SOUTH WAIRARAPA DISTRICT COUNCIL

Kia Reretahi Tātau

BUSINESS CONTINUITY PLAN

Response to Pandemic Threat

March 2020

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1.1   Introduction

1.1 The Plan

The purpose of this document is to provide South Wairarapa District Council (SWDC) with a plan that will enable continuous operation during a pandemic, when it is expected that there will be a significant reduction in human resources as well as other environmental restraints impacting on the normal operation of Council business. A fundamental principle with which SWDC will approach the threat of a pandemic is that: the normal functioning of operations and services will continue to be delivered until such time as circumstances change to a degree where this is not possible or practicable.

Four key areas addressed in the plan are:

1. The provision of the health, safety and well-being of staff during a pandemic.

2. To establish systems that enable SWDC to continue with legal governance, management and decision making.

3. To identify and maintain a capability to operate and deliver essential services to the community.

4. To commence recovery, return to BAU and provide support for staff.

The plan provides a summary of how SWDC will respond to each of the four key areas identified above.

The plan should be read in conjunction with all existing contingency plans for essential services, human resource policies, practices and all statutory obligations required of Council.

A strategy has been developed enabling SWDC to continue governance, leadership and management functions within a legal framework, through the formation of an incident management team.

This plan complements the National pandemic plan.
https://www.health.govt.nz/publication/new-zealand-influenza-pandemic-plan-framework-action

1.2 Current Situation

COVID-19 is a new virus first detected in China and this document has been updated to address this risk.

1.3 Implementation of Plan

The most significant impact of a pandemic on SWDC would be the reduction of available staff. At the height of a pandemic, up to 50% of the population could be affected, resulting in critical staff shortages for SWDC and associated contractors. While special legislation and external factors may dictate SWDC response, the ability and requirement to deliver essential Council services will almost certainly remain the responsibility of Council.

This Plan details five stages of response to a pandemic. As the threat and its impact increases, SWDC will respond accordingly. SWDC will take all practical steps to:
- maintain the safety, health and well-being of staff
- provide governance, leadership and management
- deliver essential services.

The following diagram outlines a continuum of how the pandemic is likely to impact on SWDC and the stages of response Council would take.

Five stages are:
1. Plan for it (planning)
2. Keep it out (border management)
3. Stamp it out (cluster control)
4. Manage it (pandemic management)
5. Recover form it (recovery)

Pandemic Impact and Responses

Plan for it

Keep it out

Stamp it out

Manage it

Recovery

Normal

Normal

Diminishing resources

Entry parameters for plan

Exit parameters for plan

Escalating resources

Effects plateau
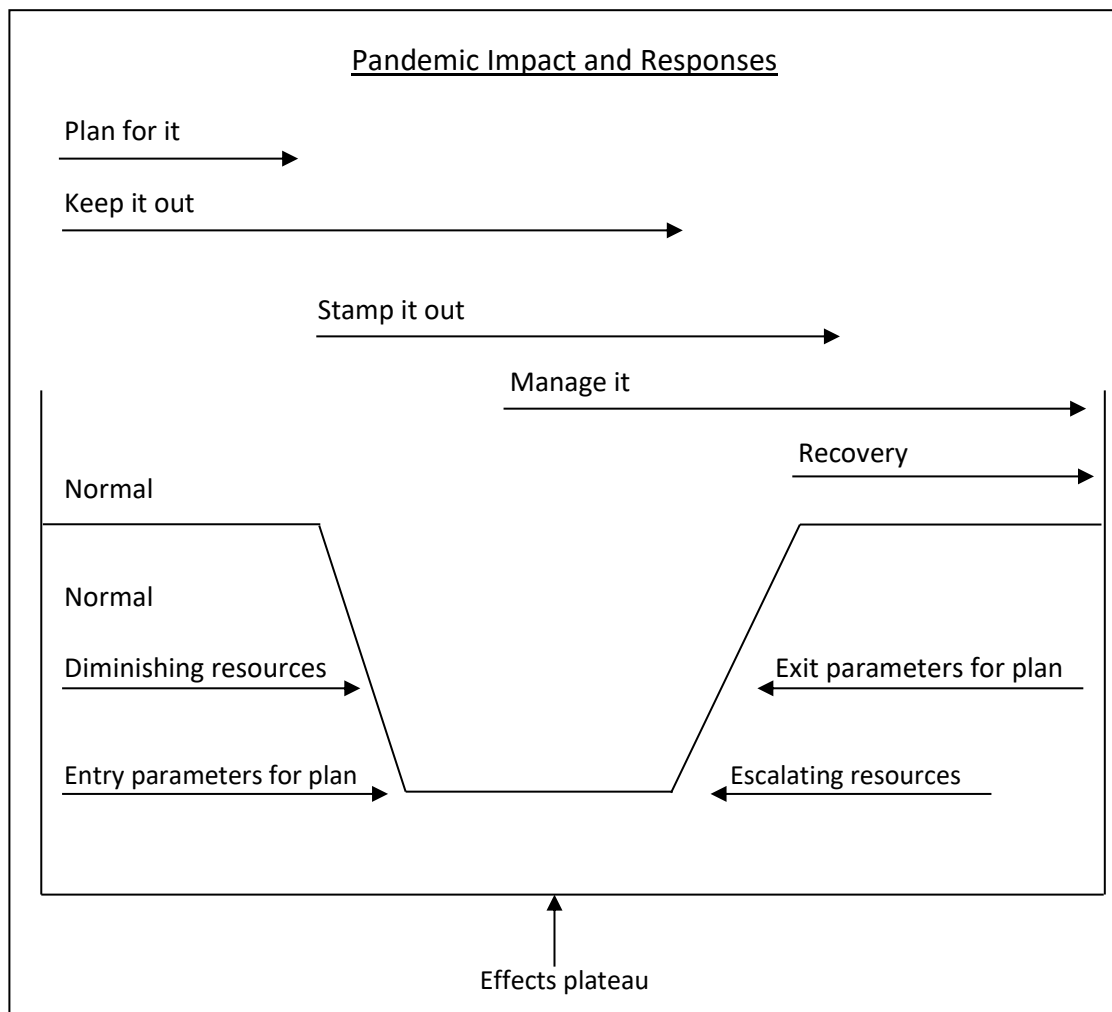
1.4 Stages of Implementation

