



SHIRE OF KOJONUP
Business Continuity & Disaster
Recovery Plan

MAY 2019

Contents

1. KEY CONTACT SHEET	4
2. INTRODUCTION AND OBJECTIVES	5
3. INCIDENT RESPONSE PLANS	6
3.1.	7
LOSS OF ADMINISTRATION BUILDING	7
TASK 1 - Immediate Response	7
TASK 2 – Commence operations from Disaster Recovery Site	8
TASK 3 – Assess damage and prepare medium term Recovery Plans	9
TASK 4 – Long term Recovery Plan and relocation to permanent Shire Office building	10
3.2. COMPLETE IT HARDWARE FAILURE	11
3.3. LOSS OF DEPOT BUILDINGS.....	12
TASK 1 - Immediate Response	12
TASK 2 – Commence operations from Disaster Recovery Site	13
TASK 3 – Assess damage and prepare medium term recovery plans	14
TASK 4 – Long term Recovery Plan and relocation to permanent Shire Depot building	15
3.4. LOSS OF SPRINGHAVEN LODGE	16
TASK 1 - Immediate Response	16
TASK 2 – Commence operations from Disaster Recovery Site and Relocate residents	17
TASK 3 – Assess damage and prepare medium term Recovery Plans	18
TASK 4 – Long term Recovery Plan and relocation to permanent Premises	19
3.5. LOSS OF THE KODJA PLACE	20
TASK 1 - Immediate Response	20
TASK 2 – Commence operations from Disaster Recovery Site and Relocate residents	21
TASK 3 – Assess damage and prepare medium term Recovery Plans	22
TASK 4 – Long term Recovery Plan and relocation to permanent office building	23
4. IMMEDIATE RESPONSE CHECKLIST.....	24
5. EVENT LOG	25
6. REGISTER OF INITIALS	26
7. INCIDENT RECOVERY CHECKLIST	27

8.	EVACUATION PROCEDURES	28
9.	EMERGENCY KIT	28
10.	REVIEW AND MAINTAIN	29
	LGIS Insurance Policies	30
11.	DATA SECURITY AND BACKUP STRATEGY	32
12.	BUSINESS IMPACT ANALYSIS	34
13.	ACTION PLAN FOR IMPLEMENTATION	37
14.	GLOSSARY	38

1. Key Contact Sheet

Person	Position	Mobile Number	Responsibilities Incident Response (IR) Team Leader
Rick Mitchell-Collins	Chief Executive Officer	0419 903 363	IR Team Leader
Anthony Middleton	Manager Corporate Services	0434 019 990	IR Team Member
Craig McVee	Manager Works & Services	0427 427 854	IR Team Member
Rob Cowie	Fire Warden – Shire Office	N/A	IR Team Member
Vicki Ramm	Fire Warden – Shire Depot		IR Team Member
Sue Northover	Fire Warden – Springhaven Lodge	0417 994 608	IR Team Member
Zahra Shirazee	Fire Warden – The Kodja Place	0417 987 237	IR Team Member
Melissa Binning	IT Officer		IR Team Member
Cr Ronnie Fleay	Shire President	0407990693	Shire President

Contact List – External

Key contacts	Contact number/s
Police and Emergency Services	000
Kojonup Police Station	9831 2555
Ambulance	000
Kojonup Hospital	9831 2222
Security	ABA Security Albany – 9841 7828
Insurance company	LGIS – David Wood – 9483 8888
Key Suppliers	Albany Lock Service – Craig - 9842 9779
Electrician	Blackstump Electrical – Chris - 0428 311 570
Plumber	Egabeva Plumbing – Derek – 9831 1213
Water and Sewerage	131375
Electricity	Western Power - 131351
Telephone	Telstra – Johnathan Thornton – 9726 7324
IT Support	Pre-emptive Strike- Garry Hammersley - 9892 2922
Primary Business System Software – IT Vision	9315 7000
Internet Service Provider - Westnet	13 19 60
WA Local Government Association	9213 2000
ABC Radio Great Southern	9842 4011
Department of Transport Licensing (Albany)	13 11 56
State Records Office	9427 3600
Bank/Building Society	NAB – Matteo Libera – 9831 2700
Accountant (Auditor)	Lincoln's – Russell Harrison – 9841 1200
Lawyer	McCleods – 9383 3133

2. Introduction and Objectives

The purpose of developing a Business Continuity and Disaster Recovery Plan is to ensure the capability of the Shire of Kojonup to continue to deliver its services at an acceptable level following a disruptive incident or disaster.

A disaster is defined as a serious disruption of the functioning of the Shire of Kojonup causing widespread human, economic or environmental loss or disturbance. Such disasters include incidents like fire, flood or earthquake.

A disaster recovery plan uses measures such as alternative premises and other facilities to ensure that a business can continue operations and if not, restore operations as quickly as possible after a calamity.

The objectives of this plan enable the Shire to:

- Ensure we are prepared prior to an event
- Define prioritise and re-establish critical business functions as quickly and efficiently as possible;
- Follow a systematic plan for the management of any incident or disaster;
- Detail the immediate response to minimise damage or loss during a critical incident;
- Minimise the effect of an incident on the community, staff and Council; and
- Review and update this plan on a regular basis.

