



Shire of Dumbleyung

Business Continuity Management Procedures Manual

INTRODUCTION

This manual is designed to provide the information and tools required to ensure the Shire of Dumbleyung (the 'Shire') has a robust and effective Business Continuity Plan (BCP).

It has been developed to ensure a standardised, consistent approach to business continuity whilst providing a best practice methodology that fits within the Shire's overarching Risk Management Framework.

This document sets out the:

1. Management principles to be followed should any incident cause or threaten to cause serious impact to the operations of the Shire.
2. Ongoing procedural requirements to ensure the Shire's BCP remains current and effective.

The BCP provides a process that facilitates organised decision making in the event of a major incident that might otherwise be chaotic, to:

- Provide for the welfare of staff, visitors and contractors;
- Provide a flexible response to a variety of emergencies;
- Assist decision making in an uncertain and stressful environment; and
- Manage and minimise consequence of incidents to the Shire operations.

The BCP is the tactical response implement, developed and maintained as a result of this process.

Business continuity should be considered with every project within the Shire to mitigate the risks associated with a potential failure. Risk is two-fold:

1. The risk of a project not delivering stated benefits; and
2. The impact of a project upon existing business continuity arrangements. The change management process must incorporate an element of business continuity to ensure changes are replicated through to recovery arrangements and requirements.

Business continuity principles assume that all external hazard management agencies have and continue to respond as normal.

MANAGEMENT PRINCIPLES

The Shire defines a serious business continuity event as an incident that could result in:

- The inability to use or access the Admin Building or Depot for more than 3 days.
- The inability to access or use IT systems or applications for more than 3 days.
- Not having enough staff to perform critical activities for more than 3 days.
- A key supplier/contractor being unable to perform core services on behalf of the Shire for more than 3 days.

Business continuity events may result from single or multiple events; be accidental, intentional or an act of nature; occur suddenly or have an extended lead time.

It should be noted that an incident may affect the community as well as Shire operations. In these cases, the Shire's Local Emergency Management Arrangements will work in conjunction with the Shire's BCP.

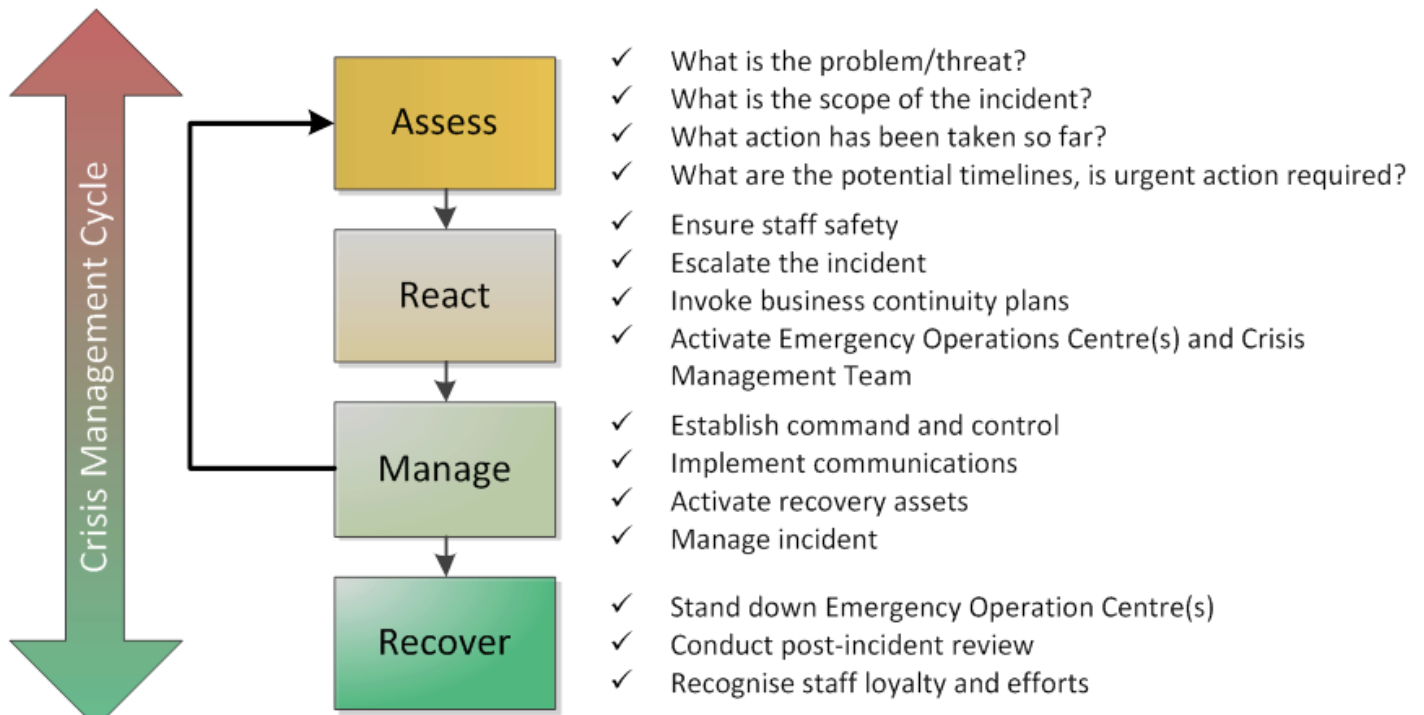
It is also important to note that management response is dictated by the impact the event has or may have on the Shire and not by the event itself. The Shire's BCP extends this principle to respond to the following impacts:

- Loss of (or access to) buildings or infrastructure;
- Loss of IT & communication systems, applications or networks (including data);
- Loss of key staff; and
- Loss of key suppliers.

Therefore, during and business continuity event the Shire will seek to:

- **Before all else**, establish the safety and wellbeing of staff, visitors, contractors and where applicable, the community;
- Provide assurance to the community that the Shire's core operations and services remain strong and viable;
- Provide regular, concise and meaningful communications internally and externally; and
- Work together as a team demonstrating the Shire's principles and values to swiftly return the impacted areas to normality.

Business continuity is a scalable cyclical process, of which there are four generic phases.



Flexibility is required at all times.

Within this cycle, it is appropriate to continually re-assess the situation and modify the response, which will result in a different set of reactions, and tasks to manage the incident, leading to the ultimate recovery of Shire operations.

PROCEDURAL REQUIREMENTS

Generic Requirements

The following provides a summarised list of generic requirements for the ongoing management of business continuity.

Outsourced Partners/Key Suppliers

Identify and assess the associated risks and be satisfied that these entities have robust processes and business continuity arrangement in place. Where these entities perform key services for the Shire, ensure that options are in place for the Shire to either resume (internally) or source alternative arrangements within appropriate times.

Budgetary Considerations

Fund and provide forecast budgeting for the continual improvement of business resiliency measures and testing of both operational and IT related events.

Risk Identification and Reporting

Regularly review the Shire's risk profiles to identify potential threats, determine the impact and likelihood of business continuity events. Once assessed, determine appropriate treatments and implement on a risk versus reward basis.

Off-Site Copies of Plan

Off-site copies of all plans must be appropriately and securely kept at relevant recovery sites where applicable as well as by a number of responsible staff who have designated responsibilities under the plan.

Human Resources

Develop processes to allow for trauma counselling for colleagues and their families.