<u>Plan For It</u>

SWDC is planning for a pandemic in order to provide a safe working environment for staff should a pandemic occur. This includes ensuring governance, leadership, management and decision making, and the provision of essential services to the community, throughout such an event.

Planning involves liaison and consultation with Ministry of Health (MOH), Ministry of Civil Defense and Emergency Management (MCDEM), Ministry of Local Government (MLG), a range of other government agencies, emergency services and private contractors.

SWDC is conscious of the fact that central government and lead agencies will influence the national and regional response to communities. Therefore, the Plan focuses on maintaining internal capability and delivering essential services.

It is assumed that Central Government and other agencies and businesses will respond to the economic, social, cultural and environmental aspects of the threat as part of their business continuity planning. The pandemic response is first and foremost a public health issue. However, it is also about other aspects of the country's and community wellbeing.

Systems will be implemented to ensure employees are aware of the potential impact, effects and nature of a pandemic in order to minimise the risk of transmission. This will involve staff education and awareness programmes and practical measures staff can take to reduce the possibility of the virus being introduced to the work environment.

<u>Keep It Out</u>

Consistent with the MoH, and with MCDEM guidelines, this plan considers ways of preventing the introduction and/or spread of the virus into the workplace environment. See Appendix 2. SWDC will actively communicate with staff information on the threat of a pandemic and continue to develop a range of policies, procedures and personal safety measures to minimise the risk of introducing the virus into the workplace.

<u>Stamp It Out</u>

SWDC will continue to educate and communicate with staff about emerging information and will monitor the changing circumstances throughout a pandemic.

Action plans will focus on preventing and minimising the risk of SWDC employees being exposed to the virus. This will involve instructions such as employees being advised of appropriate social distancing measures, personal hygiene practices, cough etiquette, workplace hygiene and cleaning and identification of pandemic symptoms, as outlined in Appendix 3.

<u>Manage It</u>

The action plan has been prepared by SWDC to minimise the risk of introduction of a pandemic. It outlines measures to isolate and eliminate the virus being introduced into the workplace, protecting employee's working off site and managing visits within the work environment.

Measures will include closure of services that attract communal gathering and restricted access to both Council buildings and off-site work areas. Alternate work practices, including off site communication facilities will be considered to maintain key Council functions while limiting personal exposure of staff.

Alternate governance, leadership and management systems will be adopted to ensure a sound and legal decision-making framework is in place.

There is the possibility that a state of Civil Defence Emergency will be declared, in which case, the Civil Defence Emergency Management Act 2002 would dictate the nature of SWDC response, providing a statutory framework for local decision making. In this situation the government has developed alert levels that are consistent with this framework.

<u>Recovery</u>

A pandemic will have significant human consequences that will disrupt normal life, both during and after. It is not anticipated that there will be significant infrastructural damage from a pandemic. Lack of maintenance will be the prime cause of damage to infrastructural assets.

Issues of supply, resources, financial hardship, and trauma will be prominent in the efforts to recover from a pandemic, both within the structure of SWDC and the wider community.

For SWDC, recovery is the restoration and rehabilitation of:
- staff
- infrastructure and assets
- systems

The Council, as a community leader, will be pivotal in the restoration of the community, as well as being an advocate for aid and assistance with external groups.

2.1 Health, Safety and Wellbeing of Staff

2.1 Employees

In the event of a pandemic, SWDC will respond to the health, safety and wellbeing needs of its employees. SWDC will take all practicable steps to ensure the safety of employees while they are at work and to ensure that they are informed about the potential effects of a pandemic, and what measures will be taken in the event that the health and safety of employees is threatened.

Whilst all existing staff policies and practices will apply throughout the course of a pandemic, it is recognised that Council cannot fully predict or plan for all circumstances that may impact on its employees during such an event. In such extraordinary circumstances a degree of flexibility will be required on the part of the Council, enabling the management of unforeseen situations with a view to support and promote employees' safety, health and wellbeing.

The following employment relations legislation will also continue to apply:
- Health and Safety in Employment Act 1992
- Employment Relations Act 2000
- Holidays Act 2003
- Wages Protection Act 1983
- Council has also prepared a working from home policy

2.2 Infectious Disease and Pandemic Policy

An infectious disease and pandemic policy is being written to provide policy, procedure, guidance and information for management and staff to infectious diseases.

