Business Continuity Management Plan

Updated 26th November 2014

DOCUMENT CONTROL

Printed updates of this document will only be issued as a complete replacement document with a new Version Number.

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Original version: Russ Fishwick of Town of Victoria Park – March 2012

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If you have any suggestions for changing this plan, please contact:
Director of Business Life

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1. Background

Russ Fishwick, Executive Manager of Compliance for The Town of Victoria Park completed the original version of this business continuity plan (BCP) in February 2012, the primary purpose of which was to plan for significant disruption events at the Town's administrative building in Victoria Park.

In May 2013 Leap Consulting (Leap) was appointed to expand the BCP to include the Town's outposts (Leisure Life, Aqua Life, Library, depot, digital hub), to add a specific focus on IT systems and to integrate business continuity into the day to day operations of the Town. These changes and additions are contained in this document being version 2 of the Town's Business Continuity Plan.

2. Introduction to Business Continuity Management

According to the joint Standards Australia/NZ handbook for Business Continuity Management:

'Business Continuity Management provides the availability of processes and resources in order to ensure the continued achievement of critical objectives'.

In the context of the Town of Victoria Park, this means ensuring that the Town is able to minimise the impact of unexpected disruptions on the delivery of critical services to both internal and external stakeholders.

In a practical sense this is achieved by developing a plan that provides clear direction to the Directors, Executive Management Team and key staff around specific actions required to minimise the disruption and costs associated with unforeseen events that affect the critical operations and service delivery obligations of the Town.

3. Purpose of the BCP

The overarching purpose of developing the BCP as defined by the Director of Business Life is to create an awareness of Business Continuity across the entire organisation, to develop clear processes to deal with disruption events and to make business continuity management part of daily operations.

4. Objectives

The achievement of the following objectives is seen as being critical to the success of the plan:

- Agree disruption scenarios that have the likelihood and potential to disrupt critical services.
- Understand the Town's vulnerabilities to the potential impacts of these disruption scenarios
- Identify the Town's critical services through consultation with managers directly involved in operations and agree the maximum tolerable outages for each critical service
- Understand where maximum tolerable outages are likely to be exceeded by performing a gap analysis
- Define preventative actions that can be taken to reduce the impacts of disruptions as well as contingency plans to prevent total service outages
- Develop an understanding of how minor disruptions can develop into major disruptions and define a decision making process around invoking the BC plan.
- Define relevant and appropriate team structures to co-ordinate actions during a major disruption or crisis
- Develop specific predefined, timetabled actions for some specific scenarios
- Define the communication that needs to occur during specific disruption scenarios
- Define specific roles and train all relevant participants around how to deal with disruptions
- Develop exercises to determine the Towns readiness to respond to disruption events
- Fulfil regulatory requirements and comply with Australian standards

5. Priorities

In any major disruption or disaster, the priorities of the Town in order of importance are:

- Safety and the protection of human life
- The delivery of critical services
- The provision of timely and accurate communication to all relevant stakeholders
- Limiting the financial impact of the disruption
- Resumption to normal operations as quickly as possible

6. Scope

The BCP deals with disruptions affecting the Town's primary administration building situated at 99 Shepperton Road in Victoria Park as well as the following outposts:

Table 1: Facility Outposts

Facility	Physical address	Description
Leisure Life Centre	Cnr Kent & Gloucester St East Victoria Park 6101	Leisure Centre providing the following services: - Three fully equipped indoor sports courts for basketball, volleyball, netball, soccer, and badminton - four glass backed squash courts - group fitness classes - fully equipped gymnasium - rpm cycling studio - functions - Saturday night bingo - junior activities and sports - adult activities and sports - seniors activities - children's birthday parties - school holiday program - crèche - jacaranda café - community activity trailer
Library	27 Sussex Street, East Victoria Park 6101	Library facility including meeting/function rooms. It also provides internet access, learning resources and photocopier access.
Aqua Life Centre	42 Somerset St East Victoria Park	Aquatic centre providing the following services - Kids and Adults Swimming Lessons - Aquatic, Spa and Steam Room - Group Fitness Classes - Aqua Aerobics - Fully equipped gymnasium - Personal Training - Boot camps - Functions - Crèche - Somerset café - BBQ Facilities

Depot	199 Star St Welshpool, WA, 6106	Depot facility - Rangers - Parks and Street life maintenance - Vehicle maintenance
Digital Hub	1 Harper Street, Victoria Park, WA (Next to Administration Building)	The Victoria Park Digital Hub provides free computer courses and online training for the local community, not-for-profit organisations and businesses.

While the primary focus of the BCP is around major disruptions*, there is also some consideration of minor disruptions in the sub plans as well as the progression mechanism from minor to major disruptions resulting in the recovery team being convened.

The plan explores the impact of disruptions of the following resources:

- Physical assets (primarily buildings and utilities)
- IT systems and telecommunication infrastructure
- Records (paper based and electronic)
- Human resourcing (capacity to deliver services)

The requirement (or lack thereof) to relocate to an alternative facility is pivotal to the Town's business continuity strategy and response teams and recovery plans are structured around this requirement.

* It should be noted that major disasters whose impact extends beyond the Town's immediate facilities do not form part of this plan as they are dealt with in the Town's **Emergency Management Arrangements** policy which is a combined initiative with the City of Belmont. Examples of events whose impact would be dealt with under the Emergency Management Arrangements include a 1:100 year flood of the Swan River, an air crash and a large scale hazardous material incident.

In cases where there is an overlap between the Emergency Management Arrangements and the Town's BCP (like an influenza pandemic), the BCP only deals with the impact of the event on the Town's infrastructure and human capital as defined in the scope above.

7. Business Continuity Management Approach

The Town has adopted a 'bottom up' approach to business continuity management in that disruption events are dealt with at a *business unit level* until the point where it becomes clear that the Maximum Acceptable Outage for a critical service is likely to be exceeded.

Maximum Acceptable Outage (MAO*) is defined by Australian Standard HB 292-2006 as **the maximum period of time that an organisation can tolerate the loss of capability of a critical business function, process, asset or IT application.**

The MAO for any particular critical business function is typically determined by the business owner of that function which in the Town's case lies at the Executive Manager level. As a result, all Executive Managers were consulted around the MAO's for the services that they provide and these have been summarised in their departmental Risk Analysis/IT Dependency plans.

A gap analysis was completed for each business unit which explores the likelihood of the business unit being able to recover from events not requiring relocation to an alternate site without exceeding maximum allowance outages for critical services.

Where there is a likelihood of MAO's on critical services being exceeded, recommendations have been made around pre-emptive measures and contingency plans to deal with the disruptions.

These are contained in the individual 'departmental Risk Analysis/IT Dependency plans' for each business unit.

In other literature this is sometimes referred to as Maximum Tolerable Outage (MTO)

8. Risk identification and evaluation

It is accepted that some potentially disruptive events may exceed the capacity of routine management methods and structures at the Town resulting in critical services being affected.

Threats typically fall into one of the following categories:

1. **Natural threats**: Fire, floods, acts of God etc.

2. **Human threats**: Theft of data, fraud, labour issues etc.

3. **Technical threats**: IT system or application failure, communications failure etc.

The Town has identified a number of potentially disruptive events or threats and has assessed them against the following criteria:

- Likelihood of occurrence
- Predictability
- Onset speed
- Forewarning
- Duration
- Potential impact

While threat assessment is not an exact science, it is generally accepted that threats that have both a high probability of occurrence and the potential to significantly impact critical services should be prioritised when it comes to considering threat (or risk) treatments.

In the context of the Town, risk treatments include actions to both manage the impact of disruptive events (contingency plans) as well as reduce the occurrence and scale of those events (mitigation strategies).

It is also worthwhile exploring which events have actually occurred in the past and whether or not actions have been taken to reduce the likelihood of recurrence.

Risk treatments are dealt with as part of the Risk analysis and IT Dependency plans for each department.

The prioritised list threat matrix appears in Figure 1 below:

	Threat	Likelihood/Probability	Predictability	Onset Speed	Duration of impact	Severity of impact	Threat Score
		1= extremely unlikely	1 = always predictable	1 = very slow	1= < 1 day	1 = low	>10 = High
		2= unlikely	2 = sometimes	2 = slow gradual	2= < 3 days	2 = medium	>8 <10 =Med
		3= possible	3 = seldom	3 = fast gradual	3= < 1 week	3 = high	<8 =Low
		4= likely/ has happened before	4 = mostly unpredictable	4 = sudden	4 = < 1 month	4 = very high	
Natural threat	Fire destroys building	1	4	4	4	4	11
	Fire in server room	2	4	4	3	3	10
	Flood in basement	4	3	2	1	1	7.25
	Water damage in server room	2	2	3	1	2	6.25
	Cyclone	2	1	2	2	2	6.75
Mechanical threat	Aircon failure during heat wave	3	3	4	2	3	9.75
	Extended power failure	3	3	4	3	4	11.75
	Faulty building access control system	4	3	4	1	3	9.75
	Failure of municipal water supply to building	3	3	4	2	1	7.75
Human threat	Data entry error	4	2	2	2	1	8
	Unauthorised access to sensitive data	3	2	3	3	2	9.25
	Unauthorized modification or theft of data	2	2	3	3	3	9.25
	Deletion of critical data (accidental or malicious)	4	2	4	4	4	13.5
	Strike action	1	4	1	3	1	6.25
	Terrorism	1	4	4	4	4	11
	Human pandemic	2	1	2	4	4	10.75
	Chemical spill	1	3	4	3	4	9.75
Technical threat	Failure of servers or systems	4	3	3	3	3	11.5
	Critical Application failure	4	2	3	3	3	11.25
	Loss of data communication	4	2	4	2	2	9.5
	Loss of voice communication	4	2	4	2	2	9.5

Figure 1: Prioritised Threat Matrix

Of the threats listed above, those with a high probability (Threat Score > 10) are listed below together with the corresponding response plans for that scenario.

Table 2: High probability threats

Threat	Major loss scenario	Plans used
Fire or flood in server room IT Hardware failure Data/Database Corruption	**IT System Failure**	1. BCP 2. Departmental Risk Analysis /IT Dependency 3. IT DR Plan
Major weather event Electrical problem	**Extended Power failure in facility**	1. BCP 2. Alternate site plan 3. IT DR Plan
Flu pandemic OSH Issue	**Reduction in operating capacity**	1. BCP 2. Alternate site plan 3. IT DR Plan
Fire Flood Bomb	**Loss of facility**	1. BCP 2. Evacuation plan 3. Alternate site plan 4. IT DR Plan
IT Security Breach Theft of IT/IP	**IT/IP Breach**	1. IT Governance plan

9. Plan escalation flow

Figure 2 below shows how the BCP and collection of related documents fit together.

Major IT related disruptions usually manifest at an operational level and resulting in an initial response based on standard operating procedures as detailed in the departmental plans. At some point it may become necessary to bring up the backup IT environment in which case the IT DR plan is invoked.

In catastrophic events, the disruption is usually felt immediately across the organisation and the impact on IT systems, while still important is secondary to the protection of human life. As a result the BCP is invoked and this may or may not flow down to the IT DR plan.

If there is an emergency which requires a facility to be evacuated, this would invoke an Evacuation Plan. If the facility is lost the SMT may decide to move to the alternate site which would invoke the Relocation Plan.

Data or intellectual property breaches are dealt with in the IT/IP Governance plan.

If there was a major catastrophic event which affected the wider community (such as a plane crash or 100 year flood) then the SMT would invoke the Emergency Response Plan (Management arrangements).
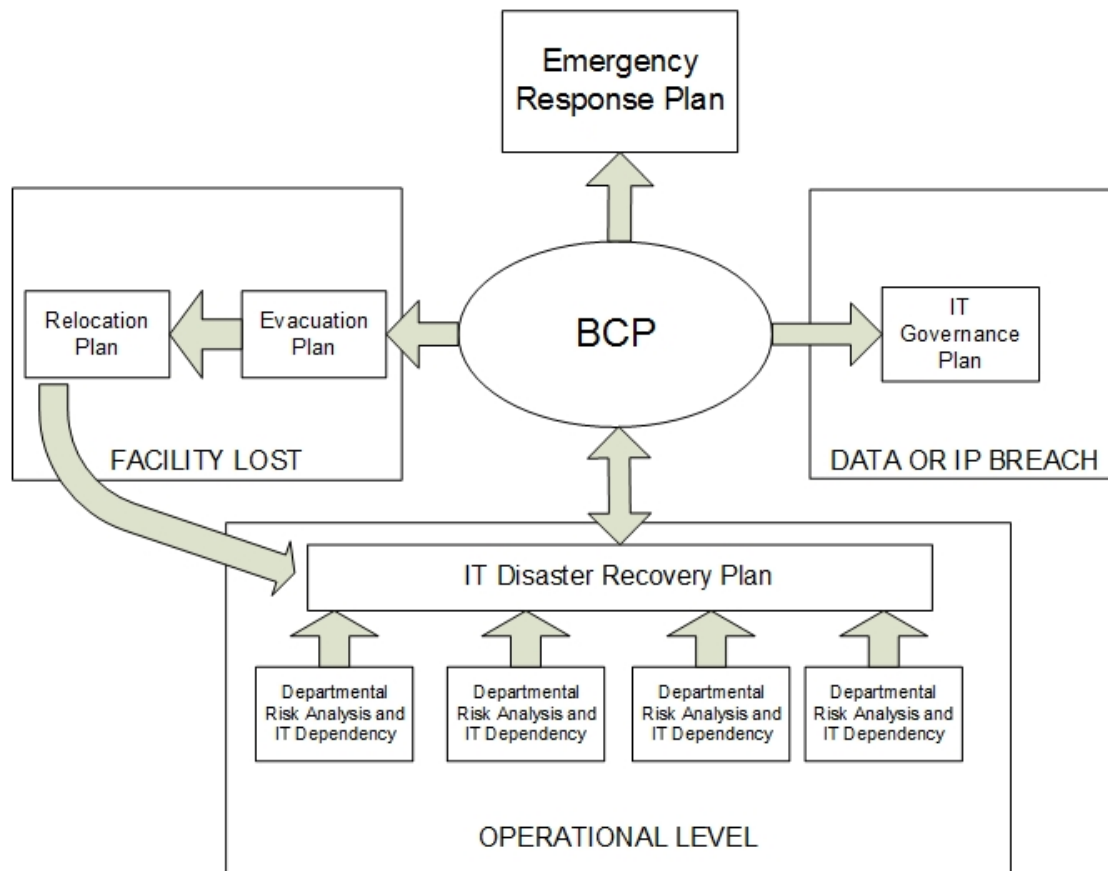
Figure 2: Plan Escalation Flow

10. Organisational structure

The Town's management structure consists of the Office of the CEO, four Directors, 21 Business Units and approximately 65 identified business unit activities. The various physical buildings and the related dependency of the various business units are mapped in the table below.

Table 3: Buildings and dependent business units

Building	Permanent head count	Business Units dependent on building
Administrative building	81	CEO Business Life Renew Life Community Life Future Life Renew and Built Life
Digital hub	1 + 5 Volunteers	Business Life Community Life
Leisure Life Centre	75	Healthy Life
Aqua Life	45	Healthy Life
Library	19+11 Volunteers	Community Life
Depot	17	Rangers Renew Life (Parks and Streets)

11. Critical Functions

The list of business functions (internal) and services (external) owned by each business unit is documented in the departmental Risk analysis/IT dependency plans together with the

corresponding Maximum Allowance Outage times as determined by the Executive Managers responsible for each service.

For each service, a Recovery Time Objective (RTO) has also been defined which is simply the **desired** time after a disruption to have the critical service restored even if as a result of a workaround.

As part of the gap analysis exercise, Executive Managers prioritised the services delivered by their departments and this priority rating is included in the table below, together with a dependency mapping to any physical buildings included in this plan. The inference is that if the physical buildings upon which specific services are dependent cannot be occupied, then services will be disrupted until access is restored or the alternate site is up and running. In some cases, staff members may be able to work from remote sites providing IT systems are available and suitable remote access has been set up.

The designated alternate site for each physical building is shown in **the map in Section 21** of this document and each site has its own evacuation plan and recovery plan (**Section 22 to 25**)

Table 1: **Critical Functions, Maximum Allowable Outages and Recovery Time Objectives**

Program	Critical Function - Service	Maximum Allowable Outage (Working Days)	Recovery Time Objective	Priority	Dependent on building?
CEO	Media Relations	1	1 day	1	Admin
CEO	Payroll	3	2 days	2	Admin
CEO	Council Meeting Coordination	5	3 days	3	Admin
CEO	Advertising Coordination	5	3 days	4	Admin
CEO	Council Meeting – Agenda & Minutes	7	5 days	5	Admin
CEO	Liaison with Elected Members	7	5 days	6	Admin
BL	Vector Born Disease Control	1	4 hours	1	Admin
BL	Microbiological Control	1	4 hours	2	Admin
BL	Food Safety Program	1	4 hours	3	Admin
BL	Information Technology & Support	1	4 hours	4	Admin
BL	Customer Enquiries, Requests and Complaints	2	4 hours	5	Admin
BL	Rangers	2	4 hours	6	Admin
BL	Parking Control	2	4 hours	7	None
BL	Collection of Rates	2	1 day	8	Admin

BL	Web Services	2	1 day	9	Admin
BL	Application Support	2	1 day	10	Admin
BL	Records	2	1 day	11	Admin
BL	Receipting & Banking	2	1 day	12	Admin
BL	Purchasing	5	3 days	13	Admin
BL	Accounts Payable	5	3 days	14	Admin
BL	Accounts Receivable	14	7 days	15	Admin
BL	Accommodation Licensing / Approval	20	10 days	16	Admin
RL	Building Maintenance - Facilities	1	4 hours	1	None
RL	Park Maintenance	1	4 hours	2	Depot
RL	Building Access Control	1	4 hours	3	Admin
RL	GIS Mapping	2	4 hours	4	Admin
RL	Weekly Refuse Collection	2	1	5	None
RL	Sports Facility Maintenance	2	1	6	Depot
RL	Road Safety & Traffic Coordination	10	7	7	Admin
RL	Stormwater / Sumps Maintenance	10	7	8	Depot
RL	Project Management for Capital Works	10	7	9	None
RL	Road Sweeping	14	7	10	None
RL	Floodlighting on Council Property	20	10	11	None
RL	Capital Works Management	20	10	12	Admin
FBL	Building Inspection Services	10	10 days	1	Admin
FBL	Planning, Building Advice & Statutory Approvals	10	10 days	2	Admin
FBL	Swimming Pool Security Program	14	10 days	3	Admin
FBL	Licensing / Approval Public Buildings	20	10 days	4	Admin
CL	Libraries	7	5 days	1	Library
CL	Public Events	10	5 days	2	Admin
CL	Leisure Facilities	14	7 days	3	Leisure life and Aqua life

12. Management Process

12.1   Maintenance of the plan

The Director of Business Life (DBL) will ensure that the Plan is reviewed and updated at least once a year. As part of that review process the DBL will contact Executive Managers and Managers of Business Units to assess the nature and scope of any changes to the business structure, systems, software, staff, or facilities.

Changes will be analysed to determine how they may affect the existing BCP, and the necessary revisions will be made to the Plan to accommodate these changes. Subsequent versions are to be recorded in the document control section of this document.

12.2   Training

The Town will provide business continuity training for staff to ensure all parties are aware of their responsibilities, should a disruption occur, through periodic training exercises and communication of the Plan.

All members of the Executive Management Team or Business Recovery group should be familiar with the following aspects of the plan:
- Locations covered by the plan
- Specific risk events that have been planned for
- Plan escalation flow (how all the various plans fit together)
- Services that are deemed to be critical
- Team structure
- Their own roles and responsibilities in the event of a disaster
- Decision process flow in the event of a disruption
- The high level timetabled response plans for each scenario

Executive Managers are also responsible for managing minor and IT related disruptions for their business units as documented in the BCP sub-plans (there is one for each business unit) and should be familiar with the process around when to involve the EMT and potentially the BRG. Executive Managers are responsible for training an alternative person to fulfil their role in the event that they are not available and also for familiarising their subordinates with the BCP process.

12.3   Insurance

The Director of Business Life will arrange for an annual insurance review as part of the Budget process to ensure the level and types of coverage are adequate, and create and retain a comprehensive hardware and software inventory list. One copy of the list is to be kept in the fire proof safe at the Administration Building and a second copy is to be kept in fire proof safe at the Library in order to facilitate the claims process. The insurers should also have a copy of the list.

A list of active insurance policies is included in ***Appendix 10 - Insurance policies*** of this document.

12.4   Testing Strategy

The purpose of testing is to achieve organizational acceptance that the solution satisfies the recovery requirements. Tests can take the form of a simple desktop simulation to a full scale live disruption test.

