



Human Resource Services
2019 Business Continuity Plan



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Document Review

Whenever this document is reviewed and or amended, details are to be recorded on this page.

Document Change Control

Revision #	Change Description	Date	Author
1	Initial document release as per draft	23/11/2016	Theron King
1.1	2018 HRS BCP	19/06/2018	Theron King
1.2	2019 HRS BCP	07/01/2019	Theron King
1.3			

Distribution List

Copy Number	Name	Location
001	[Business Continuity Officer – Electronic Copy/Hard Copy]	[HRS - Safety]
002	[ORPC Members – Electronic Copy]	[Various – ORPC Administrator to distribute]
002	[Emergency Operations Centre – Hard Copy]	[To be identified]
003	[]	[]
004	[]	[]
005		

Abbreviations & Definitions

Term	Abbreviation	Definition
Adaption	Adaption	The Universities capability to cope with uncertainty, change and associated stresses, and adjust to change
After Action Review	AAR	An After Action Review is a structured review or de-brief process for analyzing what happened, why it happened, and how it can be done better by the participants and those responsible for the project or event.
Business as Usual	BAU	The normal execution of standard functional operations within an organisation.
Business Continuity	BC	A state of continued, uninterrupted operation of a business in all contexts.
Business Continuity Plan (s)	BCP	This process leads to a clearly defined and documented plan which sets out the procedures, resources and systems necessary to continue or restore the activities of an organisation should unpredicted business disruption occur. The BCP is used as a communication and decision support tool and is executed in response to a business disruption.
Business Impact Analysis	BIA	A management level analysis which identifies the impacts of function loss on the organisation. The BIA provides management with data upon which to base risk mitigation and continuity planning decisions
Business Interruption Event	BIE	An event that by its duration exceeds the Maximum Acceptable Outage and / or has an adverse impact on business objectives and requires the implementation of the BCP or sub plans
Business Process Assessment	BPA	A management tool designed in the identification and assessment of criticality of business process and functions.
Business Unit	BU	A part of the University that operates separately under the umbrella of UNE
Critical Business Activity	CBA	May be defined as primary business functions that must continue in order to support your business.
Emergency Control Organisation	ECO	The entity responsible for UNE's incident and emergency activities during the Reaction, Response and Recovery Phases.
Emergency Operations Centre	EOC	A central point of reference to co-ordinate the response to a business interruption event. Is established at the discretion of the ORPC.
Emergency Event	Emergency Event	<p>An event due to an actual or imminent occurrence (such as fire, explosion, flood, earthquake, pandemic, etc.) which:</p> <ol style="list-style-type: none"> 1. Endangers or threatens to endanger the safety or health of staff or visitors to the organisation 2. Destroy or damages, or threatens to destroy or damage, property of the organisation 3. Has the capacity to disrupt operations to the extent that it impacts on business objectives.

Term	Abbreviation	Definition
Emergency Management Plan	EMP	The written document of the emergency arrangements for a facility generally made during the planning phase. It includes the agreed emergency roles, responsibilities, strategies, systems and arrangements.
Full Time Equivalent	FTE	An FTE of 1.0 is equivalent to a full-time worker or student, while an FTE of 0.5 signals half of a full work or school load.
Maximum Tolerable Outage	MTO	The maximum period of time that UNE can tolerate the loss of capability of a critical business function, process, asset or IT application
Organisational Resilience Planning Committee	ORPC	ORPC is responsible for the development and review of a strategic framework to ensure the effective continuance of the University of New England's operations in the event of a major crisis or potentially catastrophic event.
Risk Management	RM	The culture, processes and structures that are directed towards realising potential opportunities whilst managing adverse effects.

Introduction

UNE's Business Continuity Plan (BCP) and Impact Statement

The University of New England (UNE) is a complex organisation with a large body of people potentially on campus at any one time and has responsibility for significant property within the Armidale District. Furthermore, like all other tertiary institutions, UNE's staff and students are mobile within Australia and internationally.

The UNE's priorities in any emergency situation are as follows:

- a) To save life and avoid any further injury;
- b) To preserve its assets and operations;
- c) To minimise impact on the local community and environment;
- d) To return to business as usual as soon as practical.

