SHIRE OF
toodyay
place of plenty

Business Continuity / Disaster Recovery Plan

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Approved for distribution by the Chief Executive Officer

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Aaron Bowman, CEO

27/6/25

Date

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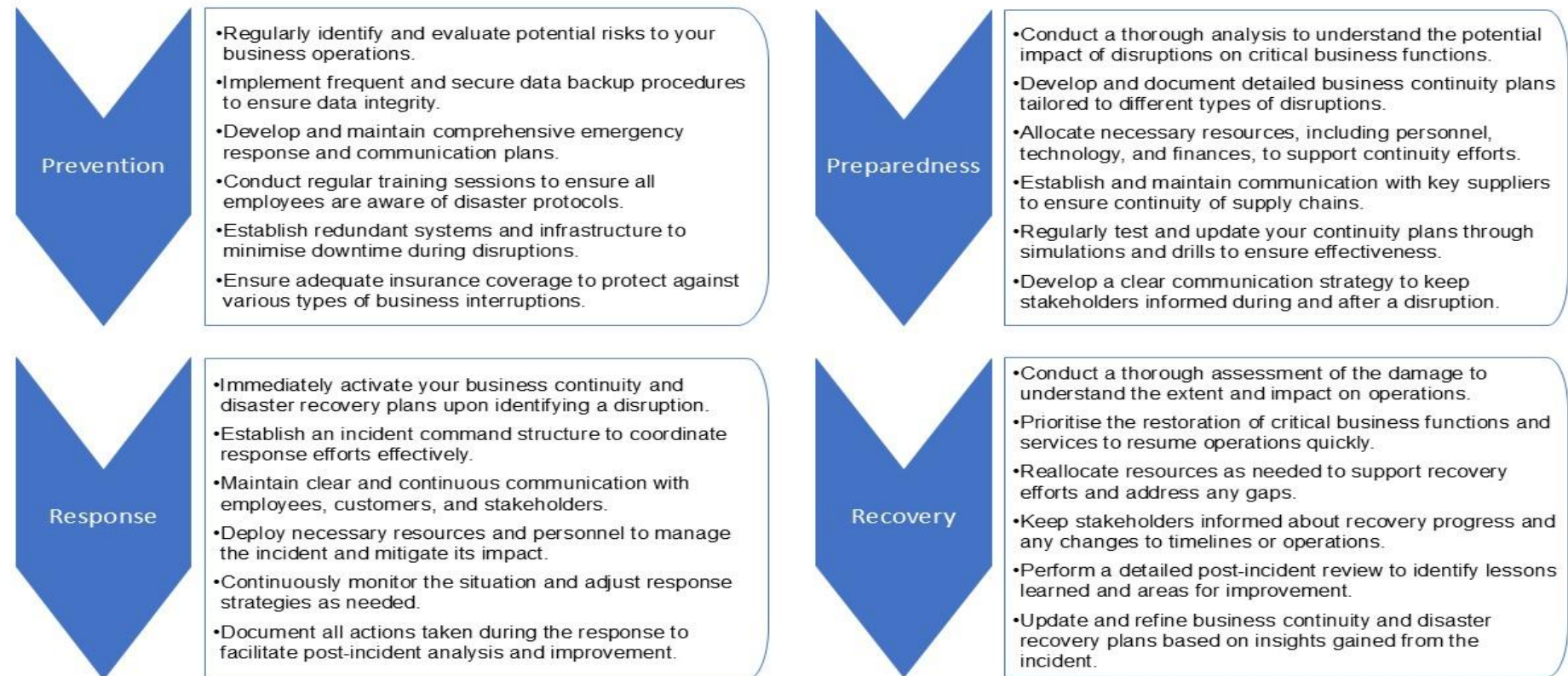# Introduction and Objectives

The Shire of Toodyay is committed to maintaining essential services and operational resilience in the event of disruptions such as natural disasters, cyber incidents, infrastructure failures, or emergencies. To do this, it is important to remember the four phases of Business Continuity and Disaster Recovery which are detailed below.

Prevention
- Regularly identify and evaluate potential risks to your business operations.
- Implement frequent and secure data backup procedures to ensure data integrity.
- Develop and maintain comprehensive emergency response and communication plans.
- Conduct regular training sessions to ensure all employees are aware of disaster protocols.
- Establish redundant systems and infrastructure to minimise downtime during disruptions.
- Ensure adequate insurance coverage to protect against various types of business interruptions.

Preparedness
- Conduct a thorough analysis to understand the potential impact of disruptions on critical business functions.
- Develop and document detailed business continuity plans tailored to different types of disruptions.
- Allocate necessary resources, including personnel, technology, and finances, to support continuity efforts.
- Establish and maintain communication with key suppliers to ensure continuity of supply chains.
- Regularly test and update your continuity plans through simulations and drills to ensure effectiveness.
- Develop a clear communication strategy to keep stakeholders informed during and after a disruption.

Response
- Immediately activate your business continuity and disaster recovery plans upon identifying a disruption.
- Establish an incident command structure to coordinate response efforts effectively.
- Maintain clear and continuous communication with employees, customers, and stakeholders.
- Deploy necessary resources and personnel to manage the incident and mitigate its impact.
- Continuously monitor the situation and adjust response strategies as needed.
- Document all actions taken during the response to facilitate post-incident analysis and improvement.

Recovery
- Conduct a thorough assessment of the damage to understand the extent and impact on operations.
- Prioritise the restoration of critical business functions and services to resume operations quickly.
- Reallocate resources as needed to support recovery efforts and address any gaps.
- Keep stakeholders informed about recovery progress and any changes to timelines or operations.
- Perform a detailed post-incident review to identify lessons learned and areas for improvement.
- Update and refine business continuity and disaster recovery plans based on insights gained from the incident.

This Plan establishes a framework for risk preparedness, response protocols, and recovery strategies to safeguard the community and ensure minimal service interruptions and the continuation of essential services during and after disruptions.

Whilst the Business Continuity part of this plan focuses on maintaining operations during an event, the Disaster Recovery part of this plan focuses on restoring systems and services after an incident.

This plan is aligned with the Shire's risk management framework, aimed at ensuring the continuity of business operations, with minimal disruption, in the event of a disaster. Before a disaster it is imperative that the Shire is well prepared for such an event, whether it would be as devastating as fire or as minimal as a blackout.

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

The objectives of the Plan are to:

- ensure the Shire is prepared prior to an event occurring;

- ensure the continuation of normal operations during a disruption, including public safety, infrastructure management and administrative functions even if it's severe.

- Identify critical functions and systems and prioritise functions based on a business impact analysis to maintain an effective disaster response that will mitigate risks and minimise operational downtime;

- Have a strategy in place for maintaining operations during a disruption including having a communication plan to keep stakeholders informed.

- Have a systematic plan to follow any incident or disaster and strengthen resource allocation and staff preparedness to handle disruptions efficiently.

- Minimise financial effects and impacts on service delivery targets in the event of a disruption.

- Protect Council's assets and reputation through the development of organisational resilience and restore normal operations as quickly as possible.

Following a disaster, the Shire must be prepared to focus on restoring all critical business operations as soon as possible. In the event of a high-impact disaster, such as fire, the relocation of Shire operations may be necessary.

This plan will provide a structured approach to responding to and recovery from events that affect business continuity through the implementation of preventative measures and recovery procedures. The plan prioritises continuity of essential services,

protection of community assets, and rapid restoration efforts to minimise disruption and safeguard public welfare.

Documentation and accessibility:

Mobile and Offline Access

This Plan will be placed on the Shire computer system available to most staff members at this link: W:\SHIRE DOCUMENTS\Strategic and Other Plans **and** hard copies will be placed at the Visitor Centre, Toodyay Community Resource Centre, Toodyay Aquatic Centre, Depot, Administration building and Library for reference.

To ensure accessibility during IT outages, critical components of this plan will be made available in mobile-friendly formats and stored on encrypted USB drives in Administration and Welfare kits (refer to section 5). Printed quick-reference guides will also be distributed to key personnel.

1. Definitions

Term	Meaning
BCP	Business Continuity Plan
Business Continuity Plan	A plan containing information required to ensure that it remains functional and is evaluated against current operational requirements so that the business can resume critical business activities should a crisis/ disaster occur. The review of this plan is part of the Shire's Compliance calendar.
Risk Management	Is the process of defining and analysing risks, and the appropriate course of action to minimise these risks, whist still achieving business goals.
Council	The local government, responsible for making decisions in formal meetings held under the auspices of Part 5 of the Local Government Act 1995 and under the Shire's Standing Orders Local Law 2008.
LEMA	Local Emergency Management Arrangements

2. Regularly identify and evaluate potential risks to business operations

The Shire's Risk Management Framework, adopted by Council, is the tool used by the Shire that outlines specific methodologies for identifying, assessing and prioritising risks.

The Shire of Toodyay's Risk Management Framework covers a comprehensive range of risks to ensure the safety and continuity of its operations. Here are some key areas it addresses:

1. **Natural Disasters**: Risks related to bushfires, floods, and other natural events.

2. **Operational Risks**: Risks associated with the day-to-day operations of the Shire, including service delivery and infrastructure maintenance.

3. **Financial Risks**: Risks related to financial management, including budgeting, investments, and financial reporting.

4. **Compliance Risks**: Risks associated with adhering to laws, regulations, and standards.

5. **Reputational Risks**: Risks that could impact the Shire's reputation and public trust.

6. **Strategic Risks**: Risks that could affect the achievement of the Shire's long-term goals and objectives [1].

The Shire conducts annual risk assessments to identify potential disasters or threats including bushfires, floods, severe storms, cyberattacks, and critical infrastructure failures.

The Shire takes a proactive and reactive approach which focuses on maintaining essential functions during a disruption. This involves planning and preparing to ensure that business operations can continue with minimal disruption which requires contingency plans to be in place that are more detailed and technical and steps to restore IT systems, data and infrastructure after a disaster.

The Shire of Toodyay's **bushfire preparedness and resilience strategy** is designed to mitigate risks, enhance community safety, and ensure continuity during and after bushfire events. Its key objectives are:

- Improving egress and evacuation options in legacy subdivisions.

- Enhancing bushfire mitigation and emergency water infrastructure.

- Strengthening community engagement, staffing, and GIS capabilities.

- Clarifying and managing easement liabilities.

- Providing a refined set of 44 actionable recommendations.

The report outlines a strategic, data-driven, and community-focused approach to bushfire preparedness. It emphasises the need for long-term investment, inter-agency collaboration, and proactive planning to enhance the resilience of the Shire of Toodyay against increasing bushfire threats.

You can explore more details in the [Bush Fire Preparedness and Resilience Strategies document](#) or the [Fire Prevention and Preparedness page](#).

2.1 Potential Risks that could impact business operations

The Shire has identified the following potential risks that could impact business operations as well as what contingency plans are in place and risk reduction strategies there are to mitigate the risks in the table below.

Type	Risk	Probability	Impact	Risk Reduction actions (Mitigation Strategies)	Contingency Plan
Financial Risks	Procurement	Medium	Insignificant (1) / Possible (3) / Low (3)	If the network goes down, the back-up plan is to wait until the network is restored.	Purchasing is done through enterprise software. <mark>Cheques are to be stored offsite.</mark> Journal folders and records of past financial statements
Financial Risks	Issues with building infrastructure	Medium	Insignificant (1) / Possible (3) / Low (3)	Conduct regular maintenance and inspections to prevent vulnerabilities Implement staff training on emergency procedures.	Building Infrastructure: Ensure compliance with safety standards (fire-resistant materials, flood barriers, earthquake-resistant designs).
Financial Risks (TRC)	Issues with building infrastructure	Medium	Insignificant (1) / Possible (3) / Low (3)	Safety Measures: Conduct regular inspections and staff training on emergency procedures.	Install backup power systems (generators, solar panels). Maintain emergency lighting and Air-conditioning systems.

Type	Risk	Probability	Impact	Risk Reduction actions (Mitigation Strategies)	Contingency Plan
	Loss of revenue visits, bookings and events				
Human Risks	Staff Shortages	Medium	Insignifican t (1) / Possible (3) / Low (3)	Identify essential roles and ensure critical responsibilities are well-documented. Implement cross-training programs so staff can cover multiple functions in case of vacancies. Develop succession strategies for key positions to ensure continuity. Incorporate remote work options or staggered shifts to enhance workforce adaptability. Foster employee engagement through recognition programs and	Define trigger points for activating the contingency plan (e.g., 60% of staff unavailable). Identify non-critical functions that can be temporarily scaled down. Focus available workforce on priority business continuity and recovery tasks. Mobilise additional support from external contractors or mutual-aid arrangements with neighbouring local governments. Maintain transparent communication with employees, leadership, and the community regarding service adjustments. Provide clear instructions on workflow changes to avoid confusion and service delays.

Type	Risk	Probability	Impact	Risk Reduction actions (Mitigation Strategies)	Contingency Plan
				professional development. Provide mental health and stress management support to enhance workforce resilience.	Implement ongoing monitoring of workforce availability and operational impacts. Review lessons learned post-crisis to refine future preparedness strategies.
Human Risks	Vehicle Accidents to Council buildings	Depends upon what building is involved. Impact level is 1	Between Low (1) and Moderate (6)	Barriers in place for vehicular impacts, except from sky.	Consult with Key Contacts – the Incident Response leader first.
Human Risks	Theft	Dependent upon what the issues are. Impact level is 3	Between Low (3) and High (15)	Policies in place to mitigate risks	Consult with Key Contacts – the Incident Response leader first.
Human Risks	human error	Significant disruptions dependent upon what the issues are. Impact level 4	Moderate (8)	Inherent risk. Mitigate through training Develop clear operational guidelines and checklists to minimise deviation from procedures. Implement a role-specific training framework to ensure employees understand their	Define trigger points for error escalation, ensuring timely intervention to mitigate disruptions. Utilize decision trees and response templates to guide staff through corrective actions efficiently Maintain redundant critical systems and data to ensure operational continuity if errors cause failure

Type	Risk	Probability	Impact	Risk Reduction actions (Mitigation Strategies)	Contingency Plan
				responsibilities during a disruption. Automate critical workflows (e.g., data backup, system updates) to reduce manual interventions that could lead to errors. Foster a non-punitive error-reporting system, encouraging employees to report mistakes for corrective actions. Conduct post-incident analysis and lessons-learned reviews to refine protocols and prevent recurrence. Establish a business continuity audit schedule to detect procedural gaps and inconsistencies.	Establish immediate corrective communication protocols to prevent misinformation from human errors affecting stakeholders ICT Service Provider assists in the process

Type	Risk	Probability	Impact	Risk Reduction actions (Mitigation Strategies)	Contingency Plan
Human Risks	Pandemics	Medium	Low (4)	Establish a formal pandemic preparedness and response plan within the local government's business continuity framework. Create flexible work policies such as remote work capabilities and digital infrastructure for government operations. Invest in training staff to handle emergency scenarios, including cross-functional preparedness.	Implement staff rotation strategies to maintain operations with a reduced workforce. Establish a structured communication system for timely updates on public health guidelines. Develop programs to support vulnerable populations, including food distribution and remote assistance programs. Maintain emergency supply reserves, including medical equipment, protective gear, and sanitation materials. Allocate contingency funds to support pandemic response activities and economic recovery initiatives.
Infrastructure Risks	Human threats – Vandalism, theft, human error	Vandalism occurs to Council buildings and on occasion some of	Minor / High (10)	Policies in place to mitigate risks.	Submit a works request for any occurrences.

