|  |
| --- |
| Business Continuity Plan |

Local government template

March 2020

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# Checklists

## Emergency response

|  |  |  |
| --- | --- | --- |
| Action | Delegated to | Complete |
| Respond to audible and telecommunication alarms |  | date and time |
| Evacuate building if required to do so |  | date and time |
| Account for and verify staff support and wellbeing and safety |  | date and time |
| Receive information from relevant sources (internal, DFES, police, and witnesses) before handing over to emergency services |  | date and time |
| Take appropriate safety precautions if safe to do so (e.g. turn off electricity and close the safe) |  |  |

## Immediately after emergency

|  |  |  |
| --- | --- | --- |
| **Have all members of the Incident Management team and spokesperson been informed?** | | |
|  | yes/no | date and time |
|  | yes/no | date and time |
|  | yes/no | date and time |
|  | yes/no | date and time |
|  | yes/no | date and time |

|  |
| --- |
| **Are there any witnesses? Is there any photographic or CCTV evidence?** |
|  |
|  |

## Plan activation procedures and incident leader checklist

| **Incident leader checklist: consider the following actions important** | | |
| --- | --- | --- |
| Invoke this Response Plan if the incident could: ……..  Convene the Incident Management team to review the situation at an ‘Incident Control Centre’ venue in the following order:   1. … | Incident Management Team Leader | date and time |
| Agree future location of your Incident Control Centre and future meeting times for convening the Incident Management team | delegated to | date and time |
| Determine employee support and wellbeing requirements (See section 4 for more details) | delegated to | date and time |
| Start recording a log of all decisions, actions and issues | delegated to | date and time |
| Determine leadership team roles and responsibilities | delegated to | date and time |
| Delegate responsibilities for communications  [Appendix A – Communications Guidelines](#_Appendix_A_–) | delegated to | date and time |
| Depending on the nature of the incident, **consider:**   * Requesting assistance from other local governments, contractors or stakeholders * Staffing requirements for the next 5 days, 10 days, 1 month * Supply requirements for the next 5 days, 10 days, 1 month * Other resources or equipment required for the next 5 days, 10 days, 1 month * Clearing backlogs * Leadership and staff rotation/rostering | delegated to | date and time |
| Notify neighbours | delegated to | date and time |
| Notify LGIS and seek advice | delegated to | date and time |
| Remind staff to photograph all evidence prior to initiating urgent repairs | delegated to | date and time |
| Ensure emergency funds are available if required | delegated to | date and time |
| See ‘scenario specific’ checklists on following pages for more specific information relating to:   * Loss of people * Loss of (or access to) buildings/infrastructure/equipment * Loss of IT, data or communications * Loss of key suppliers | See below | |
| **Identify and prioritise**   1. Time critical business functions 2. Key contacts 3. All upcoming activities | See below | |

| **Additional actions/notes log** | **Delegated to:** | **Complete** |
| --- | --- | --- |
|  |  | date and time |
|  |  | date and time |
|  |  | date and time |

### Incident management team deputies and support

|  |  |  |
| --- | --- | --- |
| **Name** | **Position** | **Contact** |
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## Employees’ support and wellbeing requirements

| **Determine employees’ support and wellbeing requirements** | **Delegated to:** | **Time** |
| --- | --- | --- |
| Set up incoming and outgoing contact arrangements for staff |  |  |
| Monitor employee is medical and stress factors. Consider support options for staff who:  Are ill, are anxious about the risks, or fail to show up to work due to safety concerns, caring for sick family members or due to travel restrictions  Identify space to segregate/isolate teams or individuals if necessary  See checklist: ‘loss of people’ for additional information |  |  |
| Monitor employee’s medical and stress factors |  |  |
| **Determine management and staff roles and responsibilities before sending anyone home (if applicable):**  **Make sure:**  If you are sending them home, that they are actually capable of getting home and not (for example) in shock or ill and unable to drive  That they are able to contact their families if they need or want to  **Make sure they understand:**   * Where they should go * What they should do and how they should do it * Remind them about the organisation’s **social media policy** (not to talk to the Press, or post on Facebook, or alert friends). If an employee is approached for a comment, they should refer the media body to you as the incident leader * Reporting arrangements * That their jobs are safe (if applicable) * When they should come back to work * When the next communication can be expected and how it will be communicated * **Contact and instruct staff not affected by the incident, currently off site, on leave or located elsewhere.** * A main internal point of contact should be nominated and provided to all staff should they need to communicate. This should be a different person to that making the staff contacts. |  |  |
| Engage external employee assistance program (EAP) |  |  |
| Consider employee’s family and carer responsibilities (e.g. children). Allow them to contact their family if they want to or need to |  |  |
| If required, assist employees’ who may have increased medical requirements such as; those persons who may be pregnant, recently undergone an operation, disabled or frail |  |  |
| Consider flexible working arrangements |  |  |
| Set up a roster system and/or additional resources to manage workload |  |  |
| Contact family or next of kin only with assistance from employee assistance program or police |  |  |
| Organise refreshments, catering and toilet facilities |  |  |
| Organise suitable transport arrangements for employees’ if required |  |  |
| Organise temporary accommodation if required |  |  |
| **Ensure regular updates to staff and allocate responsibilities for updates**  **Methods: Email; SMS; social media; white board; bulletin board; internet; other** |  |  |

