



APPENDICES

AUDIT & RISK COMMITTEE MEETING

To Be Held

Wednesday, 12th March 2025
Commencing at 2.00pm

At

Shire of Dardanup
ADMINISTRATION CENTRE EATON
1 Council Drive - EATON

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- ~ Large Print
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Upon request.



Dardanup – Compliance Audit Return

Commercial Enterprises by Local Governments				
No	Reference	Question	Response	Comments
1	s3.59(2)(a) F&G Regs 7,9,10	Has the local government prepared a business plan for each major trading undertaking that was not exempt in 2024?	N/A	
2	s3.59(2)(b) F&G Regs 7,8A, 8, 10	Has the local government prepared a business plan for each major land transaction that was not exempt in 2024?	N/A	
3	s3.59(2)(c) F&G Regs 7,8A, 8,10	Has the local government prepared a business plan before entering into each land transaction that was preparatory to entry into a major land transaction in 2024?	N/A	
4	s3.59(4)	Has the local government complied with public notice and publishing requirements for each proposal to commence a major trading undertaking or enter into a major land transaction or a land transaction that is preparatory to a major land transaction for 2024?	N/A	
5	s3.59(5)	During 2024, did the council resolve to proceed with each major land transaction or trading undertaking by absolute majority?	N/A	

Delegation of Power/Duty				
No	Reference	Question	Response	Comments
1	s5.16 (1)	Were all delegations to committees resolved by absolute majority?	Yes	2024-2025 Delegation Register endorsed at OCM 18-12-2024 Council Resolution 314-24 By absolute majority
2	s5.16 (2)	Were all delegations to committees in writing?	Yes	
3	s5.17	Were all delegations to committees within the limits specified in section 5.17 of the Local Government Act 1995?	Yes	
4	s5.18	Were all delegations to committees recorded in a register of delegations?	Yes	
5	s5.18	Has council reviewed delegations to its committees in the 2023/2024 financial year?	Yes	2023-2024 Delegation Register endorsed at OCM 13-12-2023 Council Resolution 298-23



6	s5.42(1) & s5.43 Admin Reg 18G	Did the powers and duties delegated to the CEO exclude those listed in section 5.43 of the Local Government Act 1995?	Yes	
7	s5.42(1)	Were all delegations to the CEO resolved by an absolute majority?	Yes	2024-2025 Delegation Register endorsed at OCM 18-12-2024 Council Resolution 314-24 By absolute majority
8	s5.42(2)	Were all delegations to the CEO in writing?	Yes	
9	s5.44(2)	Were all delegations by the CEO to any employee in writing?	Yes	
10	s5.16(3)(b) & s5.45(1)(b)	Were all decisions by the Council to amend or revoke a delegation made by absolute majority?	Yes	
11	s5.46(1)	Has the CEO kept a register of all delegations made under Division 4 of the Act to the CEO and to employees?	Yes	
12	s5.46(2)	Were all delegations made under Division 4 of the Act reviewed by the delegator at least once during the 2023/2024 financial year?	Yes	2023-2024 Delegation Register endorsed at OCM 13-12-2023 Council Resolution 298-23
13	s5.46(3) Admin Reg 19	Did all persons exercising a delegated power or duty under the Act keep, on all occasions, a written record in accordance with Local Government (Administration) Regulations 1996, regulation 19?	Yes	

Disclosure of Interest				
No	Reference	Question	Response	Comments
1	s5.67	Where a council member disclosed an interest in a matter and did not have participation approval under sections 5.68 or 5.69 of the Local Government Act 1995, did the council member ensure that they did not remain present to participate in discussion or decision making relating to the matter?	Yes	
2	s5.68(2) & s5.69(5) Admin Reg 21A	Were all decisions regarding participation approval, including the extent of participation allowed and, where relevant, the information required by the Local Government (Administration) Regulations 1996 regulation 21A, recorded in the minutes of the relevant council or committee meeting?	Yes	
3	s5.73	Were disclosures under sections 5.65, 5.70 or 5.71A(3) of the Local Government Act 1995 recorded in the minutes of the meeting at which the disclosures were made?	Yes	
4	s5.75 Admin Reg 22, Form 2	Was a primary return in the prescribed form lodged by all relevant persons within three months of their start day?	Yes	



5	s5.76 Admin Reg 23, Form 3	Was an annual return in the prescribed form lodged by all relevant persons by 31 August 2024?	Yes	
6	s5.77	On receipt of a primary or annual return, did the CEO, or the Mayor/President, give written acknowledgment of having received the return?	Yes	
7	s5.88(1) & (2)(a)	Did the CEO keep a register of financial interests which contained the returns lodged under sections 5.75 and 5.76 of the Local Government Act 1995?	Yes	
8	s5.88(1) & (2)(b) Admin Reg 28	Did the CEO keep a register of financial interests which contained a record of disclosures made under sections 5.65, 5.70, 5.71 and 5.71A of the Local Government Act 1995, in the form prescribed in the Local Government (Administration) Regulations 1996, regulation 28?	Yes	
9	s5.88(3)	When a person ceased to be a person required to lodge a return under sections 5.75 and 5.76 of the Local Government Act 1995, did the CEO remove from the register all returns relating to that person?	Yes	
10	s5.88(4)	Have all returns removed from the register in accordance with section 5.88(3) of the Local Government Act 1995 been kept for a period of at least five years after the person who lodged the return(s) ceased to be a person required to lodge a return?	Yes	
11	s5.89A(1), (2) & (3) Admin Reg 28A	Did the CEO keep a register of gifts which contained a record of disclosures made under sections 5.87A and 5.87B of the Local Government Act 1995, in the form prescribed in the Local Government (Administration) Regulations 1996, regulation 28A?	Yes	
12	s5.89A(5) & (5A)	Did the CEO publish an up-to-date version of the gift register on the local government's website?	Yes	
13	s5.89A(6)	When people cease to be a person who is required to make a disclosure under section 5.87A or 5.87B of the Local Government Act 1995, did the CEO remove from the register all records relating to those people?	Yes	
14	s5.89A(7)	Have copies of all records removed from the register under section 5.89A(6) of the Local Government Act 1995 been kept for a period of at least five years after the person ceases to be a person required to make a disclosure?	Yes	
15	s5.70(2) & (3)	Where an employee had an interest in any matter in respect of which the employee provided advice or a report directly to council or a committee, did	Yes	



		that person disclose the nature and extent of that interest when giving the advice or report?		
16	s5.71A & s5.71B(5)	Where council applied to the Minister to allow the CEO to provide advice or a report to which a disclosure under section 5.71A(1) of the Local Government Act 1995 relates, did the application include details of the nature of the interest disclosed and any other information required by the Minister for the purposes of the application?	N/A	
17	s5.71B(6) & s5.71B(7)	Was any decision made by the Minister under section 5.71B(6) of the Local Government Act 1995, recorded in the minutes of the council meeting at which the decision was considered?	N/A	
18	s5.104(1)	Did the local government prepare and adopt, by absolute majority, a code of conduct to be observed by council members, committee members candidates that incorporates the model code of conduct?	Yes	Resolution 19-24 of OCM held 28-02-2024
19	s5.104(3) & (4)	Did the local government adopt additional requirements in addition to the model code of conduct? If yes, does it comply with section 5.104(3) and (4) of the Local Government Act 1995?	Yes	Resolution 19-24 of OCM held 28-02-2024; Clause 15A Standard of Dress
20	s5.104(7)	Has the CEO published an up-to-date version of the code of conduct for council members, committee members and candidates on the local government's website?	Yes	
21	s5.51A(1) & (3)	Has the CEO prepared and implemented a code of conduct to be observed by employees of the local government? If yes, has the CEO published an up-to-date version of the code of conduct for employees on the local government's website?	Yes	

Disposal of Property

No	Reference	Question	Response	Comments
1	s3.58(3)	Where the local government disposed of property other than by public auction or tender, did it dispose of the property in accordance with section 3.58(3) of the Local Government Act 1995 (unless section 3.58(5) applies)?	Yes	



2	s3.58(4)	Where the local government disposed of property under section 3.58(3) of the Local Government Act 1995, did it provide details, as prescribed by section 3.58(4), in the required local public notice for each disposal of property?	Yes	
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Elections				
No	Reference	Question	Response	Comments
1	Elect Regs 30G(1) & (2)	Did the CEO establish and maintain an electoral gift register and ensure that all disclosure of gifts forms completed by candidates and donors and received by the CEO were placed on the electoral gift register at the time of receipt by the CEO and in a manner that clearly identifies and distinguishes the forms relating to each candidate in accordance with regulations 30G(1) and 30G(2) of the Local Government (Elections) Regulations 1997?	Yes	No election in 2024; Between 2015 and 2023 there have been 'no gifts received'
2	Elect Regs 30G(3) & (4)	Did the CEO remove any disclosure of gifts forms relating to an unsuccessful candidate, or a successful candidate that completed their term of office, from the electoral gift register, and retain those forms separately for a period of at least two years in accordance with regulation 30G(4) of the Local Government (Elections) Regulations 1997?	N/A	No election in 2024; Between 2015 and 2023 there have been 'no gifts received'
3	Elect Regs 30G(5) & (6)	Did the CEO publish an up-to-date version of the electoral gift register on the local government's official website in accordance with regulation 30G(5) of the Local Government (Elections) Regulations 1997?	Yes	No election in 2024

Finance				
No	Reference	Question	Response	Comments
1	s7.1A	Has the local government established an audit committee and appointed members by absolute majority in accordance with section 7.1A of the Local Government Act 1995?	Yes	SCM held 25-10-2023; Council Resolution 263-23



2	s7.1B	Where the council delegated to its audit committee any powers or duties under Part 7 of the Local Government Act 1995, did it do so by absolute majority?	Yes	2024-2025 Delegation Register endorsed at OCM 18-12-2024 Council Resolution 314-24 By absolute majority
3	s7.9(1)	Was the auditor's report for the financial year ended 30 June 2024 received by the local government by 31 December 2024?	Yes	Endorsed at OCM 18-12-2024 Council Resolution 312-24
4	s7.12A(3)	Where the local government determined that matters raised in the auditor's report prepared under section 7.9(1) of the Local Government Act 1995 required action to be taken, did the local government ensure that appropriate action was undertaken in respect of those matters?	N/A	
5	s7.12A(4)(a) & (4)(b)	Where matters identified as significant were reported in the auditor's report, did the local government prepare a report that stated what action the local government had taken or intended to take with respect to each of those matters? Was a copy of the report given to the Minister within three months of the audit report being received by the local government?	N/A	
6	s7.12A(5)	Within 14 days after the local government gave a report to the Minister under section 7.12A(4)(b) of the Local Government Act 1995, did the CEO publish a copy of the report on the local government's official website?	N/A	
7	Audit Reg 10(1)	Was the auditor's report for the financial year ending 30 June 2024 received by the local government within 30 days of completion of the audit?	Yes	

Local Government Employees				
No	Reference	Question	Response	Comments
1	s5.36(4) & s5.37(3) Admin Reg 18A	Were all CEO and/or senior employee vacancies advertised in accordance with Local Government (Administration) Regulations 1996, regulation 18A?	N/A	No recruitment of Chief Executive Officer in 2024; No 'Senior Employees' at Shire of Dardanup
2	Admin Reg 18E	Was all information provided in applications for the position of CEO true and accurate?	N/A	No recruitment of Chief Executive Officer in 2024
3	Admin Reg 18F	Was the remuneration and other benefits paid to a CEO on appointment the same remuneration and benefits advertised for the position under section 5.36(4) of the Local Government Act 1995?	N/A	No recruitment of Chief Executive Officer in 2024

No	Reference	Question	Response	Comments
1	s5.36(4) & s5.37(3) Admin Reg 18A	Were all CEO and/or senior employee vacancies advertised in accordance with Local Government (Administration) Regulations 1996, regulation 18A?	N/A	No recruitment of Chief Executive Officer in 2024; No 'Senior Employees' at Shire of Dardanup
2	Admin Reg 18E	Was all information provided in applications for the position of CEO true and accurate?	N/A	No recruitment of Chief Executive Officer in 2024
3	Admin Reg 18F	Was the remuneration and other benefits paid to a CEO on appointment the same remuneration and benefits advertised for the position under section 5.36(4) of the Local Government Act 1995?	N/A	No recruitment of Chief Executive Officer in 2024