Type	Risk	Probability	Impact	Risk Reduction actions (Mitigation Strategies)	Contingency Plan
		the Shire's Plant and Equipment (Level 5)		Graffiti trailer available for use in the Works Depot	Digitise physical records and store them securely in multiple locations.
Legal Impact	Non-compliance with safety and operational standards	Medium	Low (4)	**Regular Inspections:** Conduct monthly safety inspections of equipment (e.g., swimming pool systems). Document inspection results and address any identified hazards immediately.	**Emergency Readiness:** Install clear and visible evacuation routes and exit signs throughout the facilities. Stock first aid kits in accessible locations and ensure staff are trained in first aid. **Staff Training:** Aquatic Emergencies would be managed by Contractor. Executive Manager Economic Development and Community Services would oversee as that role has ultimate responsibility for the Toodyay Aquatic Centre. **Public Safety Information:** Display safety guidelines and emergency contacts prominently in public areas.

Type	Risk	Probability	Impact	Risk Reduction actions (Mitigation Strategies)	Contingency Plan
					Use digital screens or posters to educate patrons on safety protocols.
Legal Risk	Regulatory Compliance	Non-compliance with local government laws, environmental regulations, or planning approvals.	Moderate 6	Maintain a Compliance Register tracking all applicable laws and deadlines. Regular internal audits to ensure adherence to governance policies. Provide training for staff on local government regulations and legal responsibilities. Engage legal advisors to review compliance-related matters.	If a legal issue arises, the following steps ensure effective management: Incident Documentation – Report and log all relevant details. Legal Consultation – Engage legal advisors for guidance. Internal Investigation – Conduct a thorough review and fact-finding process. Resolution Strategy – Determine corrective actions such as settlements, policy updates, or legal defences. Monitoring and Reporting – Track resolutions and ensure compliance with remedial measures.

Type	Risk	Probability	Impact	Risk Reduction actions (Mitigation Strategies)	Contingency Plan
Legal Risk	**Contractual Risks**	Mismanagement of agreements, breach of contract, unclear terms, or disputes with vendors.	Moderate (3) / Rare (1) / Low (3)	Develop standard contract templates with clear legal terms. Conduct legal reviews before signing major contracts. Maintain a contract management system for tracking obligations and renewals. Establish a dispute resolution process for contractual disagreements.	Conduct annual risk reviews to adjust strategies based on new legal developments. Maintain open communication with stakeholders to identify emerging legal concerns. Update policies and procedures in response to court rulings or legislative changes.
Legal Risk	**Workplace & Employment**	Unfair dismissal claims, discrimination complaints, workplace health & safety violations.	Moderate (3) / Rare (1) / Low (3)	Establish clear, comprehensive HR and workplace policies that comply with legal frameworks (such as the Fair Work Act, Safe Work Australia and relevant WHS statutes). This includes documented procedures for grievance,	The CEO will aim to engage with the HR Officer, and HR Employee Relations and WHS experts to investigate claims, gather evidence, and document findings. The CEO will adjust roles and responsibilities to cover any gaps that might arise during disputes or investigations. The CEO will aim to engage with the Shire's external

Type	Risk	Probability	Impact	Risk Reduction actions (Mitigation Strategies)	Contingency Plan
				termination, anti-discrimination protocols, and safety protocols. Regular reviews and updates to these policies ensure they remain current with changing legal requirements and industry best practices. Proactive training helps reduce the likelihood of incidents arising in the first place. Provide ongoing workplace health & safety training. Conduct regular staff policy reviews to align with employment laws. Ensure contracts include appropriate clauses for dispute resolution.	legal advisor, regulatory bodies, or third-party mediators to communicate transparently and manage the legal implications. Establishing a post-incident review process. This evaluation phase can help pinpoint weaknesses in HR-related policies or WHS practices. Incorporating employee feedback and engaging with external consultants for an impartial review could lead to more enduring improvements in the Shire's organisational culture.

Type	Risk	Probability	Impact	Risk Reduction actions (Mitigation Strategies)	Contingency Plan
Legal Risk	**Public Liability**	Injuries or incidents occurring on Shire-owned properties, or during a community event (e.g. negligence claims, liability for community events.)	Minor (2) / Low (4) / Moderate (8)	Conduct routine risk assessments of Shire-owned facilities and public spaces. Ensure public events have adequate insurance coverage. Maintain incident reporting procedures to document and address liability concerns. Communicate safety guidelines for community engagement programs. Events have adequate insurance and <u>risk management plan</u> and also state 'Shire run community events'	Ensure the immediate safety and well-being of anyone affected. Designated incident response team, including on-site safety officers, will be activated to provide first aid, secure the scene, and contact emergency services as required. Clear chain-of-command established for reporting the incident internally, ensuring that all details—including time, location, and nature of the injury or alleged negligence—are meticulously documented. Following the initial response, the Shire's legal and claims management advisors, in collaboration with external counsel and insurance providers, will initiate a thorough investigation. This inquiry will determine the precise cause and circumstances of the incident, assess any potential breach of duty or negligence, and

Type	Risk	Probability	Impact	Risk Reduction actions (Mitigation Strategies)	Contingency Plan
					ensure that all statutory reporting obligations are met. Clear communication protocols will be implemented to keep relevant stakeholders fully informed, while preserving the integrity of the investigation through the appropriate handling of documentation and evidence. Once the incident has been managed and immediate risks addressed, the Shire will conduct a rigorous review of current public liability processes and risk management practices. This review includes implementing preventative measures—such as enhanced safety audits, comprehensive training for staff and event organizers, and regular updates to policies governing property use and community events—to reduce future risks. Lessons learned will be used to refine emergency response plans, ensuring the continuity of operations and maintaining public

Type	Risk	Probability	Impact	Risk Reduction actions (Mitigation Strategies)	Contingency Plan
					confidence in the Shire's commitment to safety and accountability.
Legal Risk	**Financial & Governance Risks**	Fraud, mismanagement of public funds, failure to follow procurement policies.	Moderate (3), Possible (3)) / Moderate (9)	Strengthen financial oversight mechanisms with transparent reporting. Conduct regular fraud prevention training for staff. Implement budget control measures to avoid financial mismanagement. Ensure procurement follows legal and ethical purchasing standards.	In the event that financial and governance risks—such as fraud, mismanagement of public funds, or failure to follow procurement policies—are detected, a rapid response mechanism is activated. A designated Financial Governance Taskforce, comprising finance, legal, internal audit, and risk management professionals, will secure financial systems and freeze suspect transactions, ensuring that access to critical accounts and contracts is immediately restricted. This initial isolation minimizes further exposure while preserving essential records and evidence for subsequent review. Following the immediate response, the taskforce will launch a comprehensive investigation to determine the scope and severity of

Type	Risk	Probability	Impact	Risk Reduction actions (Mitigation Strategies)	Contingency Plan
					the issue. Utilising forensic accounting techniques and thorough document reviews, the investigation will examine all pertinent financial transactions and procurement processes. If necessary, external experts, such as forensic accountants and legal advisors, will be engaged to provide an independent assessment, ensuring any potential breaches of responsibilities or statutory obligations are transparently addressed and reported to regulatory bodies. Once the root cause is identified, targeted remediation measures will be implemented to restore robust financial governance. This includes revising and strengthening internal controls and procurement policies, providing focused training for relevant staff, and instituting more frequent audits and risk assessments. By integrating lessons learned into future protocols, the Shire ensures a

Type	Risk	Probability	Impact	Risk Reduction actions (Mitigation Strategies)	Contingency Plan
					continuous improvement process that not only mitigates recurring risks but also reinforces overall ethical governance and public confidence in its operations.
Legal Risk	**Defamation & Media**	Misuse of information, false statements in official communications, or social media liability.	Moderate (3), Possible (3)) / Moderate (9)	Train staff on appropriate communication practices to avoid misinformation. Establish social media guidelines for official Shire accounts. Legal review of public statements before publishing controversial matters. Ensure public relations efforts align with ethical and legal standards.	In the event of defamation or a media crisis arising from the misuse of information, false statements in official communications, or social media liability, an immediate and coordinated response will be activated. All digital and printed communications related to the incident will be secured. Essential steps include freezing or removing the disputed content, issuing preliminary internal statements to control the narrative, and notifying pertinent social media platforms. This initial phase is designed to mitigate further harm while preserving crucial evidence for internal review and external legal consultation if needed.

Type	Risk	Probability	Impact	Risk Reduction actions (Mitigation Strategies)	Contingency Plan
					Following the immediate containment measures, an in-depth investigation will be conducted to identify the root cause and scope of the issue. This review will include a reassessment of internal protocols and communications policies, followed by the rapid deployment of corrective actions such as updated training programs focused on responsible messaging and robust verification processes for all official statements. A dedicated media liaison will manage stakeholder communications, ensuring transparency and prompt clarification through revised public statements. The insights gained from this process will be used to refine our long-term crisis management strategies and prevent future occurrences.
Natural Disaster	Flood	Rare probability and 100-year flood line noted.	Low (1) to Moderate (5)	Drainage is kept clear of debris build-up.	Install flood barriers around the perimeter of the buildings.

Type	Risk	Probability	Impact	Risk Reduction actions (Mitigation Strategies)	Contingency Plan
		Risk limited to flash flooding for severe rain events	consequences regarding loss of business continuity	Regularly inspect the buildings, roads, drains and other infrastructure, to identify vulnerabilities (e.g., areas prone to flooding or fire hazards). Document findings and prioritise infrastructure upgrades. Install flood barriers. Digitise physical records and store them securely in multiple locations.	Set up fire suppression systems (e.g., sprinklers, fire extinguishers) and ensure they are maintained regularly. Equip the facilities with backup generators and ensure they are tested monthly. Add emergency lighting in critical areas (corridors, exits, and stairwells).
Natural Disaster	Fire	Medium - Bush fire advice level low (3) The risk of fire destroying Council Buildings is rare, but the bush fire advice level is low (1)(2).	The Shire is classified as a Bush Fire Prone area. The impact is possible. High	Evacuation drills and warden training. Regularly inspect the buildings to identify vulnerabilities (e.g., areas prone to flooding or fire hazards).	Bush Fire Risk Management Plan Replace old electrical wiring with fire-resistant materials. Set up fire suppression systems (e.g., sprinklers, fire extinguishers) and ensure they are maintained regularly

Type	Risk	Probability	Impact	Risk Reduction actions (Mitigation Strategies)	Contingency Plan
				Document findings and prioritise infrastructure upgrades.	
				Fire extinguishers are regularly checked and present in all buildings.	
				Install fire suppression systems.	
				Digitise physical records and store them securely in multiple locations.	
				Contingencies in place such as staff training.	
				Work Health and Safety Committee assess building safety regularly.	
				Firefighting equipment is regularly checked and is present in all buildings.	
				There are several brigades within the district who are a phone-call away.	

Type	Risk	Probability	Impact	Risk Reduction actions (Mitigation Strategies)	Contingency Plan
Natural Disaster	Storms	Almost certain rating for Black outs; and Power surges	Moderate (5) to extreme (25)	Damage to roads and infrastructure	Equip emergency evacuation facilities and critical buildings such as the Administration Centre, the Depot, and the Toodyay Recreation Centre with backup generators and ensure they are tested monthly. Note: Diesel generators located at the Admin and Works Depot
Natural Disaster	Earthquakes	Shire located in an earthquake zone. Event impact rated as unlikely Low Probability of large seismic activity low (2) but if it did occur consequences to Council Buildings would be high (10)	Probability of large seismic activity low (2) but if it did occur consequences to Council Buildings would be high (10)	Refer to the Local Emergency Management Arrangements Install earthquake-resistant designs.	Reinforce structural components to improve earthquake resistance.
Operational Impact (TRC and Aquatic Centre)	Disruption of services and community programs.	Medium	Low	**Community Engagement:** Develop communication strategies to keep the public	Utilities and Supplies: Stockpile essential supplies (food, water, medical kits).

Type	Risk	Probability	Impact	Risk Reduction actions (Mitigation Strategies)	Contingency Plan
				informed during disruptions.	Establish contracts with suppliers for rapid replenishment.
Operational Risks (TRC)	Equipment failure, supply chain disruptions, overcrowding	Medium	Low	Establish contracts with suppliers for rapid resource replenishment. **IT Systems:** Regular data backups, cybersecurity measures, and redundant servers.	Infrastructure: Install backup power systems, flood barriers, and fire suppression systems. **IT Systems and Records:** Implement cloud-based backups for critical data. Secure communication systems for coordination during emergencies.
Other	Internal Fire	Possible impact equating to most businesses	Bush fire advice level low (3)	Conduct fire drills	Contingencies in place such as staff training.
Other	Building Fire	Unlikely impact to servers not located in fireproof room	Moderate (6) to high (10)	Ensure sprinkler systems and fire-retardant devices maintained.	Maintain and regularly test sprinkler systems and fire-retardant infrastructure to mitigate moderate to high risk of server damage in the event of a building fire
Other	Asset Management Records	Possible. The department relies heavily on the IT	Moderate (6) to high (10)	Most records used and processed are stored	Plans must be secured via safe or offsite storage. The enterprise software network will mitigate the loss

Type	Risk	Probability	Impact	Risk Reduction actions (Mitigation Strategies)	Contingency Plan
		network to perform most of its functions. Correspondence, budgets and design tasks are all fulfilled using computer software, including Authority, Romans and Civil CAD. There are currently no manual procedures to replace these electronic processes, thus the IT network will have to be restored before Technical Services staff may perform such functions again. While the IT systems are down, Works and Services staff may continue work on other tasks including any from the following areas of business operation.		electronically. Some plans may exist	of data by installing a server at the depot and making it a domain controller. The system can work independently excluding email.
Reputational Impact	Damage to public trust and	Medium	Low	Inherent risk. Mitigate through induction	Communication is key so that all parties involved accept

Type	Risk	Probability	Impact	Risk Reduction actions (Mitigation Strategies)	Contingency Plan
	community relationships			processes that focus on the code of conduct, integrity training and Public Interest Disclosure Ensure regular community bulletins advising the public and providing reassurance regarding the activities undertaken by the Shire. Monthly news in the local newspaper focusing on facets of the business including the provision of community services	responsibility and move forward with regular catchups to ensure adherence to Shire policies and business operating practices. Holding community forums.
Technological Risks	IT System failures	Medium Significant disruption if not managed. Moderate / High	High	Policies in place to mitigate risks. WIFI and VPN Network utilisation through ICT Service Provider. Implement regular data backups (stored off-site or in the cloud), redundant	ICT Service Provider assists in the process. Backups completed by ICT Service Provider.

Type	Risk	Probability	Impact	Risk Reduction actions (Mitigation Strategies)	Contingency Plan
				servers, and cybersecurity measures.	
Technological Risks	Cyber-attacks or Computer viruses	Medium Significant disruption if not managed. Devastating dependent upon what the issues are (Level 5) Moderate / High	Moderate (5) High	Policies in place through Service Provider to mitigate risks Use and maintenance of virus protection programs updated automatically on daily basis, providing file and email protection.	ICT Service Provider assists in the process. Strengthen data security, improve emergency preparedness, and create alternative work processes
Technological Risks	This includes computer hardware failure or telecommunications failure (lack of access to WIFI).	Significant disruption if not managed Impact can be devastating dependent upon what the issues are. Level 4 / 5 Moderate / High	Significant disruption if not managed Moderate / High	Policies in place to mitigate risks WIFI and VPN Network utilisation through ICT Service Provider. Use and maintenance of virus protection programs updated automatically on daily basis, providing file and email protection.	ICT Service Provider assists in the process. Strengthen data security, improve emergency preparedness, and create alternative work processes
Technological Risks	Computer back up for ICT	Minor disruptions if back-up not available. Impact level 4.	Low (4)	Record Keeping Policy and Procedures to be followed.	ICT Service Provider assists in the process

Type	Risk	Probability	Impact	Risk Reduction actions (Mitigation Strategies)	Contingency Plan
				Support through ICT Service Provider.	
Utility failures	Power outages	These occur several times per year and can last for a few hours. Impact Level 5	High (10)	Equip the facilities with backup generators and ensure they are tested monthly. Diesel generators located at the Admin and Works Depot. Ensure the Server has UPS backup.	Add emergency lighting in critical areas (corridors, exits, and stairwells).

