

Business Continuity Plan

Office and Depot

2019



DOCUMENT APPROVAL

This document ha	s been	endorsed	and	approved	for use	bv:
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Deb Larwood CEO District Council Kimba	

DOCUMENT VERSION CONTROL

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CHANGE HISTORY

Version	Issue Date	Author	Reasons for Change
1	Aug 2007	G. Lehmann	First Draft
2	Aug 2007	G. Lehmann	Second Draft
3	October 2008	D. Larwood	Third Draft
4	May 2009	D. Larwood	Review of relevant names and contacts
5	Nov 2010	D. Larwood	Review of relevant names and contacts
6	Feb 2010	D. Larwood	Inclusion of emergency staffing arrangements
7	Feb 2011	D. Larwood	Inclusion of emergency staffing arrangements
8	June 2012	D. Larwood	Review of relevant names and contacts
9	May 2013	D. Larwood	Review of relevant names and contacts
10	Jan 2015	P. Rogers	Full review and reformatting of document
11	Feb 2016	D. Kemp	Review of relevant names and contacts
12	April 2017	D. Kemp	Review of relevant names and contacts & format of Event Log
13	Sept 2018	D. Kemp	Review of relevant names & contacts & inclusion of Centrelink
14	July 2019	K Francis	Review of document to reflect changes from BCP Desktop Scenario

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INTRODUCTION

Nearly every day there are many unpublicised disasters, man-made and natural, which devastate both private and public sector business units. Where the disruption affects critical business procedures, the consequences can be severe and include substantial financial loss, an inability to achieve levels of service laid down in Citizen's Charters, embarrassment and loss of credibility or goodwill for the organisation concerned. The consequential damage can have a much wider impact on staff welfare and the general public. The benefit therefore of having a recovery plan that can be implemented with the minimum delay, will significantly reduce the level of disruption to the District Council of Kimba and should ensure the rapid resumption of services to the public.

The aim of the plan is to ensure Council is able to change its mode of operations to ensure business continuity. Such capacity enables management to focus on stabilizing the situation and maintaining and resuming critical functions while planning towards eventual restoration of full operations.

This plan outlines the actions required by the Council Management assisted by selected support staff. However, each work area should have a plan for their area. The area plans should cover all aspects of their own service delivery.

The plan assumes a worst-case scenario in which critical information systems and resources are destroyed by fire, other natural events, or by unauthorised entrants committing acts of destruction, theft or sabotage that prevent key service delivery functions being undertaken.

It is assumed that the District Council of Kimba policy as it applies to records management, file management, computer security in general and virus protection in particular, is being applied in all offices. Similarly, it also assumes that fire prevention, physical security and health and safety at work standards are also being applied.

It assumes that inventories of hard/software, other business systems and major items of equipment are maintained by each area.

This plan is designed to be used by all staff involved in the recovery process, and in particular the BCMT and the Recovery Teams from the various departments. The plan outlines the recovery process in detail and is generic to the Councils Office and Depot.

SECTION 1 – OBJECTIVES

The objective of this plan is to ensure that the critical functions located at the Council Office and Depot are reinstated as soon as possible, ensuring an unbroken level of front line services, whilst full restoration is planned for and implemented. Primary objectives are to:

- undertake risk management assessment
- define and prioritise critical business functions
- detail immediate response to a critical incident
- · detail strategies and actions to be taken to enable ongoing business functionality
- review and update this plan on a regular basis.

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SECTION 2 – RISK MANAGEMENT

RISK MANAGEMENT PLANNING

RISK MANAGEMENT PLAN

Prepared by: Debra Larwood, Michael Inglis, Lyndon Keane

Date: April 2018

Key: E = Extreme / H = High / M = Medium / L = Low

Risk Description:	Likelihood	lmpact	Priority	Preventative Action	Contingency Plans
Embezzlement / Fraud	7	M	7	Accounting Regulations - Internal Control Policy & Procedures, Audit Control, Employees Code of Conduct Control Track Internal Controls software system utilised Ensure adequate insurance cover in place including business interruption	Immediate access to suitable funding to ensure continuation of services to ensure continuity of service
Damage to property/ buildings	7	M	7	Insurances paid up and maintained. Ensure adequate cover is in place Buildings audited, inspected and maintained routinely	Immediate access to other buildings whilst waiting for insurance payments as above
Fire / Arson	7	Н	N	Insurances paid up and maintained. Ensure adequate cover is in place Buildings / Plant audited, inspected and maintained routinely Firefighting equipment in place and inspected routinely Staff members are trained on a regular basis in the use of firefighting equipment.	Immediate access to other buildings / resources whilst waiting for insurance payments as above