2.3 Staff Education

SWDC will communicate with staff any new information in a timely manner. All permanent employees will be required to participate in an education programme on the pandemic. Internal notices and information will be distributed advising staff of basic steps to take to guard against transmission of the virus.

2.4 Expectations of Employees by SWDC

Unless otherwise directed, SWDC will require employees to attend work as usual so Council can continue to provide services to the community. All practical steps will be taken to ensure the safety of staff. To maintain services staff may be required to perform tasks outside their normal duties and/or to cover for other employees who are not able to work.

Council may be required to close some or all of its service areas. Where practicable, those employees affected by a close down will be redeployed to perform other duties as a means of providing continued employment.

2.5 Occupational Health and Safety (OSH)

In accordance with the Health and Safety in Employment Act and SWDC's OSH policy of any other new legislative requirements that may be imposed during a pandemic, SWDC will take all practicable steps attempting to:

- provide and maintain for employees a safe working environment; and
- provide facilities for their safety and health.

Where a significant hazard is identified, SWDC will take all practicable steps to eliminate, isolate or minimise the risk to employees. Likewise, employees will be required to take all practicable steps to eliminate, isolate or minimise the risk of infecting other employees. Personal protection equipment will be supplied where appropriate. The Council (SLT) will review key messages and guidance from MBIE and Worksafe in this regard.

Staff who are at high risk due to specific circumstances (e.g. immune compromised/ respiratory illness etc.) are required to agree a plan of action with their manager to ensure business continuity and their health, safety and wellbeing.

2.6 Leave

When taking leave, employees will be required to meet all obligations under SWDC's current leave policies. However, Council is aware that in the event of a pandemic, some procedures under the various leave policies may not be practical.

In the event of a pandemic SWDC may be required, or chose to, close down all or part of its operations, or require employees to stay away from work (self-isolation), or leave the premises at any time, as a means of managing the risk of the virus spreading. The decision has been made that staff unable to work due to self-isolation or sickness will receive special leave for the period.

3.1   Effective Governance, Leadership and Management

3.1 Governance

Sound decision making is an essential ingredient of good governance, particularly so during a crisis. It is essential that the Council be able to make decisions at all times. Currently SWDC cannot reduce its quorum below six, (unless there are vacancies). Standing orders allow for remote attendance of Council meetings but a quorum of member must be physically present. This requirement is being reviewed but, in the meantime where a quorum cannot be achieved the CEO will consult with the Mayor on matters for decision. Council will establish by resolution emergency powers and delegations.

3.2 Leadership and Management

The Chief Executive Officer (CEO) by virtue of his position has a range of delegated and statutory decision-making powers. The CEO also provides a key leadership and executive management role within SWDC that enables operational decisions to be made. It is always essential that there be an authorised CEO within SWDC.

In the event of a pandemic, there is no certainty that the position holder will be available to perform their duties. Neither the Incident Management Team nor the Mayor can appoint a CEO in such a situation. Should the appointed CEO be unavailable for work and unable to appoint an acting CEO, a member of the Executive Leadership Team is authorised to be the acting CEO based on the following order subject to availability;
GM Planning & Environments, GM Partnerships & Operations, HR/Corporate Services Manager (response team).
In the unlikely event that the recommended delegation chain for acting CEO above become unwell and unavailable for delegation duties. The manager of Policy and Governance and Chief Financial Officer would be delegated in that order.
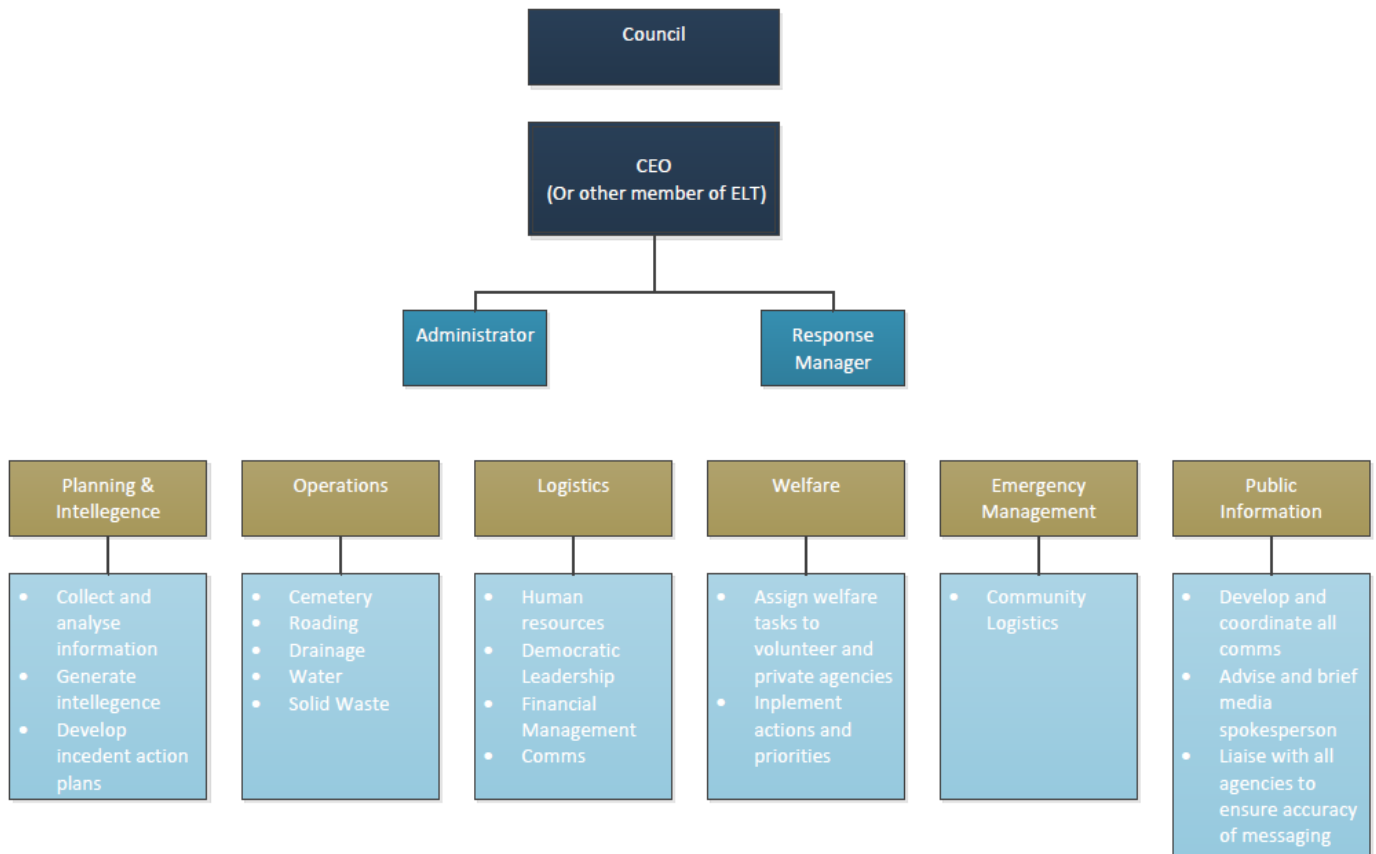
3.3 Role of Civil Defence

