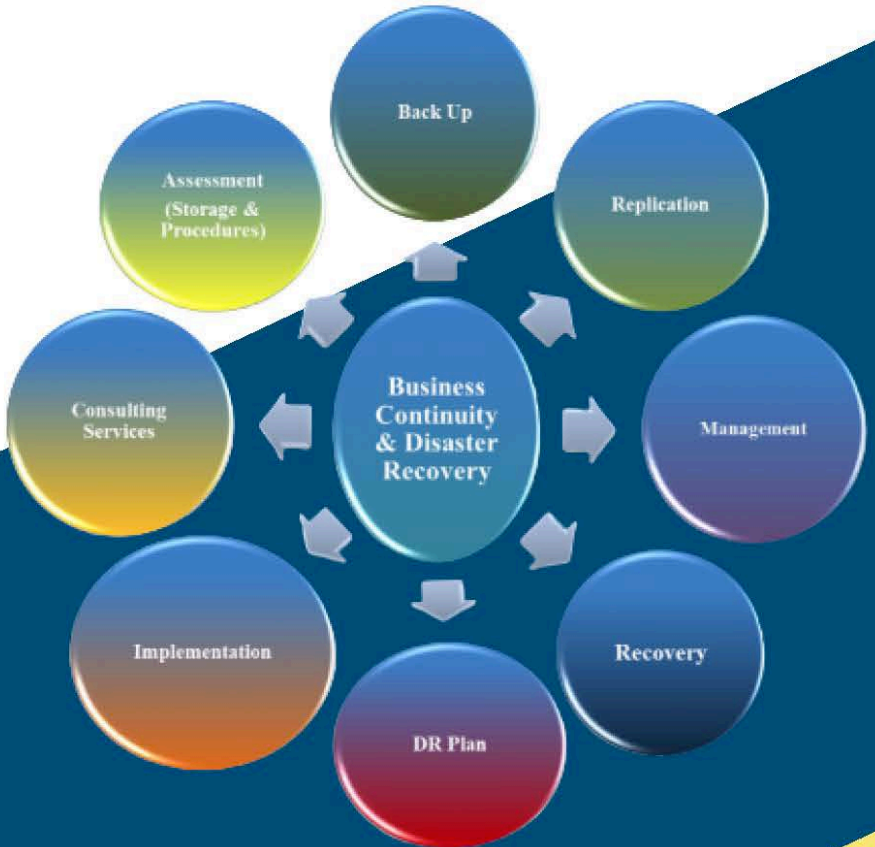
2026

SHIRE OF TRAYNING

Rock Solid

Business Continuity and Disaster Recovery Plan



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1) Key Contact Sheet (not for publication)

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Paul Healy	Manager of Works	0428 831 036 works@trayning.wa.gov.au	Incident Response Team Member
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Cr Melanie Brown	Shire President	0400 447 067 crbrown@trayning.wa.gov.au	Shire President

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2) Introduction and Objectives

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

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

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

The objectives of this Plan enable the Shire to:

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

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

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

This Plan will be located on the Shire website – www.trayning.wa.gov.au (excluding the contacts list) and Altus ECM to ensure it is always available. Copies will also be placed in the Chief Executive Officer's vehicle, all Managers' vehicles and the strong room within the Shire's Administration building.

3) Incident Response Plans

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

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

a) Loss of Administration Building

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

TASK 1 - Immediate Response

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

Incident Response Team

Team Leader	Chief Executive Officer
Team Members:	Manager of Works
	Manager of Corporate Services
	Fire Warden - Administration
	Shire President (Media Liaison)

Recovery Procedure

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

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

Recovery Time Objective

Timeframe for this activity is within 24 hours of incident

Recovery Location

Primary Site:	Don Mason Community Centre (DMCC)
Secondary Site:	CEO Residence, 44 Coronation Street, Trayning

Resource Requirements

- Telecommunications Trailer (if using DMCC or Crisp Wireless Tower down)
- Mobile phones
- Tables and laptops

- Charging devices
- Personnel

Other Considerations

- Secure the affected area as necessary
- Restrict access to the building/site
- Liaise with Emergency Services and Police
- Inform Local Government Insurance Services (LGIS)
- Inform elected members and employees
- Liaise with Shire President to make a press release
- Inform community where possible

