

# INCIDENT MANAGEMENT / BUSINESS CONTINUITY RESPONSE PLAN 2023



@ShireofQuairading



@QuairadingCaravanPark



@shireofquairading



Adopted: 25 May 2023

Resolution: 248 - 22/23

## IMPORTANT

This document is a collection of checklists developed and maintained in readiness for use during an incident, particularly if the incident results in a disruption to business-as-usual activities.

**The term 'Incident' can also be used to indicate a 'Disruption', 'Crisis', 'Disaster' or 'Emergency'.**

This plan's main purpose is to offer guidance in restoring the Shire to an acceptable level of operation and ensure continuity of time-critical business activities following disruption.

### Plan Activation Decision

Will the incident:	Yes	No
Result in an unsafe workplace or negatively affect our community?		
Disrupt critical activities for more than one day or affect multiple sites?		
Cause property or environmental damage?		
<b>If YES to any of the above, this plan is to be activated.</b>		

During a disruptive incident, the Shire will seek to:

1. **Before all else, establish the safety and wellbeing of staff, visitors and the community.**
2. Provide assurance to the community that the Shire's operations and service to residents remain strong and viable.
3. Provide regular, concise and meaningful communications internally and externally.
4. Work together as a team demonstrating the Shire's principles and values to swiftly return operations to normality.
5. Minimise the impact on the Shire's operations and public image.
6. Strategically manage the incident through strong leadership.
7. Restore time-critical business activities to acceptable levels within recovery time objectives.
8. Ensure that the recovery efforts have the necessary resources and support.
9. Set critical milestones and time frames for recovery.
10. Ensure all actions are documented for investigators.

**INCIDENT LEADER AND OTHER CHECKLISTS BEGIN AFTER THE TABLE OF CONTENTS**

## CONTENTS

Important.....	2
1. Checklists .....	4
1.1 Emergency Response.....	4
1.2 Immediately After Emergency.....	4
1.3 Plan Activation Procedures & Incident Leader Checklist .....	5
2. Support Team .....	7
3. Assess.....	8
3.1 Time-Critical Business Functions .....	9
3.2 Other Activities .....	10
3.3 Employee's support & wellbeing requirements.....	11
3.4 Recurring Activities and Events .....	12
3.5 Key Contacts .....	17
4. React .....	19
4.1 Loss of (or access to) buildings / infrastructure / equipment .....	21
4.2 Loss of People .....	23
4.3 Loss of IT or Communications .....	24
4.4 Loss of Supplier .....	25
5. Manage .....	26
6. Recover .....	27
7. Shire Recovery Information .....	27
Appendix A – Communications Guidelines .....	28
<b>Sample Communications Template</b> .....	28
<b>Notification Chart</b> .....	30
<b>Message Mapping - Example</b> .....	32
Appendix B – Event Log .....	33
Appendix C – Summary of Business Activities.....	34

## 1. CHECKLISTS

### 1.1 Emergency Response

Start logging all activities

Action	Delegated to:	Complete
Respond to audible and telecommunication alarms	Onsite Staff	Date & Time
Evacuate Building if required to do so	Wardens	Date & Time
Account for and verify staff support & wellbeing and safety	Wardens	Date & Time
Receive information from relevant sources (Internal, DFES, Police, and Witnesses) before handing over to Emergency Services.	Chief Warden	Date & Time
Take appropriate safety precautions (e.g. turn off electricity) and close the safe if it is safe to do so.	Chief Warden	Date & Time
Contact neighbours if applicable. Advise them of the situation.	Chief Warden	Date & Time

### 1.2 Immediately After Emergency

**\*It is essential that the Incident Management Team be informed of the incident as quickly as possible.**

Have all members of the Incident Management Team and spokesperson been informed?		
<b>Nicole Gibbs</b> (CEO) 0429 451 001 – Incidents Manager Team Leader	Yes	Date & Time
<b>Tricia Brown</b> (Executive Manager Corporate Services) 0428 451 001	Yes	Date & Time
<b>Sarah Caporn</b> (Executive Manager of Works and Services) 0427 451 001	Yes	Date & Time
<b>Natalie Ness</b> (Executive Manager, Economic Development) 0499 718 369	Yes	Date & Time
<b>Cr Peter Smith</b> (President) 0427 817 707	Yes	Date & Time

**\*If a member cannot be reached, consider calling their home number or sending someone to them**

Are there any Witnesses? Is there any Photographic or CCTV evidence?