	F				
Risk Description:	Likelihoo	Impact	Priority	Preventative Action	Contingency Plans
				Fire prevention and detection systems in place and inspected routinely	
Works Plant / Equipment Failure	7	7	7	Maintenance Contracts in place Plant audited, inspected and maintained routinely Mechanic / Workshop on site	Rapid access to mechanic / workshop replacement equipment Rapid access to electricians / IT services Rapid access to Contractual Services
Loss of Information / IT Services	7	7	7	Back up/Storage Procedures External back up is undertaken daily	External back up is available from eyeTsystems
Flash Flooding	7	7	7	Insurances paid up and maintained. Ensure adequate cover is in place	Immediate access to other buildings / resources whilst waiting for insurance payments
Major Bushfire	7	H	Z	Bushfire prevention procedures, inc firebreaks Section 105 compliance and enforcement notices	Immediate access to current emergency management plans / procedures Immediate access to other buildings / resources
Loss of power and utilities	N	Z	∑	Maintenance Contracts in place Invoices paid promptly Excavation & Trenching procedures (Dial before you Dig)	Generator available for office & Medical Centre Generator and battery powered lanterns available for aerodrome UPS in-situ for terminal server to minimise data loss
Lack of emergency management skills	7	7	7	Participation in Training & Exercises by all staff (fire extinguisher training & evacuation exercises. All staff undertake Senior First Aid Training on a regular basis) Emergency Warden training undertaken and current by one depot staff and one office staff member	Rapid access to First Aid personnel and appropriately trained emergency wardens Assistance available from external sources
Lack of emergency management	7	7	7	Emergency management plans / procedures in place	Immediate access to current emergency

Risk Description:	Likelihood	lmpact	Priority	Preventative Action	Contingency Plans
procedures				Staff informed of and trained in emergency management plan	management plans / procedures

INSURANCE

Insurance type	Policy coverage	Policy exclusions	Insurance company and contact	Last review date	Payments due
Business Interruption	 Additional increase in cost of working as a result of an interruption to the business 	Nii	Local Government Risk Services – Greg Naulty 0401 145 381	Risk July 2018	On a yearly basis
Assets	 Majority of existing assets pertaining to this plan are covered for replacement/repairs costs. 	Nil	Local Government Risk Services – Greg Naulty 0401 145 381	Risk July 2018	On a yearly basis

DATA SECURITY AND BACKUP STRATEGY

Data for backup	Frequency of backup	Backup media/ service	Person responsible	Backup/Security procedures
Corporate Data Server	Every 5 to 15 minutes	Onsite Backups every 15 minutes Replication of virtual machines to offsite location every 5 to 15 minutes	L Keane Note: council will be engaging a new IT provider	 all backups occur automatically and are monitored by eyeT Systems for effectiveness Anti-Virus where applicable (offset largely by Application White listing) Industry-standard firewall software to deny unsolicited internet traffic Data secured by passwords with a policy enforcing strong and sensible passwords Adoption of 7 core principles demonstrated to defeat 85% of attacks Keeping up to date with security trends and events
LG Systems Data	Backed up every night	On a local basis within the office environment which then forms part of the Corporate Data Server Backup	LG Systems Inc	 Backup occurs nightly following the conclusion of the day. This backup is saved on the Corporate Data Server The Corporate Data Server up in the process outline above

SECTION 3 - BUSINESS IMPACT

BUSINESS IMPACT ANALYSIS

Critical Business	Description	Priority	Impact of loss	Restoration of
Activity			(describe losses in terms of financial, staffing,	Services Time
District Council of Kimba Primary Business organisations ability to provide this service:	a Primary Business is Customer S provide this service:	ervice deliv	District Council of Kimba Primary Business is Customer Service delivery, with loss of the following having a major impact on the organisations ability to provide this service:	r impact on the
Provision of IT Environment	Multiple services reliant on IT environment and provision of power	7	Inability to: maintain all core business duties meet business overheads meet payroll requirements	One Week
Provision of Service Premises	Service premises required to house equipment and staff and undertake core business – customer service.	N	Inability to: maintain all core business duties maintain Centrelink services	One Week
Provision of Services (including plant & equipment)	Multiple services reliant on Plant, Equipment and Labour Services	Н	Inability to: • maintain all core business duties	One Week