While most minor emergency incidents would routinely be handled by Safety and Security or Health & Safety staff as part of their daily business, there will be occasions where the escalation of an incident or even a long term incident necessitates the activation of the Universities Emergency Management Plan (EMP) and Business Continuity Plan (BCP).

This planning will reduce the lag time from the initial response to a critical incident to being able to resume 'business as usual' practices here at The University of New England.

Purpose

UNE has adopted a comprehensive and integrated approach to the development of a BCP. The purpose of the Plan is to build organisational capabilities to support the continued achievements of critical business objectives in the face of uncertainty or disruption.

UNE recognises that this BCP in isolation does not build capability; it provides the approach to establishing effective capability. Whilst the Plan is important, it is an outcome of the more important planning and analysis process, and is a blueprint to kick-start the response to a business interruption process.

This Plan identifies the required facilities, technical infrastructure, key responsibilities, and processes that will be required to position UNE to be able to respond and recover from a business interruption event.

In identifying business continuity the focus is on the building of resilience and response capabilities within critical business functions as identified by UNE. Treatment options for non-critical functions may also be identified and documented. This allows UNE to have a whole of organisation view when responding to interruption events, as the nature of these events can change rapidly.

Use of the BCP

This Plan should be used in the event of a business interruption event that may impact on the ability of UNE to deliver business objectives. Staff with responsibilities for impacted areas of the business should use the BCP and any relevant sub plans to ensure a consistent and agreed course of action is implemented.

Assumptions

The BCP is intended to provide guidance to UNE employees to assist continuity of service for critical functions, where those employees are not normally responsible for managing the specific function affected. Where the UNE employee who is normally responsible for managing the specific function is available, it is assumed that this document will serve as a check document to reduce the possibility of an omission of important actions.

Limitations

It is not the intent of this document or process to develop Information Technology Disaster Recovery Plans (ITDRP). This process will however identify from a business perspective the business requirements for Information Technology resources that support the delivery of business critical function. This information could then be used to inform the development of an ITDRP.

Distribution

The intended distribution of this Plan is to:

- a) Organisational Resilience Planning Committee (ORPC)
- b) Emergency Control Organisation (ECO)
- c) Within the BU.

The Plan is to be reviewed annually.

Validation & Testing

Business Continuity Management is a process, not an event. Once the BCP has been developed, commitment to a pre-planned, annual test and review is required by the Organisational Resilience Planning Committee (ORPC) to ensure BCP procedures remain viable into the future.

The testing should include all aspects of the BCP, but not necessarily all in the one review. Major components should be reviewed regularly. Information such as contact lists, or areas that are constantly undergoing changes, should also be validated annually.

In addition to the annual test and review of the BCP, any significant changes to UNE's operations should also trigger a review of the BCP. Version control of the BCP should be maintained.

	Activity for Review	Accountability	Timeframe
1	Business Continuity Plan (Overarching Plan)	ORPC	Monitor annually and action as required
2	Business Continuity Plan Exercise	BU's in co-ordination with the HRS Health and Safety Team	Desk top exercise simulation exercise each 2 years

Emergency Control Organisation (ECO)

