Final Report

AMPC
AUSTRALIAN MEAT PROCESSOR CORPORATION

BCP 6.0

Business continuity unit – Developing a human transmissible disease management plan - Level 6

Project Code
2022-1021

Prepared by
Roderick Glass, Paul Eldridge and Jess Florent

Published by
AMPC

Date Submitted
30/6/2022

Date Published
30/6/2022

Contents

Contents 2

1.0 Executive Summary 3

2.0 Introduction 3

3.0 Project outputs 3

4.0 Methodology 4

5.0 Project outcomes 4

6.0 Discussion 10

7.0 Conclusions / Recommendations 10

8.0 Bibliography 11

9.0 Appendices 11

9.1 Flipbook for the Course 11

1.0 Executive Summary

The focus of the project has increased in complexity from the development of the units of competency for management plan development (certificate IV) to the development of a unit of competency for business continuity planning (BCP) at advanced diploma level. The project will keep the implementation of that plan at the Certificate III level but shift the focus to BCP.

Over the last few years meat processing plants across Australia have suffered a number of significant events that have interrupted operations. These events include COVID-19, bushfires, floods, attacks by foreign cyber hackers on digital systems and events creating shortfalls in stock. Most plants were ill-prepared for these events and systems were not in place to minimise the effects.

The implementation of programs—such as business continuity planning—requires plant employee training. The digital platform provides a framework for the training of a small number of people across many meat processing facilities. The development of this platform allows plants to easily adapt the program to meet the needs of their individual plants. Following the development of the continuity plan at the advanced diploma level the implementation of this plan will be developed in the Certificate III program.

The units of competency focus on BCP and provide case studies that centre on human transmissible diseases. Respond Global has provided specialist advice to inform these learning materials. This information not only focuses on COVID-19 but also on potential future human transmissible diseases. A blended learning framework under a learning management system will meet the needs of the individual participants who represent multiple companies from a wide range of locations.

The reviews conducted by industry professionals were extremely positive for both the advanced diploma and certificate III programs. The structure and content were considered to be of the highest quality and fit for purpose in the meat processing industry.

2.0 Introduction

The project built upon work created in Phase 1. Phase 1 developed units of competency for Certificate IV level (development of a business continuity plan) and Certificate III level (plan implementation). The aim of this project was to develop an accredited training skill set, in consultation with MINTRAC, with a focus on Certificate III and advanced diploma training packages under a continuity planning framework. An important component in this next phase was the development of plant protocols with a StepIN process driven by plant leaders that are written as a protocol by the participant. This process included joint learning outcomes for both advanced Diploma and Certificate III participants. Respond Global has provided real-world case studies based on COVID-19 and Response Research has provided the online framework. The blended learning framework for the two subjects required significant development of visual resources to assist in the development and implementation of the plans at a plant level. To achieve this, programs were created, delivered and revised during the project period.

3.0 Project outputs

- The development of two units of competency online
- The development of a blended learning structure
- The development of assessments
- Testing of workshop and online environments

4.0 Methodology

The steps involved in the development of the BCP six include:

- Online course (applies to each Unit of Competency)
- Instructional design - the learning experience based on understanding the audience
- Designing the blended learning program structure
- Storyboarding
- Building the course structure in LMS
- Developing new assets including graphics, videos and assessments
- Road testing online delivery with selected plants
- Reviewing the program and testing regime and redesigning materials as required

5.0 Project outcomes

The two courses have been completed and are ready for initial trialling through in plant testing and online delivery. Much of the material is difficult to upload as it is housed on the e-learning platform (Canvas). The following links have been created for the program manager to overview the courses as a student. Other logons can be provided upon request. The links are (login permission is required):

- Advanced Diploma - Developing a Business Continuity Plan - AMPC - ADV DIP (FINAL) by Optivly Projects - Flipsnack
- Certificate III - Implement a Business Continuity Plan - (PILOT COURSE-AMPC) Implement a Business Continuity Plan (instructure.com)

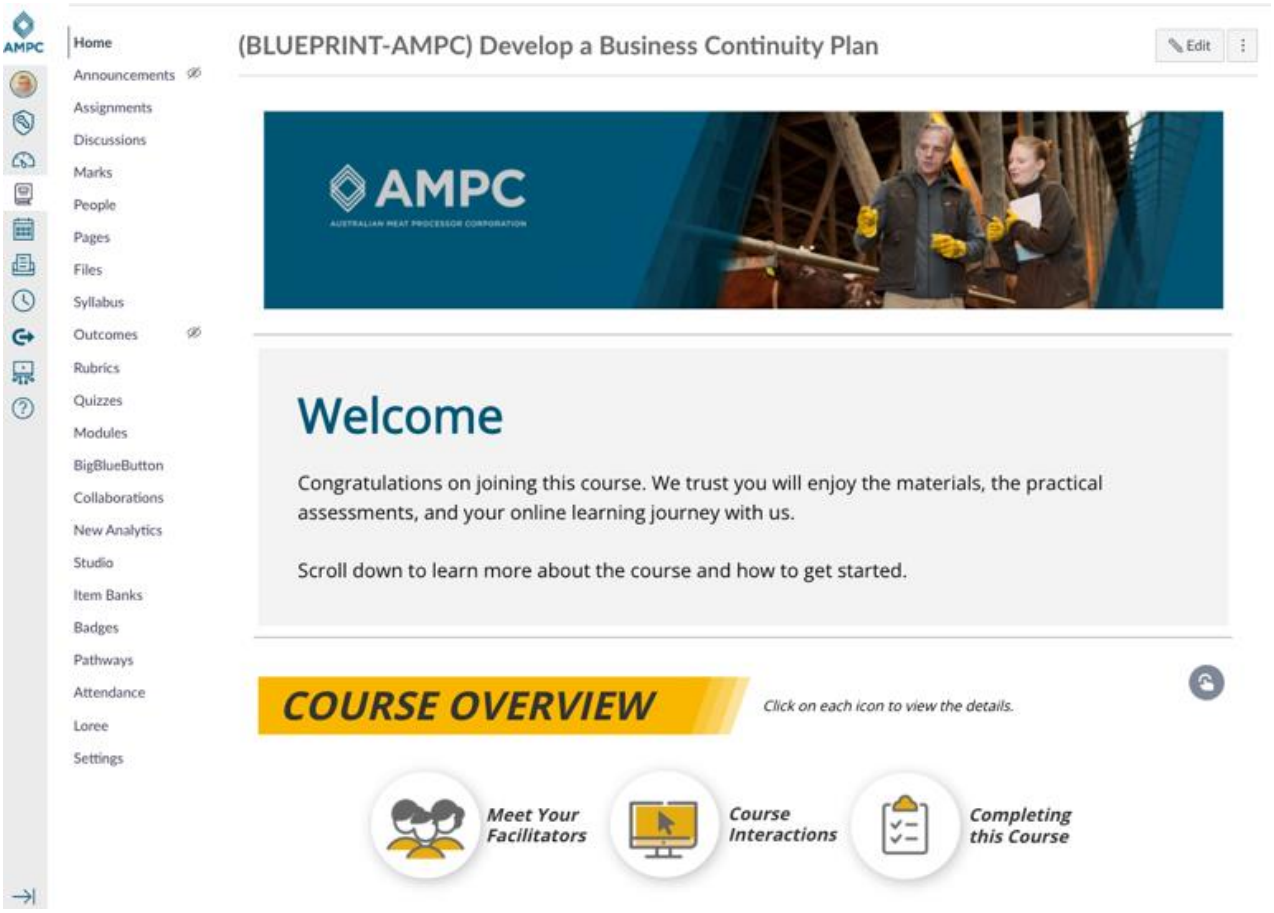
The following information provides a snapshot of the courses and serves to demonstrate the acceptable completion of the milestone. The sections are broken up into the respective courses with a section on the case study that sits over the body of work.