When considering the most appropriate method of testing, it is important to balance the value obtained from the exercise with the potential cost and risk of disruption introduced by the test itself. For this reason it is recommended that the Town conduct an initial desktop simulation test and depending on the results of the test, schedule further tests to cover other disruption scenarios.

In addition, the Town should perform an annual IT DR test where a critical application is brought up in a virtual environment on the backup IT infrastructure. If possible, the 'working from home' scenario should also be tested from an IT perspective.

The Executive Management Team will ensure recovery testing is conducted at least annually.

12.5   Communication Plan

The Town will put in place a Communication Plan to ensure effective communication with staff, stakeholders, suppliers and customers before, during and after an event.

The Communications Manager is responsible for developing and maintaining the Communication Plan. The plan should identify who is responsible for communicating with the various stakeholders and at what frequency in the event of a disruption.

Where possible, anyone communicating with the external media should have formal media training.

In principle, it has been agreed that all external communication will be handled at a director level while the Executive Management Team focus on the operational recovery in the event of a disaster.

The Communications Manager and/or their sub-ordinate is included in the Business Recovery Group and will be responsible for internal communication (in collaboration with the CEO) in the event of a disaster.

The communications plan is documented in Appendix 8

12.5   Mitigation Strategies

The Town will investigate cost effective mitigation strategies to prevent or lessen the impact of potential crises, for example back-up generators.

In addition, a number of preventative measures have been identified and submitted to the Town in the form of recommendations as part of the BCP submission.

12.6   Monitoring Systems

The Town will monitor systems on a continual basis as part of mitigation strategies. The resources required to support the organisation to mitigate the crisis will also be monitored continually to ensure that they will be available and able to perform as planned during the crisis. Examples of such systems and resources include, but are not limited to:

- Emergency equipment;
- Fire alarms;
- CCTV
- Building access systems
- Radios and antennas
- Air conditioning systems
- Generators

12.7   Location of BCP other supporting documentation

Copies of the BCP and other supporting documentation such as appendices, policies, and IT related information should be stored in the following locations:

1. Hard Copies printed out, kept in fireproof safes on each site
2. Published electronic read only copy of the BCP kept in TRIM document management system
3. Master copy of the plan kept in Microsoft Word format kept on TOVP server and access restricted to EMT/SMT members

It is important that Records control any version update to the BCP or supporting documentation and these are replicated to all locations above.

Other items that should be kept in the fireproof safes are listed below (but not limited to)

1. List of passwords for IT systems
2. Copy of evacuation plans and emergency procedures
3. Spare keys to building and infrastructure
4. Spare access cards to buildings
5. List of security codes for alarms, access control systems and any other security systems.

TOVP may wish to invest in 'Grab Bags' or 'Battle boxes' for each facility, which, as an example could contain the following items:

- Secure square metal box containing:
- Light sticks x 2
- Torches x2(medium and large) includes batteries and spares
- Battery powered radio includes batteries and spares
- Loud hailer includes batteries and spares
- Personal Protective Equipment
    - Hard Hat, Goggles, Gloves, Footwear, Suit, Dust mask

- First aid kit (large)
- Field Dressing x 2
- High visibility vests x2

- Head Torch includes batteries and spares
- Multi tool such as a Leatherman tool
- Clock includes batteries and spares
- Communications
  - 3G Telephone/Satellite telephone
  - 2 Way Radios (Walkie Talkie)
  - Wi-Fi Ultrabook/netbook/laptop with 3G dongle and/or
  - 3G iPad

13.Response Management Structure

If a major incident or disaster occurs or if an IT disruption is expecting to result in MAO's for critical services being exceeded, the Executive Management Team (EMT) will be convened to assess the situation. It will be the responsibility of this group to decide whether or not to implement the BCP.

The Executive Management Team's primary responsibility at this stage is to assemble the BRG based on the information available at the time.

The Business Recovery Group must contain as a minimum:

- 4 Members of the EMT
- 1 Director
- A communications officer
- An IT representative

Other resources can be drawn in as required and as more information becomes available.

If the disruption is limited to one of the outposts then the team can be scaled back as required, but should include the Executive Manager (and preferably the director) responsible for that premises.

The pool of resources available to the BRG is shown in the table below, together with the membership requirements from each group.

Table 4: Pool of available resources

SMT								
Director	**Core Team**	**Admin Building**	**Aqualife**	**Leisure Life**	**Library**	**Depot**	**Digital Hub**
Business Life	Min 1						
Community Life							
Future/Built Life							
Renew Life							
EMT							
Exec Managers							
Business Perf.	Min 4	1					
Business Dev.		1					
Healthy Life			1	1			
Neighbourhood Life					1		1
Strategic Planning		1					
Built Life		1				1	
Parks						1	
Assets		1					
Other Staff							
IT	Min 1						
Communications	Min 1						
Facility Manager	Min 1						

The BRG will keep the Strategic Management Team informed for the duration of the emergency.

As the BRG includes a director, most decisions can be made by the team itself, although the decision to relocate to an alternative site will need to be made by the CEO/SMT because of the potential cost implications.

In addition, the Strategic Management Team (SMT) may need to be consulted where assistance is required with facilities, or where external contractors need to be brought in.

The Business Recovery Group will be responsible for the successful implementation of the relocation plan, and for keeping a log for the duration of the event.

The sequence of actions in the event of a major disruption is summarised in the table below and shown graphically in the ensuing process flow diagram.

Table 5: Sequence of actions in a major disruption

Item	Action
1	The existence / nature of loss event is confirmed by an Executive Manager (EM). If an outage is likely to exceed a MAO (even after a workaround has been put in place) or affect another department then the EM calls a meeting with the Executive Management Team (EMT).
2	The EMT convenes. The location of meeting to be determined by the loss event (See Response Action Plans)
3	The EMT notifies and assembles the relevant Business Recovery Group (BRG)
4	The EMT briefs BRG members
5	The BRG decide on the course of action and which part of the BCP to implement (Relocation Plan/IT Governance)
6	If a facility is lost the BRG seek a decision from the Strategic Management Team (SMT) to relocate staff.
7	The SMT notifies key stakeholders such as the Mayor, Councillors, staff, media, insurer, and relevant state government agencies.
8	Regular communication and progress reporting mechanisms put in place between BRG and SMT

14.Disruption Process Flow
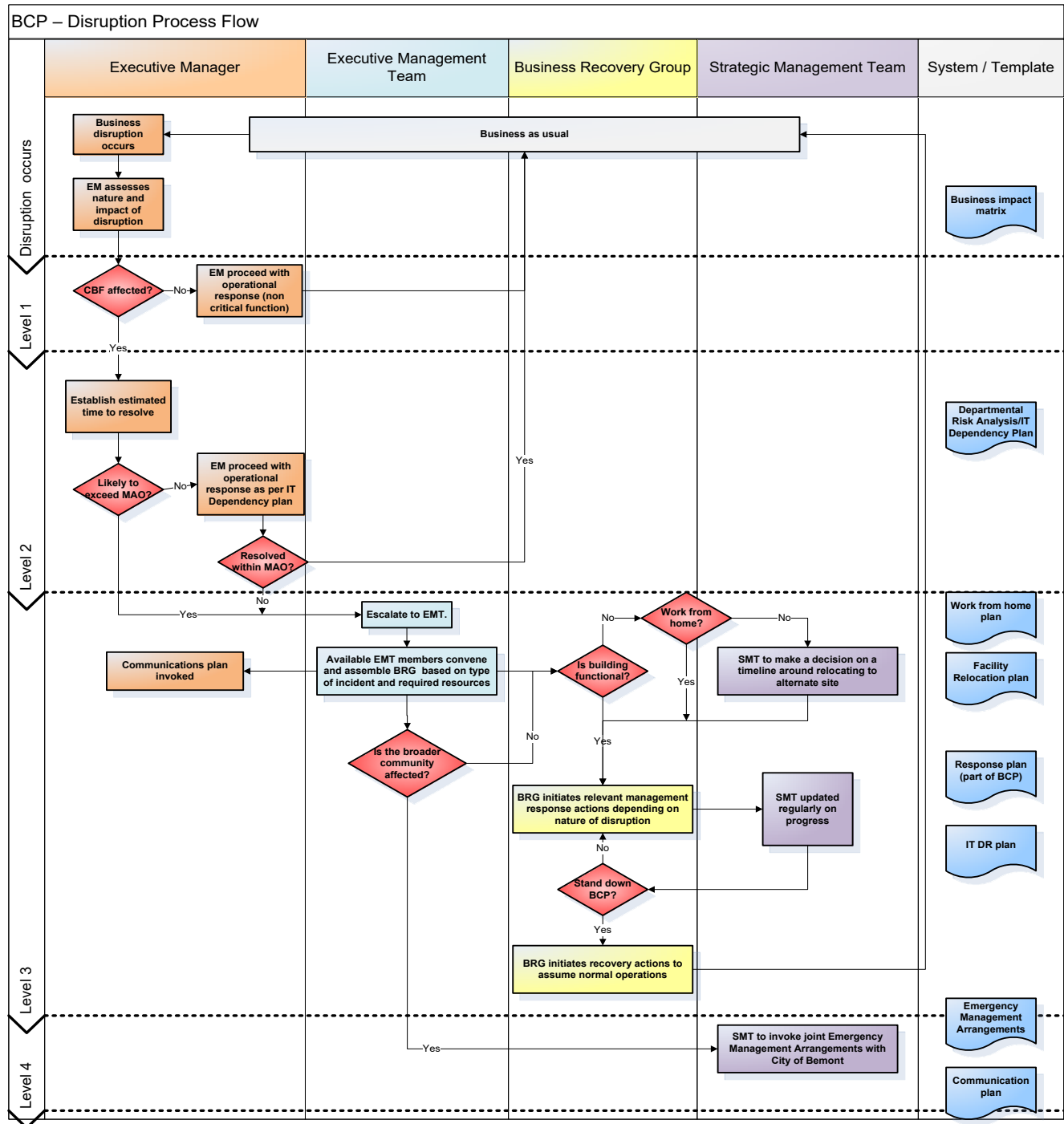
Figure 3: BCP Disruption Process Flow

BCP	Business Continuity Plan	EMT	Executive Management Team
MAO	Maximum Acceptable Outage	EMT	Executive Management Team
CBP	Critical Business Process	SMT	Strategic Management Team
EM	Executive Manager		

15. BRG Team Responsibilities

Initial Response Actions for the Business Recovery Team in the event of a Major Loss Scenario

Table 6: BRG Team Roles and Responsibilities

| Role | Responsibilities | | |
	Prior to disruption	During disruption	After disruption
Team Leader (Executive Manager)	Be familiar with contents of BCP and related documents. Participate in planned training exercises. Participate in a leadership role during the BCP testing exercises. Appoint an alternate team leader in the event that they are unavailable. Understand the roles of the various stakeholders as defined in the RACI chart.	Co-ordinate the recovery effort, act as the recovery' project manager', consult with the director or SMT where necessary, assign specific roles to team members where required, assist with communication where required	Collate feedback from team members post the recovery effort. Conduct debriefing with BRG and provide feedback to the SMT
Team member (Executive Manager)	Be familiar with contents of BCP and related documents. Participate in planned training exercises. Participate in a supporting role during the BCP testing exercises. Appoint an alternate team member (sub-ordinate) to fill in for them if they are unavailable. Understand the roles of the various stakeholders as defined in the RACI chart. Be familiar with departmental sub-plan for own business unit.	Participate in recovery effort as detailed in the recovery plans for each scenario	Provide feedback to the team leader around challenges experienced and suggest improvements to the BCP

Role	Responsibilities		
	Prior to disruption	During disruption	After disruption
Team member (director)	Be familiar with contents of BCP and related documents. Participate in planned training exercises. Participate in a supporting role during the BCP testing exercises. Understand the roles of the various stakeholders as defined in the RACI chart.	Participate in recovery effort as detailed in the recovery plans for each scenario. Make decisions on expenditure where required and represent the SMT during the recovery.	Provide feedback to the team leader around challenges experienced and suggest improvements to the BCP. Provide a debriefing to the CEO on the recovery effort.
Team Member (alternate manager)	Be familiar with contents of BCP and related documents. Participate in planned training exercises. Participate in a supporting role during the BCP testing exercises. Understand the roles of the various stakeholders as defined in the RACI chart. Be familiar with departmental sub-plan for own business unit.	Participate in recovery effort as detailed in the recovery plans for each scenario	Provide feedback to the team leader around challenges experienced and suggest improvements to the BCP

16. Responsibility Assignment Matrix

Process/Function	CEO	SMT	DBL	BRG	EMT	EM	CL-EMG	BP-EM	BP-IT	BP-Records	CL-Comms	Facilities
BCP Event												
Operational outage					I	R/A			A	I		
Evacuation	C	R	A	I	I		C	I	I	I		A
Work from home	C	R	A	I	I		A	I	A	I	I	A
Facility Relocation	C	R	A	A	C	C	C	A	C	C		A
Communication internal		C	R	C	I	I	I	I	I		A	I
Communication external	R	C		I	I	I					A	
Business Continuity Plan	I	C	R/A	I	C	I	I	I	I	I	I	
Maintenance of BCP Plan			R		A				A			
Maintenance of Departmental Plans					I	R/A			I			
Testing of Plan	I	I	R	A	C				A			
Scheduled Training		I	R	A	C	I	I	I	C	I	I	I
IT DR Plan				I				R	A			
Maintenance of plan				I				R	A			
Execution of plan				I				I	R/A			
Testing of plan	I	I	I		C			I	R/A			
IT Governance	C	R		C			A	A				
Policies and processes	C	I		C		A	R		A			
IT Security	C	I		C		A		R	A			

CEO: Chief Executive Officer	
SMT: Stategic Management Team	**R** — Responsible (process owner)
DBL: Director of Business Life	**A** — Accountable (execution of)
EMT: Executive Management Team	**C** — Consulted
EM: Executive Manager of affected department	**I** — Informed
CL-EMG: Corporate Life - Governance	
BP-EM: Business Performance - Executive Manager	
BP-IT: Business Performance - IT Department	
BP-Records: Business Performance - Records	
BP-IT: Business Performance - IT Department	
BP-Records: Business Performance - Records	
CL-REC: Corporate Life - Records	

Figure 4: Responsibility Assignment Matrix

17. Scenario: IT Systems Failure

17.1 Advance Planning Strategies

1. The Executive Management Team regularly review the following systems and resources

   - IT Governance Plan
   - IT Disaster Recovery Plan

2. The ICT manager to review the IT Governance plan and IT Disaster Recovery Plan biannually, and to co-ordinate testing annually.

3. IT liaises with vendors to ensure that extra licenses/equipment can be procured at short notice or alternatively get security keys for trial licenses (e.g. for additional Citrix licenses in the event that staff need to work from alternate site on a virtual desktop)

17.2   Action Plan

Item	Person Responsible	Action	Notes
1	Executive Manager (EM)	Establishes IT issue and logs a Help Desk Ticket with IT for outage	
2	Executive Manager (EM)	Initiates contingency actions as detailed in the departmental sub-plan if the problem is not resolved promptly	In some instances work-around plans can be implemented which will allow the service to continue in the short term, albeit in a reduced capacity.
Communications First 24 hours			
3	Senior Information Systems Analyst or delegate	Establishes source of IT problem and notifies all users of likely recovery time.	
4	Senior Information Systems Analyst or delegate	IT continue to resolve issue and attempt to recover system/service within RTO. IT to communicate regularly on progress and to provide updated ETA's for recovery if the initial estimate is likely to be exceeded.	A single server or system can usually be recovered in 24 hours and would likely not exceed MAO. If the problem is more wide spread (multiple hardware or database systems) this is likely to exceed the MAO of critical systems and IT systems may need to be brought online in the DR site.
5	Executive Manager (EM)	If the recovery time exceeds the RTO and approaches MAO, the EM needs to make a decision whether or not to escalate the issue to the EMT.	If the work-around plans allow for the services to be provided in an acceptable mode then the EM should not involve the EMT until it is clear that the service will be degraded to an unacceptable level.
6	Executive Manager (EM)	EM escalates issue to the EMT once it is clear that work-around plans will no longer suffice	

Item	Person Responsible	Action	Notes
7	Executive Management Team	EMT makes a decision on whether or not to involve the Business Recovery Group (BRG).	The BRG only need to get involved if a decision is required as to whether IT should continue to troubleshoot the issue or focus on restoring the environment at the backup site.
8	Communications Manager	Sends out internal and external communication around the expected downtime	
Actions 24 hours to 72 hours			
9	Executive Management Team	Contacts the Team Leader of the Business Recovery Group once it becomes clear that it will be more beneficial for IT resources to focus on bringing up the backup environment than to continue troubleshooting the issue.	
10	Team Leader or delegate – Business Recovery Group	Contacts Business Recovery Group and convenes a meeting in Digital Hub	Business Recovery Group Members to have with them laptop computers, mobile phones, IPad's, access cards/keys and their copy of the most current BCP Team Leader: to be appointed
11	Senior Information Systems Analyst or delegate	Invokes IT Disaster Recovery Plan and plans to bring the DR site online (Phone system and server infrastructure are the priority)	IT DR site is in the Library/Leisure life courts. IP Phones system DR site is at Aqualife.
12	Senior Information Systems Analyst or delegate	Conducts orderly shut-down of Servers in a timeframe that avoids loss or corruption of data	May not be possible if large scale event occurs.
13	Business Recovery Group	Confirms critical services that are affected	Refer to Critical Functions in Section 11 of this document
14	Chief Executive Officer	Informs Mayor	Trevor Vaughan – Home 9311 8130 Mobile 0447 374 528
15	Chief Executive Officer	Informs staff	As per Appendix 8 - Communications Plan

Item	Person Responsible	Action	Notes
16	Executive / PR officer	Prepares media statement	Details of outage and expected downtime should be published on the Town's website. As per Appendix 8 - Communications Plan
17	Chief Executive Officer / Mayor	Informs Councillors of situation	Cr David Ashton 0400 686 444 Cr Claire Anderson 0416 199 745 Cr John Bissett (deputy) 0418 901 977 Cr Keith Hayes 9361 0385 Cr Vin Nairn 9472 7991 Cr Rowena Skinner 9472 1913 Cr Vicki Potter 0433 704 140
18	Chief Executive Officer / Mayor	Delivers a media statement regarding the actions that the Town intends to take to deal with the disruption	As per Appendix 8 - Communications Plan
19	Managers or delegates	Inform staff who may not be aware of the situation	E.g. by landline phone; mobile; Internet / Web mail As per Appendix 8 - Communications Plan
20	Business Recovery Group	Ascertain if Building security is an issue and if so contact Manager Health & Regulatory Services to arrange for Rangers to provide security for the short-term	

Item	Person Responsible	Action	Notes
Actions – 72 hours to 5 days **Note: It is assumed that IT Systems can be fully enabled at the DR sites within 3 days**			
21	Senior Information Systems Analyst or delegate	Focuses on restoring primary environment once DR site is fully operational. Once the primary site has been restored, IT services need to be cut back to the primary site.	As this is a planned cut-over it should be done outside of working hours to reduce downtime
22	Business Recovery Group	Confirms the IT System is operational	

17.3   Post-Event

The post-event actions are based on the assumption the IT system will be recovered at a DR site within 3 days.

1. Executive Management Team and Business Recovery Group convene.

2. Communication Plan reviewed for staff and key stakeholders regarding loss of IT System.

3. Action plan and event reviewed by the BRG the log.

4. The Senior Information Systems Analyst reviews and updates the IT DR plan and incorporates any lessons learned through the IT disruption.

18. Scenario: Extended Power loss in Admin Building

18.1 Advance Planning Strategies

1. The Executive Management Team will meet at least twice a year to discuss:

    -   Changes to the power load of the Administration Building; such as any new high demand electrical equipment;
    -   Trends in grid outages; and
    -   Relevant electrical maintenance issues.
    -   Results of backup generator tests

2. The Executive Management Team will document resources required to ensure the following services continue to be provided in an emergency. These services have Maximum Acceptable Outages of between 1 and 7 days:

    -   Public health and safety
    -   Payroll (Authority);
    -   Collection of Rates (Authority);
    -   Customer Service (Enquires) (Authority);
    -   Media Relations;
    -   Application Support and Web Service (Authority, E-mail, Internet);
    -   Records Management (Infovision/Trim);
    -   Building Inspection Services;
    -   Purchasing (Authority);
    -   Advertising Co-ordination;
    -   Receipts and Payments Processing (Authority);
    -   Providing Planning and Building Advice, and Statutory Approvals;
    -   Liaison with Elected Members;
    -   Council Meetings – Minutes and Agendas (Microsoft Word);
    -   Public Events;
    -   Road Safety and Traffic Coordination;
    -   Building Access Control;
    -   Accounts Receivable (Authority).

