

# Tablelands Regional Council



## Business Continuity Management Framework V3 May 2023

**LIVE**





# Contents

<b>1.</b>	<b>ADMINISTRATION.....</b>	<b>1</b>
1.1	Document Owner & Control.....	1
1.2	Version Control & Record of Amendments.....	1
1.3	Other Relevant Documents .....	1
1.4	Useful Definitions.....	2
1.5	Endorsement .....	2
<b>2.</b>	<b>BUSINESS CONTINUITY MANAGEMENT FRAMEWORK OVERVIEW ....</b>	<b>3</b>
2.1	Introduction .....	3
2.2	Scope.....	3
2.3	Aim & Objectives .....	3
2.4	Disaster Management v Business Continuity Management.....	4
<b>3.</b>	<b>Business Continuity Management Framework .....</b>	<b>5</b>
3.1	Introduction .....	5
3.2	BCM Policy & Programme Management.....	5
3.3	Business Impact Analysis.....	6
3.3.1	High Level Business Impact Analysis.....	6
3.3.2	Critical Business Function .....	6
3.3.3	Detailed Business Impact Analysis .....	6
3.4	BCM Design.....	6
3.4.1	Strategic Corporate Level.....	6
3.4.2	Operational Service Level .....	7
3.4.3	Local Disaster Management Plan (LDMP).....	7
3.5	BCM Implementation .....	8
3.5.1	Continuity Leadership Team .....	8
3.5.2	Staff Contact Plan.....	9
3.5.3	Tablelands Regional Council Business Continuity Plans.....	9
3.5.4	Fire and Emergency Evacuation Management Plans.....	10
3.5.5	Knowledge & Systems Disaster Recovery Plan.....	10
3.5.6	Pandemic Management Plan .....	10
3.5.7	Business Continuity Process.....	10
3.6	BCM Validation .....	11
3.6.1	Exercising .....	11
3.6.2	Maintenance and Review .....	12
3.7	Embedding Business Continuity Management.....	13
<b>4.</b>	<b>BCM Roles &amp; Responsibilities .....</b>	<b>14</b>
4.1	Council.....	<b>Error! Bookmark not defined.</b>
4.2	Mayor .....	14
4.3	Audit, Risk and Improvement Committee .....	14
4.4	Chief Executive Officer .....	14
4.5	Executive Leadership Team (ELT) .....	14
4.6	Continuity Leadership Team (CLT) .....	15
4.7	Service Level Managers / Business Continuity Plan Owners.....	15
4.8	Senior Advisor Emergency Management.....	15
4.9	Employees .....	16
<b>5.</b>	<b>Further Information.....</b>	<b>16</b>

# 1. ADMINISTRATION

## 1.1 Document Owner & Control

<b>Document Owner:</b>	Tablelands Regional Council
<b>Document Number:</b>	LIVE v3.0
<b>Document Category:</b>	Business Continuity Management Framework
<b>Document Location:</b>	Sharepoint/Business Continuity/Corporate Documents
<b>Issued By:</b>	Senior Advisor Emergency Management
<b>Last Edited:</b>	May 10 2023

## 1.2 Version Control & Record of Amendments

Date	Version	Amended By	Description of Changes
May 2018	Draft v 0.1	Senior Advisor Emergency Management	Initial draft
5th June 2018	Draft v 0.2	Senior Advisor Emergency Management	Changes following meetings on 30/5/18
2 July 2018	Draft v0.3	Senior Advisor Emergency Management	Changes following draft received by consultant (G Nisbet)
3 July 2018	Draft v0.4	Senior Advisor Emergency Management	Changes accepted from draft V0.3 and subsequent review
23 March 2020	LIVE v1.0	Live version for adoption by ELT	Review by Organisational Leadership Team
23 April 2020	LIVE v1.1	Final version adopted by Council	Inserted details of new TRC Mayor and date for document approval.
24 February 2022	LIVE v2	Senior Advisor Emergency Management	Inserted details of new TRC CEO, update to BIA information and minor organisational changes.
<b>TBC</b>	<b>Live v3</b>	<b>Senior Advisor Emergency Management</b>	Minor changes