ECO – Roles & Responsibilities

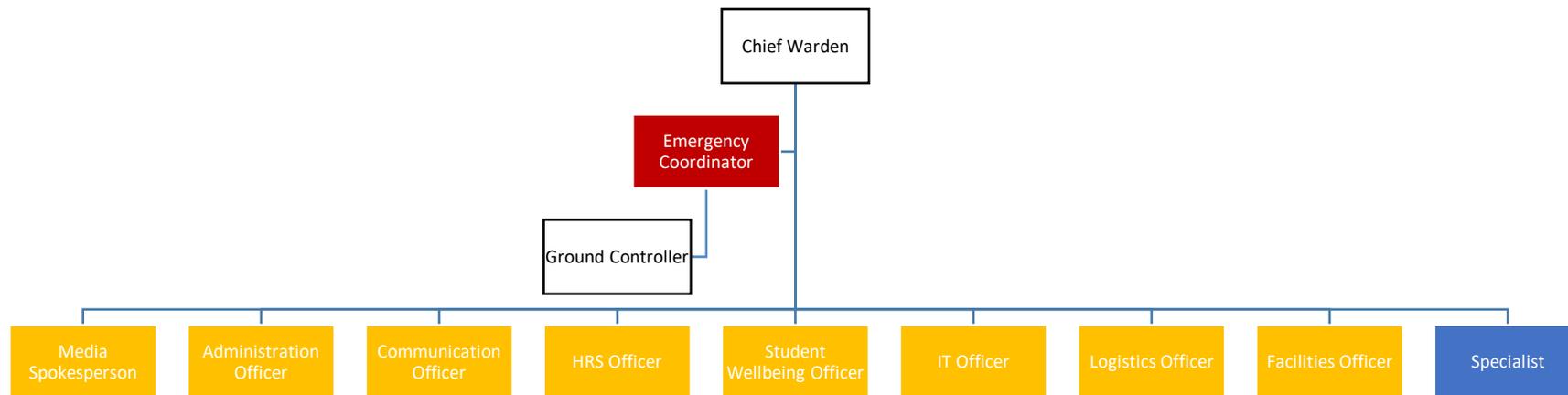
The ECO is established to provide a management mechanism that can ensure reporting lines and responsibilities are clear when the BCP is activated. The focus of the ECO is to manage the business interruption event from a corporate perspective while providing guidance and support to the Managers on site. This process is facilitated by the development of pre-determined courses of actions (sub-plans) thus allowing the ECO to focus on the strategic or whole of business response to the business interruption event. Each position in the ECO is to have an alternative member identified and trained in the role. The ECO contacts list will be updated annually.

The ECO has functional roles in Emergency Planning, designated Emergency situations, and the Recovery stage.

- a) The ECO members have Pre emergency planning and reporting function which include some members attending ORPC meetings to deal with emergency identification, reporting to the UNE Council, and organising the functions of the emergency response teams.
- b) The second function of the ECO is the emergency control function which is the decision making function in an emergency event. Selected ECO members will be in control when an emergency event is declared at a UNE site, in a designated emergency operations centre, and will control the emergency response teams. The emergency response teams are part of the ECO.
- c) Role of Specialists in the ECO will be advised whether needed in an emergency to give advice in the control room on their area of expertise if needed. E.g. Residence officer, Chemical specialist, International officer.
- d) Selected members of the ECO will be involved in debriefing in the recovery phase following an emergency event.
- e) The makeup, training, and development of the emergency response teams are under the control of the Chief Warden. These emergency response teams are made up of specially trained staff who are on the ground when an emergency situation is called, and give information to and take directions from the ECO members in the Control room.