Note that the impact levels and Likelihoods have been identified through the risk management tables contained in the Risk Management Policy adopted by Council.

Climate Change Considerations

The Shire recognises the increasing frequency and severity of climate-related events. Risk assessments will incorporate climate projections, and infrastructure planning will prioritise resilience to extreme heat, bushfires, and flooding.

Focus on Recovery Processes

After a disaster has occurred, the Shire must focus its resources on the process of recovery. This involves restoring all critical business functions, informing significant parties of the situation and providing the necessary support to Shire Officers and the community.

The overall impact of a disaster on Council activities may be devastating; however, with the implementation of this Business Continuity and Disaster Recovery Plan, the Shire may adequately prepare itself for the event of a disaster and reduce the potential impact of a devastating situation.

3. Implement frequent and secure data backup procedures to ensure data integrity.

To make sure important data is protected and stays reliable, the Shire works with an IT provider, XL2, to handle its technology services. XL2 is responsible for setting up strong backup procedures to prevent data loss and ensure everything runs smoothly, even during disruptions.

Regular System Maintenance

To keep things running properly, hardware and software systems go through routine check-ups. These maintenance checks help catch potential issues before they become bigger problems, making sure everything stays secure and functional.

Quick Support When Needed

Technology isn't perfect, and problems can pop up unexpectedly. To deal with this, the Shire has a service-level agreement (SLA) with its IT provider. This means XL2 is committed to offering fast and reliable support whenever there's an issue, ensuring that any disruptions are resolved as quickly as possible.

Real-Time Monitoring

A system health dashboard is used to keep an eye on critical IT components in real time. This helps detect problems early, allowing for quick fixes before they affect important operations. With this constant monitoring, the Shire can act fast to maintain data integrity and keep its systems secure.

By taking these precautions, the Shire ensures that its data is always backed up, protected, and ready to be restored in case of any issues. This proactive approach helps maintain reliability and security for both the Shire and the community it serves.

Recovery Point Objectives (RPOs)

In addition to Recovery Time Objectives (RTOs), the Shire defines Recovery Point Objectives (RPOs) for critical systems to ensure minimal data loss. The RPO for financial, records management, and communications systems is set at 24 hours. Backups are scheduled accordingly and tested quarterly to ensure compliance.

4. Develop and maintain comprehensive emergency response and communication plans.

When disaster strikes, the Shire immediately puts its **Local Emergency Management Arrangements (LEMA)** into action when dealing with external threats to our community.

The LEMA aims to ensure preparedness and coordination among agencies and stakeholders for managing external emergencies within the local government. While the arrangements primarily focus on emergency response and resilience, they also incorporate elements of business continuity and disaster recovery planning.

Key aspects include:

- **Coordination and Communication**: The arrangements emphasise collaboration between local authorities, emergency services, and community stakeholders to maintain essential functions during disruptions.

- **Documented Plans**: The LEMA includes evacuation principles for managing emergencies, which indirectly support business continuity by ensuring structured responses.

- **Community Engagement**: Feedback from the community and stakeholders is integrated into the arrangements, enhancing adaptability and resilience.

For more specific details, you can explore the LEMA document.

For threats to the Shire's infrastructure these are considered threats that are dealt with internally by the Shire as a local government agency.

The main priorities will be limiting damage, protecting public safety, and launching recovery efforts as soon as possible. Refer to the Communication Protocols section.

Community Engagement

The Shire will aim to engage community representatives in the review and testing of emergency plans. Feedback will be collected through forums, surveys, and post-incident debriefs to ensure the plan reflects community needs and expectations.

5.   Administration and Welfare Kits

As a precautionary measure, in case an event results in the required evacuation of staff and resources due to damage to the Shire's infrastructure (e.g. Administration building, Works Depot or other Shire assets) administration and welfare kits will be pre-prepared and reviewed on a regular basis to ensure that they contain the necessary resources for business continuity.

Type	Location	Containing	Managed by
Administration Kit	❖ Administration Centre ❖ Community Centre ❖ Memorial Hall ❖ Toodyay Aquatic Centre ❖ Works Depot ❖ Visitor Centre ❖ Toodyay Library	This plan, LEMA, Staff and Councillor Contact details, stationery, and forms related to procurement.	Emergency Management Officer
Welfare Kit	❖ Memorial Hall ❖ Showgrounds Pavilion ❖ Toodyay Recreation Centre *once this becomes an Evacuation Centre*	As above Plus: Evacuation Centre basic Welfare Items.	Emergency Management Officer Welfare Liaison Officers.

6.   Conduct regular training sessions to ensure all employees are aware of disaster protocols.

To maintain a well-prepared workforce capable of responding effectively to emergencies, the Shire will implement comprehensive training initiatives:

- Provide ongoing education for staff on new systems, processes, and protocols.

- Ensure thorough inductions, targeted training, and proper supervision for replacement personnel.

- Develop a backup staffing pool and cross-train employees to safeguard critical functions during workforce shortages.

- Educate staff on emergency procedures and define their specific roles.

- Conduct routine drills to familiarise personnel with the setup of primary or secondary locations, ensuring they can operate efficiently under pressure.

Internal Dependencies: Staff Availability

- Keep an up-to-date contact list of all employees and their designated business continuity responsibilities.

- Establish a staffing contingency plan to effectively reassign duties in case of absences.

- Implement cross-training strategies to maintain continuity of essential functions despite staffing shortages.

7. Establish redundant systems and infrastructure to minimise downtime during disruptions

The Shire of Toodyay aims to implement several strategies to establish redundant systems and infrastructure for business continuity and disaster recovery such as:

1. **Backup Power Systems** – The Shire has installed generators to ensure essential services remain operational during power outages.

2. **Cloud-Based Data Storage** – The Shire utilises cloud solutions to store critical data securely, allowing quick recovery in case of system failures.

3. **Multiple Communication Channels** – The shire has an SMS system that can be used as an alternative communication method. Other examples available to the Shire are radio networks, to maintain contact during emergencies.

4. **Geographically Distributed Infrastructure** –key services are hosted in multiple locations to prevent a single point of failure.

5. **Regular Testing & Drills** – The Shire conducts routine disaster recovery exercises to ensure staff are prepared for disruptions.

6. **Partnerships with Nearby Councils** – The Shire regularly liaises with neighbouring Councils through the Avon Regional Organisation of Councils (AROC) and would collaborate with those shires to share resources and support during crises.

8. Insurance coverage

The Shire is to ensure adequate insurance coverage to protect against various types of business interruptions. The LGIS Contacts are as follows:

Andrew O'Loughlin
Account Manager
████████████████████
██████████

Jason Harwood
Account Executive, Public Sector
████████████████████
██████████

Code	Class of Cover	Inception	Expiry	Underwriter / Scheme	Situation
Policy 817	Bush Fire Injury	30/06/2025	30/06/2026	LGIS Bushfire	Anywhere in Western Australia
Policy 706	Property Protection	30/06/2025	30/06/2026	LGISWA	Australia
000081	Public Liability	30/06/2025	30/06/2026	LGIS Liability	As Per Policy Document
Policy 417	Casual Hirers Liability	30/06/2025	30/06/2026	LGIS Liability & LGIS Property	As Per Certificate of Currency
Policy 1949 -	Management Liability	30/06/2025	30/06/2026	LGISWA	Councillors' and Officers' Liability; Worldwide; Statutory Liability; Australia and New Zealand; Employment Practices Liability; Worldwide excluding USA and Canada; Cyber Extortion Not Covered
Policy 81 -	Liability	30/06/2025	30/06/2026	LGISWA	Worldwide except for claims in United States of American or the Dominion of Canada.

Code	Class of Cover	Inception	Expiry	Underwriter / Scheme	Situation
63 4008393 VFT	Motor Vehicle	30/06/2025	30/06/2026	LGISWA	As Per Certificate of Currency
Policy 2231	Motor Fleet Protection	30/06/2025	30/06/2026	LGISWA	Anywhere in Australia
Policy 1085	Commercial Crime and Cyber Liability	30/06/2025	30/06/2026	LGISWA	Worldwide
Policy 1678	Personal Accident Protection	30/06/2025	30/06/2026	LGIS Workcare	Worldwide as per Certificate of Currency
Policy 1933	Corporate Travel	30/06/2025	30/06/2026	Zurich Assist and LGISWA	Worldwide excluding Cuba and/or Iran
000079	Workers' Compensation	30/06/2025	30/06/2026	LGIS Workcare and Bushfire Volunteers	Anywhere in Western Australia
Policy 1793	Pollution Legal Liability	30/06/2025	30/06/2026	LGISWA	This Policy applies to loss or claims arising from Pollution Conditions or Effluent Re-Use Conditions that occur in the Commonwealth of Australia.
Policy 484	Work Care	30/06/2025	30/06/2026	LGISWA	Anywhere in Western Australia
63-2342695-ZAH	Personal Accident and Sickness	30/06/2025	30/06/2026	LGISWA	As Per Certificate of Currency

9. Conduct a thorough analysis to understand the potential impact of disruptions on Critical Business Functions

The following table lists a description of the business functions and the resources required.

Business Function	Description	Resources required
Corporate Services	• Communications	A public information officer should manage responses to stakeholders and the community. Backup communication methods, such as radio, SMS, and offline signage, ensure vital information is conveyed even in system failures.
	• Records Management	Secure cloud-based storage solutions, archival backups, and physical document protection measures are essential. Digital access protocols should support remote retrieval while maintaining compliance with privacy and information security laws.
	• Cemeteries	Physical site maintenance plans, emergency burial permits, and continuity arrangements with funeral service providers.
	• Customer Service	
Economic Development and Community Services	• Library • Museum • Visitor Centre • Community Resource Centre	**Human Resources:** Assign roles for emergency response and recovery. **Financial Resources:** Allocate funds for disaster recovery efforts.

Business Function	Description	Resources required
	• Events • Communications	**Technological Resources:** Ensure backup systems and cloud storage for digital assets.
Economic Development and Community Services	Toodyay Recreation Centre and Toodyay Aquatic Centre • **Recreational Services:** Providing sports, fitness, and community activities. • **Aquatic Services:** Ensuring safe and accessible swimming facilities. • **Facility Management:** Maintaining the physical infrastructure and utilities. • **IT Systems:** Supporting bookings, communication, and operational software. • **Safety Measures:** Ensuring compliance with health and safety regulations.	• **Internal Dependencies:** Staff availability, IT infrastructure, and physical access to the facilities. **External Dependencies:** Utility services (electricity, water, internet), suppliers, and emergency services.
Executive Services	• Legal Matters	Permanent storage in fireproof room of legal files, council meeting minutes, etc.

Business Function	Description	Resources required
	• Council Meetings • Governance & Compliance • Civic Functions & Naturalisations • Council Secretariat • Annual Report Public Relations Public Disclosure	Secure storage of legal documentation, including agreements and policies, is crucial. Council Meetings require alternative meeting platforms, such as virtual conferencing tools, to maintain governance functions. Policy manuals and risk management framework.
Finance and IT	• Payroll • Rates • Debtors/Creditors • Accounting • Creditor Payments • Records Management	**Data Backup and Storage:** • Implement automated daily backups for all systems. • Store backups in secure off-site locations or in a cloud-based platform. • Regularly test backup restoration processes to verify data integrity. **Cybersecurity Measures:** • Install and regularly update antivirus and anti-malware software. • Use firewalls to protect internal networks from external threats.

Business Function	Description	Resources required
		• Train staff on best practices for cybersecurity (e.g., recognizing phishing emails). **IT Redundancy:** • Set up redundant servers to ensure uninterrupted service in case of failure. • Maintain spare hardware components (e.g., routers, switches) for immediate replacement. **System Monitoring:** • Use monitoring tools to track IT system performance and detect anomalies. • Respond to alerts promptly to prevent issues from escalating.
Infrastructure & Assets	• Aerodrome Noxious Weeds Street Cleaning • Asset Management • Bridges & Engineering • Bushfire Control	• **Human Resources:** Assign roles for emergency response and recovery. • **Financial Resources**: Allocate funds for disaster recovery efforts. • **Technological Resources:** Ensure backup systems and cloud storage for digital assets. **Routine Maintenance:**

Business Function	Description	Resources required
	• Engineering Administration Footpaths / Bicycle Paths Private Works • Grader • Parks & Gardens • Public Conveniences • Ranger Services • Road Construction & Maintenance Coordination, Operations and Support • Roads, Bridges Parks and Gardens • Sporting Grounds • Stores & Materials • Stores and Materials • Waste Control • Waste Management	• Schedule inspections for air conditioning systems, plumbing, and electrical systems. • Clear gutters and drains to prevent waterlogging during heavy rains. • Perform biannual safety checks and repairs as needed.

Business Function	Description	Resources required
Planning and Regulatory Services	- Building & Planning applications - Caravan Parks - Cemeteries - Council Building Maintenance Building & Development Control - Environmental Health - Food Shop Inspections Bush Fire Control Public Conveniences - Heritage - Land Management Plans Customer Service - Legal Matters - Property Management - Public/ Environmental Health Public Halls	Regulatory Guidelines & Compliance Documents (e.g., public health codes, water safety standards) Personal Protective Equipment (PPE) for environmental health officers Sanitation Supplies for contaminated sites and emergency cleanup Mobile Inspection Kits for food safety and water quality testing Planning Applications, Environmental Health files, Building Applications, building certificate register. Require permanent storage – to be stored in a safe room. Emergency Waste Disposal Plans (hazardous waste management protocols) Public Awareness Materials (health risk advisories, hygiene guidelines) Online Application and Document Management Systems for uninterrupted processing Alternative Temporary Office Facilities for staff to continue reviewing applications Data Backup and Security for Digital Plans and Permits Digital Mapping and GIS Software for remote planning access

Business Function	Description	Resources required
	• Records Management • Town Planning	Alternative Stakeholder Engagement Platforms (online town hall meetings, virtual planning consultations) Temporary Workspace for Planning Officers Mobile Power Generators for essential services during outages Water and Sanitation Backup Supplies Temporary Accommodation Arrangements for Displaced Residents Insurance Documentation and Recovery Assistance Resources Tenant and Lease Agreement Databases for uninterrupted access Property Security Measures (CCTV backups, alternative access solutions) Backup Documentation for Historical Sites and Cultural Assets Disaster Recovery Plans for Heritage-listed Buildings Emergency Conservation Materials & Restoration Equipment Archival Storage and Data Protection Strategies for historical records Public Engagement Resources for Heritage Awareness & Emergency Protection Plans

9.1   Time critical business function Examples

Critical Activities: Examples	Recovery Time Objective	Delegated to:	Date and Time
Stakeholder communications including staff, business community and elected members		e.g. CEO	
Notify staff off-site and post messages on social media, tv, radio, website, SMS, etc.			
Ensure public relations, media liaison and official media releases are being managed			
Contact all relevant contractors to confirm if they have been affected by the incident			
Contact Insurers (LGIS) if required			
Customer services: (redirect main office numbers (for example: to library), set up new temporary customer face-to-face office (library or civic centre), and monitor incoming e-mails). Consider giving staff pre-prepared statements for callers and visitors.			
Ensure urgent Works requests (sewerage, drainage, retic, roads, traffic, trees, verges, etc.) are being managed			
Ensure urgent Ranger related calls (local law enforcement, animal control, etc.) are being managed			
Ensure urgent building maintenance requests (safety) are being managed			
Ensure urgent EHO related requests (contamination, food premises, pests, etc.) are being managed			

Critical Activities: Examples	Recovery Time Objective	Delegated to:	Date and Time
Ensure IT and communications systems to the organisation are operational (mainframe, internet, e-mail, systems, and phones).			
Provide administrative support to Shire President and CEO			
Burials, burial register and liaison with funeral directors			
Complete accident investigation and incident reporting forms			
Consider cancelling any events, committee meetings, etc			
Payroll			
Traffic management and road project activities if required			
Banking, revenue control, rates, payment of creditors, etc.			
Ensure contractors continue cleaning of public facilities			
Contact applicants of certified and uncertified building permits, occupancy permits, planning applications and if possible, continue advice to customers on statutory planning matters.			
Records management including incoming and outgoing mail			
Waste and recycling (sites and contractors)			
Seniors			
Aged care			

Critical Activities: Examples	Recovery Time Objective	Delegated to:	Date and Time
Family and Youth services			
Statement Preparation Rating			
Debtors / Creditors Payroll			
Customer Service			

Other considerations	Priority	Delegated to:
Animal pound food and water		e.g. Works Supervisor
Banking security tokens		e.g. Manager of Finance
Emergency kits		
Event equipment		
Fuel		
Generators		
Mobile phone chargers		
Plans: LEMA/BCP		
White board and markers		

10. Develop and document detailed business continuity plans tailored to different types of disruptions.

This plan is the Shire's detailed business continuity plan tailored to disruptions identified in Section 2 and disruptions caused by a pandemic is specifically detailed in a separate section of this plan below.

