



**SHIRE OF KOJONUP**  
**Business Continuity & Disaster**  
**Recovery Plan**

**SEPTEMBER 2021**

## Contents

<b>1. KEY CONTACT SHEET .....</b>	<b>4</b>
<b>2. INTRODUCTION AND OBJECTIVES .....</b>	<b>5</b>
<b>3. INCIDENT RESPONSE PLANS.....</b>	<b>6</b>
3.1. LOSS OF ADMINISTRATION BUILDING .....	7
TASK 1 - Immediate Response .....	7
TASK 2 – Commence operations from Disaster Recovery Site .....	8
TASK 3 – Assess damage and prepare medium term Recovery Plans .....	9
TASK 4 – Long term Recovery Plan and relocation to permanent Shire Office building.....	10
3.2. COMPLETE IT HARDWARE FAILURE.....	11
3.3. LOSS OF DEPOT BUILDINGS.....	12
TASK 1 - Immediate Response .....	12
TASK 2 – Commence operations from Disaster Recovery Site .....	13
TASK 3 – Assess damage and prepare medium term recovery plans.....	14
TASK 4 – Long term Recovery Plan and relocation to permanent Shire Depot building .....	15
3.4. LOSS OF SPRINGHAVEN LODGE .....	16
TASK 1 - Immediate Response .....	16
TASK 2 – Commence operations from Disaster Recovery Site and Relocate residents.....	17
TASK 3 – Assess damage and prepare medium term Recovery Plans .....	18
TASK 4 – Long term Recovery Plan and relocation to permanent Premises .....	19
3.5. LOSS OF THE KODJA PLACE .....	20
TASK 1 - Immediate Response .....	20
TASK 2 – Commence operations from Disaster Recovery Site .....	21
TASK 3 – Assess damage and prepare medium term Recovery Plans .....	22
TASK 4 – Long term Recovery Plan and relocation to permanent office building....	23
<b>4. EVENT LOG .....</b>	<b>25</b>
<b>5. REGISTER OF INITIALS .....</b>	<b>26</b>
<b>6. INCIDENT RECOVERY CHECKLIST .....</b>	<b>27</b>
<b>7. EVACUATION PROCEDURES .....</b>	<b>28</b>

<b>8.</b>	<b>EMERGENCY KIT</b>	<b>28</b>
<b>9.</b>	<b>PANDEMIC RESPONSE PLAN</b>	<b>28</b>
<b>10.</b>	<b>REVIEW AND MAINTAIN</b>	<b>29</b>
	LGIS Insurance Policies	30
<b>11.</b>	<b>DATA SECURITY AND BACKUP STRATEGY</b>	<b>32</b>
<b>12.</b>	<b>BUSINESS IMPACT ANALYSIS</b>	<b>32</b>
<b>13.</b>	<b>ACTION PLAN FOR IMPLEMENTATION</b>	<b>35</b>
<b>14.</b>	<b>GLOSSARY</b>	<b>36</b>
<b>15.</b>	<b>APPENDIX</b>	<b>36</b>

# 1. Key Contact Sheet

Person	Position	Mobile Number	Responsibilities Incident Response (IR) Team Leader
Grant Thompson	Chief Executive Officer	0419 903 363	IR Team Leader
Anthony Middleton	Manager Corporate & Community Services	0434 019 990	IR Team Member
Craig McVee	Manager Works & Services	0427 427 854	IR Team Member
Robert Jehu	Fire Warden – Shire Office	N/A	IR Team Member
Vicki Ramm	Fire Warden – Shire Depot		IR Team Member
	Fire Warden – Springhaven Lodge	0417 994 608	IR Team Member
	Fire Warden – The Kodja Place	0417 987 237	IR Team Member
Vivicka Kahn	IT Officer		IR Team Member
Cr Ned Radford	Shire President	0400230309	Shire President

## Contact List – External

Key contacts	Contact number/s
Police and Emergency Services	000
Kojonup Police Station	9831 2555
Ambulance	000
Kojonup Hospital	9831 2222
Security	ABA Security Albany – 9841 7828/BJ Systems – 9309 9595 (Complex)
Insurance company	LGIS – David Wood – 9483 8888
Key Suppliers	Albany Lock Service – Craig - 9842 9779
Electrician	Blackstump Electrical – Chris - 0428 311 570
Plumber	Egabeva Plumbing – Derek – 9831 1213
Water and Sewerage	131375
Electricity	Western Power - 131351
Telephone	Telstra – Johnathan Thornton – 9726 7324
IT Support	Ramped Technology - Garry Hammersley - 9892 2922
Primary Business System Software – IT Vision	9315 7000
Internet Service Provider – Optus	13 56 67
WA Local Government Association	9213 2000
ABC Radio Great Southern	9842 4011
Department of Transport Licensing (Albany)	13 11 56
State Records Office	9427 3600
Bank/Building Society	NAB – Aleesha Campbell– 9831 2700
Accountant (Auditor)	Lincoln’s – Russell Harrison – 9841 1200
Lawyer	McLeod’s – 9383 3133

## 2. Introduction and Objectives

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

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

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

The objectives of this Plan enable the Shire to:

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

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

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

This Plan will be located on the Shire website – [www.kojonup.wa.gov.au](http://www.kojonup.wa.gov.au) and Docs-on-Tap to ensure it is always available. Copies will also be placed in the Chief Executive Officer's vehicle, all Managers' vehicles and the fireproof cabinet within the Shire's Administration building.