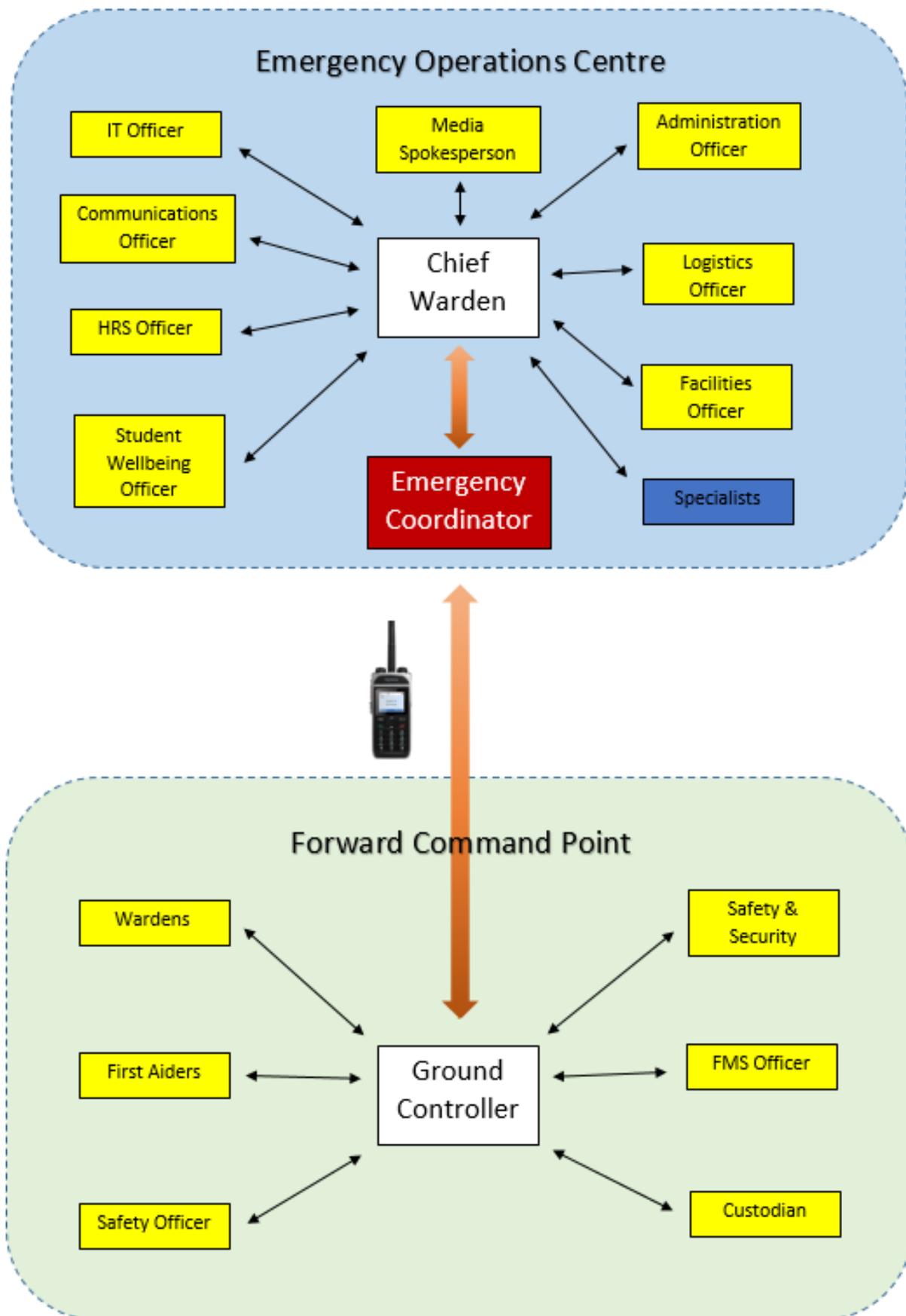
The membership of the ECO is aligned to the continuation of their role at UNE, and will review its membership on an annual basis.

ECO Organisational Chart



Role in EOC	Position at UNE
Chief Warden	Chief Operating Officer PDVC
Emergency Coordinator	Emergency Planning Coordinator Manager Safety & Security
Media Officer	VC PVC External Relations
Administration Officer	COO Executive Officer VC Administration Assistant
Communication Officer	VC Advisor Corporate Communications Officer
HRS Officer	Director HRS Deputy Director HRS
Student Wellbeing Officer	PVCA Director Student Administration Services
IT Officer	Director IT Associate Director IT Infrastructure Services
Logistics Officer	Associate Director IT Client Services Manager IT Service Delivery
Facilities Officer	Director FMS Deputy Director FMS

Emergency Response Structure



Notification & Declaration Process

Notification

On first becoming aware of a possible critical incident, the relevant function manager is required to assess the situation and if the event is likely to exceed the agreed MTO, then the Chief Warden should be notified immediately by phone and where possible, with a follow up email or personal briefing detailing the key issues including:

- a) Nature of the incident – time informed etc.
- b) Describe business elements impacted
- c) Facility / equipment impacted
- d) Staff impacted / required
- e) Any response actions implemented
- f) Any media involvement / interest
- g) Any immediate support requirements

Elements of the BCP can be implemented at the local level, where appropriate to address and immediate response requirement even if the event is expected to be resolved within an acceptable period.

Assessment

On receipt of a notification that will impact business continuity the Chief Warden will:

- a) Formally note details
- b) Notify the other members of the ECO
- c) Confirm the details of the incident and appropriate media strategies
- d) Conduct preliminary impact assessment (on facility and technology infrastructure)
- e) Determine if the Emergency Operations Centre (EOC) needs to be opened

Declaration

The Chief Warden is to review the preliminary information and if considered necessary declare a Critical Incident based on UNE's Activation and Notification Levels for a Critical Incident (see below).

Declaration will allow for:

- a) Formal activation of UNE's Emergency Response Plans
- b) Closure of part/all of campus
- c) Suspension of business activity
- d) Activation of the BCP*

*NB: As per the University's Emergency Management Plan, it is the responsibility of the Chief Warden to enact the BCP should it be required.