TASK 2 – Commence operations from Disaster Recovery Site

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

Incident Response Team

Team Leader	Chief Executive Officer
Team Members:	Manager of Works
	Manager of Corporate Services
	Senior Finance Officer (IT Liaison Officer)

Recovery Procedure

Undertake the following steps:

1) Establish the disaster recovery site – **Manager of Corporate Services**
    - Layout workspace utilising tables and chairs from the Don Mason Community Centre
    - Source telephones, establish communications and arrange to have calls directed to mobile telephones
    - Allocate staff to customer service and disaster recovery assistance
    - Liaise with other Incident Response Team members to determine items to be immediately replaced and what is recoverable.
    - Contact IT Vision, Shire's IT supplier (Pre-emptive Strike), stationery supplier
    - Recover backup
    - Cancel all forward bookings of the Don Mason Community Centre (if using it as the disaster recovery site), change venue for any meetings scheduled at the Administration Centre

2) Assess damage and undertake salvage operations – **Chief Executive Officer**
    - Undertake initial assessment of salvageable materials, items and records etc
    - Contact staff to remove items to the salvage site (Town Hall or Depot)

3) Coordinate all communications, media and elected members, Local Government Insurers and general coordination of recovery process – **Chief Executive Officer**
    - Liaise with Shire President to issue a media statement
    - Coordinate meetings of Incident Response team
    - Authorise all immediate purchasing requirements
    - Liaise with Shire's insurers
    - Oversee Assessment and Recovery

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

Resource Requirements
- Office furniture & stationery
- Administration staff
- IT hardware and software
- Communications (phones and internet)

TASK 3 – Assess damage and prepare medium term Recovery Plans

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

Incident Response Team

Team Leader	Chief Executive Officer
Team Members:	Manager of Corporate Services
	Senior Finance Officer (IT Liaison Officer)

Recovery Procedure
Undertake the following steps:

1) Establish the disaster recovery site for full operations in the medium to longer term – **Manager of Corporate Services**
   - Recover data to pre-disaster state
   - Bring all records up to date
   - Contact all necessary persons to inform of incident, expected delays and seek documentation where necessary
   - Establish necessary equipment and infrastructure requirements to provide full operations from recovery site including demountable buildings and other office accommodation if required

2) Finalise damage assessment and commence planning for re-establishing services through full or partial rebuild – **Chief Executive Officer**
   - Undertake assessment of building and determine action to fully or partially rebuild and make recommendation to Council

3) Coordinate all communications, media and elected members, Local Government insurers and general coordination of recovery process – **Chief Executive Officer**
   - Oversee assessment and recovery
   - Coordinate meetings of Incident Response Team
   - Oversee planning for medium term operation from Disaster Recovery Site (6-12 months)

Recovery Time Objective
Four weeks

Resource Requirements
- Wallis Computer Solutions (IT Contractors)
- Additional infrastructure as identified
- Contractors to clean up disaster site

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

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

Incident Response Team

Team Leader	Chief Executive Officer
Team Members:	Manager of Works
	Manager of Corporate Services
	Senior Finance Officer (IT Liaison Officer)

Recovery Procedure

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

1) Establish working party to:
   - Review operations for location of new premises
   - Undertake design and tendering process
   - Oversee construction of new premises
   - Oversee commissioning of new premises

2) Present review findings to Council for decision

3) Appoint architect, exterior and interior designers, engineers and other necessary assistance to design, specify and document new premises

4) Issue tenders, appoint contractor and commence construction

5) Commission new premises and commence operations from new building

Recovery Time Objective

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

Resource Requirements

- Planning assistance
- Consultants/architects
- Contractors

b) Complete IT Hardware Failure

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

Incident Response Team

Team Leader	Chief Executive Officer
Team Members:	Manager of Corporate Services
	Senior Finance Officer (IT Liaison Officer)
	Wallis Computer Solutions

Recovery Procedure

Undertake the following steps:

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

Recovery Time Objective

Two weeks

Resource requirements

IT suppliers (Wallis Computer Solutions - hardware/software, SynergySoft/Altus, Department of Transport etc)

c) Loss of Depot Buildings

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

TASK 1 – Immediate Response

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

Incident Response Team

Team Leader	Chief Executive Officer
Team Members:	Manager of Works
	Manager of Corporate Services
	Fire Warden (Depot)
	Senior Finance Officer (IT Liaison Officer)