Occupational Health & Safety

Developing and implementing emergency response plans and drills as required under legislation. This includes identifying and training wardens and first aid representatives.

Information Technology

Fund and provide forecast budgeting for all IT Infrastructure associated with potential recovery sites, in addition to any other IT Disaster Recovery or IT Connectivity testing as required. Ensure there is a direct understanding between Shire expectations for recovery (timeframes) and the capability of the IT Team or service provider.

Finance

Ensure the ability to make payments as requested by the Incident Management Team in the case of a business continuity event.

Communications

Manage all media during a business continuity event in addition to developing processes to provide internal and external communications in the case of an incident.

- President – The Shire’s official spokesperson in all non-operational issues in a crisis management situation and plays a key role in developing shire messages.
- Chief Executive Officer – The Shire’s official spokesperson on all operational issues in a crisis management situation. In the CEO’s absence the Executive acting as CEO must be able to take on the role of official spokesperson.

The Shire of committed to delivering accurate, timely and relevant information to the community, media, councillors, staff, the public and other stakeholders.

Policy and Program Management

Defining, reviewing and consistently improving business continuity arrangements and how I will be implemented, controlled and validated.

This document forms part of the overarching Risk Management Framework. The review the business continuity procedures are subject to the review frequency as set out in that framework. At a minimum it is expected that this frequency would be at least every 2 years.

The business continuity program (including procedures) are owned and managed by the Governance & Compliance Officer.

Embedding Business Continuity

The integration of Business Continuity into business as usual activities and organisational culture.

A consultative approach to the business continuity framework review will assist in raising awareness and embedding the appropriate culture. In addition, conducting regular validations involving those with an incident management responsibility will also contribute to increased awareness and an improved management response.

Analysis

The ongoing review and assessment of the shire’s objectives, functions and environmental constraints against operations.

A Business Impact Analysis (BIA), must be reviewed and endorsed every two years for all work areas as a minimum, alternatively following any material change including but not limited to:

- Structural (hierarchy).
- Operational Objectives.
- Project/change management.
- IT software or infrastructure.

The Shire is also required to consider and analyse any specific threats to Shire Operations and ensure that these are reflected in business continuity or threat specific planning.

The Shire-wide Profile section within the BCP effectively records the latest BIA information and will be utilised as such.

Design

Identification and enablement of appropriate strategies and processes to determine how best to recover from business disruption.

The Shire currently considers the following recovery strategy themes. This list is non-exhaustive and subject to constant review. In all cases resiliency options should be considered as a priority. The following are a reflection of current strategies only and may be used in part or consecutively as required.

Do Nothing (mothball the activity)

This strategy is to be employed for all activities that are not considered time critical. One of the main objectives of any Incident Management Team is to ensure the resumption of these activities (and managed backlog) as soon as practical. This approach is to allow initial efforts to focus on critical activities only.

Alternative Recovery Sites

Formal Recovery Sites are designed to ensure the swift resumption of critical business functions following an incident which has rendered the original operational site inaccessible or inoperable.

Whilst they provide the benefit of almost immediate recovery in the case of a building related incident, they are expensive and currently considered out of scope.

Non-formal recovery sites are those that are available for use, however may not have the required IT connectivity or other physical requirements (eg. Desks, tables) in place. Based on the overall Recovery Time Objectives (RTO) for the Shire, this is the preferred solution. Alternative sites include the CRC or nearby Shire Offices.

Other forms of Recovery Sites include “hot desk” arrangements at alternative operational sites. These are more cost effective and provide a dual resource to staff who need to work at other sites for varied reasons.

Sharing (making room)

This strategy has two main options:

1. Increasing the number of people per workstation. This should only be considered for short term disruptions as there are ‘social distancing’ issues to content with. IT requirements may also impact the effectiveness of this type of strategy.
2. Creating shifts over a greater period of the day. This is where workstations or work areas are used over 16 – 24 hours, rather than the standard 8. Human Resource involvement is a necessity for this strategy as there are a number of people management issues to content with.

Teleworking (working from home)

A simple and quick strategy which allows the ‘almost’ immediate resumption of activities. It is only effective for those staff that are PC work based and it relies on them:

- Having their own PC;
- Taking Laptops home (prior to incident); and
- Having available connectivity (at home and work infrastructure capacity).

There are also Occupational Safety & Health considerations that need to be managed.

Implementation

Maintaining the Business Continuity Plan around current strategies and processes.

The Shire must be covered by an effective, up to date and fit-for-purpose BCP.

The BCP is driven, managed and reviewed by the Governance and Compliance Officer. Adequate time and resources must be allocated to achieve a functional and valuable BCP. Filling in the blanks is one thing, but it

is the input and understanding of the business continuity data and localised strategies that determines how effective the BCP can be.

The BCP must be reviewed annually at a minimum.

The BCP must also be reviewed whenever structural, technological or procedural considerations indicate.

Once reviewed and approved copies must be distributed accordingly.

Validation

Validating, through exercise and formal review that this program meets the key objectives.

An effective fit-for-purpose BCP cannot be considered reliable until it has been exercised and proven as workable, especially since false confidence may be placed in its reliability. Consequently, exercising the BCP assumes considerable importance in establishing the capability of the Shire to effectively recovery from a business continuity event in a timely fashion.

Exercising the BCP is an ongoing requirement that provides a mechanism to validate and ensure that it remains up to date. Exercises do not create pass/fail situations; rather they are designed to expose the areas in the BCP which need to be revisited.

The major components of the BCP should be tested at least annually and revised upon the results of each test.

Desktop scenario exercises provide a mechanism to validate the BCP, identify any improvements that can be made and provide training to the colleagues who would be involved with the enactment of the BCP in an actual crisis. Among other things, desktop scenario exercises are designed to identify any potential roadblocks and their solutions, so that when the BCP is executed in a real life situation it will work without fail.

The objectives of the exercise are to:

- Ensure staff are aware of their roles and responsibilities;
- Act out critical steps to recognise difficulties in the plan;
- Demonstrate decision making abilities and knowledge of response operations; and
- Highlight areas of improvement.



Shire of Dumbleyung

Business Continuity Plan

Important

This document is a collection of information developed and maintained in readiness for use during an incident, particularly if the incident results in a major disruption to business-as-usual activities.

The term 'Incident' can also be used to indicate a 'Disruption', 'Crisis', 'Disaster' or 'Emergency'.

This plan's main purpose is to offer guidance in restoring the Shire to an acceptable level of operation and ensure continuity of time-critical business activities following disruption.

Plan Activation Decision

Could the incident result in:	
The inability to use or access the Admin Building or Depot for more than 3 days?	
The inability to access or use IT systems or applications for more than 3 days?	
Not having enough staff to perform critical activities for more than 3 days?	
A key supplier/contractor being unable to perform core services on behalf of the Shire for more than 3 days?	
If YES to any of the above, this plan is to be activated.	

During a disruptive incident, the Shire will seek to:

1. **Before all else, establish the safety and wellbeing of staff, visitors and the community.**
2. Restore time-critical business activities to acceptable levels within recovery time objectives.
3. Provide assurance to the community that the Shire's operations and services to the residents remain strong and viable.
4. Provide regular, concise and meaningful communications internally and externally.
5. Work together as a team demonstrating the Shire's principles and values to swiftly return operations to the normality.