4	s5.37(2)	Did the CEO inform council of each proposal to employ or dismiss senior employee?	N/A	No 'Senior Employees' at Shire of Dardanup
5	s5.37(2)	Where council rejected a CEO's recommendation to employ or dismiss a senior employee, did it inform the CEO of the reasons for doing so?	N/A	No 'Senior Employees' at Shire of Dardanup

Official Conduct				
No	Reference	Question	Response	Comments
1	s5.120	Has the local government designated an employee to be its complaints officer?	Yes	
2	s5.121(1) & (2)	Has the complaints officer for the local government maintained a register of complaints which records all complaints that resulted in a finding under section 5.110(2)(a) of the Local Government Act 1995?	Yes	
3	S5.121(2)	Does the complaints register include all information required by section 5.121(2) of the Local Government Act 1995?	Yes	
4	s5.121(3)	Has the CEO published an up-to-date version of the register of the complaints on the local government's official website?	Yes	

Tenders for Providing Goods and Services				
No	Reference	Question	Response	Comments
1	F&G Reg 11A(1) & (3)	Did the local government comply with its current purchasing policy, adopted under the Local Government (Functions and General) Regulations 1996, regulations 11A(1) and (3) in relation to the supply of goods or services where the consideration under the contract was, or was expected to be, \$250,000 or less or worth \$250,000 or less?	Yes	
2	s3.57 F&G Reg 11	Subject to Local Government (Functions and General) Regulations 1996, regulation 11(2), did the local government invite tenders for all contracts for the supply of goods or services where the consideration under the contract was, or was expected to be, worth more than the consideration stated in regulation 11(1) of the Regulations?	Yes	



3	F&G Regs 11(1), 12(2), 13, & 14(1), (3), and (4)	When regulations 11(1), 12(2) or 13 of the Local Government Functions and General) Regulations 1996, required tenders to be publicly invited, did the local government invite tenders via Statewide public notice in accordance with Regulation 14(3) and (4)?	Yes	
4	F&G Reg 12	Did the local government comply with Local Government (Functions and General) Regulations 1996, Regulation 12 when deciding to enter into multiple contracts rather than a single contract?	Yes	
5	F&G Reg 14(5)	If the local government sought to vary the information supplied to tenderers, was every reasonable step taken to give each person who sought copies of the tender documents, or each acceptable tenderer notice of the variation?	Yes	
6	F&G Regs 15 & 16	Did the local government's procedure for receiving and opening tenders comply with the requirements of Local Government (Functions and General) Regulations 1996, Regulation 15 and 16?	Yes	
7	F&G Reg 17	Did the information recorded in the local government's tender register comply with the requirements of the Local Government (Functions and General) Regulations 1996, Regulation 17 and did the CEO make the tenders register available for public inspection and publish it on the local government's official website?	Yes	
8	F&G Reg 18(1)	Did the local government reject any tenders that were not submitted at the place, and within the time, specified in the invitation to tender?	Yes	
9	F&G Reg 18(4)	Were all tenders that were not rejected assessed by the local government via a written evaluation of the extent to which each tender satisfies the criteria for deciding which tender to accept?	Yes	
10	F&G Reg 19	Did the CEO give each tenderer written notice containing particulars of the successful tender or advising that no tender was accepted?	Yes	
11	F&G Regs 21 & 22	Did the local government's advertising and expression of interest processes comply with the requirements of the Local Government (Functions and General) Regulations 1996, Regulations 21 and 22?	Yes	
12	F&G Reg 23(1) & (2)	Did the local government reject any expressions of interest that were not submitted at the place, and within the time, specified in the notice or that failed to comply with any other requirement specified in the notice?	Yes	



13	F&G Reg 23(3) & (4)	Were all expressions of interest that were not rejected under the Local Government (Functions and General) Regulations 1996, Regulation 23(1) & (2) assessed by the local government? Did the CEO list each person as an acceptable tenderer?	Yes	
14	F&G Reg 24	Did the CEO give each person who submitted an expression of interest a notice in writing of the outcome in accordance with Local Government (Functions and General) Regulations 1996, Regulation 24?	Yes	
15	F&G Regs 24AD(2) & (4) and 24AE	Did the local government invite applicants for a panel of pre-qualified suppliers via Statewide public notice in accordance with Local Government (Functions & General) Regulations 1996 regulations 24AD(4) and 24AE?	N/A	The Shire of Dardanup did not undertake a Panel of Per-Qualified Suppliers during 2024.
16	F&G Reg 24AD(6)	If the local government sought to vary the information supplied to the panel, was every reasonable step taken to give each person who sought detailed information about the proposed panel or each person who submitted an application notice of the variation?	N/A	
17	F&G Reg 24AF	Did the local government's procedure for receiving and opening applications to join a panel of pre-qualified suppliers comply with the requirements of Local Government (Functions and General) Regulations 1996, Regulation 16, as if the reference in that regulation to a tender were a reference to a pre-qualified supplier panel application?	N/A	
18	F&G Reg 24AG	Did the information recorded in the local government's tender register about panels of pre-qualified suppliers comply with the requirements of Local Government (Functions and General) Regulations 1996, Regulation 24AG?	N/A	
19	F&G Reg 24AH(1)	Did the local government reject any applications to join a panel of pre-qualified suppliers that were not submitted at the place, and within the time, specified in the invitation for applications?	N/A	
20	F&G Reg 24AH(3)	Were all applications that were not rejected assessed by the local government via a written evaluation of the extent to which each application satisfies the criteria for deciding which application to accept?	N/A	
21	F&G Reg 24AI	Did the CEO send each applicant written notice advising them of the outcome of their application?	N/A	



22	F&G Regs 24E & 24F	Where the local government gave regional price preference, did the local government comply with the requirements of Local Government (Functions and General) Regulations 1996, Regulation 24E and 24F?	N/A	
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Integrated Planning and Reporting

No	Reference	Question	Response	Comments
1	Admin Reg 19C	Has the local government adopted by absolute majority a strategic community plan? If Yes, please provide the adoption date or the date of the most recent review in the Comments section?	Yes	24/04/2024 Resolution 107-24
2	Admin Reg 19DA(1) & (4)	Has the local government adopted by absolute majority a corporate business plan? If Yes, please provide the adoption date or the date of the most recent review in the Comments section?	Yes	22/05/2024 Resolution 133-24
3	Admin Reg 19DA(2) & (3)	Does the corporate business plan comply with the requirements of Local Government (Administration) Regulations 1996 19DA(2) & (3)?	Yes	

Optional Questions

No	Reference	Question	Response	Comments
1	Financial Management Reg 5(2)(c)	Did the CEO review the appropriateness and effectiveness of the local government's financial management systems and procedures in accordance with the Local Government (Financial Management) Regulations 1996 regulations 5(2)(c) within the three financial years prior to 31 December 2024? If yes, please provide the date of council's resolution to accept the report.	Yes	23/03/2022 Council Resolution 75-22
2	Audit Reg 17	Did the CEO review the appropriateness and effectiveness of the local government's systems and procedures in relation to risk management, internal control and legislative compliance in accordance with Local Government (Audit) Regulations 1996 regulation 17 within the three financial	Yes	27/03/2024 Council Resolution 94-24



Department of
**Local Government, Sport
and Cultural Industries**

		years prior to 31 December 2024? If yes, please provide date of council's resolution to accept the report.		
3	s5.87C	Where a disclosure was made under sections 5.87A or 5.87B of the Local Government Act 1995, were the disclosures made within 10 days after receipt of the gift? Did the disclosure include the information required by section 5.87C of the Act?	Yes	
4	s5.90A(2) & (5)	Did the local government prepare, adopt by absolute majority and publish an up-to-date version on the local government's website, a policy dealing with the attendance of council members and the CEO at events?	Yes	CnG CP081 Elected Member and CEO Attendance at Events; OCM 23-10-2024 Res 275-24
5	s5.96A(1), (2), (3) & (4)	Did the CEO publish information on the local government's website in accordance with sections 5.96A(1), (2), (3), and (4) of the Local Government Act 1995?	Yes	
6	s5.128(1)	Did the local government prepare and adopt (by absolute majority) a policy in relation to the continuing professional development of council members?	Yes	CnG CP112 Councillors' Induction Training and Professional Development
7	s5.127	Did the local government prepare a report on the training completed by council members in the 2023/2024 financial year and publish it on the local government's official website by 31 July 2024?	Yes	
8	s6.4(3)	By 30 September 2024, did the local government submit to its auditor the balanced accounts and annual financial report for the year ending 30 June 2024?	Yes	
9	s.6.2(3)	When adopting the annual budget, did the local government take into account all its expenditure, revenue and income?	Yes	

Chief Executive Officer

Date



Department of
**Local Government, Sport
and Cultural Industries**

Mayor/President

Date

(Appendix AAR: 10.1B)**RISK ASSESSMENT TOOL****OVERALL RISK EVENT:** 2024 Compliance Audit Return - CAR**RISK THEME PROFILE:**

3 - Failure to Fulfil Compliance Requirements (Statutory, Regulatory)

4 - Document Management Processes

RISK ASSESSMENT CONTEXT: Operational

CONSEQUENCE CATEGORY	RISK EVENT	PRIOR TO TREATMENT OR CONTROL			RISK ACTION PLAN (Treatment or controls proposed)	AFTER TREATMENT OR CONTROL		
		CONSEQUENCE	LIKELIHOOD	INHERENT RISK RATING		CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK RATING
HEALTH	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
FINANCIAL IMPACT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
SERVICE INTERRUPTION	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
LEGAL AND COMPLIANCE	Non-compliance would result in imposed penalties.	Major (4)	Rare (1)	Low (1 - 4)	Not required.	Not required.	Not required.	Not required.
REPUTATIONAL	High impact to Shire reputation if not carried out.	Major (4)	Rare (1)	Low (1 - 4)	Not required.	Not required.	Not required.	Not required.
ENVIRONMENT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
PROPERTY	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.

RISK ASSESSMENT TOOL**OVERALL RISK EVENT:** Biannual Compliance Task Report**RISK THEME PROFILE:**

3 - Failure to Fulfil Compliance Requirements (Statutory, Regulatory)

RISK ASSESSMENT CONTEXT: Strategic

CONSEQUENCE CATEGORY	RISK EVENT	PRIOR TO TREATMENT OR CONTROL			RISK ACTION PLAN (Treatment or controls proposed)	AFTER TREATMENT OR CONTROL		
		CONSEQUENCE	LIKELIHOOD	INHERENT RISK RATING		CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK RATING
HEALTH	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
FINANCIAL IMPACT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
SERVICE INTERRUPTION	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
LEGAL AND COMPLIANCE	Failure to fulfil compliance obligations pursuant to the Local Government (Audit) Regulations 1996, Regulation 17.	Moderate (3)	Rare (1)	Low (1 - 4)	Not required.	Not required.	Not required.	Not required.
REPUTATIONAL	Council's reputation could be seen in a negative light for not adhering to its requirement to fulfil duties and functions that are prescribed in legislation.	Moderate (3)	Rare (1)	Low (1 - 4)	Not required.	Not required.	Not required.	Not required.
ENVIRONMENT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
PROPERTY	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.

(Appendix AAR: 10.3)

RISK ASSESSMENT TOOL								
OVERALL RISK EVENT:		Update Report – 2024/2025 Regulation 17 Review						
RISK THEME PROFILE:		3 - Failure to Fulfil Compliance Requirements (Statutory, Regulatory)						
RISK ASSESSMENT CONTEXT:		Strategic						
CONSEQUENCE CATEGORY	RISK EVENT	PRIOR TO TREATMENT OR CONTROL			RISK ACTION PLAN (Treatment or controls proposed)	AFTER TREATMENT OR CONTROL		
		CONSEQUENCE	LIKELIHOOD	INHERENT RISK RATING		CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK RATING
HEALTH	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
FINANCIAL IMPACT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
SERVICE INTERRUPTION	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
LEGAL AND COMPLIANCE	Failure to fulfil obligations pursuant to the <i>Local Government (Audit) Regulations 1996</i> , Regulation 17.	Moderate (3)	Rare (1)	Low (1 - 4)	Not required.	Not required.	Not required.	Not required.
REPUTATIONAL	Council’s reputation could be seen in a negative light for not adhering to its requirement to fulfil duties and functions that are prescribed in legislation.	Moderate (3)	Rare (1)	Low (1 - 4)	Not required.	Not required.	Not required.	Not required.
ENVIRONMENT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
PROPERTY	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.