10.1 Pandemic preparedness and response plan

The following outlines the Shire's pandemic preparedness and response strategy to protect public health, ensure service continuity, and support community resilience.

In situations where global pandemics are declared by the World Health Organisation the State government may declare a state of emergency and a public health emergency. When COVID-19 occurred in 2020 various measures ranging from border restrictions, snap lockdowns, mandatory masks, travel restrictions between regions, event cancellations, social distancing requirements and mandatory vaccinations were implemented to contain the spread of COVID-19 in Western Australia.

Objectives

- Protecting the safety and well-being of our people (including clients, councillors, staff, volunteers, contractors, suppliers and the wider community).

- Assisting to slow the spread of the virus in our community.

- Ensuring the continuity of essential Shire functions and services.

- Preparing for recovery of the Shire and the community and businesses will be a priority after the pandemic.

Task 1: Governance and Leadership

The Incident Response and Management Team will be responsible for coordinating preparedness and response activities such as:

- ❖ Defining the roles and responsibilities for key personnel, including emergency coordinators, health officials, and operational leads including who will function as the Pandemic Response Coordinator to oversee decision-making, reporting, and implementation of communication;

- ❖ Ensuring alignment with relevant public health laws, emergency management acts, and pandemic response regulations.

- ❖ Maintaining compliance with federal and state directives issued by health authorities and governing bodies.

- ❖ Implementing remote work policies for non-essential staff to maintain service continuity.

- ❖ Ensuring protective equipment and sanitation supplies are stocked for essential workers.

- ❖ Securing supply chain agreements with vendors for pandemic-specific resources.

- ❖ Enforcing social distancing, mask mandates, and hygiene measures, as necessary.

- ❖ Implementing workplace safety protocols for government offices and service centres.

- ❖ Developing a pandemic communication framework to ensure timely updates to residents, businesses, and stakeholders.

- ❖ Utilising multiple channels (official websites, social media, radio broadcasts) for announcements.

- ❖ Transitioning services online where possible to ensure accessibility.

- ❖ Establish mental health and social support programs for affected individuals.

- ❖ Conduct a post-pandemic review to analyse response effectiveness and areas for improvement.

- ❖ Revise pandemic preparedness strategies based on real-world application and feedback.

- ❖ Regularly review and update pandemic protocols based on emerging health risks.

Task 2: Key messaging

Key messaging is crucial regarding any advice from the Federal and State governments to the Shire.   Safety Plans are located here: W:\OSH\COVID.

Objectives:

- The safety of our people (councillors, staff, volunteers, clients, contractors, community members) is the highest priority;

- The Shire will be advised by the health directives of the Federal and State governments;

- We have a responsibility to continue to support and serve our community;

- An appropriate governance structure is required to ensure effective management of resources during a pandemic event;

- Business continuity and recovery are a priority but will be considered in accordance with health directives;

- Everyone should maintain a calm and rational approach during this time and support neighbours and the community wherever possible;

- Everyone should refer to the Federal and State government websites for the most up to date information at https://www.healthywa.wa.gov.au/COVID19 or https://www.wa.gov.au/government/covid-19-coronavirus

Task 3: Workforce Implications

The Shire will develop a matrix to provide a framework for staff working from home. The matrix will include the following:

- Hardware and software available including connectivity;

- Work function (essential services); and

- Personal circumstance (i.e. the closure of schools will affect those staff with school-aged children).

Refer to the Working from Home Business Operating Practice. Agreements would require to be signed by any person permitted to work from home.

❖ **Meetings**

The Shire would restrict all non-essential face to face meetings between staff and with the community. Measures would be put in place to allow meetings to take place via electronic means.

❖ **Employee travel**

To ensure the welfare of our staff, the following measures would be implemented:

- One person per vehicle where practicable.
- Requests for attendance at seminars, conferences and workshops etc will not be approved.
- Limit travel for the collection of goods/services.
- Staff to provide notification of intra-state travel to enable tracking in the event of virus transmission.

❖ **Employees who are unwell**

Employees who are unwell must not attend work and can access personal/carer's leave as per usual.

❖ **Special Leave**

The CEO may consider granting special leave to employees who:

- have contracted a virus.
- need to care for another person who has also contracted a virus or is also required to isolate themselves; or
- cannot access school or other care arrangements because of the pandemic; or
- are otherwise prevented from working because of the pandemic.

Leave may be made available after an employee's existing paid personal, carers and sick leave and RDO credits have been exhausted.

The leave is:

- paid leave, with pay calculated in the same way as for annual leave, excluding leave loading.
- does not affect existing annual leave or long service leave accruals.
- not accruable; and
- available to all full and part-time employees.

❖ **Casuals**

The Shire will work with the casual workforce to identify and offer other work opportunities during this time.

❖ **Stand Down Provisions**

Where an employee's award or Enterprise Bargaining Agreement does not make provision for stand down of employees the Fair Work Act 2009 applies. Section

521(1)(c) of the FW Act provides that an employer may stand down an employee during a period in which the employee cannot usefully be employed because of a few circumstances, including stoppage of work for any cause for which the employer cannot reasonably be held responsible.

The Shire will consider the following before standing down employees.

- Opportunities for work in other areas.
- Possibility of working from home.
- Delivery of online services.
- The potential duration of the stand down period.

11. Allocate necessary resources, including personnel, technology, and finances, to support continuity efforts.

Members of the Incident Response teams will manage events in line with this plan.

Part of the management of the event will include evaluation regarding the impact of the event on infrastructure, IT systems, and essential services. Once the situation is understood, resources are deployed strategically to begin repairs and restore critical operations as quickly as possible.

The table below shows alternate recovery locations for each Shire Building

Building	Recovery Location	
	Primary	Secondary
Administration	Community Centre	Toodyay Recreation Centre
Library	Community Centre	*** n/a
Visitor Centre	*** n/a	*** n/a
Aquatic Centre	*** n/a	*** n/a
Toodyay Recreation Centre	*** n/a	*** n/a
Depot	Shire Depot site at Railway Road if any part of the depot can be utilised.	Old Shire Depot Yard at Harper Road, Toodyay, for storage of machinery, plant, and equipment

*** *In the event of a disaster would not set these services up*

The table below shows the resources required for certain response and recovery times. These objectives are for critical business functions.

Response and Recovery time objective	Resources Required
24 hours	- Mobile phones - Laptops and iPads - Charging devices - Personnel - Equipment and stores.
72 hours	- Office furniture and stationery - Administration staff - IT hardware and software - Communications (land line and internet)
4 weeks	- IT contractors; - Additional infrastructure as identified; - Contractors to clean up disaster site.

Response and Recovery time objective	Resources Required
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.	- Planning assistance - Consultants/architects - Contractors

The table below shows the Responsibilities and procedures to follow for response. The table outlines roles and responsibilities of the Incident Management Team. The response will depend on the type of incident as per section 2.

Responsibilities		Response and Recovery time objective	Task Title	Procedure
Primary	**Secondary**			
CEO	**Relevant Executive Manager**	2 weeks	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. - Liaise with Datascape and other providers. - Inform Council, community, and business contacts (i.e., 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.

Responsibilities		Response and Recovery time objective	Task Title	Procedure
Primary	**Secondary**			
Team Leader	**Fire Warden**	24 hours	Secure site	o Secure the affected area as necessary and restrict access.
				o Liaise with Emergency Services
				o Inform Local Government Insurance Services (LGIS)
				o Inform elected members and workers.
				o Liaise with Chief Executive Officer to make a press release.
				o Inform community where possible.
				o Ensure site has been evacuated and all personnel are accounted for.
				o Secure site and prevent access.
				o Contact Emergency Services
				o Identify any injuries and render assistance.
				o Engage Incident Response Team
				o Undertake an initial assessment of damage and risks.

Responsibilities		Response and Recovery time objective	Task Title	Procedure
Primary	**Secondary**			
				o Contact XL2 to arrange diversion of phone lines to existing Shire mobiles. o Team Leader determines time frame to switch to disaster recovery site.
Relevant Executive Manager		24 hours	EOC Set up and Location	o Identify a secure, alternate location from which to manage the incident that is equipped with necessary facilities and technology. o The pool would be closed and does not have a recovery o Ensure the primary or secondary location is in a safe area, away from potential disaster zones, and has backup power and communication systems. o Ensure the primary or secondary location has access to the Shire's IT infrastructure, including servers, databases, and communication networks. o Layout workspace utilising available tables and chairs o Source telephones, establish communications and arrange to have calls directed to mobile services; o Allocate staff to customer services and disaster recovery assistance;

Responsibilities		Response and Recovery time objective	Task Title	Procedure
Primary	**Secondary**			
				○ Liaise with other Incident Response Team members to determine items to be immediately replaced and what is recoverable; ○ Contact Datascape, Shire's IT Supplier (XL2), stationery supplier; ○ Recover backup disks from external site (XL2); ○ Cancel all relevant bookings, appointments and meetings...
Chief Executive Officer	**Executive Manager Infrastructure, Assets and Services**	It is the aim to achieve this task within 72 hours.	Facility Functionality	○ Where possible, conduct minor repairs to ensure safe access for recovery teams and staff and reopen parts of a building or a facility that are undamaged, if possible, to maintain some operations.
Chief Executive Officer	**Executive Manager Infrastructure, Assets and Services**	It is the aim to achieve this task within 72 hours.	Commence operations from Disaster Recovery Site	**Assess damage and undertake salvage operations,** (a) Undertake initial assessment of salvageable materials, items, and records etc; (b) Contact staff to remove items to the defined recovery location or salvage site **Co-ordinate all communications, media and elected members, Local Government Insurers, and general**

Responsibilities		Response and Recovery time objective	Task Title	Procedure
Primary	Secondary			
				coordination of recovery process (Chief Executive Officer) (a) Liaise with Shire President to issue a media statement; (b) Co-ordinate meetings of Incident Response team; (c) Authorise all immediate purchasing requirements; (d) Liaise with Shire's insurers; and (e) Oversee Assessment and Recovery
Chief Executive Officer	**Relevant Executive Manager**	72 hours	Resumption of Programs	o Restart key recreational and aquatic services where feasible. o Use temporary facilities or services if necessary.
Relevant Executive Manager	**IT Provider**	72 hours	Records and Communication:	o Restore access to vital records using backup systems. o Document initial recovery steps and create an interim report for stakeholders. o Recover data to pre disaster state. o Bring all records up to date.

Responsibilities		Response and Recovery time objective	Task Title	Procedure
Primary	**Secondary**			
				o Contact all necessary persons to inform of incident, expected delays and seek documentation where necessary. o Establish necessary equipment and infrastructure requirements to provide full operations from recovery site including demountable buildings and other office accommodation.
Chief Executive Officer	**Executive Manager Planning and Regulatory Services**	72 hours-4 weeks	Assessment and Planning	o Undertake damage assessment of building and determine action including the commencement of planning for re-establishing services through full or partial rebuild to rebuild and make recommendations to Council.
Chief Executive Officer		4 weeks	Coordinate communications	o Co-ordinate all communications, media and elected members, insurers, and general co-ordination of recovery process – o Oversee assessment and recovery. o Coordinate meetings of Incident Response Team o Oversee planning for medium term operation from Disaster Recovery Site (6-12 months)

Responsibilities		Response and Recovery time objective	Task Title	Procedure
Primary	**Secondary**			
				○
Chief Executive Officer		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 at least 36 months	Review of Operations	1. Establish working party to: (a) Review operations for location of new premises; (b) Undertake design and tendering processes; (c) Oversee construction of new premises; and (d) Oversee commissioning of new premises. 2. Present review findings to Council for decision: (a) Appoint architect, exterior and interior designers, engineers, and other necessary assistance to design, specify and document new premises. 3. Issue tenders, appoint contractor and commence construction. 4. Commission new premises and commence operations from new building.

Immediate Response		Recovery Time		
		Timeframe for this activity is within 24 hours of the incident.		

Building	Recovery Location		Resources Required	Other considerations
	Primary	Secondary		
Administration	Toodyay Recreation Centre	Community Centre	• Mobile phones • Laptops and iPads • Charging devices • Personnel	• Secure the affected area as necessary and restrict access. • Liaise with Emergency Services • Inform Local Government Insurance Services (LGIS) • Inform elected members and workers. • Liaise with Shire President to make a press release. • Inform community where possible.
Toodyay Library	Community Centre	Works Depot	• Mobile phones • Laptops and iPads • Charging devices • Personnel	• Secure the affected area as necessary and restrict access. • Liaise with Emergency Services • Inform Local Government Insurance Services (LGIS)

Building	Recovery Location		Resources Required	Other considerations
	Primary	**Secondary**		
				- Inform elected members and workers. - Liaise with Shire President to make a press release. - Inform community where possible
Depot Buildings	Shire Depot site at Railway Road if any part of the depot can be utilised	Old Shire Depot Yard at Harper Road, Toodyay, for storage of machinery, plant, and equipment	- Mobile phones; - Laptops and iPads; - Charging devices; - Personnel; - Equipment and stores.	- Secure the affected area as necessary and restrict access; - Liaise with Emergency Services; - Inform Local Government Insurance Services (LGIS); - Inform elected members and workers; - Liaise with Shire President to make a press release; - Inform community where possible.
Toodyay Aquatic Centre and/or Toodyay Recreation Centre	N/A: no recovery location	Note: The pool would be closed and does not have a	Same as above if there was a recovery location	Same as above if there was a recovery location

Building	Recovery Location		Resources Required	Other considerations
	Primary	Secondary		
		recovery location.		
Toodyay Visitor Centre	N/A: no recovery location	N/A	Same as above if there was a recovery location	Same as above if there was a recovery location

12. Establish and maintain communication with key suppliers to ensure continuity of supply chains.

The Shire may conduct annual risk assessments of critical third-party providers, including ICT, waste management, and utilities. This includes reviewing their business continuity capabilities, service-level agreements, and incident response protocols to ensure alignment with the Shire's resilience objectives.

The Shire may invite Key suppliers to participate in annual continuity drills to test their ability to maintain service delivery during disruptions. Results will be reviewed jointly to identify improvement opportunities.

In the event of an emergency, it is useful to:

- Identify alternative suppliers for critical resources (e.g., cleaning materials, chlorine for pools).

- Negotiate contracts with suppliers to include rapid response capabilities.

- Build an inventory buffer for essential items, especially during high-risk seasons.

The following table assists the Shire in maintaining communication with key suppliers to ensure continuity of supply Chans.