3. Executive Management Team will measure and record the electrical power (kVA's) load for the Administration Building. This will confirm whether the backup generator has sufficient capacity to service the building.

4. Executive Management Team will ensure that the internal electrical hardware is sound and protected from current or voltage spikes that may come from the grid.

5. A generator* is currently in place which runs the IT server infrastructure (including then phone system) and server room air-conditioning only.

6. A 220kVA generator would be required to keep the Administration building fully functional. The Executive Management Team should review the costs and benefits of upgrading the generator on an annual basis as this will allow for operations in the admin

building to continue indefinitely in the event of an extended power outage including powering the air-conditioning system as well as all lights and power points.

7. Executive Management Team investigates the use of an external Data Centre or other Town of Victoria Park facility such as Leisurelife to house alternative on-line servers for specified applications.

8. *The generator located in the basement car park of the Admin building is designed to run the core IT infrastructure (Servers/SAN/Switches/UPS/ Communication equipment/Phone System) and the server room air conditioning in the Admin buildings.

    Should the power be lost at the Admin building, the generator will automatically start after 20 seconds and power the system for approximately 2-3 days or until the 300 litre diesel tank needs re-fuelling. The generator can be refuelled while it is operating.

    The UPS's in the server room can power the server infrastructure for up to 5 hours however these do not power the Air conditioning unit. If the generator were to fail or not be available the servers would run on UPS batteries and would need to be shut down after 2-3 hours due to heat.

    The generator is tested monthly by a qualified electrician and is monitored by an automated system so the Facility manager and Senior Information Systems Analyst get notified by SMS if a critical event occurs (such as low fuel or someone pressing the emergency shutdown button).

    Andrew MacDonald is responsible for the management and maintenance of the Generator. Direct (08) 9311 8149 Mobile 0403 344 637

18.2   Action Plan

Item	Person Responsible	Action	Notes
1	Executive Management Team (EMT)	Convene in Meeting Room in Digital Hub (Emergency Operations Centre)	
Actions and Communications First 24 hours			
2	Executive Management Team	Determine the reason for the power outage (local vs. external) and establish the likely duration of the outage.	If external call Western Power to get ETA for restoration of power.
3	Executive Management Team	Make a decision on whether or not to involve the BRG based on the expected duration of the outage. If outage is likely to exceed 4 hours, convene the BRG	
4	Team Leader – Business Recovery Group	Contacts Business Recovery Group and convenes a meeting in Digital Hub.	Business Recovery Group Members to have with them laptop computers, mobile phones, IPads, access cards/keys and their copy of the most current BCP Team Leader: to be appointed
5	Business Recovery Group	Confirms critical services	Refer to Critical Functions in Section 11 of this document
6	Business Recovery Group	Confirm that the generator in the basement has kicked in as designed and that the diesel tank is full. Ensure that building access system is working. Ensure that the internal access system is deactivated and that no-one is locked inside the building or stuck in the lift.	In the event that the generator malfunctions or fails to start, contact Andrew McDonald immediately on 0403 344 637. If he is unavailable contact a qualified electrician.

Item	Person Responsible	Action	Notes
7	Business Recovery Group	Ascertain if Building security is an issue and if so contact Manager Health & Regulatory Services to arrange for Rangers to provide security for the short-term	If the power outage is as a result of an event that has affected the integrity of the building (like a fire), refer to Scenario: Loss of Admin Building
8	Business Recovery Group	If required, IT to arrange for the phone system to be diverted to the Aqua Life centre and advise Aqua Life staff to expect calls. Arrange for front desk staff to travel to Aqua Life centre to establish temporary service facility.	
9	Senior Information Systems Analyst	Confirms capacity of generator/UPS system to maintain Main Server operations. Confirms that all servers are operational and that remote connectivity is established for remote sites. Checks that phone system is operational, if not informs BRG.	
18	Business Recovery Group	Negotiates with Managers associated with less critical functions to free up workstations	In some instances it may be necessary to establish a temporary workstation to allow an essential service to proceed, provided the servers are operational.
10	Senior Information Systems Analyst or delegate	In the event of a generator malfunction, advises BRG that the servers are going to be shut down and then conducts orderly shut-down of servers in a timeframe that avoids loss or corruption of data.	If generator is not operational, servers will need to be shut down within 3 hours due to heat. If this happens, the DR plan will need to be invoked to bring up the servers at the DR site (Library).
11	Chief Executive Officer	Informs Mayor	Trevor Vaughan – Home 9311 8130 Mobile 0447 374 528
12	Chief Executive Officer	Informs staff	As per Appendix 8 - Communications Plan

Item	Person Responsible	Action	Notes
13	Executive / PR officer	Prepares media statement	Details of outage and expected downtime should be published on the Town's website. As per Appendix 8 - Communications Plan
14	Chief Executive Officer / Mayor	Informs Councillors of situation	Cr David Ashton 0400 686 444 Cr Claire Anderson 0416 199 745 Cr John Bissett (deputy) 0418 901 977 Cr Keith Hayes 9361 0385 Cr Vin Nairn 9472 7991 Cr Rowena Skinner 9472 1913 Cr Vicki Potter 0433 704 140
15	Chief Executive Officer / Mayor	Delivers a media statement regarding the actions that the Town intends to take to deal with the loss of power including that the main customer service counter is not available and that customers (if their business cannot wait) should go to Leisure life	As per Appendix 8 - Communications Plan
16	Managers or delegates	Inform staff who may not be aware of the situation	E.g. by landline phone; mobile; Internet / Web mail As per Appendix 8 - Communications Plan

Actions and communication – 24 hours to 5 days

Note: It is assumed that a suitable back-up generator can be sourced and commissioned within 5 days

Item	Person Responsible	Action	Notes
17	Business Recovery Group	Get an update on the likely duration of the power outage. If the outage is likely to extend beyond 1 business day, activate the working from home plan	Alternatively, non-critical staff can be asked to take annual leave

Item	Person Responsible	Action	Notes
18	Chief Executive Officer	Chief Executive Officer and his core team members set up office in the Digital Hub building.	The Digital Hub building has its own generator should there be a power outage to that building
19	Business Recovery Group	Depending on the scenario and the duration of the outage, make a decision to do one of the following: a) Continue with current arrangement b) Invoke the plan to relocate some or all staff to the backup site c) Purchase or hire a generator capable of running the entire building	a) Refer to Scenario: Loss of Admin Building b) See below
20	Business Recovery Group	Arrange for the installation of suitable sized generator that will run all of the operations within the Administration Building with possible exception of the air conditioning system (i.e. may have fans but no heating or cooling) – (It is estimated that a 220kVA generator installed at the Administration Building would be sufficient to keep the building fully functional)	Specification to include: noise limits; fuel tank size; commissioning process; refuelling process and compatibility with changeover switch. The specifications for these units includes: - The noise emission is less than 78dB A at 3 metres; - The fuel tank is of sufficient capacity and this will run the unit for 12 hours; and - Refuelling process is defined. Lift to be operable. See Appendix 2 – Contact Details for Key Stakeholders and Suppliers
21	Business Recovery Group	Confirms the connection point and positioning of the generator	

Item	Person Responsible	Action	Notes
22	Business Recovery Group	Once power from the mains is restored, recall all staff working from home or at alternative sites and continue operations as usual.	
23	Senior Information Systems Analyst or delegate	If the DR plan was invoked, restored services at the admin building once power is restored.	

18.3   Post-Event

1. Executive Management Team and Business Recovery Group convene in the Digital Hub Building

2. Communication Plan reviewed for staff and key stakeholders regarding loss of power.

3. Executive Management Team and Business Recovery Group convene following the event to review the log and the response to the event.

4. BCP updated based on lessons learned from disruption.

19. Scenario: Reduction in operational capacity:

There are a number of events that may result in a reduction of resources available to continue operations.

The most likely of these events are:

- A flu pandemic (there is a detailed plan on how to deal with this scenario in the Appendix 4 – Scenario: Influenza Pandemic of this document but due to the slow onset it is not considered as a primary disruption event)
- A gas leak, issue with building access or other similar event that prevents people from being able to access and work in the admin building (or other facility)
- An extended power outage during summer (where staff cannot work as the air-conditioning system is not functional)

In each of these scenarios, there are three primary considerations:

- Is the IT infrastructure still functioning properly?
- Would it make more sense to relocate to an alternate facility?
- Are there enough resources available to ensure that critical services are maintained?

Only the SMT can invoke the site relocation plan due to the costs involved. In most cases the staff would have to be relocated to the alternate site after an agreed time period if the original facility is still not available.

Some services require the staff to physically be there (like enquiries at the front desk). In these cases working these services would need to operate from alternate locations.

The site relocation plans are detailed as part of the 'loss of facility' scenarios in Section 20 of this document.

If there is a loss of capacity due to a loss of human capital (flu pandemic, industrial action), Executive Managers will be responsible for communicating with the relevant SMT member (director) around the requirements for additional (outsourced) resources or alternatively the scaling back of services. An additional scenario for dealing with a Flu pandemic is covered in Appendix 4 – Scenario: Influenza Pandemic.

20. Alternate site plans

The purpose of the Alternate Site Plans are to have a plan for relocating staff and services to another site, if a facility is no longer habitable and IT systems are lost. As part of the BCP escalation process, the Strategic Management Team (SMT) may choose to invoke this Alternate Site Plan if needed.

This section mainly focuses on the loss of the Admin Building, Aqualife, Leisurelife and the Library. Relocating the digital hub and Depot are contained within their relevant sub plans.

Table 7: Alternative sites for relocation

Site	Staff no.	Alternate site	Staff to be relocated
Administration Building	81	Leisure Life	93
Digital Hub	1	Library	1
Library	19	Library – South Perth	1
Depot	17	Rangers – Leisure life Depot – Belmont or Como	13
Parking Office	9	TBD	8
Aqua Life	205 (LLC & ALC)	Gym – Leisure Life Pool - Belmont	7
Leisure Life	205 (LLC & ALC)	Gym – Aqualife	7

21. Alternate Site Relocation Map

Figure 5: Alternate Site Relocation Map

22.Scenario: Loss of Admin Building

22.1   Advance Planning Strategies

1. Establish Processes for handling customer complaints in a time of reduced service.

2. Review the following systems and resources

    -   Emergency equipment;
    -   Fire alarms and other suppression systems;
    -   Local resources and vendors;
    -   Alternate worksites;
    -   Maps and floor plans see Appendix 12 – Backup Site and Floor Plan Leisure Life (updates due to construction internal moves); and
    -   System backups and offsite storage.

3. Regularly review the Communications Plan.

4. Regularly test the IT DR Plan

5. Develop and review relocation plan for staff if the Administration Building is inoperable.

6. IT to keep have a procurement plan to quickly purchase laptops that can be used if a facility has to be relocated.

The following table details the relocation plan:

Note: the floor plan shows the areas allocated to staff being relocated

(See 'Area No' on table below which is matched on the attached floor plan).*

Table 8: Staff Relocation Plan at the Leisurelife Centre

Item	Area No*.	Area Description	Staff No's	Staff Allocation
1	1	PBA Meeting Room	1	CEO (1)
2	2	Board Room		EMT; Council Chamber & Committee Meetings
3	3	Playgroup Room	2	Executive Officer (1) Executive Manager Governance (1);
4	3	Playgroup Room	5	Communications (5)
5	4	ACRA Meeting Room	5	Human Resources (5)

Item	Area No*.	Area Description	Staff No's	Staff Allocation
6	5	Aerobics Room – partitioning required	3	Director Business Life (1); PA Business Life (1) & Executive Manager Business Development
7	5	Aerobics Room – partitioning required	7	Information Services (7) Information Manager (1) Records (3); Information Technology (3);
8	5	Aerobics Room – partitioning required	18	Business Life Staff (18) Financial Services (8) Health & Regulatory (7) & Business Development (3)
9	6	Reception Front Counter	5	Customer Service (5)
10	7	Storeroom 2 (b)	1	Director Future Life & Built Life
11	8	Court 3 – partitioning required	2	Future & Built PA (1) & Executive Manager Built Life (1)
12	8	Court 3 – partitioning required	16	**Future Life & Built Life Staff (16)**Building Services (6); Urban Planning (7);Strategic Planning (3)
13	7	Storeroom 2 (a)	1	Director Renew Life
14	8	Court 3 – partitioning required	4	Renew Life PA (1); Executive Manager Street Life (1) & Admin/CSO (2)
15	8	Court 3 – partitioning required	12	Renew Life Staff (13) Asset Management & Property (5); Street Improvement (7)
16	9	Office	2	Executive Manager Park Life (1) & Building Assets Officer
17	10	Drama Room	2	Director Community Life (1) & PA Community Life (1)
18	10	Drama Room	7	Neighbourhood Enrichment (7)
19	11	Squash Court 1		Storage area Business Life

Item	Area No*.	Area Description	Staff No's	Staff Allocation
20	12	Squash Court 2		Storage area Renew Life
21	13	Squash Court 3		Storage area Community Life
22	14	Squash Court 4		Storage area Future Life & Built Life
23	15	Courts 1 & 2		Staff Assembly Area (if required)
24		**Total**	**93**	**These numbers are subject to review. They do not include casuals or temporary staff.**

22.2 Action Plan

Item	Person Responsible	Action	No. of Staff	Building	Notes
1	Executive Management Team (EMT)	Convene in Digital Hub (Emergency Operations Centre)	5	Digital Hub	If the Digital hub is destroyed convene at Boardroom at Leisurelife.
Actions and Communications First 4 hours					
2	Executive Management Team	Confirms the need to activate the Response Plan	5	Digital Hub	Refer to Plan escalation flow in Section 9 of this document
3	Executive Management Team	Confirms and puts in place critical communication requirements	5	Digital Hub	Refer to Appendix 8 - Communications Plan
4	Executive Management Team	Arranges for Business Recovery Group to convene as soon as it is clear that the alternate site is required.	5	Digital Hub	
5	Executive Management Team	BRG convenes in Meeting in Digital hub (Emergency Operations Centre)	5	Digital Hub	Business Recovery Group Members to have with them laptop computers, mobile phones, IPads, access cards/keys and their copy of the most current BCP
6	Executive Management Team and Business Recovery Group	Confirms critical services	13		Refer to Critical Functions in Section 11 of this document

Item	Person Responsible	Action	No. of Staff	Building	Notes
7	Business Recovery Group and Senior Systems Analyst	Makes decision to move to alternate site and invokes IT Disaster Recovery Plan	7		
8	Executive Management Team / Managers	Inform staff of situation	8		Managers, Coordinators or delegates to provide regular updates to staff as per Appendix 8 - Communications Plan
9	Managers	Confirms list of staff who have Town of Victoria Park mobile phones; laptops & IPads	All		At the time of the event some staff may have left their mobile phone, laptop or IPad in the Administration Building
10	Managers	Confirm the main communication channels to be used for each Team and / or staff member	All		
11	Director of Renew Life or delegate	Co-ordinates site security (if required)	1		See Appendix 2 – Contact Details for Key Stakeholders and Suppliers
12	Executive Manager Business Development or delegate	Diverts Main Switch Number for Victoria Park Administration Building to Leisurelife Centre	1		
Actions & Communications 4 to 24 hours					
13	Chief Executive Officer	Informs Mayor	1		Trevor Vaughan – Home 9311 8130 Mobile 0447 374 528
14	Director Business Life	Informs Local Government Insurance Services of nature of event / damage	1		9483 8888

Item	Person Responsible	Action	No. of Staff	Building	Notes
15	Executive / PR officer	Prepares media statement	1		As per Appendix 8 - Communication plan
16	Chief Executive Officer / Mayor	Informs Councillors of situation	1		Cr David Ashton 0400 686 444; Cr Claire Anderson 0416 199 745 Cr John Bissett (deputy) 0418 901 977 Cr Keith Hayes 9361 0385 Cr Vin Nairn 9472 7991 Cr Rowena Skinner 9472 1913 Cr Vicki Potter 0433 704 140
17	Chief Executive Officer / Mayor	Delivers a media statement regarding the status of the Town's operations	1		On-going media statements to be released to keep community informed. As per Appendix 8 - Communications Plan
18	Team Leader Business Recovery Group	Executive Manager Park Life and Building Assets Officer move to Office 1	2	Leisurelife	
19	Chief Executive Officer	Chief Executive Staff move to the Playgroup Room	7	Leisurelife	
20	Team Leader Business Recovery Group	Coordinates on-site works e.g. building modifications;	8	Leisurelife	Executive Manager-Park Life and Building Assets Officer to oversee this work

Item	Person Responsible	Action	No. of Staff	Building	Notes
		installation of 75 office partitioning			
21	Building Assets Officer	Arranges for installation of partitioning of 35 Workstations in Aerobics Room and 40 Workstations on Court 3	1	Leisurelife	Each office is approximately 2.4m by 3.0m by 1.2m high
22	Building Assets Officer	Arranges for installation of cabling (power & data) for 35 Workstations in the Aerobics Room and 40 Workstations to Court 3	1	Leisurelife	Need cabling for power and for phone / data
23	Building Assets Officer	35 Workstations positioned in the Aerobics Room and 40 to Court 3	1	Leisurelife	Use contractor to set up workstations
24	Senior Information Systems Analyst	Establish direct data connection of Leisurelife Centre with main sever in Admin building (if possible). If main server in the Admin building is unavailable bring up the DR environment servers in the library. Establish phone lines for key people	2	Leisurelife	Key people to be given immediate access to PC's, email, Authority etc. Key people include – CEO; Directors; Purchasing Officer; PA's; Executive / PR officer; Finance Staff; Executive Manager-Park Life; Building Assets Officer and Senior Information Systems Analyst
25	Senior Information Systems Analyst / Purchasing Officer	Procure 90 laptop (approximately)	2		This number may vary depending on the number of staff with available laptops

Item	Person Responsible	Action	No. of Staff	Building	Notes
					See Appendix 2 – Contact Details for Key Stakeholders and Suppliers
26	Business Recovery Group / Purchasing Officer	Orders / hires desks; chairs; filing cabinets and bookshelves for approximately 90 staff	9		See Appendix 2 – Contact Details for Key Stakeholders and Suppliers Some old office furniture could be recycled if stored at other Council facilities
27	Senior Information Systems Analyst / Purchasing Officer	Procures a replacement firewall, switches, and wireless routers.	2		See IT Disaster recovery plan
28	Senior Information Systems Analyst / Purchasing Officer	Orders / hires any new Servers that may be required	2		See IT Disaster recovery plan
29	Senior Information Systems Analyst / Purchasing Officer	Orders / hires Printers as required	2		See IT Disaster recovery plan
30	Senior Information Systems Analyst / Purchasing Officer	Order additional cables if required	2		See IT Disaster recovery plan
Actions – 24 hours to 7 days					
31	Building Assets Officer	Customer Service Staff move to Foyer of Leisurelife Centre and operate from existing Reception Centre Counter. The Reception Centre Counter is uses until a 9m by 3m return front counter in the Foyer and workstations for 5	5	Leisurelife	If required, the new main Customer Service Counter could be located at the main entrance to the Leisurelife Centre in front of the current Reception Centre (this will then enable the Leisurelife admin and customer service staff to continue their normal operations).

Item	Person Responsible	Action	No. of Staff	Building	Notes
		Staff (3 on front counter and 3 separate workstations) is organised if required			
32	Manager HR/Executive Support	Moves with HR Staff to ACRA Meeting Room	5	Leisurelife	
33	Information Systems Manager	Information Systems Manager; Senior Information Systems Analyst and Network Administrators Moves to Aerobics Room	4	Leisurelife	
34	Director Business Life	Moves to Aerobics Room	1	Leisurelife	
35	Director Renew Life	Moves to Storeroom 2(a)	1	Leisurelife	
36	Director Future & Built Life	Moves to Storeroom 2(b)	1	Leisurelife	
37	Executive Manager Business Development	Moves to Aerobics Room	1	Leisurelife	
38	Information Systems Manager	Records Staff move to Aerobics Room	3	Leisurelife	
39	Executive Manager Business Development	Financial Services; Health Regulatory; Economic Development Staff and PA	19	Leisurelife	

Item	Person Responsible	Action	No. of Staff	Building	Notes
		Business Life move to Aerobics Room			
40	Senior Information Systems Analyst / Purchasing Officer	Organises / Orders; Phone system for Leisure Centre (including switchboard) Extra phones for 90 staff			See Appendix 2 – Contact Details for Key Stakeholders and Suppliers
41	Executive Manager Built Life	Moves to Court 3	1	Leisurelife	
42	Executive Manager Built Life	Building Services move to Court 3	6	Leisurelife	
43	Executive Manager Street Life	Street Life staff move to Court 3	1	Leisurelife	
44	Executive Manager Built Life	Urban Planning; Strategic Planning Staff and Future & Built Life PA move to Court 3	11		
45	Executive Manager Street Life	Street Improvement; Parks Improvement; Asset Management; Land & Property Staff & Renew Life PA; Admin & CSO Move to Court 3	15		

Item	Person Responsible	Action	No. of Staff	Building	Notes
46	Director Community Life	Director Community Life and Staff move to Drama Room	9		
Actions 8 to 14 days					
47	Records Coordinator	Replacement high volume printer/photocopier for Agenda/Minute production purchased/leased/hired & housed in Drama Room or	1	Leisurelife	See Appendix 2 – Contact Details for Key Stakeholders and Suppliers

Production could be outsourced to printing firm until equipment is on site |
| 48 | Building Assets Officer | Storage of equipment & materials in squash courts | 1 | | Use of squash courts to store minor material and equipment |
| 49 | Executive Manager Economic Development | Staff move to Aerobics Room | 0 | Leisurelife | |

22.3   Post-Event

1. Executive Management Team and Business Recovery Group convene in the Board Room of the Leisurelife Centre.

2. Communication Plan reviewed for staff and key stakeholders regarding on-going loss of the Administration Building with nominated method and cycle updates.