RISK ASSESSMENT TOOL**OVERALL RISK EVENT:** 2025 Financial Management Systems Review**RISK THEME PROFILE:**

3 - Failure to Fulfil Compliance Requirements (Statutory, Regulatory)

RISK ASSESSMENT CONTEXT: Strategic

CONSEQUENCE CATEGORY	RISK EVENT	PRIOR TO TREATMENT OR CONTROL			RISK ACTION PLAN (Treatment or controls proposed)	AFTER TREATMENT OR CONTROL		
		CONSEQUENCE	LIKELIHOOD	INHERENT RISK RATING		CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK RATING
HEALTH	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
FINANCIAL IMPACT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
SERVICE INTERRUPTION	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
LEGAL AND COMPLIANCE	Failure to fulfil obligations pursuant to the Local Government (Financial Management) Regulations 1996, Regulation 5.	Moderate (3)	Rare (1)	Low (1 - 4)	Not required.	Not required.	Not required.	Not required.
REPUTATIONAL	Council's reputation could be seen in a negative light for not adhering to its requirement to fulfil duties and functions that are prescribed in legislation.	Moderate (3)	Rare (1)	Low (1 - 4)	Not required.	Not required.	Not required.	Not required.
ENVIRONMENT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
PROPERTY	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.

BUSINESS CONTINUITY RESPONSE PLAN

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Activate the Plan?

<p>Has an incident occurred?</p> <p>The term 'Incident' can be used to indicate a crisis, disaster, emergency, accident, or any other event resulting, or anticipated to result, in a disruption.</p>	<p>Yes</p>	<p>No</p>	<p>No need to activate this plan</p>
	<p>Continue to next question</p>		
<p>Will the incident disrupt critical activities for more than 1 day?</p>	<p>Yes</p>	<p>No</p>	<p>No need to activate this plan</p>
	<p>Continue to next question</p>		
<p>Is the incident preventing the use of a building?</p> <p>e.g. Admin Building, Depot, Eaton Recreation Centre, etc</p>	<p>No</p>	<p>Yes</p>	<p>Go to React section (p11)</p>
	<p>Continue to next question</p>		
<p>Is a significant number of staff unable to attend work?</p> <p>e.g. information technology down, staff not available</p>	<p>No</p>	<p>Yes</p>	<p>Go to React section (p11)</p>
	<p>Continue to next question</p>		
<p>Are our internal systems/processes impacted, or delivery of services impeded?</p> <p>e.g. information technology down, road closures/quarantine preventing access to external work areas, etc</p>	<p>No</p>	<p>Yes</p>	<p>Go to React section (p11)</p>
	<p>Continue to next question</p>		
<p>Is the incident impacting our suppliers ability to deliver critical services/supplies?</p> <p>e.g. internet service provider, utilities, deliveries, stationery, reporting, banking, fuel, etc</p>	<p>No</p>	<p>Yes</p>	<p>Go to React section (p11)</p>
	<p>No need to activate this plan</p>		

Background

Principle of Response

An Organisation's behaviours during an incident can significantly damage the trust of elected members, staff, the community and other stakeholders. Therefore, after establishing the safety and wellbeing of all involved, the Shire will seek to:

- Provide regular, concise and meaningful communications internally and externally.
- Strategically manage the incident through strong leadership.
- Work together as a team demonstrating the Shire's principles and values to swiftly return operations to normality.
- Provide the Shire's community, customers, and stakeholders with essential services.
- Provide Shire of Dardanup staff with a safe working environment to support service delivery in a productive manner.
- Minimise the impact on the Shire's operations and public image.
- Provide assurance to the community that the Shire's operations and service to residents remain strong and viable.
- Ensure that the recovery efforts have the necessary resources and support.
- Set critical milestones and time frames for recovery. Plan into the future.
- Ensure all actions are documented for investigators.

Purpose

To offer guidance in restoring the Shire to an acceptable level of operation by focusing on communications, time-critical business activities, staff and community welfare and those people who will need to be contacted or mobilised due to the circumstances of the incident.

Aim

To maintain core services, and deliver as many other services as possible, during or following a disruptive incident.

Objectives

- Identify obstacles to maintaining business-as-usual
- Establish leadership to guide restoration of business-as-usual
- Ensure all staff and stakeholders are informed, and aware of alternative arrangements

Context

The Shire of Dardanup is established per the *Local Government Act 1995*. This plan covers the local government District of the Shire of Dardanup, with specific focus on facilities, personnel and other resources of the organisation.

The Shire has a range of responsibilities to the community in the event of an incident. There would be an expectation within the community that core business should be continued, concurrent to any Shire involvement with any incident response or recovery in relation to the incident itself.

There is no legislative requirement for the Shire of Dardanup to have a Business Continuity Plan. However, having such a plan is viewed by Council as best practice that would ensure the ongoing delivery of critical activities and services during an incident. Also, the Audit and Risk Committee will assess whether a sound and effective approach has been followed in establishing a Business Continuity Plan, including whether planning has been periodically updated and tested.

‘Business continuity’ is defined as the capability of an organisation to continue the delivery of critical activities and services at predefined acceptable levels following a disruptive incident.

An incident may be considered to be: a crisis, disaster, emergency, accident or any other event resulting, or anticipated to result, in a disruption. Disruptive incidents can come in varying types, sizes and levels of impact, they may be a result of a single or multiple events, be intentional or accidental, or occur suddenly or present a long lead time. Incidents include less dramatic events such as power or IT outages right through to major events such as the complete loss of a Shire building due to fire. Incidents may impact the organisation directly, e.g. a cyber-attack, or impact the community in general, e.g. bushfire, and effect the organisation through loss of workforce, utilities, suppliers, etc.

Business continuity planning is a key component in providing an adequate response to those incidents. The Business Continuity Plan focuses on the organisation’s coping with an incident. In contrast, the *Local Emergency Management Arrangements*, and subplans, cover the Shire’s planning to assist the community cope with the impacts of an emergency on the community as a whole.

Scope

This plan focuses primarily on the response to an incident, and the initiation of the organisation’s recovery afterwards. The plan does not guide the strategic business continuity management program.

The plan assumes that external hazard management agencies, and emergency services, are capable of performing their roles in line with their responsibilities.

The plan does not guide the organisation’s response to guiding the community through emergencies – this is within the scope of the *Local Emergency Management Arrangements*.

Responsibilities

In relation to the Shire’s management of an incident impacting business continuity, the following responsibilities apply.

Council is responsible for:

- Reviewing and approving the Shire’s overall business strategies, risk management strategies, risk appetite, frameworks and policies for managing key risks which are incorporated in the Risk Management Governance Framework.
- Providing direction to the Incident Management Team and delegating appropriate authority to accept risk and oversee implementation and outcomes.

The **Shire President** is the Shire’s official spokesperson on all non-operational issues in an Incident Management situation and plays a key role in developing Shire messages.

The **Chief Executive Officer** is the Shire’s official spokesperson on all operational issues in an Incident Management situation. In the CEO’s absence the Deputy CEO or Director acting as CEO must be able to take on the role of official spokesperson.

The **Executive Management Team** is responsible for:

- Regular oversight of the Business and Community Disruption Risk Profile within the Risk Management Governance Framework, including the Business Continuity Program.

- Sharing best practice to improve the overall Business Continuity process.
- Monitoring mandated Divisional activities within the Business Continuity Program.
- Managing Shire-wide activities.
- Advocating cross-Business Units activities such as plan strategies and exercises where applicable.

The **Incident Management Team's** responsibilities include:

- Minimise the impact on the Shire's operations and public image (reputation).
- Strategically managing the incident, through strong organisational leadership and communications.
- Ratify major recovery decisions.
- Ensure that the recovery efforts have the necessary resources and support.
- Set critical milestones and time frames for recovery.
- Ensure that Employees are fit for the role they're being asked to perform.

The **Communications Team** is responsible for:

- Provide advice and specialist guidance regarding internal and external communications.
- Draft internal and external communications.
- Oversee all media liaison.

The **Human Resources Team** is responsible for:

- Provide information on staff as required.
- Facilitate the provision of essential welfare services to staff.
- In liaison with Police, facilitate informing and updating next of kin.
- Manage communications with appropriate external parties (e.g. WorkSafe)

The **Audit & Risk Committee** is responsible for:

- Determining the appropriateness and effectiveness of the Business Continuity Framework.
- Reporting on Framework implementation or specific material risks as they are escalated in line with the underlying Shire of Dardanup Risk Management Governance Framework.
- Provide support and guidance to Incident Management Team on process and Business Continuity matters.
- Continuously monitor achievement of recovery objectives.
- Maintain constant liaison with the Incident Management Team.

The **Coordinator Health, Emergency & Ranger Services** is responsible for:

- Maintaining the Shire's Business Continuity Plan in conjunction with the IMT, EMT and Shire staff.
- Support/guidance/reports for the Incident Management Team
- Providing advice and support to staff in Business Continuity concepts and templates.

The **Information System Team** is responsible for:

- Developing, maintaining and reporting to the Incident Management Team on the Shire's IT Disaster Recovery Framework and capabilities.
- Continually update and provide specialist guidance to Incident Management Team regarding status and actions of IT.
- Manage strategic and operational issues relating to IT & Communications.
- Ensure planned responses (IT DR) are co-ordinated in line with expectations and capabilities.

The **Information Document Services** is responsible for:

- Manage document processing services in accordance with the Shire's Record Keeping Plan.

The **Finance Team** is responsible for:

- Manage all financial aspects of the incident including procurement, financial reporting and cash flow requirements of the Shire.
- Ensure the ongoing capability to remunerate staff.

The **Governance Team** is responsible for:

- Ensure the Incident Management Team is continually aware of any legal or governance aspects of the situation.
- Support the administration of Incident Management Team meetings including preparing agendas and minutes.

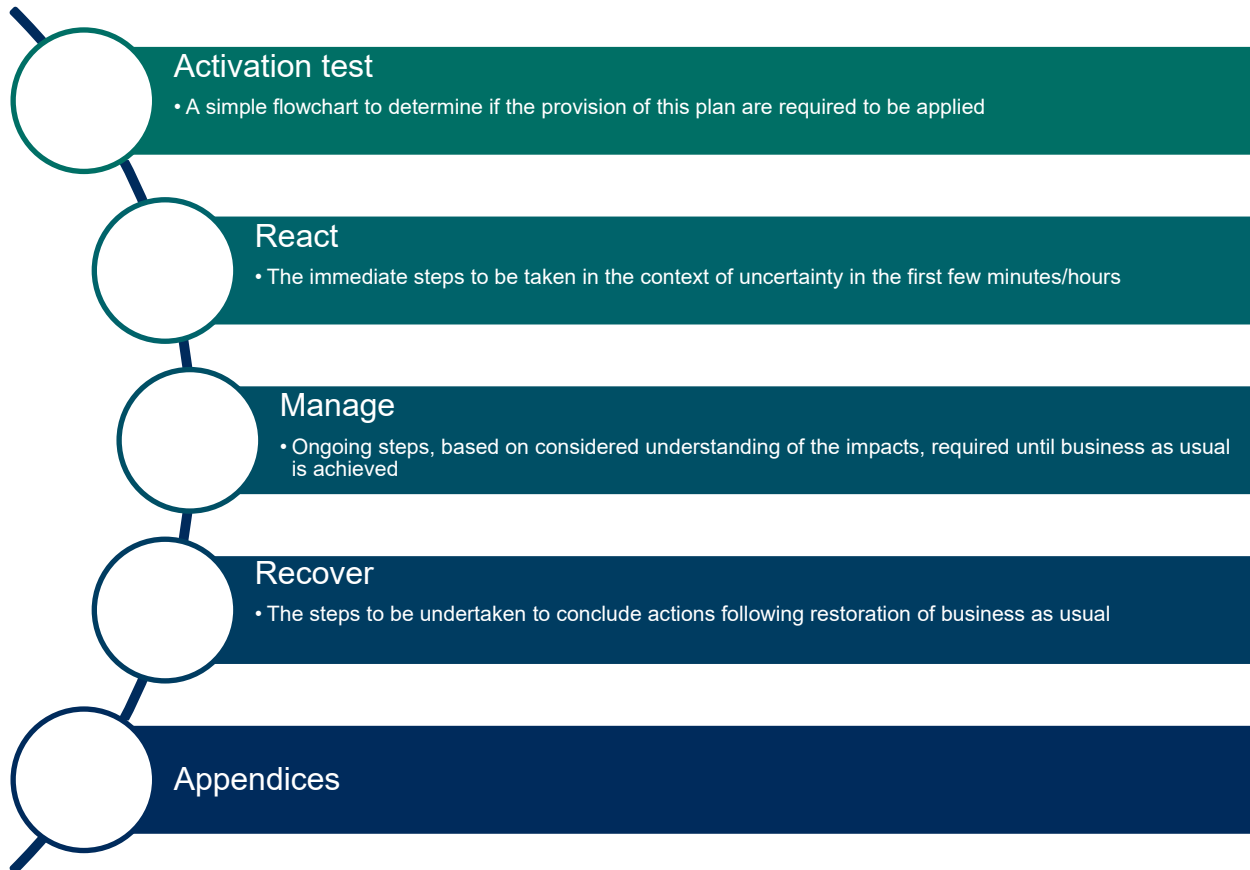
Building Services is responsible for:

- Provide specialist guidance regarding premises and security matters.
- Manage strategic issues relating to liaison with emergency services, recovery sites and salvage.