## Examples: Time critical business functions

| **Critical Activities: Examples** | **Recovery Time Objective** | **Delegated to: Date and Time** |
| --- | --- | --- |
| Stakeholder communications including staff, business community and elected members |  | e.g. CEO |
| Notify staff off-site and post messages on social media, tv, radio, website, SMS, etc. |  |  |
| Ensure public relations, media liaison and official media releases are being managed |  |  |
| Contact all relevant contractors to confirm if they have been affected by the incident |  |  |
| Contact Insurers (LGIS) if required |  |  |
| Customer services: (redirect main office numbers (for example: to library), set up new temporary customer face-to-face office (library or civic centre), and monitor incoming e-mails).  Consider giving staff pre-prepared statements for callers and visitors. |  |  |
| Ensure urgent Works requests (sewerage, drainage, retic, roads, traffic, trees, verges, etc.) are being managed |  |  |
| Ensure urgent Ranger related calls ( local law enforcement, animal control, etc.) are being managed |  |  |
| Ensure urgent building maintenance requests (safety) are being managed |  |  |
| Ensure urgent EHO related requests (contamination, food premises, pests, etc.) are being managed |  |  |
| Ensure IT and communications systems to the organisation are operational (mainframe, internet, e-mail, systems, and phones). |  |  |
| Provide administrative support to councillors and CEO |  |  |
| Burials, burial register and liaison with funeral directors |  |  |
| Complete accident investigation and incident reporting forms |  |  |
| Consider cancelling any events, committee meetings, etc |  |  |
| Payroll |  |  |
| Traffic management and road project activities if required |  |  |
| Banking, revenue control, rates, payment of creditors, etc. |  |  |
| Ensure contractors continue cleaning of public facilities |  |  |
| Contact applicants of certified and uncertified building permits, occupancy permits, planning applications and if possible, continue advice to customers on statutory planning matters. |  |  |
| Records management including incoming and outgoing mail |  |  |
| Waste and recycling (sites and contractors) |  |  |
| Aged care |  |  |
| Youth services |  |  |

| **Other considerations** | **Priority** | **Delegated to:** |
| --- | --- | --- |
| Animal pound food and water |  | e.g. Works Supervisor |
| Banking security tokens |  | e.g. Manager of Finance |
| Emergency kits |  |  |
| Event equipment |  |  |
| Fuel |  |  |
| Generators |  |  |
| Mobile phone chargers |  |  |
| Plans: LEMA/BCP |  |  |
| White board and markers |  |  |

## Assess

|  |
| --- |
| **Assess the situation** |
| **Describe what has happened:** |
|  |
| **What action has been taken so far?** |
|  |
| **What has changed/is changing? Will work hours be affected?** |
|  |
| **Which areas are impacted, or may still become impacted?** |
|  |
| **What might happen next?** |
|  |
| **How long is this incident likely to continue?** |
|  |
| **What actions should be taken immediately?** |
|  |
| **What’s the desired realistic outcome?** |
|  |
| **Can we put plans in place to deal with any backlogs?** |
|  |
| **How often should the team meet?** |
|  |

|  |
| --- |
| **Identify and Prioritise** |
| 1. **Time critical business functions** |
| 1. **Key contacts** |
| 1. **All upcoming activities** |