Service examples	Contractor/supplier	Contact person	Number
Banking	**Bendigo Bank** 108 Stirling Terrace, Toodyay WA 6566	**Kirsten Barrack** kirsten.barrack@bendigoadeliade.com.au	**Work** 08 9754 4077 ▮▮▮▮▮▮▮ **Work** 1300 361 911
Couriers	**Toll** L 7 380 St Kilda Rd, Melbourne Vic 3004	gss.remittances@tollgroup.com	**Work:** 1800 188 665

Service examples	Contractor/supplier	Contact person	Number
Electrician	**EAG Electrical, Airconditioning & Gas** Mobile Service	**Simon** 0409 041 566 admin@eagelectricalairgas.com.au	**Office:** 0418 930 721
Worker assistance program (EAP)	**Telus Health** one.telushealth.com	**Username** local government **Password** wellbeing	**Phone** 1300 361 008 or 1800 659 416
Environmental health			
Family day care/childcare	**Toodyay Early Learning Centre** 2 Settlers Ridge, Toodyay WA 6566	admin@toodyayearlylearningcentre.com.au **Creditor** ███████████████	**Phone - Main:** 08 9574 2922 **Phone:** ███████
Fuel supply	**Toodyay Community Depot/ Junction** 335 Toodyay Road, West Toodyay WA 6566	**Vanessa Crispe - EM IAS** ███████████████ records@toodyay.wa.gov.au	**Extension** 363
Funeral directors	**Purslowe Tinetti** PO Box 655, Northam WA 6401	info@ptfnortham.com.au	**Phone:** 08 9622 1411
Home and community care (HACC) & Health Centre	**Silver Chain** Local: 79 Stirling Terrace, Toodyay WA 6566 Head Office: 6 Sundercombe Steet, Osborne Park WA 6017	Local **Amy Flaherty - Community Manager** ███████████████ Head Office **Samantha Jones** ███████████████	Local **Work** 1300 650 803 or 08 9242 0242 ███████████ Head Office **Work** 9242 0242 **Fax** 9242 0268

Service examples	Contractor/supplier	Contact person	Number
Health centre	**Toodyay Medical Group** 81 Stirling Terrace, Toodyay WA 6566	**Clinic** practicemanager@toodyaymedicalgroup.com.au	**Phone** 08 9545 7101
Hospital	**Northam Regional Hospital** 50 Robinson Street, Northam WA 6401		**Phone** 08 9690 1300
Local newspaper	**Toodyay Herald** PO Box 100, Toodyay WA 6566	**Tres** accounts@toodyayherald.com.au **Sec** secretary@toodyayherald.com.au	███████████ **Work:** 08 9574 2106
Locksmith	**Shoe Repair Man (and locksmith)** **Rick Love**	196 Fitzgerald St E, Northam WA 6401 https://www.facebook.com/TheShoeRepairMan/	**Mobile:** 0484 388 309
Mail	**Australia Post** Shop 2, 4 Piesse Street, Toodyay WA 6566	**Creditor, Service Request** cmgov6@creditgmt.auspost.com.au	**Phone:** 131 318 **Fax:** 08 9574 2299
Mechanic	**Leyland Engineering Services** Mobile Service	**Steve** leylandeng@bigpond.com	**Work:** 08 9574 4286 **Mobile:** 0400 378 930
Media outlets – radio	**Triple M** 125 Fitzgerald Street, Northam WA 6401	Colin Mac	**Phone:** 08 9622 2777

Service examples	Contractor/supplier	Contact person	Number
Media outlets – paper	**The West Australian** GPO BOX X2266, Perth WA 6847 <u>Head office:</u> GPO Box D162, Perth WA 6840	<u>Head office</u> **Jennifer Green** jennifer.green@wanews.com.au	**Work:** 9482 3077 **Fax:** 9482 3662 <u>Head Office</u> **Work:** 9482 3477 ▬▬▬▬▬▬
Pharmacy	**Toodyay Pharmacy** 110 Stirling Terrace, Toodyay WA 6566	toodyaypharmacy@yahoo.com	**Phone** 08 9574 2393
Plumbing and gas	**Enterprise Plumbing and Gas** 4/ 203 Star Street Welshpool 606	admin@enterproseplumbing.com.au	**Phone** 1300 001 954
Refuse/recycling disposal	**Waste Transfer Station** 266 Railway Road, West Toodyay	brodwts@gmail.com	**Phone** 08 9574 2661
Recycling disposal	**Waste Transfer Station** 266 Railway Road, West Toodyay	brodwts@gmail.com	**Phone** 08 9574 2661
Stationery	**Officeworks** GPO Box 1816, Melbourne VIC 3001	**Officeworks link**	**Midland Officeworks** Unit 6, 4 Clayton Street, Midland, WA 6056 (08) 9374 7300

Service examples	Contractor/supplier	Contact person	Number
Supermarkets	**Toodyay IGA** Shop 1 4 Piesse Street, Toodyay WA 6566	**Creditor, Debtor, Inspection, Service Request** igatoodyay@gmail.com	**Work:** 08 9574 5468 ███████████ **Fax:** 9574 4041
Telecommunications	**Professional Pc Support Pty Ltd (XL2)** 17 Truganina Road, Malaga WA 6090	info@xl2.au	**Work:** 08 9240 2111 ███████████
Waste/bins	**Avon Waste** PO Box 8 York WA 6302 16 Ashworth Road, York WA 6302	admin@avonwaste.com.au	**Phone:** 08 9641 1318 **Fax:** 08 9641 2498
Bulk waste collection	**Avon Waste** PO Box 8 York WA 6302 16 Ashworth Road, York WA 6302	admin@avonwaste.com.au	**Phone:** 08 9641 1318 **Fax:** 08 9641 2498
Workers' compensation	**LGIS** PO Box 1003, West Perth WA 6872 Level 3 170 Railway Pde, West Leederville WA 6007 lgiswa.com.au	workcare@lgis.com.au	**Phone:** 08 9483 8888 **Fax:** 08 9481 5640

13. Regularly Test and update your continuity plans through simulations and drills to ensure effectiveness.

The Shire conducts regular audits and is tested through drills and simulations to refine emergency response procedures. This ensures this plan remains relevant, accurate and useful.

After an event it is important to assess and evaluate the performance of the response strategies within the plan, highlighting what was well handled and what could be improved upon next time as this feedback can then be incorporated into the plan from staff and stakeholders.

Compliance and Recovery Reports ensure ongoing readiness, and staff training programs to reinforce preparedness and improve response effectiveness thereby reinforcing continuity planning. The Business Continuity Plan is updated annually to reflect new risks, technological advancements, and community needs.

Plan Effectiveness Metrics

Post-disaster evaluations ensure continuous improvements in response strategies. Recovery reports can improve contingency measures and stronger risk mitigation strategies for future preparedness can be written.

The Shire will aim to track key performance indicators (KPIs) to evaluate the effectiveness of continuity planning, including:

- Time to restore critical services (RTO compliance);

- Staff participation in drills;

- Stakeholder satisfaction post-incident; and

- Number of issues identified in simulations These metrics will inform annual updates to the plan.

14. Develop a clear communication strategy to keep stakeholders informed during and after a disruption

14.1 Communication Protocols

During and after a disruption, keeping people in the loop is essential. The Shire uses multiple communication channels—SMS, email, website updates, radio, and social media—to ensure that everyone gets timely updates.

At the same time, the incident response team members are mobilised to manage recovery efforts that may or may not include relocating a critical service to another location..

Who Needs to Be Informed?

- **Internal Communication:** Staff and volunteers need regular updates about the situation, evacuation protocols, and safety measures in place. These are sent through emails, SMS messages, or meetings to make sure everyone knows their role in the response.

- **External Communication:** Emergency services, local government, and the public all need reliable information. Clear coordination with emergency services and local authorities ensures that rescue efforts run smoothly and critical decisions are made quickly.

How Information is Shared

- **Staff Updates:** Employees receive regular notifications via email, SMS, or direct meetings to stay informed about safety procedures and operational changes.

- **Public Alerts:** Social media, website updates, and local media announcements help get the word out fast. Utility providers also play a key role in ensuring services are restored as a priority during emergencies.

- **Emergency Services Coordination:** Strong communication with fire departments, police, and medical services helps align recovery and response efforts. Sharing emergency response plans with local authorities ensures a well-organised approach, and joint drills help test response effectiveness.

- **Real-Time Recovery Updates:** SMS and email alerts inform stakeholders about recovery progress, ensuring everyone knows what steps are being taken to restore normal operations. Re-establishing internet and telecommunication services quickly is also a top priority. Direct and immediate notifications to residents and impacted individuals during critical incidents.

Ways to Keep People Updated

- **Written Announcements:** Updates are published on the Shire's website, emailed through newsletters, and posted in public spaces.

- **Social Media Posts:** Real-time updates are shared on platforms like Facebook to reach a wider audience. on the official Shire website and other social media channels.

- **Press Releases:** Official statements / Press releases are sent to local media, newspapers, radio and television as well as

regular briefings shared through radio, newspapers, and TV to keep the public informed.

- **Community Meetings:** Stakeholder engagement and public reassurance is provided via

  a) Community dedicated hotlines and direct inquiry channels will be set up for residents to receive timely responses.

  b) Regular briefing schedules will be maintained, ensuring updates every few hours or as new information becomes available.

  c) Public forums or emergency meetings will be organised for community concerns, ensuring direct engagement and reassurance and allowing people to ask questions, voice concerns, and hear the latest recovery progress in person.

- **Visuals:** Charts, infographics, and progress bars help illustrate key recovery milestones in a clear and easy-to-follow format.

By using a well-organised communication plan, the Shire ensures that information flows smoothly, people stay informed, and recovery efforts are coordinated effectively.

14.2   Crisis Communications team responsibilities

During a crisis, clear, timely, and accurate communication is critical to maintaining public trust, ensuring safety, and minimising uncertainty. This plan provides a structured approach for the Shire of Toodyay to manage communications, designate spokespersons, utilize effective channels, and keep the community informed throughout the crisis.

A dedicated team led by the CEO or Executive Managers will oversee crisis communication efforts.

The CEO manages interactions with journalists, press statements, and official Shire responses.

Primary Spokesperson:

The Shire President or Chief Executive Officer (CEO) will act as the primary spokesperson, ensuring accurate and consistent messaging. Their responsibilities are delivering key messages to the media, stakeholders, and the public.

Support Spokespersons:

Executive Managers may provide specialised updates related to their departments to the CEO.

Primary	Deputy	Role and responsibility
CEO	Executive Manager Finance and Corporate Services	• Works with Management team/Council/Board to publicly issue statements to the media. • Serves as lead representative at press conferences with assistance as required. • Approves all publicly disseminated information; and • Identifies spokespersons if required. • Provides legal advice on communications strategies. • Provides legal advice on messaging to victim(s), family members, media; etc. • Approves messages before release.
CEO	Executive Manager Economic Development and Community Services	• Works in close liaison with the spokesperson to ensure message accuracy and delivery; and • Assists with media relations.

14.3 Executing the Crisis Communication Plan

When a crisis occurs, the Shire will:

Assess the Situation

An initial assessment will determine the severity of the crisis, the affected stakeholders, and the necessary level of response. This occurs through gathering verified information and confirm facts before releasing updates.

Activate the Incident Response Team

The Shire will establish an Incident Response Team (IRT) immediately upon identifying a critical incident to ensure the designated personnel are prepared to manage communications.

Release Initial Statement Within One Hour

Within the first hour of a crisis, an official statement will be prepared, ensuring transparency and providing the public with verified information. This acknowledges the crisis and provides preliminary information.

Maintain Regular Updates

Share new developments at scheduled intervals, ensuring consistent messaging.

Respond to Community Concerns

Address inquiries via social media, hotlines, and public meetings.

Monitoring & Evaluation

The Shire's Incident Response Team will track media coverage, social media interactions, and public sentiment to address misinformation, track reactions and adjust communication strategies if needed.

Post-Crisis Review:

Post-crisis evaluations will analyse and assess response effectiveness, community feedback, and identify areas for improvement. Lessons learnt will be integrated into this Plan to strengthen future readiness.

Training & Preparedness:

Conduct regular drills to improve crisis communication readiness.

15. Immediately activate your business continuity and disaster recovery plans upon identifying a disruption.

When a disruption occurs, the Shire acts immediately to minimise damage and restore normal operations as quickly as possible. The Business Continuity and Disaster Recovery Plan is set in motion, focusing on protecting key services while finding alternative ways to keep things running smoothly.

Step-by-Step Response

1. **Keeping people informed**

   The first priority is informing everyone who needs to know—staff, Council members, the community, stakeholders, and authorities. Refer to the Communication protocols section.

2. **Assess the Situation**

Once the emergency response begins, teams evaluate the immediate impacts. They check which services have been affected, identify infrastructure damage, assess safety risks, and figure out operational challenges. IT systems and essential services are also reviewed to determine the next steps.

3. **Keep Services Running**

To maintain operations, the Shire puts business continuity measures in place. This could mean setting up temporary work locations, enabling remote work, activating response teams, or bringing in extra staff to help manage the situation.

4. **Support the Community**

Helping people is a priority. The Shire provides emergency assistance, evacuation plans, and healthcare services to those affected. Regular community updates ensure that people know what support is available and how they can access it.

5. **Monitor and Adapt**

Emergencies can change quickly, so the response plan isn't static. The Shire continuously evaluates the situation, adjusts strategies, and redirects resources as needed to improve recovery efforts.

Coordinating with External Agencies

To handle disruptions effectively, the Shire works closely with emergency services, government agencies, and community organisations. Strong partnerships ensure a unified response and access to additional resources when needed.

Keeping Track and Staying Flexible

- If necessary, operations may relocate to temporary facilities.

- A real-time monitoring system tracks the disaster's impact on infrastructure and services.

- Regular assessments help identify any new threats or challenges, ensuring the response plan is adjusted accordingly.

Keeping the Public Informed

- **Updates:** The Shire keeps people in the loop through website posts, social media, and local news.

- **Community Engagement:** Open communication is essential—feedback from residents helps address concerns and maintain transparency.

- **Infrastructure Repairs:** Critical repairs and maintenance are prioritised to restore essential services as soon as possible.

Securing Facilities

- Access to physical buildings is managed carefully, with keys or cards assigned to authorised personnel.

- A backup entry system, like mechanical keys, is kept in place for security and accessibility.

By following these steps, the Shire ensures a fast, effective response to disruptions while keeping the community safe and informed.

16. Incident Command Structure to Coordinate Response efforts effectively

When an emergency occurs, the **Incident Response Team** led by the CEO activates the Incident Response and Management Plan. Key services, including community support programs and infrastructure maintenance, receive priority assistance.

Position	Who	Contact Number	Responsibilities
Shire President	Cr M McKeown		• Primary media & community spokesperson • Reading media releases and answering questions from the media.
Chief Executive Officer	Mr Aaron Bowman		• Disaster declaration • Monitor the situation. • Consult with government, regulatory bodies & key parties. • Assist in decision making. • Keep track of high-level recovery process • Assist in negotiations of insurance and legal issues. • Brief department managers on the situation
Local Recovery Coordinator / Executive Manager	Ms Vanessa Crispe		• Brief the CEO on disaster declaration & assist with notification of disaster declaration.

Position	Who	Contact Number	Responsibilities
Infrastructure, Assets & Services			• Activate the crisis team. • Monitor recovery progress. • Chair crisis meetings • Delegate tasks to team members • Organise and oversee salvage procedures. • Ensure completion of delegated tasks
Deputy Local Recovery Coordinator / Executive Manager Planning and Regulatory Services	Mr Paul Nuttall		• Organise the setup of the primary or secondary location (if required). • Arrange for the following items to be available within 24 hours and delivered to the primary or secondary location: telephones, computers, furniture, stationery, refreshments. • Inform and update the Recovery Coordinator & CEO with added information, setbacks encountered and/or progress made
Executive Manager Finance and Corporate Services (Deputy Local	Mr Alan Hart		• Receive incoming calls and divert them to the respective departments. • Organise a comprehensive damage assessment to be conducted.