Managers/Coordinators/Supervisors/Team Leaders are to ensure that actions, decisions and any other requirements of the Incident Management Team are enabled, completed and reported on.

Layout of Plan

This plan is specifically designed to be a practical guide to maintaining business continuity and restoring business as usual following a disruptive incident. The plan is structured to flow as the organisation implements coping mechanisms, maintains them, and winds up when they are no longer required.



This plan is designed to remain a ‘paper-based’ plan. It is meant to be hand-written on/in as an incident is reacted to and managed through to recovery. One of the events that could trigger the use of this plan is a failure of information technology systems, at which time electronic copies may not be accessible.

Validation

An effective fit-for-purpose plan cannot be considered reliable until it has been exercised and proven as workable, especially since false confidence may be placed in its reliability. Consequently, exercising the plan assumes considerable importance in establishing the business continuity management ability and capability of the Shire.

Exercises do not create pass/fail situations; rather they are designed to expose the areas in the plan that need to be revisited.

The major components of the plan are reviewed periodically and revised upon the results of each test.

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

The most recent validations were conducted in:

- December 2021
- March 2018

Document Control

Version	Date	Comments
1	1 November 2017	Adopted by Council – Resolution 286-17
2	May 2018	Reviewed – LGIS & CERS
3	November 2019	Reviewed – CERS & EMO
4	February 2020	Update contacts – CERS
5	September 2020	Updates to content – Michael Sparks LGIS
6	December 2020	Updates to contacts, specialists & deputies – SoD
7	March 2021	Update to contacts – CERS
8	September 2021	Review and contact update – CERS
9	December 2021	Review and Updates contact details and Deputies – Directors/Managers
10	October 2022	Exercise, Review and Update of Recommendations
11	?	Review and updates

Printed copies of this plan are located at:

- Eaton Administration Centre
- Dardanup Administration Centre
- Depot – Martin Pelusey Road
- Chief Executive Officer’s Office
- Eaton Recreation Centre
- Emergency Warden grab bags
- Governance Staff

Electronic copies of this plan are saved:

- In TARDIS:
 - [Final Business Continuity Plan](#)
- Staff Intranet

React

Immediate Action

Establish the safety and wellbeing of staff, visitors and the community.

Notify the Incident Management Team

Note time of contacting IMT for investigators

	Contacted	Deputy
André Schönfeldt CEO Mobile: 0427 930 524	Date & Time	
Ms Natalie Hopkins Director Corporate and Governance Mobile: 0427 776 076	Date & Time	Cathy Lee Business 0417 032 030 Personal 0488 388 386
Theo Naude Director Infrastructure Mobile: 0428 213 313	Date & Time	Nathan Ryder 0447 781 021
Ashwin Nair Director Sustainable Development Mobile: 0427 470 852	Date & Time	Patrick Hughes Manager Development Services Mobile (work): 0476 643 536 Mobile (personal): 0406 407 164
Maddie Darch Executive Assistant to CEO Mobile: 0419 944 705	Date & Time	Donna Bailye Personal 0439 098 161
Tyrrell Gardiner Shire President Mobile: 0417 900 811	Date & Time	

*If a Team Member cannot be reached, consider calling their home number or sending someone to notify them

Note time of contacting
Specialist for investigators

Notify Support Specialists

	Support Specialist Title	Deputy
Stephen Loiterton 0427 960 161	Coordinator Health, Emergency & Ranger Services	
Patrick Hughes 0476 643 536 (work) 0406 407 164 (personal)	Manager Development Services	
Kristen McKeachie	Manager Assets	Adrienne Teede
Melanie Ring 0418 346 091 (personal)	Manager Community Development	Samantha Atkinson 0408 958 845 (personal)
Natalie Hopkins 0427 776 076 0439 913 017 (personal)	Manager Financial Services	Ricky Depillo 0420 449 299
Cathy Lee 0417 032 030	Manager Human Resources	Teresa Partridge 0439 977 460
Donna Bailye 0439 098 161	Manager Governance	Cindy Barbetti 0417 939 367
Chris Murray 0407 700 550	Manager Information Services	Kieran O'Brien 0437 905 166
Nathan Ryder 0447 781 021	Manager Infrastructure Planning and Design	James Reilly 0418 284 212
André van der Merwe 0486 049 712	Manager Operations	Belinda Jansen Vanvuuren 0427 783 141
Michael Gibbings 0400 711 200 0407 381 687 (personal)	Manager Recreation Centre	Wills Pomare 0432 243 000
Neil Nicholson 0427 240 092	Principal Environmental Health Officer	Caitlyn Roberts
Teresa Partridge 0439 977 460	Human Resource Coordinator	Jasmine Sillifant
Samantha King 0432 905 143	Work, Health & Safety Officer	Cathy Lee 0417 032 030
Tahniah Creedon	Communications Officer – Media	Breeanna Batrick 0423 650 699 (personal)
Thomas Shook	IT Team Leader	Kieran O'Brien 0437 905 166

Establish Incident Control Centre

Consider the following actions important:

<p>Ideally at</p> <ul style="list-style-type: none"> • Council Chambers <p>Alternatively:</p> <ul style="list-style-type: none"> • Depot (Martin Pelusey Road) • Eaton Recreation Centre • Glen Huon Oval Football Sports Pavilion • MS Teams / Zoom, etc 		Date & Time
<p>Arrange access and teleconferencing facilities at <i>Incident Control Centre</i>.</p>		Date & Time

Convene Incident Management Team

Assign roles and responsibilities:

<p>Appoint Incident Leader to be 'single source of truth' and key contact for the organisation.</p>	Delegated to:	Date & Time
<p>Determine other Leadership Team roles and responsibilities.</p>	Incident Management Team Leader	Date & Time
<p>Nominate a scribe (by default, IMT Support Officer).</p>	Delegated to:	Date & Time
<p>Appoint Information Officer with expertise relevant to the incident as a conduit between IMT and workforce and if required backfill Officer role.</p>	Incident Management Team Leader	Date & Time
<p>Consider nominating a trusted administrator to assist with working through the checklists and act in an advisory capacity.</p>	Delegated to:	Date & Time
<p>Secure involvement of staff from support areas with expertise relevant to the incident (HR/I.T./Works, etc.) (Support Specialists contact list above).</p>	Incident Management Team Leader	Date & Time

Assess the Situation

During the Initial Incident Management Team Meeting...	Delegate	Completed
Conduct an assessment of the situation. (see separate form)	Delegated to:	Date & Time
Establish realistic outcome? Determine objectives.	Incident Management Team Leader	Date & Time
Obtain details of any witnesses, photographic or CCTV evidence (see separate evidence gathering form)	Delegated to:	Date & Time
Contact any relevant contractors to determine if they have been affected by the incident	Delegated to:	Date & Time
If the incident is caused by a pandemic then refer to Administrative Policy AP120 – <i>Pandemic Response</i> for additional guidance	Delegated to:	Date & Time

Communications

During the Initial Incident Management Team Meeting...	Delegate	Completed
Notify all staff currently on duty.		
Contact all staff currently off duty, e.g. on leave or located elsewhere, and provide advice on need to return to work or stay away.	Delegated to:	Date & Time
Contact all relevant stakeholders who need to be informed about the incident. (also refer to Appendix D – Key External Contacts and Appendix E – Contractors)	Delegated to:	Date & Time
Notify neighbours	Delegated to:	Date & Time
Notify insurer and seek advice	Delegated to:	Date & Time
Contact local business, school & community leaders where appropriate	Delegated to:	Date & Time
Notify key contacts of any amended working arrangements	Delegated to:	Date & Time
Provide updates to staff and consider welfare provisions for impacted individuals	Delegated to:	Date & Time
Release external communications if deemed appropriate	Delegated to:	Date & Time
Conduct site visits if deemed appropriate and safe	Delegated to:	Date & Time
Ensure all relevant stakeholders continue to be kept informed	Delegated to:	Date & Time
Provide feedback, information, copies of communications & copies of logs to Admin Support to ensure that an appropriate record of the incident is maintained	Delegated to:	Date & Time

Staffing Considerations

During the Initial Incident Management Team Meeting...	Delegate	Completed
Ensure the safety and wellbeing of staff currently on duty	Delegated to:	Date & Time
Facilitate staff to make contact with their families if they need or want to.		
Determine the minimum number of staff required to continue operations and identify gaps. (Refer to Appendix A or B)	Delegated to:	Date & Time
Cease all non-critical activities where appropriate	Delegated to:	Date & Time
If sending staff home, ensure that they are actually capable of getting home safely. Assess capability to drive (e.g. injuries, emotional distress, etc) or access to public transport. Ask them if a family member or friend can fetch them, or arrange transport for them (e.g. an ambulance, taxi, staff drop-off).	Delegated to:	Date & Time
Nominate a main internal point of contact. Advise all staff of the point of contact should they need to communicate.	Delegated to:	Date & Time
Remind staff about the Shire's Social Media policy (not to talk to the Press, or post anything business related on Facebook). If an employee is approached for a comment, they should refer the enquirer to the Incident Leader.	Delegated to:	Date & Time
Ensure staff understand: <ul style="list-style-type: none"> • Where they should go • What they should do and how they should do it • The options available to them • Reporting arrangements • That their jobs are safe, if applicable, or the options available to them • When they should come back to work • When the next communication can be expected and how it will be communicated. 	Delegated to:	Date & Time

External Considerations

During the Initial Incident Management Team Meeting...	Delegate	Completed
Consider requesting assistance from contractors or stakeholders	Delegated to:	Date & Time
Arrange legal or expert advice if required	Delegated to:	Date & Time

Prepare for Ongoing Considerations

During the Initial Incident Management Team Meeting...	Delegate	Completed
Consider stakeholder and staff communications. (Email, Text messaging, MS Teams, Zoom, WhatsApp, Social Media, White Board, Bulletin board)	Delegated to:	Date & Time
Create a Communication Plan for Councillors, Media, Regulators, other Stakeholders and Staff as required. (see Appendix I – Communications Guidelines)	Delegated to:	Date & Time
Consider staffing requirements for the next 5 days, 10 days, 1 month, 3 months, etc.	Delegated to:	Date & Time
Consider leadership and staff rotation / rostering	Delegated to:	Date & Time
Consider supply requirements for the next 5 days, 10 days, 1 month, 3 months, etc.	Delegated to:	Date & Time
Consider other resources or equipment required for the next 5 days, 10 days, 1 month, 3 months, etc.	Delegated to:	Date & Time
Remind staff to photograph all evidence prior to initiating urgent repairs (for insurance purposes)	Delegated to:	Date & Time
Ensure emergency funds are available if required	Delegated to:	Date & Time
Arrange for phones to be diverted and set up a temporary reception area.	Delegated to:	Date & Time

Situation Assessment

Leadership Team's Assessment of the Situation

Describe what has happened:

What action has been taken so far?

What has changed / is changing? / Will work hours be affected?

Who is impacted? 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?

Gather Evidence

Log details of all witnesses, photographic and CCTV evidence

Manage

Ongoing Meetings

The following is a basic standing agenda for each regular meeting.