3. Staff notified of situation and arrangements for the next 14 working days. Interim communication system for each staff member nominated.

4. All Executive Mangers to provide feedback to their Director regarding complaints from external stakeholders.

5. Executive Management Team and Executive Management Team convene following the event to review the log and the response to the event.

23. Scenario: Loss of Aqualife building

(Including extended loss of power/gas/water)

23.1 Advance Planning Strategies

1. If the Aqualife building loses power, gas or water supply for more than a few hours it would need to close due to health and safety reasons. If the water supply stops for more than 4 hours the pool water would need to be backwashed and re-tested before it can be re-opened to the public.

2. Prior arrangements are made with a preferred plumbing and electrical contractor to ensure that the Town receives a high priority service in emergency situations.

3. Examination conducted of water feeding system to see if further protective measures are required.

4. An Excavation Permit System is established for the Aqualife building to ensure that no mechanical excavation work of any sort can take place without the approval of the Chief Executive Officer or delegated officer.

5. Adequate signage should be made available if facility has to close.

6. Gym members can be redirected to Leisure life.

7. If the Café were to close, provision of vending machines should be arranged for light snacks and hot/cold drinks.

8. A reciprocal arrangement should be made with another local pool to accommodate for swimming lessons if there is capacity. The nearest pool managed by a local municipality is Canning LeisurePlex.

   Address: Corner of Wharf and Sevenoaks St, Cannington

   Telephone Reception: 6350 7300

23.2   Action Plan

Item	Person Responsible	Action	Notes
1	Executive Management Team (EMT)	Convene meeting in the Digital Hub	Executive Management Team Members to have with them laptop computers, mobile phones and their copy of the most current BCP
Actions and Communications First 24 hours			
2	Executive Management Team	Determines the reason for the close of the facility.

Option 1: If disruption is due to utility issue, hand back to Executive Manager. | If the closure is as a result of a disruption to utilities (power, water, gas) then this can be dealt with at an Executive Manager level without the involvement of the EMT or BRG |
3	Executive Manager	Determines the exact nature of problem and sources a plumber / contractor where job is within Town of Victoria Park jurisdiction.	See Appendix 2 – Contact Details for Key Stakeholders and Suppliers
4	Executive Manager	If a water supply problem is 'off-site', liaises with Water Corporation to determine the nature of the problem and the forecasted time for the restoration of water supply.	If the water supply is interrupted for 4 hours or longer the pool water needs to be backwashed and tested
5	Executive Manager	If a gas supply problem is 'off-site', liaises with Gas Supplier to determine the nature of the problem and the forecasted time for the restoration of gas supply.	Pool temperature cant drop below minimum temperature and would take time to heat back to normal temperature
6	Reception (front counter staff)	Advises visitors to the Aqualife Building of the situation and redirect them accordingly. Erect sign or notice to advise any visitors of the closure.	Gym members can be redirected to the Leisurelife facility

Item	Person Responsible	Action	Notes
7	Executive Manager	Sends out communication to all parties affected by the closure of the facility. Notice to be posted onto the Town's website.	This includes any scheduled training, events, school swimming classes etc.
8	Executive Manager	Notifies similar facilities in surrounding areas of facility closure and where possible makes alternative arrangements to accommodate affected pool users.	
9	Executive Manager	Communicates with staff around what is required of them during the outage	If necessary staff should be sent home or invited to taker annual leave if the facility is likely to be closed for more than a day
2	Executive Management Team	**Option 2**: If there is physical damage to the building (fire, explosion, burst water main etc.) resulting in an extended closure the BRG should be convened.	
3	Executive Management Team	Confirms the requirement for a Business Recovery Group	This could be a scaled down version of the team as the Aqualife facility's services are not deemed to be critical
4	Executive Management Team	Contacts the Team Leader of the Business Recovery Group	Team Leader: to be appointed
5	Team Leader – Business Recovery Group	Contacts Business Recovery Group and convenes a meeting in the Digital Hub	
6	Executive Management Team	Business Recovery Group is briefed on the situation and provided with budget guidelines if relevant.	

Item	Person Responsible	Action	Notes
Actions and Communications 24 hours – 7 days			
7	Chief Executive Officer	Informs Mayor	Trevor Vaughan – Home 9311 8130 Mobile 0447 374 528
8	Chief Executive Officer or delegate	Informs staff	As per Appendix 8 - Communications Plan
9	Chief Executive Officer / Mayor	Informs Councillors of situation	Cr David Ashton 0400 686 444; Cr Claire Anderson 0416 199 745 Cr John Bissett (deputy) 0418 901 977 Cr Keith Hayes 9361 0385 Cr Vin Nairn 9472 7991 Cr Rowena Skinner 9472 1913 Cr Vicki Potter 0433 704 140
10	Executive / PR officer	Prepares media statement	As per Appendix 8 - Communications Plan
11	Mayor / Chief Executive Officer	Deliver a media statement regarding the actions that the Town intends to deal with the closure of the Aqualife facility.	As per Appendix 8 - Communications Plan
12	Executive Manager	Arranges for signage to indicate that the facility is closed.	

Item	Person Responsible	Action	Notes
13	Executive Manager	Sends out communication to all parties affected by the closure of the facility. Notice to be posted onto the Town's website.	
14	Executive Manager	Notifies similar facilities in surrounding areas of facility closure and where possible makes alternative arrangements to accommodate affected pool users.	
15	Business Recovery Group	Arranges for an assessor to determine the scale of the damage to the facility and notifies the insurer	If applicable
16	Business Recovery Group	Co-ordinates and monitors the recovery/repair process until the facility is back in operation	This may be handed off to the CEO or other delegate if there is significant damage or if the facility is likely to be closed for more than 2 weeks.
17	Business Recovery Group	Communicates with staff around what is required of them during the outage	If necessary staff should be sent home or invited to take annual leave if the facility is likely to be closed for more than a day

23.4   Post-Event

1. Communications:

    - Regular communication mechanisms are established to keep staff informed of the situation.
    - CEO advises SMT and EMT of long term staffing arrangements.

2. Executive Management Team and Business Recovery Group convene in the Digital Hub to review the log and overall response to the event.

3. Finance department to follow up the claim process with the insurer to completion.

24. Scenario: Loss of Leisure life building

(Including extended loss of power/gas/water)

24.1   Advance Planning Strategies

1. If the Leisurelife building loses power or water supply for more than a few hours it would need to close due to health and safety reasons.

2. Prior arrangements are made with a preferred plumbing and electrical contractor to ensure that the Town receives a high priority service in emergency situations

3. Adequate signage should be made available if facility has to close.

4. Gym members can be redirected to Aqua life.

5. If the Café were to close, provision of vending machines arranged for light snacks and hot/cold drinks.

6. A reciprocal arrangement should be made with another local leisure centre to accommodate for court sports if there is capacity. The nearest facility managed by a local municipality is Canning LeisurePlex.

   Address: Corner of Wharf and Sevenoaks St, Cannington

   Telephone Reception: 6350 7300

7. The WA Basketball association and WA disabled Sport association rent offices in the leisure life building so if there was a prolonged outage of the building they would need to find alternate premises. This plan does not cover business continuity or relocation procedures for these associations.

8. In the event of loss of power/water, Bingo nights may need to be cancelled. TOVP could create a database of regular attendees and contact them by SMS through software such as PCSMS if needed.

24.2 Action Plan

Item	Person Responsible	Action	Notes
1	Executive Management Team (EMT)	Convene meeting in Chief Executive Officer's Office in the Administration Building	
Actions and Communications First 24 hours			
2	Executive Management Team	Confirms the requirement for a Business Recovery Group	
3	Executive Management Team	Contacts the Team Leader of the Business Recovery Group	Team Leader: To be appointed
4	Team Leader – Business Recovery Group	Contacts Business Recovery Group and convenes a meeting in Meeting Room 3 at the Administration Building (Emergency Operations Centre).	BRG members to have with them laptop computers, mobile phones and their copy of the most current BCP
5	Executive Management Team	Business Recovery Group is briefed on the situation and provided with budget guidelines if relevant.	.
6	Business Recovery Group	Determines the exact nature of problem and sources the appropriate assistance where job is within Town of Victoria Park jurisdiction.	See Appendix 2 – Contact Details for Key Stakeholders and Suppliers
7	Business Recovery Group	If a water supply problem is 'off-site', liaises with Water Corporation to determine the nature of the problem and the forecasted time for the restoration of water supply.	If the water supply is interrupted drinking water, showers and toilets would be affected so the facility would need to close as this presents an OSH/Public safety issue.

Item	Person Responsible	Action	Notes
8	Business Recovery Group	If an electricity supply problem is 'off-site', liaises with electrical supplier to determine the nature of the problem and the forecasted time for the restoration of electrical supply.	If the electricity fails, this would most likely affect lighting and IT systems. Inadequate lighting would mean the facility would close due to OSH/Public safety issues.
9	Reception (front counter staff)	Advise visitors to the Leisurelife building of the situation and redirect them accordingly	
10	Chief Executive Officer	Informs Mayor	Trevor Vaughan – Home 9311 8130 Mobile 0447 374 528
11	Chief Executive Officer or delegate	Informs staff	As per Appendix 8 - Communications Plan
12	Chief Executive Officer / Mayor	Informs Councillors of situation	Cr David Ashton 0400 686 444; Cr Claire Anderson 0416 199 745 Cr John Bissett (deputy) 0418 901 977 Cr Keith Hayes 9361 0385 Cr Vin Nairn 9472 7991 Cr Rowena Skinner 9472 1913 Cr Vicki Potter 0433 704 140
13	Executive / PR officer	Prepares media statement	As per Appendix 8 - Communications Plan

Item	Person Responsible	Action	Notes
14	Mayor / Chief Executive Officer	Deliver a media statement regarding the actions that the Town intends to deal with the loss of Leisurelife building – if required.	As per Appendix 8 - Communications Plan
Actions – 24 hours to 7 days			
21	Business Recovery Group	Monitors progress to restore facility.	
22	Managers	Seek feedback from staff regarding possible unforeseen issues arising from lack of water/electricity.	
23	Business Recovery designated team member	Becomes communication point for reports of any problems with the building and liaises with Team Leader to fix problems.	
24	Business Recovery Group	BRG seeks approval from SMT/CEO to advise staff if they can go home/take annual leave	

24.3   Post-Event

1. Communications:

   - Regular communication mechanisms are established to keep staff informed of the situation.
   - CEO advises SMT and EMT of long term staffing arrangements.

2. Executive Management Team and Business Recovery Group convene in Meeting Room 3 at the Administration Building to review the log and overall response to the event.

3. Finance department to check insurance policies for any claims that may need to be processed.

25.Scenario: Loss of Library Building

(Including extended loss of power)

25.1   Advance Planning Strategies

1. If the Library loses power, the library lending system Amlib would stop working and assets (e.g. books/DVD/CD's) cannot be loaned out. Items could be returned and processed manually when systems came back online.

2. As the library also contains the DR IT equipment for the main admin building, prolonged outage (more than 5 days) would result in the need to relocate the DR equipment to another location.

3. There are some historical books and records for the Town, kept in the library which are irreplaceable. These are stored in the main library with the other books. These items should be electronically scanned/stored into the records system and provision should be made to keep them in a fire and water proof storage area/safe.

4. Adequate signage should be made available if the facility has to close.

5. Spare library lending cards, card scanners and barcode readers should be made available in the event IT systems are destroyed and need to be replaced.

6. The library provides free Wi-Fi to the public on designated PC's. If this service were to be affected or unavailable, people could be redirected to the digital hub or mobile 3G routers from the hub could be relocated and setup. IT keep spare PC's that can be re-imaged and deployed if needed.

7. If the library's assets were to be destroyed, replacement stock could be ordered from the state library.

8. Mobile libraries could be relocated back to the library car park to deal with people returning assets as temporary relief if the building was destroyed.

9. A reciprocal arrangement should be made with another local library to redirect people to in the event the library facility is lost. The nearest facility managed by a local municipality is South Perth.

   Address: South Terrace, South Perth WA 6151

   Phone: (08) 9474 0800

26.2   Action Plan

Item	Person Responsible	Action	Notes
1	Executive Management Team (EMT)	Convene meeting in Digital Hub	
Actions and Communications First 24 hours			
2	Executive Management Team	Determines the reason for the close of the facility. **Option 1**: If disruption is due to utility issue, hand back to Executive Manager.	If the closure is as a result of a disruption to power then this can be dealt with at an Executive Manager level without the involvement of the EMT or BRG
3	Executive Manager	Determines the exact nature of problem and sources a contractor where job is within Town of Victoria Park jurisdiction.	See Appendix 2 – Contact Details for Key Stakeholders and Suppliers
4	Reception (front counter staff)	Advise visitors to the Library of the situation and redirect them accordingly. Erect sign or notice to advise any visitors of the closure.	
5	Executive Manager	Sends out communication to all parties affected by the closure of the facility. Notice to be posted onto the Town's website.	This includes any scheduled training, events, vacation programs etc.
6	Executive Manager	Notifies similar facilities in surrounding areas of facility closure and where possible makes alternative arrangements to accommodate affected library users.	

Item	Person Responsible	Action	Notes
7	Executive Manager	Communicates with staff around what is required of them during the outage	If necessary staff should be sent home or invited to take annual leave if the facility is likely to be closed for more than a day
8	Executive Management Team	**Option 2**: If there is physical damage to the building (fire, explosion, burst water main etc.) resulting in an extended closure the BRG should be convened.	
9	Executive Management Team	Confirms the requirement for a Business Recovery Group	This could be a scaled down version of the team as the Library's facility's services are not deemed to be critical
10	Executive Management Team	Contacts the Team Leader of the Business Recovery Group	Team Leader: to be appointed
11	Team Leader – Business Recovery Group	Contacts Business Recovery Group and convenes a meeting in Digital Hub (Emergency Operations Centre).	BRG members to have with them laptop computers, mobile phones and their copy of the most current BCP
12	Executive Management Team	Business Recovery Group is briefed on the situation and provided with budget guidelines if relevant.	
Actions and Communications 24 Hours to 7 days			
13	Chief Executive Officer	Informs Mayor	Trevor Vaughan – Home 9311 8130 Mobile 0447 374 528
14	Chief Executive Officer or delegate	Informs staff	As per Appendix 8 - Communications Plan

Item	Person Responsible	Action	Notes	
15	Chief Executive Officer / Mayor	Informs Councillors of situation	Cr David Ashton	0400 686 444;
			Cr Claire Anderson	0416 199 745
			Cr John Bissett (deputy)	0418 901 977
			Cr Keith Hayes	9361 0385
			Cr Vin Nairn	9472 7991
			Cr Rowena Skinner	9472 1913
			Cr Vicki Potter	0433 704 140
16	Executive / PR officer	Prepares media statement	As per Appendix 8 - Communications Plan	
17	Mayor / Chief Executive Officer	Deliver a media statement regarding the actions that the Town intends to deal with the closure of the Library facility.	As per Appendix 8 - Communications Plan	
19	Executive Manager	Sends out communication to all parties affected by the closure of the facility. Notice to be posted onto the Town's website.	As per Appendix 8 - Communications Plan	
20	Executive Manager	Notifies similar facilities in surrounding areas of facility closure and where possible makes alternative arrangements to accommodate affected pool users.	As per Appendix 8 - Communications Plan	

Item	Person Responsible	Action	Notes
21	Business Recovery Group	Arranges for an assessor to determine the scale of the damage to the facility and notifies the insurer	If applicable
22	Business Recovery Group	Co-ordinates and monitors the recovery/repair process until the facility is back in operation	This may be handed off to the CEO or other delegate if there is significant damage or if the facility is likely to be closed for more than 2 weeks.
23	Business Recovery Group	Communicates with staff around what is required of them during the outage	If necessary staff should be sent home or invited to take annual leave if the facility is likely to be closed for more than a day

26.3   Post-Event

1. Communications:

    - Regular communication mechanisms are established to keep staff informed of the situation.

    - CEO advises SMT and EMT of long term staffing arrangements.

2. Executive Management Team and Business Recovery Group convene in Digital Hub to review the log and overall response to the event.

3. Finance department to check insurance policies for any claims that may need to be processed.

26.Appendices

Appendix 1 – Exercise Log

(To be kept for all test Scenarios)

This form should be used to record decisions, actions and expenses incurred in the recovery process. This will provide information for the post-recovery debriefing, and help to provide evidence of costs incurred for any claim under an insurance policy.

Date/time	Type of Exercise	Decision / action taken	By whom	Comments	Costs incurred

Appendix 2 – Contact Details for Key Stakeholders and Suppliers

Table 9: Contact details for Key Stakeholders

Stakeholder / Organisation	Contact Person	Phone	E-mail	Notes
TOVP Elected Members	Mayor Trevor Vaughan	0447 374 528	tvaughan@vicpark.wa.gov.au	Update after each Council Election
	Cr David Ashton	0400 686 444	davidashton@dodo.com	
	Cr Claire Anderson	0416 199 745	claire.anderson@y7mail.com	
	Cr John Bissett	0418 901 977	jbissett@iinet.net.au	
	Cr Keith Hayes	9361 0385	hayesk@iinet.net.au	
	Cr Vin Nairn	9472 7991	allsigns@westnet.com.au	
	Cr Rowena Skinner	9472 1913	rowena.skinner@iinet.net.au	
	Cr Vicki Potter	0433 704 140	vicki.potter217@iinet.net.au	
	Cr Adam Vilaca	0431 957 077	avilaca@vicpark.wa.gov.au	
TOVP Social Media, Website and Content	Lucy Dempster	08 9329 4200	ldempster@vicpark.wa.gov.au	
TOVP Intramaps	Paul Vayler	08 9329 4206	pvayler@vicpark.wa.gov.au	

Stakeholder / Organisation	Contact Person	Phone	E-mail	Notes
		Mobile: 0429 104 016		
Local Government Insurance Services	John Abercrombie	9483 8888	lgiswa@jlta.com.au	
Department of Local Government		Telephone: 6552 1500 Facsimile: 6552 1555	info@dlg.wa.gov.au	
FESA	Fire or life threatening emergencies	Triple zero (000)		
	SES assistance	132 500		
	Emergency Information	1300 657 209		
Main Roads		13 81 38		
Police/Fire/Ambulance		Triple zero (000)		
	Non-life-threatening	13 14 44		

Stakeholder / Organisation	Contact Person	Phone	E-mail	Notes
Department of Health		9222 4222		call *healthdirect Australia* - 1800 022 222 for health advice 24 hours a day
Poison information Centre				
Utilities	Western Power	13 13 51		Gas Emergency faults - 13 13 52
	Alinta Gas	13 13 52		
	Water Corporation	13 13 75		
	Telstra Business Customers Fault Reporting	13 29 99		
Hospitals	Armadale-Kelmscott Memorial Hospital	9391 2000		
	King Edward Memorial Hospital for Women	9340 2222		
	Princess Margaret Hospital for Children	9340 8222		
	Royal Perth Hospital	9224 2244		
	Sir Charles Gardiner Hospital	9346 3333		

Table 10: Contact details for Suppliers

Product or Service	Name of Organisation / Business	Contact Person	Phone	Notes
Computers	ICIT	Mike Fulgaro	9331 3455	Or any supplier in an emergency
Office Partitioning	Officeline		9455 2020	
Printers	Red 11	Kelly Webb	9361 2711	Account manager
Portable Toilets	On Site Rentals Pty Limited		9353 3500	
	Complete Portables		9248 5999	
Cabling Services	Greenco		9317-1977	
Phone Systems	NEC	Chris da Silva	9278 5551	Account manager
Electrical Services	Simmons Electrical	Rob Fielder	0417 928 522	
Plumbing Services	Charter Plumbing		9360-3777	
Transport Services	TOVP- various trucks	Eckard Setzinger	0403344631	In- House service
	Skippers Transport		9358 7600	Contractor
I.T. Infrastructure	4Logic	Sam Kendall	6267 5141	As an external, chargeable resource, Sam has a working knowledge of our internal systems and network infrastructure, should internal IT staff be unavailable.