### 3. Incident Response Plans

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

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

## 3.1. LOSS OF ADMINISTRATION BUILDING

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

### TASK 1 - Immediate Response

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

#### Incident Response Team

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

#### Recovery Procedure

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

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

#### Recovery Time Objective

Timeframe for this activity is within 24 hours of the incident

#### Recovery Location

Primary Site: Memorial Hall  
Secondary site: Works Depot

#### Resource requirements

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

#### Other Considerations

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

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

## **TASK 2 – Commence operations from Disaster Recovery Site**

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

### Incident Response Team

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

### Recovery Procedure

Undertake the following steps:

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

### Recovery Time Objective

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

### Resource Requirements

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

## **TASK 3 – Assess damage and prepare medium term Recovery Plans**

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

### Incident Response Team

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

### Recovery Procedure

Undertake the following steps:

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

### Recovery Time Objective

4 weeks

### Resource Requirements

- IT contractors

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

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

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

### Incident Response Team

Team Leader: Chief Executive Officer  
 Team Members: Manager Corporate and Community Services  
 Manager Regulatory Services  
 IT Officer

### Recovery Procedure

Undertake the following steps: **Chief Executive Officer**

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

### Recovery Time Objective

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

### Resource Requirements

- Planning assistance
- Consultants/architects
- Contractors

## 3.2. COMPLETE IT HARDWARE FAILURE

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

### Incident Response Team

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

### Recovery Procedure

Undertake the following steps:

- Assess severity of outage through the Shire's IT provider and determine likely outage time
- Seek quotations and place orders for replacement components
- Contact Shire's insurers and Police if necessary
- Inform Council, community and business contacts (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

### Recovery Time Objective

2 weeks

### Resource requirements

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

### **3.3. LOSS OF DEPOT BUILDINGS**

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

#### **TASK 1 - Immediate Response**

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

##### Incident Response Team

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

##### Recovery Procedure

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

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

##### Recovery Time Objective

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

##### Recovery Location

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

##### Resource requirements

Mobile phones  
Personnel  
Equipment and Stores

##### Other Considerations

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

4. Inform Local Government Insurance Services (LGIS)
5. Inform Elected Members, employees
6. Liaise with Shire President to make a press release
7. Inform community where possible

## **TASK 2 – Commence operations from Disaster Recovery Site**

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

### Incident Response Team

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

### Recovery Procedure

Undertake the following steps:

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

### Recovery Time Objective

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

### Resource Requirements

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

## **TASK 3 – Assess damage and prepare medium term recovery plans**

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

### Incident Response Team

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

### Recovery Procedure

Undertake the following steps:

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

### Recovery Time Objective

4 weeks

### Resource Requirements

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

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

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

### Incident Response Team

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

### Recovery Procedure

Undertake the following steps: **Chief Executive Officer, Manager Works and Services**

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

### Recovery Time Objective

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

### Resource Requirements

- Planning assistance
- Consultants/architects
- Contractors

### **3.4. LOSS OF SPRINGHAVEN LODGE**

Types of incidents include fire, flood and earthquake (Refer to Immediate Response Checklist). A separate appendix (Appendix 1) is attached being the COVID-19 Pandemic Response Plan for use during an epidemic/pandemic.

#### **TASK 1 - Immediate Response**

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

##### Incident Response Team

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

##### Recovery Procedure

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

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

##### Recovery Time Objective

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

##### Recovery Location

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

##### Resource requirements

Mobile phones  
Personnel

##### Other Considerations

1. Secure the affected area as necessary

2. Restrict access to the building/site
3. Liaise with Emergency Services and Police
4. Inform families of residents
5. Inform Local Government Insurance Services (LGIS)
6. Inform elected members and employees
7. Liaise with Shire President to make a press release
8. Inform community where possible

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

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

### Incident Response Team

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

### Recovery Procedure

Undertake the following steps:

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

### Recovery Time Objective

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

### Resource Requirements

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

## **TASK 3 – Assess damage and prepare medium term Recovery Plans**

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

### Incident Response Team

Team Leader:	Chief Executive Officer
Team Members:	Springhaven Manager – Registered Nurse Manager Corporate and Community Services Manager Works and Services Manager Regulatory Services Risk Management Co-ordinator IT Officer

### Recovery Procedure

Undertake the following steps:

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

### Recovery Time Objective

4 weeks

#### Resource Requirements

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

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

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

#### Incident Response Team

Team Leader:	Chief Executive Officer
Team Members:	Manager Springhaven Manager Corporate and Community Services Manager Works and Services Manager Regulatory Services Shire President