Position	Who	Contact Number	Responsibilities
Recovery Coordinator)			• Oversee critical finance functions such as payroll, creditors, debtor's setup
Executive Manager Economic Development and Community Services **(Deputy Local Recovery Coordinator)**	Ms Sandra Watson		• Address work cover issues • Oversee staff welfare and health issues, specifically with counselling staff after an emergency. • Address staff incidents
Environmental Health Officer	Ms Nicole Howard		• responsible for coordinating preparedness and response activities. • Responsible for arrangement of resources for the Shire and the community. • Responsible for ensuring communication updates between the Shire and the Health Department get communicated to all stakeholders. • Coordination of pandemic contingency processes.
Fire Warden – Shire Admin Office			•

Position	Who	Contact Number	Responsibilities
Fire Warden – Shire Admin Office			•
Fire Warden – Depot			•
Fire Warden – Depot			•
Fire Warden – Visitors Centre			
Fire Warden – Visitors Centre			
Fire Warden – Library			
Fire Warden – Library			
Community Emergency Services Manager	Mr Rob Koch		
Deputy WLO – Reserves Management Officer	Mr Wes Sutton		

Position	Who	Contact Number	Responsibilities
WLO – TCRC Coordinator	Ms Kyla Browne		
Emergency Management Officer	Mrs Ebony Francis		

17. Maintain clear and continuous communication with employees, customers, and stakeholders.

Maintaining clear and continuous communication is a key part of the Shire's business continuity and disaster recovery plan. During disruptions, employees, customers, and stakeholders need timely updates to stay informed about response efforts and recovery progress. The Shire achieves this by following its Communication protocols (Section 13.1).

Regular briefings ensure that staff understand their roles and responsibilities, while customers and stakeholders receive clear guidance on service availability and any necessary adjustments. Transparent, consistent messaging helps prevent confusion, fosters trust, and ensures that everyone involved can make informed decisions throughout the recovery process.

18. Deploy necessary resources and personnel to manage the incident and mitigate its impact.

During an incident, deploying the necessary resources and personnel swiftly is crucial to containing the situation and minimising its impact. Emergency response teams must be mobilised, equipped with the appropriate tools, and directed to the affected areas to provide immediate assistance. This includes medical personnel for treating injuries, engineers for assessing structural damage, and communication specialists to ensure efficient coordination. Supplies such as emergency shelter, food, and medical aid should be strategically distributed to support those affected. Additionally, clear leadership and a structured command system help streamline efforts, ensuring rapid decision-making and effective resource allocation. By maintaining well-prepared and adaptable response strategies, authorities can mitigate disruptions and restore normalcy as efficiently as possible.

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

Loss of (or access to) buildings/infrastructure/equipment	Delegated to:	Time
Consider how workstations and communications for staff **relocating to other sites** will be established and allocated		
Staff travel arrangements to other sites		
Consider how staff working in shifts will be established and allocated		
Consider other support areas to assist with relocation		
Familiarise staff with new arrangements and determine communication protocols		
Arrange security access controls for the **affected building**		
Arrange security access controls for the **new building/s**		
Manage any new WHS/support and wellbeing issues that may arise either 1. During relocation or 2. At the new building/s or 3. With the use of new equipment		
Identify and notify Key Contacts of amended working arrangements		
Refer to the Shire's policy on Community consultation and engagement		

Loss of (or access to) buildings/infrastructure/equipment	Delegated to:	Time
Refer to the Appendix A – Communications Guidelines		
If possible, begin salvage or restoration activities		
Other:		

18.2 Loss of people

Loss of People	Delegated to:	Time
Determine: The number of staff away, affected service areas and expected return dates		
Record and track staff absences		
Ensure the safety and wellbeing of remaining staff		
Identify time critical deliverables due today and for the next five days		
Determine the minimum number of staff required to continue operations and identify critical servicing and staffing gaps		
Consider how staff working in shifts will be established and allocated (e.g. work two shifts of five hours rather than one shift of eight hours)		
Ensure risk assessments in regard to any potential safety issues		
Discuss changes with personnel and relevant union if required and engage specialist industrial relations assistance		
Arrange any required medical assistance		
Organise any required worker assistance including counselling to assist with personnel returning to work		
Cease all non-critical activities where appropriate		
In consultation with human resources, notify/escalate to health department or WorkSafe etc.		
Can temporary competent replacements be arranged from: • Other local governments • Casuals/increase part-time hours • Volunteers from the community/prisoners • Existing contractors • Recruitment agencies for labour hire • State government agencies • Retired or former worker s'		
Depending on the nature of the incident, **consider:** • Requesting assistance from contractors or stakeholders • Staffing requirements for the next 5 days, 10 days, 1 month • Supply requirements for the next 5 days, 10 days, 1 month • Other resources or equipment required for the next 5 days, 10 days, 1 month • Clearing backlogs • Leadership and staff rotation / rostering		
Refer to the Shire's policy on Community consultation and engagement Refer to the Appendix A – Communications Guidelines		

Loss of People	Delegated to:	Time
Notify stakeholders of amended working arrangements		

18.3 Loss of IT or communications

Loss of IT or Communications	Delegated to:	Complete
Contact IT contractor/support (Refer: Key Contacts) to; Determine potential cause/s Determine restoration target timeframes…		date and time
Determine whether there is a need for any other staff to assist IT		date and time
Consider: Manual procedures or workarounds Other productive activities not requiring IT or communications infrastructure		date and time
Detail a strategy and resources for recovery, including assistance from neighbouring local Organisations, responders, external contractors, suppliers, insurers and specialists:		date and time
Invoke the IT Disaster Recovery Plan		date and time
If there has been a partial loss of IT or communications, consider how staff working in shifts will be established and allocated		date and time
Identify and notify key contacts of amended working arrangements		date and time
Refer to the Shire's policy on Community consultation and engagement Refer to the Appendix A – Communications Guidelines		date and time
Ensure ongoing interaction with appropriate IT Incident Management for regular updates and feedback		date and time
Ensure protocols for regular updates and feedback		date and time
Consider support and wellbeing requirements of the IT Contractor		date and time
Other:		date and time

Technological Risks

In the event of a cybersecurity incident such as a ransomware attack, data breach, or phishing campaign, the Shire will endeavour to activate a dedicated Cybersecurity Incident Response Plan. This includes:

- Immediate isolation of affected systems.

- Notification of the ICT service provider (XL2) and relevant authorities.

- Communication with stakeholders and affected individuals.

- Forensic investigation and evidence preservation.

- Restoration of systems from secure backups.

- Post-incident review and security hardening. The plan will be reviewed annually and tested through simulations to ensure readiness.

18.4   Loss of supplier

Tasks: Loss of supplier	Delegated to:	Complete
Contact the supplier (where possible) and determine: The nature and extent of the incident…		date and time
Restoration timeframes and clearance of backlogs (if applicable)		date and time
Consider: Time critical activities that rely on this supplier		date and time
Procurement requirements purchasing policy		date and time
Length of time before these activities are impacted		date and time
Alternative procedures		date and time
Alternative suppliers/other LG's? Contact them immediately.		date and time
Determine if there are any legal, health and safety, reputation or financial implications		date and time
Identify and notify key contacts of amended working arrangements		date and time
Refer to the Shire's policy on Community consultation and engagement Refer to the Appendix A – Communications Guidelines		date and time
Other:		date and time

19. Continuously Monitor the Situation (Manage)

The following is a basic standing agenda for each regular meeting.
Incident specific information should also be included where relevant.

REGULAR INCIDENT MEETING AGENDA			
Date:	[Insert Date]	**Time:**	[Insert Time]
Location:	[Insert Meeting Location or Virtual Link]		
Chairperson:	[Insert Name]		
Participants:	[List roles or individuals expected to attend]		
Welcome and opening			
Acknowledge attendees and confirm quorum			
Review the meeting agenda and objectives			
Summarise the current incident status briefly (by Chairperson or relevant Executive Manager).			
Responsibilities and Task Delegation			
Assign Officer Responsibilities:		Allocate tasks to individuals or teams, clearly defining roles and responsibilities.	
Establish Completion Timelines:		Set and confirm target completion dates/times for assigned tasks.	
Track Progress:		Briefly review updates on responsibilities delegated in previous meetings	
Incident Status and Effectiveness of Recovery Actions			
Executive Manager (managing the incident):		Provide a detailed status update on the incident and recovery progress.	

REGULAR INCIDENT MEETING AGENDA			
Date:	[Insert Date]	**Time:**	[Insert Time]
Team Leads:	Assess the effectiveness of recovery actions completed to date		
Discussion:	Identify emerging issues, new information, or unexpected developments.		
Review of Resource and Operational Needs			
Reassess Resources:	Evaluate current resource availability and additional requirements.		
Working Arrangements:	Review operational setups in affected areas for effectiveness and safety.		
Critical Activities:	Discuss progress toward achieving recovery time objectives for time-sensitive business activities.		
Issues, Backlogs, and Deferred Activities			
Review Workload:	Address existing workloads, backlogs, and deferred activities.		
Plan Resumption:	Schedule and prioritise resumption of deferred activities.		
Stakeholder and Communication Updates			
Key Notifications:	Identify and notify key contacts about amended working arrangements.		
Internal Updates:	Ensure impacted staff are informed of recovery progress and any changes.		
External Communications:	Discuss and release public-facing updates if deemed appropriate		
Monitoring and Adjustments			

REGULAR INCIDENT MEETING AGENDA			
Date:	[Insert Date]	**Time:**	[Insert Time]
Wellbeing Assessment:	Monitor ongoing staff support and wellbeing requirements.		
Scaling Operations:	Review the incident status and adjust the recovery scale as needed.		
Site Visits:	Plan and conduct safe site visits to assess recovery progress.		
Staff Rostering:	Implement or adjust staff rotation to ensure continuity.		
Insurance and Financial Considerations			
Insurance Review:	Assess potential insurance implications from the incident.		
Financial Planning:	Address any resource costs or budgetary concerns.		
Next Steps and Closing			
Action Items:	Confirm new tasks with assigned officers, responsibilities, and deadlines.		
Recordkeeping:	Document all decisions, actions, and issues discussed during the meeting.		
Set Next Meeting:	Confirm date, time, and location of the next meeting.		
Adjournment:	Close the meeting with a summary of key outcomes.		

19.1   Task List Responsibilities: Regular Incident Meeting

1.   **Pre-Meeting Preparation**

- **Executive Manager (managing the incident):** Compile an up-to-date situation report, including current impacts and recovery efforts.

- **Chairperson:** Finalise meeting agenda and distribute to participants.

- **All Participants:** Review prior meeting notes and action items.

- **Communications Lead:** Prepare updates for stakeholders, including any planned announcements or advisories.

2. **Situation Overview**

- **Assessment Team:** Provide detailed reports on affected areas, including photographs or other relevant documentation.

- **Executive Manager (managing the Incident):** Present new developments or intelligence about the incident.

3. **Current Actions and Progress**

- **Operations Lead:** Summarise ongoing response efforts and identify completed tasks.

- **Recovery Team Leads:** Report progress on specific recovery activities assigned in the previous meeting.

4. **Issues and Challenges**

- **Team Leads:** Identify resource gaps or operational barriers encountered during recovery efforts.

- **Chairperson:** Facilitate discussion on solutions and strategies to address challenges.

5. **Strategic Planning and Next Steps**

- **Planning Team:** Draft and present updated objectives for immediate recovery actions.

- **Chairperson:** Assign specific tasks to individuals or teams with clear deadlines.

- **Logistics Officer:** Confirm availability of required resources and identify procurement steps if needed.

6. **Stakeholder and Community Updates**

- **Communications Lead:** Distribute current status updates to stakeholders and draft key messages for public dissemination.

- **Community Liaison Officer:** Gather community feedback or concerns and share insights with the group.

7. **Risk Assessment and Preparedness**

- **Risk Manager:** Identify emerging risks or vulnerabilities and recommend contingency actions.

- **Planning Team:** Update the broader disaster recovery and business continuity plan based on identified risks.

8. **Post-Meeting Follow-Up**

- **Chairperson:** Distribute meeting notes, decisions, and action items.

- **All Participants:** Confirm understanding of assigned tasks and report progress at the next meeting.

- **Executive Manager (managing the Incident):** Monitor incident developments and prepare for the subsequent meeting.

Tasks	Delegated to:	Complete
Arrange responsibilities for tasks and determine target completion times		
Record all decisions, actions, and issues		date and time
Monitor ongoing staff support and wellbeing requirements		date and time
For review and agreement: • Completed action items		date and time
• Recovery objectives		date and time
• Plans are in place to deal with any backlogs		date and time
• Target date for completion of post incident review		date and time
Provide copies of logs and decisions to admin officer for collation		date and time

Tasks	Delegated to:	Complete
Undertake <u>post-incident review/debrief</u>, including: • Communication within and between Incident Management team and support areas • Effectiveness of communication with affected areas and stakeholders • Cost of recovery arrangements and insurance offsets • Effectiveness of recovery strategies • Advice to external and internal customers • Media arrangements • Impact of incident on local government's reputation • Timeframes for tasks and achievement of target • Impact on workflows of affected and interdependent areas. • Special staffing arrangements and acknowledgment of contributions • IT recovery arrangements		date and time
Present findings to the Audit, Risk and Improvement Committee for review		

20. Document all actions taken during the response to facilitate post-incident analysis and improvement (emergency preparedness response).

Keeping a detailed record of all actions taken during an emergency response is essential for learning and improving future preparedness efforts. By documenting key decisions, resource deployments, communication strategies, and challenges faced, the Shire can conduct a thorough post-incident analysis. This review helps identify what worked well and where adjustments are needed, leading to stronger emergency plans and better coordination in future crises. Accurate records also support transparency, ensuring that stakeholders understand how the situation was handled and what improvements will be made to enhance resilience. Regular updates to emergency preparedness strategies based on past experiences ensure the Shire is always ready for unexpected disruptions.

Action	Delegated to	Complete
determine region/area specific hazards and risks		
Locate and view the Local Emergency Management Arrangements and be aware of evacuation arrangements		
Check the contact details of local emergency services and agencies and put them in places that will be easy to find in an emergency. Schedule routine checks of the contact list to keep it up to date.		
Check first aid kit supplies and 'use by' dates, add/replace items as required. Find out more at WorkSafe. Or buy a ready-made kit from a reputable organisation like St John's or the Red Cross.		
Have an emergency kit packed and ready to go in the event of evacuating your workplace. Include copies of: • critical documents • action plan • contacts		

Action	Delegated to	Complete
Develop a contingency plan to source goods and services from other suppliers (if necessary).		
Identify possible alternative storage arrangements for stock, plant and equipment.		
Prepare a strategy to protect stock and equipment if it can't be moved.		
Prepare and display a hazardous materials storage diagram at the front of the building (if appropriate).		
Respond to audible and telecommunication alarms		date and time
Evacuate building if required to do so		date and time
Account for and verify staff support and wellbeing and safety		date and time
Receive information from relevant sources (internal, DFES, police, and witnesses) before handing over to emergency services		date and time
Take appropriate safety precautions if safe to do so (e.g. turn off electricity and close the safe)		date and time
Check the level of cover provided in the event of loss from a natural disaster or other unexpected events.		
Use a diary or PC-calendar/mobile reminder to track insurance expiry dates. Arrange for the premiums to be paid automatically to ensure there is no gap in cover.		
Take note of where to turn off electricity, gas and water.		
Identify alternative sources of emergency power.		
Research options for internet and mobile phone access in emergency situations.		