Product or Service	Name of Organisation / Business	Contact Person	Phone	Notes
Photo copier & high speed printer	Datacom		08 6466 6888	Supply Canon Photocopiers
Security Guards	Perth Security Services		9478 3700	

Appendix 3 – Staff Contact Details Grouped by Program Area at Administration Building

Table 11: Staff numbers by Program & Sub-Program

Code	Program	Sub - Program	Staff Numbers
CEO	Office of the CEO	CEO; Executive Assistant; Function Co-ord.	3
		Executive Manager Governance	1
		Human Resources	5
		Communications Unit	4
		Sub Total	**13**
BL	Business Life	Director; PA	2
		Executive Manager Business Performance	1
		Financial Services	8
		Information Services	8
		Health & Regulatory Services	5
		Executive Manager Economic Performance	1
		Economic Performance	3
		Customer Service	5
		Sub Total	**33**
RL	Renew Life	Director; PA	2
		Executive Manager Parks	1
		Property Unit	2
		Asset Management Unit	2
		Park Improvement Unit	4
		Executive Manager Street Life	1

Code	Program	Sub - Program	Staff Numbers
		Street Improvement Unit	7
		Sub Total	**19**
CL	Community Life	Director; PA	**2**
		Executive Manager Neighbourhood Enrichment	**1**
		Neighbourhood Enrichment Business Unit	**6**
		Sub Total	**9**
NBL	Future Life & Built Life	Director; PA	**2**
		Strategic Town Planning Projects	**1**
		Strategic Assets Unit	
		Executive Manager Built Life	**1**
		Urban Planning Unit	**8**
		Building Unit	**7**
		Sub Total	**19**
		TOTAL STAFF	**93**

Table 12: Office of CEO contact details

Program	Surname	First Name	Position	Contact #1	Contact #2	Notes
Communications	DEBELJAKOVIC	Sivan	Graphic Design Officer		9329 4209	
Communications	DONNELLY	Kellie	Marketing Officer	08 9368 2597		
Communications	ELLIS	Rosslind	Communication Coordinator	08 9478 2453	08 9362 6066	
Communications	JACK	Roberta	Graphic Design Officer		08 9311 8117	Maternity leave
Communications	NORRISH	Kai	Coordinator Communications			Casual
Sub Total	**3**					
HR	KELLY	Fiona	Human Resource Officer			
HR	NAVEEN	Ancy	Human Resource Officer	9354 3975		
HR	OLSON	Graham	Manager HR/Executive Support			
HR	SINGH	Denise	Payroll Officer			
HR	THOMSON	Joelene	Human Resource Officer	08 9293 4864	08 9361 3312	Maternity leave
HR	WESTON	Shakira	HR Admin Support	9490 2759		Casual
Sub Total	**6**					

Program	Surname	First Name	Position	Contact #1	Contact #2	Notes
CEO Office	EVANS	Gwen	Functions Co-ordinator	08 6262 7613	08 9311 8166	
CEO Office	HIGHFIELD	Kathleen	Executive Officer			
CEO Office	KYRON	Arthur	Chief Executive Officer	08 9303 4620	08 9311 8121	
Governance	FISHWICK	Russ	Executive Manager Governance	08 94485227	08 9311 8108	
Sub Total	**4**					
TOTAL CEO	**13**					

Table 13: Community Life contact details

Program	Surname	First Name	Position	Contact #1	Contact #2	Notes
Neighbour Enrich	THOMAS	Jude	Executive Manager NL	08 9451 6088	08 9311 8104	
Neighbour Enrich	DIXON	Bonnie	NE Officer - Families and Youth			
Neighbour Enrich	ERCEG	Anita	Bookings Officer - Parks and Reserves			
Neighbour Enrich	FLETCHER	Michele	Manager NE			
Neighbour Enrich	LONGFORD	Apryl	NE Officer - Arts Culture	08 9299 8059		
Neighbour Enrich	TOLL	Judy	NE - Administration Officer	9258 9103		

Program	Surname	First Name	Position	Contact #1	Contact #2	Notes
Neighbour Enrich	TOMKINS	Nichola	NE Officer - Events and Volunteering	08 9355 0067	08 9311 8114	
Director Office	ACKERMAN	Tina	Director CLP	08 6460 5489	08 9329 4209	
Director Office	O'DONOGHUE	Susan	PA Director CLP.	08 6201 6569	08 9311 8101	
TOTAL CL	**9**					

Table 14: Future and Built Life contact details

Program	Surname	First Name	Position	Contact #1	Contact #2	Notes
Built Life	CRUICKSHANK	Rob	Executive Manager BL		08 9311 8160	
Building Services	AITKEN	David	Acting Manager Building		08 9311 8165	
Building Services	GEORGE	Ellen	Administration Officer - Building		08 9311 8112	
Building Services	HART	Barry	Senior Building Surveyor	9394 0912	08 9311 8164	
Building Services	HILL	Peter	Building Officer - Temp		08 93294218	
Building Services	LOGAN	Tamara	Trainee Building Surveyor	08 9339 1805		Maternity leave
Building Services	WELLS	Chris	Building Surveyor	08 9454 7793	08 9311 8169	

Program	Surname	First Name	Position	Contact #1	Contact #2	Notes
Sub Total	**7**					
Urban Planning	AHMAD	Ikmal	Acting Senior Planning Officer		08 9311 8109	
Urban Planning	GLEESON	Hamish	Planning Officer	08 9472 8598	08 9311 8163	
Urban Planning	GODFREY	Gray	Compliance Officer		08 93118168	
Urban Planning	GONZALEZ	Julio	Planning Officer	08 9470 6087	08 93294217	
Urban Planning	MCIVER	Naomi	Senior Planning Officer	08 9311 8174		Maternity leave
Urban Planning	PARKER	Leigh	Manager Urban Planning	08 9470 1921	08 9311 8150	
Urban Planning	ROWLEY	Doreen	Planning Officer	0447 887787	08 93118176	
Sub Total	**7**					
Director Office	LAVERY	Rochelle	Director FLBLP	08 9249 7061	08 93118158	
Director Office	PODMORE	Alison	PA -D FLBLP			
Sub Total	**2**					
Strategic Planning	BIRMINGHAM	Jutta	Senior Strategic Planner	08 9375 1676	08 9311 8174	
Strategic Planning	BUTTLE	Christian	Temp Planning Officer		08 93118153	

Program	Surname	First Name	Position	Contact #1	Contact #2	Notes
Strategic Planning	EATON	Chris	Senior Strategic Planner		08 93118197	
Sub Total	**3**					
TOTAL RL	**19**					

Table 15: Renew Life contact details

Program	Surname	First Name	Position	Contact #1	Contact #2	Notes
Park Life	BOW	Warren	Executive Manager Park Life	08 9206 4464	08 9311 8150	
Asset Management	VAYLER	Paul	GIS/Asset Management	08 9478 2070	08 9328 4207	
Asset Management	WAKEHAM	Dennis	GIS/Asset Management	9455 6636	08 9311 8138	
Parks Improvement	FLETCHER	Penny	Park Life Technical Officer			
Parks Improvement	LOCKLEY	Josephine	Environmental Officer (Maternity Leave)	08 9355 2474	08 9311 8158	Maternity leave
Property	MCCARTHY	Terry	Land Properties project Officer- P/T	08 9256 3206	9329 4212	
Property	WOODS	Shelly	Building Assets Officer		08 9311 8140	
Sub Total	**7**					

Program	Surname	First Name	Position	Contact #1	Contact #2	Notes
Street Life	WONG	John	Executive Manager Street Life		08 9328 4205	
Street Improvement	BETIRI	Bido	Technical Officer Engineering	9455 5632		
Street Improvement	CHOU	Michael	Transport Engineer			
Street Improvement	EDWARDSON	Lyon	Technical Officer Engineering	9300 1693		
Street Improvement	MOYLNEUX	Nigel	Technical Officer Engineering		08 9328 4206	
Street Improvement	SQUADRITO	Frank	Design Coordinator		08 9362 2643	
Street Improvement	STEWART	Murray	Infrastructure Compliance Officer	9367 5642	08 9311 8146	
Street Improvement	VILLARIAS	Kim	Technical Officer Engineering		08 9311 8145	
Sub Total	8					
Director Office	DARBY	Kate	Renew Life Admin Officer			
Director Office	McAULIFFE	Emily	CSO - Renew Life		08 9361 3312	
Director Office	VULETA	Anthony	Director RLP	08 9201 2864	08 9311 8198	
Director Office	PAVLINOVICH	Helen	PA - DRL			
Sub Total	4					

Program	Surname	First Name	Position	Contact #1	Contact #2	Notes
TOTAL RL	**19**					

Table 16: Business Life Program contact details

Program	Surname	First Name	Position	Contact #1	Contact #2	Notes
Bus Devel	BEL-BACHIR	Kathy	Economic Development Officer	08 9204 2226	9329 4208	
Bus Devel	FOOTMAN	Linda	Business Support Coordinator	61424604		
Bus Devel	PETCH	Anne	Revenue Development Officer			
Sub Total	**3**					
Cust Rel	CARNE	Alistair	CSO - Contact Centre			
Cust Rel	REED	Matthew	Manager Customer Relations	9354 9917		
Cust Rel	REID	Lynette	Customer Service Officer	08 9362 6384	08 9311 8116	Casual
Cust Rel	ROLANDO	Judy	CSO - Cashier	9361 3074	08 9311 8173	
Cust Rel	THOMPSON	Debra	CSO - Contact Centre			
Sub Total	**5**					

Program	Surname	First Name	Position	Contact #1	Contact #2	Notes
Business Development	PATTRICK	Graham	Executive Manager Business Development			
Fin Serv	BAILEY	Judy	Project Officer - Authority Implementation		9329 4211	Casual
Fin Serv	ERAK	Tatjana	Manager Business Support		08 9461 7555	
Fin Serv	HUCKER	Janine	Finance Officer- Accounts Payable/Receivable	08 9367 1192	08 9362 6066	
Fin Serv	HUTCHINS	Bonnie	Finance Officer - U/G Power & AP			
Fin Serv	JOHNSON	Mark	Finance Officer - Rates	08 9310 4441	08 9311 8122	
Fin Serv	JOHNSON	Graham	Senior Rates Officer	08 9371 9654	08 9361 3312	
Fin Serv	JOHNSTON	Rita	Finance Officer- Purchasing	08 9275 8438	08 9311 8124	
Fin Serv	SEXSTONE	Kate	Senior Finance Officer	945 99656		
Sub total	**9**					
Health & Reg	HOUSTON	Renee	Environmental Health Officer			
Health & Reg	KIPKURGAT	Stephen	Environmental Health Officer	08 9272 9902	08 9311 8160	
Health & Reg	LAM	Chau	Environmental Health Officer	08 9362 4724	08 9311 8167	
Health & Reg	LANTZKE	Allan	Manager Health & Regulatory Services			

Program	Surname	First Name	Position	Contact #1	Contact #2	Notes
Health & Reg	NOCK	Brendan	Environmental Officer			Casual
Health & Reg	SCERESINI	Sandra	Environmental Health Officer			
Health & Reg	TRAN	Duc	Environmental Health Officer	6396 4144		Casual
Subtotal	**7**					
Info Serv	BERNARDO	Ron	Network Administrator IT			
Info Serv	ERNESTE	Bruce	Records Officer	08 9477 4446	08 9311 8106	
Info Serv	GULIKERS	Sue	CSO - Records P/T	08 9276 5443	08 9311 8182	Job share
Info Serv	HERBERT	Anita	CSO - Records P/T	08 9304 0011		Job share
Info Serv	JOHNSTON	Anthony	Senior Info Systems Analyst	08 9375 7723	08 9311 8177	
Info Serv	KILMURRAY	Glenn	Network Administrator IT	08 9490 7109	08 9311 8111	
Info Serv	LISTER	Gwenda	Records Coordinator	422196592	08 9311 8171	
Info Serv	STOTT	Cheryl	Information Systems Manager	08 9329 9887	08 9311 8172	
Sub Total	**7**					
Director Office	CAIN	Nathan	Director BLP			

Program	Surname	First Name	Position	Contact #1	Contact #2	Notes
Director Office	KANE	Kerry	PA to Director BL	08 9450 4789	08 9311 8149	Extended leave
Director Office	TABBAKH	Marie	PA to Director BL			Casual
Sub Total	**2**					
TOTAL BL	**33**					

Appendix 4 – Scenario: Influenza Pandemic

Ap4.1 Advance Planning Strategies – for Influenza Pandemic

1. The Business Recovery Group should include a suitable external Health Professional (non–voting member) as one of its members. The Health Professional should be identified and briefed.

Responsibilities / Delegation

2. Advance authorisation to be obtained from Council to make decisions relating to:

    -   How service should be scaled down;
    -   Whether services should be closed;
    -   Information to be delivered to the community.

3. The Business Recovery Group may have to make the decision to cease particular services with high levels of contact such as Library services and Recreation services and a plan will need to be developed to facilitate closure of such services.

4. *Monitoring the Swine / Bird Flu Situation* – it will be the Team Leader's responsibility to monitor current information relating to a possible pandemic within Australia and liaise with State Government Agencies regarding the mutual expectation of the continuation of key services.

5. Trigger for Convening the BRG.

    Other than for bi-annual review meetings, the Business Recovery Group will not convene unless a person in Western Australia has been identified as being infected with one of the four influenza A- Strains known to have caused human infections i.e. H5N1; H7N3; H7N7 and N9N2.

    Based on this confirmed situation, the Business Recovery Group will meet to consider an appropriate response. This response may include:

    -   Briefing staff on the nature of swine / bird flu. Expected symptoms and procedures in the workplace that minimise the risk of contracting the virus; and ;
    -   Training relevant staff in the use of disposable respirator masks and of other desirable Personal Protective Equipment.

6. Access to Cash / Money

    Since the majority of money related transactions are electronic, it is considered that there should not be problems gaining access to funds

7. Stock up on Supplies

Stocks of certain items, such as 3M N95 type 1860 respirators or similar, should be purchased well in advance of a pandemic since it is likely that these and other similar items will not be available at the time of the actual pandemic. Consideration is to be given to stockpiling non-perishable food items to supply to staff for a defined period. Alternatively there may be one or two TOVP buyers, who organise food items to be delivered to a particular Town of Victoria Park facility. These supplies could then be provided to staff in hygiene control circumstances. This strategy may be necessary to retain basic but vital functions.

It is highly likely that fuel supplies will be quickly affected and therefore predictive action may be required in this area.

8. Insurance Implications

Eligibility for workers compensation claims will need to be clarified and documented.

The nature of Business Interruption cover for loss of revenue (i.e. pandemic statutory closure) will also need to be examined. (E.g. The Western Australian Health Department may instruct the Town to close a Recreation Centre and insurance cover for loss of revenue may be an issue)

9. Protocol for Staff Absences

Human Resources will need to develop protocols for:

- Criteria for when staff are to be sent home;
- How these staff will be monitored;
- Nature of pay arrangement , particularly if they are not able to complete a timesheet;
- Criteria for when these staff will be allowed back to work; and
- Strategies for getting staff back to work if they are healthy but reluctant.

10. Safety Committee to consider preventative actions to limit staff exposure to the pandemic (Occupational Safety and Health Act), and to establish advance processes and procedures for closing the workplace in the case of a confirmed case of pandemic influenza, and putting elevated staff hygiene procedures in place at all Town facilities.

11. Safety Committee to put processes in place to provide all staff with training required hygiene procedures and how to use relevant protective equipment

Ap4.2 Action Plan

Item	Person Responsible	Action	Notes
1	Executive Management Team (EMT)	Convene meeting in Chief Executive Officer's Office in the Administration Building	
Communications First 24 hours			
2	Executive Management Team	Confirms the requirement for a Business Recovery Group	
3	Executive Management Team	Contacts the Team Leader of the Business Recovery Group	Team Leader: To be appointed
4	Team Leader – Business Recovery Group	Contacts BRG and convenes a meeting in Meeting Room 3 at the Administration Building (Emergency Operations Centre)	BRG members to have with them laptop computers, mobile phones and their copy of the most current BCP
5	Business Recovery Group	Confirms critical services	Includes: CEO Staff; Customer Service/Enquires; Collection of Rates; Payroll; Application Support; Information Technology (application support); Records.
6	Director of Business Life or delegate	Informs Local Government Insurance Services of situation	Local Government Insurance Services – John Abercrombie 9483 8888 lgiswa@jlta.com.au
7	Chief Executive Officer	Informs Mayor	Trevor Vaughan – Home 9311 8130 Mobile 0447 374 528
8	Chief Executive Officer	Informs staff	As per Appendix 8 - Communications Plan

Item	Person Responsible	Action	Notes	
9	Chief Executive Officer / Mayor	Informs Councillors of situation	Cr David Ashton	0400 686 444;
			Cr Claire Anderson	0416 199 745
			Cr John Bissett (deputy)	0418 901 977
			Cr Keith Hayes	9361 0385
			Cr Vin Nairn	9472 7991
			Cr Rowena Skinner	9472 1913
			Cr Vicki Potter	0433 704 140
10	Team Leader - BRG	Contacts Western Australian Health Department to get briefing on State Government strategies and responses	Department of Health 9222 4222	
11	Business Recovery Group	BRG is briefed on the situation and provided with budget guidelines as may be applicable		
12	Manager HR/Executive Support	Organises counselling / support to staff requesting such assistance		
13	Executive / PR officer	Prepares media statement	As per Appendix 8 – Communication plan	
14	Mayor / Chief Executive Officer	Deliver a media statement regarding the actions that the Town intends to take to stop the spread of the disease	The community will require regular updates regarding the status of the Town's various services as per Appendix 8 – Communication plan	

Item	Person Responsible	Action	Notes
Actions – 24 hours to 7 days			
15	Business Recovery Group	Provides education sessions to staff to ensure they understand how the disease is spread, protection strategies and symptoms	
16	Business Recovery Group	Organises vaccination for all critical staff where practicable and where a suitable vaccine is available	Where staff don't wish to take leave, instructions are to be issued that they are not to attend work unless a powered workstation can be arranged.
17	Business Recovery Group	Distributes N95 3m masks to staff	In some instances it may be necessary to establish a temporary workstation to allow an essential service to proceed
18	Business Recovery Group	Informs staff of the new and specific hygiene requirement to be established in the Administration Building	EMG and Managers should reduce their movement around the Administration Building to a minimum and should avoid all off-site meetings
19	Business Recovery Group	Introduces elevated standards of cleaning by contract cleaners	See Appendix 2 – Contact Details for Key Stakeholders and Suppliers
20	Managers / Coordinators	Inform staff of the on-going communication channels to keep staff informed of the situation	E.g. land-line phone; mobile; Internet / Web mail
21	Manager HR/Executive Support	Informs staff of what the payroll arrangement will be if they decide to stay at home to avoid being exposed to the disease	

Item	Person Responsible	Action	Notes
22	Business Recovery Group	Monitor the situation and consider closing the facility where a 'case' may have been identified	Recovery Management Team will closely monitor the situation and provide advice to the Business Recovery Group. (Team Leader will continue to liaise with the Health Professional on the Team).
23	Manager	All staff displaying possible flu symptoms to be sent home and instructed not to return to work until a Doctor declares them symptom free	AS per HR Protocols
Actions – 8 days to possibly 3 months **Note: It is thought that a pandemic may come in two waves of infection each about 4 to 6 weeks in duration**			
24	Managers	Continue to monitor staff levels and the impact of staff absences on critical services	
25	Senior Environmental Health Officer or delegate	Records all information relating to actual and possible disease 'cases	Details regarding who infected staff have been in contact with in the last four days must be recorded for the Western Australian Health Department, and to assist with the Town's response strategies
26	Business Recovery Group	Monitor critical supply chains e.g. fuel, fleet services	
27	Managers	Monitor stocks of fuel, stationery items and other important consumables e.g. printer cartridges.	
28	Business Recovery Group	Continue to review services that may need to be closed down, either as a preventative measure or due to insufficient staff available to deliver services – e.g. events & concerts	All staff are to limit their movement around the Building to a bare minimum and should avoid all off-site gatherings

Item	Person Responsible	Action	Notes
29	Business Recovery Group	Provides on-going updates to staff as to the status of the pandemic and the Town's activities	
30	Mayor / Chief Executive Officer	Provide regular media statements regarding the status of the Town's pandemic containment measures and the impact on service delivery	
31	Manager HR/Executive Support	Regularly advise staff of the available counselling and support services to any staff or their family	

Ap4.3 Post-Event

1. Communications:

    - Business Recovery Group oversees the maintenance of regular communication mechanisms to keep staff and community informed of the situation.