The Incident Management Team's main responsibilities include:

- Minimise the impact on the Shire's operations and public image.
- Strategically manage the incident through strong organisational leadership.
- Ensure that the recovery efforts have the necessary resources and support.
- Set critical milestones and time frames for recovery.
- Ensure that employees are fit for the role they are being asked to perform.
- Delegate responsibility for managing community donations and volunteer assistance.

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Document Control

Version	Date Revised	Revised By	Changes Made
1.0	March 2019	GCO/CEO	Initial Draft for consideration

Copies of this plan are located:

- Administration Centre
- CRC / Library
- Depot
- CEO's Office

Introduction

The purpose of developing a BCP is to ensure the continuation of the business during and following any critical incident that results in disruption to normal operational capability. Business Continuity Management (BCM) is critical to responsible management practice and an important element in the Shire's integrated approach to risk management.

Business Continuity Management deals specifically with business disruption risks.

The Shire of Dumbleyung recognises that some events may exceed the capacity of routine management methods and structure. This plan aims to provide a mechanism for the development of contingent capacity and plans that will enable management to focus on maintain and resuming the Shire's most critical functions; whilst working in a planned way toward eventual restoration of operations and ensuring unaffected operations are able to continue.

Plan Activation Checklists

1. Emergency Response

Considerations	Who	When
Respond to audible and telecommunication alarms	Onsite Staff	Date/Time
Evacuate Building if required to do so	Wardens	Date/Time
Account for and verify staff support & wellbeing and safety	Wardens	Date/Time
Contact all of off site staff (including neighbours/tenants if applicable). Advise them of the situation and what you want them to do	Officers	
Secure impacted sites where safe to do so	Wardens	Date/Time
Receive information from relevant sources (Internal, DFES, Police, Witnesses)	Chief Warden	Date/Time
Contain the problem where safe to do so / or relevant	Officers	Date/Time
Take appropriate safety precautions (e.g. turn off gas, water and electricity).	Officers	Date/Time
Are there any witnesses or photographic evidence	Officers	Date/Time

2. Incident Management Team

Name	Position	Contact	Informed	When
Matthew Gilfellow	Chief Executive Officer	0429 634 012	Yes	Date/Time
Calvin Shotter	Manager of Works & Services	0427 634 012	Yes	Date/Time
Zoey Eyre	Governance & Compliance Officer/Creditors Officer	0427 634 115	Yes	Date/Time
Mary-Ann Davidson	Payroll/Rates Officer	0437 641 005	Yes	Date/Time
Emily Edwards	Corporate Coordinator	0488 683 541	Yes	Date/Time
Jacki Ball	Shire President	0407 473 195	Yes	Date/Time

***It is essential that the Incident Management Team be informed of the crisis as quickly as possible.**

3. Incident Control

Action	Who	When
<p>Convene the Crisis Management Team to review the situation; consider requesting additional incident team support at this first meeting (refer Incident Management Support table above)</p> <p>Convene at a venue in the following order:</p> <p>1) Outside CEO's office</p> <p>2) Another office in the Admin Building (to be determined)</p> <p>3) CRC</p>	Incident Controller	Date/Time
Respond to audible and telecommunication alarms	Onsite Staff	Date/Time
Evacuate Building if required to do so	Wardens	Date/Time
Account for and verify staff support & wellbeing and safety	Wardens	Date/Time
Contact all of off site staff (including neighbours/tenants if applicable). Advise them of the situation and what you want them to do	Officers	
Secure impacted sites where safe to do so	Wardens	Date/Time
Receive information from relevant sources (Internal, DFES, Police, Witnesses)	Chief Warden	Date/Time
Contain the problem where safe to do so / or relevant	Officers	Date/Time
Take appropriate safety precautions (e.g. turn off gas, water and electricity).	Officers	Date/Time
Are there any witnesses or photographic evidence	Officers	Date/Time
Agree future location for convening the Crisis Management Team (Crisis Control Centre)	Delegated to:	Date/Time
Arrange access and teleconferencing facilities at Crisis Control Centre location	Delegated to:	Date/Time
Identify members of the support team or contractors with expertise relevant to the incident	Delegated to:	Date/Time
Secure involvement of admin staff.	Delegated to:	Date/Time
Depending on nature of incident, agree reassignment of responsibilities, where appropriate.	Delegated to:	Date/Time
Contact all staff and advise attendance requirements and location.	Delegated to:	Date/Time
Notify Councillors of business interruption.	Delegated to:	

Additional Action/Notes Log	Who	When
	Delegated to:	Date/Time
	Delegated to:	Date/Time
	Delegated to:	Date/Time
	Delegated to:	Date/Time
	Delegated to:	Date/Time
	Delegated to:	Date/Time
	Delegated to:	Date/Time
	Delegated to:	Date/Time
	Delegated to:	Date/Time
	Delegated to:	Date/Time

Business Continuity Checklists

1. Assess

Purpose – Ensure common understanding of the Incident and the current status of welfare and other actions; preparation of communication and recovery objectives.

Task	Who	When
<p>*Delegate responsibility to record all decisions, actions and issues</p>		
<p>Which areas are impacted, or may become impacted? _____</p> <p>_____</p> <ul style="list-style-type: none"> • Loss of People, See: Scenario-Specific Checklist: Loss of People • Loss of (or access to) buildings / infrastructure / equipment, See: Scenario-Specific Checklist: Loss of (or access to) buildings / infrastructure / equipment • Loss of IT or Communications, See: Scenario-Specific Checklist: Loss of IT or Communications • Loss of Supplier, See: Scenario-Specific Checklist: Loss of Supplier • What is the geographic scope of the incident? • What action has been taken so far? • Is urgent action required? • What needs to be done next? • What is the potential timeline? <p>Delegate responsibility for communications (refer Appendix A – Communications Guidelines):</p> <p>Determine target times: _____</p>		

Task	Who	When
<p>The Crisis Management Team's main responsibilities include:</p> <ul style="list-style-type: none"> • Minimise the impact on the Shire's operations and public image (reputation). • Strategically manage the incident, through strong organisational leadership and communications. • Approve necessary expenditure and ratify major recovery decisions. (Request Shire President to authorise if required). • Ensure that the recovery efforts have the necessary resources and support. • Set critical milestones and time frames for recovery. • Ensure that employees are fit for the role they're being asked to perform. 		
<p>Determine employee's support & wellbeing requirements:</p> <ul style="list-style-type: none"> • Set up an employee information / contact line. • Delegate responsibility to monitor employee's and the Crisis Management Team's medical & stress factors. • Engage external employee assistance program (EAP). Refer Key Contacts • Consider employee's family responsibilities • If required, assist employees who are pregnant, recently undergone an operation, disabled or frail. • Set up a roster system and / or additional resources to manage workload • Contact family or next of kin with assistance from employee assistance program (EAP) or Police • Organise refreshments, catering and toilet facilities • Organise suitable transport arrangements for employees if required • Organise temporary accommodation if required. 		
<p>Ensure regular updates and allocate responsibilities for updates.</p> <p>Methods: Radio; Social Media; Bulletin board; Intranet; Internet; TV; Newspapers</p>		
<p>Current Deliverables:</p> <ul style="list-style-type: none"> ▪ Identify all <u>current</u> deliverables. Determine priority and effort. 	Who:	Priority

Current Deliverables:	Who:	Priority

Notes:

2. React

Purpose – Using the best available information, start initial actions to commence recovery.