Regional Public Health and the Ministry of Health are leading the pandemic response. The role of Civil Defence is likely to focus on welfare issues to support those affected by the pandemic.

3.4 Proposed Crisis Management Structure

The Co-ordinated Incident Management System (CIMS) structure, (see Figure 1.1), will allow the CEO and managers to deliver essential services in a coordinated fashion working alongside emergency services. It is a structure familiar to and accepted by a range of organisations involved in crisis management and response. It is at the discretion of the CEO as to when the modified structure would be implemented, but it is likely to result if staff levels are reduced severely enough for the Council to be unable to operate under normal management arrangements.

Figure 1.1 Co-ordinated Incident Management System (CIMS) structure

Planning & Intellegence	Operations	Logistics	Welfare	Emergency Management	Public Information
• Collect and analyse information • Generate intellegence • Develop incedent action plans	• Cemetery • Roading • Drainage • Water • Solid Waste	• Human resources • Democratic Leadership • Financial Management • Comms	• Assign welfare tasks to volunteer and private agencies • Inplement actions and priorities	• Community Logistics	• Develop and coordinate all comms • Advise and brief media spokesperson • Liaise with all agencies to ensure accuracy of messaging

Council
CEO (Or other member of ELT)
Administrator
Response Manager

4.1   Provision of Essential Services (Infrastructure)

4.1 Essential Services (Infrastructure)

As the effects of a pandemic limit the ability of SWDC to deliver a wide range of public services, it may be necessary to limit these services to those that are considered essential to public safety, welfare and hygiene.

Non-essential functions may be reduced or stopped. Resources and staff from these areas may be redeployed to support essential functions as required. A process of analysis and internal consultation has occurred to define essential services. The range of essential services is consistent with other local authorities and with standard lifelines rationale.

The majority of this work is carried out by contractors who have been required to provide information to SWDC on their ability to complete critical work during a pandemic. SWDC is liaising with each of these contractors as part of its risk assessment.

The following services are considered essential functions. SWDC will continue to provide public services in the following areas:
- Maintaining road access
- Wastewater and stormwater
- Water supply
- Solid waste
- Cemetery
- Dangerous and menacing dogs

4.2 Roading

SWDC will maintain key road networks so supplies and aid can be delivered to communities and areas of need. Lifeline and emergency response agencies will require roading to support community infrastructure and facilitate the delivery and maintenance of essential services. Non-critical repairs will be delayed or suspended until capability allows for completion.

Key priorities with roading are:
- Safety of transport and possible restriction of flow
- Ensuring open networks
- Street lighting
- Response capability to system faults

4.3 Wastewater and stormwater

Wellington Water Ltd will continue to maintain certain wastewater and stormwater functions as an essential service in order for normal hygiene practice to continue and to prevent sewerage overflow or flooding.

Key priorities:
- Maintain operational pump stations at all times
- Unrestricted flow of all wastewater and storm water drainage systems
- Ensure open drains, inlets/outlets are clear and continue to flow
- Response capability to system faults

4.4 Water

Wellington Water Ltd will maintain a constant and safe water supply to the community, essential for drinking, normal hygiene practices, industry to operate and to support firefighting capability.

