

CONTINUITY AND RECOVERY PLANNING

FOR COMMUNITY AND
SPORTING GROUPS



Livingstone
SHIRE COUNCIL

SPORTING / COMMUNITY GROUP DETAILS

Name

Australian Business Number (ABN)

Registered address

Main contact person

Contact person position title

Email

Telephone

Postal address

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PART A: OVERVIEW

1. Introduction

1.1 What is a disaster?

A disaster is 'a serious disruption to community life which threatens or causes death or injury in a community and / or damage to property which is beyond the day-to-day capacity of the prescribed statutory authorities and which requires special mobilisation and organisation of resources other than those normally available to those authorities (*National Strategy for Disaster Resilience 2011*). Disasters generally share two elements: they are unexpected and they disrupt individuals, households, livelihoods, and communities. Disasters can take a range of forms: cyclones, bushfires, flooding, tsunamis, heatwaves, acts of terror, threats to biosecurity, and infrastructure failure all present serious risks to the Livingstone Shire community.

In Livingstone Shire, the Local Disaster Management Group (LDMG) acts to support and coordinate disaster management activities and includes a chairperson, local disaster coordinator (LDC), local emergency services, Council officers, and representatives of non-government organisations as needed. The LDMG works closely with the District Disaster Management Group (DDMG) which is based in Rockhampton. This DDMG is responsible for whole-of-government planning and coordination to support the LDMG and covers the Livingstone, Rockhampton, Woorabinda, and Central Highlands local government areas. There is also a State Disaster Management Group (SDMG) based in Brisbane which coordinates disaster management activities at the state level. The Department of Home Affairs is the national emergency management body in Australia and coordinates activities as required.

1.2 What is continuity planning?

Continuity planning involves creating systems of prevention and recovery to deal with potential threats to a company, group, or club. Any event that could negatively impact operations is considered in the plan. It involves groups taking responsibility for their operations to keep on track, recover quickly and completely, and help others to do the same when faced with hardship.

Continuity planning and management is about increasing the resilience of your group so you can be ready for emergencies with the best opportunity to get back to running your group in the shortest amount of time possible.

It includes identifying the key services or functions of your group and the activities or resources that underpin them. Once this 'analysis' is complete, your group needs to develop plans and strategies to allow you to keep these core functions running or to ensure they are happening again quickly.

Community and sporting groups play a key role in the Livingstone Shire community, and it is vital that your groups are able to function regardless of hazards and emergencies that might impact this region.

1.3 What is the recovery process?

Recovery is the process of supporting affected communities to restore the emotional, social, economic, built, and natural environments that have been impacted by emergencies or disasters. This involves coming to terms with the impacts of a disaster, managing the disruptions and changes caused and, in some circumstances, adapting to a new way of life.

Planning for recovery is an essential part in preparing for emergencies and disasters and should not only be considered following an event. While recovery operations will be supported by government agencies and non-government agencies in the immediate wake of a disaster, the impact of a disaster can be significant enough that recovery continues well beyond the period of official support. It is important, therefore, that individuals and groups are prepared to facilitate their own recovery wherever possible.

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2. Risk management

Disaster planning is essentially risk management: it involves identifying hazards that might damage your group and implementing plans and strategies to control these risks. For continuity and recovery planning, you don't need to identify hazards specific to cyclone, bushfire, tsunami etc. as the impacts on your group or organisation are likely to be similar regardless of the specific disaster. An important part of this process is that you continually review your risks and controls and ensure they actually work.

To begin this process, you need to ask yourself three questions about your group:

1. What could go wrong? (consider the worst-case scenario)
2. What is the impact if it does go wrong?
3. What can we do about it?

Implementing a risk management approach in developing your continuity and recovery plans will:

- Increase the resilience of your group;
- Reduce exposure to illness and injury;
- Reduce likelihood of property damage;
- Promote a proactive approach with a focus on preparation and prevention;
- Determine ways your group might be able to support the wider community in the recovery process;
- Reduce your group's reliance on external supports; and
- Give you and members of your group a better understanding of your roles and responsibilities.

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3. Warnings

It is important that you understand where to get information about disasters and emergency events in Livingstone Shire. You can find information by:



Using the Livingstone Shire Council emergency dashboard: <http://disaster.livingstone.qld.gov.au/>



You can follow the social media accounts of Livingstone Shire Council and emergency agencies.



If you hear, see, or smell something that concerns you, take it as a warning. Take immediate action and stay safe. Do not wait for a warning if you are concerned.



Listen to the ABC radio station



Watch local television channels: WIN, ABC, Seven etc.



In an emergency you may receive a text or automated voice message from the emergency services.

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

This is just one way of warning communities and will not always be used. There are a range of reasons you might not receive a message.