Task	Who	When
Record all decisions, actions and issues.		
Monitor ongoing staff support & wellbeing requirements.		
If relevant, ensure external & emergency agencies are involved in management of problem.		
Consider and agree the following key actions: <ul style="list-style-type: none"> • What is considered to be the recovery objective(s) 		
<ul style="list-style-type: none"> • Instructions / targets for recovery. 		
Determine a meeting venue & call a <u>staff</u> meeting. Advise staff: <ul style="list-style-type: none"> ▪ Appraisal of the situation & the scope of the incident ▪ Inform them of the actions already decided upon ▪ Agree on reporting arrangements ▪ Remind them of the Media Policy ▪ Allocation of duties or who will be sent home <u>and why</u> ▪ Review of equipment & resource needs for continuity of services ▪ When the next communication can be expected and how it will be communicated Make sure they understand: Where they should go What they should do and how they should do it What they are allowed to say That they will get paid That their jobs are safe When they should come back to work.		
<ul style="list-style-type: none"> • Delegate authority for special responsibilities 		

Task	Who	When
<ul style="list-style-type: none"> Assign operational responsibilities 		
<ul style="list-style-type: none"> Assign salvage or restoration responsibilities 		
<ul style="list-style-type: none"> Approve expenditure 		
<ul style="list-style-type: none"> Delegate alternate actions for staff not affected by the incident 		
<ul style="list-style-type: none"> Advise how and when future communications will take place: Radio; Social Media; Bulletin board; Intranet; Internet; TV; Newspapers 		
<p>When:</p> <ul style="list-style-type: none"> Set the time, date & venue for the next meeting 		
<p>Create a Communication Plan for Councillors, Media, Regulators, other Stakeholders and Staff as required.</p> <p>(Refer Appendix A – Communications Guidelines)</p>		
Provide full brief to Senior Staff closest to situation.		
<ul style="list-style-type: none"> Other actions: 		

Notes:

Scenario-Specific Checklists

a) Loss of (or access to) buildings / infrastructure / equipment

Tasks	Who	When
<p>If building is affected and relocation is necessary; consider:</p> <p>Alternative Locations:</p> <ul style="list-style-type: none"> (1) CRC / Library (2) Stubbs Park (3) Nenke Park (4) Depot (5) Work from home (6) Other Local Governments (7) Schools (8) Town Halls <p>Storage Locations:</p> <ul style="list-style-type: none"> (1) Depot: storage of equipment and work from one of the above Alternative Locations (2) Dumbleyung Town Hall (3) Kukerin Town Hall 		
<ul style="list-style-type: none"> • Consider how workstations & communications for staff relocating to other sites will be established and allocated. 		
<ul style="list-style-type: none"> • Staff travel arrangements to other sites 		
<ul style="list-style-type: none"> • How workstations & communications for staff working from home will be organised. 		
<ul style="list-style-type: none"> • Other support areas to assist with relocation 		
<ul style="list-style-type: none"> • Familiarise staff with new arrangements and determine communication protocols 		
<p>Arrange security access controls for the affected building</p>		
<p>Arrange security access controls for the new building/s</p>		
<p>Manage any new OHS/Support & wellbeing issues that may arise either</p> <ul style="list-style-type: none"> 1. During relocation or, 2. At the new building/s or, 3. With the use of new equipment. 		

Tasks	Who	When
Identify & notify Key Contacts of amended working arrangements		
Create a Communication Plan for Councillors, Media, Regulators, other Stakeholders and Staff as required. (Refer Appendix A – Communications Guidelines)		
Redirect: Couriers, mail, milk, newspapers, phones, etc		
Identify necessary people & equipment requirements to maintain Time-Critical Activities		
<ul style="list-style-type: none"> • If possible, begin salvage or restoration activities 		
Other:		

NOTES

b) Loss of IT or Communications

Tasks	Who	Done
Contact IT Support to;		
<ul style="list-style-type: none"> Clarify the extent of outage. 		
<ul style="list-style-type: none"> Identify other staff able to assist the I.T. Department 		
<ul style="list-style-type: none"> Clarify the extent of any data loss 		
<ul style="list-style-type: none"> Determine restoration target timeframes 		
<ul style="list-style-type: none"> Determine potential cause(s) 		
Detail strategy and resources for recovery:		
Consider:		
<ul style="list-style-type: none"> Deliverables due today or in the near future: 		
<ul style="list-style-type: none"> Manual procedures or workarounds to complete Critical Business Functions 		
<ul style="list-style-type: none"> System Requirements. 		
<ul style="list-style-type: none"> Other productive activities not requiring I.T. or communications infrastructure 		
Identify & notify Key Contacts of amended working arrangements		
Create a Communication Plan for Councillors, Media, Regulators, other Stakeholders and Staff as required. (Refer Appendix A – Communications Guidelines)		
Ensure ongoing interaction with appropriate IT Incident Management for regular updates and feedback		
Consider support & wellbeing requirements of the I.T. Team		
Invoke the I.T. Disaster Recovery Plan		

c) Loss of People

Tasks	Who	Done
Determine the number of staff away, affected service areas and expected return dates		
Ensure the safety and wellbeing of remaining staff		
Time-Critical deliverables due today or in the near future		
The minimum number of staff required to continue operations and identify critical servicing and staffing gaps		
Re-allocate critical activities to other competent (and fit-for-purpose) staff		
<ul style="list-style-type: none"> • Cease non-critical activities (deferred activities) where appropriate 		
Notification / escalation to Health Department or Worksafe etc.		
<p>Can temporary competent replacements be arranged:</p> <p>From other business units?</p> <p>From other sources: Refer Key Contacts</p> <ul style="list-style-type: none"> ○ Other Local Governments (Katanning, Kent, Kulin, Lake Grace, Wagin, Wickepin, Woodanilling, Williams, West Arthur) ○ Volunteers ○ Existing contractors ○ Recruitment agencies ○ State Government Agencies ○ Retired employees ○ Schools Strategy to deal with donations/assistance 		
Ensure appropriate inductions, training and supervision is in place		
<p>Create a Communication Plan for Councillors, Media, Regulators, other Stakeholders and Staff as required.</p> <p>(Refer Appendix A – Communications Guidelines)</p>		
Identify & notify Key Contacts of amended working arrangements		
Other:		

d) **Loss of Supplier**

Tasks	Who	Done
Contact the Supplier (where possible) and determine: <ul style="list-style-type: none"> The nature and extent of the incident 		
<ul style="list-style-type: none"> Have operations ceased entirely, or is it limited? 		
<ul style="list-style-type: none"> Restoration timeframes and clearance of backlogs (if applicable) 		
<ul style="list-style-type: none"> Provision of any services / goods currently in transit 		
Consider: <ul style="list-style-type: none"> Time-Critical activities that rely on this supplier 		
<ul style="list-style-type: none"> Length of time before these activities are impacted 		
<ul style="list-style-type: none"> Alternative procedures 		
<ul style="list-style-type: none"> Alternative suppliers 		
<ul style="list-style-type: none"> Communication updates 		
<ul style="list-style-type: none"> Assign someone to monitor & communicate with the supplier 		
<ul style="list-style-type: none"> Any legal / risk implications: 		
Identify & notify Key Contacts of amended working arrangements		
Create a Communication Plan for Councillors, Media, Regulators, other Stakeholders and Staff as required. (Refer Appendix A – Communications Guidelines)		

3. Manage

Purpose – Standing Agenda to assist in the ongoing management of operational and strategic recovery. This should also be used in conjunction with specific items identified in previous phases.