A significant component of the work is contained in the participant guides that are available to individual participants through Canvas. A copy of these participant guides is attached to the milestone 2 email. Links to the online books are attached below:

- Advanced Diploma - https://www.flipsnack.com/8ED66888B7A/ampc-dip-adv.html
- Certificate III - AMPC - CERT III by Optivly Projects - Flipsnack

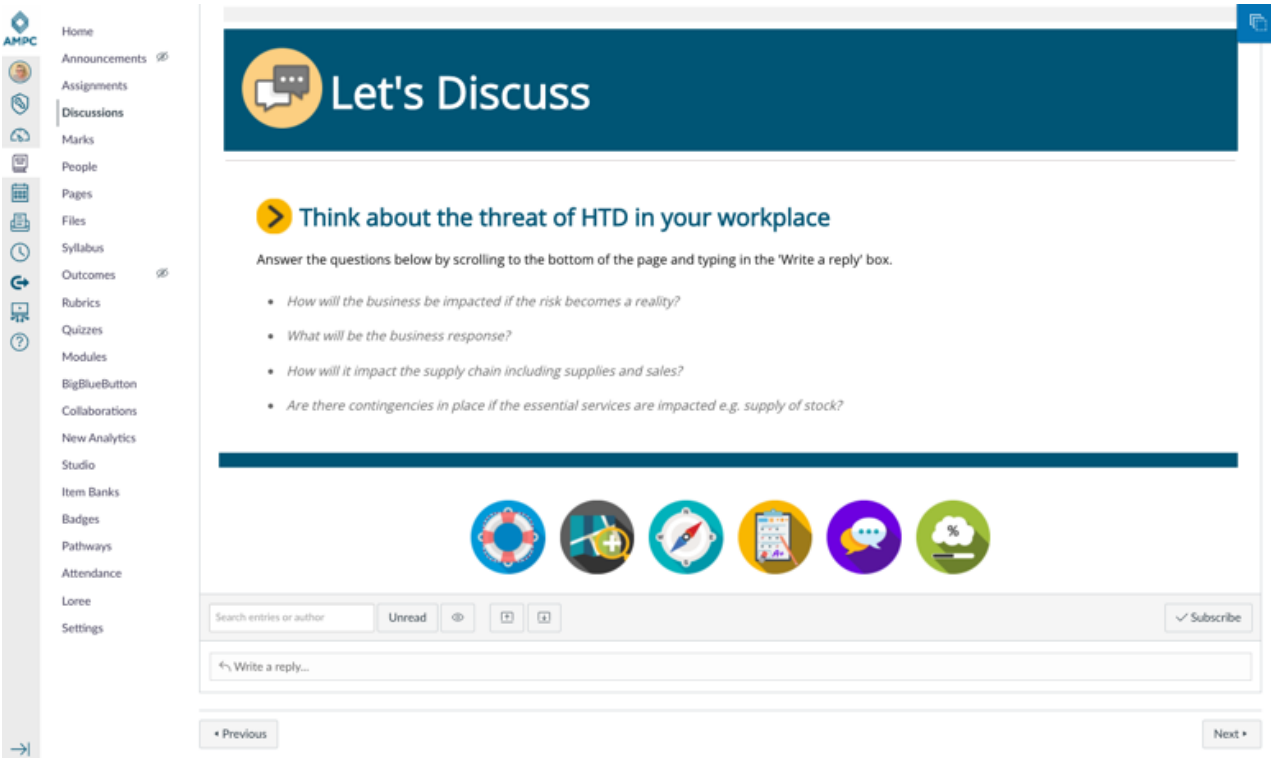
Advanced Diploma - Developing a Business Continuity Plan

The home page covers everything from a welcome to a course overview and a detailed orientation of how to use the online platform. The key component of the homepage is the modules to be undertaken, the assessments to assist participants to complete the course and the discussions available for participants that may aid individual learning.

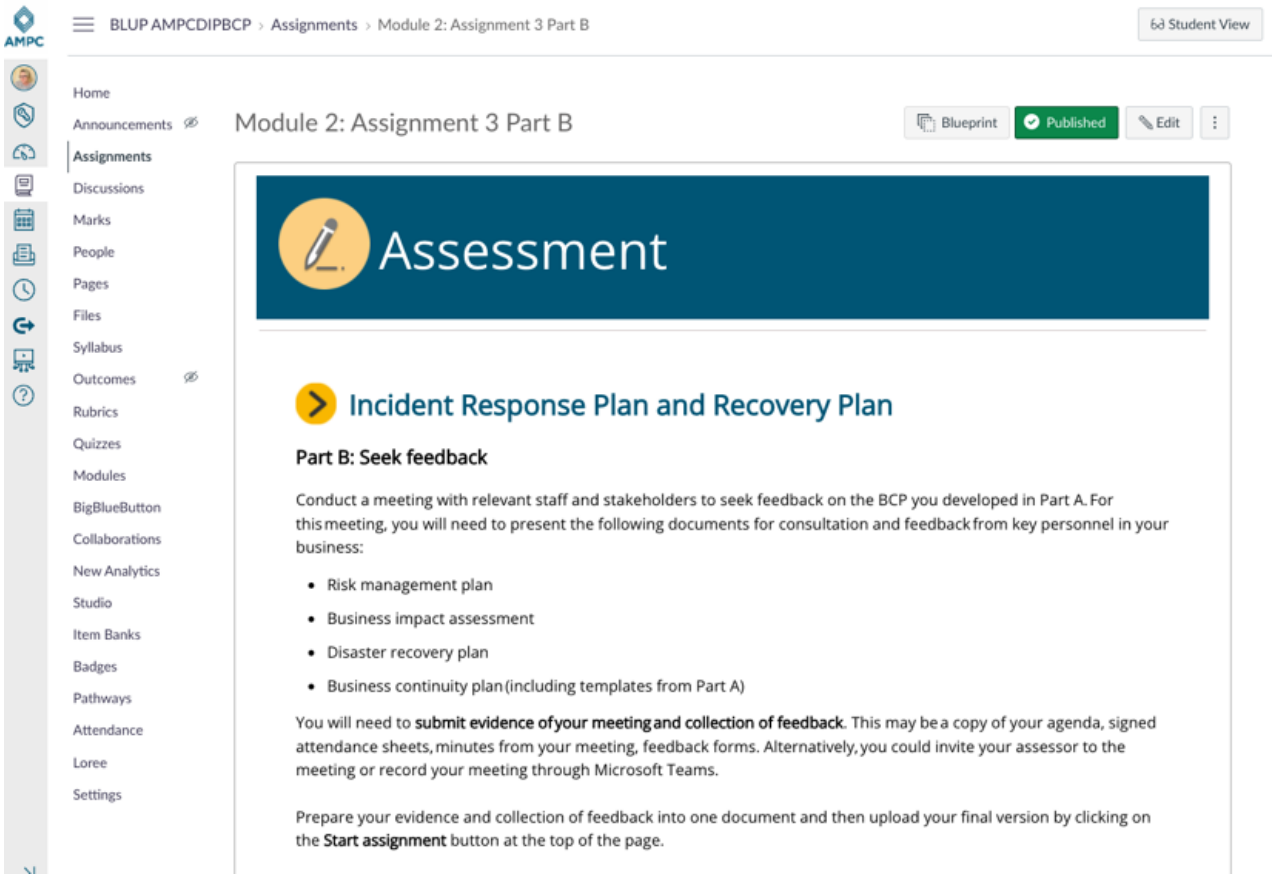


This is a blended course that provides a number of opportunities to engage with peers and facilitators through online discussions. The two options available for an RTO to deliver the course is facilitator led or facilitator supported. As this is a level VI course it is best facilitator led.

Facilitator led has a high level of engagement where the participant is given significant support in the completion of the learning. Sections such as “let’s discuss” prompt individual participants to engage with their learning materials.