## 1.3 Other Relevant Documents


Tablelands Local Disaster Management Plan	Corporate Business Continuity Plan v4 (May 2022)
ISO 31000:2018 Risk Management – Principles & Guidelines	Enterprise Risk Management Policy & Framework
ISO 22301 Series (plan, establish, implement, operate, monitor, review, maintain and continually improve a business continuity management system).	Corporate Risk Register

## 1.4 Useful Definitions & Acronyms

Business Impact Analysis (BIA)	The process of analysing activities and the effect that business disruption might have upon them. The BIA provides management with data upon which to base risk mitigation and continuity planning decisions.
Business Continuity	The capability of the organisation to plan for and respond to business disruptions in order to continue delivery of services at acceptable predefined levels following a disruptive incident.
Business Continuity Institute (BCI)	Global professional association responsible for improving organisational resilience through building business continuity capability and professional development of individuals.
Business Continuity Management (BCM)	A holistic management process that identifies potential threats to an organisation and the impacts to business operations those threats, if realised, might cause, and which provides a framework for building organisational resilience with the capability of an effective response that safeguards the interests of its key stakeholders, reputation, brand and value-creating activities.
Business Continuity Plan (BCP)	A documented collection of procedures and information that is developed, compiled, and maintained in readiness for use to enable Council to continue to deliver its critical services at an acceptable predefined level.
Business Disruption Event	A disaster, emergency or complex situation that threatens the strategic objectives, reputation or business critical functions of Council.
Continuity Leadership Team (CLT)	The strategic level team established by TRC to manage disruptive incidents. The CLT management structure will overlay all normal management structures during the response process.
Critical Function	Functions which if lost would have a Catastrophic or Major impact within 7 days on the operations of Council are considered Critical Functions.
Disaster Recovery Plan	Strategies and plans for recovering and restoring Council's information and communications infrastructure, applications technologies and capabilities after a business disruption event.
Executive Leadership Team (ELT)	The business as usual strategic leadership team of TRC..
Maximum Tolerable Outage (MTO)	The maximum period that Council can tolerate the loss of capability of a critical function, asset or IT application before the adverse impacts are deemed unacceptable.
Resilience	The ability of TRC to anticipate, absorb, respond to and possibly benefit from the impact of unexpected events and impacts.

## 1.5 Endorsement

The preparation of this Business Continuity Management Framework has been undertaken, to provide an effective business continuity response capability for the operations of Tablelands Regional Council (TRC).



The Business Continuity Management Framework was endorsed by the Executive Leadership Team on **May 19 2023 and adopted by TRC on May 25 2023.**

## 2. Overview

### 2.1 Introduction

The purpose of this framework is to enable the Business Continuity Management (BCM) risk to be managed in line with the [Enterprise Risk Management Policy](#) and to ensure that TRC can continue to deliver business critical functions and work towards achieving the goals set out in its [Corporate Plan \(2021-26\)](#).

The BCM framework seeks to ensure a coordinated approach is adopted in relation to all business continuity management activities and that effective governance arrangements are in place.

The framework acknowledges that TRC works in partnership with many organisations and contracts out some services. As overall responsibility for outsourced services remains with Council, our approach is to engage contractors that have robust business continuity arrangements in place, especially in relation to the delivery of key or critical activities and functions.

### 2.2 Scope

The BCM Framework applies across all services provided by TRC and delivered on behalf of TRC by third parties. It covers all TRC offices, depots, facilities and staff including volunteers and contractors working onsite. Plans sit at section (operational level) and feed into the corporate (strategic level) business continuity plan.


