

# COVID-19 Preparedness and Response Plan

Approved by:

Date:

## Document History and Status

Revision	Report Status	Prepared by	Reviewed by	Approved by	Issue Date

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# 1 Introduction

The global outbreak of the novel corona virus (COVID-19) has been declared by WHO as a public health emergency of international concern (PHEIC). The business Continuity planning team has been activated to support [utility] to prepare, response and recovery from the effects of any outbreak in [country].

This preparedness and response plan is developed to prepare for the outbreak of COVID-19 in the country.

The plan will be updated based on advice on the COVID-19 situation. It is designed to support [utility] in terms of managing the exposure of its staff to the virus. How the organisation will continue to provide the critical functions/services in event of unavailability of large number staff to sickness or restriction of public movement during a stage of emergency is covered in the business continuity plan.

A team consists of members [members] is known as the Crisis Management Team (CMT).

## 1.1 Business Continuity Planning Members:

To prepare for the impact of COVID-19 outbreak at an operational level, the following staff are part of the business continuity Planning team.

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## 1.2 Crisis Management Team

The mandate of the crisis management team is to provide oversight, liaise with external parties and provide communications to external stakeholders including customers. The members of the Crisis Management team are;

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This preparedness and response plan against COVID-19 is part of the family of business continuity management related plans and must be read in line with the Business Continuity Plan.

[Utility] will use these three phases approach to prepare and manage the impacts from the outbreak of COVID-19 on the staff and its operations.

**Phase 1: Preparedness and Prevention**

**Phase 2: Response**

**Phase 3: Recovery**

If the COVID-19 outbreak severely impact [utility]'s ability to continue its operations, then the business continuity plan (BCP) will be invoked by the CEO upon recommendations from the CMT. The continuity of operations will then be guided by the BCP.

## 2 Phase 1: Preparedness and Prevention

As part of preparedness, a risk assessment on the impact of the outbreak of COVID-19 in the country on [utility]'s operations was conducted.

The table below shows the key activities and responsible persons to undertake the activities prepare for COVID-19 impact on the organisation.

Risks	Activities (Controls) to minimise the likelihood of the risk occurring.	Responsibility	Timeframe	Status
Staff contract virus from members of the public or family.	Provide awareness on COVID-19 virus to staff. •		Immediately and up to 3 months.	
Virus transmit to other staff at workplace by staff, contractor, consultant, customer etc.	Provide awareness on COVID-19 virus to staff.		Immediately and up to 3 months.	
High staff absenteeism due to sickness or caring for sick family members	Only critical function/service as per BCP will continue.		When BCP is activated.	
Impact on international supply chain	Stock-up critical supplies like fuel and chlorine		Immediately.	
Monthly customer invoices cannot be prepared due to non-reading of meters	Monthly bill to be estimated. Invoice send by email or amount of bill send through SMS.		When BCP is activated.	
Customers not able to travel to office to pay bill	Solomon Post and [utility] to do a joint campaign to encourage customer to sign to Ezi Pei.		Immediately and up to 3 months.	
Staff cannot travel to work due to travel restriction on public transport by Government.	[utility] to provide transport to and from workplace.		When BCP is activated.	
Critical function/services cannot be performed. EG WQ water testing, cashier services due to non-availability of staff.	<ul style="list-style-type: none"> <li>▪ Available healthy staff to be multi-tasked</li> <li>▪ Complete SOPs for critical functions ASAP.</li> </ul>		Immediately.	

Risks	Activities (Controls) to minimise the likelihood of the risk occurring.	Responsibility	Timeframe	Status
Limited number of staff available to cover for specialised roles. EG. Water Quality	<ul style="list-style-type: none"> <li>Available healthy staff to be multi-tasked</li> <li>Complete SOPs for critical functions ASAP.</li> </ul>		Immediately.	
Key 3 <sup>rd</sup> party failure (utilities).	<ul style="list-style-type: none"> <li>Revert back function in house where possible.</li> <li>Discuss BCP/DR capacity with key 3<sup>rd</sup> party service providers.</li> </ul>		Immediately.	
Service providers may refuse to accept company purchase orders for purchase.	CFO to keep emergency cash.		When BCP is activated.	
Unavailability of members of Executive team or expat staff.	Refer to latest travel advisory.		Immediately.	
Revenue decline/cash depleted.	Monitoring of revenue and prioritising of expenses during the pandemic.		Immediately and ongoing until the pandemic is over.	

All prevention and preparedness activities should be done in all business centres.

## 3 Phase 2: Response

As the COVID-19 situation change [*utility*] will phase its response to manage the situation. The crisis management team (CMT) will meet as soon as possible to discuss the situation and provide leadership and guidance to the organisation. The CMT shall determine if it is appropriate to invoke the business continuity plan during any of the stages. The decision will be determined by the severity of the situation faced by [*utility*].

A series of staged response guides (Appendix 1) have been prepared and will be enacted at the appropriate time by decision of the CMT. These are subject to change based on the situation.