SECTION 4 – INCIDENT RESPONSE

INCIDENT RESPONSE PLAN

In the event of a major incident resulting in the loss of all or some of the critical functions, the Business Continuity Management Team (BCMT) will assemble, accompanied by departmental representatives as appropriate, affected by the incident. The BCMT will remain in operation for the duration of the emergency situation. The BCMT will have full authority to declare a disaster situation, and have the authority to decide which elements of the recovery plan should be invoked. The BCMT will be responsible for the overall management, co-ordination, control, and monitoring of the disaster situation and for the disaster recovery actions outlined within the Business Continuity Plan.

PLAN ACTIVATION

Out of hours the plan will be activated by the BCMT leader on receipt of information of the incident requiring action.

During office hours normal emergency procedures will be followed and the immediate situation managed by the Manager of the area affected. He/she will then contact the Business Continuity Management Team leader.

If not already on site the BCMT leader contacted will make his/her way to the scene in order to make an initial evaluation of the extent of the emergency. The other members of the BCMT will be placed on standby at this stage. Depending on the level of emergency, the BCMT leader will either take no further action or will initiate full activation.

All BCMT members will alert and deploy the supporting members of their respective functional groups in accordance with this plan.

BUSINESS CONTINUITY MANAGEMENT TEAM

ROLE	DESIGNATED EMPLOYE	E & CONTACT NO
Chief Executive Officer (Team Leader)	Debra Larwood	0427 102 535
Manager Corporate Services		
Works Manager	Michael Inglis	0428 515 002

BCMT OBJECTIVES

- 1. Evaluating the extent of the damage and the potential consequences.
- 2. Implementing measures to prevent loss or damage to life, property and resources and making the site secure and safe.
- 3. Authorising recovery procedures in order to provide an operational service to staff and clients.
- 4. Disseminating information to the public through the news media.
- 5. Ordering and acquiring replacement equipment where so authorised.
- 6. Keeping control of expenditure arising out of recovery operations.
- 7. Organising the return to normality once the emergency period has passed.

IMMEDIATE RESPONSE CHECKLIST

INCIDENT RESPONSE	√	ACTIONS TAKEN	Тіме	INITIALS
Immediate action:				
assess the severity of the incident	u			
evacuated the site & account for everyone if necessary				
identify any injuries to persons				
contact Emergency Services				
implement your Business Continuity Plan?				
 Activate Business Continuity Plan Team 				
 gain more information as a priority 				
brief team members on incident				
 allocate specific roles and responsibilities 				
identify any damage				
 identify critical activities that have been disrupted 				
 keep key stakeholders/staff informed 				
 comply with any regulatory/compliance requirements (contact SafeWork SA if applicable) 				
initiate communication response				
 make assessment of damage done and site security 				
 advised Local Government Risk Services? 				
 make a preliminary (verbal) report to stake holders 				

ROLES AND RESPONSIBILITIES

Role	DESIGNATED EMPLOYEES	6
Chief Executive Officer (Team Leader)	Debra Larwood	0427 102 535

Emergency Responsibilities: In the event of the absence of the CEO all duties will be undertaken by the Manager Corporate Services or alternatively the Works Manager. Actions are to be undertaken in consultation with Local Government Risk Services Representative.

Duties may be delegated and assistance obtained from other personnel when required.

Immediate Action:

Depending on the information received, the (Business Continuity Management Team Leader) will arrange for the following actions to be taken:

- Place other members of the team on standby and/or instruct them to move to the site;
- Move to the impacted site, make an assessment, utilising other key stakeholders if required;
- Open Immediate Response Checklist;
- Advise Local Government Risk Services;
- Make a preliminary (verbal) report to senior management and council

The Team Leader will then call for an initial meeting of the BCMT with the following objectives:

- To define the problem, the extent of disruption, its consequences and the probable implications for the foreseeable future.
- To select a specified location as an operations centre.
- To agree each team member's objectives for the following three hours.
- To set up a second meeting for three hours later with Senior Management and council

The Team Leader will then make a second, more detailed report to senior management on actions being taken, future intentions and help required.

