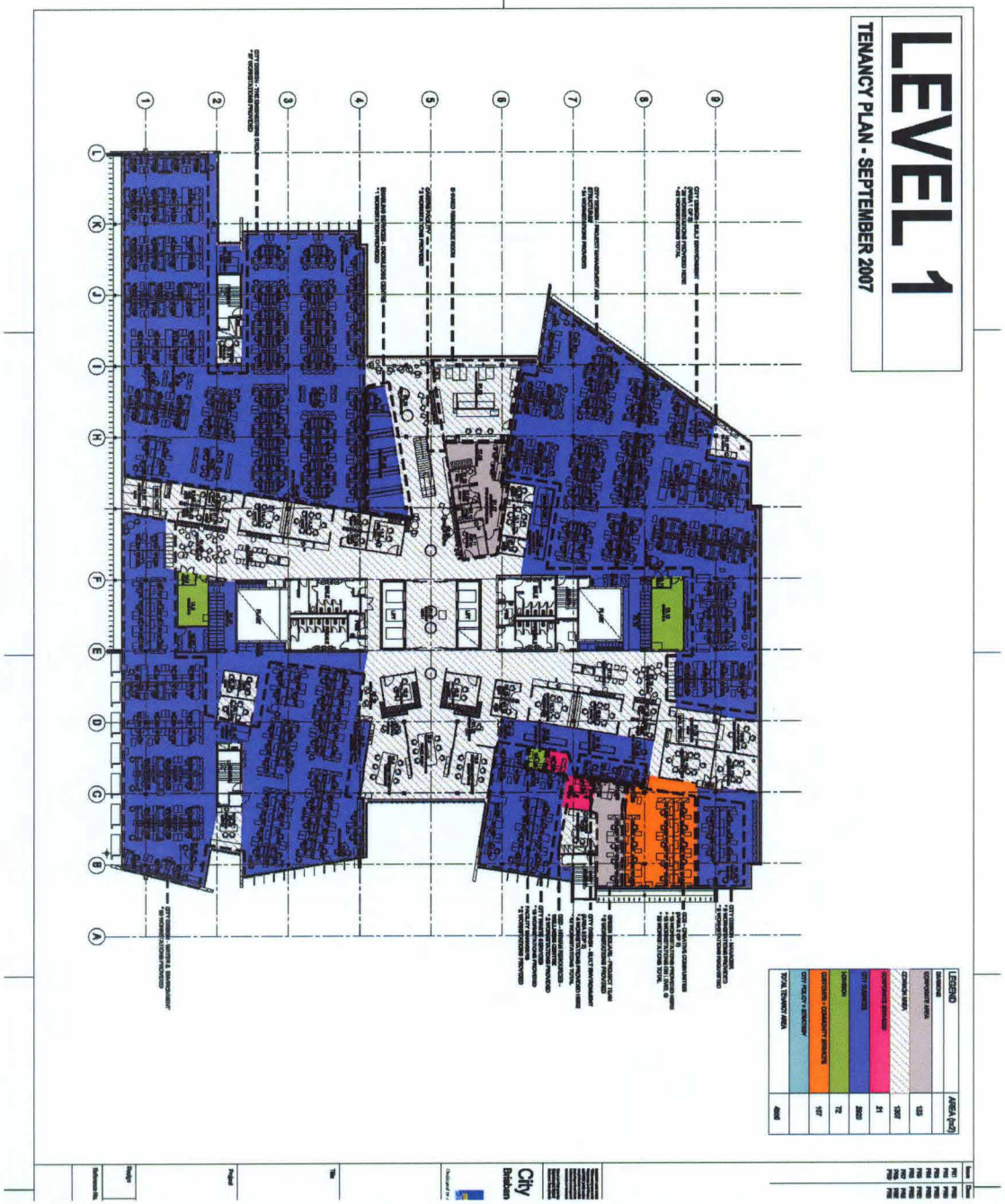
# Annexure C

## Annexure C: BCP Maintenance Schedule ; Priority One

| *Ref* | *Required Reviews* | *Corporate designated Requirements* | *When last completed* | *Next planned review* |
|---|---|---|---|---|
| *1* | *Internal Review* | *6 months* | *March 2010* | *March 2010* |
| *2* | *External Review* | *12 months* | *June 2007* | *September 2011* |
| *3* | *Desktop Review* | *1 per 12 months* | *June 2007* | *October 2010* |
| *4* | *Live Exercise* | *1 per 24 months* | *n/a* | *TBA* |

# Annexure D


CUSTOMER & COMMUNITY SERVICES (43)
DIVISION (22)
CORPORATE SERVICES (2)
MANAGEMENT TEAM
FURNITURE LEGEND
PRELIMINARY
City Design
Brisbane City Council
BRISBANE SQUARE
BUSINESS CONTINUITY
PLANS
WORKSTATION LAYOUT
GROUND LEVEL
EAST REGIONAL BUSINESS
CENTRE
2 MILLENIUM BLVD
CARINDALE
0830-0002
CD 070360 / 3100
PR3


LEVEL 1
TENANCY PLAN - SEPTEMBER 2007
LEGEND
AREA (m2)
City
Brisbane

# Annexure E

## Brisbane Square Business Continuity Plan - Contact List for Notification of Move to Alternate Site

| | Section | Name | Phone Number |
|---|---|---|---|
| Green Square Contact | City Design | [redacted] | |
| East Regional Business Centre Contact | F&CS | | |

# Annexure F

Brisbane Square Business Continuity Plan - Contact List for Cardex Access

| Division | Section | Name | Phone Number |
|---|---|---|---|
| Corporate Services | City Property | [redacted] | |

# Annexure G

**Brisbane Square – Business Continuity Plan**

## EVENT OPERATIONS LOG

Sheet No .....

SHIFT.....

| Serial | Date | Time (24Hr) | From | To | Item | Comments | Action Sign-Off |
|---|---|---|---|---|---|---|---|
| | | | | | | | |
| | | | | | | | |
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| | | | | | | | |

Signed by .....

# Annexure H

| *Annexure I: Business Continuity Plan Outline (Phases and Tasks)* | | |
|---|---|---|
| *Sect* | *Phases & Tasks* | *Check Column* |
| *5.1* | *Phase 1 – Maintenance:*<br>• *Task 1 – Develop overlay floor plans*<br>• *Task 2 – Maintain a current contact list of the nominated council staff*<br>• *Task 3 – Maintain liaison with iDivision, with critical business processes and with DMC*<br>• *Task 4 - Test the plan as required* | |
| *5.2*<br>*5.2.1*<br>*5.2.2*<br>*5.2.3*<br>*5.2.4*<br>*5.2.5*<br>*5.2.6*<br>*5.2.7* | *Phase 2 – Crisis Response:*<br>• *Task 1 – Commence Activation Procedures*<br>• *Task 2 - Obtain activation approval for BCP*<br>• *Task 3 – Identify & convene at the nominated Alternate Site*<br>• *Task 4 – Commence Staff Recall Procedures*<br>• *Task 5 – Takeover/Establish Building*<br>• *Task 6 – Monitor new location*<br>• *Task 7 – Provide a Liaison Officer to the Event Operations Centre* | |
| *5.3* | *Phase 3 – Operations from Alternate Site:*<br>• *Maintain alternate site and building services* | |
| *5.4* | *Phase 4 – Recovery and Transition to Normal Operations:*<br>• *Draft a plan for Phase 4 under the direction of EMT* | |

| *Annexure H: Business Continuity Plan Outline (Phases and Tasks)* | | |
|---|---|---|
| *Sect* | *Phases & Tasks* | *Check Column* |
| *5.1* | *Phase 1 – Maintenance:*<br>• *Task 1 – Develop overlay floor plans*<br>• *Task 2 – Maintain a current contact list of the nominated council staff*<br>• *Task 3 – Maintain liaison with iDivision, with critical business processes and with DMC*<br>• *Task 4 - Test the plan as required* | |
| *5.2*<br>*5.2.1*<br>*5.2.2*<br>*5.2.3*<br>*5.2.4*<br>*5.2.5*<br>*5.2.6*<br>*5.2.7* | *Phase 2 – Crisis Response:*<br>• *Task 1 – Commence Activation Procedures*<br>• *Task 2 - Obtain activation approval for BCP*<br>• *Task 3 – Identify & convene at the nominated Alternate Site*<br>• *Task 4 – Commence Staff Recall Procedures*<br>• *Task 5 – Takeover/Establish Building*<br>• *Task 6 – Monitor new location*<br>• *Task 7 – Provide a Liaison Officer to the Event Operations Centre* | |
| *5.3* | *Phase 3 – Operations from Alternate Site:*<br>• *Maintain alternate site and building services* | |
| *5.4* | *Phase 4 – Recovery and Transition to Normal Operations:*<br>• *Draft a plan for Phase 4 under the direction of EMT* | |

# Annexure I

## CITY PROPERTY Contact List (annexxe I.)

City Property, Brisbane City Council, GPO Box 1434, Brisbane QLD 4001
Fax: [redacted]
City Property Phone Listing as at 1 September 2010 (including DPMO Projects)

| | | |
|---|---|---|
| **MANAGER'S OFFICE** | | |
| [redacted] | **City Property Branch Manager** | [redacted] |
| | Executive Officer | |
| | Personal Assistant | |
| | Admin & Correspondence Co-ordinator | |
| | | |
| | Business Services Manager | |
| | Business Services Manager | |
| | Finance Officer | |
| | Finance Officer | |
| **STRATEGIC PLANNING** | | |
| [redacted] | **A/ CRE Strategy Manager** | [redacted] |
| | Project Administrator | |
| | Project Manager | |
| | Commercial Leasing Manager | |
| | Project Manager (FTWM) | |
| | Corporate Property Advisor | |
| | Property Systems Officer | |
| **OPERATIONAL PROPERTY** | | |
| [redacted] | **Operational Property Manager** | [redacted] |
| | Project Administrator | |
| | | |
| | **Commercial Leasing Manager** | |
| | Senior Leasing Officer | |
| | Leasing Officer | |
| | Leasing Officer | |
| | **rvices** | |
| | Accommodation Services Manager | |
| | Accommodation Services Officer | |
| | | |
| | **A/ Property Asset Manager** | |
| | Property Asset Coordinator | |
| | Property Asset Coordinator | |
| | Property Asset Coordinator | |
| | Property Asset Coordinator | |
| | **e Team** | |
| | Conference and Venue Manager | |
| | Conference and Venue Coordinator - GSQ | |
| | Conference and Venue Coordinator - BSQ | |
| | | |
| | Land Use Co-ordinator | |
| | Property Officer | |

[redacted]

| | |
|---|---|
| 157 Ann Street) | |
| **A/ Team Leader Cultural Activities** | [redacted] |
| A/Civic & Community Liaison Coordinator | |
| A/Bookings and Operational Officer | |
| vices (157 Ann Street) | |
| Accommodation Services Manager | |
| Venue and Events Coordinator | |
| Venue and Event Officer | |
| **COMMERCIAL PROPERTY** | |
| **Land Manager** | [redacted] |
| Senior Acquisitions & Disposals Officer | |
| Acquisitions & Disposals Officer | |
| Acquisitions & Disposals Officer | |
| Acquisitions & Disposals Officer | |
| Acquisitions & Disposals Officer | |
| Property Officer (Thursday and Friday) | |
| Property Officer | |
| **COMMERCIAL DEVELOPMENT** | |
| Commercial Manager | [redacted] |
| Project Development Manager | |

**DIVISIONAL PROJECT MANAGEMENT OFFICE, CITY PROPERTY**

**DPMO, City Property, Brisbane City Council, GPO Box 1434, Brisbane QLD 4001**
**Fax: 3334 0054**

[redacted]

| | |
|---|---|
| (DPMO) (157 Ann Street) | |
| **Commercial Prop / Dev Mgr** | [redacted] |
| Project Administrator | |
| Senior Project Finance Officer | |
| Project Manager | |
| Project Manager | |
| Project Manager | |
| Project Manager | |
| Project Manager | |
| Construction Manager | |
| ENT AND MAINTENANCE REVIEW (D | |
| **Project Manager** | |
| Project Manager | |
| Project Support Officer | |
| N (DPMO, SECURING 2026 | |
| **Project Manager** | |
| Project Officer | |
| Property Systems Officer | |

# Annexure J

# Brisbane Square Business Continuity Plan - Contact List for Marketing & Communication

| Division | Section | Name | Phone Number | Media Stream |
|---|---|---|---|---|
| Corporate Services | Marketing & Communication | [redacted] | | |

# Annexure K

# Brisbane Square Business Continuity Plan - Authorised Staff List

| Branch | Section | Sub-Section | Name | Phone Number | Login |
|---|---|---|---|---|---|
| **OLMCEO** | **Chief Exec Office** | | **Colin Jensen**<br>*Chief Executive Officer* | [redacted] | CEO |
| **Corporate Services** | **City Property** | | [redacted] | | MCPROP |
| | | | | | BEMCP |
| | | | | | CREMCP |
| | | | | | PLMCP |
| | | | | | BECCP |
| | | | | | BECCP |
| | | | | | DMCP |

# Annexure L

# BRISBANE CITY COUNCIL

## CORPORATE SERVICES DIVISION
## CITY PROPERTY

# BUSINESS CONTINUITY PLAN
## Sub Plan

## For

## Maintaining Building Services During a Pandemic

| | |
|---|---|
| **Author:** | **City Property** |
| **Date:** | **February 2010** |
| **Version:** | **Final** |
| **Plan Reference:** | **BCP: Loss of Brisbane Square** |
| **Plan Priority:** | **Priority One** |

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This plan has been devised to identify the risks and response plan associated with providing accommodation for essential Council staff in the event of an influenza pandemic. It is included as an addendum to the Brisbane Square Business Continuity Plan and should be read in conjunction with that plan.

In the Corporate Pandemic Plan the scope of City Property's tasks are identified at Section 4.2.

## AIM

- The aim of this plan is to identify the requirements for City Property to maintain building services in the case of an influenza pandemic in support of the identified essential services.
- To communicate with staff the possibilities associated with this pandemic contingency plan and exercise City Property's preparedness to manage it.
- To assist in the containment of the disease once the pandemic hits, by reducing spread within Council's facilities.
- Maintain essential services if containment is not possible.