## Upcoming (recurring) activities and events

| **Month** | **Who?** | **Activity** | **Occurs** |
| --- | --- | --- | --- |
| January |  |  |  |
| January |  |  |  |
| February |  |  |  |
| February |  |  |  |
| March |  |  |  |
| March |  |  |  |
| April |  |  |  |
| April |  |  |  |
| May |  |  |  |
| May |  |  |  |
| June |  |  |  |
| June |  |  |  |
| July |  |  |  |
| July |  |  |  |
| August |  |  |  |
| August |  |  |  |
| September |  |  |  |
| September |  |  |  |
| October |  |  |  |
| October |  |  |  |
| November |  |  |  |
| November |  |  |  |
| December |  |  |  |
| December |  |  |  |

|  |  |
| --- | --- |
| Key contacts/organisations/contractors to be contacted | Contact |
| Building Commission |  |
| Department of Indigenous Affairs |  |
| Department of Agriculture and Food |  |
| Department of Communities |  |
| Department of Corrective Services |  |
| Department of Defence |  |
| Department of Education WA |  |
| Department of Fire and Emergency Services (DFES) |  |
| Department of Housing |  |
| Department of Local Government and Communities |  |
| Department of Parks and Wildlife |  |
| Department of Transport |  |
| Dial Before You Dig |  |
| Disability Services Commission |  |
| Environmental Protection Authority (EPA) |  |
| Police – non emergency |  |
| Poisons Information Hotline |  |
| Landgate |  |
| Main Roads |  |
| Department of Home Affairs |  |
| Police, Fire, Ambulance |  |
| Public Transport Authority (PTA) |  |
| Shire of |  |
| Shire of |  |
| Shire of |  |
| Shire of |  |
| Shire of |  |
| St John Ambulance |  |
| State Administrative Tribunal (SAT) |  |
| State Library of Western Australia |  |
| State Records Office |  |
| Synergy |  |
| Treasury |  |
| WALGA |  |
| Waste Authority WA |  |
| Water Corporation |  |
| Western Power |  |
| WorkSafe: 1800 678 198 (24hrs serious incidents) |  |

|  |  |  |  |
| --- | --- | --- | --- |
| Service examples | Contractor/supplier | Contact person | Number |
| Banking |  |  |  |
| Cash collection |  |  |  |
| Couriers |  |  |  |
| Electrician |  |  |  |
| Employee assistance program (EAP) |  |  |  |
| Environmental health |  |  |  |
| Family day care/childcare |  |  |  |
| Fuel supply |  |  |  |
| Funeral directors |  |  |  |
| Home and community care (HACC) |  |  |  |
| Health centre |  |  |  |
| Health centre |  |  |  |
| Hospital |  |  |  |
| Insurance |  |  |  |
| Local newspaper |  |  |  |
| Locksmith |  |  |  |
| Mail |  |  |  |
| Mechanic |  |  |  |
| Media outlets – radio |  |  |  |
| Media outlets – paper |  |  |  |
| Pharmacy |  |  |  |
| Plumbing and gas |  |  |  |
| Refuse/recycling disposal |  |  |  |
| Recycling disposal |  |  |  |
| Stationery |  |  |  |
| Supermarkets |  |  |  |
| Telecommunications |  |  |  |
| Waste/bins |  |  |  |
| Bulk waste collection |  |  |  |
| Workers’ compensation |  |  |  |

## React

### Scenario specific checklists

#### Loss of (or access to) buildings/infrastructure/equipment

| **Tasks:** **Loss of (or access to) buildings/infrastructure/equipment** | **Delegated to:** | **Time** |
| --- | --- | --- |
| **If relocation is necessary; consider:**   * **….** * **….**   **Storage locations: physical equipment;** |  |  |
| Consider how workstations and communications for staff **relocating to other sites** will be established and allocated |  |  |
| Staff travel arrangements to other sites |  |  |
| Consider how staff working in shifts will be established and allocated |  |  |
| Consider other support areas to assist with relocation |  |  |
| Familiarise staff with new arrangements and determine communication protocols |  |  |
| Arrange security access controls for the **affected building** |  |  |
| Arrange security access controls for the **new building/s** |  |  |
| Manage any new OHS/support and wellbeing issues that may arise either   1. During relocation or 2. At the new building/s or 3. With the use of new equipment |  |  |
| Identify and notify Key Contacts of amended working arrangements |  |  |
| Create a Communication Plan for council/boardlors, media, regulators, other stakeholders and staff as required.  (Refer [Appendix A – Communications Guidelines](#_Appendix_A_–)) |  |  |
| If possible, begin salvage or restoration activities |  |  |
| Other: |  |  |