Key priorities with water supply are:
- Water hygiene testing
- Water systems remain operational
- Response capability to system faults

4.5 Solid Waste

SWDC will maintain a solid waste collection system in order to ensure normal hygiene practices continue, to support businesses and to dispose of dangerous or contaminated material.

Key priorities are:
- Removal of domestic and industrial waste
- Removal of dangerous or contaminated material
- Response capability to system faults or hazardous waste

4.6 Cemetery

SWDC will maintain and operate the cemetery throughout a pandemic. It is anticipated that there would be an increase in the number of deaths in the South Wairarapa District. If there is a high mortality rate, SWDC has a responsibility to ensure the safe, humane and appropriate burial of bodies for the community.

Key priorities are:
- Capability to bury deceased
- Accurate recording of burials
- Liaison with mortuary, funeral directors and families of deceased

5.1 Provision of Financial Services

5.1 Financial Management

It is prudent that SWDC continue to provide a range of financial services to support internal systems and the community. The purchase of goods and services, payment of employee's salaries and wages and the ability to receive revenue are some of the essential financial functions that will continue.

Options are currently being explored to facilitate payments and receipts electronically to minimise face to face contact and to ensure continuity of these services via cross training of staff etc.

While these functions are currently recorded on an electronic system, in the case of system failure they will be completed manually.

6. Provision of Information and Technology Services

6.1 Information and Technology

SWDC operates a range of different software applications across its information and technology infrastructure. Council will utilise distance communication where possible during a pandemic as part of its risk management plan.

The following have been identified as IT services that will support the Council during a pandemic:
- Financial management, payroll
- Infrastructure asset information
- Council Web page
- GIS mapping
- Internal and external email communications
- Call center capability
- Hardware support
- Telecommunications including mobile phones
- Phone system support
- Software support

Key priorities for Information and Technology are maintained:
- Communications
- Call center facility
- Internal resource capability
- Liaison with and support from external providers

6.2 Communications

Effective communications systems will provide essential support for the management and delivery of services during a pandemic. The priorities to ensure effective communications are:

Telephones	Telephones, both internal and external, will be supported by normal escalation procedures; first level support is Call Centre, second level support will be provided by the after hours answer service.
Email/internet	The internet and email will be used to provide information to Council staff.
Website	Used as a means to provide information to the community, it will be hosted internally and will be supported by the Call Centre.

6.3 Call Centre

The SWDC telephone and reception staff will be the first level of support. Phone lines will be call forwarded to an appropriate staff member's cell phone. Support is capable of being provided remotely and our after hours call center will continue to take all after hours calls as per usual.

6.4 Internal Capability

System administration duties will be required to be carried out during a pandemic to maintain the infrastructure operating at an optimal level. Corporate Services staff currently have varied ability to fully cover and support the helpdesk, intranet, website and other duties. While there is the ability to self-relieve with a remote operating capability, further consideration will be needed to support the IT systems in the event that the senior officers are absent for extended periods.

6.5 Suppliers

The following suppliers have been identified as key to providing support to SWDC IT systems:

- NCS – software support
- Technology Solutions
- Spark – communications including mobile phones
- Sietec - phone system support

SWDC will consult these suppliers to assess their capability to support the applications throughout a pandemic. Council will rely heavily on these suppliers to address system failures and provide back up support. Much of this support is able to be provided remotely.

7. Action Plan

7.1 Before a Pandemic Event

Prior to an event being declared, there is a BAU level – termed as 'White' by the Ministry of Health.

As this is a Tactical Continuity plan, the actions required under BAU or 'White' are not included in the main body of this plan but can be found in Appendix One.

During a pandemic event –

Activation	This plan can be activated with the SWDC Crisis Management Plan or as directed by the Chief Executive or nominated alternative. The following conditions would make the use of this plan necessary: - The MoH declares a pandemic alert – range from Yellow to Red. - If the first declaration of the pandemic event is anything other than Yellow: SWDC will review and activate at the equivalent level. In this case, all preceding actions outlined under other alert phases will also need to be completed.
Stand-down	MoH declares they are moving into Recovery Phase, (Code Green) or return to BAU, (Code White). Prior to re-opening of sites and alongside staff returning to BAU, specific provisions should be made to ensure that Māori cultural considerations including traditional concepts, such as tapu and noa, are implemented.
Assumptions	The following assumptions have been made in the development of this plan: - A pandemic is imminent. - SWDC sites will remain open for as long as safely practical. - The CDEM (EOC and DHB) response is separate from the incident management team pandemic response. - A cluster is defined (by the MoH) as >1 linked cases of the outbreak.