The framework has been designed to align with the content of the Business Continuity Institute's Good Practice Guidelines, the International Standard ISO 22301 series which provides a **framework to plan, establish, implement, operate, monitor, review, maintain and continually improve** business continuity management systems. It is expected to help organizations protect against, prepare for, respond to, and recover when disruptive incidents arise. The framework also aligns to ISO 31000:2018 Risk Management–Guidelines.

### 2.3 Aim & Objectives

The aim of this BCM Framework is to ensure that business disruptions are managed in a manner that avoids or reduces the impacts on service delivery and protects the reputation of TRC.

The objectives are to:

- Protect our employees, information and assets
- Identify critical services, functions and activities
- Ensure continuous provision of critical functions - this may be at a reduced capacity during a disruption or emergency
- Ensure availability of resources to continue to deliver critical functions
- Limit the impact to services, service users, partners and stakeholders
- Return to normal operations in a structured manner

- 
- Protect Council's strategic priorities and reputation
  - Build resilience into our day-to-day operations by continuously assessing risk and reducing the likelihood of risks occurring and taking action to minimise the potential impacts of disruption
  - Develop, implement, maintain and exercise business continuity plans at agreed levels and intervals
  - Review business continuity plans and procedures on a regular basis (minimum is annually).

## **2.4 Disaster Management v Business Continuity Management**

BCM primarily focuses on internal issues and provides the capacity for TRC to effectively react to disruptive incidents in order to ensure the continuity or recovery of critical functions and services.

The Local Disaster Management Plan covers the operational response to disasters and emergencies that tend to focus on events external to TRC. Whilst an internal business continuity incident may develop out of an externally focused disaster, the two disciplines should not be confused.

In a disaster affecting the community, the Tablelands Local Disaster Management Group (LDMG) coordinates the response to and recovery from an event. In a business continuity incident, the TRC Continuity Leadership Team (CLT) manages the incident.

### 3. Business Continuity Management (BCM) Framework



**The BCM Lifecycle**  
(Source: BCI Good Practice Guide 2018)

#### 3.1 Introduction

TRC’s Business Continuity Management Framework uses the BCM Lifecycle approach developed by the Business Continuity Institute (BCI) which aligns with the ISO 22301 series.

#### 3.2 Policy & Program Management

Policy and program management is at the start of the BCM Lifecycle. It defines the organisational framework relating to business continuity and how that framework will be implemented, controlled and validated through a BCM program.

The BCM Program operates at a strategic and operational level:

Strategic	Council wide decisions are made, and policy is determined
Operational	Recovery activities are undertaken

As far as possible, the program follows the cycle that all ISO Management Systems have in common, that of the Plan-Do-Check-Act model (PDCA) as outlined below:

PLAN	Establish business continuity framework, objectives, targets, controls, processes and procedures relevant to improving business continuity in order to deliver results that align with the organisation’s overall policies and objectives.
DO	Implement and operate the business continuity management program, controls, processes and procedures.



CHECK	Monitor and review performance against business continuity management objectives, report the results to management for review, and determine and authorise actions for remediation and improvement.
ACT	Maintain and improve business continuity by taking corrective action, based on the results of management review and reappraising the scope of the BCM Framework and objectives.

### 3.3 Business Impact Analysis

A Business Impact Analysis (BIA) for TRC services was updated in 2023. TRC conducts a formal review of its BIA findings each year. The BIA will need to be reviewed when significant changes occur to business functions, IT arrangements or operations.

The BIA process involves identifying the necessary recovery resources.

#### 3.3.1 High Level Business Impact Analysis

Using the TRC Enterprise Risk Management Framework and its impact consequence table, the Executive Leadership Team (ELT) consider all business functions and agree what impact the loss of each business function would have on operations. They agree on the length of time (in calendar days) before the identified impact becomes intolerable i.e. the point at which irreparable harm would come to TRC or the community. That length of time is called the Maximum Tolerable Outage (MTO) period.