Tasks	Who	When
Arrange responsibilities for tasks & determine target completion times		
Record all decisions, actions and issues.		
Monitor ongoing staff support & wellbeing requirements		
Considerations to be discussed and actioned accordingly:		
• Review effectiveness of recovery actions to date.		
• Discuss any emerging issues or new information		
• Reassess resource requirements and capabilities		
• Review all working arrangements for affected areas		
• Review all Time-Critical business activities (achievement of Recovery Time Objectives)		
• Review existing / current workload and any backlogs		
• Review all outstanding Deferred Activities and arrange resumption		
• Assess any insurance implications		
• Set next meeting and venue		
Identify & notify Key Contacts of amended working arrangements		
Provide feedback, information, copies of communications & copies of logs to the Admin Support Team to ensure that an appropriate record of the incident is maintained		
Provide updates to impacted staff		
Release external communications if deemed appropriate		
Conduct site visit if deemed appropriate		
Ensure all relevant stakeholders continue to be kept informed		
Continue to monitor crisis and issue instructions as appropriate		
Review status of crisis and scale down recovery as situation dictates		
Staff rotation/ Rostering		

Notes:

4. Recover

Purpose – Standing Agenda to assist in finalisation of the incident management process.

Tasks	Who	When
Arrange responsibilities for tasks & determine target completion times		
Record all decisions, actions and issues.		
Monitor ongoing staff support & wellbeing requirements		
For review and agreement:		
• Completed action items		
• Recovery objectives		
• Plans are in place to deal with any backlogs		
• Communication to staff to recognise efforts		
• Target date for completion of post incident review		
Provide copies of logs and decisions to Admin Support Team		
Undertake <u>post-incident review</u>, including:		
• Communication within and between Crisis Management Team and Support areas.		
• Effectiveness of communication with affected areas		
• Cost of recovery arrangements and insurance offsets		
• Effectiveness of recovery strategies		
• Advice to external and internal customers		
• Media arrangements		
• Impact of incident on Shire's reputation		
• Timeframes for tasks and achievement of target		
• Impact on work flows of affected and interdependent areas		
• Special staffing arrangements and acknowledgment of contributions.		
• IT recovery arrangements.		
Present findings to the Audit & Risk Committee for review.		
Celebrate achievements and anniversary of incident.		

Notes:

Time-Critical Business Functions

Purpose – Lists the absolute minimum activities that are to be operational by the number of 'Days' form the Incident.

Day 1		
Critical Activities	√	Notes
Accounts Payable		Online Banking; two tokens minimum, the second is approval. If necessary contact Bank to assist.
Reactivate/Emergency response for: <ul style="list-style-type: none"> • Roads, Drainage • Community Housing • EHO related calls • Ranger related calls 		Prioritise all requests based on public safety and road access. Contact EHO/Ranger and advise of situation.
Customer Service – first point of contact		Notices to advise residents of new location, both physical sign and shire website, facebook.
Email Functionality		Contact Wallis Computer Solutions to assist

Day 3		
Critical Activities	√	Notes
Payroll		Contact Bank and arrange for previous pay file to be used – if no access to pay files
Waste Collection		Only if current Waste Service Provider is unable to provide service. Advise residents to take rubbish direct to landfill. Those requiring assistance to contact the Shire.
Cleaning of Public Buildings		If necessary, close areas that require cleaning.
Cemetery Burials		Plots listed on spreadsheet/maps. Take care in allocation of sites if system is unavailable. Access physical file to confirm if able to.

Other – Non-standard time critical activities	Day	Who

Recurring Activities / Events

Purpose – To assist in determining any additional activities or resources required determined by the timing of the Incident.

LEGEND

M	Monthly Recurrence
A	Annual Recurrence

Month	Day	Schedule	Recurring Activity
Monthly		M	Monthly Shire Newsletter
Monthly		M	Council Meeting – Agenda, Minutes, Forum & Information Bulletin
January	1	A	New Year's Day public holiday
January	26	A	Australia Day & New Residents Reception
January		A	Compliance Audit Return – Commence process – Due to DLGC by 31 March
January		A	Commence Budget Review – Between 1 January and 31 March – Report to Council
January			Fair Value – Plant and Equipment
January			Fair Value – Land and Property
January			Fair Value – Infrastructure and
January			Review Sewerage Asset Management Plan (Notify authority within 10 days of any change)
January			Review Sewerage Contingency Plans
January			Update Sewerage AMP – Financial Planning
January		A	R2R Quarterly Report Due
January		A	Take down Christmas Banners and place in Archive Room
January		A	Advertise Catering Roster for Council Meetings
January		A	First Aid Kits
January		A	Fire Extinguisher Check

Month	Day	Schedule	Recurring Activity
January		A	Pest Control
January		A	Test and Tag
January		A	OSH Refresher
January		A	CPR Refresher
January		A	AEDM Training
January		A	Outside Staff Sewerage Contingency Plan Training
January		A	Organise Australia Day and New Residents Reception
January		A	Commence Budget Review
January		4	Strategic Community Plan – Major Review
January		A	Equal Opportunity Management Plan – Report progress of initiatives
January		5	Local Emergency Management – Full review every five years
January		A	Occupational Safety and Health – Review legislation to ensure compliance with legislative requirements
January		A	Internal Audit – Review the appropriateness and effectiveness of a local government's systems and procedures in relation to risk management, internal controls and legislative compliance (Report to Audit Committee)
January		A	Corporate Business Plan – annual review and adoption
January		2	Community Strategic Plan – Minor Review – every 2 years from adoption post each Biennial Local Government Election
January		4	Community Strategic Plan – Major Review – every 4 years from adoption post each Biennial Election
January			Rates – Payment of 3rd rate instalment notices – 63 days after second instalment
January		A	Financial Management Systems – Review procedures for the approval of accounts to ensure that before payment, relevant debt was incurred by a person who was properly authorised to do so.
January			Primary Returns – due 3 months from swearing-in of newly Elected Members of Council
January		A	Financial management systems review – report to Council
January		A	Private swimming pool inspections

Month	Day	Schedule	Recurring Activity
January		8	Local Laws – eight-year review of local laws
February		A	Compliance Audit Return – Finance and Audit Committee
February		A	Budget Review to Council
February		A	Integrated Planning quarterly review
February		A	Contact Fire Brigades re Combined FB AGM
February		A	LEMC Meeting (2nd Wednesday)
February		A	Delegation Register - Commence Review – Council Report due 30 June
February		A	Annual Elector's Meeting
February		8	Ward Boundary Review – eight-year review
February		3	Auditor – Review term of contract – not more than 5 financial years (3 years)
March	1		Beginning of restricted burning period
March			Labour Day Public Holiday (WA: first Monday in March)
March		5	Record Keeping Plan – Review and submit to State Records Commission – required every 5-years OR when significant change to organisations functions
March		A	Budget Review — Send a copy of the review and determination to the Department of Local Government and Communities within 30 days of Council adopting the review (Local public notice)
March	31	A	Compliance Audit Return – Go to Council after Finance and Audit Committee – Certification Due to DLGC – 31 March
March		A	Integrated Planning Review (Once per year)
March		A	Building Inspections
March		A	Council Roadside Inspections
March		A	Roadside Pickup
March		A	Drain Maintenance Completion (Landcare)
March		A	Check Office Generator
March		A	Update Rates Roll
March		2	Community Satisfaction Survey – every two years