## Pandemic Influenza Stages of Alert

| | | Global phase | Australian phase | Description of phase | AHMPPI 2008 Australian phases |
|---|---|---|---|---|---|
| RECOVERY | PREVENTION AND PREPAREDNESS | | AUS 0 | No circulating animal influenza subtypes in Australia that have caused human disease | |
| | | 1 | Overseas 1 | Animal infection overseas: the risk of human infection or disease is considered low | |
| | | | AUS 1 | Animal infection in Australia: the risk of human infection or disease is considered low | |
| | | 2 | Overseas 2 | Animal infection overseas: substantial risk of human disease | |
| | | | AUS 2 | Animal infection in Australia: substantial risk of human disease | |
| | | 3 | Overseas 3 | Human infection overseas with new subtype/s but no human to human spread or at most rare instances of spread to a close contact | ALERT |
| | | | AUS 3 | Human infection in Australia with new subtype/s but no human to human spread or at most rare instances of spread to a close contact | |
| | RESPONSE | 4 | Overseas 4 | Human infection overseas: small cluster/s consistent with limited human to human transmission, spread highly localised, suggesting the virus is not well adapted to humans | DELAY |
| | | | AUS 4 | Human infection in Australia: small cluster/s consistent with limited human to human transmission, spread highly localised, suggesting the virus is not well adapted to humans | |
| | | 5 | Overseas 5 | Human infection overseas: larger cluster/s but human to human transmission still localised, suggesting the virus is becoming increasingly better adapted to humans, but may not yet be fully adapted (substantial pandemic risk) | DELAY |
| | | | AUS 5 | Human infection in Australia: larger cluster/s but human to human transmission still localised, suggesting the virus is becoming increasingly better adapted to humans, but may not yet be fully adapted (substantial pandemic risk) | |
| | | 6 | Overseas 6 | Pandemic overseas: increased and sustained transmission in general population | DELAY |
| | | | AUS 6a | Pandemic in Australia: localised (one area of country) | CONTAIN |
| | | | AUS 6b | Pandemic in Australia: widespread | SUSTAIN |
| | | | AUS 6c | Pandemic in Australia: subsiding | CONTROL |
| | RECOVER | | AUS 6d | Pandemic in Australia: next wave | RECOVER |
| RECOVERY | | | | | |

These phases are covered in Appendix A

## AUSTRALIAN PHASES

| | |
|---|---|
| The ALERT phase | Being alert to the risk of a pandemic and preparing for a pandemic |
| The DELAY phase | Once the pandemic virus emerges overseas, keeping the virus out of Australia |
| The CONTAIN phase | Once the pandemic virus does arrive in Australia, limiting the early spread |
| The SUSTAIN phase | Sustaining the response, while we wait for a pandemic vaccine |
| The CONTROL phase | Controlling the pandemic spread with a vaccine |
| The RECOVER phase | Once the pandemic is under control, returning to normal, while remaining vigilant |

## APPENDIX A: SUMMARY OF KEY RESPONSE PHASE ACTIONS

| Phase | Key actions |
|---|---|
| **Pandemic alert – global phase 4** | |
| **Phase Overseas 4: Delay**<br>Small cluster(s) consistent with limited human to human transmission overseas but spread is highly localised, suggesting the virus is not well adapted to humans. | • Prime Minister consults Premiers and Chief Ministers; response phase of the National Action Plan implemented<br>• Increase surveillance, monitoring and reporting of pandemic virus<br>• Implement border control measures, including consideration of a mechanism to reduce travel from affected areas<br>• Implement public education and awareness campaign |
| **Pandemic – global phase 5** | |
| **Phase Overseas 5: Delay**<br>Larger cluster(s) overseas but human to human spread still localised overseas, suggesting that the virus is becoming increasingly better adapted to humans, but may not yet be fully transmissible (substantial pandemic risk). | • Prime Minister consults Premiers and Chief Ministers<br>• Continue heightened surveillance, monitoring and reporting of pandemic virus<br>• Continue increased border management and quarantine measures<br>• Continue public information campaign with relevant updates |

| Pandemic – global phase 6 | |
|---|---|
| **Phase Overseas 6: Delay**<br>Increased and sustained transmission in the general population overseas. | • Declaration of a pandemic by the WHO<br>• Prime Minister consults Premiers and Chief Ministers<br>• Continue enhanced surveillance, monitoring and reporting of pandemic virus<br>• Continue to enforce enhanced border management and quarantine measures<br>• Continue public information campaign with relevant updates |
| **Phase Australia 6a: Contain**<br>Increased and sustained transmission in the general population in Australia, but cases are still localised to one area of the country. | • Declaration of a pandemic in Australia by the Prime Minister, on advice from the Minister for Health and Ageing and the CMO, after consulting First Ministers and the President of the ALGA<br>• Implement measures to contain spread of infection<br>• Support maintenance of essential infrastructure and services<br>• Monitor and support supply of food, supplies and services to affected areas<br>• Strategic deployment of the National Medical Stockpile, including targeted distribution of antiviral drugs and vaccines<br>• Implement localised community-level strategies, including social distancing measures<br>• Strengthen public information campaign with relevant updates |
| **Phase Australia 6b: Sustain**<br>Increased and sustained transmission in the general population in Australia and cases are occurring in multiple regions of the country. | • Prime Minister, on advice from the Minister for Health and Ageing and the CMO, declares the pandemic to be spreading in Australia after consulting First Ministers and the President of the ALGA<br>• Tailor measures to contain spread of infection<br>• Support maintenance of essential infrastructure and services<br>• Monitor and support supply of food, supplies and services to affected areas<br>• Strategic deployment of the National Medical Stockpile and distribution of antiviral drugs and vaccines<br>• Maintain delivery of community support services<br>• Continue widespread community-level strategies, including social distancing measures<br>• Continue public information campaign with relevant updates |

| | |
|---|---|
| **Phase Australia 6c: Control**<br>Increased and sustained transmission in the general population in Australia but the number of cases is subsiding. | • Prime Minister, on advice from the Minister for Health and Ageing and the CMO, declares the pandemic to be subsiding in Australia after consulting First Ministers and the President of the ALGA<br>• Tailor measures to contain spread of infection<br>• Support maintenance of essential infrastructure and services<br>• Review extent of social distancing measures<br>• Distribute customised vaccine<br>• Restock National Medical Stockpile as needed<br>• Continue public information campaign with relevant updates<br>• Evaluate and review communication strategies |
| **Phase Australia 6d: Recover**<br>Pandemic controlled in Australia but further waves may occur if the virus 'drifts' and/or is re-imported. | • Prime Minister, on advice from the Minister for Health and Ageing and the CMO, declares the pandemic is under control after consulting First Ministers and the President of the ALGA<br>• Assist recovery of community support services<br>• Assist recovery of essential infrastructure and services<br>• Continue public information campaign about recovery |

## Australia as the source of an influenza pandemic

Pandemic preparedness planning in Australia is based on the premise that an influenza pandemic strain will first emerge overseas and will enter Australia via an infected traveller.

In the unlikely scenario that an influenza pandemic virus first emerges in Australia, relevant prevention and preparedness and response actions outlined in this Plan would be activated. The actions for AUS Phase 3, AUS Phase 4 and AUS Phase 5 are shown below. If a pandemic virus emerges in Australia, the actions for AUS Phase 6a (contain), AUS Phase 6b (sustain) and AUS Phase 6c (control) will come into play.

| | |
|---|---|
| **Australia 3: Stamp-out**<br>New subtype/s but no human-to-human spread or at most rare instances of spread to a close contact. | • Prime Minister, on advice from the Minister for Health and Ageing and the CMO, change of phase in Australia<br>• Agricultural efforts to stamp out infection in birds and animals<br>• Protection for humans in close contact with such animals<br>• Heightened surveillance for human cases and provide appropriate health care<br>• Step up public education campaign |
| **Phase Australia 4: Avert**<br>Small cluster(s) consistent with limited human to human transmission in Australia but spread is highly localised, suggesting the virus is not well adapted to humans. | • Prime Minister, on advice from the Minister for Health and Ageing and the CMO, declares occurrence of limited human-to-human transmission in Australia<br>• Monitor supply of food, supplies and services to affected areas<br>• Targeted distribution of antiviral drugs and strategic deployment of National Medical Stockpile<br>• Implement localised community-level strategies, including social distancing measures<br>• Implement border exit screening measures at international airports<br>• Step up public information campaign |

| | |
|---|---|
| **Phase Australia 5: Avert**<br><br>Larger cluster(s) but human to human spread still localised in Australia, suggesting that the virus is becoming increasingly better adapted to humans, but may not yet be fully transmissible (substantial pandemic risk). | • Prime Minister, on advice from the Minister for Health and Ageing and the CMO, declares further spread of human-to-human transmission in Australia<br>• Monitor supply of food, supplies and services to affected areas<br>• Targeted distribution of antiviral drugs and strategic deployment of National Medical Stockpile<br>• Implement localised community-level strategies, including social distancing measures;<br>• Implement border exit screening measures at international airports<br>• Continue public information campaign with relevant updates |

## ASSUMPTIONS & CONSTRAINTS

- PPE distribution will be managed at a local level through the various business units.
- PPE Supplies will be maintained, monitored and distributed by Warehouse Operations.
- The plan only covers critical City Property staff required to maintain building services in support of the identified Essential Council Services.
- The plan is not a Business Continuity Plan for all of City Property's business functions.
- Frequency of cleaning work surfaces and persons, social distancing, and advice on the disposal of contaminated waste will be advised by Council's Human Resources Branch.
- Communications to Council staff and the public will be managed through the Marketing & Communications Branch and the Crisis Communication Plan.
- The erection of information signage is not covered by this plan. The erection of signage will be the responsibility of the originating business unit. For example, hygiene signage would be placed by Work Environment Unit through their resources or through outsourced contractors such as CBMS.
- The plan only covers building services to Council's Corporate Real Estate portfolio managed by City Property.
- EMT/PWG will monitor the situation through to high alert at which stage, the Emergency Coordination Centre (ECC) will be activated and shall be responsible for the management of the overall situation in co-ordinating activities in the various BCPs.
- The content of this BCP does not conflict with other BCPs in place across Council.
- Communication tools and core ICT services are available.
- The Federal Government and/or Queensland Government will identify the triggers for activation and escalation from one alert level to another.
- Preventative & breakdown building maintenance will continue as planned.
- Essential staff lists will be maintained by individual business units.
- Essential site identification will be determined by the Chief Executive Officer (CEO)/Executive Management Team (EMT).

## ESSENTIAL BUILDING SERVICES FOR BCC

According to the Corporate Pandemic Plan City Property is responsible for providing building services that support Council Essential Services, identified at Appendix 2 within the Corporate Pandemic Plan.

It is likely that City Property will be expected to provide increased levels of:

- site cleaning
- hygiene services including some potential new services such as hazardous/contaminated waste removal.
- Maintenance/Servicing to buildings, including air conditioning systems
- Security

City Property is responsible for managing the cleaning, hygiene and security contracts for Council. Generally, most building maintenance is carried out via Council's City Building & Maintenance Service.

A detailed list of building services suppliers can be found at Annexure E.

Those suppliers without Business Continuity Plans have been contacted by City Property to confirm their preparedness for increased service provision in the event of a pandemic.

## CITY PROPERTY RISK AREAS

The following provides a breakdown of critical risk areas for City Property in maintaining the essential building services during a pandemic.

### PERSONNEL

The objective is to determine the absolute minimum staff numbers for a prolonged period that City Property requires to maintain essential building services throughout all phases of an influenza pandemic.

**Phase 0-2: Inter-pandemic (Planning)**

- Identify minimum staff numbers to maintain essential services. The BCP Manager will work with the Branch Management Team (BMT) to identify essential staff to ensure the work associated with the Essential Building Services are covered. City Property Critical Staff lists (including backups) can be found at Annexure D)
- Plan for mass absenteeism and ensure contingencies are in place to support. Prepare to work with minimum staff, with multiple back up teams on stand by. BMT to identify two (2) backups for each critical City Property role identified above.
- If some staff can work from home they should be set up with what they need to do so.
- Ensure there is sufficient knowledge base for all tasks involved in maintaining essential services. Training should be undertaken to ensure all staff are capable of carry out tasks associated with this plan. A required skills matrix can be found at Appendix H.
- Nominate staff representative to be the first point of contact for pandemic issues.
- Look at options to provide equipment and support for telecommuting and working from home for relevant staff.

**Phase 3-5: Pandemic Alert (Containment)**

- All critical City Property staff will be immunized against the known strain of the influenza outbreak (if available) - WEU.
- Start encouraging excellent personal/workplace hygiene by ensuring supply of soap, alcohol wipes and gels etc, regular hand and office surfaces cleaning especially between shifts ie phones, desks, computers, MFDs, door handles, kitchen surfaces, bathrooms and other work surfaces. Perform hand hygiene after touching 'frequently handled objects' and consider a routine hourly hand hygiene schedule. Cleaners can be used to increase cleaning service.
- Keep staff aware of any new developments on the pandemic and how they affect them.
- Ensure staff are aware of who to contact on the pandemic in their workplace.
- Encourage staff to remain at home if they feel unwell.
- Ensure staff have a surplus of all their PPE requirements (secured) – Controlled by Warehouse Operations.
- All suppliers will need to comply with the site access procedures.
- Ensure critical staff have work from home capability.

**Phase 6: Pandemic (Response)**

- All critical staff (Annexure D) to work from home if possible. Backups not to report to buildings unless they are requested as a replacement for ill staff member.
- All non-critical staff to work at home and will be rostered to Brisbane Square or Green Square if required.
- Quarantine staff to avoid contact with other staff whilst at work (Refer to BCC HR plan).
- Provide private transport arrangements to all critical staff – avoid public transport and the risk of infection.
- Limit access to Council sites by external visitors – essential visitors only.

## COMMUNICATION

Marketing and Communications Branch have developed a Crisis Communications Plan that details the management of communications with staff and the community during the event.

**Phase 0-2: Inter-pandemic (planning)**

- Communicate as early as possible the possibility of a pandemic.
- Regularly update staff on any information relating to the pandemic and it's relevance to their roles and responsibilities.
- Have City Property staff ensure they communicate all task/role specific knowledge to ensure a wider skills base.

**Phase 3-5: Pandemic Alert (Containment)**

- Regularly update staff on any information relating to the pandemic and it's relevance to their roles and responsibilities.
- Remind staff who they can contact about the pandemic in their workplace if they feel they may be at risk of infection or infecting others.

**Phase 6: Pandemic (Response)**

- Limit site access to critical staff only.
- Quarantine staff who must work in office all other staff to work from home. All critical City Property staff have access to network from home.
- Encourage electronic and telecommunications as a means of relaying work and attending meetings.
- Make sure all staff are aware if a fellow employee becomes ill.
- Limit all communications to emails, phones and faxes.
- Postpone all meetings that cannot be held electronically.
- Essential visitors only (couriers, cleaners, security, maintenance).
- Encourage use of stairs to limit numbers using lifts.
- Maintain regular reports to Divisional Manager's Office.

## PERSONAL PROTECTIVE EQUIPMENT (PPE) & HYGIENE STANDARDS

Ensure all staff have access to an adequate supply of essential and task specific PPE in the case of a pandemic.

**Phase 0-2: Inter-pandemic (Planning)**

- Put together a list of all essential and task/site specific PPE required in a pandemic situation.
- Ensure there is sufficient storage space for the additional supplies at each site.
- Signage erected that reminds people of what to do, who to contact and what to look for in a pandemic situation.

**Phase 3-5: Pandemic Alert (Containment)**

- Stockpile all the relevant PPE onsite.
- Implement signage that reminds staff of their obligation to themselves and their colleagues in the event of an influenza pandemic.
- Signage for visitors describing the workplace policies.
- Make sure staff are aware of correct PPE procedures and their obligation to comply with these procedures.
- Ensure all visitors abide by all PPE directives.

**Phase 6: Pandemic (Response)**

- Monitor PPE stockpile to ensure sufficient supply.

## HEALTH SURVEILLANCE

**Phase 0-2: Inter-pandemic (Planning)**

- Display list of pandemic contacts who staff can contact for further information.

**Phase 3-5: Pandemic Alert (Containment)**

- Control the spread by monitoring staff for signs of illness and reporting to pandemic delegates.
- Conduct training for all staff on identifying early symptoms of Influenza.
- Discourage ill staff from coming to work.

**Phase 6: Pandemic (Response)**

- Continue monitoring health of staff at work and at home via email or telephone.
- Reinforce stay at home rule with all staff.
- Immediately quarantine anyone who arrives at the workplace showing symptoms.

## SOCIAL DISTANCING

Social distancing is a requirement in a pandemic situation to prevent exposure and the spread of the virus. The Human Resources Pandemic Plan has additional detail on Social Distancing (also see Annexure C).

**Phase 0-2: Inter-pandemic (Planning)**

- Inform staff of the concept of social distancing.

**Phase 3-5: Pandemic Alert (Containment)**

- All critical staff to avoid public transport.
- Breakout space usage to be minimised.
- All non-essential meetings to be postponed.
- Additional cleaning routines activated as advised by Work Environment Unit. (Further information Annexure G)
- Implement Social Distancing measures as advised by Human Resources Branch.