Action	Delegated to	Complete
Learn how to quickly divert telephone calls and document for others to find.		
Develop standard procedures and practices to regularly check the buildings and surroundings for safety in preparation for a disaster.		
Install and regularly test fire protection equipment such as alarms, sprinkler systems and extinguishers.		
Regularly back-up all computer records using an automatic process and ensure a copy of the backup is kept offsite		
Make electronic copies of vital records and store them securely in the cloud.		
Store critical documents in a fire/water-proof container, a safe deposit box and/or in the cloud.		
Contact telephone/internet service provider to put in place a plan to divert phones.		
Ensure remote access to emails is always available		
Update current situation on your digital platforms including website and social media		
Plan alternative ways to continue communicating with key stakeholders and staff.		
Communicate with customers what has happened and what will happen next		
Determine how rent, wages, insurances, loans and other financial commitments will continue to be paid, and for how long.		
Make copies of critical financial records at regular intervals and store them securely in an offsite location.		

Action	Delegated to	Complete
Identify ways to access cash reserves or lines of credit to maintain your business.		
Ensure Work Health and Safety procedures cover specific risks associated with different types of incidents and disasters. Refer to the Department of Commerce WorkSafe tool box for help and resources.		
Train all staff how to use safety and fire prevention/protection equipment.		
Nominate a fire warden.		
Nominate a staff member to undertake and maintain their first aid qualification.		
Identify evacuation routes for staff if roads are blocked.		
Make sure staff are familiar with the evacuation plan.		
Schedule a few practice evacuations each year.		
Train staff to monitor media alerts and ensure one key staff member is responsible for monitoring disaster events.		
Make arrangements to maintain contact with staff during a prolonged closure.		
Check insurance cover for staff, building and contents, personal accident and sickness.		
Consider taking out 'key person' insurance in the event they are lost to the business.		
Identify alternative transport/distribution routes and make arrangements with suppliers and couriers/freight handlers.		
Considered how to strengthen IT infrastructure to incorporate remote customer and staff access.		

Action	Delegated to	Complete
Develop strategies for keeping and winning back customers.		
Identify which disasters are, and are not, covered by current insurance policies.		

20.1   Immediate Response Checklist

Have all members of the Incident Management team and spokesperson been informed?		
	☐ Yes ☐ No	date and time
	☐ Yes ☐ No	date and time
	☐ Yes ☐ No	date and time
	☐ Yes ☐ No	date and time
	☐ Yes ☐ No	date and time

Are there any witnesses? Is there any photographic or CCTV evidence?

20.2   Plan activation procedures and incident leader checklist

Incident leader checklist: consider the following actions important		
Invoke this Response Plan Convene the Incident Management team to review the situation at an 'Incident Control Centre' venue in the following order:	Incident Management Team Leader	date and time
Agree future location of your Incident Control Centre and future meeting times for convening the Incident Management team	delegated to	date and time
Determine worker support and wellbeing requirements (See section 4 for more details)	delegated to	date and time

Incident leader checklist: consider the following actions important		
Start recording a log of all decisions, actions and issues	delegated to	date and time
Determine leadership team roles and responsibilities	delegated to	date and time
Delegate responsibilities for communications Refer to the Appendix A – Communications Guidelines	delegated to	date and time
Depending on the nature of the incident, **consider:** • Requesting assistance from other local governments, contractors or stakeholders • Staffing requirements for the next 5 days, 10 days, 1 month • Supply requirements for the next 5 days, 10 days, 1 month • Other resources or equipment required for the next 5 days, 10 days, 1 month • Clearing backlogs • Leadership and staff rotation/rostering	delegated to	date and time
Notify neighbours	delegated to	date and time
Notify LGIS and seek advice	delegated to	date and time
Remind staff to photograph all evidence prior to initiating urgent repairs	delegated to	date and time
Ensure emergency funds are available if required	delegated to	date and time
See 'scenario specific' checklists on following pages for more specific information relating to: • Loss of people • Loss of (or access to) buildings/infrastructure/equipment • Loss of IT, data or communications • Loss of key suppliers	See below	
Identify and prioritise 1) Time critical business functions 2) Key contacts 3) All upcoming activities	See below	

Additional actions/notes log	Delegated to:	Complete
		date and time
		date and time
		date and time

INCIDENT RESPONSE	✔	ACTIONS TAKEN
HAVE YOU:		
• Assessed the severity of the incident?		
• Notified all members of the Incident Management Team?		
• Evacuated the site if necessary?		
• Accounted for everyone?		
• Identified any injuries to person?		
• Contacted emergency services?		
• Implemented your incident response plan?		
• Started an event log?		
• Activated staff members and resources?		
• Appointed a spokesperson?		
• Gained more information as a priority?		
• Briefed team members on incident?		
• Allocated specific roles and responsibilities?		
• Identified any damage?		
• Identified critical activities that have been disrupted?		
• Kept staff informed?		
• Contacted key stakeholders?		
• Understood and complied with regulatory/compliance requirements?		

INCIDENT RESPONSE	✓	ACTIONS TAKEN
• Initiated media/public relations response?		

20.3 Worker support and wellbeing requirements

Determine workers' support and wellbeing requirements	Delegated to:	Time
Set up incoming and outgoing contact arrangements for staff		
Consider support options for staff who: Are ill, are anxious about the risks, or fail to show up to work due to safety concerns, caring for sick family members or due to travel restrictions Identify space to segregate/isolate teams or individuals if necessary See checklist: 'loss of people' for additional information Monitor worker 's medical and stress factors		
Determine management and staff roles and responsibilities before sending anyone home (if applicable): **Make sure:** If you are sending them home, that they can get home and not (for example) in shock or ill and unable to drive and that they are able to contact their families if they need or want to. **Make sure they understand:** • Where they should go • What they should do and how they should do it • Remind them about the organisation's **social media policy** (not to talk to the Press, or post on Facebook, or alert friends). If a worker is approached for a comment, they should refer the media body to you as the incident leader. • Reporting arrangements • That their jobs are safe (if applicable) • When they should come back to work		

Determine workers' support and wellbeing requirements	Delegated to:	Time

• When the next communication can be expected and how it will be communicated
 	
   • **Contact and instruct staff not affected by the incident, currently off site, on leave or located elsewhere.**
 	
   • A main internal point of contact should be nominated and provided to all staff should they need to communicate. This should be a different person to that making the staff contacts.		

Engage external worker assistance program (EAP)		
Consider worker's family and carer responsibilities (e.g. children). Allow them to contact their family if they want to or need to		
If required, assist workers' who may have increased medical requirements such as those persons who may be pregnant, recently undergone an operation, disabled or frail		
Consider flexible working arrangements		
Set up a roster system and/or additional resources to manage workload		
Contact family or next of kin only with assistance from worker assistance program or police		
Organise refreshments, catering, and toilet facilities		
Organise suitable transport arrangements for worker s' if required		
Organise temporary accommodation if required		
Ensure regular updates to staff and allocate responsibilities for updates. **Methods:** *Refer to* the Communication protocols section		

Identify and prioritise
1. Time critical business functions
2. Key contacts
3. All upcoming activities

21. Conduct a thorough assessment of the damage to understand the extent and impact on operations.

Once the immediate crisis is contained, the Shire must begin **structured recovery** efforts to restore normal operations. The focus is on **rebuilding infrastructure, recovering data**, and ensuring continuity of governance functions.

Step-by-Step Recovery Process:

1. **Conduct Damage Assessments** – Document infrastructure, financial, and operational impacts.

2. **Implement Temporary Work Solutions** – Activate alternative locations or remote service capabilities.

3. **Restore IT and Communication Systems** – Rebuild data systems and secure access to essential networks.

4. **Coordinate with Government and Relief Agencies** – Seek funding, grants, and external assistance where required.

Assess the situation
Describe what has happened:
What action has been taken so far?
What has changed/is changing? Will work hours be affected?

Assess the situation
Which areas are impacted, or may still become impacted?
What might happen next?
How long is this incident likely to continue?
What actions should be taken immediately?
What's the desired realistic outcome?
Can we put plans in place to deal with any backlogs?
How often should the team meet?

21.1 Upcoming (recurring) activities and events

The Shire regularly hosts a range of upcoming activities and recurring events that bring the community together and support local engagement. These events may include seasonal festivals, community markets, workshops, and sports programs designed to encourage participation and connection among residents.

Additionally, educational initiatives, council meetings, and public forums provide opportunities for individuals to stay informed and involved in local decision-making. By maintaining a well-structured calendar of events, the Shire ensures that residents have access to enriching experiences that foster community spirit and promote cultural, social, and recreational activities throughout the year.

In a disaster recovery event this list will also assist in knowing what to cancel and when best to reschedule, if at all possible.

Month	Who?	Activity	Occurs
January			
January			
February			
February			
March			
March			
April			
April			
May			
May			
June			
June			
July			
July			
August			
August			
September			
September			
October			
October			
November			
November			
December			
December			

22. Prioritise the restoration of critical business functions and services to resume operations quickly.

Once the immediate crisis is under control, the Shire shifts its focus to restoring essential services as quickly and efficiently as possible. The goal is to ensure that vital infrastructure, technology systems, and community support services are back up and running while strengthening long-term resilience.

Step-by-Step Recovery Process

1. **Restoring Critical Services**

   Infrastructure repairs, IT recovery, and essential service availability are top priorities. Roads, communication systems, and key utilities must be restored swiftly to minimise disruptions to residents and businesses.

2. **Reviewing the Response**

   A detailed post-incident evaluation helps identify what worked well and what needs improvement. By assessing reports on how the crisis was handled, the Shire can refine its strategies for future disruptions.

3. **Updating Business Continuity Plans**

   Lessons learned from the emergency guide updates to continuity procedures. Policies are revised to strengthen preparedness, ensuring that response efforts become even more effective over time.

4. **Providing Community Support**

   Recovery isn't just about infrastructure—it's about people. Residents receive assistance through relief programs, clear communication, and access to emergency services. Keeping the community informed and supported is a critical part of the recovery process.

Focus Areas in Recovery

- **IT System Restoration:** Recovering servers, restoring lost data, and reconfiguring networks are essential for resuming business operations.

- **Records Recovery:** Backups are accessed to restore critical documents, ensuring that important information remains intact.

- **Facility Repairs:** Damaged buildings are repaired or, if necessary, operations are relocated to temporary spaces.

Critical Operations at the Depot

The depot plays a major role in recovery efforts, focusing on maintenance and repair of infrastructure such as roads and bridges. It also manages essential equipment and vehicles, coordinates emergency response efforts, and ensures waste disposal services continue without disruption.

By prioritising these recovery steps, the Shire guarantees a swift return to normal operations while reinforcing its ability to handle future challenges effectively.

23. Reallocate resources as needed to support recovery efforts and address any gaps.

During a disruption, the ability to quickly reallocate resources is essential to maintaining an efficient recovery process. The Shire prioritises flexibility, ensuring that personnel, funding, equipment, and services are redirected where they are needed most. By assessing emerging challenges and identifying gaps, the Shire can adjust strategies to optimise support and ensure that essential operations continue without unnecessary delays.

Strategic Resource Allocation

As recovery efforts progress, certain areas may require additional attention, while others may need less support than initially expected. The Shire continuously evaluates resource distribution and makes adjustments accordingly. This could involve shifting staff from routine operations to emergency response roles, redirecting budget allocations to critical infrastructure repairs, or deploying additional equipment to areas with the most severe damage.

Addressing Gaps in Recovery Efforts

Unforeseen challenges often arise during a crisis, and the Shire is prepared to address any gaps as they appear. If certain services face delays or shortages, alternative solutions are explored, such as temporary staffing, backup supply chains, or partnerships with external agencies for additional support. Clear communication with stakeholders ensures that adjustments are made efficiently while keeping the community informed of any changes.

By maintaining a responsive and adaptive approach, the Shire ensures that recovery efforts remain effective, resources are used efficiently, and disruptions are minimised. This proactive strategy strengthens resilience and enhances overall preparedness for future emergencies.

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24.   Keep Stake holders informed: Key Stakeholder List.

It is important to keep stakeholders informed about recovery progress and any changes to time-lines or operations. The table below contains details of the shire's Key Stakeholder List

Stakeholder Name	Relationship to business	Type	Contact Email	Address	Contact Phone
Pitcher Partners Perth (Auditor)	Auditor	Tertiary		Level 11, 12-14 The Esplanade Perth WA 6000	**P: +61 8 9322 2022 F: +61 8 9322 1262**
Ambulance St John Ambulance (Sub - Centre)	Community	Secondary		120 Stirling Terrance, Toodyay WA 6566	**Emergency:** 000 **Enquiries:** 08 6574 2390
Bendigo Bank Toodyay	Community	Lessee		108 Stirling Terrace, Toodyay WA 6566	(08) 9574 4077
Building Commission Department of Energy, Mines, Industry and Safety	Regulatory Authority	Tertiary	be.info@demirs.wa.gov .au	1/303 Sevenoaks St, Cannington WA 6107	1300 489 099

Stakeholder Name	Relationship to business	Type	Contact Email	Address	Contact Phone
Datascape	Service Provider	Primary	reception.perth@datacom.com.au	Level 11, 66 St. George's Terrace, Perth WA 6000	08 6466 6888
Department of Aboriginal Affairs	Government Department	Tertiary	**Website:** https://www.wa.gov.au/service/aboriginal-affairs	Education Department, 151 Royal Street East Perth WA 6004	**General Enquires:** 08 6551 8002
Department of Primary Industries and Regional Development (i.e. Agriculture and Food)	Regulatory Authority	Tertiary	enquiries@dpird.wa.gov.au	1 Nash Street Perth WA 6000 Locked Bag 4 Bently Delivery Centre WA 6983	**Phone:** 08 9368 3333 **Fax:** 08 9474 2405
Department of Communities	Regulatory Authority	Tertiary	generalenquiries@communities.wa.gov.au	5 Newman Ct, Fremantle WA 6160 (not open to the general public)	1800 176 888
Department of Corrective Services	Government Department	Tertiary		GPO Box F317, Perth WA 6841	08 9264 1711
Department of Defence	Government Department	Tertiary	dmfs.wa@defence.gov.au	23 Chalgrove Avenue, Rockingham WA 6169	08 9529 8842

Stakeholder Name	Relationship to business	Type	Contact Email	Address	Contact Phone
Department of Education WA Wheatbelt Education Regional Office	Government Department	Tertiary	wheatbelt.ero@education.wa.edu.au	McIver House, 297 Fitzgerald Street, Northam WA 6401	08 9622 0200
Department of Fire and Emergency Services (DFES) Goldfields Midlands Region	Statutory Authority	Secondary	northam.reception@dfes.wa.gov.au	79 Newcastle Street, Northam WA 6401	9690 2300 Regional Duty Coordinator: 1800 966 077
Department of Communities - Housing	State Government Department	Tertiary		**Northam Regional Office** Cnr of Fitzgerald and Gairdner Street, Northam WA 6402	08 9621 0400
Department of Local Government, Commerce, Industry Regulation and Safety	State Government Department and Regulatory Authority	Tertiary	LGHotline@dlgc.wa.gov.au	PO Box 8349, Perth Business Centre WA 6849	Telephone 61 8 6552 7300 Freecall 1800 634 541 (regional WA callers only) Local Government Advisory Hotline 1300 762 511