#### 3.3.2 Critical Business Function

A critical business function is one which if unavailable would have a major or catastrophic impact on the operations of TRC or community in seven calendar days or less.

#### 3.3.3 Detailed Business Impact Analysis

For all critical business functions, a detailed BIA identifies the recovery resources required including:

- The number of staff usually involved in each business function and the minimum number of staff required to continue each function during a disruptive incident
- Suggested alternate work locations
- Work arounds that can be used to maintain critical elements
- Any critical records or contracts required
- The equipment required to operate such as machinery, plant, information management/telephony hardware and tools
- Information management systems and applications
- Internal and external dependencies
- Legal and contractual elements
- Any other resources required for the recovery of each critical function.

### 3.4 BCM Design

#### 3.4.1 Strategic Corporate Level

The Corporate Business Continuity Plan (BCP) contains information for the response to wide-ranging corporate disruptive incidents. The plan contains TRC's Critical Functions list. The Critical Functions list is approved by the ELT and Council and identifies those



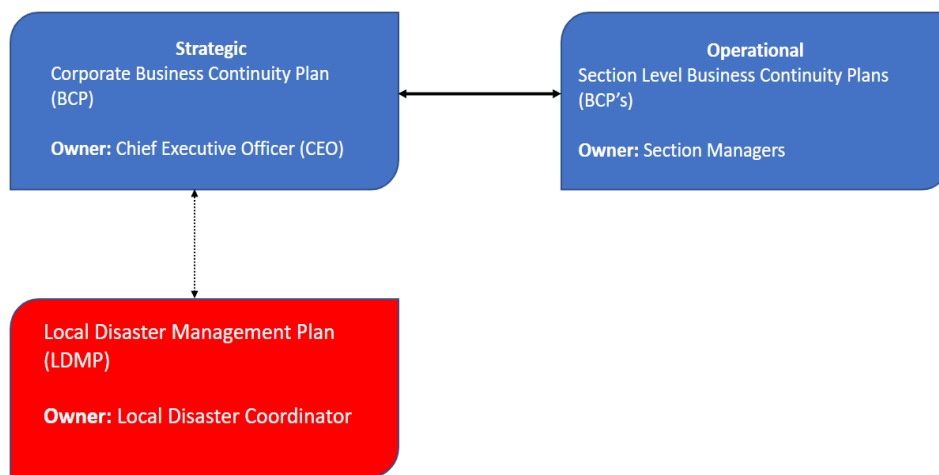
services and activities that must be maintained or recovered within the timescales listed within the operational or section level BCPs.

### 3.4.2 Operational Level

Operational BCPs are prepared at the section level of the organisation and contain the action plans, procedures and checklists relevant to each service. They are approved by the service manager in liaison with relevant coordinators, supervisors and staff.

### 3.4.3 Local Disaster Management Plan (LDMP)

The Local Disaster Management Plan contains information for the response to community disaster events. Disaster events are managed by the Tablelands Local Disaster Management Group (LDMG).



## 3.5 BCM Implementation

### 3.5.1 Business Continuity Stakeholders

The diagram below identifies a range of internal and external stakeholders involved in Business Continuity Management.



### 3.5.2 Continuity Leadership Team

Business continuity related incidents are managed by the Continuity Leadership Team (CLT). The CLT is made up of:

CLT Position	Organisation Position Title	Alternate Position Title
Chair	Chief Executive Officer	Any General Manager
CLT Support / Minute taker	Executive Assistant to the CEO	Executive Assistant to any General Manager

CLT Position	Organisation Position Title	Alternate Position Title
Infrastructure & Planning	GM Infrastructure & Planning	Manager Water & Waste
Community & Corporate Services	GM Community & Corporate Services	Manager Community Services
Facilities	Manager Strategic Assets	Senior Advisor Facilities
Communications	Coordinator Communications & Engagement	Strategic Communications Advisor
Human Resources	Manager People & Culture	Senior Advisor Human Resources
Knowledge & Systems	Manager Systems & Information	Supervisor ICT or Supervisor GIS
Emergency Services / LDMG Liaison	Senior Advisor Emergency Management	Manager Planning & Regulatory Services

### 3.5.3 Staff Contact Plan

Staff may be contacted to notify them of a business continuity incident or other important information, should it be required either inside or outside of usual business hours.