Next Three Hours:

Establish the operations centre either on or off site

Use the centre as the main point of contact for the emergency services, public utilities, senior management, staff, clients and Insurance Officer.

After consultation with the BCMT Team, assess the effect of the incident on critical business functions and start planning the order of their reinstatement in accordance with pre-planned priorities.

Issue announcements to staff, clients and the media.

The Team Leader may (if applicable) chair a second meeting of the BCMT team after three hours with the following objectives:

- to receive initial reports;
- to agree objectives for the next 24 hours;
- to establish staff rotas;
- to set up a third meeting for 24 hours later.

Consideration to be given to the following in the next 24hrs:

EITHER plan the re-allocation of office space on site in accordance with area priorities identified in Part 2 of the plan OR plan to move to an alternative site. Consider the following points:

- the removal of vital documents from the disaster site and
- subsequent storage;
- the removal of re-usable equipment from the disaster site and
- subsequent storage;
- space requirement for critical business functions;
- welfare arrangements for staff.
- liaise with staff to make an initial assessment with replenishing damaged office furniture, fittings, equipment & supplies.
- Hold a third meeting after 24 hours to finalise plans and/or monitor progress.

Keep staff, clients and communications/ news media regularly updated.

Next Month:

Maintain liaison with the Insurance Officer.

Monitor the programme for the delivery of supplies to the disaster/alternative site.

Co-ordinate interim and/or final report drafting.

Monitor overall progress on a regular basis.

Monitor the reinstatement of functions in order of priority and the consequent effects on service delivery.

Role	DESIGNATED EMPLOYEES
Manager Corporate Services	

Emergency Responsibilities: In the event of the absence of the Manager Corporate Services, all duties will be undertaken by the CEO or alternatively the WHS Senior Administration Officer.

Actions are to be undertaken in consultation with Local Government Risk Services Representative.

Duties may be delegated and assistance obtained from other personnel when required.

Immediate Action:

Assist Chief Executive Officer (Team Leader) as requested and required.

Next Three Hours:

Assess the impact on the telephone network and make contact with appropriate staff and agencies required to reinstate networks.

Contact IT Operational Contractor and alert them to possible action.

Take over the Immediate Response Checklist from the Team Leader.

Liaise with area IT Contractor to assess the impact on IT hard/software, peripherals and network installations:

decide what is rein-statable using in-house resources;

- which equipment will require external services for reinstatement;
- plan and implement the initial in-house deployment of supporting staff;
- alert staff and suppliers of the increasing demands to be made on them.

Start and maintain a record of financial expenditure and collate information as may be required by the Insurance Officer. General Ledger Account No. 10 2035 "Emergency Costing" has been set up for costs incurred in the event of an emergency.

Next 24 Hours:

Continue to maintain Immediate Response Checklist.

Finalise telecommunications services to the required site(s).

Start and maintain a record of financial expenditure and collate information as may be required by the Insurance Officer. General Ledger Account No. 10 2035 "Emergency Costing" has been set up for costs incurred in the event of an emergency.

Next Month:

Continue internal and external announcements as necessary and the record of events.

Continue to keep financial records.

Ensure that the telecommunications network is tested and operates. Continue to provide support/re-configuration to departments when required.

Monitor the programme for the installation and back-up of IT networks, hard/software and peripherals in the agreed order of priority.

Staff Welfare Issues – Look at psychological issues and welfare of staff and implement necessary actions i.e. counselling through Whyalla Counselling Services.

ROLE	DESIGNATED EMPL	DESIGNATED EMPLOYEES		
Works Manager	Michael Inglis	0428 515 002		

Emergency Responsibilities: In the absence of the Works Manager all duties will be undertaken by the Senior Workshop Mechanic or the next officer in line (Road or Town Supervisor).

Actions are to be undertaken in consultation with Local Government Risk Services Representative.

Duties may be delegated and assistance obtained from other personnel when required.

Immediate Action:

Assist Chief Executive Officer (Team Leader) as requested and required.

Next Three Hours:

Liaise with Emergency Services and make arrangements to make the site secure Undertake a site inspection with key staff to assess. Main points:

- Who can use the site immediately
- Who can use the site after cosmetic attention
- When can staff re-occupy the site

 Decide outline strategy for re-occupation of and/or re-deployment to an alternative site.