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

This Plan reinforces and is reinforced by the Shire's Risk Management Framework and Risk Management Policy

This plan will be located on the Shire website – www.kojonup.wa.gov.au and Docs-on-Tapp to ensure it is always available. **Copies will also be placed in the Chief Executive Officer's vehicle, all Managers' vehicles and the fireproof cabinet within the Shire's Administration building.**

3. Incident Response Plans

The following incident response plans present the Incident Response Team hierarchy that shall be employed in the event of an emergency. If under extreme circumstances the Chief Executive Officer or any member of the senior management team is disabled, then the team will consist of all the remaining available senior management.

The plans are not exhaustive, as any major incident will require more detailed and potential long-term considerations; however the plans below provide a structured response to major incidents that are of the highest threat to service provision and Shire operations.

3.1. LOSS OF ADMINISTRATION BUILDING

Types of incidents include fire, flood and earthquake (Refer to Immediate Response Checklist).

TASK 1 - Immediate Response

This task provides the necessary command and control to enable the Shire of Kojonup's Incident Response Team to conduct an initial assessment of the disaster and to co-ordinate the Shire's initial response to the disaster.

Incident Response Team

Team Leader:	Chief Executive Officer
Team Members:	Manager Corporate and Community Services
	Risk Management Co-ordinator
	Fire Warden
	Shire President (Media Liaison)

Recovery Procedure

Incident Response Team Leader/Fire Warden to undertake the following steps:

- Ensure site has been evacuated and all personnel are accounted for
- Secure site and prevent access
- Contact Emergency Services and Police
- Identify any injuries and render assistance
- Engage Incident Response Team
- Undertake an initial assessment of damage and risks
- Call Telstra and arrange the diversion of phone lines to existing Shire mobiles
- Team Leader determines time frame to switch to disaster recovery site

Recovery Time Objective

Timeframe for this activity is within 24 hours of the incident

Recovery Location

Primary Site: Memorial Hall
Secondary site: Works Depot

Resource requirements

Mobile phones
iPads and laptops
Charging devices (regularly checked for charge)
Personnel

Other Considerations

1. Secure the affected area as necessary;
2. Restrict access to the building/site;
3. Liaise with Emergency Services and Police;
4. Inform Local Government Insurance Services (LGIS);

5. Inform elected members and employees;
6. Liaise with Shire President to make a press release
7. Inform community where possible

TASK 2 – Commence operations from Disaster Recovery Site

This task provides the necessary steps to commence core Shire operations from the Disaster Recovery site and commence the planning for restoration of services in the short and longer term.

Incident Response Team

Team Leader: Chief Executive Officer

Team Members: Manager Corporate and Community Services

Risk Management Co-ordinator
IT Officer

Recovery Procedure

Undertake the following steps:

- Establish the disaster recovery site – **Manager Corporate and Community Services**
 - Layout workspace utilising tables and chairs from the Memorial Hall
 - Source telephones, establish communications and arrange to have calls directed to landline
 - Allocate staff to customer service and disaster recovery assistance
 - Liaise with other Incident Response Team members to determine items to be immediately replaced and what is recoverable.
 - Contact IT Vision, Shire's IT supplier (Pre-emptive Strike), stationery supplier
 - Recover backup disks from external site
 - Cancel all forward bookings of the Memorial Hall.
- Assess damage and undertake salvage operations – **CEO**
 - Undertake initial assessment of salvageable materials, items and records, etc.
 - Contact staff to remove items to the salvage site (Town Hall or Depot)
- Co-ordinate all communications, media and elected members, Local Government insurers and general co-ordination of recovery process – **CEO**
 - Liaise with Shire President to issue a media statement
 - Co-ordinate meetings of Incident Response team
 - Authorise all immediate purchasing requirements
 - Liaise with Shire's insurers.
 - Oversee Assessment and recovery

Recovery Time Objective

It is the aim of the Recovery Plan to achieve this task within 72 hours.

Resource Requirements

- Office furniture and stationery
- Administration staff
- IT hardware and software
- Communications (land line and internet)

TASK 3 – Assess damage and prepare medium term Recovery Plans

This task provides the necessary steps to commence planning for medium term operations from the Disaster Recovery Site.

Incident Response Team

Team Leader:	Chief Executive Officer
Team Members:	Manager Corporate and Community Services
	Risk Management Co-ordinator
	IT Officer

Recovery Procedure

Undertake the following steps:

- Establish the disaster recovery site for full operations in the medium to longer term – **Manager Corporate and Community Services**
 - Recover data to pre disaster state
 - Bring all records up to date
 - Contact all necessary persons to inform of incident, expected delays and seek documentation where necessary
 - Establish necessary equipment and infrastructure requirements to provide full operations from recovery site including demountable buildings and other office accommodation.
- Finalise damage assessment and commence planning for re-establishing services through full or partial rebuild – **CEO**
 - Undertake assessment of building and determine action to fully or partially rebuild and make recommendation to Council.
- Co-ordinate all communications, media and elected members, Local Government insurers and general co-ordination of recovery process – **CEO**
 - Oversee assessment and recovery
 - Co-ordinate meetings of Incident Response Team
 - Oversee planning for medium term operation from Disaster Recovery Site (6-12 months)

Recovery Time Objective

4 weeks

Resource Requirements

- IT contractors

- Additional infrastructure as identified
- Contractors to clean up disaster site

TASK 4 – Long term Recovery Plan and relocation to permanent Shire Office building

This task provides the necessary steps to finalise planning, rebuilding and recommencement of operation from the permanent Shire office building.