All managers and team leaders keep after-hours contact information for their team and ensure that each team member has their contact information.

In the event of a business continuity incident, the CLT will form a message and pass it on to team leaders to communicate to staff (and post as a news item on SharePoint). Alternatively, the Early Warning Network (EWN) system and Talking Point (staff newsletter) will be used to communicate with staff.

### 3.5.4 Business Continuity Plans

The Corporate BCP contains detailed information on:

- BCP activation requirements
- Critical business functions and relevant service level BCPs
- Supporting documents for the CLT.

The Corporate BCP is supported by section level Business Continuity Plans:

- Water & Waste
- Strategic Assets
- Roads & Projects
- Planning & Environment
- Finance
- People & Culture
- Community Services
- Systems & Information
- Legal & Governance
- Communication & Engagement

- Office of the CEO

### **3.5.5 Fire & Emergency Evacuation Management Plans**

Fire and Emergency Evacuation Management Plans contains the information for emergency evacuation and assembly for staff in the event of a building emergency.

The Building Emergency Management Plan documents building emergency alarm information and lists the names of emergency wardens and first aid officers. It contains maps of evacuation routes for safe exit from buildings and instructions on how to find the assembly area.

It has information on the location of firefighting equipment, communications procedures for wardens and other procedures and information as required by building code and workplace health and safety regulations.

### **3.5.6 Systems & Information Disaster Recovery Plan**

The Systems & Information Disaster Recovery Plan (DRP) (which is in the process of being developed) contains the information and procedures required to enable recovery from the loss of any servers, information management or communications infrastructure or applications. The plan provides the information and procedures necessary to:

- Ensure there is minimal disruption to TRC and customers
- Recover all possible data and information.