Next 24 Hours:

Liaise with areas and make an initial assessment about the replenishment of damaged furniture, fittings, equipment and supplies. Alert staff and suppliers of the likely demands on them.

Check on measures being taken for disaster site safety and security

Implement salvage plan and arrange temporary storage as necessary.

Work with key stakeholders to reinstate critical business functions in priority order whether on-site or at alternative premises. Brief staff accordingly.

Agree essential installation schedules of council services with suppliers at either the disaster site or alternative site.

Next Month:

Monitor the installation/repair of essential services to the disaster site/alternative site (electricity, heating, lighting, water, air conditioning, fire detection, alarm systems, access, control systems, telephones).

Continue removal and re-deployment of salvaged items from the disaster site.

Monitor measures being taken for disaster site safety and security.

Staff Welfare Issues – Look at psychological issues and welfare of staff and implement necessary actions i.e. counselling through Whyalla Counselling Services.

ROLE	DESIGNATED EMPLOYEES		
Various All Other Staff			
All staff may be required to assist Senior Management and the Emergency Services in an			

All staff may be required to assist Senior Management and the Emergency Services in an emergency situation.

Duties will be designated as required and dependent upon the circumstances.

EVACUATION PROCEDURES

Evacuation Diagrams are located strategically at both the Office and Depot Buildings. Evacuation Plans and Procedures are in place, with testing of these systems undertaken routinely.

EMERGENCY KIT

In the event there is damage to the building or if it must be evacuated and operations need to be moved to an alternative location, the emergency kit is readily available to be picked-up and quickly and easily carried off-site by the relevant workplace warden. It is the wardens responsibility to ensure the Emergency Kit is checked on a regular basis and kept in good working order.

Items included in the kit are:

Documents:

- Business Continuity Plan Councils plan to recover organisation in the event of a critical incident.
- Emergency Management Plan including evacuation plan.
- Evacuation Diagram including location of electricity & water shut off points.

Equipment:

- · Torch and spare batteries.
- General stationery (pens, paper, etc).
- Warden & First Aid officer caps
- First Aid kit

STAFF CONTACT DETAILS

NAME	CONTACT NO	
ADMINISTRATION STAFF		
Deb Larwood	0427 102 535	
Deb Kemp	0427 278 071	
Shylie Harris	0429 431 864	
Keely Westhoff	0458 931 664	
Kate Francis	0428 272 173	
Emily Maxwell	0447 752 601	
WORKS	STAFF	
Michael Inglis	0428 515 002	
Michael Kemp	0418 799 320	
Shane Harris	0488 971 242	
Tony Larwood	0458 638 797	
Peter Adler	0429 531 902	
Rodney Fiegert	0457 767 666	
Justin Phillips	0429 806 647	
Brenton O'Donohue	0419 277 241	
Shannon Matthews	0433 634 925	
Tyson Seal	0427 367 434	
Todd Brand	0417 727 594	

SECTION 5 – RECOVERY

RECOVERY PLAN

Critical Business Activities	Recovery Actions	Resource Requirements/ Outcomes	Recovery Time Objective	Responsibility	Completed
Provision of IT & Communications Environment	Contact service providers to reinstate systemsProcure new computer equipment	IT & Communications Equipment	One Week	Manager Corporate Services	
Provision of Service Premises	 Assess damage and relocate if required to suitable premises Acquire appropriate equipment / resources / furnishings to maintain core business Establish communications with staff, relevant stakeholders and general public 	StationaryFurnishingsEquipmentBuilding	One Week	CEO & Manager Corporate Services	,
Provision of Services (including plant & equipment)	 Assess which services and equipment are affected Investigate options for replacement / hire / contracting of services and equipment to maintain essential services Prioritise schedule for replacement of plant / equipment 	Plant and Equipment / Contractors	One Week	CEO & WM	

INCIDENT RECOVERY CHECKLIST

INCIDENT RECOVERY	1	ACTIONS	Тіме	INITIALS
Now that the crisis is over have you: refocused efforts towards recovery?				
 deactivated staff members and resources as necessary? 				
continued to gather information about the situation as if effects you?				
 assessed your current financial position? 				
reviewed cash requirements to restore operations?		~		
contacted your insurance broker/company?				
developed financial goals and timeframes for recovery?				
kept staff informed?				
kept key stakeholders informed?			10	
identified information requirements and sourced the information?				
 set priorities and recovery options? 				
updated the Recovery Plan?				
 captured lessons learnt from your individual, team and business recovery? 				