Incident Response Team

Team Leader: Chief Executive Officer

Team Members: Manager Corporate and Community Services

IT Officer

Recovery Procedure

Undertake the following steps: **CEO**

- Establish working party to:
 - Review operations for location of new premises
 - Undertake design and tendering processes
 - Oversee construction of new premises
 - Oversee commissioning of new premises
- Present review findings to Council for decision
- Appoint architect, exterior and interior designers, engineers and other necessary assistance to design, specify and document new premises
- Issue tenders, appoint contractor and commence construction
- Commission new premises and commence operations from new building.

Recovery Time Objective

From the commencement of this task, 4 weeks after the incident, it is the target to have all Shire functions permanently operating from the rebuilt Shire offices in 12 months.

Resource Requirements

- Planning assistance
- Consultants/architects
- Contractors

3.2. COMPLETE IT HARDWARE FAILURE

This task provides the necessary steps to recover the Shire's IT system as a result of complete failure resulting in replacement of the IT system (Refer to Immediate Response Checklist).

Incident Response Team

Team Leader:	Chief Executive Officer
Team Members:	Manager Corporate and Community Services
	Risk Management Co-ordinator
	IT Provider
	IT Officer

Recovery Procedure

Undertake the following steps:

- Assess severity of outage through the shire's IT provider and determine likely outage time
- Seek quotations and place orders for replacement components
- Contact Shire's insurers and Police if necessary
- Inform Council, community and business contacts (ie banks, creditors and contractors) of potential delays in providing services
- Set up and install new hardware. Install all software and restore from backups
- Reconcile and rebuild all data.

Recovery Time Objective

2 weeks

Resource requirements

IT suppliers (hardware/software, Synergy Soft, Department of Transport, Police, etc.)

3.3. LOSS OF DEPOT BUILDINGS

Types of incidents include fire, flood and earthquake (Refer to Immediate Response Checklist).

TASK 1 - Immediate Response

This task provides the necessary command and control to enable the Shire of Kojonup's Incident Response Team to conduct an initial assessment of the disaster and to co-ordinate the Shire's initial response to the disaster.

Incident Response Team

Team Leader:	Chief Executive Officer
Team Members:	Manager Works and Services
	Risk Management Co-ordinator
	Fire Warden
	IT Officer

Recovery Procedure

Incident response Team Leader and Fire Warden to undertake the following steps:

- Ensure site has been evacuated and all personnel are accounted for
- Secure site and prevent access
- Contact Emergency Services and Police
- Identify any injuries and render assistance
- Engage Incident Response Team
- Undertake an initial assessment of damage and risks
- Team Leader determines time frame to switch to Disaster Recovery site
- Call Telstra and arrange diversion of phone lines to existing Shire mobiles

Recovery Time Objective

Timeframe for this activity is within 24 hours of being called by the Incident Response Team Leader.

Recovery Location

Primary Site: Shire Depot Site if depot site can be utilised
Secondary site: Land adjacent to the current depot
Third Site: Lay down area in Industrial Estate

Resource requirements

Mobile phones
Personnel

Other Considerations

1. Secure the affected area as necessary
2. Restrict access to the building/site
3. Liaise with Emergency Services and Police
4. Inform Local Government Insurance Services (LGIS)
5. Inform Elected Members, employees

6. Liaise with Shire President to make a press release.
7. Inform community where possible

TASK 2 – Commence operations from Disaster Recovery Site

This task provides the necessary steps to commence core Shire operations from the Disaster Recovery site and commence the planning for restoration of services in the short and longer term.

Incident Response Team

Team Leader:	Chief Executive Officer
Team Members:	Manager Works and Services
	Risk Management Co-ordinator
	IT Officer

Recovery Procedure

Undertake the following steps:

- Establish the disaster recovery site – **Manager Works & Services**
 - Establish appropriate temporary depot site on land adjacent to the current depot
 - Administration function to resume from Shire office
 - Liaise with other Incident Response Team members to determine items to be immediately replaced and what is recoverable.
- Assess damage and undertaken salvage operations –**MWS, CEO**
 - Undertake initial assessment of salvageable materials, items and records, etc.
 - Engage staff to remove items to the land adjacent to the current depot.
- Co-ordinate all communications, media and elected members, Local Government insurers and general co-ordination of recovery process – **CEO**
 - Liaise with Shire President to issue a media statement
 - Oversee assessment and recovery
 - Co-ordinate meetings of Incident Response team
 - Authorise all immediate purchasing requirements
 - Liaise with Shire’s insurers.

Recovery Time Objective

It is the aim of the Recovery Plan to achieve this task within 72 hours.

Resource Requirements

- Office furniture and stationery
- Depot Administration and Works staff
- IT hardware and software
- Communications (land line and internet)

TASK 3 – Assess damage and prepare medium term recovery plans

This task provides the necessary steps to commence planning for medium term operations from the Disaster Recovery Site.

Incident Response Team

Team Leader:	Chief Executive Officer
Team Members:	Manager Works and Services Risk Management Co-ordinator IT Officer

Recovery Procedure

Undertake the following steps:

- Establish the disaster recovery site for full operations in the medium to longer term – **Manager Works & Services, IT Officer**
 - Establish appropriate temporary depot site on land adjacent to the current depot
 - Administration function to resume from Shire office (or alternate site)
 - Contact all necessary persons to inform of incident, expected delays and seek documentation where necessary
 - Liaise with CEO to establish necessary equipment and infrastructure requirements to provide full operations from recovery site.
- Finalise damage assessment and commence planning for re-establishing services through full or partial rebuild –**MWS, CEO**
 - Undertake assessment of building and determine action to fully or partially rebuild and make recommendation to Council.
- Co-ordinate all communications, media and elected members, Local Government insurers and general co-ordination of recovery process – **CEO**
 - Oversee assessment and recovery
 - Co-ordinate meetings of Incident Response Team
 - Oversee planning for medium term operation from Disaster Recovery Site (6-12 months)

Recovery Time Objective

4 weeks

Resource Requirements

- IT contractors
- Additional infrastructure as identified
- Contractors to clean up disaster site

TASK 4 – Long term Recovery Plan and relocation to permanent Shire Depot building

This task provides the necessary steps to finalise planning, rebuilding and recommencement of operation from the permanent Shire Depot building.