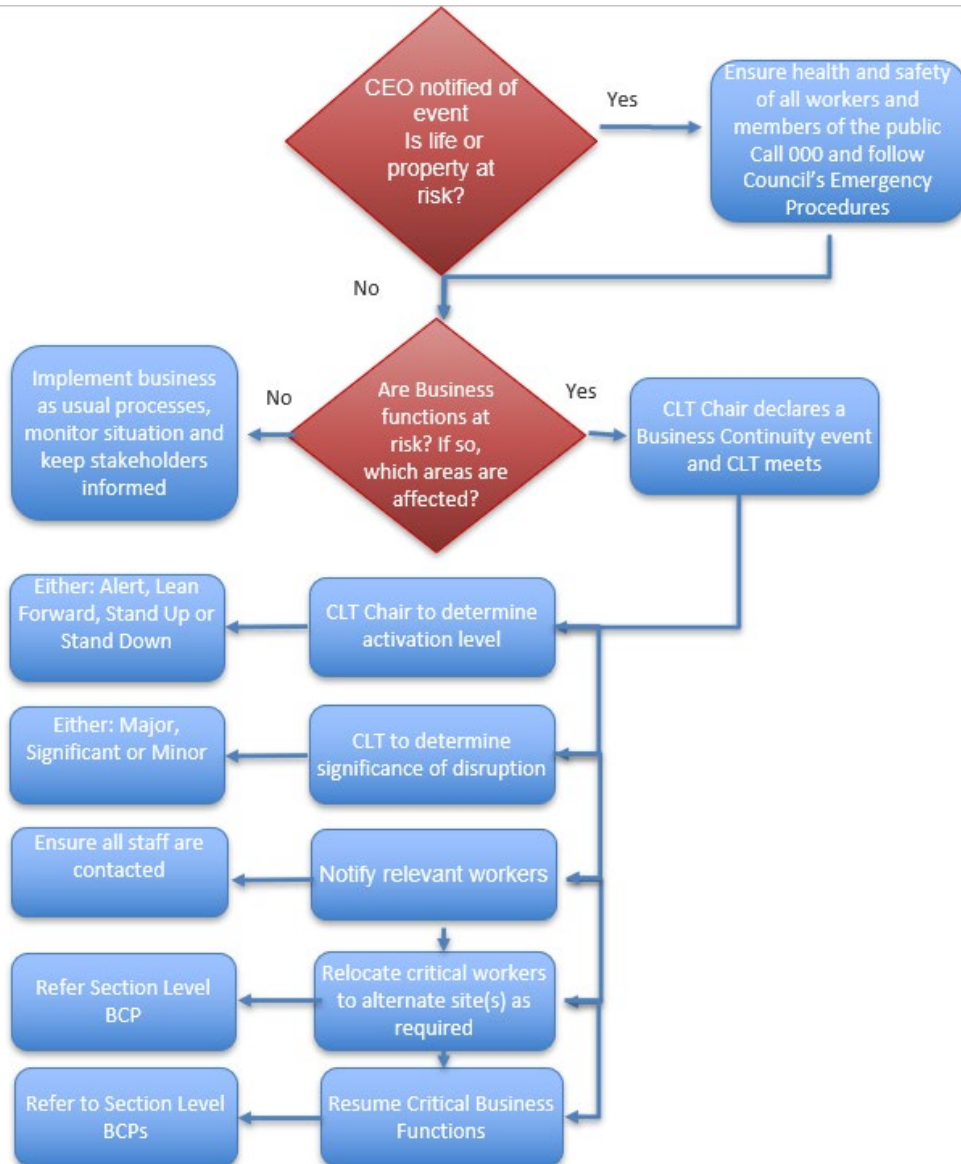
The DRP contains up to date checklists for workstation install, contact lists for software/hardware service providers and steps required for business resumption and the recovery of server hardware and software.

### **3.5.7 Pandemic Management Plan**

The Pandemic Management Plan contains information on the communication, infection control, work arrangements, leave, training and other human resource plans developed to maintain staff and customers safety in a pandemic. The Pandemic Management Plan is separate to the LDMG's plan for managing a pandemic event in the community.

### **3.5.8 Business Continuity Process**

Activation of the Corporate Business Continuity Plan and supporting strategies will be directed by the CLT, using the following process:



### 3.6 BCM Validation

Validation of the Business Continuity Management Framework is achieved by engaging in structured exercising, maintenance and review activities.

#### 3.6.1 Exercising

All plans within the BCM Framework are exercised regularly to ensure they are complete and up to date. Exercises should simulate conditions that would be applicable in an actual incident. The desired outcomes of the testing include:

- Inadequacies are identified and corrected
- Feasibility of the components are assessed and confirmed
- Resource requirements clarified
- Confidence in the ability to manage a disruption
- Documented proof of plan exercising for stakeholders.

The table below lists the required exercise types and frequencies.