Recovery Procedure

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

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

Recovery Time Objective

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

Recovery Location

Primary Site:	Shire Depot Site if depot site can be utilised
Secondary Site:	Trayning Recreation Ground

Resource requirements

- Mobile phone
- Personnel
- Equipment and stores

Other considerations

- Secure the affected area as necessary
- Restrict access to the building/site
- Liaise with Emergency Services and Police
- Inform Local Government Insurance Services (LGIS)
- Inform elected members, employees

- Liaise with Shire President to make a press release
- Inform community where possible

TASK 2 – Commence operations from Disaster Recovery Site

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

Incident Response Team

Team Leader	Chief Executive Officer
Team Members:	Manager of Works
	Manager of Corporate Services
	Senior Finance Officer (IT Liaison Officer)

Recovery Procedure

Undertake the following steps:

1) Establish the disaster recovery site – **Manager of Works**
   - Establish appropriate temporary depot site
   - Administration function to resume from Shire office
   - Liaise with other Incident Response Team members to determine items to be immediately replaced and what is recoverable

2) Assess damage and undertake salvage operations – **Manager of Works** and **Chief Executive Officer**
   - Undertake initial assessment of salvageable materials, items and records etc
   - Engage staff to remove items to temporary depot site

3) Coordinate all communications, media and elected members, Local Government Insurers and general coordination of recovery process – **Chief Executive Officer**
   - Liaise with Shire President to issue a media statement
   - Oversee assessment and recovery
   - Coordinate meetings of Incident Response Team
   - Authorise all immediate purchasing requirements
   - Liaise with Shire's insurers

Recovery Time Objective

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

Resource Requirements

- Office furniture and stationery
- Works staff
- IT hardware and software
- Communications (phone and internet)

TASK 3 – Assess damage and prepare medium term recovery plans

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

Incident Response Team

Team Leader	Chief Executive Officer
Team Members:	Manager of Works
	Manager of Corporate Services
	Senior Finance Officer (IT Liaison Officer)

Recovery Procedure
Undertake the following steps:

1) Establish the disaster recovery site for full operations in the medium to longer term – **Manager of Works** and **Senior Finance Officer (IT Liaison Officer)**
   - Establish appropriate temporary depot site
   - Administration function to resume from Shire office or alternative site
   - Contact all necessary persons to inform of incident, expected delays and seek documentation where necessary
   - Liaise with CEO to establish necessary equipment and infrastructure requirements to provide full operations from recovery site

2) Finalise damage assessment and commence planning for re-establishing services through full or partial rebuild – **Manager of Works** and **Chief Executive Officer**
   - Undertake assessment of building and determine action to fully or partially rebuild and make recommendation to Council

3) Coordinate all communications, media and elected members, Local Government insurers and general coordination of recovery process - **Chief Executive Officer**
   - Oversee assessment and recovery
   - Coordinate meetings of Incident Response Team
   - Oversee planning for medium term operation from Disaster Recovery Site (6-12 months)

Recovery Time Objective
Four weeks

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

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

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

Incident Response Team

Team Leader	Chief Executive Officer
Team Members:	Manager of Works
	Manager of Corporate Services

Recovery Procedure

Chief Executive Officer and **Manager of Works**:

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

Recovery Time Objective

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

Resource Requirements

- Planning assistance
- Consultants/architects
- Contractors

4) Immediate Response Checklist

INCIDENT RESPONSE **Have you:**	✓	**ACTIONS TAKEN**
Assessed the severity of the incident?		
Evacuated the site if necessary?		
Accounted for everyone?		
Identified any injuries to persons?		
Contacted Emergency Services?		
Implemented your Incident Response Plan?		
Started an Event Log?		
Activated staff members and resources?		
Appointed a spokesperson?		
Gained more information as a priority?		
Brief team members on incident?		
Allocated specific roles and responsibilities?		
Identified any damage?		
Identified critical activities that have been disrupted?		
Kept staff informed?		
Contacted key stakeholders?		
Understood and complied with any regulatory/compliance requirements?		
Initiated media/public relations response?		