UNE Activation & Notification Levels

			IMPACTS					
RESPONSE LEVELS			HARM TO PEOPLE	HARM TO ENVIRONMENT	ASSET DAMAGE	LOSS OF BUSINESS CONTINUITY	DAMAGE TO REPUTATION	POLITICAL INTEREST
	Level 1	Level 1	Illness or injury of a minor nature Significant near miss	Minor environmental impact able to be dealt with by SSO Environmental nuisance (noise etc.)	Minor damage to facilities or equipment able to be dealt with by UNE personnel	Minor disruption to departmental operations	Campus community awareness of issue, little media interest	Peaceful demonstration/gathering on campus able to be managed by UNE personnel
		Level 2	Single or multiple injuries requiring immediate hospitalisation affecting daily operations	Moderate environmental harm able to be dealt with by UNE personnel Minor hazardous spill	Accident or damage to facilities or equipment which could affect daily operations	Disruption affecting significant amount of campus operations for more than 1 day	Local or regional concerns which have the potential to escalate	Demonstrations or unrest involving political interest groups which can be managed by UNE personnel
Level 3			Life and/or property at risk Large area affected (Armidale/New England/State) Single or multiple serious injuries or fatalities Mass illness requiring external help	Serious environmental harm requiring external agencies support Hazardous chemical spill/gas release Environmental impact affecting neighbouring area	Significant damage to structures, facilities or equipment which seriously affects daily operations	Loss of whole campus operations for multiple days	Significant national or international media interest/activity	Demonstrations or unrest involving political interest groups which require external agencies support

Emergency Operations Centre

The Emergency Operations Centre is opened if deemed appropriate by the Chief Warden on the declaration of a Critical Incident. The resourcing and opening of this centre is the responsibility of the ECO.

The EOC is a centre for coordination of operations and support, during an emergency. In the context of a University, an EOC is the location where the designated staff of the institution gathers during an emergency to coordinate both the operational and strategic response, and to manage the subsequent recovery process. It is a facility in which the Chief Warden through the ECO can ensure the timely provision of support to the affected UNE community by either;

- a) Planning for an impending event,
- b) Monitoring an operation, or
- c) Coordinating support to an ESO when required.

There are two EOC's at UNE.

- a) Primary Centre
- b) Secondary Centre

Media Protocol

Due to the nature of the media, the timeliness of reporting in these circumstances is critical. Prompt reporting to, and liaison with the ECO is in the best interests in terms of allowing for the preparation of an appropriate response.

NB: All media enquiries are to be forwarded to the ECO Media Officer.

General Statement to the Media

In the event of a major incident, particularly after hours, there may be a period of time elapsed before the designated media spokesperson is in a position to respond to media enquiries. Should any staff member be approached by media representatives for a comment they are only authorised to make the following statement:

"I am sorry, but I am not authorised to make any statement at this time. The Emergency Control Organisation and Chief Warden are currently being briefed on the situation and someone will be available to talk to you shortly."

There is no such thing as an "off the record" comment.

Provide the ECO with the journalist's details, and any other relevant information, including how the journalist came to contact you.

Appendix A: Emergency Contact details

Fire, Ambulance or Police:

000 (Prime emergency call service number)

112 (International standard emergency number)

106 (Emergency relay service for the hearing or speech impaired with a TTY/textphone)

Security Services for all Emergencies (24 Hours)

University of New England 6773 2099

Incident Assessment Team:

Facilities Management Services	6773 2065
IT Services	6773 5000
Media & Public Relations	6773 2551
Work Health & Safety	6773 2187

Provide the Following:

1. Name and location of the Facility
2. Number of injured persons and the nature of injury
3. The type and scale of emergency including a brief description
4. Hazards involved (e.g. substances)
5. Telephone contact number (for any return calls - Usually a mobile number for the person making the call)

Other Emergency Contact Details	
State Emergency Service 132 500	Water/Sewer: 6770 3600 (Dumaresq Council)
Essential Energy (Electricity): 132 080	Telstra (Phones): 132 203
Elgas (Gas): 131 161	SafeWork NSW: (BH) 131 050 (AH) 9214 9220