Incident Response Team

Team Leader:	Chief Executive Officer
Team Members:	Manager Works and Services Working Party appointed by Council

Recovery Procedure

Undertake the following steps: **CEO, MWS**

- Establish working party to:
 - Review operations for location of new premises
 - Undertake design and tendering processes
 - Oversee construction of new premises
 - Oversee commissioning of new premises
- Present review findings to Council for decision
 - Appoint architect, exterior and interior designers, engineers and other necessary assistance to design, specify and document new premises
 - Issue tenders, appoint contractor and commence construction
 - Commission new premises and commence operations from new building.

Recovery Time Objective

From the commencement of this task, after 4 weeks from the incident, it is the target to have all Shire functions permanently operating from the rebuilt Shire Depot in 12 months.

Resource Requirements

- Planning assistance
- Consultants/architects
- Contractors

3.4. LOSS OF SPRINGHAVEN LODGE

Types of incidents include fire, flood and earthquake (Refer to Immediate Response Checklist).

TASK 1 - Immediate Response

This task provides the necessary command and control to enable the Shire of Kojonup's Incident Response Team to conduct an initial assessment of the disaster and to co-ordinate the Shire's initial response to the disaster.

Incident Response Team

Team Leader:	Chief Executive Officer
Team Members:	Manager Aged Care Services
	Risk Management Co-ordinator
	Fire Warden
	IT Officer

Recovery Procedure

Incident Response Team Leader/Fire Warden to undertake the following steps:

- Ensure site has been evacuated and all personnel and residents are accounted for
- Transfer of residents to Kojonup Hospital or neighbouring facilities in the interim
- Secure site and prevent access
- Contact Emergency Services and Police
- Identify any injuries and render assistance
- Engage Incident Response Team
- Undertake an initial assessment of damage and risks
- Call Telstra and arrange diversion of phone lines to existing Shire mobiles
- Team Leader determines time frame to switch to disaster recovery site

Recovery Time Objective

Timeframe for this activity is within 24 hours of being called by the Incident Response Team Leader.

Recovery Location

Primary Site: Kojonup Hospital
Secondary site: Katanning Hospital/Nursing facilities

Resource requirements

Mobile phones
Personnel

Other Considerations

1. Secure the affected area as necessary
2. Restrict access to the building/site
3. Liaise with Emergency Services and Police

4. Inform families of residents
5. Inform Local Government Insurance Services (LGIS)
6. Inform elected members and employees
7. Liaise with Shire President to make a press release
8. Inform community where possible

TASK 2 – Commence operations from Disaster Recovery Site and Relocate residents

This task provides the necessary steps to accommodate residents to other hospitals or nursing home facilities and commence the planning for restoration of services in the short and longer term.

Incident Response Team

Team Leader:	Chief Executive Officer
Team Members:	Manager Aged Care Services
	Manager Corporate and Community Services
	Manager Works and Services
	Risk Management Co-ordinator

Recovery Procedure

Undertake the following steps:

- Establish facilities to transfer residents from Kojonup hospital if required
- Establish the disaster recovery site – **Manager Aged Care Services**
 - Source telephones, establish communications and arrange to redirect calls to landline
 - Allocate staff to customer service and disaster recovery assistance
 - Liaise with other Incident Response Team members to determine items to be immediately replaced and what is recoverable.
- Assess damage and undertaken salvage operations – **CEO, MACS, MWS**
 - Undertake initial assessment of salvageable materials, items and records, etc.
 - Contact staff to remove items to the salvage site (Town Hall or Depot)
- Co-ordinate all communications, media and elected members, Local Government insurers and general co-ordination of recovery process – **CEO**
 - Liaise with Shire President to issue a media statement
 - Co-ordinate meetings of Incident Response team
 - Authorise all immediate purchasing requirements
 - Liaise with Shire's insurers.

Recovery Time Objective

It is the aim of the Recovery Plan to achieve this task within 72 hours.

Resource Requirements

- Office furniture and stationery

- Administration and Works staff
- IT hardware and software
- Communications (land line and internet)

TASK 3 – Assess damage and prepare medium term Recovery Plans

This task provides the necessary steps to commence planning for medium term operations from the Disaster Recovery Site.

Incident Response Team

Team Leader:	Chief Executive Officer
Team Members:	Manager Aged Care Services
	Manager Corporate and Community Services
	Manager Works and Services
	Risk Management Co-ordinator
	IT Officer

Recovery Procedure

Undertake the following steps:

- Establish the disaster recovery site for full operations in the medium to longer term – **Manager Aged Care Services**
 - Recover data to pre disaster state
 - Bring all records up to date
 - Contact all necessary persons to inform of incident, expected delays and seek documentation where necessary
 - Establish necessary equipment and infrastructure requirements to provide full operations from recovery site including demountable buildings and other office accommodation.
- Finalise damage assessment and commence planning for re-establishing services through full or partial rebuild – **CEO, MACS, MWS**
 - Undertake assessment of building and determine action to fully or partially rebuild and make recommendation to Council.
- Co-ordinate all communications, media and elected members, Local Government insurers and general co-ordination of recovery process – **CEO**
 - Oversee assessment and recovery
 - Co-ordinate meetings of Incident Response Team
 - Oversee planning for medium term operation from Disaster Recovery Site (6-12 months)

Recovery Time Objective

4 weeks

Resource Requirements

- IT contractors

- Additional infrastructure as identified
- Contractors to clean up disaster site

TASK 4 – Long term Recovery Plan and relocation to permanent Premises

This task provides the necessary steps to finalise planning, rebuilding and recommencement of operation from the permanent Shire office building.