**Phase 6: Pandemic (Response)**

- All non-critical staff to work at home and will be rostered to Brisbane Square or Green Square if required. Critical staff Backups not to report to buildings unless they are requested as a replacement for ill staff member.
- Access to buildings limited to critical staff and essential visitors.
- Single point of delivery for visitors to buildings
- Critical staff encouraged to work from home – limit time at office to reduce exposure.
- Quarantined floors/workspaces.

**SUPPLIERS**

**Phase 0-2: Inter-pandemic (Planning)**

- Develop a spreadsheet of essential building service providers and their contact details. (Annexure E)

**Phase 3-5: Pandemic Alert (Containment)**

- Initiate the increased building service requirements. These requirements will be as advised by Work Environment Unit and Human Resources Branch. (Further information Annexure G)
- Only use preferred suppliers as identified in the planning stages.
- Delivery personnel outside of Council will need to be screened for illness. An agreement should be reached with the preferred supplier/s once a procedure and plan has been finalised.

**Phase 6: Pandemic (Response)**

- Ensure 'Social Distancing' when dealing with suppliers.

## Appendices

| Appendix | Appendix Title |
|---|---|
| A | City Property Action Plan |
| B | Remote Working Procedure |
| C | Social Distancing & Hygiene Measures |
| D | City Property Critical Staff List |
| E | Essential Service Providers |
| F | Cleaning Contractor – Site List |
| G | Building Services – Service Levels |
| H | City Property Responsibility Matrix |

# Annexure – Pandemic A

# City Property Summary of BCP Pandemic Actions

## *For Discussion Purposes Only*

| Period | Global Phase | Australian Phase | Description of Phase | Summary of City Property BCP Responses | Resource Requirements and Preparation |
|---|---|---|---|---|---|
| Inter-pandemic | | Aus 0 | No circulating animal influenza subtypes in Australia that have caused human disease | No specific action | |
| | 1 | Overseas 1 | Animal infection overseas: the risk of human infection or disease is considered low | No specific action | |
| | | Aus 1 | Animal infection in Australia: the risk of human infection or disease is considered low. | **Communication**<br>Alert City Property staff to the influenza risks related to handling animals and possibility of future human to human transmission.<br><br>Commence hygiene procedures specific to work situations for preventing influenza virus transmission.<br><br>Introduce Social Distancing concept to staff. | **Communication**<br>Request assistance from Divisional WHS Advisor and HR Branch.<br><br>Developed by Work Environment/Marketing & Communications<br><br>Developed by Work Environment/Marketing & Communications |
| | 2 | Overseas 2 | Animal infection overseas: substantial risk of human disease | No specific action | |
| | | Aus 2 | Animal infection in Australia: substantial risk of human disease | **Communication**<br>Reinforce influenza risks and good hygiene to City Property staff<br><br>**Personnel**<br>Identify critical staff required to carry out tasks associated with this plan. Within 7 days of phases activation.<br><br>Ensure critical staff identified above have full work from home capacity including mobile telephony, network access using iConnect (or similar). Develop procedures detailing who | **Communication**<br>Work Environment/Marketing & Communications<br><br>**Personnel**<br>City Property BMT<br><br>City Property BMT with assistance from iDivision. Within 7 days of phase activation. |

| | | | | | |
|---|---|---|---|---|---|
| | | | | these working arrangements will be implemented to ensure continued service delivery.<br><br>**Training**<br>Ensure critical staff have skills necessary to cover roles<br><br>**Planning**<br>Compile/Review list of current service providers required to carry out tasks associated with this plan.<br><br>Contact service providers and request details of their preparedness for a pandemic. | **Training**<br>City Property BMT to develop training plan for critical staff based on role matrix at Appendix Pandemic H. Within 7 days of phase activation.<br><br>**Planning**<br>City Property BMT within 7 days of phase activation.<br><br>City Property Contract Manager/Built Environment Manager. Within 10 days of phase activation. |
| Pandemic Alert | 3 | Overseas 3 | Human infection overseas with new subtype(s) but no human to human spread or at most rare instances of spread to a close contact | No specific action | |
| | | Aus 3 | Human infection in Australia with new subtype(s) but no human to human spread or at most rare instances of spread to a close contact | **Communication**<br>Reinforce influenza risks and good hygiene messages | **Communication**<br>Work Environment/Marketing & Communications |
| | 4 | Overseas 4 | Human infection overseas: small cluster(s) consistent with limited human to human transmission, spread highly localised, suggesting the virus is not well adapted to humans. | **Planning**<br>Prepare for altered accommodation arrangements – cleaning, security, maintenance | **Planning**<br>Contact service providers to advise of possible increased service requirements. |
| | | Aus 4 | Human infection in Australia: small cluster(s) consistent with limited human to human transmission, spread highly localised, suggesting the virus is not well adapted to humans. | Implement altered accommodation arrangements:<br>**Cleaning**<br>Commence additional disinfection and cleaning of workstations, kitchens, toilets, common areas.<br><br>**Hygiene**<br>Commence additional hygiene services | Within 3 days of phase activation.<br><br>**Cleaning**<br>Frequency & level of service to be advised by Work Environment Unit within 2 days of phase activation.<br><br>**Hygiene**<br>Frequency & level of service to be advised by Work Environment Unit |

| | | | | | |
|---|---|---|---|---|---|
| | | | | **Communication**<br>Encourage excellent workplace/personal hygiene<br><br>Commence Social Distancing measures<br><br>Weekly Pandemic Updates to staff<br><br>**Pandemic Plan, including contact details** | within 2 days of phase activation.<br><br>**Communication**<br>Information available from HR Branch and at Annexure Pandemic C<br><br>Information available from HR Branch and at Annexure Pandemic C<br><br>Marketing & Communications Branch<br><br>**Review daily** |
| | 5 | Overseas 5 | Human infection overseas: larger cluster(s) but human to human transmission still localised, suggesting the virus is becoming increasingly better adapted to humans, but may not yet be fully adapted (substantial pandemic risk) | No specific action | |
| | | Aus 5 | Human infection in Australia: larger cluster(s) but human to human transmission still localised, suggesting the virus is becoming increasingly better adapted to humans, but may not yet be fully adapted (substantial pandemic risk) | **Cleaning & Hygiene**<br>Monitor service levels from service providers. | **Cleaning & Hygiene**<br>Report weekly on service levels performed by contractors. |
| Pandemic | 6 | Overseas 6 | Pandemic overseas: not in Australia. Increased sustained transmission in general population. | No specific action | |
| | | Aus 6a | Pandemic in Australia: localised (one area of country) | No specific action | |
| | | Aus 6b | Pandemic in Australia: widespread | **Hygiene**<br>Distribute personal PPE daily to CP staff<br><br>**Personnel**<br>Critical City Property staff to avoid travelling on public transport<br><br>Immunise critical City Property staff | **Hygiene**<br>City Property. Sourced from Warehouse Operations. Daily.<br><br>**Personnel**<br>Seek assistance from Corporate Services Divisional Manager Office.<br><br>Inconjunction with WEU |

| | | | | | |
|---|---|---|---|---|---|
| | | | | Critical City Property staff to work remotely if possible. Non essential City Property services will stop.<br><br>Increased Social Distancing measures<br><br>**Security**<br>Close all non essential buildings. Including removing all public access from Council's office buildings eg reception areas.<br><br>Increase physical and electronic security at Council sites to ensure only critical staff are allowed access. | Within 1 day of activation of this phase.<br><br>As advised by HR Branch.<br><br>**Security**<br>Advised by CEO/EMT within 1 day of phase activation. Seek assistance from Corporate Security.<br><br>Business Units to provide current list of Essential Staff to Manager City Property within 1 day of phase activation. |
| | | Aus 6c | Pandemic in Australia: subsided | **Security**<br>Reactivate all non-essential sites | **Security**<br>Advised by CEO/EMT. Seek assistance from Corporate Security. |
| | | Aus 6d | Pandemic in Australia: next wave | No specific actions | |

# Annexure – Pandemic B

# Contact with City Property Staff Working Remotely Procedure

## Team Contact Procedure

During a pandemic scenario it is possible that up to 50% of the team may be not at work. To facilitate some level of communication both from the team leader to the team and also between team members the following procedure should be followed.

1. Create a list of all staff with at least one of the following contact methods completed.

- Work Mobile number
- Webmail
- Home Phone number
- Personal Mobile
- Home Email

2. ***It is preferable that the home phone number is completed.***

***If you have concerns regarding the privacy issue and do not wish to provide your home phone number it is your responsibility to check Webmail and or contact your team leader at a frequency determined by your team leader (on the number shown on this form) to get and provide updates during the pandemic period.***

3. Review list ever 6 months and/or prior to distribution as part of plan activation

4. Distribute list to all staff in team when phase 4-5 of Pandemic Plan is activated

Active contact list is located at Annexure Pandemic D

# Annexure – Pandemic C

**SOCIAL DISTANCING & HYGIENE MEASURES**

In Phases 4 – 6 team leaders must follow these Social Distancing and Hygiene Practices and any other Corporate WH&S directives.

## Social distancing—reducing contact with others

Another strategy to protect staff is minimising their contact with others. Crowded places and large gatherings of people should be avoided, whether inside or outside. Because the virus can travel up to one metre when someone sneezes or coughs, a distance of at least one metre could reduce the propensity to be infected. Visiting or other contact with, unwell people should be avoided wherever practicable.

**Suggestions on how to minimise contact include:**

• avoid meeting people face to face—use the telephone, video conferencing and the internet to conduct business as much as possible—even when participants are in the same building;

• avoid any unnecessary travel and cancel or postpone non-essential meetings/gatherings/workshops/training sessions;

• if possible, arrange for employees to work from home or work variable hours to avoid crowding at the workplace;

• practice shift changes where one shift leaves the workplace before the new shift arrives. If possible, leave an interval before re-occupation of the workplace. If possible, thoroughly ventilate the workplace between shifts by opening doors and windows or turning up the air-conditioning;

• avoid public transport: walk, cycle, drive a car or go early or late to avoid rush hour crowding on public transport;

• bring lunch and eat it at your desk or away from others (avoid the cafeteria and crowded restaurants). Introduce staggered lunchtimes so numbers of people in the lunch room are reduced;

• do not congregate in tearooms or other areas where people socialise. Do what needs to be done and then leave the area;

• if a face-to-face meeting with people is unavoidable, minimise the meeting time, choose a large meeting room and sit at least one metre away from each other if possible; avoid shaking hands or hugging. Consider holding meetings in the open air;

• set up systems where clients/customers can pre-order or request information via phone/email/fax and have the order or information ready for fast pick-up or delivery; and

• encourage staff to avoid large gatherings where they might come into contact with infectious people.

# Hygiene Practices - Protecting yourself and others

One of the most effective ways to protect you, your family and friends from influenza is to practise good personal hygiene.

Five simple ways to prevent the spread of pandemic influenza:

### 1. Cover your mouth and nose when you sneeze or cough

The flu virus can travel through the air when a person coughs or sneezes. When you cough or sneeze you should:

- Turn away from other people
- Cover your mouth and nose with a tissue or your sleeve
- Use disposable tissues rather than a handkerchief (which could store the virus)
- Put used tissues into the nearest bin, rather than a pocket or handbag
- Wash your hands, or use an alcohol hand rub, as soon as possible afterwards.

People who are sick should always be encouraged to wear a surgical mask to contain the virus and help prevent its spread.

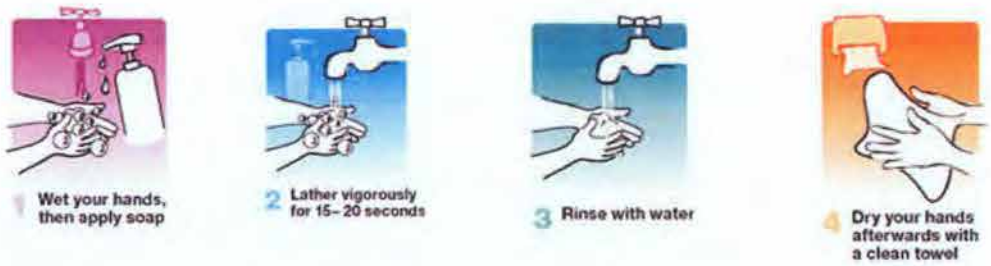
### 2. Wash your hands

Washing your hands regularly with soap and water or using an alcohol-based product (gels, rinses, foams - available at supermarkets and pharmacies) that does not require water - even when they aren't visibly dirty - is effective in killing the flu virus.

Always wash your hands:

- after you've been to the toilet
- after coughing, sneezing or blowing your nose
- after being in contact with someone who has a cold or flu
- before touching your eyes, nose or mouth
- before preparing food and eating.

To wash your hands properly




### 3. Don't share personal items

The flu virus can spread when someone touches an object with the virus on it and then touches their eyes, nose or mouth.
If a member of your household has the flu:

- keep personal items, such as towels, bedding and toothbrushes separate
- do not share eating and drinking utensils, food or drinks.

**4. Clean surfaces**

Flu viruses can live on surfaces for several hours. If a member of your household has the flu, you should regularly clean surfaces such as tables, benches, fridge doors and door knobs with soap and water or detergent.

**5. Avoid close contact with others if you are unwell with flu**

Keeping your distance from others by standing or sitting back (at least one metre apart, where possible) will help reduce the chances of spreading the flu virus between people.

While you are unwell you should remain at home and avoid going out in public. If you are unwell, you should not go to work or school or attend other public or crowded gatherings, and avoid taking public transport. If you need to use public transport, it is recommended that you wear a mask to contain the virus.

Do not visit people who have the flu unless it is absolutely necessary.

If a member of your household has the flu, he or she should be separated from other members of the family if possible, and be encouraged to wear a surgical mask. If you are caring for someone who has the flu, you too should wear a mask and gloves when in close contact to protect yourself from catching the flu.