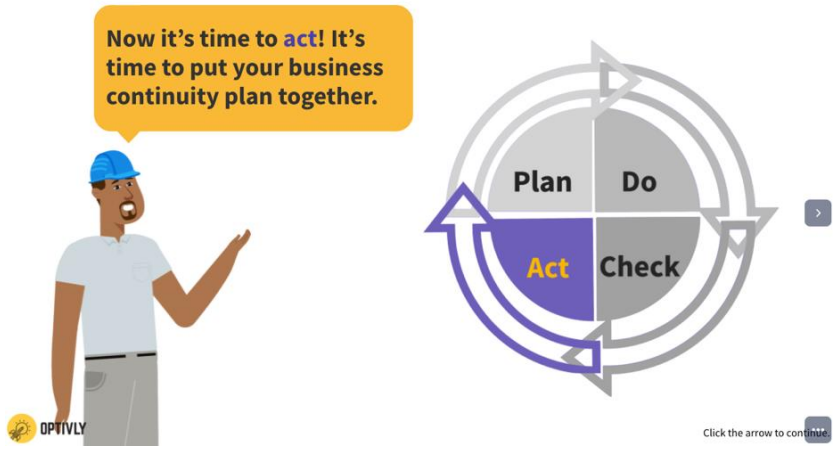


Assessments are based on tasks that will allow participants to add real value to their organisation by using critical thinking to prepare learning materials. Documents can be downloaded and used to have Business Continuity discussions in their sections or workplaces.



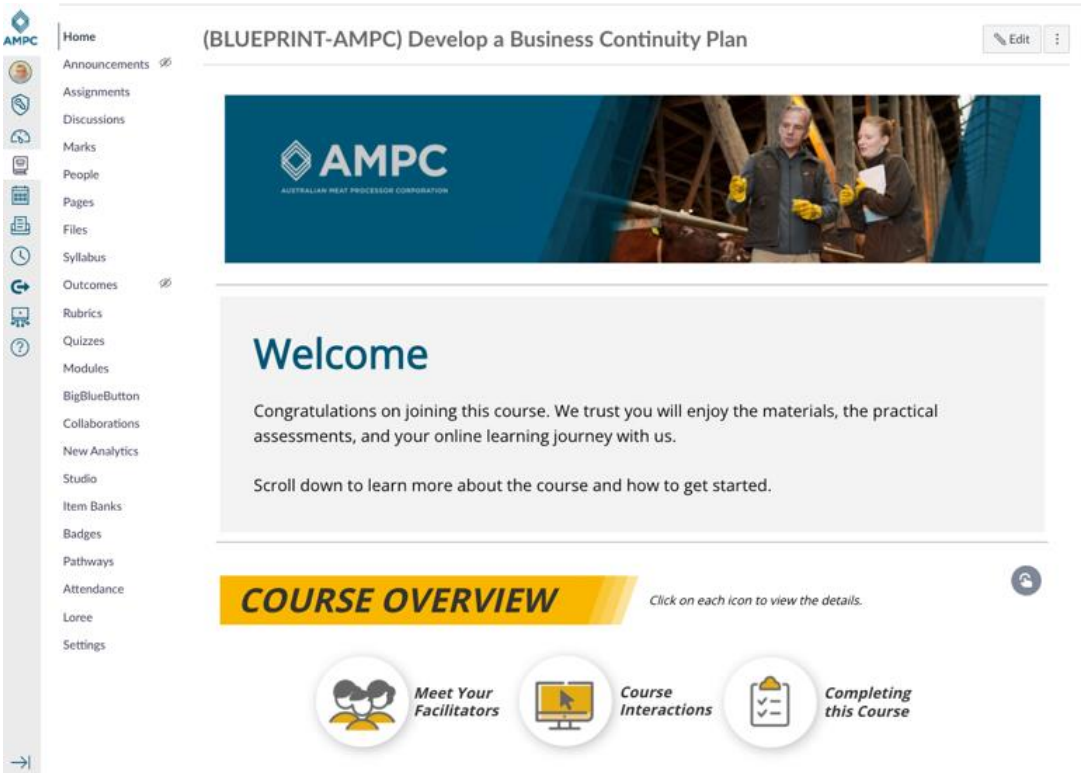
The framework for an individual business continuity plan provides an opportunity for the participant to create a document to meet the needs of the meat processing business or organisation. The plan can be based on a single issue or a number of issues that are important to that business.

https://view.genial.ly/61d576208c5af20d86863336



Certificate III - Implement a Business Continuity Plan and Case Study

The home page covers everything from a welcome to a course overview and a detailed orientation of how to use the online platform. The key component of the homepage is the modules to be undertaken, the assessments to assist participants to complete the course and the discussions available for participants that may aid individual learning.



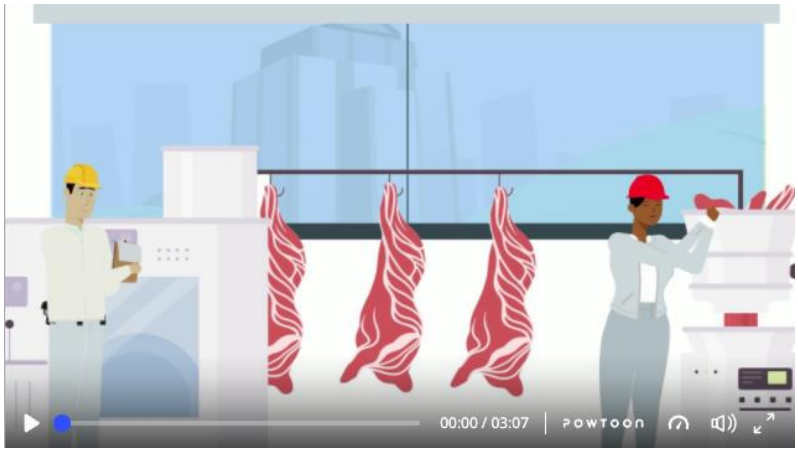
This is a blended course that provides a number of opportunities to engage with peers and facilitators through online discussions. The two options available for RTO delivery is facilitator led or facilitator supported course delivery. As this is a level III course we recommend facilitator supported course delivery.

In the facilitator supported course there is a lower level of engagement between facilitators and course participants. Thus, there is a greater level of supported online learning. Each learning resource is designed to engage the participants and enhance their learning outcomes. High levels of graphic content are used to help participants understand the course outcomes. Some examples are detailed below.

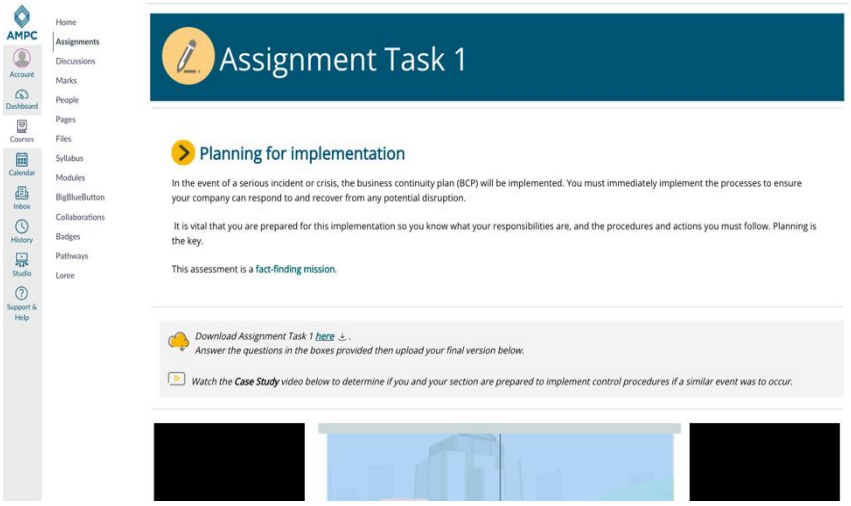
Example 1: The course looks at real-world examples of effective control measures. This allows the participants to gain a greater situational understanding of control measures.
https://view.genial.ly/61bade2dce6c340d93d6c3de

Example 2: The Explore Business Continuity module details the roles and responsibilities of the participants (who implement the plans) https://view.genial.ly/618b49c8ebed4e0d2366214e

Example 3: The case study video was designed to help participants imagine a human transmissible disease event in their workplace. https://responseaust.powtoon.com/public-powtoon/?public_link_token=6okWx2BBiwZghFGO1uco37AhmWJubhwOA6i4sbyFp40



Participants then apply their learnings in the assessments:



Initial trialling and in-plant testing

The advanced diplomas and Certificate III level courses have both been reviewed by representatives from meat processing plants and representatives from AMPC to ensure they are fit for purpose. A significant amount of work was undertaken to facilitate the evaluation of the course within the industry. Due to current industry conditions in relation to labour scarcity there was low uptake.