Incident Response Team

Team Leader:	Chief Executive Officer
Team Members:	Manager Aged Care Services
	Manager Corporate and Community Services
	Manager Works and Services
	Shire President

Recovery Procedure

Undertake the following steps: **CEO**

- Establish working party to:
 - Review operations for location of new premises
 - Undertake design and tendering processes
 - Oversee construction of new premises
 - Oversee commissioning of new premises
- Present review findings to Council for decision
 - Appoint architect, exterior and interior designers, engineers and other necessary assistance to design, specify and document new premises
 - Issue tenders, appoint contractor and commence construction
 - Commission new premises and commence operations from new building.

Recovery Time Objective

From the commencement of this task, after 4 weeks from the incident, it is the target to have all Shire functions permanently operation from the rebuilt Springhaven Lodge in 12 months.

Resource Requirements

- Planning assistance
- Consultants/architects
- Contractors

3.5. LOSS OF THE KODJA PLACE

Types of incidents include fire; flood and earthquake (Refer to Immediate Response Checklist).

TASK 1 - Immediate Response

This task provides the necessary command and control to enable the Shire of Kojonup's Incident Response Team to conduct an initial assessment of the disaster and to co-ordinate the Shire's initial response to the disaster.

Incident Response Team

Team Leader:	Chief Executive Officer
Team Members:	Manager Community Development & Tourism Manager Corporate and Community Services Manager Works and Services Risk Management Co-ordinator Fire Warden

Recovery Procedure

Incident Response Team Leader to undertake the following steps:

- Ensure site has been evacuated and all personnel and visitors/customers are accounted for
- Secure site and prevent access
- Contact Emergency Services and Police
- Identify any injuries and render assistance
- Undertake an initial assessment of damage and risks
- Call Telstra and arrange diversion of phone lines to existing Shire mobiles
- Determine time frame to switch to disaster recovery site

Recovery Time Objective

Timeframe for this activity is within 24 hours of the incident

Recovery Location

Primary Site: RSL Hall
Secondary site: Town Hall

Resource requirements

Mobile phones

Other Considerations

1. Liaise with Emergency Services and Police
2. Inform elected members and employees
3. Inform Press and community where possible
4. Inform Local Government Insurance Services

TASK 2 – Commence operations from Disaster Recovery Site and Relocate residents

This task provides the necessary steps to commence core Kodja Place/Visitor Centre operations from the Disaster Recovery site and commence the planning for restoration of services in the short and longer term.

Incident Response Team

Team Leader:	Chief Executive Officer
Team Members:	Manager Community Development & Tourism
	Manager Corporate and Community Services
	Manager Works and Services
	Risk Management Co-ordinator

Recovery Procedure

Undertake the following steps:

- Establish the disaster recovery site – **Manager Community Development & Tourism.**
 - Source telephones, establish communications and arrange to redirect calls to landline
 - Allocate staff to customer service and disaster recovery assistance
 - Liaise with other Incident Response Team members to determine items to be immediately replaced and what is recoverable.
- Assess damage and undertaken salvage operations – **CEO, MCDT,MWS**
 - Undertake initial assessment of salvageable materials, items and records, etc.
 - Contact staff to remove items to the salvage site (RSL or Town Hall)
- Co-ordinate all communications, media and elected members, Local Government insurers and general co-ordination of recovery process – **CEO**
 - Liaise with Shire President to issue a media statement
 - Co-ordinate meetings of Incident Response team
 - Authorise all immediate purchasing requirements
 - Liaise with Shire's insurers.

Recovery Time Objective

It is the aim of the Recovery Plan to achieve this task within 72 hours.

Resource Requirements

- Office furniture and stationery
- Administration and Works staff
- IT hardware and software
- Communications (land line and internet)

TASK 3 – Assess damage and prepare medium term Recovery Plans

This task provides the necessary steps to commence planning for medium term operations from the Disaster Recovery Site.

Incident Response Team

Team Leader: Chief Executive Officer
Team Members: Manager Community Development & Tourism
Manager Corporate and Community Services
Manager Works and Services
Risk Management Co-ordinator

Recovery Procedure

Undertake the following steps:

- Establish the disaster recovery site for full operations in the medium to longer term – **Manager Community Development & Tourism**
 - Recover data to pre disaster state
 - Bring all records up to date
 - Contact all necessary persons to inform of incident, expected delays and seek documentation where necessary
 - Establish necessary equipment and infrastructure requirements to provide full operations from recovery site including demountable buildings and other office accommodation.
- Finalise damage assessment and commence planning for re-establishing services through full or partial rebuild – **CEO, MCDT, MWS**
 - Undertake assessment of building and determine action to fully or partially rebuild and make recommendation to Council.
- Co-ordinate all communications, media and elected members, Local Government insurers and general co-ordination of recovery process – **CEO**
 - Oversee assessment and recovery
 - Co-ordinate meetings of Incident Response Team
 - Oversee planning for medium term operation from Disaster Recovery Site (6-12 months)

Recovery Time Objective

4 weeks

Resource Requirements

- IT contractors
- Additional infrastructure as identified
- Contractors to clean up disaster site

TASK 4 – Long term Recovery Plan and relocation to permanent office building

This task provides the necessary steps to finalise planning, rebuilding and recommencement of operation from the permanent office building.