    - Business Recovery group and Business Recovery Group convene in Meeting Room 3 at the Administration Building to review the log and overall response to the event.

    - Post event report provided to Western Australian Health Department.

2. Review of this plan post event.

Ap4.4 Additional Information: Influenza Pandemic

(E.g. Swine & Bird Flu Type Virus)

These viruses received considerable government attention over the last 5 years and significant preparation has been undertaken for dealing with disease pandemic such as influenza (swine & bird flu). Available information suggested that influenza pandemic is quite likely over the next decade somewhere in the world. Some strains of bird flu are particularly aggressive and based on current records the majority of the resulting deaths have been in Southeast Asia.

Some Key Facts

Some key facts regarding avian or bird flu include the following:

- Flu pandemic has occurred every 20 to 30 years in the last 100 years;

- The last flu pandemic occurred in 1968;

- A pandemic is likely to occur since there is little or no immunity to the particular strain or virus;

- The virus of most concern is the bird flu (or influenza A) virus known as H55N1, and this virus has been seen in two forms – low or high pathogenic nature.

- In 2004 the virus was reported in animals in 9 countries and 36 people died of the disease (or its complications). In 2006 (up to November) these figures were 55 countries and 152 deaths.

- As at March 2006, a total of 256 people in ten countries were infected with the H5N1 strain and 595 of this group have died.

- Infected people will experience various levels of respiratory distress. Death will usually be via primary viral pneumonia.

- While most strains of bird flu don't infect humans the H5N1 has already demonstrated a capacity to mutate to become deadly to humans.

- A 'pandemic wave' is likely to last approximately 8 weeks more than one wave should be expected.

Symptoms of Being Infected with H5N1

Symptoms of being infected with H5N1 include:

- High fever:

- Headache;

- Sore throat;

- Coughing;

- Conjunctivitis type symptoms;

- Unusual levels of phlegm production;

- Abdominal pain;

- Chest pain;

- Vomiting;

- Diarrhoea;

- Lower respiratory problems, as well as multi-organ dysfunction as the disease develops.

The absorption of anti-viral drugs may be impaired as the illness progresses.

Note Regarding Infection and the Virus

- Children have been found to still carry the virus 21 days after their symptoms have disappeared;

- It is thought that the virus could remain active on surfaces for 1 or 2 day;

- The current mortality rate for all those people who have contracted the disease (H5N1) is 59%.

How people get infected

To date, the only way humans have become infected with H5N1 virus has been via physical conduct with infected birds (usually dead poultry). There is currently no known case where the virus has spread from human to human, which is the norm for human influenza virus. In this case water droplets spread the virus when a person coughs, sneezes or even talks close to the face of another person. The human form of the virus can also be spread hand to mouth.

The reason for the current effort is that H5N1 may mutate to allow itself to be spread in the same way as human influenza virus and the common cold.

- Impact on the Workforce

- Staffing levels will be affected during a pandemic due to:

- Sickness and incapacity;

- Staff remaining at home to care for family and/or relatives;

- Staff fear of becoming infected in the workplace; or

- Staff undertaking voluntary work out in the community to assist during the pandemic.

Implications for the Town's Suppliers and Supply Chains

In the event of a pandemic, it is very likely that every business and organisation that the Town deals with will be short staffed to varying degrees. This includes:

- Hospitals;

- Schools;

- Banking and Investment firms;

- Childcare Centres;

- Nursing Homes;

- Power stations;

- Petrol and Diesel Suppliers;

- Power Line Maintenance services;

- Electrical Contractors;

- Hardware (including computers) Suppliers;

- Software Suppliers and Maintenance Contractors;

- Water Corporation and their contractors;

- Police;

- Fire and Emergency Service;

- Pharmaceutical Suppliers; and

- Transport Service companies;

Careful consideration needs to be given to how the absence of a particular service or support will impact on the operations of the Town.

Any business that is heavily dependent on tourism for its cash flow may not receive much revenue for 3 to 6 months. This may have an impact on the Town's rate revenue.

It is highly likely that a pandemic will have an impact on shipping. If some essential products / materials are coming to WA via this mode of transportation shortage can be anticipated.

Table 17: Elevated Hygiene Procedures in the case of an Influenza Pandemic

Item	Procedure / Description	Comment
1	Staff MUST cover their mouth and nose when coughing or sneezing	Any person with respiratory symptoms (eg head cold) should wear a disposable mask.
2	Cleaners should wipe down with bleach all surfaces that staff come into contact with on a regular basis (at least daily).	
3	Staff should wash hands regularly, especially where they have touched their nose, mouth or eyes.	
4	Avoid getting closer than one metre to anyone at the workplace.	
5	Carefully discard used tissues.	
6	Staff to have lunch at their desk.	
7	Avoid shaking hands with anyone.	
8	Where practicable, if meetings have to occur consider having them in the open air.	

Appendix 5 – Additional Scenario: Admin Building is without water for up to 4 Working Days

Ap5.1 Advance Planning Strategies

1. Prior arrangements are made with a preferred plumbing contractor to ensure that the Town receives a high priority service in emergency situations.

2. Examination conducted of water feeding system to see if further protective measures are required.

3. An Excavation Permit System is established for the Administration Building to ensure that no mechanical excavation work of any sort can take place without the approval of the Chief Executive Officer or delegated officer.

4. Bulk supplier(s) of bottled water to be identified and delivery times determined

5. Reliable supplier(s) of Portable Toilets to be identified and delivery times determined.

6. Prior arrangements are made with a preferred plumbing contractor to ensure that the Town receives a high priority service in emergency situations.

7. Examination conducted of water feeding system to see if further protective measures are required.

8. An Excavation Permit System is established for the Administration Building to ensure that no mechanical excavation work of any sort can take place without the approval of the Chief Executive Officer or delegated officer.

9. Bulk supplier(s) of bottled water to be identified and delivery times determined

10. Reliable supplier(s) of Portable Toilets to be identified and delivery times determined.

Ap5.2 Action Plan

Item	Person Responsible	Action	Notes
1	Executive Management Team (EMT)	Convene meeting in the Digital Hub	
Actions and Communications First 4 hours			
2	Executive Management Team	Confirms the requirement for a Business Recovery Group	
3	Executive Management Team	Contacts the Team Leader of the Business Recovery Group	Team Leader: To be appointed
4	Team Leader – Business Recovery Group	Contacts Business Recovery Group and convenes a meeting in the Digital Hub (Emergency Operations Centre).	Business Recovery Group Members to have with them laptop computers, mobile phones and their copy of the most current BCP
5	Executive Management Team	Business Recovery Group is briefed on the situation and provided with budget guidelines if relevant.	
6	Business Recovery Group	Determines the exact nature of problem and sources a plumber / contractor where job is within Town of Victoria Park jurisdiction.	See Appendix 2 – Contact Details for Key Stakeholders and Suppliers
7	Business Recovery Group	If water supply problem is 'off-site', liaises with Water Corporation to determine the nature of the problem and the forecasted time for the restoration of water supply.	

Item	Person Responsible	Action	Notes
8	Executive Management Team	Confirms critical services – reviews whether any of these are likely to be affected	Includes: CEO Staff; Customer Service/Enquires; Collection of Rates; Payroll; Application Support; Information Technology (application support); Records.
9	Reception (front counter staff)	Advise visitors to the Administration Building of the water supply situation	
10	Chief Executive Officer	Informs Mayor	Trevor Vaughan – Home 9361 0290 Mobile 0447 374 528
11	Chief Executive Officer or delegate	Informs staff	Refer to Communication Plan at Appendix 8 - Communications Plan
12	Chief Executive Officer / Mayor	Informs Councillors of situation	Cr David Ashton 0400 686 444; Cr Claire Anderson 0416 199 745 Cr John Bissett (deputy) 0418 901 977 Cr Keith Hayes 9361 0385 Cr Vin Nairn 9472 7991 Cr Rowena Skinner 9472 1913 Cr Vicki Potter 0433 704 140
13	Executive / PR officer	Prepares media statement	As per Appendix 8 - Communications Plan

Item	Person Responsible	Action	Notes
14	Mayor / Chief Executive Officer	Deliver a media statement regarding the actions that the Town intends to deal with the loss of water – if required.	As per Appendix 8 - Communications Plan
15	Business Recovery Group	Sources and hires in suitable and sufficient portable toilets	See Appendix 2 – Contact Details for Key Stakeholders and Suppliers
16	Business Recovery Group	Portable toilets to be positioned at suitable locations and staff informed	
17	Business Recovery Group	Distributes bottles of water (personal use) to the lunchroom & kitchens.	
18	Business Recovery Group	Distributes bottles of water (4 litres) to fill jugs and urns.	
Actions and Communications – 4 hours to 24 hours			
19	Business Recovery Group	Monitors use and sufficiency of portable toilets.	
20	Business Recovery Group	Ensures frequent cleaning.	Every two hours
21	Business Recovery Group	Monitors progress to restore water.	
22	Managers	Seek feedback from staff regarding possible unforeseen issues arising from lack of piped water.	

Item	Person Responsible	Action	Notes
23	Business Recovery designated team member	Becomes communication point for reports of any problems with portable toilets and liaises with Team Leader to fix problems.	
24	Business Recovery Group	Monitors supplies of bottles water and orders and distributes more if required.	

Ap5.3 Post-Event

1. Communications:

   - Regular communication mechanisms are established to keep staff informed of the situation.

   - Staff are informed of where and how to access the Portable Toilets.

   - Staff are informed of how to access bottled drinking water.

2. Executive Management Team and Business Recovery Group convene in Digital Hub to review the log and overall response to the event.

Appendix 6 – Record Keeping Plan

In accordance with the State Records Act, 2000

Revision No:	**1.0**
Prepared By:	**Russel Fishwick** ***Manager Administration and Ranger Services*** **Gwenda Lister** ***Records Officer***
Endorsed By:	**Executive Management Group**
Date Endorsed:	**26 February 2004**
Submitted to SRC:	**4 March 2004**
Accepted by SRC:	**15 July 2004**

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6.   Principle Four: Preservation

The Town of Victoria Park will ensure that all government records are appropriately protected and preserved as long as required for legal, legislative, financial, administrative and historical purposes. A major threat to the preservation of records is the risk of disasters, natural or otherwise. A disaster recovery plan is essential to ensure the swift, efficient and effective resumption of the Town's Record Keeping System (RKS) and the wide range of activities it supports following a disaster. The Town of Victoria Park will develop and implement strategies for the recovery of the RKS in the event of a disaster, including the importance of recovery, risks faced by the Town, various components needing protection, recovery requirements, counter measures, responsibilities, resources required and essential ongoing training and testing programs, as detailed below. The RKS Disaster Recovery Plan will be submitted for approval by March 2005.

6.1 Potential Impacts of Disasters

SRC Standard Ref: 4.1   Source: City of Perth RKS Disaster

Recovery Plan, 2001

The Town's Record Keeping System is a vital corporate system that manages, stores and provides access to the Town's records. The impact resulting from the entire or partial loss of records in the RKS would be immense.

In the event of a disaster affecting the Town's RKS, the swift and complete recovery of the system would be essential in ensuring minimal impact on Town operations. Information is a key resource in all processes at the Town, and the loss of this resource would either significantly slow each process or halt each process entirely. The RKS, as the primary repository for Town information, has the greatest potential to impact upon the widest range of Town operations if destroyed in a disaster.

The loss of the Town's RKS could impact the Town in a number of ways. The major areas of likely impact are detailed below:

Area of Impact	Time to Recovery & Level of Impact					
	4 Hours	1 Day	2 Days	1 Week	1 Month	Never
Customer Service Levels	L	L	L	M	M	H
Staff Down Time	L	M	H	H	H	H
Uninformed Decision Making	L	L	M	M	H	H
Loss of Corporate Memory	L	L	M	M	H	H
Legal Exposure	L	L	L	M	M	H
Cost of Recreating Information	L	L	L	M	H	H
Legislative Non-Compliance	L	L	L	L	M	H

Legend	
L	Low
M	Moderate
H	High

6.1.1 Breach of Customer Service Levels

The slowing of Town processes due to an inability to access required information, for even a short period of time, would quickly start to impact upon the Town's ability to meet its advertised customer service levels. This would result in a flow on impact to Town of Victoria Park customers and degradation of the Town's image in the community.

6.1.2   Staff Down Time

With the majority of office staff utilising the RKS in their day-to-day activities the effect of the unavailability of the system on staff productivity would be significant. For short periods of system unavailability, non-computer based work could be performed; however as the period of time increases so does the impact on staff productivity.

6.1.3   Uninformed Decision Making

Being unable to access the right information at the right time can easily lead to uninformed decision-making by Town staff. In the short term important decisions could be deferred, however as time pressures increase, decisions would have to be made without the benefit of potentially valuable information contained in Town records.

6.1.4   Loss of Corporate Memory

The loss of the Town's Corporate Memory would have an immense impact in the long term. A Corporate Memory helps to provide an organisation with its corporate identity, heritage and historical reference, as well as empowering staff to make informed business decisions, prevent duplication of effort, increase administrative efficiency and learn from the organisation's previous mistakes. The Town's Corporate Memory also makes a valuable contribution to the Public Memory of Western Australia, a vital historical resource for everyone in the WA community and beyond.

6.1.5   Legal Exposure

Town records are regularly utilised to support a legal defence or to substantiate prosecutions for the Town on various matters. The unavailability of such records would result in a significant legal exposure for the Town, by either not being successful in undertaking appropriate

prosecutions under various empowering acts or not being able to defend the Town's actions in regard to contentious matters.

6.1.6   Cost of Re-creating Information

The loss of information used to support Town operations cannot be accepted in the medium to long term. Such information is necessary to carry out these operations and would need to be re-created so that the activities could continue. The re-creation of many years worth of information is a very costly if not impossible task.

6.1.7   Legislative Non-Compliance

The Town is required to comply with a myriad of acts and regulations covering all areas of the Town's diverse functions and operations. Of particular note is the State Records Act 2000, which governs the record keeping function of all government agencies in Western Australia. Non-compliance in terms of the retention and protection of Town records would result in heavy penalties and embarrassment for the Town in the State Parliament.

6.2   Risk Analysis

SRC Standard Ref: *4.1*   *Source:*   *City of Perth RKS Disaster*

Recovery Plan, 2001

The following table details the major risks affecting the Town's Record Keeping System. The event level refers to the level of severity of the disaster should it occur, with level 1 being the highest and level 3 being the lowest. The chance of the disaster occurring has been estimated in terms of low, moderate or high likelihood.

Risk	Description	Event Level	Likelihood
Database Loss or Violation	Loss/corruption of Town's Automated Records.	2	Low
Loss of Town Administration Centre	Loss of those Records (or preparation thereof) located within the Town's Administrative Centre.	1	Low

On the basis that the main Administration Centre has extensive fire control and security measures in place throughout the building, the loss of this facility and / or its contents has been assigned a likelihood classification of low; it is for both this reason and the fact that all electronic records are backed up and taken offsite on a regular basis that the loss of the Town's automated databases have been afforded a similar rating.

6.3 Inventory of Assets

SRC Standard Ref: 4.1   Source: City of Perth RKS

Disaster Recovery Plan, 2001

The following tables detail all the components of the RKS that require safeguarding. A ranking is given to each component to indicate the priority that should be given to each during any recovery activities. The inventory also provides details such as the format/operating system, location/host computer, custodian and security classification of each component.

Electronic Components:

Item	Ranking	Operating System	Host Computer System	Custodian	Security Classification
Infovision Database	1	Windows 2000	Microsoft Sequel	Records Officer	Moderate

Physical Components:

Item	Ranking	Format	Location	Custodian	Security Classification
Minute Books (Vital Records)	1	Hardcopy	Intermediate Storeroom	Records Officer	Moderate
Active Records	3	Hardcopy	Records	Records Officer	Low
Staff Records (Vital Records)	4	Hardcopy	Employee Relations	Manager Employee Relations	High
Semi-Active Records	5	Hardcopy	Basement	Records Officer	Low
Non-Active Records \	7	Hardcopy	Basement	Records Officer	Low
Legal Agreements (Vital Records)	2	Hardcopy	Safe Room	Records Officer / CSO	High
Tenders	6	Hardcopy	Purchasing	Purchasing Officer	Moderate

6.4   Disaster Recovery Requirements

SRC Standard Ref: 4.1   Source: City of Perth RKS Disaster

Recovery Plan, 2001

Five major disastrous events have been identified that would impact the Town's RKS. These events have been ranked by the level of severity of the disaster should it occur, with level one being the highest and level five being the lowest. This section of the disaster recovery plan describes these five event levels.

- **Level 1: Administration Centre Compromised**

The total compromise of Town's Administration Centre due to a major event such as fire, flood, earthquake or bombing, although highly unlikely, is a risk for the Town. The compromise of Administration Centre has been categorised as a level one event and would have an extreme impact on nearly all areas of operation within the Town.

The required recovery for an event of this magnitude would possibly need to include alternative accommodation, furniture, office equipment, information technology infrastructure and additional staffing, as well as the recovery of the Town's Record Keeping System.

Due to the wide-ranging impact of a level one event, recovery from such a disaster is well beyond the scope of this disaster recovery plan. It is recommended that the recovery strategy for this level event be considered by the Records Officer and developed by March 2005.

- **Level 2: Database Loss or Violation**

The loss of data from the RKS Server (with the server hardware stable) and / or compromise of the Computer Room due to accidental or malicious damage has been categorised as a level two event.

6.5 Disaster Counter Measures

SRC Standard Ref: *4.2* *Source:* *City of Perth RKS Disaster*

Recovery Plan, 2001

The Town of Victoria Park will develop and implement counter measures to ensure the protection of the Town's Record Keeping System, as detailed below. Some of these measures are preventative in nature (to avoid a disaster from occurring in the first instance) and others will aid in the recovery of the system should a disaster occur.

6.5.1   Logical Security

Authorised and authenticated users only access computer server data storage. All authentications are performed on a username and password basis.

6.5.2   Security Copies of Vital Records

The creation of security copies of records is the Town's best defence in the event of a disaster. Security copies are stored in a separate location to original records so that in the event of the original being destroyed or damaged in a disaster the security copy can be retrieved and used to replace the original record. It is essential that security copies are stored a significant distance from the original so that both are not destroyed by the same event. Security copies should be subjected to the same security and storage conditions as the original records.

- *Duplication of Electronic Records:* All documents stored in the Town's Record Keeping System are backed up on a daily basis. The security copies must be stored within environmentally controlled conditions at the Library, which is located a significant distance from the original electronic records.

- *Duplication of Vital Hard Copy Records:* Hard copy vital records must be identified and duplicated on a regular basis. The security copies are to be stored within preservationally-conducive conditions at the Library.

6.5.3   Physical Security

- Security Alarm with motion detectors are fitted to the main office building.

- A hold up alarm panic button is fitted near the Cashier and the Switchboard.

- Fire extinguishers/smoke alarms are fitted around the main administration building.

- Permanent records stored in fire resistant safe.

- Restricted access records can only be viewed by duly-authorised staff members, with hardcopy records being secured in locked cabinets and electronic records being assigned an applicable security code, the latter initiative permitting only those officers who have been allocated a commensurate user privilege level access to such documents

6.6   Disaster Recovery Strategy

SRC Standard Ref: *4.3*   *Source:*   *City of Perth RKS Disaster*

Recovery Plan, 2001

Upon the discovery of a disaster affecting the Town's Record Keeping System, the Records Officer should be immediately contacted. This person should then commence the recovery strategy detailed in this section of the plan.

6.6.1   Switch to Emergency Backup Operating Mode

The first task of the Records Officer is to immediately switch the RKS to the emergency backup-operating mode. The following steps should be followed:

- Evaluate the extent of damage to the RKS and select an appropriate RKS Continuity Procedure (See Section 7.7 for details),

- Assemble appropriate staff to discuss continuity plan,

- Implement the relevant continuity procedures, and

- Notify all staff of system unavailability.

6.6.2   Plan Recovery

The following steps should then be followed prior to the commencement of the recovery activities:

- Urgently assemble all relevant staff,

- Evaluate extent of damage or loss,

- Determine recovery tasks required, and

- Notify all RKS stakeholders of recovery strategy and estimated time frame for recovery.