# PPE Requirements

***** Based on a mask having a 3 Hour useful life*****

4 Staff for 8-9 hours @ 3 masks = 12 masks per day

Initial Order

Require 3 week stockpile = 15 days x 12 masks = 180 masks

Expected Timeframe 6 weeks to sustain

Total Requirement for 6 weeks = 30 days x 12 masks = 360 masks

# Annexure – Pandemic D

## CITY PROPERTY CRITICAL STAFF LIST

| | Name | Position | Work Phone | Email Address | Mobile Phone | Home Address | Home Phone |
|---|---|---|---|---|---|---|---|
| | [redacted] | Manager City Property | [redacted] | | | | |
| Backup 1 | | Operational Property Manager | | | | | |
| Backup 2 | | Commercial Property Development Mgr | | | | | |
| | | Property Asset Manager | | | | | |
| Backup 1 | | Property Asset Co-ordinator | | | | | |
| Backup 2 | | Land Use Co-ordinator | | | | | |
| | | CRE Strategic Manager | | | | | |
| | | Commercial Leasing Manager | | | | | |
| Backup 1 | | Leasing Officer | | | | | |
| Backup 2 | | Leasing Officer | | | | | |
| | | Security Co-ordinator | | | | | |
| Backup 1 | | Corporate Security Manager | | | | | |
| Backup 2 | | | | | | | |

# Annexure – Pandemic E

## ESSENTIAL SERVICE PROVIDERS

| Name | Contact | Phone/Mobile | Contact Email | BCP (Y/N) | Description of Service |
|---|---|---|---|---|---|
| **SECURITY** | | | | | |
| ISS Security | [redacted] | | | Y | Alarm monitoring, responses, patrols, Locks/Unlocks |
| OCS Security | | | | Y | Physical Security (Guards) |
| **MAINTENANCE** | | | | | |
| CBMS | | | | Y – Essential Services identified within the City Business Pandemic Plan | Building maintenance across Council sites, including air conditioning servicing. |
| BOSS | | | | | Building maintenance at Level 5 239 George Street (Hitachi) |
| **CLEANING** | | | | | |
| Bayton Property Services | | | | Y | Cleaning of Council sites (Site details found at Annexure - Pandemic A p15) |
| Pickwick Cleaning Services | | | | No BCP – have reviewed BCP information on internet and are familiar with potential increase service demands. Advised will be able to meet increased service demands. | Cleaning of Council sites (Site details found at Annexure – Pandemic A p15) |
| CBRE | | | | | Call to arrange additional cleaning at Level 5 239 George Street |
| **HYGIENE** | | | | | |
| Pink Professional Hygiene Services | | | | No BCP – Have advised they have the capacity to increase service levels during a pandemic. | Sanitary, air fresheners, nappy units, urinal & cistern sanitising, hand soap dispensers, hazardous waste bins |
| **ELECTRONIC SEC** | | | | | |
| TAC | | | | | Electronic security systems and |

| | | | |
|---|---|---|---|
| | [redacted] | | access control systems (Cardax) |
| **CATERING** | | | |
| Alliance Catering | | | Catering for Council occupied accommodation in BSQ, GSQ and Hitachi (inc Vending machines) |
| **PUMP MAINTENA** | | | |
| Water Distribution | | Y | Pump servicing |
| **GENERATOR SER** | | | |
| City Fleet | | City Fleet have an internal "City Fleet Maintenance - Security Callout Instructions" documenting emergency response protocols. CBMS are also aware of this process. | Generator Servicing performed at the following sites:<br>• City Hall<br>• Queen St Bus Tunnel (Urban Transport)<br>• Cullen Ave<br>• KGS Car Park<br>• Wickham Tce Car Park<br>• Garden City Bus Depot<br>• SES Depot Wilston<br>• Green Square<br>City Fleet manage the servicing through a contract provider :<br>Cummins South Pacific Pty Ltd (A/H Callout 1300 286 646)<br>Backup - WASP Diesel (A/H Callout 1300 302 991) |

## CBMS ESSENTIAL STAFF FOR PROVISION OF FM SERVICES (Further detail available from CBMS)

| | | |
|---|---|---|
| **MANAGEMENT** | [redacted] | Management of the Branch and decision making. |
| 1st Backup | | |
| 2nd Backup | | |
| **HELP DESK** | | Management of the Help Desk |
| 1st Backup | | |
| 2nd Backup | | |
| **FACILITIES MA** | | Management of the FM Group |
| 1st Backup | | |
| 2nd Backup | | |
| **Facilities Managers** | | |
| 1st Backup | | These contacts will be available from the Facilities Management contacts listed above. |
| 2nd Backup | | |

# Annexure – Pandemic F

## BAYTON PROPERTY SERVICES – SITE RESPONSIBILITY

| SITE | ADDRESS | SUBURB |
|---|---|---|
| Level 2, 171 George Street (MIPO) | Level 2, 171 George Street | BRISBANE CITY |
| Level 5, 171 George Street (ourbrisbane.com) | Level 5, 171 George Street | BRISBANE CITY |
| Jagera Hall | 121 Cordelia Street | SOUTH BRISBANE |
| 399 Montague Road (Brisbane Commercial Services) | 399 Montague Road | WEST END |
| West End Library | 178-180 Boundary Road | WEST END |
| Holland Park Ward Office | 1420 Logan Road | MOUNT GRAVATT |
| Mt Gravatt Library (inc Mt Gravatt CSC) | 8 Creek Road | MOUNT GRAVATT |
| Stones Corner Library | 280 Logan Road | STONES CORNER |
| Holland Park Depot (iDivision Dual Data Centre) | Holland Park Depot, 606 Cavendish Road | HOLLAND PARK |
| Mobile Library | 606 Cavendish Rd Cnr Boundary Rd | HOLLAND PARK |
| Holland Park Library | 81 Seville Road | HOLLAND PARK |
| The Gabba Ward Office | Unit 3, 34 Old Cleveland Road | STONES CORNER |
| Ascot SES | 280 Lancaster Road | ASCOT |
| Ascot SES Demountable | 280 Lancaster Road | ASCOT |
| Banyo Library | 284 St Vincent's Road | BANYO |
| Boondall Wetlands Environment Centre | 31 Paperbark Drive | BOONDALL |
| Boondall Wetlands Environment Centre Toilets | 31 Paperbark Drive | BOONDALL |
| Northgate Ward Office | Banyo Library, 284 St Vincent's Road | BANYO |
| Sandgate WWTP | 225D Stanworth Road | BOONDALL |
| Bracken Ridge Hall | Cnr Bracken & Barrett Streets | BRACKEN RIDGE |
| Bracken Ridge Library | Cnr Bracken & Barrett Streets | BRACKEN RIDGE |
| Bracken Ridge Ward Office | Cnr Bracken & Barrett Streets | BRACKEN RIDGE |
| Chermside Library | 375 Hamilton Road | CHERMSIDE |
| Marchant Ward Office | North Regional Business Centre, 960 Gympie Road | CHERMSIDE |
| North Regional Business Centre | 960 Gympie Road | CHERMSIDE |
| 260 Curtin Avenue West (Asphalt Operations Depot) | 260 Curtin Avenue West | EAGLE FARM |
| Bunya Street (BW Pump Station & Workshops) | 25 Bunya Street | EAGLE FARM |
| Cullen Avenue (BW NetWork Services) | 268 Cullen Avenue | EAGLE FARM |
| Warra Animal Shelter (Animal Management) | 521 Telegraph Rd | FITZGIBBON |
| Hamilton Hall | 36 Racecourse Road | HAMILTON |
| Hamilton Library | 42 Racecourse Road | HAMILTON |
| Hamilton Ward Office | Hamilton Library, 42 Racecourse Road | HAMILTON |
| Hamilton Public Toilets | Hamilton Library, 42 Racecourse Road | HAMILTON |

| | | |
|---|---|---|
| Luggage Point WWTP | 200 Main Beach Road | MYRTLETOWN |
| Heritage Building Toilets | 1 Bage Street | NUNDAH |
| Nundah Library | 1 Bage Street | NUNDAH |
| 17 Sugarmill Road (City Fleet) | Unit 2, 17 Sugarmill Road | PINKENBA |
| Deagon Ward Office | Cliff Street | SANDGATE |
| Sandgate Library | Town Hall, Seymour Street | SANDGATE |
| 67 Dunsford Street (Visible Ink Space - Zillmere) | Shop 3 - 5, 67 Dunsford Street | ZILLMERE |
| Zillmere Library | Cnr Zllimere Road & Jennings Street | ZILLMERE |
| Zillmere Sub Depot | 33 Jennings Street | ZILLMERE |
| Parkinson Ward Office | | Algester |
| 243 Bradman Street (City Fleet) | 243 Bradman Street | ACACIA RIDGE |
| Acacia Ridge Hall | 13 Coley Street | ACACIA RIDGE |
| Annerley Library | 450 Ipswich Road | ANNERLEY |
| Coopers Plains Library | 107 Orange Grove Road | COOPERS PLAINS |
| Fairfield Library | Fairfeild Gardens Shopping Centre, 180 Fairfield Road | FAIRFIELD |
| Fairfield WWTP | 206 Cansdale Street | FAIRFIELD |
| Tennyson Ward Office | Fairfield Gardens Shopping Centre, 180 Fairfield Road | FAIRFIELD |
| 115-123 Muriel Avenue (Archives) | Unit 10, 115-123 Muriel Avenue | MOOROOKA |
| Moorooka Ward Office | Shop 2, 122 Beaudesert Road | MOOROOKA |
| Salisbury SES | Cnr Beaudesert Road and Lillian Avenue | SALISBURY |
| MacGregor Ward Office | BCC Sunnybank Centre, 121 Lister Street | SUNNYBANK |
| Karawatha Ward Office | Shop 53, Level 2, Sunnybank Hills Shoppingtown, Cnr Compton Road & Calam Roads | SUNNYBANK HILLS |
| SOUTHERN Regional Business Centre | Shop 301, Cnr Calam & Compton Roads | SUNNYBANK HILLS |
| Sunnybank Hills Library | Level 1, Sunnybank Hills Shopping Centre Cnr Calam & Compton Roads | SUNNYBANK HILLS |
| Indooroopilly Library | Level 4, Indooroopilly Shopping Centre, 322 Moggill Road | INDOOROOPILLY |
| Mt Coot-tha Quarry | 200 Mt Coot-tha Road | TOOWONG |
| Jamboree Ward Office | Suite 18, Jindalee All Sports Shopping Centre, Sinnamon Road | JINDALEE |
| Karana Downs WWTP | Off Nayla Crescent | KARANA DOWNS |
| Mount Coot-tha Library | Mt Coot-tha Botanic Gardens, 152 Mt Coot-tha Road | TOOWONG |
| Mount Ommaney Library | 123 Dandenong Road | MOUNT OMMANEY |
| Mt Crosby SES | Stummers Road | MT CROSBY |
| Perrin Park Community Hall | Josling Street | TOOWONG |
| Perrin Park SES | Josling Street | TOOWONG |
| Perrin Park SES Demountable | Josling Street | TOOWONG |
| Pullenvale Ward Office | Suite 18, Floor 1, Kenmore Village Shopping Centre, Brookfield Road | KENMORE |
| Sir Thomas Brisbane Planetarium | Mt Coot-tha Botanic Gardens, 152 Mt Coot-tha Road | TOOWONG |

| | | |
|---|---|---|
| Toowong Bus Depot | 73 Dean Street | TOOWONG |
| Toowong Cemetery | Cnr Frederick & Mt Coot-tha Roads, Entrance: 304 Birdwood Terrace | TOOWONG |
| Toowong Library | Level 1, Toowong Village Shopping Centre, 9 Sherwood Road | TOOWONG |
| Toowong Ward Office | 50 High Street | TOOWONG |
| Walter Taylor Ward Office | Shop 4001a, Level 4, Indooroopilly Shopping Centre | INDOOROOPILLY |
| West Regional Business Centre | 46-56 Coonan Street | INDOOROOPILLY |

## PICKWICK GROUP – SITE RESPONSIBILITY

| SITE | ADDRESS | SUBURB |
|---|---|---|
| Green Square | 505 St Pauls Terrace | FORTITUDE VALLEY |
| Brisbane Square | 266 George Street | BRISBANE |
| 54 Berwick Street (Visible Ink - Fortitude Valley) | 54 Berwick Street | FORTITUDE VALLEY |
| Central Ward Office | Shop 11, 31 Duncan Street | FORTITUDE VALLEY |
| Story Bridge Depot | 234 Main Street | KANGAROO POINT |
| TCB Level 1,2 & 4 (terminating lease 12/2010) | TC Beirne Centre, 315 Brunswick Street | FORTITUDE VALLEY |
| 24 Macquarie Street (Records Repository) | 24 Macquarie Street | NEW FARM |
| New Farm Community Hall | 135 Sydney Street | NEW FARM |
| New Farm Library | 135 Sydney Street | NEW FARM |
| Pinnaroo Cemetery | 3 Bronson Street | BRIDGEMAN DOWNS |
| Pinnaroo Cemetery Administration House | 3 Bronson Street | BRIDGEMAN DOWNS |
| Pinnaroo Cemetery Chapel | 3 Bronson Street | BRIDGEMAN DOWNS |
| Pinnaroo Cemetery Staff Amenities | 3 Bronson Street | BRIDGEMAN DOWNS |
| Enoggera Ward Office | 102 Samford Road | ENOGGERA |
| Everton Park Library | 561 South Pine Road | EVERTON PARK |
| Grange Library | 79 Evelyn Street | GRANGE |
| 7 Brockman Street (HRIS) | 7 Brockman Street | KEDRON |
| 41 Lennon Street (Admin & Workshops) | 41 Lennon Street | STAFFORD |
| 41 Lennon Street (Shed) | 41 Lennon Street | STAFFORD |
| Kedron SES | 19 Hutchins Street | KEDRON |
| Downfall Creek Bushland Centre | 815 Rode Road | MCDOWALL |
| Downfall Creek Bushland Toilets | 815 Rode Road | MCDOWALL |
| Mitchelton Library | 37 Heliopolis Parade | MITCHELTON |
| Newmarket SES | 66 Wilston Road | NEWMARKET |
| Northgate Hall | 31 Scott & Ridge Streets | NORTHGATE |
| Cedar Creek Community Hall | 78 Cedar Creek Road | UPPER KEDRON |
| McDowall Ward Office | Shops 5 & 6, Rode Shopping Centre, 271 Appleby Road | STAFFORD HEIGHTS |
| 7 Lathe Street (Park Operations) | Unit 1, 7 Lathe Street | VIRGINIA |
| Wynnum Civic Centre | 66 Bay Terrace | WYNNUM CENTRAL |
| Wynnum Customer Service Centre | Wynnum Library, Wynnum Civic Centre, 66 Bay Terrace | WYNNUM CENTRAL |
| Wynnum Library | Wynnum Civic Centre, 66 Bay Terrace | WYNNUM CENTRAL |
| Wynnum Manly Ward Office | Unit 3A, 212 Bay Terrace (Cnr Pine St) | WYNNUM |
| Wynnum Public Toilets | 66 Bay Terrace | WYNNUM CENTRAL |
| Wynnum Retail Shop Toilets | 66 Bay Terrace | WYNNUM CENTRAL |
| Wynnum WWTP | Off Tanker Street | WYNNUM |

| | | |
|---|---|---|
| Wishart Ward Office | Ground Floor, 2072 Logan Road | UPPER MOUNT GRAVATT |
| Mount Gravatt Progress Hall | 1873 Logan Road | UPPER MOUNT GRAVATT |
| Garden City Library | Garden City Shopping Centre, Cnr Kessels & Logan Roads | UPPER MOUNT GRAVATT |
| Gibson Island WWTP | 180 Paringa Road | MURARRIE |
| Pine Mountain Quarry | 264 Pine Mountain Road | MOUNT GRAVATT EAST |
| 90 Klumpp Road (Hibiscus Sports Centre) | 90 Klumpp Road | MOUNT GRAVATT |
| Morningside SES | 9 Redfern Street | MORNINGSIDE |
| Balmoral Parks Depot | 441 Jean Howie Drive | MORNINGSIDE |
| Balmoral Parks Depot - Maintenance Services | 9 Redfern Street | MORNINGSIDE |
| Hemmant Cemetery - Ladies Public Toilet | 69 Hemmant & Tingalpa Roads | HEMMANT |
| Hemmant Cemetery Chapel | 69 Hemmant & Tingalpa Roads | HEMMANT |
| Hemmant Cemetery Facilities | 69 Hemmant & Tingalpa Roads | HEMMANT |
| Hemmant Office & Staff Amenities | 69 Hemmant & Tingalpa Roads | HEMMANT |
| East Regional Business Centre | 2 Millennium Boulevard | CARINDALE |
| Bulimba Library | Cnr Riding Road & Oxford Street | BULIMBA |
| Carina Library | 41 Mayfield Road | CARINA |
| Carindale Library | Carindale Westfield Shopping Centre, Creek Road | CARINDALE |
| Chandler Ward Office | Shop 8, Millennium Centre, 14 Millennium Boulevard | CARINDALE |
| Doboy Ward Office | Shop 5, 1181 Wynnum Road | CANNON HILL |
| Morningside Ward Office | Bulimba Library Building, 219 Oxford St | BULIMBA |
| Ashgrove Library | 87 Amarina Avenue | ASHGROVE |
| Corinda Library | 641 Oxley Road | CORINDA |
| The Gap Ward Office | 477 Waterworks Road | ASHGROVE |
| Inala Civic Centre | Corsair Avenue | INALA |
| Old Inala Hall | Cnr Abelia Street & Rosemary Street | INALA |
| Richlands SES | Off Government Road and Rudyard Street | RICHLANDS |
| Oxley WWTP (Scientific & Analytical Serv., Sewerage Operations Building, M & E Workshop, Control Room, Control Building) | 240 Donaldson Road | ROCKLEA |
| Wacol WWTP | 176a Grindle Road | WACOL |
| Willawong Animal Shelter | 501 Gooderham Road | WILLAWONG |
| SAS Laboratory | Ashridge Road | DARRA |
| Mt Gravaltt Crematorium Complex | 582 Mains Road | MCGREGOR |
| Mt Gravatt Cemetery Office | 582 Mains Road | MCGREGOR |

## BASE BUILDING OWNERS – SITE RESPONSIBILITY

**Brisbane Transit Centre** 151-171 Roma Street Brisbane

[redacted]

# Annexure – Pandemic G

## BUILDING SERVICES – SERVICE LEVELS

Information on required service levels for building services during a pandemic will be provided by Work Environment Unit, Human Resources Branch.