Incident Response Team

Team Leader:	Chief Executive Officer
Team Members:	Manager Community Development & Tourism
	Manager Corporate and Community Services
	Manager Works and Services
	Shire President

Recovery Procedure

Undertake the following steps: **CEO**

- Establish working party to:
 - Review operations for location of new premises
 - Undertake design and tendering processes
 - Oversee construction of new premises
 - Oversee commissioning of new premises
- Present review findings to Council for decision
- Appoint architect, exterior and interior designers, engineers and other necessary assistance to design, specify and document new premises
- Issue tenders, appoint contractor and commence construction
- Commission new premises and commence operations from new building.

Recovery Time Objective

From the commencement of this task, after 4 weeks from the incident, it is the target to have all Kodja Place precinct functions permanently operational from the rebuilt Kodja Place in 12 months.

Resource Requirements

- Planning assistance
- Consultants/architects
- Contractors

4. Immediate Response Checklist

INCIDENT RESPONSE	✓	ACTIONS TAKEN
Have you:	<input type="checkbox"/>	
• assessed the severity of the incident?	<input type="checkbox"/>	
• evacuated the site if necessary?	<input type="checkbox"/>	
• accounted for everyone?	<input type="checkbox"/>	
• identified any injuries to persons?	<input type="checkbox"/>	
• contacted Emergency Services?	<input type="checkbox"/>	
• implemented your Incident Response Plan?	<input type="checkbox"/>	
• started an Event Log?	<input type="checkbox"/>	
• activated staff members and resources?	<input type="checkbox"/>	
• appointed a spokesperson?	<input type="checkbox"/>	
• gained more information as a priority?	<input type="checkbox"/>	
• briefed team members on incident?	<input type="checkbox"/>	
• allocated specific roles and responsibilities?	<input type="checkbox"/>	
• identified any damage?	<input type="checkbox"/>	
• identified critical activities that have been disrupted?	<input type="checkbox"/>	
• kept staff informed?	<input type="checkbox"/>	
• contacted key stakeholders?	<input type="checkbox"/>	
• understood and complied with any regulatory/ compliance requirements?	<input type="checkbox"/>	
• initiated media/public relations response?	<input type="checkbox"/>	

5. Event Log

The Event Log is to be used to record information, decision and actions in the period immediately following the critical event or incident.

Date	Time	Information / Decisions / Actions	Initials

6. Register of Initials

Name:	Initial:	Signed:

7. Incident Recovery Checklist

INCIDENT RESPONSE	✓	ACTIONS
Now that the crisis is over have you:	<input type="checkbox"/>	
• refocused efforts towards recovery?	<input type="checkbox"/>	
• deactivated staff members and resources as necessary?	<input type="checkbox"/>	
• continued to gather information about the situation as it effects you?	<input type="checkbox"/>	
• assessed your current financial position?	<input type="checkbox"/>	
• reviewed cash requirements to restore operations?	<input type="checkbox"/>	
• contacted your insurance broker/company?	<input type="checkbox"/>	
• developed financial goals and timeframes for recovery?	<input type="checkbox"/>	
• kept staff informed?	<input type="checkbox"/>	
• kept key stakeholders informed?	<input type="checkbox"/>	
• identified information requirements and sourced the information?	<input type="checkbox"/>	
• set priorities and recovery options?	<input type="checkbox"/>	
• updated the Recovery Plan?	<input type="checkbox"/>	
• captured lessons learnt from your individual, team and business recovery?	<input type="checkbox"/>	

8. Evacuation Procedures

Relevant procedures and plans have been developed and are displayed in accordance with Council's OSH policy and procedures in positions easily accessible to staff and customers.

9. Emergency kit

In the event of evacuation or damage to the Administration building, Works Depot, Springhaven Lodge or The Kodja Place and relocation of the unit to a Disaster Recovery Site two emergency kits have been made up.

The kits are located at:

- The admin Building, in the server room; and
- The Kodja Place, behind the main desk.

The Risk Management Coordinator is responsible for annually checking and updating the kits.

The items and documents included in the emergency kit are:

Documents:

- Business Continuity Plan incorporating contact lists;
- List of staff names and contact numbers;
- Councillor contact details;
- Copy of Shires templates and forms (on a USB)
- Basic stationary;
- One ream of Council Letterhead; and
- Box of envelopes

10. Review and Maintain

It is critical that this plan is regularly reviewed to ensure that it remains relevant, accurate and useful. The Risk Management Co-ordinator is responsible for reviewing and maintaining the plan including annual updating of all the contact and insurance lists. This maintenance is a key factor in the successful implementation of the plan during an emergency.

The plan should use staff titles rather than names and any organisational structure changes must be reviewed with the plan.

After an event it is important to assess the performance of the plan, highlighting what was handled well and what could be improved upon next time.