Initial industry feedback was very positive. Two responses are provided below:

Representative, Plant 1

"I'd put my team through it. In our business where we're vertically linked from producer to feed lots, meat processing and exporting we even have 2 BCPs that link together. It'll help support a lot of best practice safety management to help people get involved in the process of developing a Business Continuity Plan. How soon can I go live with it?"

Representative, Plant 2

"The two units make up a great facilitator's pack in that the Cert III Implement program participants can collaborate with the Advanced Diploma participants and get a number of individuals at a plant building BCP rhythms into everyday planning activities. The units would fit well as part of small-group, facilitator-led training, as well as annual refresher training and even Senior Leader Alignment training. The fact that the assignments take people onto the

floor to observe what happens and run pressure tests means that these units could be used in the planning, running and review of regular pressure testing cycles."

6.0 Discussion

The course has been developed to a high standard that is in line with industry best practice and was well received by the reference group. The redirection of the initial COVID-19 focus to allow for a broader perspective on business continuity planning has allowed the assessment of a wider range of risks and thus, is likely to be more impactful to the future operation of meat processors.

7.0 Conclusions / Recommendations

Now the course needs to be marketed to individual businesses. The project team suggest that a project be undertaken to train risk managers in plants Australia wide. It is recommended that this be undertaken as a skill set approved by industry.

8.0 Bibliography

The following materials were referenced when putting together the course materials and report.

- Blyth, M., 2009. Business continuity management: building an effective incident management plan. John Wiley & Sons.
- Fulmer, K.L., 2015. Business Continuity Planning: A Step-by-Step Guide with Planning Forms. Rothstein Publishing.
- Hiles, A., 2014. Business continuity management: Global best practices. Rothstein Publishing.
- Wong, W.N.Z.Z. and Shi, J., 2014. *Business continuity management system: A complete guide to implementing ISO 22301*. Kogan Page Publishers.
- Queensland Government - Business Continuity Planning template - https://www.publications.qld.gov.au/dataset/05765d5a-91b3-45fd-af43-699ede65dd8a/resource/63f7d2dc-0f40-4abb-b75f-7e6acfeae8f3/download/businesscontinuityplantemplate.docx - 30 Sept 2021

9.0 Appendices

9.1 Flipbook for the Course

The flipbook is included in this final report to ensure a legacy of intellectual property is maintained if there is a loss of online materials at any stage.

AMPC
AUSTRALIAN MEAT PROCESSOR CORPORATION

IMPLEMENT A BUSINESS CONTINUITY PLAN

BSBBCP

10.0


AMPC
AUSTRALIAN MEAT PROCESSOR CORPORATION

Table of Contents

Context and purpose page 5

Background page 5

Case Study Background page 6

1. Prepare for the implementation of procedures and actions page 9
   - 1.1 Locate the plan page 10
   - 1.2 Identify my role in the plan page 13
   - 1.3 Review procedures required for my role page 15
   - 1.4 Delegate responsibilities page 17
2. Implement business continuity plan page 19
   - 2.1 Identify and monitor the use of resources and equipment page 21
   - 2.2 Implement, apply and monitor control procedures page 22
   - 2.3 Respond to business continuity issues and control hazards page 23
   - 2.4 Contribute to the review process page 26
3. Finalise work activities page 27
   - 3.1 Maintain and store resources and equipment used page 28
   - 3.2 Assist in the disposal of waste and contaminated resources page 29
   - 3.3 Complete incident reports and communicate to required personnel page 32

Table of Tables

Table 1 Case Study	page	8
Table 2 Activity 1 Locate the plan	page	13
Table 3 Activity 2 Identify my role in the plan	page	14
Table 4 Roles and Responsibilities	page	15
Table 5 Risk assessment matrix	page	16
Table 6 Activity 3 Risk Assessment	page	17
Table 7 Activity 4: Incident form	page	33

Table of Figures

Figure 1 BCP Implementation	page	9

CONTEXT AND PURPOSE

This training material supports the delivery of the *Implement a business continuity plan* unit.

This unit describes the skills and knowledge required to implement control procedures and actions as outlined in the business continuity plan for your workplace.

This training material has been contextualised for the Australian Meat Industry.

BACKGROUND

A business continuity plan is a documented set of strategies and actions that will be undertaken by staff in the event of a serious incident or crisis. It is designed to identify the impact of potential threats and losses and set out a plan to allow your business to continue operating or to get it back up and operating again.

In the Australian Meat industry, there are many challenges that can have a significant impact on a business. Events such as human transmissible disease outbreaks (e.g., COVID-19), emergency animal diseases, fires, floods, and lack of labour can potentially close a meat processing plant for a period of time, or indefinitely if the crisis is not contained and mitigated efficiently.

Because meat processing businesses are complex, business continuity plans are also complex. Within each step of the plan, a team of personnel will be involved to carry out different tasks such as incident response, communications, delegation, and monitoring. It is vital that you clearly understand your role in the implementation of the plan to ensure the smooth execution of processes in the event of a significant incident.

CASE STUDY BACKGROUND

To support these training materials, the following case study will be utilised throughout the resource as an example of how a business continuity plan is implemented for the event of a confirmed human transmissible disease. Given the current environment, incorporating pandemic influenza into the overall business continuity plans is something all meat processing plants will need to do. For more information on this, refer to the unit BSBSTR603 *Develop Business Continuity Plans*.

Case Study

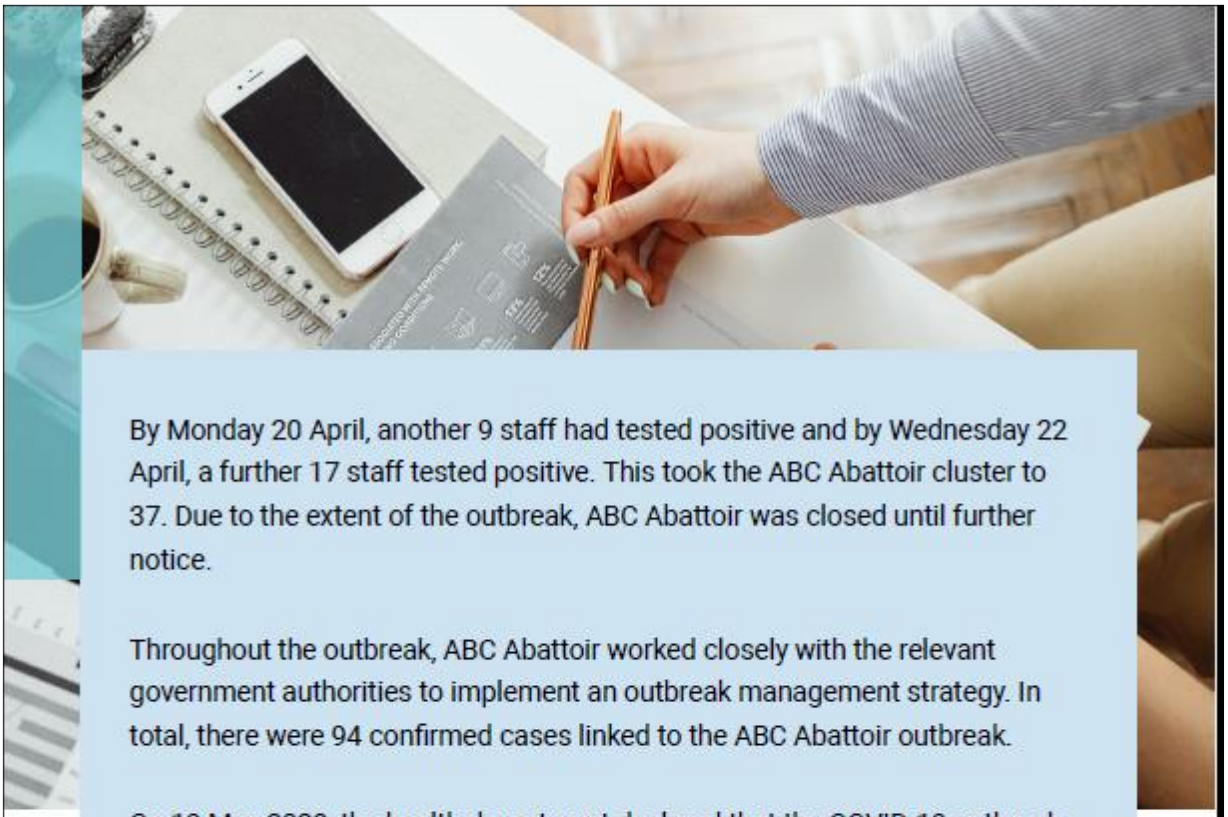
ABC Abattoir experienced a COVID-19 outbreak in April 2020. They were the first Australian abattoir to have an outbreak of COVID-19. Located in a regional area, there had only been minimal cases identified in neighbouring areas but most of the hot spot areas were around the city.