WEU have advised that their response to issues like pandemics is heavily influenced by State Government. They are unaware of any guidance issued by them in respect to the pandemic and therefore WEU are unable to give definitive advice. Work Environment has the view that Council should not seek to predetermine additional cleaning regimes at this time. This is for a number of reasons:

- We have no guidance from the State Government and will wish to act, generally, in line with their advice;
- We cannot rely upon cleaning companies to deliver on increased cleaning during a pandemic (Council's contracted cleaning companies have indicated that they have they capacity to increase service levels during a pandemic – Late Phase 5/Early Phase 6);
- It is difficult to say with any certainty how such effective increased contract cleaning will be in reducing the risk of staff catching the flu;
- It might be better to rely upon staff to undertake wipe downs of their work areas and of shared facilities thereby providing a more responsive and flexible solution (currently freely available through Warehouse Operations); and
- Higher risk areas or areas occupied by staff with high criticality may require additional cleaning, however, at this stage this is not clear.

The success of this plan is reliant on service levels being provided by Work Environment Unit for the various stages of the pandemic.

Manager Work Environment Unit – [redacted]

# Annexure – Pandemic H

| Summary of City Property Responsibilities and Key Tasks | | | | |
|---|---|---|---|---|
| ***Role*** | ***Nominated Personnel*** | ***Key Tasks*** | ***Home Phone*** | ***Mobile*** |
| **Manager City Property** | [redacted] | | | |
| **Backup** | | | | |
| **Backup 2** | | | | |
| **Property Asset Manager** | | | | |
| **Backup 1** | | | | |
| **Backup 2** | | | | |
| **BCP Manager** | | | | |
| **Backup 1** | | | | |
| **Backup 2** | | | | |
| **Property Leasing Manager** | | | | |
| **Backup 1** | | | | |
| **Backup 2** | | | | |
| **Cardax** | | | | |
| **Backup 1** | | | | |
| **Backup 2** | | | | |

Cardno
Shaping the Future

# 2011 Brisbane Flood: Asset Failure Analysis

## Analysis & Recommendations

Project Number 3602-93



BCC.105.0218

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|---|---|---|---|---|---|
| Version | Date | Author | | Reviewer | |
| | | Name | Initials | Name | Initials |
| Version 1 | April 2011 | [redacted] | | | |

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# QUALIFICATION TO REPORT

*This report has been prepared by Cardno (Qld) Pty Ltd solely for the benefit and use by Brisbane City Council in accordance with the terms of the engagement and in direct response to the scope of works for the provision of consultancy services in relation to the undertaking of the 2011 Brisbane Flood: Asset failure Analysis. This report1 was undertaken as a "high-level" exercise at an asset category level, reflective of limitations in information available and short delivery duration required by Brisbane City Council.*

*This report or any part of this report must not be disclosed to any third party without the express written consent of Cardno (Qld) Pty Ltd. Cardno (Qld) Pty Ltd does not and shall not assume any responsibility or liability for loss whatsoever to any third party arising out of any use or reliance by any third party on the content of this report.*

*Cardno (Qld) Pty Ltd has to the best of its knowledge exercised an appropriate level of skill and care in the performance of the consultancy services. Conduct of the services and the outcomes presented in this report have relied on:*

*(i) information made available to Cardno by Brisbane City Council between the 18th March 2011 to 14th April 2011.*

*(i) interviews, correspondence, reports and other information provided to Cardno (Qld) Pty Ltd by Brisbane City Council between the dates of 16th March 2011 and 21st April 2011; and*

*(iii) the understanding that no information has been withheld that would otherwise change the opinions of Cardno (Qld) Pty Ltd concerning the conduct of the consultancy services or the outcomes presented in this report.*

*In preparing this report, Cardno (Qld) Pty Ltd has relied upon, and presumed accurate, any information provided by Brisbane City Council. Except as otherwise stated in the report, Cardno (Qld) Pty Ltd has not attempted to verify the accuracy or completeness of any information provided. If the information is subsequently determined to be false, inaccurate or incomplete then it is possible that the observations and conclusion expressed in this report may change.*

*The report should be read in full and no excerpts are to be taken as representative of the findings. Information contained in this report should not be construed as appropriate for other purposes, other users or where conditions have altered since the date of the investigations presented in this report. No responsibility is accepted by Cardno (Qld) Pty Ltd for the use of any part of this report in any other context.*

*Cardno (Qld) Pty Ltd Cardno does not underwrite, warrant or guarantee the outcomes of any commercial decisions or commercial risks taken as a consequence of the Asset Failure Analysis or this report.*

# PART A

# EXECUTIVE SUMMARY

# 2011 Brisbane Flood: Asset Failure Analysis

The impact of the flooding early in 2011 on the Brisbane community was extensive, as was the damage to the Brisbane City Council's infrastructure assets. To assist in better understanding the causes of damage that lead to some asset failing during the January 2011 flood an asset failure analysis was undertaken.

The asset failure analysis is effectively an independent post-mortem examination of failed assets to verify how it failed (mode of failure) to support the conclusions as to the cause of failures. By identifying the causes of failure, Council can focus appropriate corrective measures and direct resources onto causes that will yield the best results to improve resilience of the assets in any future flooding events.

The analysis aligns to the Brisbane City Council Corporate Risk Management Framework and represents a 'snap shot' in time that is based on the information available immediately following the flooding event. It must be noted that since the initial draft of this report was submitted, significant work has been undertaken by Brisbane City Council to fix the asset failures identified in this report. As such the quantities identified in this report would have changed as further information has become available.

Cardno acknowledges the valuable contributions of Joe Bannan and Graham Heiner from Brisbane City Council, who have been fundamental in leading this exercise and who provided significant input into this report. Cardno also acknowledges the many contributions from the Brisbane City Council staff responsible for each asset category affected by the flood.

## 1.1 PURPOSE

Cardno provides this report to advise Brisbane City Council on how some of Council's infrastructure assets have failed (mode of failure), and given the possibility of more frequent severe weather in the future, provides suggestions for Council to consider asset changes required to improve resilience, implications on strategic asset management planning, and other practical improvements to mitigate asset damage.

## 1.2 BACKGROUND

Following the recent flood event occurring on 11th January 2011, when at around 2:30 pm Eastern Standard Time the Brisbane River broke its banks overflowing excess water from Brisbane River onto adjacent land. Although the river peaked at a lower level than predicted of 4.46 metres on the 13th January 2011, the damage to the community and the City's infrastructure was significant.

Brisbane City Council has actively pursued greater understanding of the resulting damage across its asset base. To further its understanding of the City's failed infrastructure, Cardno was engaged to undertake an Asset Failure Analysis to help understand how Council's assets have failed (mode of failure) and determine learnings for the future.

## 1.3 KEY FINDINGS FROM ANALYSIS

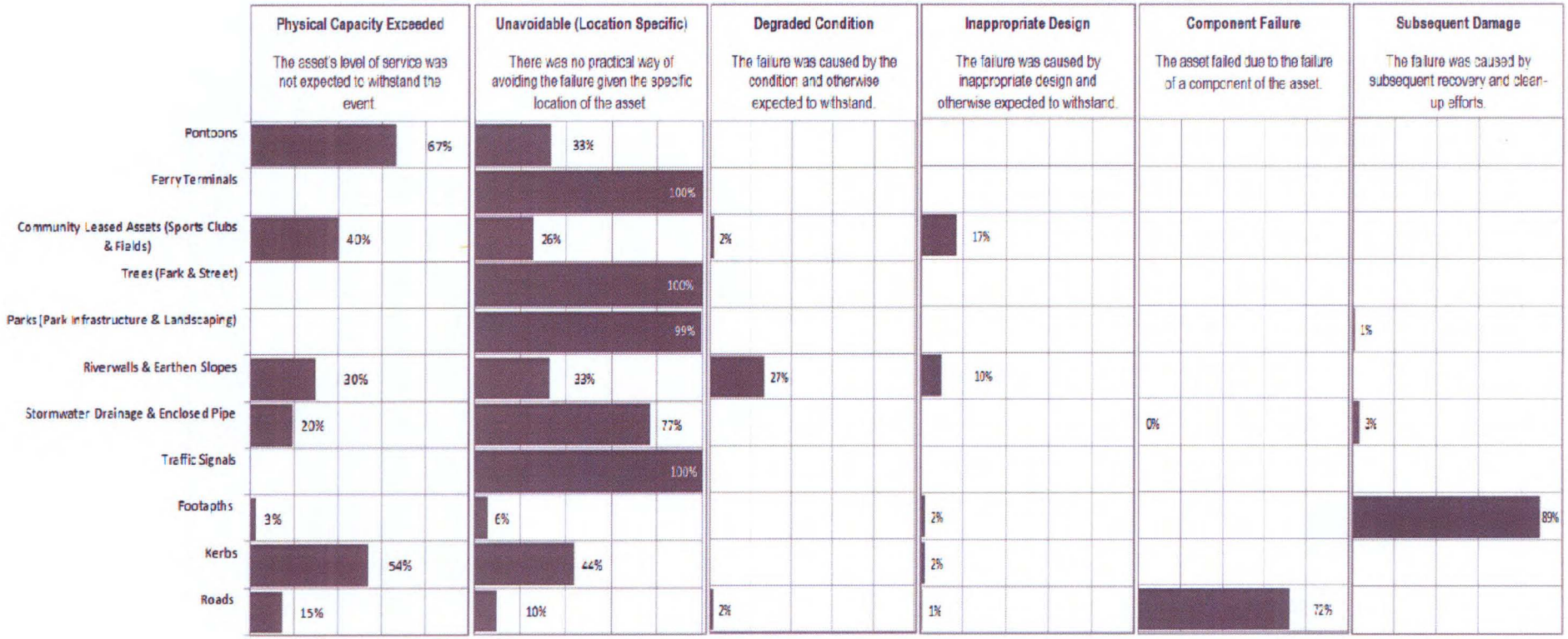
### 1.3.1 Scale of Asset Failures

Based on the information and data available at the time of the analysis (April 2011) the scale of the failed infrastructure assets include:

- The quantity of road, kerbs and footpaths damaged and failed are significant but represent only a very small proportion of the City's 5,491km road network. 16,935m2 of road network failed, 9,000m of kerbs failed, and 95,375m2 of footpaths failed. Within the network 66 traffic signals were affected by the flood event, of which 46 (5%) failed out of the City's 888 signals;
- It was estimated that 17% (451km) of the City's 2,640km enclosed pipe was significantly silted from the flood;
- Thirty (31%) of the City's 97 river walls were identified as failing as a consequence of the flood event;
- Parkland inundated during the flood event has been identified as 1,278 hectares (22%) of the total 5,736 hectares. Of the City's 630,000 trees, Council has identified that 1,475 replacement trees are required, 803 fallen trees occurred, 255 were leaning into another tree and 1,107 require tree canopy maintenance;
- Eighty nine (16%) of the Council's 552 community leased facilities failed; and
- Eight (37%) of the ferry terminals and moorings were found to be significantly damaged after the floods. Fifteen (67%) of the twenty-five pontoons were found to be significantly damaged after the floods.

### 1.3.2 The Various Ways Asset Categories Failed

It is important to note that the analysis did not attribute the primary mode of failure for any of the failed assets to either management and operations or impact by assets owned by others. The following figure illustrates the breakdown of the modes of failure for each asset category.



## 1.4 RECOMMENDATIONS

Based on the analysis of the data provided to Cardno by Brisbane City Council as of April 2011, the following recommendations are made for each asset category and failure mode. The recommendations are intended to reduce the chance or severity of the failure mode reoccurring, should Brisbane River again be subject to the severity of flooding endured during January 2011.

### 1.4.1 Roads, Kerbs & Footpaths Recommendations

- An investigation in flood affected or high risk areas could be undertaken to identify on a cost / benefit basis, the possible adaption of full depth asphalt pavement for future construction and potential reconstruction of roads in these areas;
- Undertake a cost benefit analysis approach to the repair of pavements within the known flood zone with full depth asphalt with the intent of phasing out granular or gravel pavements in these areas;
- Investigate the practicality of developing a policy for location specific areas on flood prone streets where possible encouragement of section/zoned areas for small localised temporary "Stockpiling" stations of flood damaged material and debris. This must not block the street for emergency access and access to vital underground services; and
- Following on from the previous note, an emergency flood management plan could be prepared for future events like this.

### 1.4.2 Traffic Signals Recommendations

- Identify critical intersections that did not flood but lost power supply for inclusion in any future flood mitigation plans for potential use of emergency generators or UPS into cabinets; and
- Undertake a brief study into possible new technologies that could protect electrical components for sites that flooded.

### 1.4.3 Stormwater Drainage & Enclosed Pipes Recommendations

- Complete a silting map of Brisbane following the 2011 flood event. This will help forecast the extent of damage for future events;
- Review high flood risk areas along failed waterways and investigate possible reclassification;
- When developing future renewal models endeavour to align experience gained from the 2011 flood event and incorporate appropriate resourcing to help further mitigate potential asset failure in high risk flood areas;
- Continue to investigate as and when required the possibility of installing outlet one-way gates and one-way valves in strategic network locations to prevent backflow;
- Adopt a risk based approach to planning renewal works to ensure highly flooded areas are identified and appropriate works integrated into forecasting renewal works; and
- Investigate the feasibility on a cost / benefit basis, the undertaking of Ground Penetrating Radar (GPR) modelling along stormwater drains in flood affected areas to identify where voids have arisen.

### 1.4.4 River Walls & Earthen Slopes Recommendations

- Undertake risk rating on each river wall along the river. Adopting a similar framework to risk assessing utilised by Brisbane City Council for the slope failures following the 2011 flood event;
- Review standardised designs and develop a Riverbank Protection Design Guidelines (Including Decision Process Map) bespoke to Brisbane; and
- Investigate on a cost / benefit basis, the undertaking of river dynamics investigations of Brisbane River at suitable locations and complete geotechnical investigations for moderate to high risk earthen slopes.

### 1.4.5 Park (Park Infrastructure & landscaping) Recommendations

- Undertake an evaluative study of current park concept plans prior to construction against flood resilient asset design principles. Replacement cost of components should be considered when locating these components in flood prone parks. Design consideration should be given to assigning areas to be considered either 'sacrificial' or 'protected' based on local topography and site conditions;
- Develop a rapid flood recovery program for parks to assist scheduling works aligned with customer expectations;
- Develop or refine a material and furniture selections policy to incorporate durability, flood resilience and relocatable characteristics for future material and furniture selections; and
- A contingency plan should be developed which clearly identifies areas for waste transfer and makes provisions for this use in any design. Where parks are designated as possible temporary waste transfer sites then the park should be adequately designed for such contingencies.