Each workplace fire warden will develop an evacuation process which will be laminated and displayed clearly for staff and visitors to access

LGIS Insurance Policies

Insurance type	Policy coverage	Policy exclusions	Insurance company and contact	Last review date	Payments due
<i>Business Interruption</i>	<i>Business interruption due to:</i> <ul style="list-style-type: none"> • Fire • Flood • Theft 	<ul style="list-style-type: none"> • Terrorism • Tsunami • Landslide 	<i>LGIS – David Wood (9483 8888)</i> <i>Policy No V01.2014</i>	<i>30 June Annually</i>	<i>Annually</i>
<i>Motor Vehicle</i>	<i>All motor vehicles and trailers</i>	Section 1 Loss or damage to vehicles as per Interest Insured. Current market value at the time of loss or damage or sum insured value specified in the Declaration of vehicles, whichever is the lesser, but limited per council to \$20,000,000 any one event. Section 2 Cover for Third Party Liability \$30,000,000 but limited to \$5,000,000 for any dangerous goods carrying vehicles, for all claims arising from the one accident or series of accidents resulting from the one original cause (as defined in this section of the policy).	<i>LGIS – David Wood (9483 8888)</i> <i>Policy No 63 4011445 VFT</i>	<i>30 June Annually</i>	<i>Annually</i>
<i>Personal Accident</i>	<i>The Mayor, Chairperson, Elected Members, Councillors, Commissioners, Employees of the Insured, Accompanying Partners/Spouses of the Covered Persons above, Voluntary Workers, Members of any Committees and Trusts. Other Persons where the Insured is required to provide coverage whilst such persons are engaged in any Government Labour Market, Training or Job Creation Projects.</i>	<i>Covering Insured Persons whilst engaged in a Journey and any other activity directly or indirectly connected with or on behalf of the Authority and Insured Persons whilst engaged in any activity directly or indirectly connected with or on behalf of the Authority.</i>	<i>LGIS – David Wood (9483 8888)</i> <i>Policy No 93130605</i>	<i>30 June Annually</i>	<i>Annually</i>

Insurance type	Policy coverage	Policy exclusions	Insurance company and contact	Last review date	Payments due
Public liability	100% protection	None	LGIS – David Wood (9483 8888) Policy No 000114	30 June Annually	Annually
Workers Compensation	100% protection	None	LGIS – David Wood (9483 8888) Policy No 000121	30 June Annually	Annually
Buildings – Shire office	\$4,079,250 - industrial special risks, machinery breakdown, electronic equipment, general property, includes physical loss, destruction or damage to property	None – excess only	LGIS – David Wood (9483 8888) Policy No 114	30 June Annually	Annually
Contents – Shire office	\$500,000	None – excess only	LGIS – David Wood (9483 8888) Policy No 114	30 June Annually	Annually
Building – Springhaven Lodge	\$5,953,500 – industrial special risks, machinery breakdown, electronic equipment, general property, includes physical loss, destruction or damage to property	None – excess only	LGIS – David Wood (9483 8888) Policy No 114	30 June Annually	Annually
Contents – Springhaven Lodge	\$420,000	None – excess only	LGIS – David Wood (9483 8888) Policy No 114	30 June Annually	Annually
Fidelity Guarantee	Loss as a result of an act or acts of employee dishonesty (\$400K)	\$50,000 excess	LGIS – David Wood (9483 8888) Policy No 05CH005846	30 June Annually	Annually
Building – Kodja Place	\$4,704,100 - industrial special risks, machinery breakdown, electronic equipment, general property, includes physical loss, destruction or damage to property	None – excess only	LGIS – David Wood (9483 8888) Policy No 114	30 June Annually	Annually
Contents – Kodja Place	\$250,000	None – excess only	LGIS – David Wood (9483 8888) Policy No 114	30 June Annually	Annually

11. Data Security and Backup Strategy

The Shire of Kojonup **protects our data and our network** (e.g. virus protection, secure networks and firewalls, secure passwords and data backup procedures). Details of the backup procedures are as follows:

Data for backup

Basic Process: Data is backed up in several processes using a mixture of inbuilt Windows Server technologies and third party software (StorageCraft ShadowProtect). Shadow copies are scheduled on data shares to capture changes several times a day and are retained for up to 30 days (space allowing) on the same disk that the original data resides. This system allows users to quickly restore previous copies of their documents with minimal intervention from IT staff.

StorageCraft ShadowProtect is installed on both virtual servers and generates backups daily to a Network Attached Storage (NAS) device which resides in The Kodja Place. Back up sets are retained for a month before the oldest set is discarded to provide space for the next set. An option to periodically output the content of the NAS to an external USB Hard disk (to create a historic backup rather than one tailored to disaster recovery) has been discussed but has not as yet been implemented.

Data for Backup: The data set being captured by the backup is now more complete and includes data for the main office, Springhaven and the Works Depot now that they are all part of the same network. Data for The Kodja Place is also included, excluding the Mosaic database server as this runs its own independent backup system. Individual user data is redirected to the server (desktop and document folders) meaning this is also captured in the backup. Email and server user / software environments are also captured on the servers (Primary Domain Controller and Terminal Server).

Backup Media/Service: Backup is currently to a Network Attached Storage (NAS) system. A NAS is essentially an array of hard drives (for redundancy) attached to and accessed via the network. This NAS is situated in a locked room at The Kodja Place.

Person Responsible: The system is largely automated with notifications being sent via email to Pre-emptive Strike, who then liaise with the Manager of Corporate Services.