#### Loss of people

| **Tasks:**  **Loss of People** | **Delegated to:** | **Time** |
| --- | --- | --- |
| Determine: The number of staff away, affected service areas and expected return dates  Record and track staff absences |  |  |
| Ensure the safety and wellbeing of remaining staff |  |  |
| Identify time critical deliverables due today and for the next five days |  |  |
| Determine the minimum number of staff required to continue operations and identify critical servicing and staffing gaps |  |  |
| Consider how staff working in shifts will be established and allocated (e.g. work two shifts of five hours rather than one shift of eight hours) |  |  |
| Ensure appropriate inductions, training and supervision to be in place for any replacement staff |  |  |
| Ensure risk assessments in regards to any potential safety issues |  |  |
| Discuss changes with personnel and relevant union if required and engage specialist industrial relations assistance |  |  |
| Arrange any required medical assistance |  |  |
| Organise any required employee assistance including counselling to assist with personnel returning to work |  |  |
| Cease all non-critical activities where appropriate |  |  |
| In consultation with human resources, notify/escalate to health department or Worksafe etc. |  |  |
| Can temporary competent replacements be arranged from:   * Other local governments * Casuals/increase part-time hours * Volunteers from the community/prisoners * Existing contractors * Recruitment agencies for labour hire * State government agencies * Retired or former employees’ |  |  |
| Depending on the nature of the incident, **consider:**   * Requesting assistance from contractors or stakeholders * Staffing requirements for the next 5 days, 10 days, 1 month * Supply requirements for the next 5 days, 10 days, 1 month * Other resources or equipment required for the next 5 days, 10 days, 1 month * Clearing backlogs * Leadership and staff rotation / rostering |  |  |
| **Create a Communication Plan** for councillors, media, regulators, other stakeholders and staff as required.  **(Template:** [**Appendix A – Communications Guidelines)**](#_Appendix_A_–) |  |  |
| Notify stakeholders of amended working arrangements |  |  |

#### Loss of IT or communications

| **Tasks: Loss of IT or Communications** | **Delegated to:** | **Complete** |
| --- | --- | --- |
| **Contact IT contractor/support (Refer:** [**Key Contacts**](#_Key_Contacts)**) to;**  Determine potential cause/s  Determine restoration target timeframes  … |  | date and time |
| Determine whether there is a need for any other staff to assist IT |  | date and time |
| **Consider:**  Manual procedures or workarounds  Other productive activities not requiring IT or communications infrastructure  …  … |  | date and time |
| Detail a strategy and resources for recovery, including assistance from neighbouring local Organisations, responders, external contractors, suppliers, insurers and specialists: |  | date and time |
| Invoke the IT Disaster Recovery Plan |  | date and time |
| If there has been a partial loss of IT or communications, consider how staff working in shifts will be established and allocated |  | date and time |
| Identify and notify key contacts of amended working arrangements |  | date and time |
| Create a Communication Plan for Council/Board, media, regulators, other stakeholders and staff as required.  (Refer [Appendix A – Communications Guidelines](#_Appendix_A_–)) |  | date and time |
| Ensure ongoing interaction with appropriate IT Incident Management for regular updates and feedback |  | date and time |
| Ensure protocols for regular updates and feedback |  | date and time |
| Consider support and wellbeing requirements of the IT Contractor |  | date and time |
| **Other:** |  | date and time |

#### Loss of supplier

| **Tasks: Loss of supplier** | **Delegated to:** | **Complete** |
| --- | --- | --- |
| **Contact the supplier (where possible) and determine:**  The nature and extent of the incident  … |  | date and time |
| Restoration timeframes and clearance of backlogs (if applicable) |  | date and time |
| **Consider:**  Time critical activities that rely on this supplier |  | date and time |
| Procurement requirements purchasing policy |  | date and time |
| Length of time before these activities are impacted |  | date and time |
| Alternative procedures |  | date and time |
| Alternative suppliers/other LG’s? Contact them immediately. |  | date and time |
| Determine if there are any legal, health and safety, reputation or financial implications |  | date and time |
| Identify and notify key contacts of amended working arrangements |  | date and time |
| Create a Communication Plan for Council/Board, media, regulators, other stakeholders and staff as required  (Refer [Appendix A – Communications Guidelines](#_Appendix_A_–)) |  | date and time |
| Other: |  | date and time |

## Manage

**The following is a basic standing agenda for each regular meeting.** Incident specific information should also be included where relevant.