Exercise	Exercise Responsibility	Frequency	Exercise Requirements
Business Continuity Management – response, recovery and resumption exercises	Continuity Leadership Team	Annually (minimum)	<ul style="list-style-type: none"> <li>• Uses a scenario to simulate a business continuity event so the CLT, managers and / or recovery staff can test and practise plans and responses.</li> <li>• Recovery teams and designated staff test working from alternate sites/remotely, test processing real work in each critical business function for part of a day, record issues identified e.g. transport, facilities, Information Management access, etc.</li> <li>• Could be a desktop discussion or a live exercise requiring real time responses.</li> <li>• Exercise debrief report to document learnings and actions identified.</li> </ul>
Building Emergency Evacuation	WHS Officer / Senior Advisor Emergency Management	Annually (minimum)	<ul style="list-style-type: none"> <li>• Emergency wardens practise roles.</li> <li>• Evacuate building and assemble at designated assembly area.</li> <li>• Exercise complies with building code and WHS requirements.</li> <li>• Understanding of procedures when re-entry is not possible.</li> </ul>
Staff Contact Plan	Leadership Team	Annually (minimum)	<ul style="list-style-type: none"> <li>• Involves calling or SMS to all staff after hours using the staff contact list or EWN.</li> <li>• Used to validate staff contact lists or EWN contacts including strategy for contacting staff.</li> <li>• Could be made part of business continuity relocation exercise.</li> </ul>
Systems & Information Disaster Recovery Plan	Systems & Information Manager	Annually (minimum)	<ul style="list-style-type: none"> <li>• Exercises all aspects of the disaster recovery plan and recovers all servers from back up.</li> <li>• Tests connectivity and functionality.</li> <li>• Exercise debrief report to document learnings and actions identified.</li> </ul>


### 3.6.2 Review

It is vital that owners review their plans in the light of real life incidents and exercises and through regular maintenance.

The BCM maintenance cycle is a continual process that is incorporated into the annual business cycle. It involves the regular review of information, plans and procedures.

Section managers must review and confirm contact details for key clients and staff at least quarterly, ensuring details are correctly recorded.

Each manager with a BCM responsibility must maintain a current copy of their BCP on their mobile phone or laptop that is accessible without access to the server. It is preferable that a hard copy is available. Every year or each time a substantive change occurs to the



business as usual processes of a critical business function, the function owner must review the BCP to ensure it is still accurate or make appropriate changes to the BCP. Any changes identified are to be notified to the Senior Advisor Emergency Management for inclusion in the Corporate BCP.

Annually the Senior Advisor Emergency Management will circulate the BIA and BCP to ELT and the Leadership Team to review.

Other factors can trigger the need for review of the BIA and BCP. These triggers can be internal to TRC or external. Examples of triggers include:

- Redefinition of business strategy or objectives
- Relocation of office premises
- Large scale change in staff numbers
- Changes to key suppliers
- Process redesigns
- Development of new business units, products or services
- Organisational restructure
- New or changed legislation
- Significant changes in key systems or networks
- A crisis or significant business disruption.

The Senior Advisor Emergency Management will conduct post incident reviews, following any incidents where business continuity plans have been required. Learnings are identified, and corrective actions listed along with who is responsible for implementation and a timeframe. Lessons identified, or revised arrangements are then incorporated into revised plans.

The Executive Leadership Team reviews and approves updated plans.

### **3.7 Embedding Business Continuity Management**

BCM is embedded in the business by ensuring all staff are aware of the BCM Framework, plans and of their role in the BCPs.

Staff receive business continuity management training by:

- Business continuity and disaster management awareness session conducted as part of induction
- Attendance at toolbox talks and staff presentations on business continuity
- Being involved in the annual business impact analysis review process
- Participating in business continuity management exercises.

The Senior Advisor Emergency Management offers individual business continuity training and support to staff that have business continuity responsibilities.





## 4. Roles & Responsibilities

It is important to ensure employees and all key stakeholders such as elected members, partners, suppliers, contractors and other third parties are engaged in the BCM process. This ensures support is obtained and interdependencies are identified and built into any planning arrangements.

The following list which is not exhaustive, details some of the fundamental roles in ensuring the ongoing success and support of the BCM program within TRC.

### 4.1 Elected Members

- Corporate Business Continuity Framework and Plan approval and sign off
- Acknowledge that responsibility for business continuity sits with the Chief Executive Officer, Executive Leadership Team and Continuity Leadership Team.

### 4.2 Mayor

- Oversee CEOs implementation of BCM Framework
- Support and participate in Strategic level Business Continuity Exercises where appropriate
- Provide guidance to the Continuity Leadership Team as required
- Communicate key information in relation to business continuity management to Councillors and the community as required.