You can contact the relevant agency for warnings, or check the Livingstone Shire Council emergency dashboard.

4. Looking after each other

The first priority in an emergency situation is the health and safety of you, your family and friends, the other members of your group, and their loved ones. Before enacting any part of your continuity and recovery plan it is critical that you ensure those around you are:

- Safe;
- Healthy; and
- Informed about the event and where they can access further support.

Exercise caution and common sense: do not drive or walk in floodwaters, do not exert yourself in uncomfortable conditions, and listen to all emergency alerts and warnings. Make sure you and those around you are well rested. Ensure your own needs, and the needs of those around you and others in your group, are met before you consider utilising this plan. If and when these criteria have been met, you may decide to enact the continuity and recovery plan we will develop today.

Remember - the wellbeing of you and those around you is ultimately more important than any function of your group.

NOTES

**PART B:
CONTINUITY
PLANNING**

1. Why have a continuity plan?

The core objective of a continuity plan is to determine how your group will maintain essential functions in the event of an emergency. A continuity plan includes a risk assessment, the functions or services your group will need to keep performing, who is responsible for these functions, any issues that may prevent these from being done, and a plan to ensure each essential function continues. This workbook breaks the planning process down into seven steps:

STEP ONE: Identify important functions

STEP TWO: Identify required personnel & resources

STEP THREE: Prepare a plan to maintain important functions

STEP FOUR: Plan for issues

STEP FIVE: Recovery planning

STEP SIX: Review plan with group

STEP SEVEN: Revise, test, and update plan

It is sensible for one person to lead the planning process with support from others. This person should have a good understanding of the objectives of the group. It is important to identify individuals within your group who will be responsible for creating and maintaining the plan. This might be through an expression of interest process or it may be assigned to an existing committee.

During a disaster, your group might experience disruptions to your normal operations because of:

- Members being absent or unable to attend;
- Unavailability of supplies or materials; and
- Interruption to essential services like power, telecommunications, internet, transportation etc.

These interruptions are likely to impact your group and might mean some services cannot be achieved for some time, or that they need to be achieved in a different way.

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STEP ONE: IDENTIFY IMPORTANT FUNCTIONS

Your group needs to consider what the critical services or functions of the group are. In a typical business continuity plan, companies identify those services they provide which, if not delivered, would:

- Have an impact on the health and safety of individuals;

- Lead to failure of a business unit if activities were not conducted in specified time periods;
- Breach regulatory or legislative requirements; or
- Cause other significant short or long term impacts.

If your group does provide functions or services that align with the above criteria, these are important functions and take priority over any other less critical functions. If your group does not provide services that align with these criteria, there are still important functions that need to be considered.

While your group might not be responsible for saving lives or producing critical items, there might be functions or services you provide that are important to the community. It is important for a community to feel as though they are getting back to normal as quickly as possible – coming together, sharing food, playing sport, and helping one another all contribute to this. Your group is an important part in the community, and you play a role in getting the community back to normal.

To identify those services your group offers which are important to the community, complete the table below. List every service or function your group provides. To complete the first six columns of the table, consider the impact on each 'area' if that function did not happen and record a score from 1 (there would be little or no impact) to 10 (there would be a very significant impact).

ACTIVITY ONE – IDENTIFYING IMPORTANT FUNCTIONS

FUNCTION	AREAS OF IMPACT (1 – 10)				TOTAL (OUT OF 40)	CRITICAL SCORE (A/B/C)
	HEALTH AND SAFETY	GROUP OBJECTIVES	GOVERNANCE	FINANCES OF GROUP		
<i>e.g. 'Come and try' day</i>	1	8	1	5	16	B

Once you have completed this table, examine the total scores for each function and assign each function a 'critical score' using the below guidelines:

- For a total score between 4 and 15, assign a score of 'C'; these are functions that can be suspended for an extended period of time with minimal impact;
- For a total score between 16 and 30, assign a score of 'B'; these are functions that can be suspended for a short period of time (that is, until group members, resources, and services are fully restored to normal capacity);
- For a total score between 31 and 40, assign a score of 'A'; these are functions that are considered important and plans need to be developed to ensure these functions are maintained wherever possible.

Any function you assign a score of 9 or 10 to in any area of impact is considered important and should be given an 'A' classification, regardless of scores in other areas or overall score.

List your important functions in *ACTIVITY TWO – CONTINUITY PLAN* (page 17).

NOTES

STEP TWO: IDENTIFY REQUIRED PERSONNEL AND RESOURCES

Now that you have identified the important functions your group offers, you need to consider what skills are needed to complete them and which members of your group have these required skills. Identify any special requirements or training needed to perform the important functions (e.g. license to operate heavy machinery, Blue Card, manual handling training etc.). Consider a person (or multiple people) in your group who have the skills or qualifications to complete the important functions. It is a good idea to list two or more people to be responsible for each important task in case one person is unavailable – this is sometimes referred to as contingency planning or succession planning. List these people, and their contact details, in **ACTIVITY TWO – CONTINUITY PLAN** (page 17).