6.6.3   Implement Appropriate Recovery Operations

As a guide, the following recovery operations should be executed by the Records Officer. Different operations have been selected depending on the level of the disastrous event.

During recovery operations the recovery team will meet regularly. Communication should be channelled through the Records Officer. At the completion of the selected recovery strategy a debriefing will be held and a full report produced detailing the recovery operations and any recommendations regarding improvements to this disaster recovery plan.

- *Level 2: Database Loss or Violation*

  In the event of loss of data from the RKS Server and / or compromise of the Computer Room, the Records Manager will request the Information Technology unit to implement the IT Disaster Recovery Procedures for this level of failure.

6.6.4 Return to Normal Operating Mode

Once all the essential recovery activities are completed, the steps below should be followed to return the RKS to normal operating mode:

- Cease RKS continuity procedures and return RKS to normal mode,

- Notify all staff of system availability,

- Load document metadata generated during system downtime, and

- Scan and/or load document images for documents received during system downtime into the RKS Document Store.

6.7 Disaster Continuity Procedures

SRC Standard Ref: 4.3   Source: *City of Perth RKS Disaster*

                                                                        Recovery Plan, 2001

The Town of Victoria Park will develop and implement continuity procedures to be used during any extended period of system downtime during office hours to ensure the continued processing of records into the Record Keeping System and delivery of records to Town staff. Six separate continuity procedures will be used for different types of system problems, as described below. A combination of these individual procedures may be required.

- Confer with Senior Information System Officer in order to facilitate re-commencement of automated resources.

- Negotiate alternate offsite storage requirements.

- Liaise with alternate site manager and Senior Information System Officer in order to satisfactorily relocate and re-establish operations.

- Formulate alternate receipting / distribution methods.

- Identify suppliers of Records Management services and equipment who can respond at short notice and at agreed prices.

- In conjunction with the Purchasing Officer, ensure provision of appropriate operational supplies and equipment.

6.8   Disaster Recovery Responsibilities

SRC Standard Ref: 4.2-4.3   Source: City of Perth RKS Disaster

Recovery Plan, 2001

The following Town of Victoria Park positions will be responsible for various activities that must be performed as part of the RKS disaster recovery plan. The table below details the unit and position responsible for undertaking the activity and the frequency with which the activity should be performed.

Activity	Section	Position	Frequency
Coordination of Recovery Programme	Records	Records officer	Daily
Retrieval of Electronic Resources	IT	Senior Information System Officer	Bi-Hourly
Reinstatement of Routine Operational Procedures / Loss Assessment	Records	Records Officer	Ongoing

6.9   **Disaster Recovery Resources**

SRC Standard Ref: *4.3*   *Source:*   *City of Perth RKS Disaster*

Recovery Plan, 2001

Dependent on the nature and severity of the disaster, the following resources may be required to restore the Town's RKS. The table below details the source, location and availability of each item.

Item	Source	Location	Availability
Temporary Distribution & Storage Facilities	Not available at this time		
Provision of Associated Sundry Items	Not available at this time		
Offsite Storage Requirements	Not available at this time		
Furnishment of Archival Supplies	Not available at this time		
Acquisition of Initiating Infovision Automated System Media	Infovision	Osborne Park	Not available at this time

Suppliers for the above are to be sourced and identified by March 2005.

6.10   **Disaster Recovery Plan Training Program**

SRC Standard Ref: *4.3*   *Source:*   *City of Perth RKS*

Disaster Recovery Plan, 2001

All members of the RKS Disaster Recovery Team will be trained in the operation of the RKS Disaster Recovery Plan and associated procedures. Training will be conducted annually and whenever a new member joins the team.

6.11   Disaster Recovery Plan Testing Program

SRC Standard Ref: 4.3   Source: City of Perth RKS Disaster

Recovery Plan, 2001

All members of the RKS Disaster Recovery Team will be involved in the testing of the RKS Disaster Recovery Plan and associated procedures. Complete and thorough testing will be conducted on an annual basis. The RKS Disaster Recovery Plan should be refined if any inadequacies or inefficiencies are discovered during testing.

Appendix 7 - Business Continuity Plan Distribution List

Table 18: Business Continuity Plan distribution list

Copy No:	Issued to:	Location:
01	CEO	1st Floor Admin Building
02	The Mayor	1st Floor Admin Building
03	Director Business Life	Ground Floor Admin Building
04	Director Renew Life	1st Floor Admin Building
05	Director Future Life & Built Life	Ground Floor Admin Building
06	Director Community Life	Ground Floor Admin Building
07	Executive Manager Governance	1st Floor Admin Building
08	Executive Manager HR/Executive Support	Ground Floor Admin Building
09	Executive Manager Business Development	Ground Floor Admin Building
10	Executive Manager Park Life	1st Floor Admin Building
11	Executive Manager Street Life	1st Floor Admin Building
12	Executive Manager Built Life	Ground Floor Admin Building
13	Executive Manager Neighbourhood Enrichment	Ground Floor Admin Building
14	Executive Manager Healthy Life	Aqualife Centre

Copy No:	Issued to:	Location:
15	Manager Library Services	Library
16	Manager - Health & Regulatory Services	Ground Floor Admin Building
17	Manager Building	Ground Floor Admin Building
18	Building Assets Officer	1st Floor Admin Building
19	Engineering Coordinator	Depot
20	Manager Information Officer	Ground Floor Admin Building
21	Senior Information Systems Analyst	Ground Floor Admin Building
22	Records Coordinator	Ground Floor Admin Building
23	Manager Leisure Life	Leisurelife Centre
24	Manager Library Services	Library
25	Library Safe	Library
26	Electronic Copy	J/Corporate/Corporate(Read Only)/Business Continuity Plan

Appendix 8 - Communications Plan

Introduction

This crisis communications plan has been developed to support the Town of Victoria Park's Business Continuity Management Plan.

The plan outlines the roles, procedures and protocols that will guide the Town of Victoria Park in promptly sharing information with its audiences during an emergency or crisis.

It is important that this plan gets reviewed in line with the Town of Victoria Park's:

- Community Engagement strategy
- Media protocols

Objectives

The guiding principle of the plan is to communicate facts as quickly as possible, update information regularly as circumstances change, and ensure the safety of the Town's employees and the community.

A number of communications channels will be utilised (internal and external) to spread information in the event of a perceived crisis.

The goal is to be open, accountable and accessible to all audiences, while also being mindful of legal and privacy concerns.

By being prepared and on the forefront to communicate effectively to all stakeholders during a crisis, the Town will mitigate risk of panic and speculation. This in turn will contribute to the Town's reputation as proactive and caring for their community.

Scope

Internal audiences for this plan includes all employees of the Town, elected members, and contracted consultants, at all times, 24 hours a day, 7 days a week.

External audiences incorporate all of the Town's stakeholders and clients, from residents, local businesses, visitors and/or users of the Town's facilities and suppliers. The media is also an external stakeholder but for this purpose has been classified as a separate group.

Structure

This plan outlines:

1. The Crisis Communications Team
2. Steps to take in a crisis
3. Examples of communications management in potential scenarios

Crisis Communications Team

The composition of the Town's crisis communications team covers four roles: spokesperson, operations, communications, and subject matter expertise.

The team includes:

- Mayor – as the external spokesperson for the Town and is the communication conduit to elected members.
  (Deputy Mayor if acting in the Mayor's absence)
- CEO – providing across the board operational expertise and is the communication conduit to staff.
- Executive Manager, Communications and Marketing – managing crisis communications procedures, message development and delivery.
  (Member of the communications team if acting in the manager's absence)
- Business Life Director, oversees internal operational impacts, and is the communication conduit to all other program directors.
- Director of specific service affected by crisis – providing subject matter expertise and up to date information.

The composition of this team might change, depending on the type and level of the crisis. This judgment should be made upon analysing the crisis.

Procedures – steps to take in a crisis event

Communicating before, during and after a crisis is important – not only when working with the media, but also with employees, stakeholders and clients.

The following outlines a seven-stage procedure to understand the role of communications in an emergency and know what actions should be taken to provide all stakeholders with up to date facts, as quickly as possible:

1. Verify and assess the crisis
2. Notifications and assignments
3. Immediate communications
4. Develop and approve messages
5. Proactive communications
6. Monitor and provide feedback
7. Evaluate

Depending on the intensity of the situation, it is possible that all of these stages could be taken within the first three hours of a crisis and then repeated as needed during the course of the situation.

These steps and the roles and responsibilities are expanded in the table below.

Note: some of the stages might not be as relevant depending on the level of the crisis. Judgment will need to be made by the communications team for each crisis event.

Stage	Steps	Responsibility	Communications action/channels	Timeframe
1. Verify and assess the crisis	• Communications rep finds accurate information on: - What happened and where? - When did this happen? - Who was involved? - How did it happen? - What is currently being done? - Who is the subject matter expert or contact person to get most up to date information?	Communications manager/rep creates holding statement and uploads online	• Create holding statement with information on: - what has happened? - where and when? - what is currently being done about it? - who to contact at the Council for more information?	Within an hour of crisis event
2. Notify and assignments	• Communications representative convenes crisis communications team and advise on: - immediate statement to release to internal and external stakeholders - reiterate process for media protocols - immediate communication while waiting for more information - suggest simple key messages that can be used at all times despite the lack of information, such as: a. The Town of Victoria Park is committed to ensuring safety for all its residents and staff first and foremost b. The Town is working with experts to rectify the situation and will continue to provide updates on websites, social media and through customer service.	Crisis communications team meets together and approves statement and immediate communications efficiently	• Place a notice on the website and all social media channels • Brainstorm all immediate communications requirements to inform internal and external stakeholders and delegations *If the media is on site, it is suggested that a communications person also be on site to manage media and be in regular phone contact with Communications team.*	

Stage	Steps	Responsibility	Communications action/channels	Timeframe
	c. Some disruptions to services will occur and we appreciate everyone's understanding and we will aim to deliver services back as soon as is safe and possible • Convene a communications team meeting to to start delegating communications tasks			
3. Immediate communication	• Inform all directors and elected members of crisis as a priority • Inform all and employees of crisis and the communications/media protocols to observe • Inform stakeholders (residents and suppliers) of crisis, Town's response and where to obtain updated information • Keep in touch with subject expert for latest updates	Communications team organises information to be released and delivery of information Elected members and staff to read communications and inform their external stakeholders as appropriate	• Internal communications – provide information to elected members and all staff through: - intranet - email to all staff - phone calls • External stakeholder communications through: - website (homepage) - all social media outlets (FB and Twitter) - emails - holding message for busy phone lines • Proactive media –continue to provide updates through: - Social media	1- 3 hours of crisis event occurring

Stage	Steps	Responsibility	Communications action/channels	Timeframe
			- Website - Issuing a holding statement • Reactive media – media queries continue to be handled by media officer	
4. Develop and approve messages 5. Proactive communications	• Prepare specific key messages and ways to communicate them • Communications rep briefs crisis communications team with key messages and plans for proactive media • Deliver key messages to media and stakeholders • Handle media requests and follow protocols	Communications team to develop key messages and organise proactive communications and media Spokesperson to perform media duties as vetted by Communications Elected members and all staff to be	• Develop key messages • Brief key spokesperson • Provide key messages and/or spokesperson's speech to all elected members and then staff through intranet or email (especially for customer service/reception) • Messages communicated to media through: - press conference (for high media events) - direct phone calls - email with key messages in a formal statement - twitter with link to formal statement • Messages to stakeholders through all channels mentioned in stage 3 and if	1-2 days of crisis event

Stage	Steps	Responsibility	Communications action/channels	Timeframe
		aware of messages and communicate them accurately to external stakeholders	appropriate, and only if time permits, a video recorded speech of spokesperson for uploading onto social media and website	
6. Monitor and provide feedback	• Monitor how the crisis is being handled/resolved by Town and experts. Update relevant information to elected members, stakeholders and media • Monitor public comments online and through social media and respond to them quickly with acknowledgement and key messages • Monitor stories in the media and act quickly to correct if there are false statements through self publishing and contacting journalist for corrections	Communications team to monitor all forms of media and responds appropriately Elected members and staff to stay up to date with recent information and communicate appropriately to	• Regularly review and check news stories on media monitors and Google Alerts • Regular monitoring and responding to comments and questions on social media channels • Liaise with reception and customer service in regards to number and types of calls to determine effect of stakeholder communications • Continue to provide any updates through channels mentioned in stage 3	2-4 days after crisis event

Stage	Steps	Responsibility	Communications action/channels	Timeframe
	• Inform crisis communications team on how community and the media are perceiving the crisis through analysis of media stories, online engagement and direct contact	external stakeholders Crisis communications team to review feedback		
7. Evaluate	• Once crisis is resolved, prepare a media statement with information and key messages on: - thanking community for patience and co-operation during the crisis - how crisis has been resolved? (with comments from experts resolving the crisis) - the next steps - what the Town will review/implement to prevent similar crisis happening • Deliver statement to the media and through other communications channels	Communications team Crisis communications team	• Inform all employees of the key messages through internal communications channel (see stage 3) • Communicate to media through communications channels mentioned in stage 4 and 5 • Communicate to stakeholders through communications channels mentioned in stage 4 and 5 and public meetings (for high crisis matters)	Once crisis is resolved

Stage	Steps	Responsibility	Communications action/channels	Timeframe
	• Deliver messages addressed to stakeholders through video, community meeting and other communications channels • Convene a meeting with crisis communications team to report on and evaluate effectiveness of action during and after crisis		• Develop a summary of communications activities during crisis and evaluate outcomes for each activity for review • Schedule 'good news' stories as part of resolving the crisis and rebuilding with media and through community events/communications	

Scenario example 1: IT systems failure

Please note assumptions made - IT systems failure means no access to emails or web services, and some of the Town's external services will be disrupted.

Stage and timeframes	Person/s responsible	Actions
1. Verify and assess the crisis 2. Notify and assignment Within first hour of crisis event	Communications manager/rep and team Communications crisis team	• Communications rep talks to Senior Information Systems Analyst to get information on what's happened, the impact internal and external, what's being done and who is the best point of contact for updates • Communications rep convenes meeting with crisis communications team and provides immediate internal and external communications advice • Communications rep informs communications team and starts to delegate tasks
3. Immediate communications Within 1-2 hours of crisis event	Communications team develops memo and organises dissemination of information All staff to read and communicate information appropriately	• Communications team creates internal memo with information obtained above as key messages, delivers through all staff email and intranet. Directors/managers encouraged to further disseminate information • Elected members are informed via phone calls • Social media officer places statement on FB and Twitter on how this will affect external stakeholders (through phone device as web services are unavailable) • Reception and customer service to be briefed on messages when answering phone queries

Stage and timeframes	Person/s responsible	Actions
4. Messages developed 5. Proactive media Within 4-5 hours of crisis event	Communications team develops key messages and delivers through communications channels All staff to read and communicate information appropriately Spokesperson for media requests	• Key messages developed for official statement in case media (especially local media) calls: - The Town of Victoria Park is experiencing an IT system failure which prevents normal day to day office activities - The Town is currently attending to this matter and will notify those impacted as soon as we know when it will again be fully functioning - There might be slight disruptions to services. Please check our social media sites for updates or contact xxxx for urgent matters • Key messages communicated to elected members and staff and uploaded online
6. Monitor and provide feedback Throughout crisis event	Communications team Crisis communications team	• Communications team regularly checks with subject expert for updates and informs other staff through phone calls or emailed memos (or fax if email is down). • Social media officer monitors feedback online and responds and updates relevant news • Media queries to be forwarded to media officer
7. Evaluate When crisis is resolved	Communications team Crisis communications team	• Once IT systems are resolved, provide information to all employees and update on social media channels, apologising for any inconvenience • Communications rep convenes meeting with crisis communications team to report on process during and after crisis for review

Scenario example 2: Reduction in operational capacity

Please note assumptions made – a flu epidemic has caused many staff to be ill and not able to work and it is highly contagious

Stage and timeframes	Person/s responsible	Actions
1. Verify and assess the crisis	Communications manager/rep and team	• Communications rep talks to HR and Health officers for information on how many staff affected, how it started, when, what impact will this have on the community and the business, what is being done about it?
2. Notify and assignment Within first hour of crisis event	Communications crisis team	• Communications rep briefs crisis communications team of the issue and to conduct immediate internal/external communications as health and flu epidemic is high-risk issue. • Communications rep briefs communications team and delegates tasks
3. Immediate communications Within 1-2 hours of crisis event	Communications team to deliver immediate communications All members and staff to read information, observe media protocols and communicate appropriately	• Communications team creates statement for elected members and staff with facts obtained from HR and Health with advice on how to stay unaffected, what to do if you get symptoms and how to handle public calls if/when the news gets out. Delivers information through session with HR and Health and via email • Statement placed on Town's website (homepage) with a message that the Health officers are containing the epidemic, information about the flu and what to do when showing symptoms and while the Town's operations might slow, they are still open to serve via phone/online • Repeat statements on social media written as facts and not to instill panic. If media calls, refer to media officer and provide information as is currently available

Stage and timeframes	Person/s responsible	Actions
	Spokesperson	

4. Messages developed
 	
5. Proactive media
 	
Within 2 -3 hours of first holding statement
	Communications team to develop messages, deliver and manage media queries
	
	All members and staff to read information, observe media protocols and communicate appropriately
	
	Spokesperson
		• Key messages developed, provided to elected members and staff and released as a press statement and community announcement:
		  - A number of staff at the Town have been affected by the flu epidemic which we believe originated from xx
		  - The Town is following advice provided by the Department of Health in containing the spread of disease through the isolation of staff members and sterilising all of the Town's buildings
		  - The health and safety of our community is our main priority and we will reducing non-essential services as we focus on keeping the virus contained
		  - Staff absent from work have been advised to stay a home until further notice and the Department of Health has provided tips to prevent getting the flu
		
		• Potential questions to answer. Is this contagious and will it affect everyone at the Council? What will be the cost of loss of productivity at the Town? How will reduced services affect ratepayers and businesses, and potentially any visitors to the Town? When did the Town realise the flu had become an epidemic amongst staff – could this have been prevented?
		
		• Brief spokesperson and organise media interviews as they come along. A press conference is on the agenda if media attention escalates
		
		• Continue to provide external stakeholders with updates on social media, links to the Department of Health site or healthy tips to prevent getting the flu and what services are minimised at the Town. A public service announcement that is taped might be on the agenda depending on community's reaction and mood
		
		• Update internal stakeholders through intranet and team meetings with information what services are being

Stage and timeframes	Person/s responsible	Actions
		diverted, updates, conditions of affected staff members and messages from the Health Department
6. Monitor and provide feedback Throughout crisis event- (simultaneously with steps 4 & 5.)	Communications team	• Communications team continues with updating services mentioned in steps 4 and 5 (especially as services returns back to normal and staff also comes back to work) and continues to work with the media • Social media and media officer monitors online comments and/or criticism and press articles respectively and provides corrections or updates where possible, with the aim of minimising any panic or concerns
7. Evaluate Once resolved	Communications team Crisis communications team Town's health staff members	• Once Department of Health provides the all clear and affected staff are starting to return to work, provide a proactive positive statement for the website and social media channels • A health community service session to be organised a few weeks after the crisis event is resolved to update community and also offer healthy tips from Department Health • Spokesperson to provide an update and address what the Town will do to minimise such incidents from occurring in future. This could be recorded for posting online • Communications rep presents evaluation of communications activities to crisis communications team for review and discusses aspects for improvement for handling future similar crisis

Scenario example 3: Loss of administration building

Please note assumptions made – administration building lost through fire during operational hours (however there are minimal injuries) and the media are already alerted.