Tasks	Delegate	Completed
Record all decisions, actions and issues.	Delegated to:	Date & Time
Monitor ongoing staff support, Work Health & Safety, and wellbeing requirements (refer to checklist)	Delegated to:	Date & Time
Review effectiveness of recovery actions to date	Delegated to:	Date & Time
Discuss any emerging issues or new information	Delegated to:	Date & Time
Reassess resource requirements and capabilities for the following weeks and months	Delegated to:	Date & Time
Review all working arrangements for affected areas	Delegated to:	Date & Time
Review all Time-Critical business activities	Delegated to:	Date & Time
Review existing / current workload and any backlogs	Delegated to:	Date & Time
Review all deferred activities and arrange resumption where possible	Delegated to:	Date & Time
Assess any risk and insurance implications	Delegated to:	Date & Time
Continue to monitor Incident and issue instructions as appropriate	Delegated to:	Date & Time
Review status of Incident and scale down recovery as situation dictates	Delegated to:	Date & Time
Review and update Communications Plan for Councillors, Media, Regulators, other Stakeholders and staff.	Delegated to:	Date & Time
Set next meeting and venue	Delegated to:	Date & Time

Workforce

This set of tasks focuses on maintaining an effective workforce to deliver services, with a focus on ongoing or managing emerging issues.

Staffing levels	Delegate	Complete
Review staff availability and the minimum staffing levels required to continue or potentially resume operations	Delegated to	Date & Time
Identify staff that may be re-deployed from other areas	Delegated to	Date & Time
Consider whether temporary competent replacements may be arranged from: <ul style="list-style-type: none"> • Other Local Governments (City of Bunbury, Shires of Capel, Harvey, Collie, Donnybrook-Balingup) • Volunteers (VBFB, SES, DFES, VFRS) • Existing contractors • Recruitment agencies (e.g. LoGo, WALGA) • State Government Agencies • Retired employees (LG Pro WA) • Schools, Tech Colleges or University students 	Delegated to	Date & Time
Ensure appropriate inductions, training and supervision to be in place for any replacement staff	Delegated to	Date & Time
Ensure staff fatigue management and determine when staff should be rotated (roster system) or when staff should be specifically appointed/seconded and their position backfilled	Delegated to	Date & Time
If moving staff to a new work facility	Delegate	Complete
Set up a minimum of three workstations and a printer for completion of time-sensitive activities such as Payroll, Communications and Customer Services.	Delegated to	Date & Time
Undertake risk assessments, especially on modified or interim working arrangements, to identify any potential safety issues	Delegated to	Date & Time
Arrange Work Health & Safety assessments for any changes in working arrangements or redeployment	Delegated to	Date & Time
Consider how shifts will be established and allocated (e.g. work two shifts of 5 hours rather than one shift of 8 hours)	Delegated to	Date & Time
Discuss changes with personnel and relevant Union if required and engage specialist Industrial Relations assistance	Delegated to	Date & Time
Identify space to segregate/isolate teams or individuals if necessary. Be mindful of any potential bullying or harassment of any particular demographic.	Delegated to	Date & Time
Notify stakeholders of amended working arrangements (e.g. alternate contacts, schedules, delivery locations, etc)	Delegated to	Date & Time
Other	Delegate	Complete
Develop and distribute return-to-work guidance to staff	Delegated to	Date & Time
Conduct regular Fitness for Work Assessments	Delegated to	Date & Time

Employee's Support & Wellbeing

This set of tasks focuses on the wellbeing and ongoing support to individual staff.

Health and Wellbeing	Delegate	Complete
Support the medical or physical needs of staff. <ul style="list-style-type: none"> • staff who are ill/injured • persons who may be pregnant • anyone who has undergone a recent operation • person with a disability 	Delegated to	Date & Time
Support the psychological needs of staff, e.g. those who <ul style="list-style-type: none"> • caring for sick family members • were involved/witnessed the incident • are fearful or anxious about the risks • fail to show up to work due to safety concerns 	Delegated to	Date & Time
Remind staff of the availability of the Employee Assistance Program	Delegated to	Date & Time
Consider that staff may need time to heal or adjust to any changes, both during recovery and returning to work. Only contact family or next of kin with assistance from Employee Assistance Program or Police.	Delegated to	Date & Time
Support/facilitate staff keeping in contact their family	Delegated to	Date & Time
Organise refreshments, catering and toilet facilities	Delegated to	Date & Time
Other	Delegate	Complete
Update staff (Email, Text messaging, Zoom, WhatsApp, Social Media, White Board, Bulletin board, Other)	Delegated to	Date & Time
Consider travel restrictions.	Delegated to	Date & Time
Organise suitable transport arrangements for employees if required	Delegated to	Date & Time
Organise temporary accommodation if required	Delegated to	Date & Time
Ensure provision of appropriate financial advice to staff who have been financially impacted	Delegated to	Date & Time
Implement flexible working arrangements such as shifts, additional breaks or fewer hours per day or week, as appropriate.	Delegated to	Date & Time

Buildings / Infrastructure / Equipment

Tasks re Loss of (or access to) buildings / infrastructure / equipment	Delegate	Complete
<p>If relocation is necessary; consider:</p> <p><u>Alternative Locations</u>:</p> <ul style="list-style-type: none"> • Depot (Martin Pelusey Road) • Eaton Recreation Centre Building • Dardanup Administration Office • Glen Huon Oval Sports Pavilion • Staff to work from home (secure VPN) • External; Schools, Visitors Centre, Convention Centre etc. • Civic Centres in other Local Governments • Portable site offices <p>Set up a minimum of three workstations and a printer in the new facility.</p> <p><u>Storage Locations</u>: Physical stock or equipment;</p> <p>Council Reserves, vacant land, Depot, Contractors, Local businesses</p>	Delegated to:	Date & Time
<p>Notify current users of the alternate location of your intention to occupy the building</p>	Delegated to:	
<p>Consider how workstations & communications for staff working from home will be organised</p> <p>Staff working from home should be housed at the office 2 days per week wherever possible</p>	Delegated to:	Date & Time
<p>Consider other support areas to assist with relocation</p>	Delegated to:	Date & Time
<p>Familiarise staff with new arrangements and determine communication protocols</p>	Delegated to:	Date & Time
<p>Arrange security access controls for the affected building</p>	Delegated to:	Date & Time
<p>Manage any new Work Health & Safety/Support & wellbeing issues that may arise either</p> <ul style="list-style-type: none"> • During relocation or • At the new building/s or • With the use of new equipment 	Delegated to:	Date & Time
<p>Notify stakeholders of amended working arrangements</p>	Delegated to:	Date & Time
<p>Redirect: Emails, phones, couriers, etc</p>	Delegated to:	Date & Time
<p>Identify necessary people & equipment requirements to maintain Time-Critical Activities</p>	Delegated to:	Date & Time
<p>If possible, begin salvage or restoration activities</p>	Delegated to:	Date & Time



IT or Communications

Tasks re Loss of IT or Communications	Delegate	Complete
Contact IT Contractor / Support / or LGIS Cyber Insurer: Chubb Cyber Incident Response Hotline: 1800 027 428 <ul style="list-style-type: none"> Determine potential cause/s Clarify the extent of the outage Clarify the extent of any data loss Determine restoration target timeframes 	Delegated to:	Date & Time
Invoke the I.T. Disaster Recovery Plan	Delegated to:	Date & Time
Determine whether there is a need for any other staff to assist I.T.	Delegated to:	Date & Time
Develop a strategy and resources for recovery, including assistance from external contractors, cyber insurer and I.T. specialists. <ul style="list-style-type: none"> Communications may require Indesign, Illustrator, Your Voice and SnapComms Finance may require ERP/SynergySoft- for Payroll HR will require HIVE for employee contact details and Sharepoint for employee files 	Delegated to:	Date & Time
Enable the strategy and resources for recovery, including possible assistance from neighbouring local governments, responders, external contractors, suppliers, insurers and specialists:	Delegated to:	Date & Time
Notify Stakeholders of amended working arrangements	Delegated to:	Date & Time
Ensure ongoing interaction with appropriate IT Incident Management for regular updates and feedback, including updates to the incident management team.	Delegated to:	Date & Time
Ensure protocols for regular updates and feedback	Delegated to:	Date & Time

Supplier

Tasks re Loss of Supplier	Delegate	Complete
Contact the supplier (where possible) and determine: <ul style="list-style-type: none"> • The nature and extent of the incident • Have operations ceased entirely, or is it limited? • Supply of any goods currently in transit • Whether the supplier has stock on hand that you can collect • Communication updates from the supplier if possible • Assign someone to monitor & communicate with the supplier 	Delegated to:	Date & Time
Determine restoration timeframes and clearance of backlogs (if applicable)	Delegated to:	Date & Time
Consider: <ul style="list-style-type: none"> • Time-Critical activities that rely on this supplier. Can these be prioritised immediately? • Length of time before these activities are impacted • Alternative suppliers? Contact them immediately • Procurement Requirements Purchasing policy • Alternative procedures 	Delegated to:	Date & Time
Determine if there are any legal, health and safety, reputation or financial implications	Delegated to:	Date & Time
Depending on the nature of the incident, consider supply requirements for the next 5 days, 10 days, 1 month, 3 months, etc.	Delegated to:	Date & Time
Place additional orders to make up any low supply quantities	Delegated to:	Date & Time
Notify stakeholders of amended working arrangements	Delegated to:	Date & Time

Recover

Tasks	Delegate	Complete
Contact other Local Governments who've experienced a similar incident and request assistance by sharing their post-incident recovery experiences with you.	Delegated to:	Date & Time
Record all decisions, actions and issues.	Delegated to:	Date & Time
Monitor ongoing staff support & wellbeing requirements	Delegated to:	Date & Time
Review and agreement:	Delegated to:	Date & Time
<ul style="list-style-type: none"> • Completed action items 	Delegated to:	Date & Time
<ul style="list-style-type: none"> • Recovery objectives 	Delegated to:	Date & Time
<ul style="list-style-type: none"> • Plans are in place to deal with any backlogs 	Delegated to:	Date & Time
<ul style="list-style-type: none"> • Communication to staff to recognise efforts 	Delegated to:	Date & Time
<ul style="list-style-type: none"> • Target date for completion of post incident review 	Delegated to:	Date & Time
Provide copies of logs and decisions to Admin Officer for collation	Delegated to:	Date & Time
Undertake post-incident review / debrief, including:		
<ul style="list-style-type: none"> • 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 Shire's reputation • Timeframes for tasks and achievement of targets • Impact on work flows of affected and interdependent areas • Special staffing arrangements and acknowledgment of contributions. • IT system performance and recovery arrangements. 	Delegated to:	Date & Time
Present findings and lessons learnt for review.	Delegated to:	Date & Time
Celebrate achievements and anniversary of incident (if appropriate).	Delegated to:	Date & Time



Appendix A: Time-critical Business Activities (by priority)

Priority	Critical Activity	Business Unit	Minimum Staff	Work Remotely	Guidelines
1	Communications	Executive	2	Yes	Internal and external communication updates to staff, elected members, stakeholders and community, media liaison & official media releases, website, social media, etc) See: 'Key Contact List'
1	Customer Service	Governance	4	Yes	Redirect main office numbers, set up new customer face-to-face office, post messages on Social Media, etc
1	Urgent Ranger-related requests – responses to be prioritised	Ranger Services	2	No	Urgent Ranger-related requests such as Local Law enforcement, animal control, Emergency Management, Police support, bushfire control, camping, illegal burning etc. Parking staff can be re-deployed to compliment staff numbers
1	Traffic Management / Road Projects	Infrastructure	2	No	Assist Emergency Responders, road closures, approvals, events, building works and site safety.
1	Environmental Health – responses to be prioritised	Environmental Health	2	No	Urgent EHO-related requests such as asbestos, pollution, contamination, food poisoning, pests, diseases, applications, Sharps removal, effluent and sewage etc.
1	Payroll	Finance	2	Yes	1 Payroll Officer & 1 Manager. (Require manual paper timesheets input). Requires 2 x Authorised Signatories for Authorising EFT Payroll
1	Procurement	Finance	2	Yes	1 Procurement Officer & 1 Approving Officer
1	WHS, accident investigation and incident reporting	HR	1	Yes	Require incident reporting forms
1	Employee advice, welfare and support	HR	2	Yes	See Employee's support & wellbeing requirements (see p22).
1	Information technology and communications	IT	3	Yes	Cloud services, operating systems, mainframe, core business applications, security, desktop and mobile device services, hardware and software, etc.
1	Set up the Eaton Recreation centre as an emergency evacuation centre	Recreation Centre	2	No	1 Centre Supervisor & ERC Manager. Decision to open up the ERC as an Emergency Evacuation Centre to be approved by the CEO and communicated to relevant Council officers before set up commences in accordance with the adopted Plan.