| **Tasks** | **Delegated to:** | **Complete** |
| --- | --- | --- |
| Arrange responsibilities for tasks and determine target completion times | | |
| Record all decisions, actions and issues. |  | date and time |
| Monitor ongoing staff support and wellbeing requirements |  | date and time |
| Considerations to be discussed and actioned accordingly:   * Review effectiveness of recovery actions to date |  | date and time |
| * Discuss any emerging issues or new information |  | date and time |
| * Reassess resource requirements and capabilities |  | date and time |
| * Review all working arrangements for affected areas |  | date and time |
| * Review all time critical business activities (achievement of recovery time objectives) |  | date and time |
| * Review existing/current workload and any backlogs |  | date and time |
| * Review all outstanding deferred activities and arrange resumption |  | date and time |
| * Assess any insurance implications |  | date and time |
| * Set next meeting and venue |  | date and time |
| Identify and notify key contacts of amended working arrangements |  | date and time |
| Provide updates to impacted staff |  | date and time |
| Release external communications if deemed appropriate |  | date and time |
| Conduct site visits if deemed appropriate and safe |  | date and time |
| Ensure all relevant stakeholders continue to be kept informed |  | date and time |
| Continue to monitor Incident and issue instructions as appropriate |  | date and time |
| Review status of incident and scale down recovery as situation dictates |  | date and time |
| Implement staff rotation/rostering |  | date and time |
| **Other:** |  | date and time |

## Recover

| **Tasks** | **Delegated to:** | **Complete** |
| --- | --- | --- |
| **Arrange responsibilities for tasks and determine target completion times** | | |
| Record all decisions, actions and issues |  | date and time |
| Monitor ongoing staff support and wellbeing requirements |  | date and time |
| For review and agreement:   * Completed action items |  | date and time |
| * Recovery objectives |  | date and time |
| * Plans are in place to deal with any backlogs |  | date and time |
| * Target date for completion of post incident review |  | date and time |
| Provide copies of logs and decisions to admin officer for collation |  | date and time |
| Undertake post-incident review/debrief, including:   * Communication within and between Incident Management team and support areas * Effectiveness of communication with affected areas and stakeholders * Cost of recovery arrangements and insurance offsets * Effectiveness of recovery strategies * Advice to external and internal customers * Media arrangements * Impact of incident on local government’s reputation * Timeframes for tasks and achievement of target * Impact on work flows of affected and interdependent areas * Special staffing arrangements and acknowledgment of contributions * IT recovery arrangements |  | date and time |
| Present findings to the audit committee for review |  |  |

# Local government recovery information

### Equipment

| **Local government details** | **Cumulative quantities required within …** | | | | |
| --- | --- | --- | --- | --- | --- |
| **1 day** | **3 days** | **1 week** | **2 weeks** | **4 weeks** |
|  | | | | | |
| **Cumulative:** | | | | | |
| **Workstations/laptops** |  |  |  |  |  |
| **Printers** |  |  |  |  |  |
| **Server** |  |  |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **Infrastructure, plant and equipment** | | | |
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### Other requirements

| **Incident box (vital documentation):** |
| --- |
| **Item** |
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# Appendix A – Communications guidelines

Sample communications template

New York Mayor Rudy Guiliani’s format for providing 9/11 disaster information given as an example of best practice:

* **this is what we know** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* **this is what we don’t know** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* **this is what we are doing** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* **this is what we want you to do** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Communications team responsibilities

**ONLY an authorised spokesperson may speak to the media**

| Primary | Deputy | Role and responsibility |
| --- | --- | --- |
| CEO |  | * Works with Management team/Council/Board to publicly issue statements to the media * Serves as lead representative at press conferences with assistance as required * Approves all publicly disseminated information * Identifies spokespersons if required |
|  |  | * Works in close liaison with the spokesperson to ensure message accuracy and delivery * Assists with media relations |
|  |  | * Provides legal advice on communications strategies * Provides legal advice on messaging to victim(s), family members, media, etc * Approves messages before release |

Notification chart

|  |  |  |
| --- | --- | --- |
| **Internal audience** | **Mode of delivery, release date and time** | **Likely questions** |
| Council/Board |  |  |
| Employees’ |  |  |
| Employees’ family |  |  |
| Incident management team |  |  |
| **Other?** |  |  |
| **Other?** |  |  |
|  |  |  |

| **External audience** | **Mode of delivery, release date and time** | **Likely questions** |
| --- | --- | --- |
| Community |  |  |
| DFES/SES/WA police |  |  |
| Local, regional and national media |  |  |
| Public |  |  |
| Stakeholders |  |  |
| Contractors/suppliers |  |  |
| EAP provider |  |  |
| Regulators |  |  |
| **Other?** |  |  |
| **Other?** |  |  |

# Appendix B - Event log

Use the event log to record information, decision and actions

|  |  |  |  |
| --- | --- | --- | --- |
| **Date** | **Time** | **Information, decisions and actions** | **Initials** |
|  |  |  |  |
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# Appendix C – Summary of all business activities

| **Service area** | **Activity** | **Delegated to:** |
| --- | --- | --- |
|  |  | date and time |
|  |  | date and time |
|  |  | date and time |
|  |  | date and time |
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