## 4 Phase 3: Recovery and Capacity Building

Once the country is back to business as usual, [*utility*] will ensure all staff that are affected directly or indirectly by COVID-19 are provided with services like mental health support as part of the return to work program. [Utility] will ensure no staff will be stigmatised against their health conditions in the workplace.

[*Utility*] will review the activities carried out from preparedness to response phase and evaluate what worked and what didn't work. Lessons learned will be used to help strengthen systems and process including staff capacity in dealing with a similar outbreak incident in the future.



## 5 Resourcing

Each Head of Division, Manager or Coordinator is responsible for the implementation of the activities as part of preparedness is required to spend time to work on their preparedness measures. The cost of the preparedness activities will be financed by [*utility*].

## 6 Conclusion

The [*utility*] COVID-19 preparedness and response plan is a living document and should be used as a guide on how the organisation will prevent, prepare, response and recovery from COVID-19 outbreak.

This plan is expected to be reviewed and updated as and when required in response to the COVID-19 situation in the country.

## Appendix 1 Covid-19 Preparedness and Response Plans

COVID-19 PREPAREDNESS & RESPONSE PLAN – STAGE 1			
SCENARIO	Government State of Emergency declared, no positive CV cases, BCP not activated. Preparedness state high in anticipation of positive case / short term shutdown or similar.		
OBJECTIVES	<p><b>Staff are safe and [utility] continues to provide water to customers.</b></p> <ul style="list-style-type: none"> <li>▪ [utility] is ready for short term or long-term shutdown</li> <li>▪ Staff and contractors understand [utility] expectations</li> <li>▪ Staff are reassured that plans are robust and that they are being cared for</li> <li>▪ Appropriate arrangements in place in case a shutdown occurs</li> <li>▪ We are ready for a situation that may continue for months</li> <li>▪ Customers are advised of [utility] preparedness</li> </ul>		
ACTIONS		Responsibility	Status
A	Complete staff preparedness plan. Circulate staff contact details etc. to relevant staff.		
B	Communications to staff on plan / actions to take in the event of a shutdown.		
C	Communications to customers payment options for in anticipation of shutdown.		
D	Confirm list of vulnerable staff whose medical conditions are indicated as at risk in COVID-19 outbreak.		
E	Vulnerable staff with key functions have back up staff identified and trained.		
F	Prepare shutdown details / action plan for short and long term shut down.		
G	Identify a room for use as an isolation room at all [utility] offices. To keep any staff showing symptoms of COVID-19 at work. While waiting to be pick-up by health workers.		
H	Liaise with Police		
I	Refit the front counters at all customer care centres.		
J	Review and purchase all critical supplies and restock if required.		
K	Prepare Emergency Operation Centre (EOC) and test BCP.		

## COVID-19 PREPAREDNESS & RESPONSE PLAN – STAGE 2

SCENARIO	Government State of Emergency declared, positive CV cases are very likely, [utility] BCP is likely to be activated. Preparedness state high in anticipation of positive case / short term shutdown or similar.		
OBJECTIVES	<p><b>Staff are safe and [utility] continues to provide water to customers.</b></p> <ul style="list-style-type: none"> <li>▪ [utility] is ready for short term or long-term shutdown</li> <li>▪ Staff and contractors understand [utility] expectations</li> <li>▪ Staff are reassured that plans are robust and that they are being cared for</li> <li>▪ Appropriate arrangements in place in case a shutdown occurs</li> <li>▪ We are ready for a situation that may continue for months</li> <li>▪ Customers are advised of [utility] preparedness</li> </ul>		
ACTIONS		Responsibility	Status
A	Complete staff preparedness plan. Circulate staff contact details etc. to relevant staff.		
B	Communications to staff on plan/ actions to take in the event of a shutdown.		
C	Communications to payment options in anticipation of shutdown.		
D	Review and confirm list of vulnerable staff whose medical conditions are indicated as at risk in COVID-19 outbreak.		
E	<i>Organise vulnerable staff go on leave.</i>		
F	<i>Organise staff from able to travel to other sites, if required.</i>		
	Vulnerable staff with key functions have back up staff identified and trained.		
	Prepare Shutdown details/ action plan		
	Provide list of essential services, staff and vehicles etc. to Police and relevant Government agency		
	Liaise with Police		
G	Key sites requiring security have staff or contractors identified and briefed. This applies to all [utility] key sites.		
	Organise food stocks, bedding etc. for key staff at remote sites available		
	Check all critical supplies and restock if required.		
	Activate Emergency Operation Centre (EOC) on standby mode. Purchase food, water and other necessities for EOC.		