[Human Resource Services] Emergency Numbers

	Name	Location	Phone Number(s)
Director	David Thorsen	TC Lamble Building C033 Level 3	6773 2100 0413 407 242
Deputy Director	Andrew Corbett	TC Lamble Building C033 Level 3	6773 2931 0478 300 196
Payroll	Maria Wylie	TC Lamble Building C033 Level 3	6773 3824
Business Improvement	Eilish Chalmers	TC Lamble Building C033 Level 3	6773 3196 0422 807 930
Senior Manager Workplace Relations	Emma Model	TC Lamble Building C033 Level 3	
Organisational Development	Lee Atkinson-Barrett	TC Lamble Building C033 Level 3	6773 2541
Safety Manager	Darren Stevenson	TC Lamble Building C033 Level 3	6773 2187 0437 905 205
Recruitment Manager	Kasia Baker	TC Lamble Building C033 Level 3	6773 1948
Building Warden	Darren Stevenson Theron King Di Bailey-Graham	TC Lamble Building C033 Level 3 TC Lamble Building C033 Level 3 TC Lamble Building C033 Level 2	6773 2187 6773 5830 6773 4450
Warden	Brian Stronach	TC Lamble Building C033 Level 3	6773 2452
First Aid	Mandy Hawkins	TC Lamble Building C033 Level 3	6773 3614

Appendix C: Business Impact Analysis

As part of the BCP Business Units will undertake a Business Impact Statement which will use the information in your Risk Management Plan to assess the identified risks and impacts in relation to critical activities of your business and determine basic recovery requirements.

Business unit: [\[Human Resource Services\]](#)

Critical Business Activities may be defined as primary business functions that must continue in order to support your business.

Critical Business Activity	Description	Impact Rating	Impact of losses [Describe losses in terms of health & safety, revenue, cost, students, staff, service delivery, reputation, organisation, legal/statutory]]	Maximum Tolerable Outage	Vital Records/Artifacts [List vital paper records, specimens, historical relics, works of art, musical equipment, specimens, animals or equipment]																				
		<table border="1"> <tr><td>Severe</td><td>Red</td></tr> <tr><td>Major</td><td>Orange</td></tr> <tr><td>Moderate</td><td>Yellow</td></tr> <tr><td>Minor</td><td>Green</td></tr> <tr><td>Insignificant</td><td>White</td></tr> </table> (For details - See next page)		Severe		Red	Major	Orange	Moderate	Yellow	Minor	Green	Insignificant	White	<table border="1"> <tr><td><4hrs</td><td>Red</td></tr> <tr><td>1 day</td><td>Orange</td></tr> <tr><td>2 days</td><td>Yellow</td></tr> <tr><td>1 week</td><td>Green</td></tr> <tr><td>2 weeks</td><td>Blue</td></tr> <tr><td>> 1 month (specify)</td><td>White</td></tr> <tr><td>Variable</td><td>Grey</td></tr> </table>	<4hrs	Red	1 day	Orange	2 days	Yellow	1 week	Green	2 weeks	Blue
Severe	Red																								
Major	Orange																								
Moderate	Yellow																								
Minor	Green																								
Insignificant	White																								
<4hrs	Red																								
1 day	Orange																								
2 days	Yellow																								
1 week	Green																								
2 weeks	Blue																								
> 1 month (specify)	White																								
Variable	Grey																								
Payroll	To ensure staff are paid on time	1	A halt in service delivery, legal obligations and university reputation.	As low as 2hrs depending on the time of the pay cycle.	N/A																				
Service Now	To ensure HR enquiries are addressed in a timely manner	2	A halt in service delivery, legal obligations and university reputation.	2 weeks	N/A																				
WHS	Incident and Hazards - review the reporting of incidents and hazards by staff, students and contractors, allocate and conduct urgent investigations into high risk incidents / hazards, notify regulator of notifiable incidents, implement and monitor control measures.	1	<ul style="list-style-type: none"> Response delays to incident review and monitoring, investigation and triage of controls Response delays in hazard and risk reporting and investigation / control actions Delay on notification to the relevant workplace safety regulator (eg: SafeWork NSW) for notifiable incidents 	2 days	N/A																				