The Meat Industry is considered a high-risk industry as there is a potential for an increased risk of exposure to COVID-19 due to tasks that normally require close interaction between workers such as processing lines and the rapid nature of the work. ABC Abattoir already had in place some monitoring procedures including temperature testing and minimising interactions between different work areas.

On Friday 17 April at 2pm, just as the morning shift was finishing for the day, ABC Abattoir received advice from the Public Health Unit that one of their workers had tested positive to COVID-19. The worker was an experienced boner who had been off sick for 2 days. The worker was immediately placed in home isolation. Through contact tracing it was identified that the worker had travelled to the city earlier that month to visit his son who had since been diagnosed with COVID-19.

Once advised of the positive test, ABC Abattoir immediately sent home all 460 staff members and those who had contact with the staff member were asked to get tested and isolate. ABC Abattoir commenced deep cleaning of the facilities.

During his infectious period, the positive worker had completed his normal duties on site for 8 days including overtime in a separate work area to his usual position. He had been in 2 separate lunch areas, the change rooms and the HR office to report a near miss incident. He started feeling unwell on a Monday but pushed through as he 'needed the cash'. He was absent from the workplace on the Thursday/Friday.



By Monday 20 April, another 9 staff had tested positive and by Wednesday 22 April, a further 17 staff tested positive. This took the ABC Abattoir cluster to 37. Due to the extent of the outbreak, ABC Abattoir was closed until further notice.

Throughout the outbreak, ABC Abattoir worked closely with the relevant government authorities to implement an outbreak management strategy. In total, there were 94 confirmed cases linked to the ABC Abattoir outbreak.

On 19 May 2020, the health department declared that the COVID-19 outbreak was over. On 21 May, 4 weeks after the plant was closed, ABC Abattoir was allowed to reopen.

The financial cost of this closure was over $500,000. Overseas customer orders were not met and the supply of meat to the local areas was impacted. All casual staff were not paid for 4 weeks.

This could happen to you!

Reflecting on the case study, think about the following questions:

- *Are you prepared?*
- *How would your plant respond?*
- *What procedures do you have in place? Does everyone know what they are?*
- *What do you think the impact would be to your business?*

Table 1 Case Study

8

01. Prepare for the implementation of procedures and actions

> *"Prepare to undertake control procedures and actions in response to a simulated / suspected / confirmed business continuity risk"*

When a business continuity plan (BCP) is initiated, employees must immediately implement the processes to ensure the company can respond to and recover from any potential disruption.

There are six main steps in the successful implementation of a BCP.

Figure 1 BCP Implementation

Because no processing plant is waiting for a disaster to happen, it is important that simulated testing strategies are used to ensure all stakeholders a fully aware of their requirements. This can be done by having key employees and stakeholders walk through potential scenarios and how they could be handled. The key procedures and actions will be outlined in the plant BCP.

These procedures and actions will be a part of an overall BCP across the processing facility. Depending on the size of the plant the implementation team will vary in size. For large processing facilities there may be one or two employees per section required to implement the plan. This was the case for COVID-19 management plans in some Victorian and Queensland plants.

1.1. Locate the plan

> *"Locate business continuity plan"*

Depending on the size of your business, your BCP may be located electronically or in hard copy in the head office, HR office or with the Work Health and Safety team. You must ensure that you are aware of the location of the BCP so you can access it quickly in the event of a crisis. Hard copies should be printed, as in some cases computer systems may be down and therefore you will be unable to access the electronic file.

The introduction section of a BCP includes information on the distribution of your plan, its objectives and a summary of common terms used in the plan. The distribution list details:

- where copies of the plan are stored (including e-records stored off-site), in case your original copy is destroyed or unreachable in an incident
- who needs a copy of the plan
- any other associated documents and plans (e.g., an evacuation plan) and checklists for specific incidents (e.g., natural disasters, pandemics). [1]

[1] Queensland Government Business Queensland *'What is a business continuity plan'* What is in a business continuity plan | Business Queensland

1.1. Locate the plan

> *"Locate business continuity plan"*

Depending on the size of your business, your BCP may be located electronically or in hard copy in the head office, HR office or with the Work Health and Safety team. You must ensure that you are aware of the location of the BCP so you can access it quickly in the event of a crisis. Hard copies should be printed, as in some cases computer systems may be down and therefore you will be unable to access the electronic file.

The introduction section of a BCP includes information on the distribution of your plan, its objectives and a summary of common terms used in the plan. The distribution list details:

- where copies of the plan are stored (including e-records stored off-site), in case your original copy is destroyed or unreachable in an incident
- who needs a copy of the plan
- any other associated documents and plans (e.g., an evacuation plan) and checklists for specific incidents (e.g., natural disasters, pandemics). [1]

[1] Queensland Government Business Queensland *'What is a business continuity plan'* What is in a business continuity plan | Business Queensland

A BCP is a living document that needs to be continually reviewed and updated based on:

• new or emerging threats	• ongoing learnings from pressure testing	• changes to the site such as infrastructure, site practices, staff	• audit recommendations.

Generally, on the cover page of a BCP the version history will outline the changes that have been made to the plan and the version number that is current. This is very important because with no version control, there is no way of knowing if you are using the most recent version.

Business Continuity Plan
ABC Abattoir

Document Version Control

Document Name:	ABC Abattoir Business Continuity Plan
Document Status:	Adopted
Version Number:	2.1
Date:	12 April 2021
Authorised by:	Tom Hardy, Plant Manager
Review date:	25 October 2021

Change history

Version 1	Draft	Reviewed by WHS team and leadership team	10 January 2016
Version 1.1	Adopted	Adopted at the Annual General Meeting	27 July 2018
Version 2	Updated	BCP updated in response to global COVID-19 outbreak. Adopted via leadership team in consultation with VIC Health Officials	02 November 2019

ACTIVITY 1

Identify the personnel at your plant that are responsible for the management of the BCP. Consult with them to identify:

- *Who is the person responsible for activating the BCP?*
- *Where is the plan located?*
- *When was it last updated?*
- *Is it current? Explain your answer.*

Record your thoughts and findings in the notes section at the back of this resource.

Table 2 Activity 1 Locate the plan

1.2. Identify my role in the plan

> *"Identify sections of the existing business continuity plan that are relevant to own work role"*

Part of the business continuity planning process is the identification of the recovery team who are responsible for implementing the plan. The plan will detail the actions and responsibilities of key staff and include information on what to look for, who to contact, and what to do while you wait.

