

## **BUSINESS CONTINUITY PLAN**

### **BACKGROUND**

Given the recent occurrence of natural and man-made disasters (including earthquakes, floods, droughts, tornados, cyclones, fires, tsunamis, volcanic eruptions, meteors, war and terrorist attacks) and the potential for a pandemic at any time, it is appropriate for the Trust to develop a Business Continuity Plan. This plan should ensure a mechanism to maintain business continuity.

The Board has a specific “Influenza Pandemic Contingency Plan” in place. Specific components of the Pandemic Plan have been included into the Business Continuity Plan. The Board has established that the Executive Committee would, in the first instance, assume the responsibility of guiding the Trust through a disaster recovery period with effective decision making. Other Trustees will be seconded to the Executive as required.

An emergency situation is defined when:

- The Ministry of Health issues a pandemic “Red Activation” Alert Code or similar notification
- A state of national emergency or local emergency is declared pursuant to the Civil Defence Emergency Management Act 2002

The purpose of this plan is to ensure that the Eastern & Central Community Trust can recover effectively following an unforeseen disaster and maintain the confidence and trust of staff, trustees, donation recipients and stakeholders. The Business Continuity Plan is an important resource and has been developed to outline the process to be followed in the event of an emergency. The Plan is an important resource for staff and trustees to enable them to respond, in the short term, continue critical business in the medium term and guide long term recovery. The Business Continuity Plan will be included in the Trust’s Risk Management Assessment.

### **CRITICAL TRUST FUNCTIONS ANALYSIS**

The following are the critical functions of the Trust:

- Donation assessment, donation recommendations and donation approvals
- Donation payments
- Investment management
- Finance, cash flow management, creditor payments including payroll
- Communication with the community and applicants
- IT management
- Building and fixed asset management
- Staff management and coordination

The Trust has an obligation to ensure the workplace is safe. A natural disaster or pandemic will affect the E&CCT, the staff, the trustees, our applicant groups and our community – just how much will depend upon the severity of the disaster or pandemic and how well prepared the Trust is. It must also be recognised that the Trust is not an essential community operation during such disasters.

People will be concerned about the physical damage to property or contracting influenza, and there will be legitimate personal, family and community responsibilities (e.g. schools may be closed, injured or sick family members, transport routes inaccessible, non-functioning utilities, etc.) and the planning will need to recognise this as a likely reality. If there is an extreme regional, national or international disaster absenteeism is predicted to be high in the working environment. This is particular expected during a pandemic when close physical contact between people is discouraged and the Trust should plan to eliminate, isolate or minimize this risk.

In extreme regional, national or international natural disasters investment markets could be very volatile and may fall.

A specific plan has been devised to minimize the risk and impact of a flu pandemic on the E&CCT staff, trustees and the Trust assets. It will allow the business to remain “open” during the pandemic and provide a sound platform to negotiate the recovery phase (see Appendices 1 and 2)

## **RISKS**

The following risks have been identified in the Trust’s Risk Management Assessment:

<b>Risk #</b>	<b>Identified Risk</b>	<b>Likelihood</b>	<b>Significance</b>	<b>Staff/People</b>
25	General Computer system failure	Medium	Significant	Donations Manager/TKP
26	Te Kete Putea (DMS & FMIS failure or budget overruns)	Medium	Significant	Donations Manager & providers
27	Business Continuity – Premises affected by Fire, Flood, Earthquake, Burglary, Terrorism, etc	Very low	Very significant	Staff/Trustees
28	Unexpected loss of staff member, pandemic etc.	Medium	Very significant	All staff

The Eastern & Central Community Trust is exposed to all the normal risks associated with business operations. This Plan is designed to specifically manage the increased level of risk arising from a natural disaster when the Trust is not able to operate from its premises or there are travel restrictions for staff and trustees. In such circumstances the Trust needs to ensure that it is able to continue its business and make appropriate and effective decisions with minimum resources and infrastructure.