Month	Day	Schedule	Recurring Activity
March		A	Order New Australian Flags (x3 to arrive prior to ANZAC Day)
March		A	Organise Combined Bushfire Brigade AGM
April	25		ANZAC Day Public Holiday
April		A	FBT Return (Due Mid May)
April		A	Presidents Allowance Review to Council
April		A	Commence Budget Process (Requests)
April		A	Commence Rates Modelling to assist with Budget preparation
April		A	Policy Manual Review as per Council Policy
April		A	Fire Brigade AGM (first Wednesday moth)
April		A	Council adopt SRRG Program
April		A	R2R Quarterly Report Due
April		A	Roads Budget Due (end of month)
April		A	Plant Inspection & Budget (Works Committee)
April		A	Organise wreaths for ANZAC Day (and schools)
April		A	Review of Financial Management Procedures (Reg 5(2) / LG (Financial Management)
April		2	Review of Risk Management (Reg. 17 / LG (Audit) Regs) – two-year review
April		A	End of restricted burning period
April			Elections – Create Election Timeline
April			Elections – Reminder Memo – Elected Members – Pre-Election Period – regulations regarding Electoral Gifts – Seek Declarations
April			Elections – Confirm agreement of Electoral Commissioner to conduct the election Due 80th day before election day Last Day
May		A	Integrated Planning Quarterly Report
May		A	Internal Risk Management Framework Review
May		A	Facility Hire Memberships (New/Renewal Offer)
May		A	Disability and Access Inclusion Plan

Month	Day	Schedule	Recurring Activity
May		A	National Volunteer Week
May		A	Pensioner Rebate – Submit pensioner rebate claim to the Office of State Revenue for rates and ESL rebate claims
May		A	Blackspot – Prepare Black Spot submissions
May		A	Rates – Notice advising intention to impose differential general rates or a minimum payment applying to a differential rate category
May		A	Annual Performance Review – CEO & Staff Development Review
June		A	Draft Budget to Council
June		A	Finalise arrangements for Local Government Week
June		A	Update personnel files
June		A	EOFY Back-up
June	6	A	Western Australia Day (formerly Foundation Day)
June	30	A	End of Financial Year
June			Election year - Invitation to all non-resident ratepayers to enrol
June		A	Financial Management Systems Review
June		A	Workforce Plan - Finalise minor review of Workforce Plan
July		A	Final Budget to Council (Send to Dept.) & Public Notice
July		A	Commence Annual Financial Report
July		A	Equal Employment Opportunity Review
July		A	Integrity and Conduct Survey (Public Interest Disclosure)
July		A	LEMC Meeting (2nd Wednesday)
July		A	LEMC Annual Reporting
July		A	McIntyre Award Meeting
July		A	Fire Extinguisher Inspection (Chubb)
July		A	R2R Quarterly Report Due
July		A	Claim MRWA Direct Grant

Month	Day	Schedule	Recurring Activity
July		A	Commence next year SRRG Program
July		A	Organise Tenders for Aggregate and Bitumen
July		A	Send out Annual Returns for completion by 31st August
July		A	Freedom of Information Review
July		A	End of year reconciliation
July		A	Annexure A Return to DFES due by 31st July
July		A	Annual Leave and Long Service Leave Liabilities
July		A	Payment Summaries
July		A	Bain Estate Funding
July		A	Library Statistical Return
July		A	Invoice Kukerin Primary School for Oval Mowing
July		A	Extractive Industry Licence Invoices
July		A	Sewerage System Annual Performance Report due by 31st July
July		A	Annual review of Delegations Register
July		2	Business Continuity & Recovery Plan Review – two year reviews
July		A	Disability Access and Inclusion Plan - Prepare report on the implementation of the plan for inclusion in Annual Report
July		A	Freedom of Information - FOI Annual Statistical Data to the Commissioner
July			Elections - Decision to Conduct Postal Elections & Appointment of Electoral Commissioner as Returning Officer (no less than 80th day before the election)
July		A	Public Interests Disclosures - Provide Annual Report to Commissioner for Public Interests Disclosures
August		A	Local Government Week
August		A	DFES Form 8 due by 31st August
August		A	Integrated Planning Quarterly Review
August		A	SRRG Program to MRWA

Month	Day	Schedule	Recurring Activity
August		A	Black Spot Program to MRWA by mid August
August		A	Uniform Order
August		A	McIntyre Award package sent out/advertised
August		A	Annual Returns due by 31st August (letter for receipt)
August		A	Rates to be sent out (dependent on budget adoption)
August		A	ESL Return (dependent on rates)
August		A	Sewerage System Annual Compliance Report due by 31st August
August		A	Sewerage Performance Report
August		A	Appoint Bush Fire Control Officers (other shires & public notice)
August		A	State Library Financial Return
August		A	Rates - Payment of First Rate Instalment Notices
August		A	New Budget - Last day to be adopted
August		2	Elections - State-wide Public Notice - Close of enrolments (must occur between (70th & 56th day) – every two years or as required
August		2	Elections - Advertise to call for nominations - between 56th day and 45th day - every two years or as required
August		2	Elections - Close Electoral Rolls - 5pm (50th day) - every two years or as required
September	17		National Citizenship Day
September		A	Clothing and Equipment Orders Bushfire Brigades
September		A	Commence organising Fire Brigade Training Day
September		A	Agenda Item for the Shire of Dumbleyung Dual Fire Control Officers
September		A	Drain Inspection Forms
September		A	R2R Annual Report to Auditors
September		A	WALGA Roads Return to be completed
September		A	Organise Roadside Pickup
September		A	Review Code of Conduct

Month	Day	Schedule	Recurring Activity
September		A	Advertise for Australia Day Awards
September		A	Check Office Generator
September		A	Invoice Stubbs Park for Greenkeeping Fees
September		A	Invoice Fence Road Drain Maintenance
September		A	Annual Financial Report due at Dept.
September		A	Queen's Birthday Public Holiday (typically the last Monday of September)
September			Elections - Disclosure of Gifts & Declaration of Interest requirements - Send reminder to Elected Members
September			Elections - Establish and Maintain Electoral Gift Register
September			Elections - Nominations Open (8 day period) - (44th day) //15 to (37th day) 4pm on / /15
September			Elections - Owners & Occupiers Roll - (CEO to certify before 36th day)
September			Elections - Complete Consolidated Roll - by (22nd day)
September			Council - Mayor to call special Council Meetings post elections for election of Deputy Mayor and appointment to Committees and external boards. Agenda and Public Notice (if required).
September			Elections - Last Day for Returning Officer to give State-wide notice of the election - (19th day)
October		A	Integrated Planning Quarterly Review
October		A	Fire Break Inspection
October		A	Annual Fire Training Day
October		A	LEMC Meeting (3rd Wednesday)
October		A	Agenda Item for surrounding shires Dual Fire Control Officers
October		A	Drain Inspection Forms returned (work completed by March)
October		A	R2R Audited Annual Report Due
October		A	Send FOI Statements to Commissioner when produced in Annual Report
October		A	Dog and Cat Renewals