	<p>Injury Management – review of injuries in the workplace and the reporting to UNE Insurer, monitor and review of Return to Work or Fit for Work (RTW) activities for workers, ongoing Case and Claims Management, and Health & Wellbeing activities for workers.</p>	2	<ul style="list-style-type: none"> • Response delays in injury claim reporting to insurer possibly breaching notification requirements under legislation • Negative effects on insurance premiums for future insurance periods • Prolonged loss time injury periods for workers due to ineffective management of claim / RTW • Delays in managing urgent aspects of staff welfare and wellbeing strategies 	2 days	N/A
	<p>Safety System Support – provision of ongoing corporate and operations safety support services to UNE work groups, directorates and schools; monitoring of compliance with safety laws and conformance with university systems; supporting HSRs and Facility Wardens through safety issues and emergency response; facilitation and participation in safety related committees and groups across the university.</p>	3	<ul style="list-style-type: none"> • Service delivery delays to UNE directorates and schools for safety • Service delivery delays for ongoing safety and wellbeing projects and programs • Risks of non-compliance with legislation such as WHS Act & Regulations and non-conformance with UNE WHS Rule / Protocols / Procedures 	1 week	N/A
	<p>Emergency Management – provision of emergency management and response activities across the university; business continuity; Coordination of the Emergency Control Organisation & Emergency Response Team</p>	1	<ul style="list-style-type: none"> • Vital role in business continuity and critical incident resolution in the emergency control organisation. 	<1hr	Hard Copies of Business Continuity Plans, Contacts Folder

Organisational Development	Staff training and professional development	5	Minimal in the short term. More vital if workplace change is required.	> 12 months	N/A
Business Resource Management	Providing Human Resources advice and support to business units	5	Organisational support	> 12 months	N/A
Recruitment	Providing advice and support for recruitment to business units.	5	Organisational support	> 12 months	N/A

Rating	Definition
1. Severe	The impact from the consequences of corporate risk, if they were to occur, would result in the BU’s Critical Business Activity being unachievable.
2. Major	The impact of the consequences of the corporate risk, if they were to occur, would render a significant proportion, or component, of the BU’s Critical Business Activity being unachievable.
3. Moderate	The impact of the consequences of the corporate risk, if they were to occur, would significantly obstruct the BU’s Critical Business Activity.
4. Minor	The impact of the consequences of the corporate risk, if they were to occur, would significantly delay or impair the BU’s Critical Business Activity.
5. Insignificant	The impact of the consequences of the corporate risk, if they were to occur, can be managed by the University so as to not impede the achievement of the BU’s Critical Business Activity

Appendix D: Business As Usual Planning

Identify in the table below a temporary office accommodation you can quickly access in an emergency situation. Two sites within UNE and two sites outside UNE for both short term and long term situations.

Within UNE for short term (< 1 week)

Rank	Type [UNE site – Lecture theatre, laboratory, residence etc.]	Address [Building number and name]	Equipment Available [List all the equipment available at the site – computers, furniture, photocopiers, phones, paper]	Resources Needed [List all the resources you will need in order to use this site as a temporary office – Software, backup, staff, beds, catering, buses/transport, counselling and any other equipment not already available at the location]	FTE [Full time equivalent staff needed to return to BAU]	Service Agreement in place? [Yes/No]
Payroll	1. Library PBL J Room	Dixson Library	Desks, phone portals, internet, photocopier, scanner, paper, Trim, Service Now	6 x Laptops, Ascender Software	6	N/A
	2. Library PBL I Room	Dixson Library	Desks, phone portals, internet, photocopier, scanner, paper, Trim, Service Now	6 x Laptops, Ascender Software	6	N/A
WHS	1. Library PBL I Room	Dixson Library	Desks, phone portals, internet, photocopier, scanner, paper	4 x Laptops, 1 x polycom phone	4	N/A
	2. Library Group Study Room 135	Dixson Library	Desks, phone portals, internet, photocopier, scanner, paper	4 x Laptops, 1 x polycom phone	4	N/A

Outside UNE for short term (< 1 week)

Rank	Type	Address	Equipment Available	Resources Needed	FTE	Service Agreement in place?
Payroll	1. Home	Various	Desk, phone, internet (variable speeds)	UNE Server Access, stationary, photocopier	6	N/A
	2. Tablelands Medical Clinic	110 Butler Street Armidale PH: 02 6773 2916	Desks, internet, phone, photocopier, UNE server, stationary	UNE Server Access, stationary, photocopier	6	N/A
WHS	1. Home	Various	Desk, phone, internet (variable speeds)	UNE Server Access, stationary, photocopier, vehicle for on-site visits (personal vehicles are an option)	4	N/A
	2. Tablelands Medical Clinic	110 Butler Street Armidale PH: 02 6773 2916	Desks, internet, phone, photocopier, UNE server, stationary	Vehicle for on-site visits (personal vehicles are an option)	4	N/A