Stage and timeframes	Person/s responsible	Actions
1. Verify and assess the crisis 2. Notify and assignment Within first hour of crisis event	Communications manager/rep and team Communications crisis team	• Communications rep talks to Director of services and FESA for information on what has happened, why it happened, any injuries and what is the immediate recovery process? • Communications rep discusses with Emergency Team on actions for 'relocation' or 'work from home' strategy for affected staff. Communications rep identifies main point of contact for updated information • Due to the need to move quickly to communicate to internal and external stakeholders, communications rep briefs crisis communications team on immediate actions to take and obtain approval • Communications rep sets up temporary lodgings with access to IT to brief communications team to delegate tasks or contact them to start immediate communications internally and externally
3. Immediate communications Within 1-2 hours of crisis event and continuously until FESA clears the area	Communications team All elected members and staff to read information, observe media protocols and communicate to stakeholders appropriately	• Communications team informs all elected members & staff of the crisis and the official responses via telephone. An all staff email for those not affected by the building loss to be released with information on working arrangements and media to be directed to communications rep mobile and that of his/her team members • Communications team, together with the Emergency Response Team, to organise Mayor/CEO to speak to affected staff in the designated gathering area. Mayor/CEO to relay same message provided to all other staff on crisis update and working arrangements • Communications rep organises a press conference at the scene with spokesperson to deliver key messages about what has happened as advised by FESA, injuries or anyone affected, the Town's immediate plans to care for staff and

Stage and timeframes	Person/s responsible	Actions
	Spokesperson	its community and the next immediate step as per FESA's orders
		• Communications team to provide key statement points for staff and external stakeholders to all Directors to further relay to their immediate staff
		• Communications team organises similar key statements to be placed on website and social media channels and continues to update as more appropriate information can be filtered. Community members provided with alternate numbers to contact Town's staff.
4. Messages developed

5. Proactive media

Within 1-2 days | Communications team

Crisis communications team

All elected members and staff to read information, observe media protocols and communicate to stakeholders appropriately

Spokesperson | • Following key messages developed for official statement:
- The Town acknowledges the loss of the administration building on xx due to xx as confirmed by FESA
- No one has been injured and for safety purposes we ask that people stay away from the scene
- Administration services will be disrupted for a period of time (yet to be confirmed), and we request for understanding and patience during this time. All queries and requests for assistance have been diverted to (list other buildings or service areas), as much as possible
- The Town continues to operate and serve its community so please visit the Town's website, social media or call for more information.

• Potential questions from media and the public to prepare answers for:
- What caused the fire to the administration building?
- What is the cost of the damage and how long will it be until all services are fully operational?
- Where will the affected staff be housed/what arrangements have been made for their work?
- Where will the Mayor be located for the time being?
- How will the Council repair the damage and with what funds?

• Statement with key messages and FAQs from the above to be delivered to Directors and their staff for their |

Stage and timeframes	Person/s responsible	Actions
		information and communications with external stakeholders, with a reminder all media calls to be forwarded to the communications team • Statement published online and provided in other formats to communicate to external stakeholders (e.g. email services, newsletters) • Communications team is proactive in updating new information as they come from the contact person. Social media are monitored constantly and questions answered with negative comments to be engaged offline
6. Monitor and provide feedback Throughout crisis event (simultaneously with steps 4 & 5.)	Communications team Crisis communications team to be informed	• Communications team continues with updating services internally and externally as mentioned in steps 4 and 5 and continues to work with the media • Information on what services are expected to be temporarily affected/unavailable and events cancelled to be released as soon as possible online, local community papers and in every Town facilities and buildings. Alternate arrangements (if any) also communicated • Communications team monitors media and community responses and actions with key messages as soon as possible. • Communications team identify key information that can be used for the spokesperson to convey through: - media interviews - video recording published on website and social media - community information session
7. Evaluate	Communications team	• Once the building has been cleaned up and it is no longer a dangerous area, Town releases statement (to elected members and staff first) on next steps to recover and rebuild, and arrangements for work for affected staff to date. A thank you note for the work of all staff during the crisis and understanding of the community acknowledged.

Stage and timeframes	Person/s responsible	Actions
When crisis is resolved	Crisis communications team All elected members and staff to read information, observe media protocols and communicate to stakeholders appropriately Spokesperson	Statement announced to all staff first before being made public • Press statement developed and sent out with a photo opportunity at the site. Note: briefing for spokesperson with full issues management to be provided beforehand • Statement published online and through other external communications sources • Communications plan build to support positive media and potential issues around the new plans for the site • Communications rep presents evaluation of communications activities to crisis communications team for review and discusses aspects for improvement for handling future similar crisis

Scenario example 4: extended power loss

Please note assumptions made – the administration building has lost all power and it is estimated that it will take up to 5 business days for full power to be restored.

Stage and timeframes	Person/s responsible	Actions
1. Verify and assess the crisis	Communications manager/rep and team	• Communications rep talks to the team leader of the Business Recovery Group to get information of what's happened, how long it will affect staff and community, what are the relocation plan and who can be contacted to get the most up to date information for staff and external stakeholders
2. Notify and assignment	Communications crisis team	• Communications rep convenes meeting with crisis communications team and provides immediate internal and external communications advice
Within first hour of crisis event		• Communications rep informs communications team, sets up in relocated space/building and starts to delegate tasks
3. Immediate communications

Within 1-2 hours of crisis event | Communications team develops memo and organises dissemination of information

All staff to read and communicate information appropriately | • Communications team creates internal memo with information obtained above as key messages, delivers through all staff email and intranet. Directors/managers encouraged to further disseminate information to their direct staff. CEO to hold a quick all-staff meeting in the relocated building to provide all the information.

• Elected members are informed via phone calls and/or emails.

• Reception and customer service to be briefed on messages when answering phone queries using information available to date

• Communications team places statement on website and social media channels with emphasis on:
- providing information on what has happened
- where admin services can be accessed during the power loss and how to contact them
- services to run as normal as possible with possible delays |

Stage and timeframes	Person/s responsible	Actions
		and the understanding of the community will be appreciated - estimated time for recovery - updated information will be available through the relocated admin offices and online

4. Messages developed
 	
5. Proactive media
 	
Within 4-5 hours of crisis event
	Communications team develops key messages and delivers through communications channels
	
	All staff to read and communicate information appropriately
	
	Spokesperson for media requests
		• Key messages developed for official statement in case media (especially local media) calls:
		  - The Town of Victoria Park is experiencing an extended power loss in its administration building due to xxx
		  - The Town is currently attending to this matter efficiently and effectively with staff now relocated to xxx building
		  - The Town's services are operating as normal with possible delays in some areas. Everyone's patience is appreciated. Please check our social media sites for updates or contact xxxx for urgent matters
		• Key messages communicated to elected members and staff first and then uploaded online
		
		• Communications team provides updated information online, especially for any public events or services that will be cancelled, experiencing delays or temporarily unavailable. Information on alternative arrangements to be made available with each updated news

6. Monitor and provide feedback Throughout crisis event	Communications team Crisis communications team All staff to be aware of all updated information and	• Communications team regularly checks with main contact for updates and informs other staff through intranet, staff email or provided to the Directors for further dissemination to their direct team • Communications team monitors feedback online and responds accordingly.

Stage and timeframes	Person/s responsible	Actions
	communicate this accordingly to external stakeholders	

7. Evaluate
 	
When crisis is resolved
	Communications team
	
	Spokesperson
	
	Crisis communications team
		• Once the power is reconnected to the administration building, Mayor/CEO to release statement internally/hold an all staff meeting to announce:
		  - information for locating back to the administration building
		  - an acknowledgement to everyone for their good work during this crisis event
		
		  Statement further released on intranet for staff reference and communicated to elected members.
		
		• Communications team to revise statement for external audience with messages on being back to full working order and acknowledgement of patience/understanding during this loss of power. External statement posted online.
		
		• Communications rep convenes meeting with crisis communications team to report on process during and after crisis for review

Ap8.1 HOLDING STATEMENT

For Immediate Release

Contact:

[NAME]

[TITLE]

[PHONE NUMBER]

[E-Mail]

[**INCIDENT**] **AT TOWN OF VICTORIA PARK**

The Town of Victoria Park issued the following statement today, at [insert time]

[Location e.g. Admin Building]: At approximately [time] there was what is currently being investigated as a (Brief general description – fire, rock burst, etc.) at [Location].

We are working to determine **(**damage, injuries, etc.). At this time we have confirmed that [General information that is FOR CERTAIN, i.e., one person was injured and is currently being treated, etc. DELETE THIS SECTION IF NO CONFIRMED INFO IS AVAILABLE.] The safety and wellbeing of our employees, community and visitors is our first priority.

As more information is available we will be providing updates through the town's website, www.victoriapark.wa.gov.au and regular media briefings.

Note for Media: Media briefings will be held at [Location] at [Time – specific time, or general, i.e., every hour on the hour, etc.].

Appendix 9- References and Related Documents (internal)

Table 19: Location of internal references and related documents

Document Title	Location (Printed Copy)	Location (E - Copy)
Admin building Emergency Evacuation Plan	Fireproof safe at each site	TRIM/Intranet
Leisure Life Emergency Evacuation Plan	Fireproof safe at each site	TRIM/Intranet
Aqua Life Emergency Evacuation Plan	Fireproof safe at each site	TRIM/Intranet
Depot Emergency Evacuation Plan	Fireproof safe at each site	TRIM/Intranet
Records Keeping Plan (contains the Records Disaster Recovery Plan)	Library & Records Section	TRIM /File server
IT Disaster Recovery Plan	Fireproof safe Library	TRIM /File server
Password list inc. software license keys		TRIM /File server
IT Governance Plan	Fireproof safe at each site	TRIM /File server
Communication Plan	Library & Communications Section	TRIM /File server
Emergency Management Arrangements	Library & All Directors	Town's website http://www.victoriapark.wa.gov.au/ – Rangers- Emergency Management – Emergency Management Arrangements. http://www.belmont.wa.gov.au/Services/EmergencyManagement/Pages/LEMA.aspx

Table 20: Business Continuity Standards Australia reference documents

Document Number	Title
HB 221:2004	Handbook for Business Continuity Management
HB 292-2006	A practitioners guide to Business Continuity Management
HB 293-2006	Executive guide to Business Continuity Management
AS/NZS 5050:2010	Business Continuity – Managing Disruption Related Risks
AS/NZS ISO 31000:2009	Risk Management – Principles and Guidelines

Appendix 10 - Insurance policies

Table 21: Insurance Policy document locations

Insurance Policy	Insurer & Policy No	Location-Printed Copy	Location- E Copy
Casual Hirers Liability	LGIS - 000383	Finance Department	Records FILE No FIN0019.
Councillors & Officers Liability	LGIS- 003174	Finance Department	Records FILE No FIN0019.
Fidelity Guarantee	LGIS- 000289	Finance Department	Records FILE No FIN0019.
Journey Injury	LGIS- 006152	Finance Department	Records FILE No FIN0019.
Marine Cargo	LGIS -005887	Finance Department	Records FILE No FIN0019.
Motor Vehicle	LGIS-000612	Finance Department	Records FILE No FIN0019.
Personal Accident & Travel	LGIS-003207	Finance Department	Records FILE No FIN0019.
Salary Continuance	LGIS-002820	Finance Department	Records FILE No FIN0019.
LGIS Property Scheme	LGIS-000279	Finance Department	Records FILE No FIN0019.
LGIS Liability Scheme	LGIS-000084	Finance Department	Records FILE No FIN0019.

Insurance Policy	Insurer & Policy No	Location-Printed Copy	Location- E Copy
LGIS Workcare Scheme	LGIS-000105	Finance Department	Records FILE No FIN0019.

Appendix 11 - Contact Details for SMT (CEO and Directors)

Table 22: Contact Details for SMT (CEO and Directors)

CEO	**Anthony Vuleta**
Address:	70 Brunswick Road, Thornlie 6018
Office Tel:	9311 8138
Home Tel:	9455 6636
Mobile:	0403 344 626
E-Mail:	avulets@vicpark.wa.gov.au
Director Business Life	**Nathan Cain**
Address:	33 Welsh Glen, Glen Forrest 6071
Office Tel:	93118118
Home Tel:	
Mobile:	0448 006 644
E-Mail:	ncain@vicpark.wa.gov.au
Director Renew Life	**Warren Bow**
Address:	166A Alma Road, North Perth 6006
Office Tel:	9311 8138
Home Tel:	9328 6185
Mobile:	0403 369 002
E-Mail:	wbow@vicpark.wa.gov.au
Director Community Life	**Tina Ackerman**
Address:	46 Slade Street, Bayswater
Office Tel:	9311 8136
Home Tel:	
Mobile:	0403 344 640
E-Mail:	tackerman@vicpark.wa.gov.au or tinaeackerman@gmail.com

Director Future Life & Built Life	Rochelle Lavery
Address:	9 Lake View, East Victoria Park 6101
Office Tel:	9311 8158
Home Tel:	
Mobile:	0403 344 618
E-Mail:	rlavery@vicpark.wa.gov.au

Appendix 12 – Backup Site and Floor Plan Leisure Life
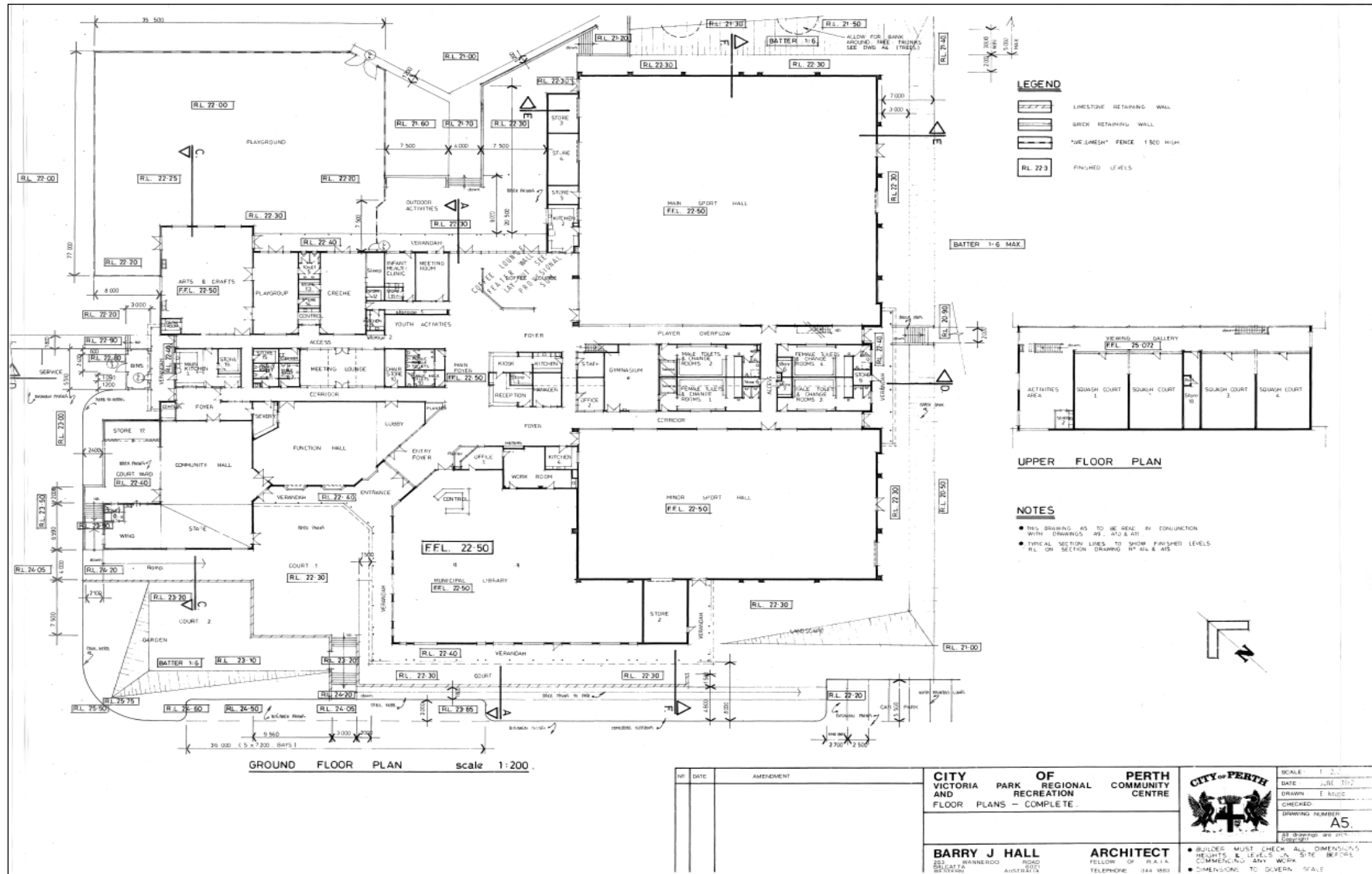

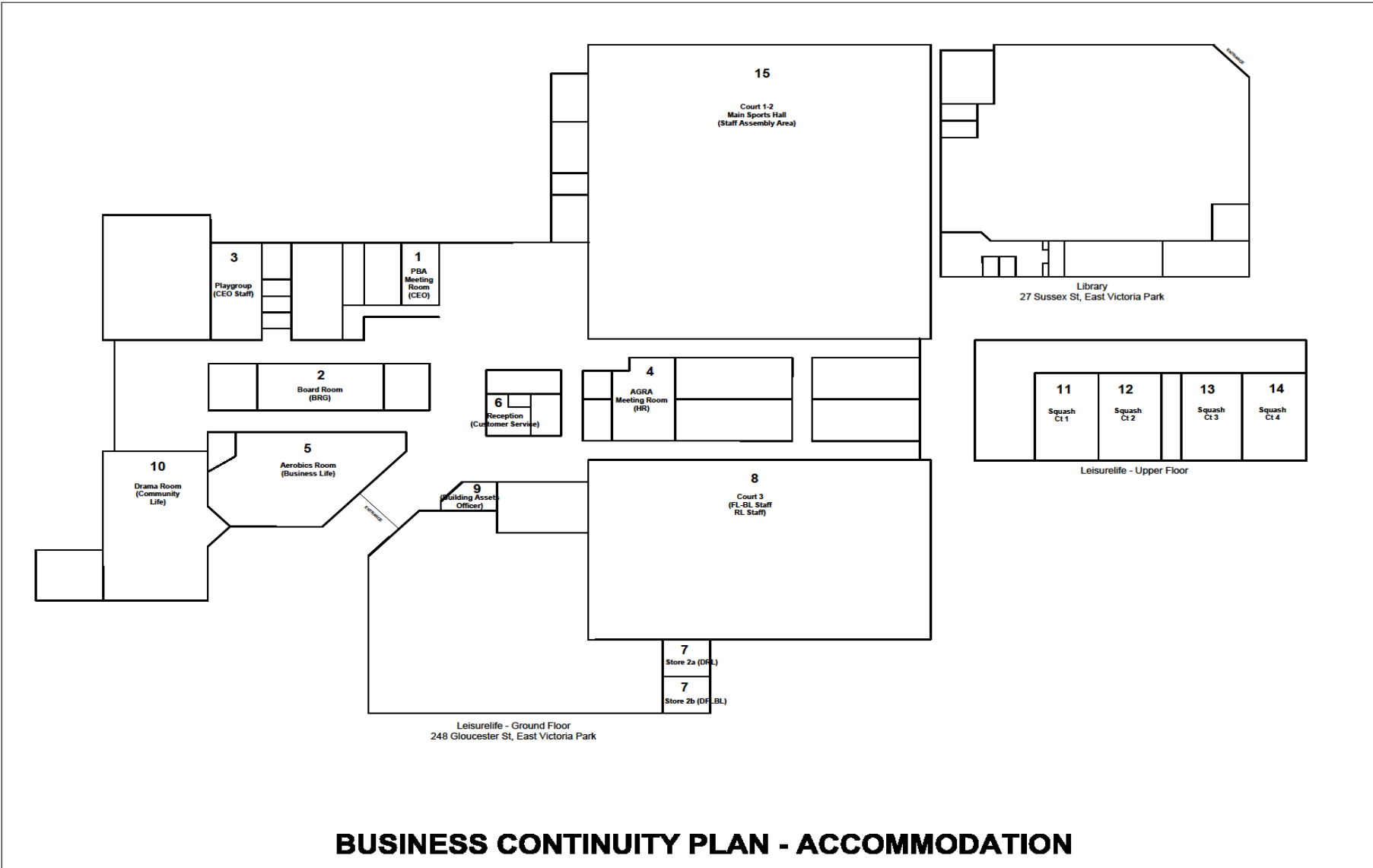**Figure 6: Site and Floor Plan Leisure Life**

Figure 7: BCP Accommodation

Appendix 13 - BCP Training record

The training record should be updated after each training exercise.

Table 23: BCP Training Record

Education Method	Data last undertaken	Next date	Person responsible
Practical Exercise			
Review Plans and manual walkthrough scenario			
BCP reviewed at Executive management meeting			

Appendix 14 - BCP Testing Schedule

The testing schedule should be updated after each training exercise.

Table 24: BCP Testing Schedule

Testing Method	Data of last test	Next of next take	Person responsible
Manual walkthrough (i.e. is the plan complete? Is it current?			
Practical (physical) exercise			

Appendix 15 - BCP Update Schedule

The update schedule should be updated after each review.

Table 25: BCP Update Schedule

Agreed Interval	Data of last review	Next of next review	Person responsible

Appendix 16 - BCP Fault Log

The BCP fault log should be updated after both training and real scenarios have taken place and post-event analysis has been completed.

Table 26: BCP Fault Log

Date	Logged by	Fault noted	Remedial Action performed	Person responsible