It is critical the people listed here are aware of the plan and the roles they are assigned and agree to be involved in these functions in an emergency event (see **Step Five**)

Next, consider what resources are needed to complete them. This will vary greatly depending on your group, but the following may be important to consider:

- IT resources such as computers, internet access, etc.;
- Telecommunications resources such as mobile phones, chargers, radios etc.; and
- Physical resources like tools, vehicles, and specialist equipment.

The resources required for the different important functions might be the same. List the resources you will need to complete these functions in **ACTIVITY TWO – CONTINUITY PLAN** (page 17).

NOTES

STEP THREE: PREPARE A PLAN TO MAINTAIN IMPORTANT FUNCTIONS

Now that you have determined which important functions your group will focus on, who can do them, required resources, and any issues, you can develop a simple plan which can be referred to in times of disaster.

Complete *ACTIVITY TWO – CONTINUITY PLAN* on page 17.

NOTES

ACTIVITY TWO – CONTINUITY PLAN

FUNCTION	TASKS	RESPONSIBLE PERSON / PEOPLE	CONTACT DETAILS	RESOURCES REQUIRED	LOCATION OF RESOURCES

STEP FOUR: PLAN FOR ISSUES

The table you have just completed will help your group to prioritise functions after a disaster and will give the group an understanding of what needs to be done, who will do it, and what resources they will need. There are a number of issues which might prevent these activities from being completed, though. It is a good idea to consider what issues would seriously impact your group's ability to carry out these activities. Remember, these are the functions your group will be doing in conditions different to those you usually experience. The issues you consider might include inability to access resources, or lack of available personnel to carry out the function. List some of the key issues in *ACTIVITY THREE – PLAN FOR ISSUES* below, along with any actions you could take to address these. If there is nothing your group could do to address the issue, make note of that and consider if something needs to be done about that (for example, could your group partner with another group or apply for a grant to purchase a storage shed for essential resources?).

ACTIVITY THREE – PLAN FOR ISSUES

ISSUE	ACTIONS

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STEP SIX: RECOVERY PLANNING

It is important to consider both how your group will recover to return to normal, day-to-day functioning as soon as possible and how your group might work with others to aid the wider community recovery process. Throughout the continuity planning process, you have identified the critical functions that your group needs to prioritise to remain viable in times of disaster. In reality, though, it is important that *all* the functions of your group are re-established after a disaster.

In **ACTIVITY FOUR – RECOVERY PLAN** (page 20), list the other functions of your group and the tasks associated with each, including the individual tasks, personnel, and resources required to perform these functions.

ACTIVITY FOUR – RECOVERY PLAN

FUNCTION	TASKS	RESPONSIBLE PERSON / PEOPLE	CONTACT DETAILS	RESOURCES REQUIRED	LOCATION OF RESOURCES

This is also an ideal time to stop and reflect on how your group can assist the rest of the community in recovery: could your group host a barbeque, or offer a facility that could be used for people to charge electronics and connect? List any ideas here:

COMMUNITY RECOVERY – WHAT CAN WE DO?

-
-
-
-
-
-
-

STEP FIVE: REVIEW PLAN WITH GROUP

It is essential that you review your plan and conduct a thorough review with all relevant members of your group. This is especially important as other members of your group will be expected to perform tasks and duties beyond what might normally be expected, and they need to be in agreement with these plans.

Start by presenting the table above and explain the process you used to develop it. Ensure the actions listed in the plan are consistent with the key goals of your group and that it addresses all critical elements. Encourage all group members to give feedback and input and adjust the plan as appropriate.

STEP SEVEN: REVISE, TEST, AND UPDATE PLAN

Once you have reviewed the plan with your group, establish a schedule for reviewing, testing, and updating the plan. You may choose to revise the plan twice a year, for example, and conduct a test once a year. A ‘test’ may involve all those members with responsibility in the plan coming together to conduct an exercise where each person, or each group of people, conducts those activities assigned to them without access to the internet, or using a different route than usual.

The plan should be updated as often as needed. This will include updating contact information as members leave and new members arrive, as well as monitoring any skills or qualifications to ensure members maintain appropriate skills for the roles assigned in the plan. The plan should also be updated after any tests or actual

implementation (that is, following a disaster where the plan is used) to reflect any learnings.

It is important that the plan is revised regularly to reflect changes in group membership and any lessons learned through testing and implementing the plan.

Keep these documents in a central location where other members of your group can access them. Make sure you share these plans with your group and incorporate feedback. Practice, test, and revise these plans regularly.