#### Recovery Procedure

Undertake the following steps: **Chief Executive Officer**

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

#### Recovery Time Objective

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

#### Resource Requirements

- Planning assistance
- Consultants/architects
- Contractors

## 3.5. LOSS OF THE KODJA PLACE

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

### TASK 1 - Immediate Response

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

#### Incident Response Team

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

#### Recovery Procedure

Incident Response Team Leader to undertake the following steps:

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

#### Recovery Time Objective

Timeframe for this activity is within 24 hours of the incident

#### Recovery Location

Primary Site: RSL Hall  
Secondary site: Town Hall

#### Resource requirements

Mobile phones

#### Other Considerations

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

## **TASK 2 – Commence operations from Disaster Recovery Site**

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

### Incident Response Team

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

### Recovery Procedure

Undertake the following steps:

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

### Recovery Time Objective

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

### Resource Requirements

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

## **TASK 3 – Assess damage and prepare medium term Recovery Plans**

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

### Incident Response Team

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

### Recovery Procedure

Undertake the following steps:

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

### Recovery Time Objective

4 weeks

### Resource Requirements

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

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

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

### Incident Response Team

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

### Recovery Procedure

Undertake the following steps: **Chief Executive Officer**

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

### Recovery Time Objective

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

### Resource Requirements

- Planning assistance
- Consultants/architects
- Contractors

### Immediate Response Checklist

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





## 6. Incident Recovery Checklist

INCIDENT RESPONSE	√	ACTIONS
Now that the crisis is over, have you: <ul style="list-style-type: none"> <li>refocused efforts towards recovery?</li> </ul>	<input type="checkbox"/>	
<ul style="list-style-type: none"> <li>deactivated staff members and resources as necessary?</li> </ul>	<input type="checkbox"/>	
<ul style="list-style-type: none"> <li>continued to gather information about the situation as it affects you?</li> </ul>	<input type="checkbox"/>	
<ul style="list-style-type: none"> <li>assessed your current financial position?</li> </ul>	<input type="checkbox"/>	
<ul style="list-style-type: none"> <li>reviewed cash requirements to restore operations?</li> </ul>	<input type="checkbox"/>	
<ul style="list-style-type: none"> <li>contacted your insurance broker/company?</li> </ul>	<input type="checkbox"/>	
<ul style="list-style-type: none"> <li>developed financial goals and timeframes for recovery?</li> </ul>	<input type="checkbox"/>	
<ul style="list-style-type: none"> <li>kept staff informed?</li> </ul>	<input type="checkbox"/>	
<ul style="list-style-type: none"> <li>kept key stakeholders informed?</li> </ul>	<input type="checkbox"/>	
<ul style="list-style-type: none"> <li>identified information requirements and sourced the information?</li> </ul>	<input type="checkbox"/>	
<ul style="list-style-type: none"> <li>set priorities and recovery options?</li> </ul>	<input type="checkbox"/>	
<ul style="list-style-type: none"> <li>updated the Recovery Plan?</li> </ul>	<input type="checkbox"/>	
<ul style="list-style-type: none"> <li>captured lessons learnt from your individual, team and business recovery?</li> </ul>	<input type="checkbox"/>	

## 7. Evacuation Procedures

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

## 8. Emergency kit

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

The kits are located at:

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

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

The items and documents included in the emergency kit are:

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

## 9. Pandemic Response Plan

See Pandemic Response Plan COVID-19 – Appendix 1

## 10. Review and Maintain

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

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

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

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

## LGIS Insurance Policies

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

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

## 11. Data Security and Backup Strategy

The Shire of Kojonup **protects our data and our network** (e.g.; virus protection, secure networks and firewalls, secure passwords and data backup procedures). For security reasons, specific details of these processes are not included in this publicly available plan, but are available from the Manager Corporate & Community Services when required.

## 12. Business Impact Analysis

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

### **Critical Business Activity**

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

#### General Risk Area 1

Finance and Accounting  
Payroll  
Environmental Health

#### General Risk Area 2

Road construction and maintenance  
Public Conveniences  
Waste Management

## Business Impact Analysis

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

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

## 13. Action Plan for Implementation

Action	Responsible Officer	Timeframe
Commence planning and undertake test of documented incident plans	SMT & Risk management Co-Ordinator	
Review document as a result of test and in preparation for Council	SMT & Risk management Co-Ordinator	Reviewed annually: May 2019 April 2020 September 2021
Prepare Emergency Kit as identified in this Plan	Risk management Co-Ordinator	Prepared and reviewed annually
Educate and train all staff on the plan	Risk management Co-Ordinator	Distribute after each review
Investigate contractual requirements for radio failure and alternative contingency plans for methods of communications for works staff	Manager Works & Services Manager Corporate and Community Services	

## 14. Glossary

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

## 15. Appendix

### COVID-19 Pandemic Response Plan