### 1.4.6 Trees (Park & Street) Recommendations

- A review should be undertaken of existing tree life expectancy across a range of climatic conditions prior to extensive arboricultural work on individual trees. Large parks should have a range of tree ages to ensure continuity of service;
- Hazard assessment should be undertaken of all trees within a defined proximity to the river as a priority by a qualified Arborist; and
- Develop or refine a tree selections policy to incorporate durability, flood resilience, drought resistance and relocatable characteristics into future tree selections.

### 1.4.7 Community Leased Assets Recommendations

- Develop a detailed policy on requirements for flood protection at community leased assets. This would assist in ensuring the most economically and socially viable approach is undertaken in instigating flood-proofing alternatives;
- Undertake a review of current flood-proofing initiatives/solutions and develop a flood-proofing guideline for community leased assets. Review the design advice or requirements Council has in-place on facilities in the high flood prone areas and instigate development of a set of minimum engineering considerations;
- Develop a risk assessment framework to identify high risk properties and develop options for Council to mitigate exposure as part of a portfolio rationalisation exercise. For example, a land lease or ground lease where the tenant rents and uses the land, but owns the temporary or permanent buildings and other assets. Or investigate rationalising out high risk or high repair cost facilities that do not represent sufficient value to the community; and

- Identify suitable facilities with minimal damage to investigate instigating possible dry flood-proofing solutions. (This includes initiatives of excluding water from the facility through the use of sealants, coatings, components and/or equipment to render the lower portion of a building water-tight and considerably water-resistant to the ingress of water.)

### 1.4.8 Ferry Terminals Recommendations

- Undertake an investigation on river flow based on a cost / benefit basis for modelling the varying floodwater velocities across the width of the river. This will identify areas of peak floodwater flow and will provide guidance for any assets that will be exposed to increased debris and impact loads as well as increased floodwater velocities. This can then be extended to private assets such as pontoons as well as ferry terminals and will help to identify riverbanks that may be vulnerable to scour due to flooding. This modelling should be extended to include varying flood levels for lesser and greater flood events in comparison to January's flood;
- Conduct a risk assessment for the ferry terminals to identify those terminals that are "at risk" of excessive damage during a flood event. Note that this risk assessment should be carried out at varying flood levels as suggested for the river flow model above;
- Carry out a Cost-Benefit Analysis for flood proofing those terminals that are considered "at risk" of excessive damage during a flood event; and
- Undertake an investigative study into additional design features that could reduce the risk of excessive damage during a flood event.

### 1.4.9 Pontoons Recommendations

- Undertake a review to determine the requirement for providing the pontoons. Questions should be asked on whether the Council is the appropriate authority to be providing and maintaining these assets, and whether it provides good value for the rate-payers dollar. Alternative methods of funding could also be investigated, with implementing a "user pays" style arrangement to ensure better value. Investigations on patronage should also be conducted. For example; how many people use the pontoons, and how often? Is this a service provided for a select few in the local area?;
- Undertake an investigation of alternative models for the pontoons. Would a fixed concrete jetty be a better solution, particularly in areas where high peakwater flows are likely to occur? One issue that would arise from this would be disabled access. It should be established if disabled access is required or warranted at each location, or should special access pontoons be provided that will accommodate the disabled at particular locations?;
- Undertake an investigation on river flow based on a cost / benefit basis, modelling the varying floodwater velocities across the width of the river. This will identify areas of peak floodwater flow and will provide guidance for any assets that will be exposed to increased debris and impact loads as well as increased floodwater velocities;
- Undertake investigation where practicable of the pontoons that have failed to determine in what way and what element of the holding down arrangement failed. This would also involve investigating the river bed anchorage.
- Conduct a risk assessment for the pontoons to identify those pontoons that are "at risk" of excessive damage during a flood event. Note that this risk assessment should be carried out at varying flood levels as

suggested for the river flow model above. Carry out a Cost-Benefit Analysis for flood proofing the pontoons.

- Undertake an investigative study into additional design features that could reduce the risk of excessive damage during a flood event, including alternative holding down arrangements and provision for removal of the pontoons prior to a flood event. (Undertake, where practical, an inspection of holding down arrangements).

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# PART B

# SUMMARY REPORT

# 1 ASSET FAILURE ANALYSIS

## 1.1 INTRODUCTION

The impact of flooding early in 2011 on the Brisbane community was extensive, as was the damage to Brisbane City Council's infrastructure assets. To assist in better understanding the causes of damage that led to some assets failing during the January 2011 flood, Council commissioned Cardno to undertake an asset failure analysis. The asset failure analysis is effectively a post-mortem examination of failed assets to verify how they failed (mode of failure). By identifying the causes of failure, Council can identify appropriate corrective measures and direct resources into areas that will yield the best results to improve resilience of the assets in any future flooding events.

### 1.1.1 Purpose of this Report

Cardno provides this report to advise Brisbane City Council on how some of Council's infrastructure assets have failed (mode of failure), and given the possibility of more frequent severe weather in the future, provides suggestions for Council to consider:

- Asset changes required to improve resilience;
- Implication on strategic asset management planning; and
- Other practical improvements to mitigate asset damage.

### 1.1.2 What was the Flood Event?

For the purpose of this analysis the 2011 flood event is defined as:

The flood event occurring on 11th January 2011 at around 2:30 pm Eastern Standard Time. At which time, the Brisbane River broke its banks overflowing excess water from river onto adjacent land. The river peak was on the 13th January 2011 at a level of 4.46 metres in Brisbane City. The flood had receded to 2.75 metres by 4am 14th January 2011.

The Federal Emergency Management Agency (FEMA) defines a flood as:

> *"a general and temporary condition of partial or complete inundation of normally dry land areas from (1) the overflow of inland or tidal waters or (2) the unusual and rapid accumulation or runoff of surface waters from any source."*

### 1.1.3 What is an Asset Failure?

In general, an asset failure is the loss of an intended function of an asset under stated conditions. The exact definition of asset failure varies across the asset categories.

## 1.2 ACKNOWLEDGEMENTS

Cardno gratefully acknowledges the valuable contributions of Joe Bannan and Graham Heiner from Brisbane City Council, who have been fundamental in leading this exercise and who provided significant input into this report. Cardno also acknowledges the many contributions from other Brisbane City Council staff, including:

- [redacted]

## 1.3 BACKGROUND

Following the recent period of extreme weather and resulting damage across its asset base, Brisbane City Council required an Asset Failure Analysis to be undertaken to answer questions like those listed below to help understand how Council's assets have failed (mode of failure) and determine learnings for the future.

- Was asset failure mode attributable to the flood exceeding the assets level of service (physical capacity), condition, age or other?
- Are there any easy and relatively inexpensive changes to assets (or their management) Council can investigate further to improve flood resilience?
- Are there other asset changes that should be considered, including non-asset solutions that can mitigate in future?
- Was there any aspect of the design of the asset, or its condition, location, or materials that should have otherwise been different?

## 1.4 SCOPE & OBJECTIVES

The objective of this analysis is to further improve Brisbane City Council's understanding of failure modes within each group of assets that failed by identifying lessons that can be drawn from the event and propose solutions to improving system availability and reliability.

The required outcomes for this project are:

- Nominate modes of failure (refer to Section 2.2);
- Identify asset categories where clear changes to the asset needs to be considered by Council and examined further in more detail;
- Prioritise these asset categories on the basis of risk and ease of implementation;
- Propose other measures for Council to consider given the differing modes of failure and criticality of assets;
- Consider also any non-asset solutions, management or alternatives to asset ownership; and
- Outline the basis for the recommendations and their priority.

### 1.4.1 Infrastructure Assets Analysed

The following infrastructure assets were included within this exercise:

| Asset Category | Criticality | | Order by Cost of damage |
|---|---|---|---|
| Roads | 1: | Essential to meet Council business. | 1st |
| Footpaths | 1: | Essential to meet Council business. | 3th |
| Kerbs | 1: | Essential to meet Council business. | 7th |
| Traffic Signals | 1: | Essential to meet Council business. | 9th |
| River Walls and Earthen Slopes | 2: | Important to meet Council business. | 4th |
| Parks (park infrastructure and landscaping) | 2: | Important to meet Council business. | 5th |
| Trees (Park and Street) | 3: | Desirable to Council business. | 10th |
| Community Leased Assets (Sports Clubs & Fields) | 3: | Desirable to Council business. | 6th |
| Ferry Terminals | 1: | Essential to meet Council business. | 2rd |
| Pontoons | 3: | Desirable to Council business. | 8th |
| Stormwater Drainage & Enclosed Pipes | 1: | Essential to meet Council business. | 11th |

## 1.5 STRUCTURE OF THIS REPORT

The report is divided into a summary report and appendices containing detailed analysis of each asset category. The overall structure is as follows:

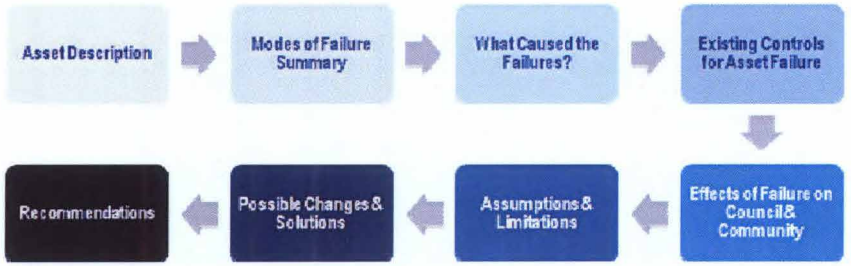
**PART A: Executive Summary**

**PART B: Summary Report:**

- Asset failure Analysis Introduction
- Asset Failure Analysis
  - General
  - Modes of Failure
  - Analysis Methodology
  - Asset Failure Results
  - Recommendations

**PART C: Annex of Detailed Reports**

For each asset category the analysis is provided in further detail in the following appendix. Each appendix is set out in the following sections:




- Annex A – Roads, Kerbs & Footpaths
- Annex B – Traffic Signals
- Annex C – Stormwater drainage & Enclosed Pipes
- Annex D – River Walls & Earthen Slopes
- Annex E – Parks (Park Infrastructure & Landscaping)
- Annex F – Trees (Park & Street)
- Annex G – Community Leased Assets (Sports Clubs & Fields)
- Annex H – Ferry Terminals
- Annex I - Pontoons

The results of the analysis and the key parameters used in the analysis are provided in the following:

- Annex J – Analysis Results
- Annex K – Analysis Parameters

# 2 ASSET FAULURE ANALYSIS

## 2.1 GENERAL

Given the high-level nature of this exercise, the information provided and time constraints, Cardno has undertaken a "top-down" approach to the analysis. This resulting analysis was a two-step procedure, firstly undertaking a mode of failure analysis and then prioritisation exercise.

**Mode of Failure Analysis**

For each asset category the analysis aimed to determine, the relevant modes of failure:

- how frequently they occurred during the flood event; and
- the severity of effects on Council and community that each mode of failure has.

To quantify the occurrence of the mode of failures this approach required the analyst to assign a dominant mode of failure, through hypothesising possible causes of the damage mainly from interrogating any descriptions of damage provided and consultation with Council staff.

**Prioritisation Exercise**

To ensure the Council's resources are best directed, the solutions to the problems identified in the modes of failure analysis are prioritised relative to:

- the priority of assessed risk from mode of failure analysis;
- the criticality of the asset category (pre-defined by Council);
- the ease that the solutions can be implemented; and
- if there is a clear need for change.

The approach is detailed further in Section 2.3.

## 2.2 MODES OF FAILURE

Modes of failure are the way by which a failure has occurred, typically defects in a process, system, design, component/element or asset, especially those that affect the community/customer. The following modes of failure were utilised within this exercise:

| Mode of Failure | Description | Example |
|---|---|---|
| Physical capacity exceeded | The asset's level of service was not expected to withstand the event. | A riverwall that has been overtopped by flood water. |
| Unavoidable (Location Specific) | There was no practical way of avoiding the failure given the specific location of the asset. | A jetty or pontoon that is in direct contact with the river. |
| Impact by assets owned by others | The failure was caused by the deficiency or actions of assets owned by others. | Loose debris being carried by flood waters until impact upon an inundated council-owned structure. |
| Degraded condition | The failure was caused by the condition and otherwise expected to withstand. | A building in poor condition with cracks in walls or foundations which facilitated failure of the asset. |
| Inappropriate design | The failure was caused by inappropriate design and otherwise expected to withstand. | Too small a diameter enclosed stormwater pipe designed and installed. |
| Component failure | The asset failed due to the failure of a component of the asset. | The road has cracked or developed a pothole |
| Subsequent damage | The failure was caused by subsequent recovery and clean-up efforts. | Garbage and debris collection trucks mounting kerbs with a low bearing capacity. |
| Management and operations | The failure was caused by management and operations decisions. | Inappropriately operating traffic lights that have been inundated with water |
| *Note: there is often more than one mode of failure for each asset category and for each asset there may have been more than one mode of failure. However, for this exercise the dominant mode of failure for an asset has been nominated. Secondary modes of failure have not been incorporated within this analysis.* | | |

## 2.3 ANLYSIS METHODOLOGY

There are a number of approaches that can be used to analyse failures, however Cardno's "top-down" approach incorporates three phases, (1) analysis inputs, (2) the analysis and (3) analysis outputs. This is illustrated in Figure 1. The parameters used within the analysis are provided in Appendix K.

### 2.3.1 Part One: Analysis Inputs

Initially, the information provide by Brisbane City Council was interrogated. This information included a list of all damaged assets and estimated costs to rehabilitate at asset category level. A number of asset management plans were made available and other event and asset category specific information was provided.

Consultation with Brisbane City Council staff was undertaken in combination with the information available to identify and attempt to quantify the damage to the failed assets in each asset category. The level of information on the damage varied between asset groups. Ideally if damage is identified to an asset, the cause can be hypothesised through engineering judgement.

### 2.3.2 Part Two: the Analysis

The analyst proposes a potential hypothesis on the cause of the failure. The hypothesis is based on engineering judgement supported by available evidence and discussions with Council staff on the hypothesis. The hypothesis is rejected or accepted.

If rejected a new hypothesis is proposed. If not, the adopted hypothesis of the cause of the failure will need to be assigned an applicable mode of failure. There may be more than one mode of failure for an asset category and the analyst will need to assign the mode of failure that best represents the failure cause. Often an asset may have primary and secondary failures appropriate to the cause of failure but for this exercise the analyst has to nominate the most dominant.

Once all the assets have been assigned an appropriate mode of failure the analyst is able to quantify the ***occurrence*** of the modes of failure, in other words how many times it occurs.

For each mode of failure the ***severity***, that is, the consequences of a mode of failure on the Council and the community is assigned. Severity considers the worst potential consequence of a failure, determined by the impact on the Council's image, effect on the environment, degree of injury, implications on services, effects to community/customers and the economic costs that could ultimately occur. The severity is based on Brisbane City Council Corporate Risk Framework and is detailed further in Appendix K.

The assignment of severity is a function of the analyst's appreciation of the possible impacts of asset failure.

The information and data used in the analysis varies in reliability and accuracy, as such the analyst is required to quantify the level of confidence and the accuracy in the data used. This is useful in ensuring the prioritisation of proposed solutions to ensure the outputs of the analysis reflect information used to derive recommendations.