### COVID-19 PREPAREDNESS & RESPONSE PLAN – STAGE 3

SCENARIO	Government State of Emergency declared, positive CV case, [utility] BCP activated. <u>Short-term lockdown</u> activated / anticipated, 0-20 days. No free movement of people.		
OBJECTIVES	<b>Staff are safe and [utility] continues to provide water to customers.</b> <ul style="list-style-type: none"> <li>▪ [utility] retains its reputation through managing the situation appropriately</li> <li>▪ Customers continue to get safe water</li> <li>▪ Essential activities continue to function with minimal disruption</li> <li>▪ Staff and customers are informed of what [utility] is doing</li> </ul>		
ACTIONS	Pre-lockdown	Responsibility	Status
A	Send essential staff and vehicle details to lockdown coordination team		
B	Advise all staff of lockdown, expected duration and remind key staff of roles expected in Stage 3.		
C	Review essential service staff and identified back-up for each critical roles/functions is available.		
D	Full activation of the Emergency operation centre (EOC).		
E	Liaise with Police		
F	Liaise with disaster operations centre.		
G	During lockdown		
H	Ensure essential staff attend work at Emergency Operations Centre (EOC). Vehicle pick up as needed.		
I	Manage staff pick up by vehicles - temperature check shall be upon staff pick-up. If staff's temperature is over 38C he or she shall not be picked-up for work.		
J	Roster staff as illness allows. Consider bringing non-essential staff to cover for essential services. Organise staff from Head Office to replace staff at the provincial sites, if required.		
K	Liaise with Police operation centre if required		
L	Ensure security arrangements at identified sites is operational, staff fed and have communications		
O	All staff to wear additional PPE like facemask.		
P	CEO, CFO and COO meet regularly by phone or on-line and 1 is available on call 24 / 7. No more than 2 exec's or 4 senior staff together at any time.		

**COVID-19 PREPAREDNESS & RESPONSE PLAN – STAGE 3**

Q	HR monitor staff sickness and welfare, report to CMT in writing daily		
R	All Divisions report to CMT in writing daily		
S	Daily situational report to all staff		

## COVID-19 PREPAREDNESS & RESPONSE PLAN – STAGE 4

SCENARIO	Government State of Emergency declared, positive CV cases, [utility] BCP activated. Ongoing <u>shutdown 21 days and more</u> or similar, many staff not available for work due to illness. No free movement of people.		
OBJECTIVES	<p><b>Staff are safe and [utility] continues to provide water to customers.</b></p> <ul style="list-style-type: none"> <li>▪ [utility] retains its reputation through managing the situation appropriately</li> <li>▪ Customers continue to get safe water</li> <li>▪ Staff are safe and cared for</li> <li>▪ [utility] is able to operate for an extended period on minimal resources</li> </ul>		
ACTIONS	Pre-lockdown	Responsibility	Status
A	Review essential service staff and identified back-up for each critical roles/functions is available.		
B	Ensure essential staff and vehicle details with lockdown coordination team		
C	Full activation of the Emergency operation centre (EOC).		
D	Remind staff of lockdown and their roles expected in stage 4		
E	Organise vulnerable staff to go on leave.		
F	Liaise with Provincial disaster operations centre.		
G	Contact fuel suppliers to supply fuel to [utility] during lock-down		
	During lockdown		
H	As many staff as possible work from home – essential service activities only		
I	Ensure essential staff attends work at Emergency Operations Centre (EOC) or other designated sites. Vehicle pick up as needed. Secure access to EOC for essential staff only.		
J	Manage staff pick up by vehicles - Daily temperature check upon staff pick-up. If staff's temperature is over 38 C he or she shall not be picked-up for work.		
K	All staff to wear additional PPE like facemask.		
L	Roster staff as illness allows. Consider bringing non-essential staff to cover for essential services. Organise staff from Head Office to replace staff at the provincial sites, if required.		
O	Cleaning of field vehicles and office on a daily basis. Cleaners to wear		

## COVID-19 PREPAREDNESS & RESPONSE PLAN – STAGE 4

	appropriate PPE when cleaning and disinfecting affected office area and vehicle. High touch areas like door handles, kitchen counters, hand basin, toilet share work equipment (e.g. telephone handset or laptop etc.) and desks must be clean and disinfect four times a day.		
P	Disinfect vehicle and office if one of the staff becomes sick. Vehicle and office space can only reuse again after disinfection.		
Q	If required, call COVID-19 team to arrange ambulance to transport any suspected case. Do not use [utility] vehicle to transport sick staff to the hospital. Sick staff shall be left only in the isolation room waiting pick-up. Infect isolation room after each use.		
R	Enforce social distancing practises in the office and on vehicles.		
S	HR monitor staff sickness and welfare, report to CMT in writing daily		
T	All Divisions report to CMT in writing daily		
U	Daily situational report to all staff		



## Appendix 2 Definitions

Definitions	
EOC	Emergency Operating Centre
[utility]	[utility]
CMT	Crisis Management Team
COVID-19	Coronavirus / COVID-19
Essential services	Those activities required to work through a shutdown to achieve Stage 2 objectives. Includes Treatment, Operations, IT, Customer Care, Payroll, Procurements, Water Quality, Maintenance, Revenue, Account Payable
Essential staff	Those staff required to work to provide Essential services during any shutdown
Vulnerable staff	Staff with underlying health condition that places them at higher risk than most in the event they contract COVID-19



# Appendix 4 External Contacts

Organisations	Contact	Phone	E-mail contact
Police			
Fire Department			
Ambulance			
Hospital			
Ministry of Health			
Meteorology services			
National Disaster Management Office			
Customs			