Month	Day	Schedule	Recurring Activity
October		A	Bush Fires - Advertise prohibited burning times.
October		A	Bush Fires - Fire Break Notices - Advertise - Local Public Notice
October			Local government election - 3rd Saturday in October
October			Council - Swearing-In Ceremony & new Councillor declarations
October			Elections - Advertise Election Results
October			Elected Members - Conduct Elected Member Training and Induction Program
October			Council - Appointment of Members to Committees
October			Elections - Refund candidate deposits following advice from WAEC
October			Primary Returns from new Councillors
October		A	Code of Conduct Review
October		A	Annual Financial Report and Auditors Report - to be accepted by Council - No later than 31 December
October		A	Annual Report - Adoption of Annual Report - Advertise Local Public Notice
October		A	Rates - Issue rates Instalment Notices
October			Elections - Send Election Report to Minister
October			Electoral Gifts Register - Remove any unsuccessful candidates disclosures from Electoral Gift Register
November			Melbourne Cup Day (held on the first Tuesday of November)
November	11		Remembrance Day
November		A	LGMA Annual Conference
November		A	Council resolve Auditor can meet Council/Audit Committee via phone
November		A	Grants Commission Statistical Return Due
November		A	Finance and Audit Committee meeting with Auditor
November		A	Review the Financial Hardship Policy
November		A	Council pass Annual Report (Send to Dept.) (Local Public Notice)
November		2	Risk Management Plan to Finance and Audit Committee – every two-years

Month	Day	Schedule	Recurring Activity
November		A	Town Block Fire Hazard Inspection
November		A	WALGA Roads Return Due
November		A	Organise Staff and Council Christmas Party
November		A	Organise Award for McIntyre Recipient
November		A	Nominations for Citizen/Community Group & Sporting Awards close
November			Elections - Election Report to Minister for election of Mayor and Deputy Mayor- (+14days)
November		A	Annual Audit Report - Report to Council
November		A	Annual Audit Report - Audit Actions Report to Minister
November			Elections - Destroy Electoral Material from election 4 years prior
November		A	Annual Financial Report - After the annual financial report has been audited, the CEO is to sign and append to the report declaration Form 1.
November		A	Annual Financial Report - A copy to be submitted to the Executive Director within 30 days of receipt by the CEO.
November		A	Road Information Return - Commence WA Local Government Grants Commission Road Information Return Due on date advised by Grants Commission
November		A	Local Emergency Management Committee meeting
November		A	Roads to Recovery - Identify projects for inclusion in Draft Five year Capital Works program
November		A	Annual Electors Meeting - to be held within 56 days of adoption of Annual Report
December	25		Christmas Day Public Holiday
December	26		Boxing Day Public Holiday
December		A	Financial Hardship Policy Review
December		A	Sewerage Asset Management Plan Review
December		A	Authorised Officers Letters
December		A	Electors General Meeting Date to go to Council (*Tied to AR)
December		2	Risk Management Plan to Council – two-year review

Month	Day	Schedule	Recurring Activity
December		A	LEMC Meeting (TBA)
December		A	Annual Report to DLG (Due 31st December)
December		A	Council Meeting Dates Agenda Item to Council
December		3	Horse Paddock Lease – lease expires every 3 years
December		A	Chairs for School Concerts and Christmas Trees
December		A	Order Fuel
December		A	Put up Christmas Banners
December		A	Put water on truck
December		A	Start organising Australia Day
December			Council Elected Members Photograph (every odd year after Election)
December		A	Shire Christmas Party
December		A	Council - Local Public Notice to be given for upcoming 12 months Council meeting dates

Key Contacts

External Contacts

Company	Contact
Alcohol & Drug Information	1800 199 024
Building Commission	1300 489 099
Bushfire Line	9487 5410
Department of Aboriginal Affairs	6551 8004
Department of Agriculture & Food	9690 2000
Department of Biodiversity, Conservation and Attractions	9219 9000
Department of Child Protection	9621 0400
Department of Corrective Services	9622 0400
Department of Education WA	9264 4111
Department of Finance, Building Management & Works	9621 3077
Department of Fire & Emergency Services	9690 2300
Department of Future Planning, Building Management & Works	9621 3077
Department of Health	9690 1300
Department of Housing	9690 1900
Department of Human Services	13 12 72
Department of Immigration and Border Protection	13 18 81
Department of Local Government, Sport & Cultural Industries	9690 2400
Department of Local Government & Communities	6551 8700
Department of Parks & Wildlife	9621 3400
Department of Planning, Lands & Heritage	6551 8002
Department of Transport	13 11 56
Department of Water & Environmental Protection	6364 7000
Dial Before You Dig	1100
Disability Services Commission	9621 2693
Dumbleyung Fire Brigade	0458 547 967
Dumbleyung Hospital	9863 5222
Dumbleyung Police Station	9863 4143
Dumbleyung Library	9863 4829
Heritage Council of WA	6551 8002
Harvest Ban Hotline	9487 5410
Katanning Water Supply	9821 1455
Kukerin Fire Brigade	9864 6040
Kukerin Medical Centre	9864 6047
Kukerin Library	9864 6199
Landgate	(08) 9273 7373
Main Roads Western Australia	9622 4777
Office of Transport Security	1800 075 001

Company	Contact
Parks & Wildlife Service	9290 6100
Police, Fire, Ambulance	000
Police Assistance Centre – Non Emergency	13 14 44
Public Transport Authority	9326 2000
Small Business Development Corporation	6552 3300
St John Ambulance	9334 6789
State Administrative Tribunal (SAT)	9219 3111
State Emergency Service Perth	92775333
State Emergency Service Albany	9841 6888
State Library of WA	9427 3111
Shire of Katanning	9821 9999
Shire of Kent	9829 1051
Shire of Kulin	9880 1204
Shire of Lake Grace	9890 2500
Shire of Wagin	9861 1177
Shire of Wickepin	9888 1005
Shire of Woodanilling	9823 1589
Shire of Williams	9885 1005
Shire of West Arthur	9736 2222
Synergy	13 13 54
Tourism Council/Visitor Centre Association WA	9417 0700
Treasury	9235 9100
Valuer General	9273 9170
WALGA	9321 5055
WALGA - Employee Assistance Program	130 366 956
Western Australian Treasury Corporation	9235 9153
Wagin Police Station	9861 1211
Wagin Hospital	9861 1033
Waste Authority WA	9497 5321
Water Corporation	(08) 9622 4818
Wheatbelt Development Commission	9881 5888
Western Power	13 13 53
Worksafe: 1800 678 198 (24hrs serious incidents)	1300 07 877