Confidence & Reliability in the data provided for us to Nominate & Assign Modes of failures is assigned a rating from highly reliable to very uncertain (A–D). The level of accuracy that assessor believe the data has, is rated from accurate through to very inaccurate (1-5).

The occurrence and severity of a mode of failure are used to derive the risk priority score. These scores play an important part in prioritising a solution for recommendation. It is calculated by multiplying the occurrence and severity scores ***Risk Priority = Severity × Occurrence***. Generally the solutions that are identified within a mode of failure with a higher risk priority score should be given the higher priority for recommendation as a corrective action. This means it is not always the modes of failure with the highest severity numbers that should be treated first. There could be less severe failures, but which occur more often.

### 2.3.3 Part Three: Analysis Outputs

To ensure that the Council can focus appropriate corrective measures and direct resources onto causes that will yield the best results to improve resilience of the assets in any future flooding events, proposed solutions are prioritised.

To prioritise the proposed corrective solutions, each solution is assigned a prioritisation score. These scores are based on the following inputs:

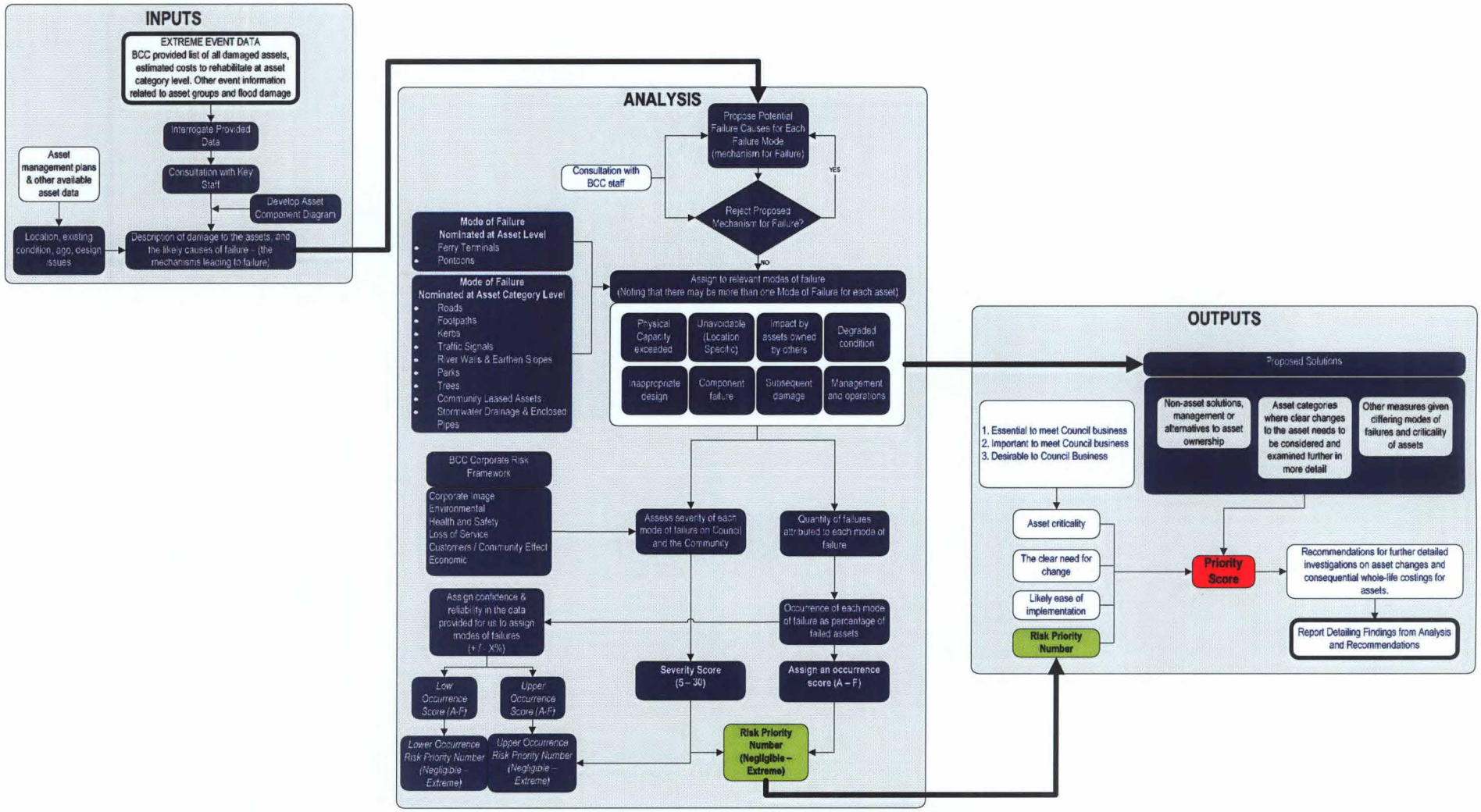
- the priority of assessed risk from mode of failure analysis;
- the criticality of the asset category (pre-defined by Council);
- the ease that the solutions can be implemented; and
- if there is a clear need for change.

**Prioritisation Score = Risk Priority Score x Asset Criticality x Ease of Implemented x Clear Need for Change.**

The highest priority scores for each asset category are identified and recommendations devised based on these corrective solutions.

However, the prioritisation decision is complex and has many dimensions which can be perceived in different ways. In most cases it is not possible to consider all these aspects in a risk assessment and prioritisation methodology. Thus, while prioritisation results provide crucial decision support, a subsequent managerial review by Brisbane City Council is necessary to consider aspects not possible to include in the prioritisation.

## Figure 1: Asset Failure Analysis Methodology



### 2.3.4 Limitations & Assumptions

The quality of the information used as an input into any analysis will greatly impact the quality of the outputs. For some asset categories the quality of the information that was provided for the analysis to be undertaken restricted the analysis. Individual assumptions and limitations are identified within each asset category analysis.

This approach to the analysis is not able to discover complex failure modes involving multiple failures within a subsystem, or to report expected failure intervals of particular failure modes up to the upper level subsystem or system. Ideally the analysis would be developed from the bottom-up utilising detailed asset-by-asset information to construct failure/fault trees. Fault tree analysis may better suited for "top-down" analysis if more information were available.

## 2.4 ASSET FAILURES RESULTS

Detailed asset failure analysis is detailed in Appendix A-I and addresses each asset category type under a separate section. Each section is set out as follows:

- Asset Description
- Modes of failure Summary
- What Caused these Failures?
- Existing Controls For Asset Failure
- Effects of Failure On Council & Community
- Assumptions & Limitations
- Possible Changes & Solutions
- Recommendations

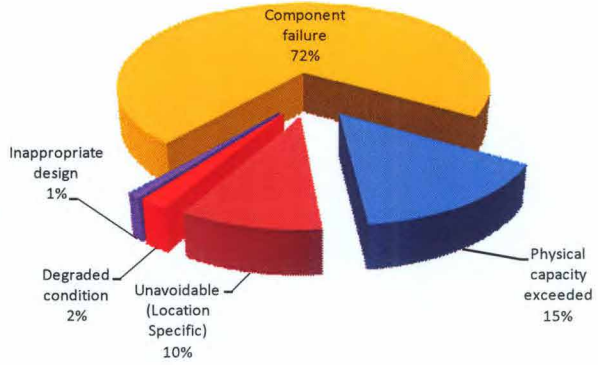
The following section summaries the modes of failure for each asset category.

### 2.4.1 Roads Asset Failure Analysis Summary

16,935m2 of road network failed, with 310 kilometres or 6% of the total length of road pavement was considered to have been subject to inundation. The predominant failure mode was Component Failure, accounting for 72% of the total recorded failures. Component Failure covers cracking, potholes, rutting, settlement and swelling of the road pavement which is the result of an individual component of the road failing.

The Physical Capacity Exceeded failure mode was applied where it was evident that the severe weather conditions and associated flooding were a direct cause of the asset failure, which would otherwise not have occurred. It covers scouring, pavement displacement and damage to gravel roads and accounts for 15% of the total recorded failures. 10% of the failures were deemed to be Location Specific and accounted for debris and silt on the road surface left by the receding floodwaters. This is considered practically unavoidable given the need for roads to be located in areas that have the potential to flood.

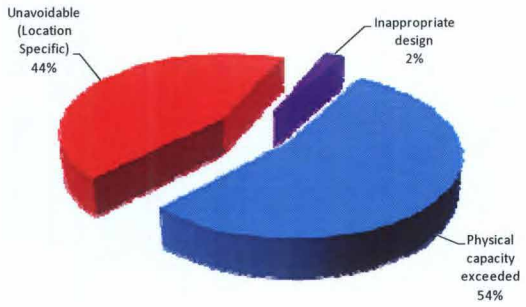
Other failure modes were identified in the collected data. However, combined, these only accounted for 3% of the total recorded failures. Degraded Condition was identified where the provided data specifically described the road as having undergone recent resurfacing but still does not meet the expected level of service for this asset. Inappropriate Design accounted for items that described the road surface as having evidence of ponding which should be avoided at design level. Impact by assets owned by others was identified where failure of services (e.g. pit coverings) presented a hazard to road users.



### 2.4.2 Kerbs Asset Failure Analysis Summary

Almost 9,000m of kerbs failed during the flood.

The majority of asset failures were recorded as being caused when the *Physical Capacity* of the kerb was exceeded. This included kerb that was recorded as chipped, cracked, shattered or lifted and accounted for 54% of the total failures. 44% were identified as *Unavoidable* whereby silt and debris had been left by receding floodwater. A further 2% was deemed as *Inappropriate Design* where ponding was identified.



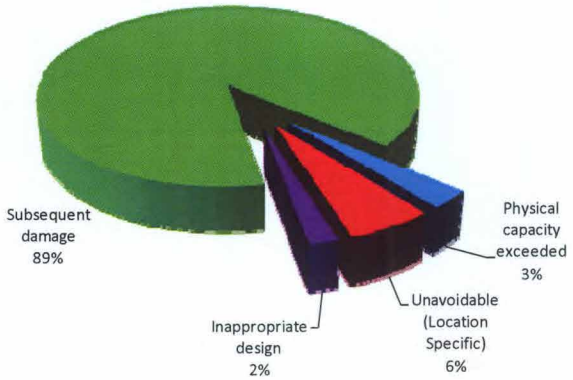

Although a number of failures occured during the subsequent clean-up activties, the predominant cause was determined to be the capacity of the asset being exceeded. Kerbs are designed to carry the load of heavy vehicles but it appears that the kerb's phsyical ablity to carry the increased weight of the vehicles.

### 2.4.3 Footpaths Asset Failure Analysis Summary

95,370m$^2$ of footpath failed as a result of the flood event.

Subsequent Damage was the major contributing failure method to footpath failure, accounting for 89% of the cases. Subsequent Damage accounted for failure that was identified as being caused by the cleanup effort and included contamination (oil, glass, plasterboard and sandbags), returfing and rutting. 6% was identified as unavoidable and again was due to debris and silt being deposited by receding floodwater.

The Physical Capacity Exceeded failure mode described footpaths that were recorded as eroded, displaced, potholed or a drop off and accounted for 3% of the failures. 2% of footpath failures were due to Inappropriate Design whereby ponding was identified. Impact by assets owned by others was identified as a contributing failure mode and accounted for service pit covers that were damaged and presented a tripping or injury hazard to pedestrians. This failure mode however accounted for less than 1% of the total recorded failures.



### 2.4.4 Traffic Signals Asset Failure Analysis Summary

66 signals were effected which equates to 7.4% of the Council's total of 888 signals.

From a review of the 66 signal locations affected by flooding, the failure mode for all occurrences was considered to be unavoidable (location specific) as no power supply was the reason for signals failing to operate and no other modes were triggered. Generators were used at a number of locations.




The signal equipment can't be located on higher ground as it needs to be appropriately positioned at intersections. Further, components can't be lifted as they need to be readily accessible for maintenance and repairs. Associated equipment i.e. ducts and pits are also underground in unavoidable locations.

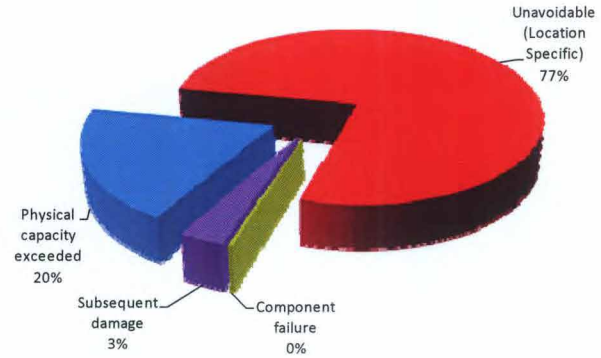
### 2.4.5 Stormwater Drainage & Enclosed Pipes Asset Failure Analysis Summary

It was estimated that 17% (451km) of the City's 2,640km enclosed pipe was significantly silted from the flood

It is concluded from interrogating the information and data provided at the time of this exercise and from consultation with key staff from Brisbane City Council that approximately 77% of assets that failed within the asset category have failed due to their unavoidable location, 20% failed through their physical capacity being exceeded, 3% had subsequent damage and less than 1% were likely to be a component failure.

Although the enclosed pipe's physical capacity has been exceeded as they could not carry or distribute the flood water - their nature and subsurface location is unavoidable. It is determined that majority of the enclosed pipes have a failure mode of unavoidable, some damage caused by subsequent recovery and clean-up efforts (washing the silt and debris down the drains) but it must be noted that inappropriate design is also a likely factor in the failure (possibly the wrong size of pipe or lack of one-way flow device).

Waterway infrastructure (waterway, channels & flood mitigated creeks) was subjected to inundation, debris and high velocity flood waters from stormwater run-off causing erosion, scour, and damage to concrete and other structures.



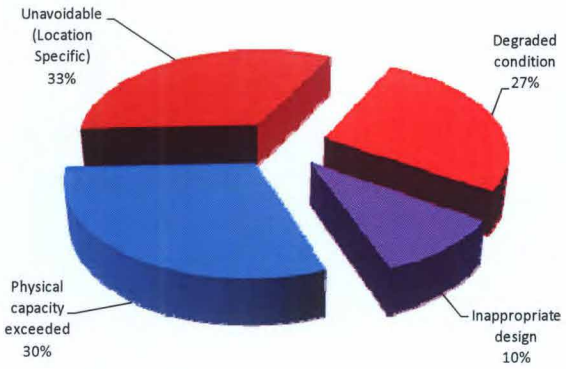
### 2.4.6 River Walls & Earthen Slopes Asset Failure Analysis Summary

30 of the City's 97 river walls were identified as failing as a consequence of the flood.

Given their purpose and location (on or close to the edge of the river) these assets are vulnerable to damage by flood events. 30% of assets that failed within the asset category have failed due to their physical capacity being exceeded.

For the river walls and earthen slopes to protect the infrastructure and assets on the riverbank their location in and on the river banks is unavoidable. 31% failed through their location being unavoidable.

It appears, from comparing pre and post flood condition assessments, 27% of the asset failures may have been due to the asset's condition reducing its ability to withstand the event and 10% were likely to be an inappropriate design.

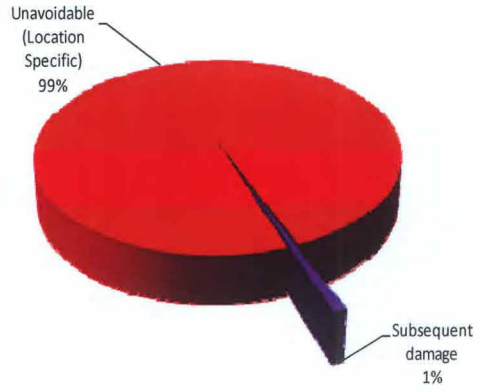



### 2.4.7 Parks (Park Infrastructure & Landscaping) Asset Failure Analysis Summary

Parkland inundated during the January 2011 flood has been determined by Council as 1,278 hectares, corresponding to 22% of Council's total parkland area.