The most severe disruptions to the operation of the Trust are likely to be:

- A destruction or inaccessibility of the workplace from a natural disaster
- A lack of utilities available at the workplace (water, power, sewerage, telecommunications, etc.)
- An event which prevents the free movement of people
- A pandemic requiring staff and/or Trustee isolation
- Loss of key staff through illness or other reason
- Total loss of electronic data

In such an event it is most likely that staff would be required to work from home or an alternative location.

## **CONTINGENCY PLAN**

### **1. Essential Services provided to the Trust**

Specific providers of essential services to the Eastern & Central Community Trust are identified below and should be regularly asked to confirm they have disaster planning/preparedness:

- Fund Managers: Forsyth Barr, Vanguard, SSGA, and Forsyth Barr Esam Cushing.
- Banker: Westpac
- Information Technology providers: Desktop Technology Services and TKP (CSL).
- Financial Advisor: MCA NZ Limited.
- Insurers: Aon

One would assume that all generic services as provided by the local authorities, power and telecommunication providers will have well-developed plans in place.

### **2. Essential donations from the Trust**

In all likelihood the Trust could continue to provide donations, especially to those community organisations providing essential services through a natural disaster or pandemic. However, it would be expected that the number of applications would be significantly reduced. It is difficult to anticipate just what the community's needs might be, but the prime responsibility will lie with Civil Defence, the Ministry of Health and the local authorities.

### **3. Implications for staff and trustees**

It will be important to ensure that staff and trustees are confident that the E&CCT has planned and could manage a natural disaster or pandemic effectively.

Key management staff should be identified during a natural disaster or pandemic, and cover arranged for the roles played by incapacitated staff. Any such scenario could require staff to work away from the office at an alternative location or from their homes. The three senior staff have laptop technology, offsite internet access and a reliable remote connection for network access. All staff and Trustees have access to each other's addresses and phone numbers. Up-to-date home contact details of staff and trustees are circulated or available for download from the Trust's website.

The Trust Manager would be expected to contact and liaise with the Chair, the Executive and the staff during a disaster period.

The Trust's integrated Donation Management System (DMS) is hosted at a Christchurch data centre by Computer Concepts Limited (CCL) and can be accessed remotely via a VPN connection. The Trust's DMS and FMIS are backed up frequently by CCL and have been tested satisfactorily during the Christchurch earthquakes.

Approved donations awaiting payment could still be transacted remotely.

Donation assessments and recommendations could be deferred until conditions have stabilised and the staff are able to return to work.

Delegated authority could be given to members of the Trust Board to approve specific donations for a community response, if necessary.

Investment markets should be monitored closely in liaison with the Financial Advisor.

Finance management by the Trust Manager would continue.

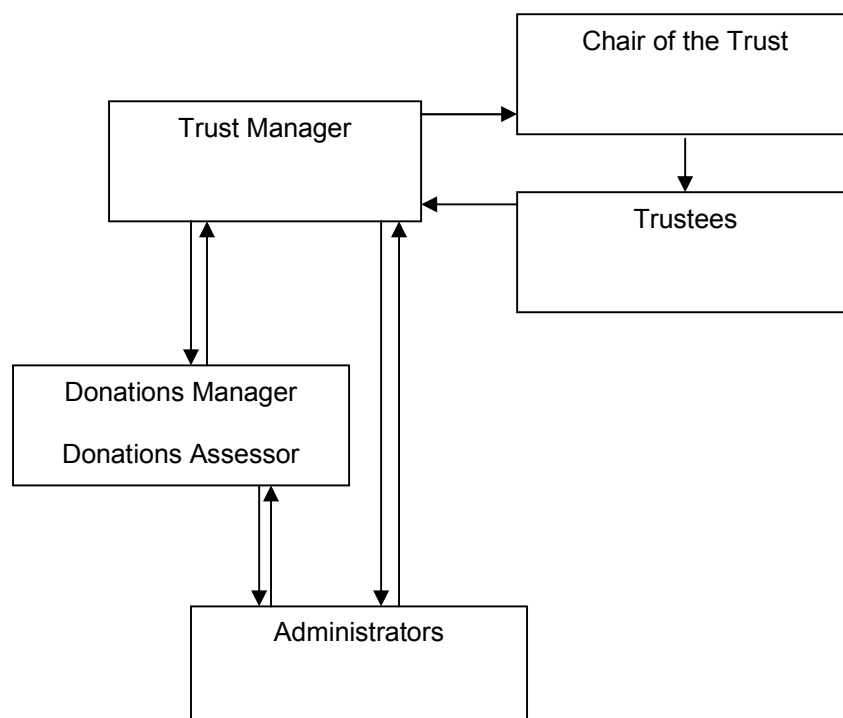
IT management will be coordinated by the Donations Manager in conjunction with the Trust's IT provider(s).