Priority	Critical Activity	Business Unit	Minimum Staff	Work Remotely	Guidelines
1	Contact all relevant contractors to confirm if they are affected by the incident.	Infrastructure	1	Yes	Contractors include waste, projects, & civil works. See 'Key Contact List'.
1	Prioritised response to urgent building maintenance requests (safety)	Building	1	No	Senior Project Officer or Building Property Management Officer depending on whether it is a leased building or another Council building.
1	Road reserve maintenance – responses to be prioritised	Infrastructure		No	Footpaths, drainage, river walls, bridges, roads, etc. Prioritise urgent situations and make safe.
1	Facilities maintenance & cleaning services	Infrastructure		No	Contracted services to be deferred where appropriate. Urgent reactive maintenance to be prioritised.
1	Infrastructure maintenance - responses to be prioritised	Infrastructure		No	Essential reactive maintenance only
1	Parks and Reserves - responses to be prioritised	Infrastructure		No	Hazard reduction and cleaning - reactive clearing of trees over roads, broken infrastructure or assets, public spaces safe and usable for public, reticulation systems and bores
1	Litter control (Biohazard / Hazardous)	Infrastructure / Enviro Health		No	
2	Accounts Payable, Accounts Receivable, Insurance, Investments, Rates	DCG / Finance / Governance	2	Yes	DCEO or Corporate Excellence & Compliance Officer to liaise with insurers for inquiries and advice. Any claims processed through Accounts Payable Officer. Accounts Payable EFT Requires 2 x Authorised Signatories.
2	Responses to Orders and Requisitions	Building	1	Yes	
2	Employee / Contractor inductions	HR/WHS	2	No	
2	Provide Technical / Building Legislative advice	Building	1	Yes	
2	Banking / receipting / funds management	Finance / Governance	1	Yes	
2	Library	Library Services	3	No	Digital services, Community hub, resources for people to remain occupied, home delivery book services, etc.
2	Record keeping, processing of mail, FOI & retrieval and distribution of archives	IDS	1	No	If these facilities are unavailable, outsource to Australia Post.
2	Special Council meetings	Executive / Governance	1	Yes	Governance & Council – includes statutory decisions, compliance, LG Act, Local Laws, authorisations, etc



Priority	Critical Activity	Business Unit	Minimum Staff	Work Remotely	Guidelines
3	Building approvals (including archive plan searches, customer service & lodging of applications)	Building	1	Yes	Work requiring site inspections. Monitor legislative requirements.
3	Development Approvals (Planning - including building, demolition & occupancy permits)	Building	1	Yes	Work requiring site inspections. Monitor legislative requirements.
3	Burials	Infrastructure / Governance	2	No	1. Cemetery applications and administration undertaken through Manager Governance 2. Principal Works Supervisor undertake operational requirements.

Appendix B: Time-critical Business Activities (by Directorate/Business Unit)

Sustainable Development Directorate

Priority	Critical Activity	Business Unit	Minimum Staff	Work remotely	Comments
1	Prioritised response to urgent building maintenance requests (safety)	Sustainable Development / Governance	1	No	Senior Project Officer or Building Property Management Officer depending on whether it is a leased building or another Council building.
1	Urgent Ranger-related requests – responses to be prioritised	Sustainable Development	2	No	Urgent Ranger-related requests such as Local Law enforcement, animal control, Emergency Management, Police support, bushfire control, camping, illegal burning etc. Parking staff can be re-deployed to compliment staff numbers
1	Set up the Eaton Recreation Centre as an emergency evacuation centre	Sustainable Development	2	No	1 Centre Supervisor & ERC Manager. Decision to open up the ERC as an Emergency Evacuation Centre to be approved by the CEO and communicated to relevant Council officers before set up commences in accordance with the adopted Plan.
1	Environmental Health – responses to be prioritised	Sustainable Development	2	No	Urgent EHO-related requests such as asbestos, pollution, contamination, food poisoning, pests, diseases, applications, Sharps removal, effluent and sewage etc.
2	Responses to Orders and Requisitions	Sustainable Development	1	Yes	
2	Provide Technical / Legislative Development advice	Sustainable Development	1	Yes	
2	Library	Sustainable Development	3	No	Digital services, Community hub, resources for people to remain occupied, home delivery book services, etc.
3	Building approvals (including archive plan searches, customer service & lodging of applications)	Sustainable Development	1	Yes	Work requiring site inspections. Monitor legislative requirements.
3	Development Approvals (Planning - including building, demolition & occupancy permits)	Sustainable Development	1	Yes	Work requiring site inspections. Monitor legislative requirements.



Infrastructure Directorate

Priority	Critical Activity	Business Unit	Minimum Staff	Work remotely	Comments
1	Traffic Management / Road Projects	Infrastructure	2	No	Assist Emergency Responders, road closures, approvals, events, building works and site safety.
1	Road reserve maintenance – responses to be prioritised	Infrastructure		No	Footpaths, drainage, river walls, bridges, roads, etc. Prioritise urgent situations and make safe.
1	Facilities maintenance & cleaning services	Infrastructure		No	Contracted services to be deferred where appropriate. Urgent reactive maintenance to be prioritised.
1	Infrastructure maintenance - responses to be prioritised	Infrastructure		No	Essential reactive maintenance only
1	Parks and Reserves - responses to be prioritised	Infrastructure		No	Hazard reduction and cleaning - reactive clearing of trees over roads, broken infrastructure or assets, public spaces safe and usable for public, reticulation systems and bores
1	Litter control (Biohazard / Hazardous)	Infrastructure / Enviro Health		No	
1	Contact all relevant contractors to confirm if they are affected by the incident.	Infrastructure	1	Yes	Contractors include waste, projects, & civil works. See 'Key Contact List'
3	Burials	Infrastructure	3	No	1. Cemetery applications and administration undertaken through Manager Governance 2. Principal Works Supervisor undertake operational requirements.

Executive Directorate

Priority	Critical Activity	Business Unit	Minimum Staff	Work remotely	Comments
1	Communications	Executive	2	Yes	Internal and external communication updates to staff, elected members, stakeholders and community, media liaison & official media releases, website, social media, etc) See: 'Key Contact List'
2	Special Council meetings	Executive / Governance	1	Yes	Governance & Council – includes statutory decisions, compliance, LG Act, Local Laws, authorisations, etc



Corporate & Governance Directorate

Priority	Critical Activity	Business Unit	Minimum Staff	Work remotely	Comments
1	Payroll	Corporate & Governance	2	Yes	1 Payroll Officer & 1 Manager. (Require manual paper timesheets input). Ensure Payroll Continuity where possible. Requires 2 x Authorised Signatories for Authorising EFT Payroll
1	Procurement	Corporate & Governance	2	Yes	1 Procurement Officer s & 1 Approving Officer
2	Accounts Payable, Accounts Receivable, Insurance, Investments, Rates	Corporate & Governance	2	Yes	DCEO or Corporate Excellence & Compliance Officer to liaise with insurers for inquiries and advice. Any claims processed through Accounts Payable Officer. Accounts Payable EFT Requires 2 x Authorised Signatories.
2	Banking / receipting / funds management	Corporate & Governance	1	Yes	
2	Cash Flow Requirements	Corporate & Governance	1	Yes	Ensure cash flow sustainable for Council operations.
3	Budget Reallocation and Expense Control	Corporate & Governance	1	Yes	Identify areas of Budget that may require significant increase expenditure or decreased expenditure.
1	WHS, accident investigation and incident reporting	Executive	1	Yes	Require incident reporting forms
1	Employee advice, welfare and support	Executive	2	Yes	See Employee’s support & wellbeing requirements (see p22)
2	Employee / Contractor inductions	Executive	2	No	
2	Record keeping, processing of mail, FOI & retrieval and distribution of archives	Corporate & Governance	1	No	If these facilities are unavailable, outsource to Australia Post.
1	Information technology and communications	Corporate & Governance	3	Yes	Cloud services, operating systems, mainframe, core business applications, security, desktop and mobile device services, hardware and software, etc.
1	Customer Service	Corporate & Governance	4	Yes	Redirect main office numbers, set up new customer face-to-face office, post messages on Social Media, etc

Appendix C - Key Internal Contacts

General

Main Reception	9724 0000	Redirect to After-Hours Service
Main Email	records@dardanup.wa.gov.au	mail@dardanup.wa.gov.au

Executive

<i>Position</i>		<i>Name</i>	<i>Number</i>	<i>Recovery option</i>
Chief Executive Officer	CEO	André Schönfeldt	0427 930 524	Redirect to DCEO
Director Corporate & Governance	DC&G	Ms Natalie Hopkins	0427 776 076 0439 913 017 (Personal mobile)	Redirect to DI or DSD
Executive Assistant to CEO	PA CEO	Maddie Darch	9724 0306	Redirect to MHR
Personal Assistant – Director Corporate & Governance	PA DC&G	Rebecca Hobby	9724 0310	Redirect to MG
Director Infrastructure	DI	Theo Naude	0427 447 050	Redirect to MO / MA
Personal Assistant – Director Infrastructure	PA I	Stacey Patterson	9724 0304	Redirect to MG
Director Sustainable Development	DSD	Ashwin Nair	0438 930 761	Redirect to MRS
Personal Assistant – Director Sustainable Development	PA SD	Renee Thomson	9724 0335	Redirect to MG

Information Services

<i>Position</i>		<i>Name</i>	<i>Number</i>	<i>Recovery option</i>
Manager Information Services	MIS	Chris Murray	0407 700 550	Redirect to ITTL or BSTL
Information Technology Team Leader	ITTL	Thomas Shook	9724 0369 OR 0400 711 200	Redirect to MIS
Systems & Network Administrator	SSNA	Charle Xu	9724 0358	Redirect to ITTL
IT Help Desk Officer	IO	Brodie Hilder	0427 373 441	Redirect to ITTL
Business Solutions Team Leader	BSTL	Kieran O'Brien	9724 0334 OR 0428 738 254	Redirect MIS

Analyst Programmer	BSD	Phord Bluebelle	9724 0321	Redirect to BSTL
Business Solutions Officer	BSO	David Jewell	9724 0338	Redirect to BSTL
GIS & Data Analyst	GIS	Jun Huang	9724 0311 OR 0413 654 276	Redirect to BSTL
Cyber Security Administrator	CSA	Chris Maley	0407 447 779	Redirect to MIS

Governance

<i>Position</i>		<i>Name</i>	<i>Number</i>	<i>Recovery option</i>
Manager Governance	MG	Donna Bailye	0439 098 161	Redirect to CECO
Senior Governance Officer	SGO	Ella Rafferty / Krystal Harrison	9724 0328	Redirect to CECO
Corporate Excellence & Compliance Officer	CECO	Cindy Barbetti	9724 0375	Redirect to MG
Executive Support Officer	ESO	Brooke Sudbury	9724 0336	Redirect to MG

Human Resources

<i>Position</i>		<i>Name</i>	<i>Number</i>	<i>Recovery option</i>
Manager HR	MHR	Cathy Lee	0417 032 030 0488 388 386 [P]	Redirect to HRC
HR Coordinator	HRC	Teresa Partridge	9724 0362	Redirect to HRO
HR Officer	HRO	Jasmine Sillifant	9724 0351	Redirect to MHR

Development Services

<i>Position</i>		<i>Name</i>	<i>Number</i>	<i>Recovery option</i>
Manager Development Services	MDS	Patrick Hughes	0417 214 402	Redirect CERS or PBS
Coordinator Health Emergency & Ranger Services	CERS	Stephen Loiterton	0427 960 161	Redirect to Manager or Senior Ranger
Senior Ranger	SR	Murray Halden	0409 629 555	Redirect to another Ranger or to Coordinator
Ranger	RPSS	Paul Sydney-Smith	0427 836 132	Redirect to Senior Ranger
Ranger	RDL	Dean Jolly	0400 794 337	Redirect to Senior Ranger
Ranger – Duty Phone			0436 819 519	