Backup for the Kodja Place Mosaic / Point of Sale:

Basic process: Data is backed up via StorageCraft ShadowProtect Desktop running instances on both the Mosaic Server and the Point of Sales (POS) system. This occurs daily and the data is output to external hard drives. In Mosaic's case, there is a set of three disks in rotation. In the POS system's case there is a single disk in use. Responsibility for these disks and their rotation, has been delegated to the Manager Community Development & Tourism. That said, there is room for improvement in the POS backup process

Data for Backup: The data captured by these backups is complete system images for both the Mosaic Server and the POS system. This includes both the pertinent data (accounting and databases) as well as the software environment of both machines.

Backup Media/Service: External Hard Disk drives. In the case of Mosaic, three in a daily rotation and in the case of the POS system a single drive. This single drive back up process will be revised due to the particular vulnerability a single backup disk presents. A process for off-site storage of hard drives will also be implemented.

Person Responsible: Manager Corporate and Community Services

Antivirus: Trend Micro Worry Free Business Advanced is in place. Although renewal of the subscription is not automatic, it is set to send notifications regarding the licensing status and will be manually addressed as required. Email is subject to additional scanning in the shape of an antivirus relay supplied by Westnet that filters incoming email for the organisation before it is delivered to the on site server.

Firewall Deployment: As all work places share the same gateway to the outside world, they also share the same hardware firewall. This unit is configured in a fairly standard manner. Outbound traffic is generally allowed whilst inbound traffic is denied except for the minimum service ports required for external connectivity to Exchange, maintenance of the network and VPN access to accommodate remote access.

Password security: Similar to previous configurations, the group policy in place on the server enforces standard complexity for user passwords but does not force them to expire. This would typically allow users to change their password at their own discretion rather than force them to change them periodically. Documentation has been supplied for changing passwords and most users have set something unique (rather than what was initially assigned during user creation).

12. Business Impact Analysis

*As part of the **Business Continuity Plan** the Shire has undertaken a **Business Impact Analysis** which will use the information in the Risk Management Plan to assess the identified risks and impacts in relation to critical activities of the Shire operations and determine basic recovery requirements.*

Critical Business Activity

The following table lists the critical business activities that must be performed to ensure the Shire's business continues to operate effectively.

General Risk Area 1

Finance and Accounting
Payroll
Environmental Health

General Risk Area 2

Road construction and maintenance
Public Conveniences
Waste Management

Business Impact Analysis

Critical Business Activity	Description	Priority	Impact of loss <i>(losses in terms of financial, staffing, loss of reputation etc.)</i>	RTO <i>(critical period before business losses occur)</i>
General Risk Area 1	<p>All critical activities to manage Council's key administrative and governance processes:</p> <ul style="list-style-type: none"> • Finance and Accounting • Payroll • Environmental Health 	High	<ul style="list-style-type: none"> • Staffing numbers will not change however there will be an impact on productivity levels as functions are completed manually or resources are redirected to the recovery process • Continuing payment of permanent and part time Springhaven staff whilst residents accommodated elsewhere and until new building completed – cost of wages v no income from facility. • The urgent re-establishment of these critical needs may result in Council breaching various statutory and service requirements • There will be a minor impact on customer services which may temporarily reflect upon Council poorly • The re-establishment of the service will depend on many alternate suppliers, such as IT and Communication suppliers, electricity and software providers. 	72 hours

Critical Business Activity	Description	Priority	Impact of loss <i>(losses in terms of financial, staffing, loss of reputation etc.)</i>	RTO <i>(critical period before business losses occur)</i>
General Risk Area 2	<p>All critical activities to manage Council's on ground, engineering and maintenance services:</p> <ul style="list-style-type: none"> • Road construction and maintenance • Public conveniences 	High	<ul style="list-style-type: none"> • Re-establishment/incremental costs: <ul style="list-style-type: none"> ○ Machinery at hire rates ○ Public conveniences – no impact • Staffing numbers will not change, however there will be an impact on productivity levels as functions are completed manually or resources are redirected to the recovery process • There will be minor impact on customer services which may temporarily reflect upon Council poorly • The urgent re-establishment of these critical needs may result in Council temporarily breaching various statutory and service requirements 	72 hours

13. Action Plan for Implementation

Action	Responsible Officer	Timeframe
Commence planning and undertake test of documented incident plans	SMT & Risk management Co-Ordinator	01/08/2018
Review document as a result of test and in preparation for Council	SMT & Risk management Co-Ordinator	01/10/2018
Prepare Emergency Kit as identified in this Plan	Risk management Co-Ordinator	01/06/2018
Educate and train all staff on the plan	Risk management Co-Ordinator	01/07/2018
Investigate contractual requirements for radio failure and alternative contingency plans for methods of communications for works staff	Manager Works & Services Manager Corporate and Community Services	01/11/2018

14. Glossary

Business Continuity Planning	A process that helps develop a plan document for a business to ensure that it can operate to the extent required in the event of a crisis/disaster.
Business Continuity Plan	A document containing all of the information required to ensure that the business is able to resume critical business activities should a crisis/disaster occur.
Business Impact Analysis	The process of gathering information to determine basic recovery requirements for our key business activities in the event of a crisis/disaster.
Key business activities	Those activities essential to deliver outputs and achievement of business objectives.
Recovery Time Objective (RTO)	The time from which you declare a crisis/disaster to the time that the critical business functions must be fully operational in order to avoid serious financial loss.
Resources	The means that support delivery of an identifiable output and/or result. Resources may be money, physical assets, or most importantly, people.
Risk Management	Is the process of defining and analysing risks, and then deciding on the appropriate course of action in order to minimise these risks, whilst still achieving business goals.