Building and fixed assets management will be coordinated by the Trust Manager.

The Trust Manager will coordinate staff management functions during an emergency.

A strategy developed to handle the backlog and influx of applications after an emergency.

#### 4. Calling Tree



#### 5. Review

The Business Continuity Plan is to be reviewed annually in March each year.

Last reviewed: 22<sup>nd</sup> March 2013

## Disaster Response Checklist

## Evacuate the Westerman's Building

Check safety of all staff and the other building tenants

Identify and assess damage. Provide signage where possible on the building entrance if closed with information on key contacts of the Eastern & Central Community Trust

Contact staff and trustees (refer to calling tree) to inform them of disaster and whether office premises are safe. Assist in arranging travel home (if safe) or an alternative

Commence a log of actions taken

## Liaise with Emergency Services

Contact insurers (Aon) and arrange alternative premise, if necessary

Convene the Executive Committee by teleconference or at a safe meeting place

Identify functions disrupted and put business continuity plans in action

Arrange with telecommunications provider the diversion of phones and answering machine message, if required.

Provide public information on the Trust's web site and in the media, where appropriate

Provide information to staff and instruction on travel, cancelling meetings, meeting attendance (Pandemic) and how they can assist with the Business Continuity plans.

Assess level and extent of information that can be recovered through back up

Communicate (phone/email) decisions to business partners and suppliers

## Arrange a Debrief

## Review Business Continuity Plan

## **PANDEMIC SPECIFIC**

At a national level the Ministry of Health is charged with the responsibility for planning, preventing (if possible), managing (if prevention is not possible), and recovering from a pandemic. But each business or organisation should put in place its own planning as to how it can most effectively respond to a pandemic.

For planning purposes the different stages of an influenza pandemic have been grouped by the Ministry of Health and defined with colour codes:

**Code White** is the information/advisory and planning stage.

**Code Yellow** is a standby phase, used to alert the health sector of a significant development in the virus overseas, or single isolated cases in New Zealand.

**Code Red** is the response phase, encompassing the “keep it out”, “stamp it out” and “manage it” stages.

**Code Green** is to notify stand-down and recovery phase.

The E&CCT pandemic plan will be activated once **Code Red** is declared.

The following have been identified to help create an environment of **social distancing**:

- Closing the office to the public, but publicise alternative contact details.
- Developing a shift roster within the office for staff, where necessary.
- Allowing staff to predominantly work from home with flexible hours.
- Creating an environment where staff are comfortable to stay at home if they are feeling unwell or need to care for members of their family.
- Conducting Meetings by conference calls.
- Not attending any public forum e.g. funder seminars, Annual Public Meeting etc.
- Identifying Personal Protective Equipment (PPE) needs and purchasing e.g. P2 face masks and gloves, tissues, covered bins, plastic bin liners, thermometers, appropriate soaps (Ansafe Luxury Foaming Soap & Cutan Alcohol Gel).
- Providing associated training on hygiene and social distancing.