Emergency Management Officer (P/T)	EMO	Vacant	0427 240 021	Redirect to Coordinator
Principal Environmental Health Officer	PEHO	Neil Nicholson	0427 240 092	Redirect to EHO or Coordinator
Environmental Health Officer	EHO	Caitlyn Roberts	0407 440 124 [†]	Redirect to PEHO
Principal Building Surveyor	PBS	Peter Jackson	0488 901 300	Redirect to MDS
Senior Planning Officer	SPO	Jan Strijdom	9724 0348	Redirect to PPO
Assistant Planning Officer	APO	Gabby Hayward	?	?
Senior Strategic Planning Officer	STPO	Suzanne Occhipinti	9724 0359	Redirect to DSD

[†] Note: Personal number – not to be disseminated

Operations

<i>Position</i>		<i>Name</i>	<i>Number</i>	<i>Recovery option</i>
Manager Operations	MO	André van der Merwe	0486 049 712	Redirect to PWS or PPES
Principal Works Supervisor	PWS	Michael Jeffery	0427 445 383	Redirect to MO or PPES
Principal Parks & Environment Supervisor	PPES	Nigel Lyon	0436 684 784	Redirect to MO or PWS

Assets

<i>Position</i>		<i>Name</i>	<i>Number</i>	<i>Recovery option</i>
Manager Assets	MA	Kristin McKeachie	0436 652 114	Redirect to DE
Development Engineer	DE	Andrew Coulson	0438 077 874	Redirect to MA
Manager Infrastructure, Planning & Design	MIPD	Nathan Ryder	0447 781 021	Redirect to PDE
Project Development Engineer	PDE	James Reilly	0418 284 212	Redirect to MIPD

Financial Services

<i>Position</i>		<i>Name</i>	<i>Number</i>	<i>Recovery option</i>
Manager Financial Services	MFS	Vacant		Redirect to Accountant
Accountant	AC	Ricky Depillo	0420 449 299	Redirect to Assistant Accountant
Assistant Accountant	AA	Tricia Richards / Katherine Kaurin	9724 0314	Redirect to Accountant



Finance Coordinator	FC	Amy Lawrence	9724 0326	Redirect to MFS
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Place and Community Development

<i>Position</i>		<i>Name</i>	<i>Number</i>	<i>Recovery option</i>
Manager Community Development	MCD	Melanie Ring	0486 049 712	Redirect to CLS
Coordinator Library Services	CL	Andrea Strapp	9724 0475	Redirect MPCD

Recreation Centre

<i>Position</i>		<i>Name</i>	<i>Number</i>	<i>Recovery option</i>
Manager Recreation Centre	MRC	Michael Gibbings	0400 711 200	Redirect to TLSV
Sports and Venue Team Leader	SVTL	Wills Pomare	0432 243 000	Redirect to MRC

Appendix D - Key External Contacts

Key Contacts / Organisations / Contractors to be Contacted	Contact
Alinta Gas	13 13 58
Building Commission	1300 489 099
City of Bunbury	9792 7000
Department of Biodiversity, Conservation & Attractions	9219 9000
Department of Communities	6217 6888
Department of Education	9264 4111
Department of Fire & Emergency Services	9395 9300
Department of Health	9289 1555
Department of Jobs, Tourism, Science & Innovation	9222 0555
Department of Local Government, Sport & Cultural Industries	6551 8700
Department of Mines, Industry Regulation & Safety	1300 136 237
Department of Planning, Lands & Heritage	6551 8002
Department of Primary Industries & Regional Development	9368 3333
Department of Transport	13 11 56
Department of Water and Environmental Regulation	6364 7000
Dial Before You Dig	1100
Landgate	9273 7373
Local Government Insurance Services WA (LGISWA)	9483 8888
Main Roads Western Australia	138 138
Office of Transport Security	1800 075 001
Police (Australind) – non emergency	9797 0222
Police, Fire, Ambulance	000
Public Transport Authority	9326 2000
Shire of Capel	9727 0222
Shire of Collie	9734 9000
Shire of Donnybrook	9780 4200
Shire of Harvey	9729 0300
State Heritage Office	6551 8002
Water Corporation	13 13 85
Western Australian Police	13 14 44
Western Power	13 13 51

Appendix E - Contractors

Service	Contractor	Contact	Number	2 nd contact
After Hours Phone Service	Insight Helpdesk	N/A	9328 0600	
Animal Management Facility	City of Bunbury Rangers	Duty Ranger	9792 7106	9792 7000
Asbestos Analysis	Chemistry Centre		9422 9800	
Banking	Commonwealth Bank (CBA)	Tanya Morris	0459 881 212	Tanya.Morris@cba.com.au
Biological Waste Disposal	Trans Pacific Cleanaway		0427 088 504	
Bitumen Supply & Repair (Contract Ends 30/6/18)	Malatesta Road Paving and Hotmix	Chris Sutton	0427 427 332	Kim Beard 0419 831 924
Building Security	Chubb		131 518	
Building Security Guard Patrols	Nightguard Security Service	Julie/Jo Birch	97913377	
Business Machines	Scope Business Systems		(08) 9245 9900	
Catering	Hooleys Catering		0422 161 849 (Hooleys)	
	The Merchant Café		0407 777 255 (The Merchant Cafe)	
Chemical Analysis	Chemistry Centre		9422 9800	
Chemical Waste Disposal	Tox Free Solutions		9439 2362	
Security company for Administration office, Dardanup Office, Depot, ERC and Library building	Cross Security	John and Tracey Cross	1300 552 276 Monitoring Centre	9728 0288
Couriers	Courier Australia		131 885	
Dardanup Equestrian Centre	President	Michael Dell-Agostino	0408 263 168	Jacky Ynema
Dog / Cat / Pet Food Provider	Coles Eaton Fair	Customer Service Staff	9724 3400	
	Woolworths Eaton Fair	Customer Service Staff	9724 2211	
Electrician-Air Conditioning	WA Mechanical Services P/L		6555 4909	
	Bunbury & Busselton Air		9726 0299	
Electrician-Buildings	Scope Electrical Contracting		0437 783 318	
	Electrical Experts		0499 909 485	
Employee Assistance Program	Access Wellbeing Services	Clive Elliott	9288 2233	1300 667 700
Fuel Supply	Caltex Ampol Australian		1300365 096	

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Service	Contractor	Contact	Number	2 nd contact
Funeral Director/Services	William Barrett & Sons	Melody Hibberd	9722 5311	
Funeral Director/Services	Archer & Sons		9725 7811	
Gravel (Supply & Delivery) (Contract Ends 30/6/18)	Carbone Bros	Fred Carbone	0419 931 517	Lyn Scott 9726 1178
Hazardous Waste Disposal	Stanley Road Waste Facility		9797 2404	
Insurers	LGIS	David Wood	0409 024 457	9483 8828
Internet & WAN Services	TPG	Support	1300 799 735	
Internet Services (Secondary Link)	Westnet	Business Support	132 449	
I.T. Backups -	Frontline Services / DATTO	Support	Frontline 1300 612 552	DATTO 02 8015 6826
Managed Firewall	TPG	Support	1300 799 735	
I.T. Network Cabling/Fibre	Bunbury Telecom Service		08 9726 0099	
I.T. Server Hardware	DELL Pro Support	Server Option	1800 662 087	
I.T. Server Hardware – Nutanix (Dell Hardware)	DELL Pro Support	Storage Option	1800 662 087	
I.T. Server Hardware - Nutanix	Nutanix support		1800 285 799	
I.T. Software Microsoft Licensing	DATA 3	Sally Adams	08 9420 0518	
I.T. Synergy	IT Vision	Jo Arpjn	0424 841 700	
I.T. Vision		Helpdesk	1300 042 669	
Lawyer	McLeods		9383 3133	
Lone Worker System	SafeTCard Aust		07 4037 4800	
Mail	Australia Post		9237 5394	1300 365 772
Mechanic	Dardanup Garage & Service Station	Dave Morgan	9728 1012	0439 688 900
Mechanic	DAPCO Tyre & Auto Service	Belinda Dawson	9725 0877	
Mechanic	Geographe Ford		9780 0400	
Mechanic	Bunbury Toyota		9721 3644	
Mechanic	Bunbury Subaru		9780 7444	
Media Outlets – Newspaper	Omnicom Media		6280 2059	
Media Outlets – Newspaper	Bunbury Mail	Andrew Elstermann	9722 5555	
Media Outlets – Newspaper	SW Times / Bunbury Herald	Wayne Vitali	9780 0800	
Media Outlets - Radio	ABC Radio SW		9792 2711	

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Service	Contractor	Contact	Number	2 nd contact
Media Outlets - Radio	Radiowest/Hit FM		9726 5555	
Microchip Databases	Central Animal Records	On-Call Staff	1800 333 202	Security Pin: 1353 (not for public information)
Microchip Databases	Australasian Animal Register (AAR)	On-Call Staff	02 9701 4006	Security Pin 08089724 (not for public information)
Mowing Of Council Reserves (Contract Ends 30/6/18)	Perfect Landscapes	Daniel Sissoev	0439 979 984	
Network Services	NEC	Justin Jones	6250 7900	Chris Kovaceski
Network Services	Ciphertel	Pawel Mgrauski	0438 410 003	
Network Switch Hardware	DELL Pro Support	Network Option	1800 662 087	
Newspaper Delivery	WA Newspapers Ltd		9482 3488	
Pest Control	Western Allpest Services		0438 994 494	9726 2550
Phone - Incoming Lines Faults	Telstra Faults		1800 730 053	
Phone System Shoretel	Bunbury Telecom Service	Gordon Morrison	0499 077 803	08 9721 6622
Phone System Shoretel	Shoretel Support		1800 258 533	02 9959 8080
Plumbing	G&RP Brookes Plumbing		9721 4218	0418 932 658
Plumbing	Boyles Plumbing and Gas		0418 411 286	
Plumbing	RMC Plumbing Services		0429 427 889	
Records Storage	Grace Information and Records Management	Donald	9791 9179	
Records Management Software	RecordPoint		(02) 9078 8250	
Rehoming Group – Dog/Cat	South West Animal Rescue	Co-ordinator	gdee@bigpond.com	0424 139 284
Rehoming Group - Dog	Save Animals from Euthanasia	Co-ordinator	safebunburydogs@live.com	0435 041 093
Rehoming Group - Cat	Save Animals from Euthanasia	Co-ordinator	safebunburycats@live.com	0435 041 093
RSPCA			1300 2783 589	9209 9300
Sharps Containers & Disposal	South West Population Health Unit	Amanda Whittle	9781 2350	
Sharps Containers & Disposal	Naturaliste Hygiene		0409 294 659	
Stationery	Office works		9792 1600	
Stationery	Winc Australia		9721 9322	
Telecommunications	Telstra Business	Jonathon Thornton	9726 7324	6224 5605

(Appendix AAR: 10.5A)

Service	Contractor	Contact	Number	2 nd contact
Tyres	Australind Tyre Service	9725 9111		
	DAPCO Tyre & Auto Service	Belinda Dawson	9725 0877	
VBFB Call Out SMS System	Qmani	On-Call Staff	Email: Qmani.com Password Required	03 9855 2013
Vehicle Towing	Blues Towing Service		0417 279 483	9721 9483
Vehicle Towing	Dardanup Towing	Craig	0429 688 900	
Vet - Eaton Pet Vet	Veterinary Surgeon	Kerry Wallis	9725 2008	0411 538 332
Vet - Eaton Vet Clinic	Veterinary Surgeon	Braden Collins	9725 0399	Joe Cockerill
Vet - Dardanup Vet Clinic	Veterinary Surgeon	Liz Suter	9728 0132	
Waste – Disposal Of Domestic Waste & Recycling (Contract Ends 30/6/18 & 30/6/19)	Veolia Recycling and Recovery			
Water Sampling Equipment	PathWest		9346 3280	
Web Hosting	Market Creations			
Web Hosting	NEC	Justin Jones	6250 7900	Chris Kovaceski
Web Hosting	Zoodata	Robyn Hukin	9485 0725	Andrew Hukin
Web Hosting	Tech 1	Luke Handcock	6436 2402	
Web Hosting	Bunbury Telecom		9726 0088	
Web Hosting	Ciphertel (I.T.)	Pawel Mrugalski	9791 5226	
Wildcare Helpline (DPAW)			9794 9055	