Within UNE for Long Term (>1 week)

Rank	Type	Address	Equipment Available	Resources Needed	FTE	Service Agreement in place?
Payroll	Office space anywhere on campus	Various	Internet, desk, photocopier	Stationary, Polycom phone, phone headset	6	N/A
	As above	As above	As above	As above	6	N/A
WHS	Office space anywhere on campus	Various	Internet, 4 x desk, 4 x chairs, photocopier	Stationary, Polycom phone	4	N/A
	As above	As above	As above	As above	4	N/A

Outside UNE for Long Term (>1 week)

Rank	Type	Address	Equipment Available	Resources Needed	FTE	Service Agreement in place?
Payroll	1. Home	Various	Desk, phone, internet (variable speeds)	UNE Server Access	6	N/A
	2. Tablelands Medical Clinic	110 Butler Street Armidale PH: 02 6773 2916	Desks, internet, phone, photocopier, UNE server, stationary		6	N/A

WHS	1. Home	Various	Desk, phone, internet (variable speeds)	UNE Server Access, stationary, photocopier, vehicle for on-site visits (personal vehicles are an option)	4	N/A
	2. Tablelands Medical Clinic	110 Butler Street Armidale PH: 02 6773 2916	Desks, internet, phone, photocopier, UNE server, stationary	Vehicle for on-site visits (personal vehicles are an option)	4	N/A

Contacts

List all contacts to enable you to continue BAU as listed above including Interdependencies [Suppliers/Contractors (external inputs), Service Provider Support (Internal inputs) and Dependents (Outputs)]

Contact Type	Organisation Name	Contact Name	Title	Address	Phone/email
UNE Office Space Allocation	UNE – FMS	Cameron Marshall	Strategic Development Manager	FMS N05	6773 3368 cmarsha5@une.edu.au
IT room setup	UNE - ITD	N/A	ITD	In person: Dixson Library Service Desk, Level 2 Dixson Library (C31)	Webform: http://une.service-now.com/sp_it Telephone: +61 (2) 6773 5000 or toll-free 1800 763 040 Email: servicedesk@une.edu.au
HRMIS software package	Ascender Pay	N/A	N/A	N/A	PH: 1300 766 400 https://www.ascenderhcm.com/
External IT support for Ascender Pay	Navigo	N/A	N/A	N/A	03 9879 4060 http://www.navigo.com.au/
Incident/Hazard reporting system	Skytrust	Vanessa Merritt	N/A	N/A	vanessa@qhse.com.au PH: 08 8361 7100 https://skytrust.co/

Appendix E: Rehearse, Maintain & Review

It is critical that you rehearse your plan to ensure that it remains relevant and useful. This may be done as part of a training exercise and is a key factor in the successful implementation of the plan during an emergency.

- A training schedule must be prepared for all people who may be involved in an emergency at the site.
- Pay attention to staff changes.
- If you change your organisational structure or suppliers/contractors this must be amended on your plan.

Training Schedule

Training Date	Training Type	Comments

Appendix F: After Action Review Template

The climate surrounding an AAR must be one in which the participants openly and honestly discuss what transpired, in sufficient detail and clarity, so everyone understands what did and did not occur and why.

Most importantly, participants should leave with a strong desire to improve their proficiency.

- a) An AAR is performed as immediately after the event as possible by the personnel involved.
- b) The leader's role is to ensure skilled facilitation of the AAR.
- c) Reinforce that respectful disagreement is OK. Keep focused on the what, not the who.
- d) Make sure everyone participates.
- e) End the AAR on a positive note.

After Action Review

Business Unit:

Date:

What was planned?
[]
What actually happened?
[]
Why did it happen?
[]
What can we do next time? (Correct weaknesses/sustain strengths)
[]
Who needs to know? Does the BCP need to be updated?
[]

Records Storage Instructions

The completed Business Continuity Plan must be recorded in TRIM Container a17/1752 utilising a TRIM license in your School/Business Unit.