Generally, the plant manager will be responsible for managing the risk and risk assessment activities as well as having oversight over the whole business continuity management. Section leaders will generally be responsible for the coordination and management of the response with delegated authority to make decisions and communicate roles and responsibilities to operational staff. Operational staff will generally be responsible for providing operational support and monitoring and reporting back to their leaders.

When a BCP is initiated, you must immediately implement the practices required in your work role.

ACTIVITY 2

Refer to the business continuity plan for your site and identify your role as outlined in the plan.

Record your findings in the note section at the back of this resource.

Table 3 Activity 2 Identify my role in the plan

A communication and contact list section will also detail who, how and when communication will need to take place with internal staff, emergency services and any external contacts. Roles and responsibilities will be outlined in the BCP and staff members will be given roles, alternative individuals and responsibilities as a part of the process (see below). It is important that staff members be trained in the roles.

ROLE	DESIGNATED EMPLOYEES	ALTERNATE
Team Leader	Name: *Bill Smith* Contact Information: *0400 000 000*	Name: *John Jones* Contact Information: *0400 001 001*
Emergency Responsibilities: • *ensure the Business Continuity Plan has been activated* • *oversee smooth implementation of the response and recovery section of the plan* • *determine the need for and activate the use of an alternate operation site and other continuity tasks* • *communicate with key stakeholders as needed* • *provide important information to the Communication Officer for distribution* • *keep key staff apprised of any changes to situation.*		

Table 4 Roles and Responsibilities

1.3. Review procedures required for my role

> *"Review the existing Plan control procedures that are relevant to your work area or section"*

Planning meetings are a good way to bring staff together to inform them of the business continuity plan and their individual responsibilities in an incident. This may involve examining the plan as a group to identify problems and solutions. If you have developed a new plan or updated your old one, this will highlight any oversights. You will then be able to modify the plan before undertaking testing exercises (e.g. training or drills).

15

To ensure a BCP is developed and implemented effectively, you may be invited to meetings with the BCP implementation team to ensure that the communication is clear between the plant representatives and the BCP team.

An important part of this work in the initial stages is conducting a risk assessment on your area or department and you may be asked to contribute to the risk assessment process. Conducting a risk assessment and analysis of your business early in the business continuity planning process will allow you to identify potential threats and the types of impacts they could have on your business.

There are many different types of risk assessment, and they all follow the same principles of identification, evaluation, mitigation, monitor and review. The risk assessment that is often seen in the meat industry is as follows:

RISK ASSESSMENT MATRIX		LIKELIHOOD OF THE EVENT OCCURING				
		Very unlikely to happen	Unlikely to happen	Possibly could happen	Likely to happen	Very likely to happen
CONSEQUENCE OF THE EVENT OCCURING	Catastrophic	Moderate	Moderate	High	Critical	Critical
	Major	Low	Moderate	Moderate	High	Critical
	Moderate	Low	Moderate	Moderate	Moderate	High
	Minor	Very Low	Low	Moderate	Moderate	Moderate
	Insignificant	Very Low	Very Low	Low	Low	Moderate

Table 5 Risk assessment matrix

ACTIVITY 3

Conduct a risk assessment on a COVID-19 outbreak at your meat processing plant.

Record your findings in the note section at the back of this resource.

Table 6 Activity 3 Risk Assessment

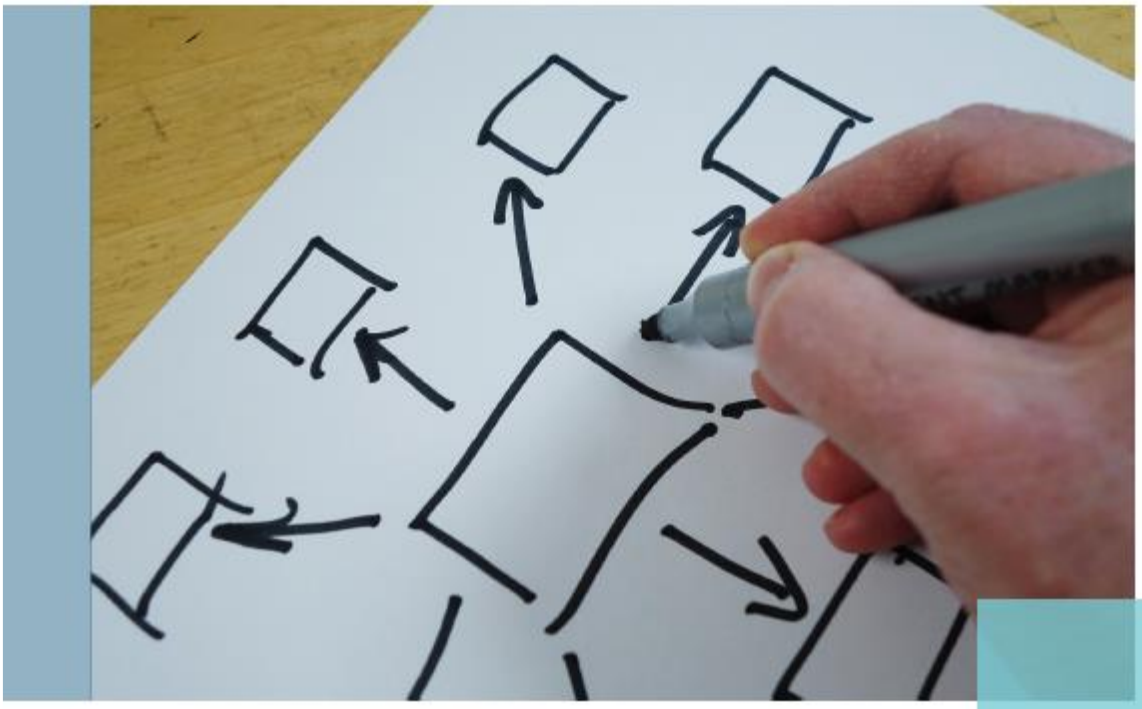
1.4. Delegate responsibilities

> *"Delegation of responsibilities if appropriate to my work role"*

A clear understanding of the roles and responsibilities of key people when a BCP is activated, will support quick decision making and efficient, coordinated use of resources. When delegating responsibilities, it is vital that a coordinated approach is taken to ensure a consistent, clear message is delivered in a timely manner. This ensures that people are getting access to the information they need to carry out their responsibilities.

Essential to the delegation process is accountability and authority. When delegation occurs individuals may assume accountability for the performance of their individual team. You should also assign authority to that leader when they assume responsibilities. Your subordinate leaders are more likely to make decisions when you hold these leaders accountable, they are more likely to use authority effectively.

In the event of a crisis, the platform for communication may be impacted. This is something that needs to be addressed in the planning stage and tested to ensure that the information is still being effectively communicated to the employees and staff. In the meat industry it is also important to consider if your communication is culturally and linguistically appropriate.



18

02. Implement business continuity plan

"In the event of a serious incident or crisis, the business continuity plan will be implemented. To develop and maintain preparedness to implement these arrangements, this plan will be regularly exercised and reviewed"

Business continuity plans need to be implemented within each section or department within a facility when a serious incident or crisis occurs. It is essential that during normal operations the department or section team continually reviews the BCP requirements for that department or section. This ensures that the timely implementation of BCP actions occur. These standby periods allow us to:

- identify and monitor the use of resources and equipment
- implement and monitor control procedures
- plan the application of work activities
- respond to BCP issues and
- contribute to review processes.

19

In the event of a significant crisis, it is important that the correct authorities have been contacted immediately.
Everything is now all set up and it is time to implement. Implementation of an early and efficient response will be the key strategy for minimising the effect of the serious incident or crisis. In addition, it is important that employees receive adequate training that confirms they:

- understand the context of the serious incident or crisis and the purpose of the control measures to be implemented in the section or department
- are confident in their ability to carry out their assigned actions within the plan
- know how to respond both in a timely and appropriate manner and who to notify and
- they are a part of debrief sessions as a part of a PDCA (plan-do-check-act) cycle.