Stakeholder Name	Relationship to business	Type	Contact Email	Address	Contact Phone
Department of Biodiversity, Conservation and Attractions – (Parks and Wildlife Service)	State Government Department	Tertiary	enquiries@dbca.wa.gov.au	**Closest Office:** 275 Allen Road, Mundaring WA 6073	**General Enquiries:** 08 9219 9000 **Mundaring Office:** 08 9290 6100
Department of Transport	State Government Department	Tertiary	contact.centre@transport.wa.gov.au	**Closest Office:** 5 Clayton Street, Midland WA 6056	Driver and Vehicle Licensing 13 11 56
Dial Before You Dig	Service managed by industry groups, supported by state initiatives	Tertiary	**Website:** https://www.infrastructure.gov.au/department/media/publications/before-you-dig		**General Enquiries:** 08 8877 6600
Electrician – EAG Electrical	Supplier	Tertiary	admin@eagleelctricalairgas.com.au	Mobile service	0409 041 566
Environmental Protection Authority (EPA)	Statutory authority. https://www.epa.wa.gov.au/contact-us	Tertiary	primehouse.reception@dwer.wa.gov.au	**Head office:** 8 Davidson Terrace, Joondalup WA 6027	**Head Office:** 08 6364 7001
IT Support – XL2	Service Provider	Primary	info@xl2.au	17 Truganina Road, Malaga WA 6090	▮▮▮▮▮▮

Stakeholder Name	Relationship to business	Type	Contact Email	Address	Contact Phone
Police – non emergency	Statutory authority enforcing law and maintaining public safety	Secondary		118 Stirling Terrace, Toodyay WA 6566	13 14 44
Poisons Information Hotline	Emergency advice and information service for managing poisoning incidents.	Primary	**Website:** https://www.scgh.health.wa.gov.au/Our-Services/Service-directory/Poisons		13 11 26
Landgate	Statutory authority focussing on information management and service delivery.	Tertiary	customerservice@landgate.wa.gov.au	**Midland Office:** 1 Midland Square, Midland WA 6056 PO Box 2222, Midland WA 6936	08 9273 7373
Lawyer	Service Provider	Tertiary	Email: reception@mcleods.com.au	Address: PO Box 165, Claremont WA 6910	Tim Beckett McLeod's Barristers and Solicitors Phone: (08) 9383 3133
LGIS Insurance	Service Provider	Secondary	███████████ █	PO Box 1003, West Perth WA 6872 Level 3 170 Railway Pde, West Leederville WA 6007	██████ Account Manager ████████

Stakeholder Name	Relationship to business	Type	Contact Email	Address	Contact Phone
Main Roads Emergency / hazards	Statutory Authority	Primary	https://www.mainroads.wa.gov.au/#:~:text=You%20can%20contact%20us%20on,how%20we%20can%20help%20you.	**Head office:** Don Aitken Centre, Waterloo Crescent, East Perth WA 6004 PO Box 6202, East Perth WA 6892	138 138
Main Roads Northam	Statutory Authority responsible for planning, building and maintaining state road infrastructure and working in collaboration with local governments through funding arrangements and technical guidance.	Secondary		126 Peel Terrace, Northam WA 6401 PO Box 333, Northam WA 6402	**Direct:** 08 9622 4777 **Fax:** 08 9622 3767
Northam Hospital	Health Service Provider: delivering services under the oversight of the Department of Health	Tertiary	wachs.safetyqualityperformance@health.wa.gov.au	50 Robinson Street Northam WA 6401	(08) 9690 1300
Northam Police	Statutory authority enforcing law and maintaining public safety	Tertiary		7 Gairdner Street Northam WA 6401	(08) 9622 4260
Department of Home Affairs	State Government Department managing community safety, emergency management and border security	Tertiary	https://www.homeaffairs.gov.au/help-and-support/contact-us	836 Wellington Street, West Perth WA 6005	13 18 81

Stakeholder Name	Relationship to business	Type	Contact Email	Address	Contact Phone
Plumbers	Service Providers	Tertiary			Sean Fitzgerald 0414 015 603 Ben Jenkins - Vapour Plumbing and Gas Mobile: 0428 231 845 Note: he has a controlled waste licence to pump out and move liquid waste to Northam's septage ponds.
Public Transport Authority (PTA)	Statutory Authority that operates under its own legislative authority.	Tertiary	enquiries@pta.wa.gov.au	Wellington Street Perth WA 6000	**General Enquiries:** 08 9326 2000 **Emergencies:** 08 9220 9999
Security	Service Provider	Primary	www.northstarsecurity.com.au	3/12 Fortitude Boulevard Gnangara WA 6077	North Star Security 08 9303 9888 / 1300 305 965
Shire of Northam	Neighbouring Local Government (part of AROC)	Tertiary	records@northam.wa.gov.au	395 Fitzgerald Street, Northam WA 6401	**Administration Centre:** (08) 9622 6100

Stakeholder Name	Relationship to business	Type	Contact Email	Address	Contact Phone
				PO Box 613, Northam WA 6401	
Shire of Goomalling	Neighbouring Local Government (part of AROC)	Tertiary	goshire@goomalling.wa.gov.au	32 Quinlan Street, Goomalling WA 6460 PO Box 118 Goomalling WA 6460	**Phone:** 08 9629 1101 **Fax:** 08 9629 1017
Shire of York	Neighbouring Local Government (part of AROC)	Tertiary	records@york.wa.gov.au	1 Joaquina Street, York WA 6302 PO Box 22 York WA 6302	**Phone:** 08 9641 0500 **Fax:** 08 9641 2202
Shire of Victoria Plains	Neighbouring Local Government (part of AROC)	Tertiary	reception@victoriaplains.wa.gov.au	28 Cavell Street Calingiri 6569 PO Box 21 Calingiri 6569	08 9628 7004
Shire of Chittering	Neighbouring Local Government	Tertiary	chatter@chittering.wa.gov.au	6177 Great Northern Highway, Bindoon WA 6502 PO Box 70 Bindoon WA 6502	**Main Office:** 08 9576 4600
State Administrative Tribunal (SAT)	Independent Statutory Tribunal; adjudicating disputes and reviewing admin decisions to ensure fairness and accountability	Tertiary	https://www.sat.justice.wa.gov.au/_apps/contacts/default.aspx	Level 6 State Administrative Tribunal Building, 565 Hay Street Perth WA 6000	**Phone:** 08 9219 3111 **Fax:** 08 9325 5099

Stakeholder Name	Relationship to business	Type	Contact Email	Address	Contact Phone
				GPO Box U1991 Perth 6845	
State Emergency Services	Statutory organisation embedded within WA emergency management framework.	Primary	https://www.dfes.wa.gov.au/contact	20 Stockton Bend Cockburn Central WA 6164 GPO Box P1174 Perth WA 6844 79 Newcastle Street Northam WA 6401	**General:** 13 3337 **Emergency Assistance:** 132 500 **Northam:** 08 9690 2300
State Library of Western Australia	State Government Institution established by statute to deliver library, archival and information services, focusing on service delivery.	Tertiary	library@slwa.wa.gov.au	25 Francis St, Perth WA 6000	(08) 9427 3111
State Records Office	Statutory office established under the State Records Act, responsible for enforcing best practice records management, and ensuring public access to records held by local government agencies.	Tertiary	sro@sro.wa.gov.au	Alexander Library Building, James St, Perth WA 6000	(08) 9427 3600

Stakeholder Name	Relationship to business	Type	Contact Email	Address	Contact Phone
Synergy	Service Provider	Tertiary	support@synergy-group.com.au.	Level 23 152-158 St Georges Terrace Perth WA 6000	13 13 53 https://www.synergy.net.au/contact
Telstra	Service Provider	Secondary	thetelstrateam@online.telstra.com	Level 16 125 St Georges Terrace Perth WA 6000	13 22 00
Telstra countrywide	Service Provider	Tertiary	thetelstrateam@online.telstra.com	**Head office:** Level 41 242 Exhibition Street Melbourne	1800 687 829
Toodyay Police Station	Statutory authority enforcing law and maintaining public safety	Primary		118 Stirling Terrace, Toodyay WA 6566	13 14 44 OR 9574 9555
Treasury	State government department responsible for managing the state's economic and financial policies and overseeing local governments.	Tertiary	info@treasury.wa.gov.au	28 Barrack Street Perth WA 6000	08 6551 2777
WALGA	Independent member-based organisation representing and supporting local governments through policy advice, advocacy and best practice resources.	Tertiary	Email: info@walga.asn.au	ONE70, LV1, 170 Railway Parade, West Leederville, Western Australia 6007 PO Box 1544, West Perth, Western Australia 6872	**Tel:** (08) 9213 2000

Stakeholder Name	Relationship to business	Type	Contact Email	Address	Contact Phone
Waste Authority WA	Statutory authorities overseeing waste management and resource recovery initiatives.	Tertiary	info@wasteauthority.wa.gov.au	Level 7 Prime House, 8 Davidson Terrace, Joondalup WA 6919	08 6364 6965
Water Corporation	Statutory authority manages water supply, waste water and related services	Tertiary	https://www.watercorporation.com.au/About-us/Contact-us	629 Newcastle St, Leederville WA 6007	13 13 85
Water Corporation Northam	Statutory authority (Local Agency)	Tertiary		263 Fitzgerald Street Northam WA 6401	(08) 9622 4888
Western Power	Statutory authority established by legislation to manage the state's electricity infrastructure	Tertiary		**Closest Office:** 6 Hilary Pl, Forrestfield WA 6058	**General Enquiries:** 13 10 87 **Emergencies:** 13 13 51
Wildlife helpline	Advisory service meant to assist the public with wildlife-related issues	Tertiary	https://www.dbca.wa.gov.au/wildlife-and-ecosystems/animals/wildcare-helpline		9474 9055
WorkSafe	Statutory authority charged with enforcing workplace health and safety laws in WA, undertaking responsibilities such as compliance inspections and enforcement actions.	Primary	online@demirs.wa.gov.au	100 Plain Street, East Perth WA 6004	1800 678 198 (24hrs serious incidents)

- ***Primary Stakeholders***: Directly affected, high interest and influence (e.g., employees, customers, investors).

- ***Secondary Stakeholders***: Indirectly affected, moderate interest and influence (e.g., community groups, media, government agencies).

- ***Tertiary Stakeholders***: Minimally affected, low interest and influence (e.g., general public, academic institutions, NGOs).

Understanding the different levels of stakeholders helps organisations prioritise their engagement and communication strategies to address the needs and concerns of each group effectively.

25.   Recovery Actions

Progress updates are vital for maintaining transparency and trust during **Recovery Actions**

Keeping everyone informed during the recovery process is crucial to maintaining trust and transparency. Regular updates help the community understand what's happening and what to expect. These updates will focus on several key areas.

Current Recovery Efforts

One of the most important things is letting people know what services have already been restored. This could mean getting power back, fixing IT systems, or reopening certain parts of affected facilities. There will also be updates on ongoing work, such as repairs to damaged infrastructure or efforts to restore supply chains that were disrupted.

Expected Timelines

Recovery takes time, so it's important to provide estimated completion dates for different milestones. If unexpected challenges arise, timelines may need adjustments, and the public will be informed about these changes.

Impact on Services

Disruptions often mean that regular services won't be fully operational right away. Limited hours, restricted access, or temporary closures might affect the community. Where possible, alternative solutions—such as temporary service locations or modified operations—will be provided to reduce inconvenience.

Safety Measures

Ensuring the safety of everyone involved is a top priority. The public will be reassured that inspections, staff training, and other protocols are in place to make recovery efforts as secure as possible.

Community Support

People affected by the incident may need additional support. Emergency hotlines, temporary shelters, and other resources will be available to assist those impacted. Recovery efforts aren't just about rebuilding infrastructure—they're also about helping individuals get back on their feet.

By keeping the public informed with clear and consistent updates, recovery efforts can be smoother, more effective, and focused on restoring normalcy as quickly as possible.

26. Perform a detailed post-incident review to identify lessons learned and areas for improvement

Once the immediate crisis is under control, the next priority is getting everything back to normal while figuring out what worked well and what could be improved for the future. A detailed review of the response efforts helps ensure that any mistakes aren't repeated and that recovery plans become stronger.

Restoring Infrastructure and IT Systems

Before anything else, damaged infrastructure and IT systems need to be repaired to bring operations back online. Stability is key, so ensuring that affected areas are properly restored helps prevent ongoing disruptions.

Reviewing What Happened

A close look at incident reports is essential. By analysing how the response unfolded, the Shire can identify gaps, inefficiencies, or areas that need improvement. This helps ensure that next time, recovery efforts will be faster and more effective.

Updating Business Continuity Plans

Every crisis teaches valuable lessons. The Shire will adjust policies and strategies based on these experiences, strengthening the overall emergency response and ensuring better preparedness for future disruptions.

Helping the Community and Staff Recover

Recovery isn't just about fixing buildings—it's also about supporting people. The Shire will provide assistance programs, mental health resources, and updates on available services to help staff and the community get back on track.

Ongoing Improvements

The process doesn't end once things seem back to normal. The Shire continually assesses business continuity strategies, refines risk management efforts, and updates contingency plans every year to make sure future responses are as effective as possible.

By carefully reviewing every step of the response, the Shire can build a stronger, more resilient recovery plan that ensures better preparedness for whatever challenges may come next.

27. Update and refine business continuity and disaster recovery plans based on insights gained from the incident.

After an incident, it's crucial to review what worked and what could be improved in the business continuity and disaster recovery plans. By analysing response efforts, identifying challenges, and recognizing successes, the Shire can refine its strategies to enhance future preparedness. Adjustments might include strengthening communication protocols, improving resource allocation, or updating recovery timelines based on real-world experience. These insights help create a more resilient and efficient plan, ensuring that any future disruptions are managed even more effectively. Regular reviews and updates keep the strategy relevant, adaptable, and ready for any unexpected events.

28. Associated documents.

[1] Risk Management Framework - Shire of Toodyay

Appendix A – Communications Guidelines

- **This is what we know**

……………………………………………..
……………………………………………..
…………………………………………….…..
……………………………………………….
……………………………………………..
……………………………………………….

- **This is what we do not know**

……………………………………………….
……………………………………………..…..
……………………………………………….…
……………………………………………….

- **This is what we are doing**

……………………………………………….
……………………………………………….…..
……………………………………………….…
……………………………………………….

- **This is what we want you to do**

……………………………………………….
……………………………………………….…..
……………………………………………….…

Notification chart

Internal audience	Mode of delivery, release date and time	Questions
Council		
Workers		
Worker's family		
Incident management team		
External audience	**Mode of delivery, release date and time**	**Questions**
Community		
DFES/SES/WA police		
Local, regional, and national media		
Public		
Stakeholders		
Contractors/suppliers		
EAP provider		
Regulators		

Appendix B – Event Log

Use the event log to record information, decision, and actions.

Date	Time	Location	Description of the event / incident	Impact (e.g. systems affected, duration of downtime and business impact)	Actions taken (e.g. initial response, assessment, mitigation, restoration, system recovery)	Communication (e.g. Internal / External)	Post incident review	Follow up actions (e.g. maintenance, training, plan update.)	Responsible person

Appendix C – Shire of Toodyay Recovery Information - Equipment

Local government details	Cumulative quantities required within …				
	1 day	3 days	1 week	2 weeks	4 weeks
Cumulative:					
Workstations/laptops					
Printers					
Server					

Infrastructure, plant and equipment			

Appendix D – Emergency Response and Continuity Plan Activation Procedures

Assess

- Business Continuity Objectives
  - Recovery Time Objective 1 Day
  - Recovery Time Objective 3 Days
  - Recovery Time Objective 5 Days
  - Recovery Time Objective 10 Days
  - Recovery Time Objective 20 Days
  - Recurring Activities / Events

React

- Specific-Scenario Checklists
  - Loss of (or Access to) Buildings / Infrastructure / Equipment
  - Loss of IT or Communications
  - Loss of Data / Records / Information
  - Loss of People
  - Loss of Supplier

Manage

- Building evacuation if necessary
- Contact Emergency Services (000)
- Contact the CEO - who will issue a Disaster Declaration

Recover

- Activate meetings with the Crisis Management Team who will address the following:
  - Plan for Relocation of staff and business processes
  - Restoration of the IT Network and Critical business functions
  - Contact external contacts as necessary
  - Schedule Team Meetings and Staff Briefings
  - Damage Assessment