The following have been identified as ways to **minimise illness**:

- Providing free influenza immunisation to staff.
- Individuals taking responsibility for office cleanliness (instructions required).
- Cleaning of personal used telephones, keyboards and cell phones daily.
- Applying anti-bacteria and anti-viral solutions to all common areas, counters, balustrades, washbasins and toilet bowls by the cleaner (instructions to AAA Cleaners required).
- Maintaining good ventilation of all work spaces.
- Cleaning air conditioning filters regularly (Coldrite)
- Avoiding unnecessary travel and face-to-face contact, and
- Staying informed and sharing updates as supplied by the Ministry of Health, the Department of Labour and the Ministry of Economic Development.

Given the extraordinary nature of a pandemic it is recommended that, in principal, staff and trustees should continue to be paid their normal salaries or honorariums for the duration of the pandemic. However each individual staff member's sick, annual and bereavement leave circumstances will be assessed and managed by the Trust Manager. However, if the pandemic is sustained for a long

period, staff and trustees must be aware that there may become a point when all options are exhausted and the Trust is closed down.

Throughout the pandemic staff would be expected to contact the Trust Manager, or in his absence the Donations Manager, on a daily basis by phone or e-mail to discuss any health issues and related work matters. Staff will be advised immediately if any other staff member displays influenza symptoms and be advised on the recommended action to take.

A “Suspected Influenza Case” notification form and “Contact List” form will be completed when a staff member or trustee shows symptoms of the influenza. (Appendix One and Two)

### **Protection of the Trust’s assets**

It is recognised that a flu pandemic would have a serious impact on most businesses, the world economy and related financial markets. World output and production would suffer due to a decrease in worker numbers and vital services and supplies are unlikely to meet demand. Perhaps the greatest achievement for the Trust to achieve through an influenza pandemic would be to maintain the sizeable community asset that presently exists. If there are defensive options for the Trust’s assets (e.g. cash or Govt bonds) or opportunities (e.g. drug companies) they should be considered and a plan of action with specified trigger indicators be prepared with the assistance of Michael Chamberlain. Action would need to be rapid and in the very early stages of **Code yellow**.

Attached:

Appendix 1

Appendix 2

## STAFF INFLUENZA NOTIFICATION FORM

## APPENDIX 1

### SUSPECTED INFLUENZA CASE AT WORK NOTIFICATION FORM

#### Details of Affected Staff Member or Trustee

Name: \_\_\_\_\_ Location of Isolation: \_\_\_\_\_

Job Title: \_\_\_\_\_ Date of Birth: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone No: \_\_\_\_\_ (W) \_\_\_\_\_ (H) \_\_\_\_\_ (M)

#### Symptoms Noticed:

Fever ☐ Body Aches ☐ Cold ☐

Headache ☐ Fatigue ☐

Cough/Sore Throat ☐ Others ☐

#### Details:

Time of fever onset: \_\_\_\_\_ Time of Isolation: \_\_\_\_\_

Travel History Over the past 8 days: \_\_\_\_\_

Areas of NZ visited: \_\_\_\_\_

Countries visited: \_\_\_\_\_

Flights Taken: \_\_\_\_\_

Where Referred and Advice Given: \_\_\_\_\_

Contact List: (see Appendix 2)

#### Reported by:

Name: \_\_\_\_\_

Job title: \_\_\_\_\_

Telephone No: \_\_\_\_\_ (W) \_\_\_\_\_ (H) \_\_\_\_\_ (M)



## Pandemic Influenza Contingency Plan

### CONTACT LIST

### APPENDIX 2

The MOH currently defines **pandemic influenza contacts** as people who have had close physical contact (less than 1 metre) or confined airspace contact with an infected person, within four days of that person developing symptoms.

These contacts are likely to include family members and/or other living companions, workmates (if in close contact situations or confined airspace environments), and some recreational companions;

NOTE: This definition of a contact may change once the nature of the pandemic strain is known. Management will notify changes as advised by MOH.

Retain this list and provide to the Medical Office of Health (or designated officer) on request.

Persons whom the affected staff has interacted with since displaying symptoms. Advise contact and ask them to go home			
Name	Email	Phone No.	Address
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
11.			
12.			