7.2 Detailed Actions Plans as Determined by Alert Level

Respond to an Emerging Pandemic Event	
Triggers	MoH announces YELLOW alert = 1-2 individual cases in NZ, but none in or near Wellington
Objectives	Minimise staff exposed to the virus, prepare for potential site closures, meeting restrictions and ensure services continue to be delivered.
Roles / People / Who	**Action**
Controller/WREMO	Based on MoH advice, brief Senior Leadership Team (SLT) with specifics of illness.
SLT	Authorise, in light of situation specifics and MoH advice: • Additional cleaning regime • Meeting restrictions, (e.g. reduce face-to-face, have anti-viral spray in rooms etc.) • Acceleration of mobile device deployment.
IT	Evaluate remote access capability and arrangements – increase where possible.
People & Capability	Issue reminders to staff of infection control. Issue reminders of leave arrangements & process for reporting absence. Review leave, overtime and staff quarantine policies. Advise any additional requirements regarding special/sick/annual leave to ensure staff health and safety/wellbeing. Gather planned leave and travel information. Liaise with union. Issue notification to all staff of face-to-face meeting restrictions. Start monitoring staff sickness numbers and any concern or staff shortages in critical service areas.
Finance	Test remote pay roll processing and remote financial management system procedures. e.g. electronic transactions, invoicing, ordering and sign off.
Property	Initiate additional cleaning arrangements: • Include 'high-touch' surfaces & areas such as pool cars. • Determine any other additional cleaning measures, based on situational specifics. • Increase frequency.
Communications	• Disseminate MoH FAQs and localise if required. • Follow travel advice on Ministry of Foreign Affairs and Trade website.

	• Alert staff to international/domestic areas that are at risk – any recommended self-imposed travel restrictions. • "Stay home when sick" and on-going good hygiene practice reminders – additional to BAU. • Remind public about other 'channels' rather than face-to-face and encourage use of them. • CEO to provide regular updates to elected members.
Managers and team leaders	• Disseminate HR advice. • Check contact details for all team and key stakeholders. • Run a BCP familiarisation exercise with team members. • Brief staff members providing critical services to prepare to work remotely if event escalates, e.g. take laptops & chargers home each day.
Essential Services Managers	Re-examine BCP in light of situational specifics and activate where appropriate.
Front of House (FoH) Managers	• Set up cleansing stations for public and staff. • Allocate, conduct supply monitoring, & restock where necessary of PPE – based on situational specifics.

Respond to an Emerging Pandemic Event	
Triggers	MoH announces increased intervention (e.g. surveillance and quarantine) – YELLOW + 1-2 clusters of cases in NZ, in the North Island, and starting to spread
Objectives	Minimise staff exposure, implement social distancing, expect short notice site closures, prepare for escalation and ensure critical services continue to be delivered – although in an altered or scaled down way.
Roles / People / Who	Action
Controller/WREMO	• Brief SLT with new information from MoH • Brief FoH/high risk area managers
SLT	• Emphasise to Managers a consistent approach to pay and leave must be applied across SWDC. • Staff providing critical service roles, who have been identified as being able to work from home, can be advised to do so, if CEO/SLT determine this is necessary. • Initiate additional meeting protocols, (e.g. no face-to-face meetings, social distancing and sanitiser available). • Identify possible recovery requirements.
IT	• Initiate monitoring of remote access ability – include current number of staff accessing systems this way, report any issues and highlight any predicted increase in demand. • Reassess, in light of the current situational specifics, the remote access capacity and ensure sufficient ongoing and increased capacity for critical service delivery if situation worsens.
People and Capability	• Communicate leave arrangements – emphasise the spread of the pandemic is accelerated by close proximity of symptomatic people and so if staff members are ill, they should stay home. • Report initial staff absence monitoring data – including incidents of fatalities and critical service staffing levels. • Monitor planned/recent domestic and international travel of staff. • In conjunction with managers, identify 2IC and potential second staff to critical roles. • Identify additional EOC response staff requirements, recruit and train. • Identify training needs and cross training opportunities. • Identify anti-viral vaccination priority roles and advise DHB (should vaccine become available in limited quantity).
Property	• On-going, increased frequency of cleaning arrangements. • Continue to minimise opportunities for cross-contamination e.g. pool car and other council vehicles.

Communications	• Revise/re-distribute MoH FAQs and amend as necessary for SWDC applicability. • Remind staff to follow the travel advice on the Ministry of Foreign Affairs and Trade website. • Display signs all 'public-accessible' areas, facilities and alternate working locations to warn they may be closed, and events and meetings may be cancelled at short notice. • Change cleansing stations signs to more firm words, to ensure they are used prior to approaching staff. • Notify the public (again) that services are available without coming into SWDC facilities and encourage them to use them – to minimise waiting times and spreading risk. • CEO to provide regular updates to elected members.
Managers and team leaders	• Reassure staff regarding pay and leave arrangements to ensure a consistent approach is applied across SWDC. • Remind staff the process for reporting illnesses/absence from work. • Complete staff absence monitoring spreadsheet and return to HR each day.
Essential Services Managers	• Re-visit BCP in light of new situational specifics and activate where appropriate. • Activate social distancing approach. • Cease to take cash payments or card payments where the terminal is shared, subject to MoH advice. • Any staff providing critical services to be put-on-notice that they may need to work from alternate locations, should the situation worsen. • Reassess infection management plans for our facilities.
FoH Managers	• Reception staff insist public use of cleansing stations prior to approaching staff. • Distribute, continue to monitor stocks and restock when necessary the following items – tissues, gloves, sanitisers and masks. • Depending on specific event - identify, purchase and distribute other personal protective equipment as required.