Outsourced Partners/Key Suppliers

Service	Contractor	Contact	Number	2 nd contact
Auditors	Butler Settineri	Marius van der Merwe	6389 5222	Lucy Gardner
Banking	Bankwest Narrogin	Gavin Degruchy Business Manager	9881 9500	Katanning 9821 3400 Wagin 9861 1096
Building Surveyor		Josiah Farrel	9881 1944	
Catering	Dumbleyung Roadhouse	Vicki Noble	9863 4072	
Catering	Along Came Henry Café	Marilyn Hasleby	0448 946 924	
Catering	GODI	Peter Bedford	9863 4817	
Cleaner		Justine Hughes	0407 423 268	
Debt Collection	AMPAC		02 8579 7100	
Electrician	Hall Electrical & Data Services	Shane Hall	0429 958 865	
Electrician	Peter Provust Electrical	Peter Provust	0427 543 042	Allan Anthony 0412 630 732
Electricity	Synergy		13 13 53	
Emergency	FESA	Albany	9845 5000	
Engineer (Structural)		Dan Turner	0409 867 048	
Environmental Health				
I.T. Backups	Wallis Computer Solutions	Nat Wallis	9661 1803	
I.T. Solutions	IT Vision		9315 7000	
Insurers	LGIS		9483 8888	
Landcare Services	Dumbleyung Landcare	Claudia Hadlow	9863 4225	0429 612 447
Library Services	Infovisin/AMLIB		9467 2045	
Library Services	Dumbleyung CRC	Alison Peters	9863 4829	
Library Services	Kukerin Library	Trish Leo	9864 6199	
Licensing	Department of Transport	Albany	9892 7318	1300 858 374
Local newspaper	Great Southern Herald		98211 100	
Local newspaper	Narrogin Observer		9881 1055	
Mail	Dumbleyung Post Office	Amy Knight	9863 4101	
Media Outlet	Marketforce Creations		9488 9488	
Media Outlets – Newspaper	The West Australian		13 22 80	
Media Outlets - Radio	ABC Radio		9220 9700	
Media Outlets – Radio	Radiowest Broadcasters	Narrogin	9881 4000	
Pest Control	Combined Pest Control	Ross Leo	0438 375 146	
Plumbing	Dongolocking Plumbing & Gas	Malcolm Roberts	0429 232 987	
Roads	Main Roads WA	Narrogin	9881 0566	
Swimming Pool	Dumbleyung Pool	Jane Coad	98634 2227	
Town Planning	Urban & Rural Perspectives	Joe Douglas	9248 8777	

Shire Recovery Information

a) People & Equipment:

Shire of Dumbleyung Details	Cumulative quantities required within ...				
	1 day	3 days	5 days	10 days	20 days
Office Equipment:					
Workstations / Laptops	1	3			
Printers	1				
Phones / Mobiles	1	2			
Eftpos Machine	1				

Infrastructure, Plant and Equipment:	
Light vehicles (fully equipped)	Two-way radios
Heavy vehicles (fully equipped) Bobcat, Loader	Event equipment
Dog / Cat cages	Animal pound food & water
Banking Security Tokens (X2)	Fuel
White Board & markers	Generator for Admin Centre
Bulletin board	Mobile phone chargers
Eftpos/Cash	Manual credit card machine & forms
Safe	Emergency kits
Spare batteries for radios	

Critical Contact Points		
Purpose	Number / Address	Recovery Options
Main Reception	9863 4012	Redirect to Matthew 12345
Main Email	ceo@dumbleyung.wa.gov.au	
Main Fax	9863 4146	Redirect to CRC 98634 831
Main Email point for media enquiries	ceo@dumbleyung.wa.gov.au	cr.ball@dumbleyung.wa.gov.au
Manager of Works	98634 012	Redirect to 0427 634 012
Payroll	payroll@dumbleyung.wa.gov.au	Redirect to mdavison@dumbleyung.wa.gov.au
Media Contact	98634 012	Redirect to Shire President 0407 473 195

Crisis Box / Vital documentation:	
Item	Item
Key contacts list	Payroll records
Map of Dumbleyung	Agency contact list
Fine book	Manual receipts
Pound book	Analogue phones
Hard copy forms: Lost & Found, Registration, Building, Health, Planning, etc.	Hard drive containing forms & procedures documents
Payroll report	Sector maps
Purchase orders	Sewerage Scheme Procedures Document
CESM forms	USB – data for staff info
Preferred trades list	Customer requests
Incident Control Sheets	Formal notices
Burial Register	Emergency management plan / Recovery Plan
Burial applications	MSDS
Cemetery map	Pool testing monitor sheets
Password document	Rosters
Records DR Plan	Employee Timesheets

Appendix A – Communications Guidelines

Sample Communications Template

New York Mayor Rudy Giuliani's format for providing 9/11 disaster information is given as an example of best practice:

- **this is what we know** _____
- **this is what we don't know** _____
- **this is what we are doing** _____
- **this is what we want you to do** _____

Communications Team Responsibilities

ONLY an authorised spokesperson may speak to the media.

Primary	Deputy	Role / Responsibility
CEO		<ul style="list-style-type: none"> • Works with Management Team / Council to publicly issue statements to the media. • Serves as lead representative at press conferences with assistance as required. • Approves all publicly disseminated information. • Identifies spokespersons if required.
		<ul style="list-style-type: none"> • Works in close liaison with the spokesperson to ensure message accuracy and delivery. • Assists with media relations.
		<ul style="list-style-type: none"> • Provides legal advice on communications strategies. • Provides legal advice on messaging to victim(s), family members, media, etc. • Approves messages before release.

Verify the Incident

WHAT happened?	
WHERE did it happen?	
WHEN did this happen?	
WHO is involved?	
HOW did it happen?	
WHY did it happen?	
WHAT is currently being done?	

When collecting information, it is important to consider the following:

- Have all the facts been obtained (to the best of your knowledge)? _____
- What other information is needed? _____
- Have the details of the situation been confirmed? _____
- Are the information sources credible? _____
- Is the information consistent from several sources? _____
- Other? _____

Notification Chart

Internal Audience	Mode of delivery, release date and time	Likely questions
Councillors	Face-to-face / phone call / e-mail / Conference call	What has happened? What is the impact? How have you responded? What is the status of your recovery?
Employees		Where should we go? What should we do? How do we do it? What are we allowed to say? Will I get paid? Is my job safe? When do I come back to work?
Employee's family		Are they safe?
Crisis Management Team		What has happened? What is the impact? How should we respond?
Other?		
Other?		
External Audience	Mode of delivery, release date and time	Likely questions
Community	Face-to-face / phone call / Social Media / e-mail / Conference call / website / radio bulletin / press release	Will you be in a position to provide the services I require?
DFES / SES / WA Police		
Media: local, regional and national		What is the impact? How many casualties?
Public		
Stakeholders		
Contractors / Suppliers		Will my bills be paid?
EAP Provider		
Regulators		Are all relevant rules and regulations being adhered to?
Other?		
Other?		

Message Mapping - Example	
Stakeholders: e.g. Community, employees, clients, customers & shareholders	
Core Message 1	
<p>At 2am on Tuesday 23 January 2019, a contractor</p> <p>Police have confirmed that a male of approximately 25 years of age</p> <p>.....was discovered by workers this morning at approximately 6.30am.</p> <p>this is what we know</p>	
Supporting core message 1	Evidence
<p>It is not known why the contractor was on site at 2am ...</p> <p>this is what we don't know</p>	<p>A: Questioned staff</p> <p>B: Interviewed the witness</p> <p>C:</p>
Information Supporting the core message 1	Evidence
<p>We have contacted ...</p> <p>this is what we are doing</p>	<p>A:</p> <p>B:</p> <p>C:</p>
Information Supporting the core message	Evidence
<p>If anyone has any information ...</p> <p>this is what we want you to do</p>	<p>A:</p> <p>B:</p> <p>C:</p>
Delivery Method: CEO: Verbal interview with reporter at 11am.	