20

2.1. Identify and monitor the use of resources and equipment

> *"Identify and monitor the use of resources and equipment according to the business continuity plan"*

The equipment and resources required to implement a BCP will be outlined in the plan. Firstly, planning is essential, from your first engagement in the project you will need to understand the resources and equipment required to undertake your component of the project. From a human transmissible disease perspective, we will need to ensure PPE is available within the plant. From a flooding perspective are we able to quickly acquire sandbags and other flood mitigation equipment. This all requires planning.

In effectively managing resources and equipment we need to take a systematic approach by firstly setting a baseline on the resources and equipment required. Essential to the efficient use of these resources and equipment is planning how they can be used in training staff within your individual sectional department. Finally, utilise technology wherever possible particularly from a planning perspective. Online software should always have hard copies in case of difficulties with Internet and intranet. The use of software allows us to put scheduled actions in place that remind us to update our implementation phase of the BCP.

2.2. Implement, apply and monitor control procedures

The implementation of the BCP is where all of the planning at a plant level is actioned. This will commence with an event or crisis that triggers the implementation of the plan. At this point the individual actions and roles and responsibilities will be undertaken. The control procedures that need to be followed is outlined in the plant BCP. The instructions and procedures in the BCP should be simple and easy to follow.

Because plants aren't waiting for disasters to happen, and we hope they never do, it is important that this implementation and monitoring is tested. This testing is sometimes called 'pressure testing' or drills. During this test, your company will simulate a disaster, so your normal business operations are not interrupted. During the test, you will have the opportunity to implement and monitor the control procedures as outlines in the business continuity plan.

The purpose of monitoring the outcomes of the test, particularly in regard to the control procedures, is to provide an understanding of any concerns or inefficiencies so that appropriate corrective actions can be taken. This testing should be conducted at least annually or more frequently depending on the operating environment and business functions. This ensures that you and your staff remain adequately trained and the control procedures remain current.

2.3. Respond to business continuity issues and control hazards

> *"Respond to infection prevention and control hazards within scope of own work role or escalate to required personnel in a timely manner"*

By now, your company will have analysed the business operations and identified the major risks to its operation. You may have been involved in this risk assessment process or you may have been part of the meeting that discussed how your business can prepare for and continue to operate after an incident or crisis.

Part of your role is to monitor for any signs of these risks becoming a reality. If you identify one of these risks, you will need to respond immediately according to your BCP or escalate the concern to the required personnel. This must be done in a timely manner to ensure the control procedures can be put in place quickly to prevent the risk getting out of control.

Control measures will be in place to manage hazards and their associated risks in the workplace. They can be plans, equipment, procedures, and policies provided by your organisation to control risks. The WHS Regulations state that a hazard must be either eliminated or if not reasonably practicable, minimised. The control measure that you should implement will depend on the identified hazard and its associated risks, your work role's responsibilities, and your organisation's procedures.

An example of this, is the threat that is affecting the meat industry and world, COVID-19. Your organisation will have procedures in place for infection prevention and control. This will be outlined in the BCP as human transmissible diseases.

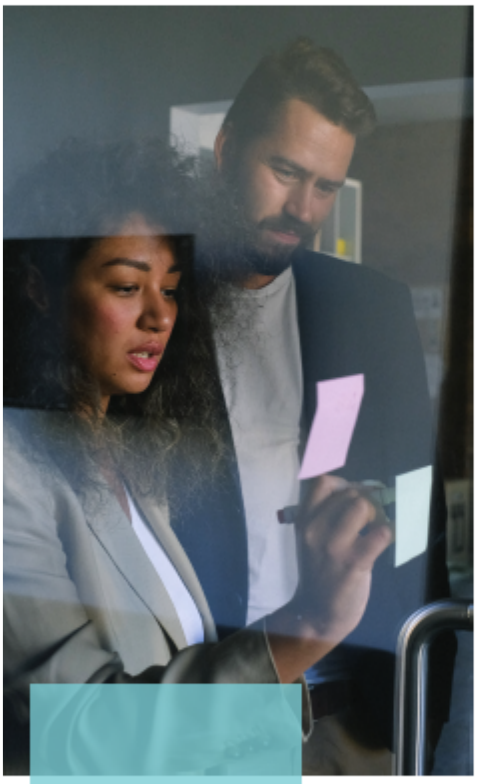
In the event of a pandemic incident the following points should be addressed: "Implement, apply and monitor control procedures as outlined in the business continuity plan"

The implementation of the BCP is where all of the planning at a plant level is actioned. This will commence with an event or crisis that triggers the implementation of the plan. At this point the individual actions and roles and responsibilities will be undertaken. The control procedures that need to be followed is outlined in the plant BCP. The instructions and procedures in the BCP should be simple and easy to follow.

Because plants aren't waiting for disasters to happen, and we hope they never do, it is important that this implementation and monitoring is tested. This testing is sometimes called 'pressure testing' or drills. During this test, your company will simulate a disaster, so your normal business operations are not interrupted. During the test, you will have the opportunity to implement and monitor the control procedures as outlines in the business continuity plan.

24

The purpose of monitoring the outcomes of the test, particularly in regard to the control procedures, is to provide an understanding of any concerns or inefficiencies so that appropriate corrective actions can be taken. This testing should be conducted at least annually or more frequently depending on the operating environment and business functions. This ensures that you and your staff remain adequately trained and the control procedures remain current.



In the event of a pandemic incident the following points should be addressed:

- determine the affected area and nature of the pandemic: are project staff or operations within or near and affected area? Have personnel just returned from the affected area?
- determine if anyone within the company has been infected
- how long will authorities permit people to leave the area
- determine the response actions being taken by government or other groups
- evaluate whether it is safer to evacuate personnel or to remain in place
- are there sufficient resources to remain in place or evaluate what resources are require to move staff to a safe location?
- should the workforce be sent home? What instructions of support can be offered[2]?

[2] Information sourced from Business Continuity Management: Building an Effective Incident Management Plan, Michael Blyth 2009.

2.4. Contribute to the review process

> *"Contribute to the review process of the business continuity plan"*

A key component of the 'pressure testing' or drills, is a comprehensive review process. This review process is to review the effectiveness and useability of the BCP. As leaders in your sections, you will often participate in this review process to ensure that the BCP addresses any new technologies, new management methods, changing workforces and changing processes. Remember when dealing with critical situations, every minute saved could translate into thousands of dollars saved.

In the event a BCP is activated, a post incident review (PIR) will be held in consultation with the section leaders and the BCP team to consolidate lessons learned and develop, address and rectify opportunities for improvement.

As outlined in the ISO 22301:2019 Security and resilience – Business continuity management systems – Requirements, 'the organisation shall continually improve the suitability, adequacy and effectiveness of the BCMS, based on qualitative and quantitative measures. The organisation shall consider the results of analysis and evaluation, and the outputs from management review, to determine if there are needs or opportunities, relating the business, or to the BCMS, that shall be addressed as part of continual improvement.'

03. Finalise work activities

"Finalise work activities according to the business continuity plan"

Following a critical incident or drill that has required the BCP to be activated, you will need to ensure that both your people and the processes in your work area are safe so you can return to business as usual. This may include cleaning, maintaining and storing equipment, assisting in the disposal of waste and contaminated resources and completing incident reports.

When an incident occurs, providing first aid and ensuring your workers safety must be the primary consideration. In any emergency situation, or if there has been a notifiable incident, you must not return to the workplace until it has been deemed safe by the appropriate people.

Once the crisis has passed and it is safe to return to your premises, there are a number of steps that you need to take. As part of the recovery plan in the BCP, a recovery checklist may be available for you to assess the extent of the damage after a crisis and monitor the recovery process.

As well as completing the recovery checklist for your area, you may also be required to facilitate or support a debriefing session to help your staff understand what has occurred and offer any support they may need.

27

3.1. Maintain and store resources and equipment used

> *"Maintain and store resources and equipment used during the implementation of the business continuity plan according to workplace and manufacturers requirements".*

The BCP will identify what equipment, resources, services and capabilities are needed during the implementation of a BCP. Equipment such as – fire protection and suppression equipment, communications equipment, first aid supplies, Personal Protective Equipment, emergency warning systems, decontamination equipment, generator etc may be required.