Respond to a Pandemic	
Triggers	MoH announces escalation human pandemic strain case(s) found in separate locations in NZ - RED Multiple clusters in separate locations in NZ – including or close to Wellington
Objectives	Protect staff and minimise the potential spread of the pandemic, close/cancel public areas and events.

Roles / People / Who	Action
Controller/WREMO	• Liaise with EOC – brief with latest information from MoH. • Identify possible recovery requirements.
SLT	Subject to MoH advice: • Initiate remote working arrangements. • Notify previously identified 'critical' staff to work from home or an alternate location. • Authorise closure of all public areas. • Instruct all non-critical staff to stand down and await further instruction – depending on remote access capability some may be able to work from home etc. • Provide support to managers to redeploy staff to critical services, cover absenteeism and support staff welfare.
IT	• Ensure on-going remote access has sufficient capacity for critical service delivery (should situation worsen).
People and Capability	• Prepare, assist and monitor teams with high incidence of absence or any incidents of fatalities. • Report numbers and location of staff absences and incidents of staff affected by fatalities. • Provide support to affected staff through EAP. • Identify critical service staffing gaps and necessary secondments from other non-critical units.
Property	Subject to MoH advice: • Close all public-going areas – e.g. libraries, recreation centres, service centres depots and community centres. • Maintain increased frequency of cleaning arrangements – e.g. in offices and pool vehicles etc.
Communications	• Cancel or postpone all face-to-face meetings, use teleconferencing or phone calls. • Emphasise the importance of good hygiene practices, especially if using shared facilities or resources.

	- Issue 'how to keep safe when travelling' (e.g. wear mask and/or gloves) messages. - Issue any updated FAQs from MoH. - Reminder to follow the travel advice on the <u>Ministry of Foreign Affairs and Trade</u> website, including any travel restrictions/quarantine requirements that may have been implemented. - Display signs at all SWDC sites that public have access to, to explain why they are closed. - Notifications to be sent out via all media channels, and all channels to be updated. - CEO to provide regular updates to elected members.
Managers and team leaders	- Communicate (via non-face-to-face methods) leave & absence stance "if you are ill, stay home" – make use of H&S and MoH advice. - Communicate frequently (via phone or email) with individual staff and teams delivering services remotely. - All staff that can safely get to their normal place of work (driving themselves) should continue to do so – if they are well and able to – unless they are notified by their managers that they are not to come to work. Staff who take public transport should follow Metlink/MOH advice.
Essential Services Managers	- Any staff providing non-critical services to be stood down, from public-facing elements of their role. - Monitor and restock (if necessary) required PPE.
FoH Managers	Subject to MoH advice close the FoH and relocate staff to provide critical services.
Area Managers	- Staff stand down – do not come to work. - Managers to keep in close contact with team to monitor incidents of illness. - Report to CMT/EOC with possible staff reinforcements/secondments for critical services.

Recover from a Pandemic	
Triggers	MoH notifies stand-down of response - GREEN Population protected by vaccination and/or pandemic abated in NZ
Objectives	Commence recovery, return to BAU and provide support for staff.

Roles / People / Who	Action
SLT	Develop and implement recovery plan: • Determine actions required for recovery to BAU • Assess priorities for resumption • Analyse interventions and any restrictions still in place from previous alert phases • Assess longer term staff absences – start with critical services, identify gaps and secondments required. Arrange debrief with staff involved in the response phase and any other affected staff: • Evaluate the success of the pandemic plan. • Review cleaning protocols, policies, practices and supplies. • Make necessary modifications. Ongoing monitoring, assessment and review – lessons learned: • Watch for symptoms of grief and trauma (may surface a number of weeks after returning to work). • Support individuals and teams needing counselling etc. • Review protocols for managing staff who become ill at work. • Revisit, review and revise BCPs and other plans accordingly.
People and Capability	Arrange trauma and/or counselling as necessary, for individuals and teams Acknowledge casualties and arrange ceremonies for colleagues, these should take account of the range of cultural protocols to be observed Employ temporary staff, appoint new staff, or redeploy staff with necessary skill sets to cover shortages. Arrange Pastoral care from managers, SLT, CEO etc.
Essential Services Managers	Replenish supplies of PPE etc.

Appendix One: White Activity (BAU)

Roles / People / Who	Action – Reduction and Readiness
Controller/WREMO	• Conduct a Continuity Resource Analysis to inventory and inform the purchase of sufficient stocks of the following items: Tissues, Hand sanitiser, Gloves, Masks • Identify, purchase and distribute other (predictable) personal protective equipment. • Liaise with SLT/CEO and confirm who/what teams/services to prioritise. • Define strategy for social distancing, how it would be implemented and train staff accordingly. • Confirm what level of responsibility SWDC has for 'service users' e.g. tenants.
IT	Assess remote access capacity, requirements and increase where possible, including work from home. Network identified alternative locations where critical staff could work from
People and Capability	• Determine necessary (and existing) support on how to manage trauma. • Provide necessary training / education to people leaders. • Introduce social distancing protocol (see Appendix 3) with FoH staff.
Property	Determine critical business units / functions which could be sited across multiple locations, identify facilities e.g. Emergency Relocation Plan Set arrangements, with cleaning contractors, for short term alterations to our cleaning procedures, e.g. increase frequency of cleaning. Identify alternate locations where critical staff could work from.
Managers and team leaders	Use HR advice and guidelines to remind staff about the process for reporting illnesses / absence from work. Identify critical staff and possible alternate locations of work – e.g. WFH. Ascertain likely effect of a 'pandemic' on our stakeholders Identify opportunities for cross-contamination e.g. book returns. Review contact details held for staff and key stakeholders in call trees, email distribution lists, next of kin, BCPs and update where needed.
Essential Services Managers	Acquire cleansing stations equipment and resources. Audit supplies of relevant PPE – gloves, hand sanitiser etc. Purchase additional supplies based on need. • Confirm and resource alternate ways of delivering critical services. • Have up-to-date contact details for all team members – especially those who work remotely/off-site frequently Acquire resources for cleansing stations and train staff on how to set them up.