RECOVERY CONTACTS

Contact Type	Organisation Name	Contact	Phone/Mobile number
Insurance	LG Risk Services	Greg Naulty	0401 145 381
Telephone/internet services provider	RBE Internet Services	Rod Nankivell	08 8862 2134
Bank/building society	Bank SA Kimba	Kimba Branch	08 8627 2490
Computer Systems	Elastian	Chris Bennett	0402 573 665
Electricians	DC Electrical	Dylan Harradine	0428 784 933
Plumber			
Lawyer	Kelledy Jones	Michael Kelledy	0417 653 417
Electrical	SA Power Networks		131 366
Computer Software	LGS Systems		
Risk Coordinator	Local Government Risk Services	Paul Rogers	0427 185 604

EMERGENCY CONTACTS/SERVICES

Contact	Phone/Mobile number
SafeworkSA	11 00 00 00 00 00 00 00 00 00 00 00 00 0
Serious workplace injury & incident reporting	1300 365 255
Environmental Protection Authority	08 8204 2001
Environmental issues	
Kimba Hospital	08 8627 2400
Doctors Surgery	08 86272 664
Kimba Police Station	08 8627 2013
Ambulance	000
Police	000
Kimba CFS	000
Kimba SES	000

SECTION 6

Rehearse, Maintain and Review

It is critical that Council rehearses the plan to ensure that it remains relevant and useful. This will be done as part of a training exercise and is a key factor in the successful implementation of the plan during an emergency.

Training will be scheduled on an annual basis as part of the Training Plan for all staff including elected members.

The Business Continuity Plan is to be reviewed and updated on an annual basis to maintain accuracy and reflect any changes inside or outside the Council. Review dates, including the change of version number and document alterations will be included in the 'history' section of the Plan.

Consultation with Senior Management & staff will be undertaken & recorded for review&/or amended of the Business Continuity Plan.

Training schedule

Training Date	Training type	Comments
Completed 8/02/2017	Evacuation drill - Admin & Elected Members	All personnel evacuated and accounted for within acceptable timeframe.
SMT & LGRS review & consultation 11/04/2017	BCP Relevant Staff Training	To review the BCP & keep relevant staff informed & up to date on requirements relating to document.
Council meeting 14/06/2017	DC Kimba Council endorsement & awareness	To ensure DC Kimba Elected Members are aware of the BCP & understand responsibilities & requirements relating to the document
Completed 29/08/2017	Evacuation drill – outside staff	All personnel evacuated and accounted for within acceptable timeframe.
Completed 14/03/2018	Evacuation drill- Admin & Elected Members	All personnel evacuated & accounted for with acceptable timeframe. Hats not worn by warden, visitor attending Council meeting confused as to where to go.
SMT & LGRS review & consultation Completed 4/07/2018	BCP Desktop Exercise – Paul Kerrish	The desktop exercise allowed for areas of improvement to be identified as well as providing key players with practical understanding of how the BCP is implemented.
Completed 21/06/2018	Evacuation drill - Depot	All personnel evacuated and accounted for within acceptable timeframe.
June 2019	DC Kimba Council endorsement & awareness	To ensure DC Kimba Elected Members are aware of the BCP & understand responsibilities & requirements relating to the document.

Review schedule

Review date	Reason for review	Changes made
As required	New personnel in new roles	Plan updated to reflect changes to roles and responsibilities
Annual	To maintain currency and compliance with relevant requirements	As identified and required
March 2016	BCP Senior Management/WHS Committee Consultation	To ensure Senior Management are aware of and understand responsibilities and requirements of BCP.
April 2017	BCP Senior Management/Health & Safety Committee/Council	Minor changes due to job roles, update of recovery contacts, training schedule update.
September 2018	BCP Senior Management/Health & Safety Committee/Council	Minor changes due to job roles, update of recovery contacts, training schedule update. Inclusion of Centrelink services
July 2019	BCP Desktop Scenario Exercise	Changes made to reflect appropriate job roles for BCMT as per outcomes form Desktop Scenario