Many parks are integrated into stormwater drainage infrastructure and as such are located in low areas vulnerable to inundation given the proximity to the Brisbane River and its tributaries. Park areas within the direct flow of the Brisbane River experienced significant damage due to water velocity and debris.

Proximity to the river, stormwater drainage corridors and/or low lying areas results in asset failure by function of location. Damage to these parks is seen as unavoidable given the characteristics of this land dedicated to parkland. Various types of damage occurred, destructive forces of high water and debris velocities result in substantial damage to infrastructure and landscape features in these zones. At distances further from the river damage was caused by the duration of inundation and toxicity of flood water and silt. Some asset components such as footpaths or grassed areas may appear to have high resilience to inundation, while other components such as playgrounds, barbeques, light poles and toilets may require substantial rectifications to become operational.

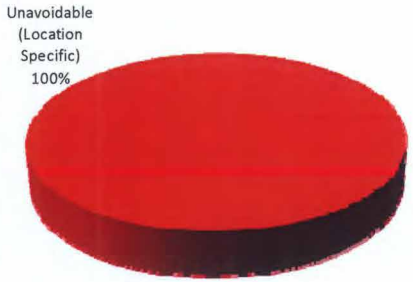


### 2.4.8 Trees (Park & Street) Asset Failure Analysis Summary

The total estimated damage costs for street and park trees is approximately 17% of the annual maintenance and 0.04% of the established value of this asset category. Following the flood event Brisbane City Council estimated that 1,475 replacement trees were required.

Through consultation with key staff at Brisbane City Council it was concluded that 100% of assets within this asset category have failed due to Unavoidable Location.

Street tree locations are significantly constrained by positioning between back of kerb and footpaths in a typical streetscape scenario. Usually where flood waters are in contact with the trees canopy this area is defoliated, the higher the proportion of canopy inundated the more substantial damage caused. This will determine the viability of the future form and structural integrity of the tree into maturity.

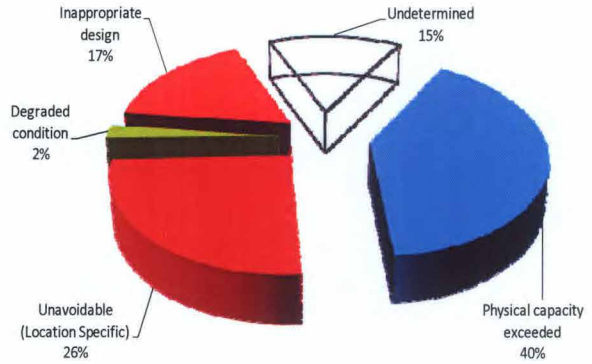



### 2.4.9 Community Leased Assets (Sports Clubs & Fields) Asset Failure Analysis Summary

89 of the City's 552 leased facilities failed during the flood event.

It has been concluded from interrogating the information and data provided at the time of this exercise and from consultation with key staff from Brisbane City Council that 50% of assets that failed within the asset category have failed due to their physical capacity being exceeded, 32% failed through their location being unavoidable, 1% had degraded condition and 17% were likely to be an inappropriate design.

The resilience and susceptibility of these facilities to flood damage is often influenced by factors such as the relatively simple and solid designs typical used, the assets sometimes being constructed on least economically viable land (such as overland flow paths, waterways, low-lying land) by the organisation that constructed the facility before it was acquired by Council, and the need for some of the facilities (such as canoe clubs) to be adjacent or close to the edge of the river makes them very vulnerable to damage from flood events.




The flooding from the Brisbane River and its tributaries damaged the facilities and their contents in many ways. However the most common flood damage appears to have arisen from:

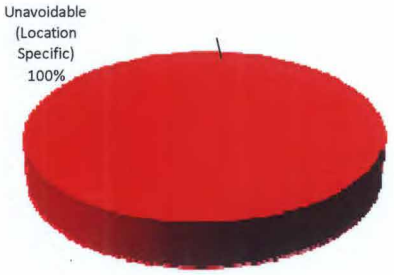
- direct damage during a flood from inundation, high velocity flow, erosion, silting and/or floating debris;
- degradation of building materials, either during the flood or sometime after the flood; and
- contamination of the building due to flood-borne substances or mould.

### 2.4.10 Ferry Terminals Asset Failure Analysis Summary

Brisbane City Council owns 23 ferry terminals, along with a further four moorings/refuelling stations. Eight of the ferry terminals and two of the moorings were found to be significantly damaged after the floods.

While several factors can be attributed to the damage caused at each of the ferry terminals, it is considered that the main reason that some of the terminals were severely damaged and others were quickly able to be re-opened with minor maintenance works, is the unavoidable locations of the terminals. For example, at the QUT Gardens Point Terminal the pontoon was never recovered and two spans of the gangway were damaged. However at the South Bank Terminal 3 located directly over the river, there was little damage and it was re-opened with only minor works required.

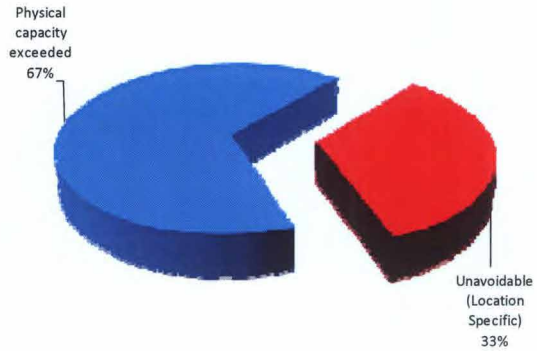
Breaking damage down to component level, it would appear that where a gangway is missing, the physical capacity of the connections have been exceeded due to impact and debris loading. Similarly where piles have been damaged, it is generally due to impact. However, the impact and the debris loads are high due to the location of the facility and this is the main reason why some terminals were severely affected, where adjacent ones had minor damage.




### 2.4.11 Pontoons Asset Failure Analysis Summary

13 of Council's twenty-five pontoons were found to be significantly damaged after the floods. This accounts for 60% of pontoon assets.

Classification of the pontoons into failure mode categories is difficult, as in most cases, sections of the pontoons have been washed away. The failure of the elements, in particular with the pontoons floating away, can be attributed to several of the possible modes of failure. However, the modes specified are considered over-riding modes. Either the pontoon is located in such a location that the debris and impact loads are excessive and therefore the location of the pontoon can be attributed as the major cause of failure, or in other cases, the design capacity of the pontoon and/or the gangway anchorage has been exceeded and therefore the major cause of failure can be attributed to Physical capacity Exceeded.

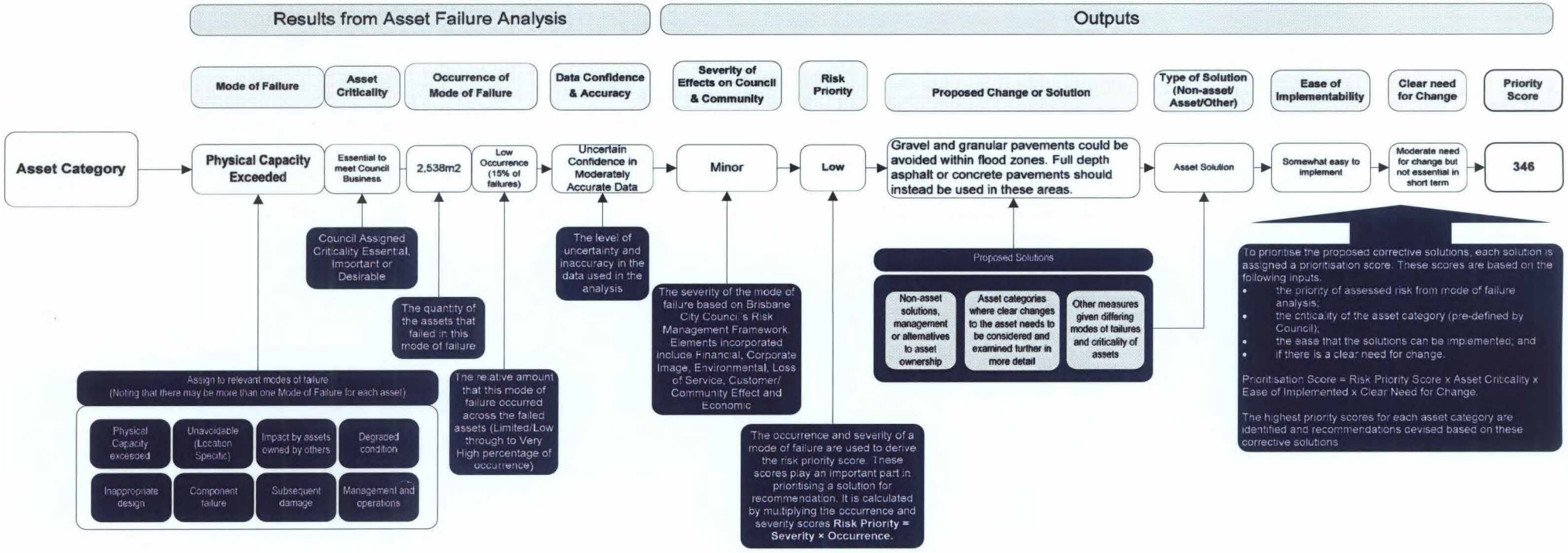


# 3 PRIORITISING POSSIBLE SOLUTIONS

We recommend that Brisbane City Council pursue the following initiatives based on the outcome of the failure analysis and prioritisation of solutions.

The figures in the following sections summarise the results from the asset failure analysis, identifies proposed changes or solutions and prioritises these for each of the modes of failure in the eleven asset categories. The following figures align to Figure 1: Asset Failure Analysis Methodology.

The higher the score on the right hand column the higher the priority of the proposed change or solution. The highest priority proposed changes or solutions are outlined in Section 4.



## 3.1 PROPOSED ROAD ASSET FAILURE SOLUTIONS

| Mode of Failure | Asset Criticality | Occurrence of Mode of Failure | | Data Confidence & Accuracy | Severity of Effects on Council & Community | Risk Priority | Proposed Change or Solution | Type of Solution (Non-asset/ Asset/Other) | Ease of Implementability | Clear need for Change | Priority Score |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Roads | | | | | | | | | | | |
| Physical Capacity Exceeded | Essential to meet Council Business | 2,538m2 | Low Occurrence (15% of failures) | Uncertain Confidence in Moderately Accurate Data | Minor | Low | Gravel and granular pavements could be avoided within flood zones. Full depth asphalt or concrete pavements should instead be used in these areas. | Asset Solution | Somewhat easy to implement | Moderate need for change but not essential in short term | 346 |
| Unavoidable (Location Specific) | Essential to meet Council Business | 1,844m2 | Very Low Occurrence (10% of failures) | Uncertain Confidence in Moderately Accurate Data | Minor | Low | Reconstruct road network to have complete flood immunity | Asset Solution | Very difficult to implement | Low need for change | 86 |
| | | | | | | | Construct future road network to have complete flood immunity | Non-Asset Solution | Moderately easy to implement | Moderate need for change but not essential in short term | 259 |
| | | | | | | | Quicker response by other asset owners to repair damaged assets that impact on Council's assets | Non-Asset Solution | Moderately easy to implement | Low need for change | 130 |
| Degraded Condition | Essential to meet Council Business | 276m2 | Limited Occurrence (2% of failures) | Uncertain Confidence in Moderately Accurate Data | Minor | Negligible | Repair gravel or granular pavements within flood zones using full depth asphalt | Asset Solution | Somewhat easy to implement | Low need for change | 115 |
| Inappropriate Design | Essential to meet Council Business | 39m2 | Limited Occurrence (>1% of failures) | Uncertain Confidence in Moderately Accurate Data | Minor | Negligible | Higher quality assurance before approval of design | Non-Asset Solution | Somewhat easy to implement | Low need for change | 115 |
| | | | | | | | Inspection and repair of lowpoints that may have formed due to settlement of foundations | Asset Solution | Moderately easy to implement | Low need for change | 86 |
| Component Failure | Essential to meet Council Business | 12,238m2 | Very High Number of Failures (72% of failures) | Uncertain Confidence in Moderately Accurate Data | Minor | Moderate | Allow inundated road pavements time to dry before vehicular traffic is allowed access | Non-Asset Solution | Moderately easy to implement | High level of need for change but not vital | 907 |
| | | | | | | | Limit traffic access to roads that have been inundated by floodwater until they have had a chance to dry | Non-Asset Solution | Moderately easy to implement | High level of need for change but not vital | 907 |
| | | | | | | | Gravel and granular pavements could be avoided within flood zones. Full depth asphalt or concrete pavements should instead be used in these areas. | Asset Solution | Moderately easy to implement | High level of need for change but not vital | 806 |

Figure 2: Prioritisation of Proposed Changes and/or Solutions for Roads

## 3.2 PROPOSED KERB ASSET FAILURE SOLUTIONS

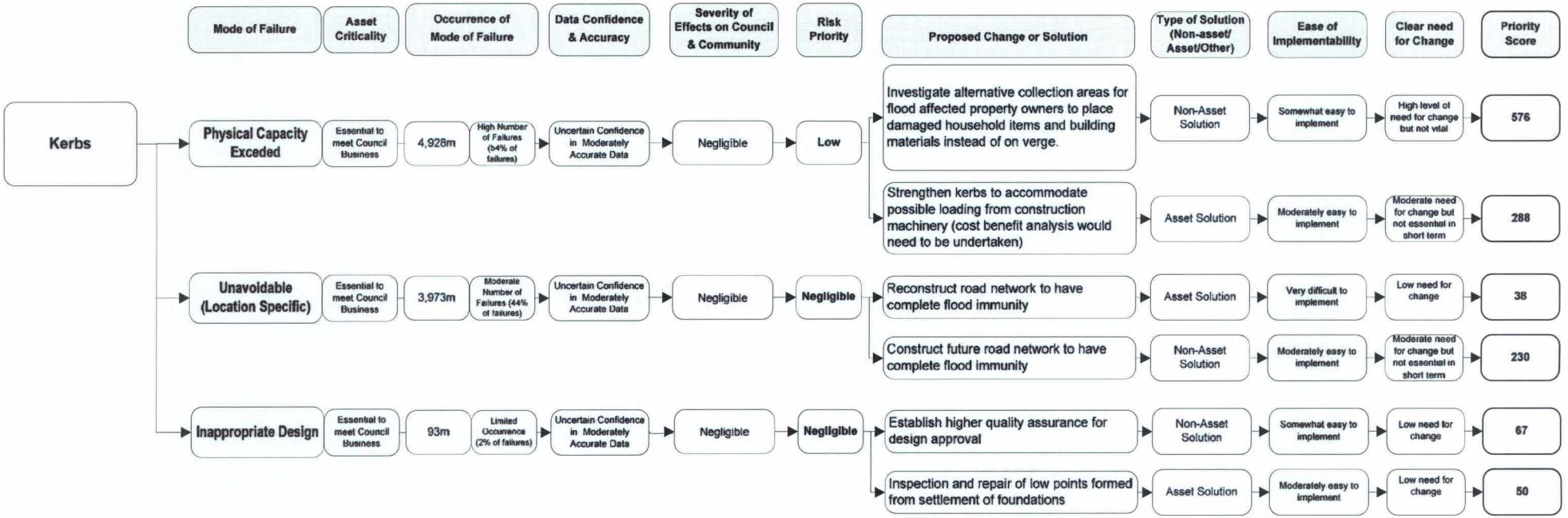



Figure 3: Prioritisation of Proposed Changes and/or Solutions for Kerbs