5) Event Log

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

Date	Time	Information/Decisions/Actions	Initials

6) Register of Initials

Name	Position	Initial	Signed

7) Incident Recovery Checklist

INCIDENT RESPONSE **Now that the crisis is over, have you:**	✓	**ACTIONS TAKEN**
Refocused efforts towards recovery?		
Deactivated staff members and resources as necessary?		
Continued to gather information about the situation as it affects you?		
Assessed your current financial situation?		
Reviewed cash requirements to restore operations?		
Contacted your insurance broker?		
Developed financial goals and timeframes for recovery?		
Kept staff informed?		
Kept key stakeholders informed?		
Identified information requirements and sourced the information?		
Set priorities and recovery options?		
Updated the Recovery Plan?		
Captured lessons learnt from your individual, team and business recovery?		

8) Evacuation Procedures

Relevant procedures and plans have been developed and are displayed in positions easily accessible to staff and customers.

9) Emergency Kit

In the event of evacuation or damage to the Administration Building or Works Depot and relocation to a Disaster Recovery Site, two emergency kits have been made up.

The kits are located at the Administration Building in the Strong Room.

The **Manager of Corporate Services** is responsible for annually checking and updating the kits. The items and documents included in the emergency kit are:

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

10) Review and Maintain

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

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

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

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

11) LGIS Insurance Policies

Insurance Type	Policy Coverage	Policy Number/Expiry	LGIS Contact
Public Liability	100% protection, up to $600M any one occurrence	000082 30/06/2027	Lee Teivans 0437 750 943
Workers Compensation	100% protection, up to $1.5M any one claim/event	000080 30/06/2027	Lee Teivans 0437 750 943
Buildings – Shire Office	Insured value $1.3M, excess varies according to cause	000708 30/06/2027	Lee Teivans 0437 750 943
Contents – Shire Office	Insured value $145K, excess varies according to cause	000708 30/06/2027	Lee Teivans 0437 750 943
Buildings – Depot	Total insured value $826K, excess varies according to cause	000708 30/06/2027	Lee Teivans 0437 750 943
Contents – Depot	Insured value $44K, excess varies according to cause	000708 30/06/2027	Lee Teivans 0437 750 943
Plant & Equipment	Up to $20M from any one location – market value, cost of repairs or declared value, whichever is the lesser	63 4000494 VFT 30/06/2027	Lee Teivans 0437 750 943

12) Data Security and Backup Strategy

The Shire of Trayning protects our data and our network (eg virus protection, secure networks and firewalls, secure passwords and data backup procedures).

For security reasons, specific details of these processes are not included in this publicly available plan but are available from the Chief Executive Officer when required.

13) Business Impact Analysis

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

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

General Risk Area 1
Finance and Accounting
Payroll

General Risk Area 2
Road construction and maintenance
Public Conveniences
Waste Management

Business Impact Analysis

Critical Business Activity	Description	Priority	Impact of Loss (losses in terms of financial, staffing, reputation etc)	RTO (critical period before business losses occur)
General Risk Area 1	All critical activities to manage key administrative and governance processes: • Finance and accounting • Payroll	High	• Staffing numbers will not change, however there will be an impact on productivity levels as functions are completed remotely or resources are redirected to the recovery process • Continuing payment of staff • Urgent re-establishment of critical needs may result in Shire breaching various statutory and service requirements • Minor impact on customer services which may temporarily reflect upon Shire poorly • Re-establishment of the service will depend on many alternative suppliers, such as IT and communication suppliers, electricity and software providers	72 hours
General Risk Area 2	All critical activities to manage Shire's on ground, infrastructure and maintenance services: • Road construction and maintenance • Public conveniences	High	• Re-establishment/incremental costs: o Machinery at hire rates o Public conveniences – no impact • Staffing numbers will not change, however there will be an impact on productivity levels as functions are completed manually or resources are redirected to the recovery process • There will be minor impact on customer services which may temporarily reflect upon Shire poorly • The urgent re-establishment of these critical needs may result in Shire temporarily breaching various statutory and service requirements	72 hours

14) Action Plan for Implementation

Action	Responsible Officer/s	Timeframe
Commence planning and undertake test of documented incident plans	Senior Management Team	June 2024
Review document as a result of test and in preparation for Council	Senior Management Team	Review annually in October
Prepare emergency kit as identified in this plan	Manager Corporate Services	Prepared and reviewed annually in March
Educate and train all staff on the plan	Senior Management Team	Distribute after each review

15) Glossary

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