Once the crisis has passed you must ensure that all resources and equipment are cleaned, maintained and stored as outlined in your work instructions. Resources and equipment must be stored properly in their designated areas to make sure that each item is accounted for, and to further increase the durability of the items used. Most importantly, properly storing resources and equipment decreases the risk that they become contaminated as they are contained within their designated areas while not in use.

Here are some examples of storing resources and equipment properly:

- Have designated areas for storing equipment and cleaning supplies
- Ensure that cleaning equipment is stored separately to allow for proper drying and to prevent cross contamination
- Ensure that all cleaning equipment and resources are correctly labelled
- Keep chemical storage locked so only designated personnel can access them.

3.2. Assist in the disposal of waste and contaminated resources

> *"Assist in the disposal of waste and contaminated resources in accordance with business continuity plan"*

Depending on what the crisis is, chemicals and cleaning products may be used in the control and recovery of the emergency. For example, fire suppression foam may be used in the event of a chemical fire or decontamination sanitisers may be used in the event of an infectious disease case.

Removing and disposing of waste and contaminated resources allows your plant to:

- maintain a safe, clean work area for production
- maintain compliance with the regulatory requirements
- minimise the potential chance of further infection and contamination of employees
- minimise the potential chance of product contamination.

It is your responsibility to know the proper procedures for handling and disposing of waste. Procedures for waste disposal may be outlined in the BCP, or you must follow the procedures in the work instructions for your section. This is vitally important for infection control and to prevent cross contamination.

When you are disposing the waste, you must be able to categorise waste into two categories: contaminated waste and non-contaminated waste.

- Contaminated waste refers to resources and equipment that you use in your daily work activities that contain infectious material (or have come into contact with an infectious object or being) or other contaminants.

- Non-contaminated waste refers to the waste that does not cause harm to people or the environment and does not contain infectious material or other contaminants.

Segregating contaminated waste from non-contaminated waste is vital, as the handling and transporting of contaminated waste requires added procedures in order to ensure that it is safely and properly disposed of. If contaminated waste mixes with non-contaminated waste, it could lead to a potential breakout of infection since the added precautions are not observed for non-contaminated waste. The reverse also holds true, as contaminated waste requires more procedures, it is more costly to handle and dispose of contaminated waste. Adding non-contaminated waste to contaminated waste could cause the plant to spend unnecessarily.

When handling and disposing of waste and contaminated products, make sure you:

- Use protective equipment, such as gloves and facemasks, when handling contaminated waste.
- Dispose of the waste in the proper bins, based on its manufacturer specifications and your organisation's procedures for waste disposal.
- Make sure that hazardous waste, like sharps and chemicals are disposed of in the proper way.

Each territory also legislation that determines the proper procedures for waste disposal. You should be familiar with the legislation that applies to your workplace.

3.3. Complete incident reports and communicate to required personnel

> *"Complete incident reports and communicate to required personnel according to organisational procedures"*

WHS legislation requires that you complete and file incident reports when a health and safety incident occurs in the workplace. An incident report contains all the important details about an incident. They are important because they can help your organisation investigate and prevent future occurrences.

In most cases, it is the responsibility of the supervisor of each section to complete an incident report. All reports must be completed correctly with sufficient detail as they may be used for audit and external investigation purposes. Once you have completed the report, a signed copy must be given to the appropriate person as outlined in the company work instruction or detailed on the BCP Communications plan.

ACTIVITY 4

Complete an incident report from your workplace using the scenario below. In this situation, you are the notifier or person filing the incident report. Complete an incident form according to your workplace procedures.

Scenario:

Amy began experiencing potential COVID-19 symptoms on 25 August 2020. She had a fever the night before, but it was gone by the following morning. She came to work with a dry cough and body pains. On 1 September 2020, she noticed that she had lost her sense of taste while having lunch at work. This prompts her to get tested for COVID-19, and she gets a confirmed diagnosis on 3 September 2020. She is currently confined in the hospital for treatment.

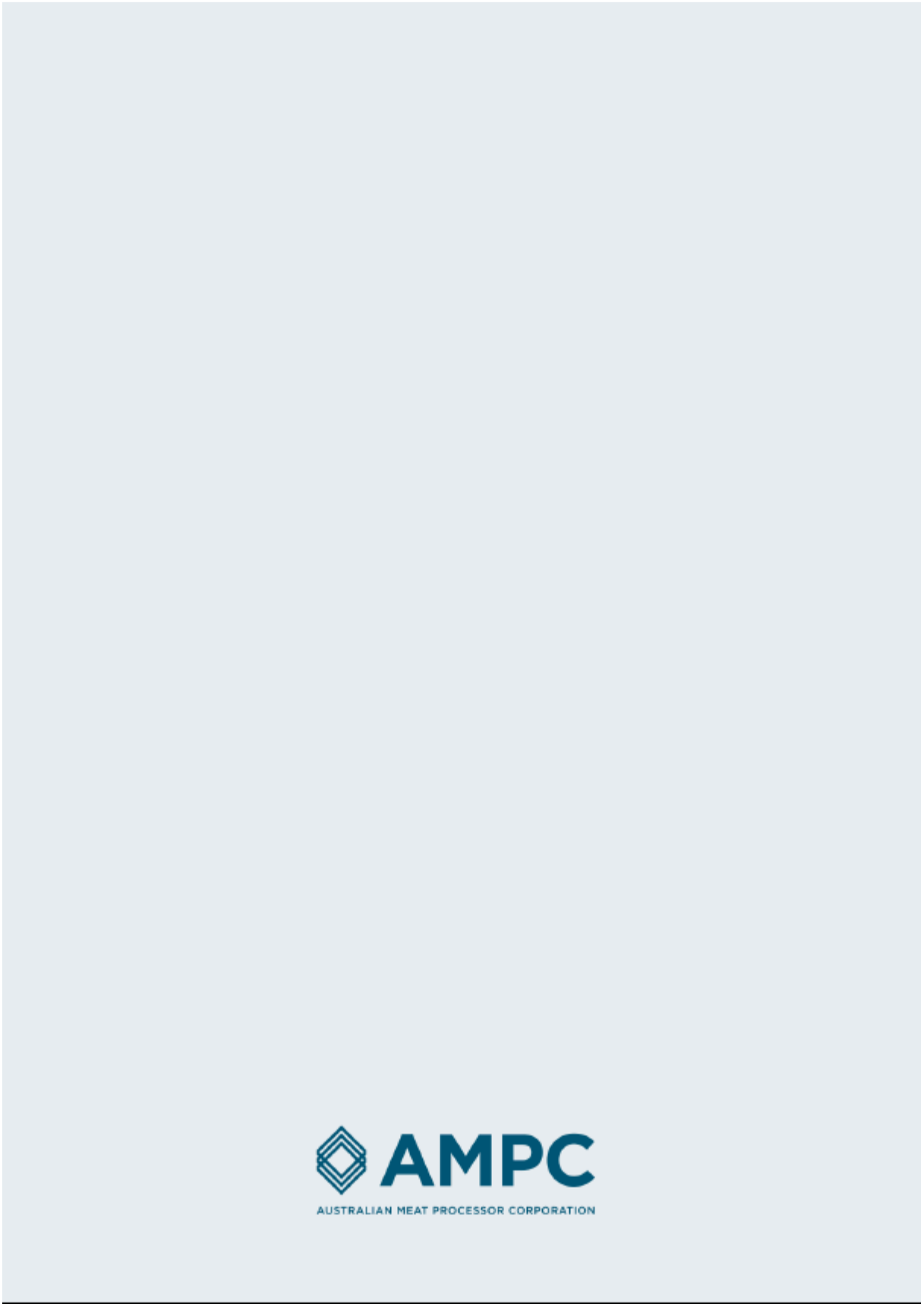
Table 7 Activity 4: Incident form

Notes

34

Notes

35


AMPC
AUSTRALIAN MEAT PROCESSOR CORPORATION