### 4.3 Audit, Risk & Improvement Committee

- Undertake BCM audits and make recommendations for improvement as required
- Provide oversight for ensuring that TRC is compliant with BCM Framework.

### 4.4 Chief Executive Officer

- Corporate Business Continuity Framework and Plan approval and sign off
- Endorse and sponsors business continuity across all services
- Support and participate in Strategic level Business Continuity Exercises
- Chair and lead the Continuity Leadership Team
- Ensure BCM Framework is implemented and reviewed regularly
- Ensure the Mayor and Councillors are kept informed of TRC's response to the incident.

### 4.5 Executive Leadership Team (ELT)

- Owns the BCM Framework and Corporate BCP
- Ensure services are operating in line with the BCM Framework and strategic direction
- Support and participate in workshops, events, training or exercising as required by the BCM Program
- Ensure Business Continuity implementation tasks are carried out and resourced accordingly

- Ensure each critical business function within their services is covered by an approved and up to date Business Continuity Plan
- Approve business critical functions
- Support and participate in Strategic level Business Continuity Exercises
- Part of the Continuity Leadership Team
- Convene Operational Business Recovery Group if required
- Ensure the BCM Framework is implemented and reviewed regularly.

#### **4.6 Continuity Leadership Team (CLT)**

- Lead TRC's response to business continuity incidents
- Decide which business critical functions are to receive priority for recovery, depending on the circumstances of the incident
- Communicate with staff, elected members and other stakeholders during a business continuity incident.

#### **4.7 Leadership Team / BCP Owners**

- Support the BCM Program
- Develop business continuity arrangements for their section and ensure they are updated annually as a minimum
- Participate in business continuity training, workshops and exercising to enable the development and testing of plans and arrangements
- Share and receive best practice wherever possible in relation to business continuity
- Promote business continuity to staff
- Proactively work with contractors, suppliers and partners to promote business continuity
- Proactively look to mitigate risks of potential business exposures and vulnerabilities
- Practice and execute their roles as defined in section level BCPs.

#### **4.8 Senior Advisor Emergency Management**

- Coordinate Business Impact Analysis exercise/workshops to determine business critical functions
- Develop section level Business Continuity Plan template
- Provide guidance and advice to Leadership Team when reviewing section level Business Continuity Plans
- Coordinate business continuity activities to ensure that TRC meets BCM Framework requirements
- Formulate and implement a corporate Business Continuity Education and Awareness Program
- Validate Emergency Plans and Business Continuity Plans to ensure they are workable, robust and effective
- Proactively work with plan owners to further the BCM Program.
- Share and receive best practice at events locally, regionally and nationally
- Promote business continuity to local businesses, community organisations and other stakeholders.

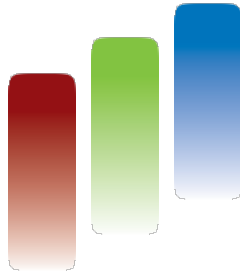


## 4.9 Employees

- Seek out and understand their roles in business continuity as defined by their section level BCP
- Participate in BCM workshops and training
- Support the work of BCP owners to ensure BCM arrangements are robust and resilient
- Practise and execute their roles as defined in section level BCPs
- Proactively work to mitigate risks of potential business exposures and vulnerabilities
- Appropriately escalate potential weaknesses in business continuity processes.
- Be prepared to accept temporary role reassignment to ensure business critical functions can be maintained.

## 5. Further Information

For further information or support in relation to business continuity contact the Senior Advisor Emergency Management.



*Live, discover and invest in a Tablelands community*



Tablelands Regional Council

45 Mabel Street, Atherton Qld 4883  
PO Box 573, Atherton Qld 4883

1300 362 242

[info@trc.qld.gov.au](mailto:info@trc.qld.gov.au)

[trc.qld.gov.au](http://trc.qld.gov.au)



#athertontablelands