Appendix F - Resources

Vital Resources

Item	Item
Drainage Plans (Shire Spatial)	Infringement books
State Law Publisher Legislation	Local laws / Acts / Reg's file
Depot key / alarm codes	Contractor Induction List and Process
Planning & Building applications	Shire building plans
Approvals issued	Sewer / septic areas
Council meeting & agenda templates	Insurance Policies
Impound file	Mosquito control file
Employee timesheets	TMP, daily diaries
Password database (Enterprise Vault)	Subdivision referrals
EH Crisis handbook	I.T. DR Plan and Cyber Incident Response Plan
Emergency Management Plans Local Emergency Management Arrangements Local Recovery Plan Local Emergency Relief and Support Plan Local Evacuation Support Plan Local Bushfire Response Plan Animal Support Welfare Plan Bushfire Risk Management Plan Memorandum of Understanding for Provision of Mutual Aid during emergencies and Post Incident Recovery	Council Plans Public Health Plan Community Safety and Crime Prevention Plan Disability Access & Inclusion Plan SoD Record Keeping Plan (RKP) SoD Risk Management Governance Framework

Information

Fact sheets and other information resources

LGIS Commercial Crime and Cybersecurity fact-sheet

https://lgiswv.com.au/documentlibrary/documentnew/publicindex?documentId=251&fileName=Commercial_Crime_and_Cyber_Protection.pdf&libraryGuid=892c2b10-8544-411b-9e4e-0f6ae08c214a

Chubb. How to Report a Cyber Incident

<https://www.chubb.com/au-en/business/how-to-report-a-cyber-incident.html>

Other Resources

Infrastructure, Plant and Equipment

(Appendix AAR: 10.5A)

Asbestos investigation kit	Trailer-mounted generator
Banking Security Tokens (x4)	Fuel
Purchasing Cards: Credit Cards (1 x Active) Debit Cards (2 x Active) Fuel Cards	
Bulletin board	Mobile phone chargers
Dog / Cat cages	Animal pound food & water
Eftpos/Cash	Manual credit card machine & forms
Notifiable Disease Investigation Kit	Event equipment
Food poisoning investigation kit	Two-way with Base Station
Mosquito Control Equipment	Sand, blue metal, limestone, asphalt
Network & server Infrastructure	Noise monitoring equipment
Rat baits / traps	Padlocks
Reserve electrical power supply	Emergency kits
Safe	PPE Kits (vehicles/lab)
SAT Phones	Car mobile chargers
Spare batteries and chargers for radios	Environmental Health Emergencies Kit & Shire of Dardanup Master Key
Telephony Infrastructure	Sharps Containers
Tools / Pumps / PPE / Consumables	DELL 4032F 10G Switch x2 + Stacking Cables
Truck and Vehicle Driver Keys	DELL 2048P 1G Switch x 1
White Board & Markers	Nutanix Cluster (4 Nodes)
Fortinet firewall	
Appassure DL4000 Recovery node	UPS APC 3kw + Battery Bank (x2)
10G Twinax Connectors 2M (x8)	Ethernet Patch Leads 1M, 2M, 3M, 5M, 10M (48 ea)
Appassure DL4000 Recovery node (x1)	LC-LC Multimode Patch Leads 2M, 3M, 5M (24 ea)
Server Rack 48RU 1100mm Deep (x1)	Mobile data services
Server Power distribution Unit 48RU (x2)	Server Power Cables 2M C13-C14 (x24)
Server Power Cables 3M C19-C20 (x6)	10G SFP + Multimode Nutanix Adapters (x8)
1G SFP Multimode Adapters (x6)	Ross terminated 8-core Multimode LC-LC Fibre 150M

Other Resources

	Priority	Delegated to:
Animal poles for Rangers		
Bulletin board		
Car Mobile Chargers		
Coffee & tea		
Dog / Cat cages		
Eftpos/Cash		
Emergency Management Arrangements (also available from other LG's)		
Environmental Health sample equipment		
Fuel		
Manual Timesheets		
Purchase Orders (generated within ERP System only)		
Mobile phone chargers		
Office safe		
Pens, paper & stationery		
Signage (roads, etc)		
White board & markers		

Appendix H - Activities and Events

Compliance Calendar

Refer to the Shire of Dardanup Compliance Calendar for key due dates of statutory obligations. The calendar is maintained by the Corporate Excellence & Compliance Officer and reinforces the function of the Compliance Annual Return (CAR), and in supporting Shire staff with meeting their compliance and integrity management.

Major events

Bull and Barrell

Spring Out Festival

Public Holidays

Month	Recurring Activity
January	New Year’s Day and Australia Day public holidays.
March	Labour Day Public Holiday (WA: first Monday in March).
March/Apr	Good Friday and Easter Monday Public Holidays.
April	ANZAC Day Public Holiday
June	Western Australia Day (formerly Foundation Day) – typically the first Monday in June.
September	King’s Birthday Public Holiday (typically the last Monday of September)
November	Melbourne Cup Day (held on the first Tuesday of November).
December	Christmas Day and Boxing Day Public Holidays.

Appendix I – Communications Guidelines

Spokesperson

Only an authorised spokesperson may speak to the media (Only the Shire President unless the Shire President authorises the CEO and/or Communications Officer).

Communications Team responsibilities

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

Press Release

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

- this is what we know (& this is who is impacted)
- this is what we don’t know
- this is what we are doing
- this is what we want you to do

A sample format for a press release is:

On (insert day and date) at approximately (insert time) the Shire of Dardanup experienced a business interruption event (describe event • this is what we know, • this is what we don’t know, etc, as above). See ‘Notification Chart’ below for Likely questions from Stakeholders and ‘Message Mapping’ below for a template.

Prompts

Verify the Incident	
WHAT happened? WHAT is impacted?	
WHERE did it happen?	
WHEN did this happen?	
WHO is involved? WHO is impacted?	
HOW did it happen?	
WHY did it happen?	
WHAT is currently being Completed?	

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

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

Stakeholders

Stakeholder	Organisational Context	Likely Questions
Employees	<ul style="list-style-type: none"> Organisational impact of event Continuing operational capability Alternate work arrangements 	<ul style="list-style-type: none"> What has happened and why? What will happen in the immediate future? Where is assistance available? Where should we go? What should we do? How do we do it? What are we allowed to say? Will I get paid? Is my job safe? When do I come back to work?
Family / Next of kin	<ul style="list-style-type: none"> Immediately The extent of the event Names of individuals involved and injuries Access to counseling services 	<ul style="list-style-type: none"> What has happened? Who are they staff members involved and are they safe? What do we do now? Or later? How could it happen? Who is to blame?
Board / Council / Committee	<ul style="list-style-type: none"> Impact on local Communities / customers Timeline to normal capability and capacity 	<ul style="list-style-type: none"> What has happened and why? What is being done to fix it? What are the impacts on local communities / customers and how are these being managed? When will normal capability and capacity be restored?
Auditors / Shareholders	<ul style="list-style-type: none"> The nature of the event Immediate impacts on operational capability Expected recovery performance 	<ul style="list-style-type: none"> Immediate impacts on sales, profits, cash flow? Financial and brand/image impacts, short term viability etc? Longer term impacts on organisation? Asset valuation changes? What is being done to prevent it from happening again?
Local Community	<ul style="list-style-type: none"> Immediately That an event has occurred Safety concerns for the local area 	<ul style="list-style-type: none"> What has happened? Is it safe? Could it happen again? What is being done to ensure that it does not happen again?

Stakeholder	Organisational Context	Likely Questions
Customers	<ul style="list-style-type: none"> ● That an event has occurred ● Impact on service/product delivery ● Alternate delivery arrangements ● 	<ul style="list-style-type: none"> ● What is the impact on product/service quality? ● How will delivery be affected? ● How will contractual conditions be affected? ● Will the organisation be able to continue? ● What compensation will be made available? ● What other alternate sources of the product/service exist? ● What is the customer’s relative priority/ importance to the organisation?
Suppliers	<ul style="list-style-type: none"> ● That the event has occurred ● Changes in supply requirements ● Alternate arrangements for receipt of supplies ● Alternate arrangements for accounts payable 	<ul style="list-style-type: none"> ● Will my bills be paid? ● Changes to supply requirements? ● How long will inventory be required to be held for? ● Capacity for changed pricing? ● Likely duration of supply changes? ● Compensation available under contractual conditions?
Regulators	<ul style="list-style-type: none"> ● That the event has occurred and how ● How it will be fixed ● How it will be prevented from happening again 	<ul style="list-style-type: none"> ● What has happened? ● How did it happen? ● What is being done to fix it? ● What is being done to prevent it happening again? ● What are the compliance / capability / performance of other related areas? ● Are all relevant rules and regulations being adhered to?
Media	<ul style="list-style-type: none"> ● That an event has occurred ● Factual. Only what is known. No assumptions ● What measures are being put in place 	<ul style="list-style-type: none"> ● What has happened and how? ● Who is to blame? ● Can it happen again? ● What similar events have happened previously?

Appendix L – IMT Agenda Template



Business Continuity & (Insert Event)

(Insert Date)

(Insert Time)

A G E N D A

1. IMT Attendees/Apologies:

- 1.1 Attendance
- 1.2 Apologies
- 1.3 Appoint Incident Team Leader

2. Meeting Purpose:

The purpose of the meeting is to discuss and agree on how the Shire will manage its critical business activities while ensuring the safety and wellbeing of its employees, volunteers and community. Please note this first meeting is not aimed at responding to the emergency on a broader scale, but should be specific to the Shire's operations and how to ensure business continuity.

3. Background:

(Insert brief information on event) This should include:

- 3.1 What has happened / is happening?
- 3.2 What do we know about it?
- 3.3 What more would we like to know about it?
- 3.4 What is being done about it by other agencies?
- 3.5 Are there any directions from State or Federal Government requiring us to do certain things?

3.6 Situation Assessment (This is what we know, this is what we don't know, this is what we need to do, this is what we are doing)

4. Objectives:

To support the safety and wellbeing of staff;

To ensure business continuity of the Shire of Dardanup critical activities;

To support the needs of Shire of Dardanup community.

4.1 (Insert Objectives – what is the desired realistic outcome?)

4.2 etc..

5. Items for Discussion

5.1 Leadership Roles & Responsibilities

5.2 Support Staff Roles & Responsibilities

5.3 Employee Support & Wellbeing Requirements

5.4 Critical Activities – Corporate Services & Governance

5.4.1 Finance

5.4.2 Procurement

5.4.3 Governance & Risk

5.4.4 HR Services

5.4.5 Information Services

5.5 Critical Activities – Infrastructure

5.5.1 Assets

5.5.2 Operations

5.5.3 Parks & Environment

5.5.4 Works

5.5.5 Planning & Design

5.6 Critical Activities – Sustainable Development

5.6.1 Planning

5.6.2 Building

5.6.3 Emergency & Ranger Services (including volunteers)

5.6.4 Health

5.6.5 Community

5.6.6 Library

5.6.7 Eaton Recreation Centre

5.7 Media Management

5.8 Fatigue Management Plans

6. Next Meeting

The next meeting of the IMT will be held (Insert Time & Date) at (Insert Location).

RISK ASSESSMENT TOOL								
OVERALL RISK EVENT: <i>Review of Business Continuity Plan</i>								
RISK THEME PROFILE:								
2 - Business and Community Disruption								
10 - Management of Facilities, Venues, Events and Services								
RISK ASSESSMENT CONTEXT: Project								
CONSEQUENCE CATEGORY	RISK EVENT	PRIOR TO TREATMENT OR CONTROL			RISK ACTION PLAN (Treatment or controls proposed)	AFTER TREATMENT OR CONTROL		
		CONSEQUENCE	LIKELIHOOD	INHERENT RISK RATING		CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK RATING
HEALTH	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
FINANCIAL IMPACT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
SERVICE INTERRUPTION	There is a risk that not updating the plan exposes the organisation to additional service interruption.	Moderate (3)	Likely (4)	High (12 - 19)	Update the business continuity plan	Moderate (3)	Unlikely (2)	Moderate (5 - 11)
LEGAL AND COMPLIANCE	There is a risk that not updating the plan exposes the organisation to some regulatory non-compliance .	Minor (2)	Possible (3)	Moderate (5 - 11)	Update the business continuity plan	Not required.	Not required.	Not required.
REPUTATIONAL	There is a risk that not updating the plan will lead to public embarrassment, impact and nws profile.	Moderate (3)	Unlikely (2)	Moderate (5 - 11)	Update the business continuity plan	Not required.	Not required.	Not required.
ENVIRONMENT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
PROPERTY	No updating the plan may exacerbate property damage during disruption	Moderate (3)	Possible (3)	Moderate (5 - 11)	Update the business continuity plan	Not required.	Not required.	Not required.