Appendix Two: Preventing the Introduction and/or Spread of the Virus in the Workplace

What can I do to prevent myself from getting sick?
There is no vaccine available right now to protect against Coronavirus. It is not known if the current seasonable influenza vaccine provides any protection. There are everyday actions that can help prevent the spread of germs that cause respiratory illnesses like influenza. First and most important: wash your hands and avoid close contact with people who are sick. Try not to touch surfaces that may be contaminated with the flu virus. Try to stay in good general health. Get plenty of sleep, be physically active, manage your stress, drink plenty of fluids and eat good, nutritious food. Take these everyday steps to protect your health:

- Cover your nose and mouth with a tissue when you cough or sneeze. Throw the tissue in the rubbish bin after you use it.
- Wash your hands often with soap and water, especially after you cough or sneeze. Alcohol based cleaners are also effective.
- Avoid touching your eyes, nose or mouth. Germs spread this way.
- Try to avoid contact with sick people.
- If you get sick with influenza, stay at home from work or school and limit contact with others to keep from infecting them. Advise work of your situation by phone.

What is the best way to keep from spreading the virus through coughing or sneezing?
If you are sick, limit your contact with other people as much as possible. Do not go to work or school if ill. Cover your mouth and nose with a tissue when coughing or sneezing. It may prevent those around you from getting sick. Put your used tissue in the waste basket. Cover your cough or sneeze if you do not have a tissue. Then, clean your hands, and do so every time you cough or sneeze.

What is the best technique for washing my hands to avoid getting the flu?
Washing your hands often will help protect you from germs. Wash with soap and water, or clean with alcohol-based hand cleaner. We recommend that when you wash your hands – with soap and warm water – that you wash for 15 – 20 seconds. When soap and water are not available, alcohol-based disposable hand wipes or gel sanitizers may be used. You can find them in most supermarkets and pharmacies. If using gel, rub your hands until the gel is dry. The gel doesn't need water to work; the alcohol in it kills the germs on your hands.

What should I do if I get sick?
If you become ill with influenza-like symptoms, including fever, body aches, runny nose, sore throat, nausea, or vomiting or diarrhoea, you may want to phone your GP, or the Healthline, particularly if you are worried about your symptoms. Do not present at your doctor's surgery or Emergency Department without calling first. Your health care provider will determine whether influenza testing or treatment is needed. If you are sick, you should stay at home and avoid contact with other people as much as possible to keep from spreading your illness to others. Cover mouth and nose with tissues when coughing and

sneezing and then dispose of tissues in a plastic bag or by burning. If you become ill and experience any of the following warning signs, seek emergency medical care. Telephone ahead and let the Emergency Department know you are coming. Emergency warning signs that need urgent attention include: -

- Difficulty breathing or shortness of breath
- Pain or pressure in the chest or abdomen
- Sudden dizziness
- Confusion
- Severe or persistent vomiting

Treatment for anyone who is sick:
- Treat any fever right away. Tylenol® (acetaminophen) is the best treatment of fever in pregnancy.
- Drink plenty of fluids to replace those you lose when you are sick.
- Your doctor will decide if you need antiviral drugs such as Tamiflu® (oseltamivir) or Relenza® (zanamivir). Antiviral drugs are prescription pills, liquids or inhalers that fight against the flu by keeping the germs from growing in your body. These medicines can make you feel better faster and make your symptoms milder.
- These medicines work best when started soon after symptoms begin (within two 2 days), but they may also be given to very sick or high risk people (like pregnant women) even after 48 hours. Antiviral treatment is taken for five days.
- Tamiflu® and Relenza® are also used to prevent flu and are taken for 10 days.
- There is little information about the effect of antiviral drugs in pregnant women or their babies, but no serious side effects have been reported. If you do think you have had a side effect to antiviral drugs, call your doctor right away.

Appendix Three: Social Distancing Procedure

The key message of social distancing is to 'avoid unnecessary contact with others'.
For staff such as parking wardens, local hosts, service centre staff, this includes:

- Implementing/observing a one metre distance between yourself and other people, especially when speaking to members of the public;

- Avoid physical contact with other people;

- Where and when possible turning to the side, rather than directly face-to-face;

In communication messages:

- The public should be encouraged to avoid crowded spaces, large gatherings and curtail activities, such as shopping etc.

- If at all symptomatic, i.e. coughing and or sneezing (in an influenza scenario) avoid mixing with other people.