## 1.3 Plan Activation Procedures & Incident Leader Checklist

Incident Leader Checklist: Consider the following actions important:		
<p><b><u>Invoke this Response Plan if the incident could: Result in an unsafe workplace, negatively affect our community, disrupt critical activities for more than one day, affect multiple sites, or cause property or environmental damage</u></b></p> <p>Convene the Incident Management Team to review the situation at an 'Incident Control Centre' venue in the following order:</p> <ol style="list-style-type: none"> <li><b>1. CEO's Office or Council Chambers (If inaccessible)</b></li> <li><b>2. Community Resource Centre/Arts Centre</b></li> <li><b>3. Works Depot</b></li> </ol> <p>Arrange access and teleconferencing facilities at Incident Control Centre.</p>	<p><b>Incident Management Team Leader</b></p>	<p><b>Delegate responsibility to log all activities</b></p> <p>Date &amp; Time</p>
Agree <b>future location</b> of your <b>Incident Control Centre</b> and future <b>meeting times</b> for convening the Incident Management Team.	Delegated to:	Date & Time
Determine employee support & wellbeing requirements (See section 3 for more details).	Delegated to:	Date & Time
<b>Start recording a log of all decisions, actions and issues</b>	Delegated to:	Date & Time
<p><b>Before sending anyone home</b> (if applicable), <b>determine Leadership Team and Staff roles and responsibilities</b> (Support staff are listed below).</p> <p><b>Make sure they understand:</b></p> <p>Where they should go</p> <p>What they should do and how they should do it</p> <p>Remind them about the Social Media policy. If an employee is approached to make a comment, they should refer the media body to you.</p> <p>Reporting arrangements</p> <p>That their jobs are safe (if applicable)</p> <p>When they should come back to work</p> <p>When the next communication can be expected and how it will be communicated.</p> <ul style="list-style-type: none"> <li>• Contact and instruct staff not affected by the incident, currently off site, on leave or located elsewhere.</li> <li>• A main point of contact should be nominated and provided to all staff should they need to communicate. This should be a different person to that making the staff contacts.</li> </ul>	Delegated to:	Date & Time
If electricity has been shut down, notify I.T. who may need to implement a shutdown procedure.	Delegated to:	Date & Time
Start recording an assessment of the situation:	Delegated to:	Date & Time

Incident Leader Checklist: Consider the following actions important:		
<p><b>This is what we know</b>.....</p> <p><b>This is what we don't know</b>.....</p> <p><b>This is what we need you to do</b>.....</p> <p><b>This is what we're going to do</b>.....</p> <p>A more detailed assessment checklist can be found on the pages below.</p>		
<p><b>Delegate responsibilities for communications</b></p> <p><a href="#">Appendix A – Communications Guidelines</a></p>	Delegated to:	Date & Time
<p>Depending on the nature of the incident, <b>consider</b>:</p> <ul style="list-style-type: none"> <li>• Requesting assistance from other local governments, contractors or stakeholders</li> <li>• Staffing requirements for the next 5 days</li> <li>• Supply requirements for the next 5 days</li> <li>• Other resources or equipment required for the next 5 days</li> <li>• Clearing backlogs</li> <li>• Leadership and staff rotation / rostering</li> </ul>	Delegated to:	Date & Time
Notify neighbours	Delegated to:	Date & Time
Notify insurer and seek advice	Delegated to:	Date & Time
Contact Quairading businesses, school & church leaders where appropriate	Delegated to:	Date & Time
Remind staff to photograph all evidence prior to initiating urgent repairs	Delegated to:	Date & Time
Ensure emergency funds are available if required	Delegated to:	Date & Time
Arrange for phones to be diverted and set up a temporary reception area.	Delegated to:	Date & Time
<p>See 'scenario-specific' checklists on following pages for more specific information relating to:</p> <ul style="list-style-type: none"> <li>• Loss of people</li> <li>• Loss of (or access to) buildings / infrastructure / equipment</li> <li>• Loss of I.T., data or communications</li> <li>• Loss of key suppliers</li> </ul>	See Section 4: <b>'React'</b>	
<p><b>Assess and Prioritise:</b></p> <p><b>A. Time-Critical business functions</b></p> <p><b>B. Other activities for delivery</b></p>	See "Assess" Below	

Incident Leader Checklist: Consider the following actions important:		
<b>C. Employee's support &amp; wellbeing requirements</b> <b>D. All upcoming activities or events</b> <b>E. Key contacts / Organisations / Contractors to be contacted</b>		
Additional Actions / Notes Log	Delegated to:	Complete
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time

## 2. SUPPORT TEAM

Name	Position	Contact
<b>Britt Hadlow</b>	Executive Officer - Governance	0447 811 267
<b>Melissa-ann Ogden</b>	Works Admin & Property Officer	
<b>Ben Davies</b>	Community Emergency Services Manager	0448 008 653
<b>Cynthia Yarran</b>	Youth Services Officer	0439 362 820
<b>Vacant</b>	Town Planning Services	0429 303 100
<b>Cynthia Lowe</b>	Finance / Administration Officer - Rates, Payroll	
<b>Matthew Sharp</b>	Community Ranger - Animal Control	0459 678 154
<b>Jen Green</b>	Grants & Projects Officer	0439 922 148
<b>Chanel Mills</b>	Customer Service Officer	0467 628 223

### 3. ASSESS

Assess the Situation
Describe what has happened:
What action has been taken so far?
What has changed / is changing? / Will work hours be affected?
Which areas are impacted, or may still become impacted?
What might happen next?
How long is this Incident likely to continue?
What actions should be taken immediately?
What's the desired realistic outcome?
Can we put plans in place to deal with any backlogs?
How often should the team meet?

Identify and Prioritise
A. Time-Critical business functions
B. Other activities for delivery
C. Employee's support & wellbeing requirements
D. All Upcoming activities or events
E. Key contacts / Organisations / Contractors to be contacted



### 3.1 Time-Critical Business Functions

Critical Activities	Recovery Time Objective	Delegated to: Date & Time
Stakeholder communications including staff and elected members see 'Key Contact List'	1	Delegated to: Date & Time
Media liaison & official media releases	1	Delegated to: Date & Time
Contact all relevant contractors to confirm if they have been affected by the incident	1	Delegated to: Date & Time
Contact insurers (LGIS)	1	Delegated to: Date & Time
Customer service – (redirect main office numbers, set up new customer face-to-face office) Divert 9645 2400 to CEO 0429 451 001	1	Delegated to: Date & Time
Urgent works requests (sewerage, drainage, retic, road, traffic, trees, verges, etc.)	1	Delegated to: Date & Time
I.T. and communications systems to the organisation (mainframe, internet, e-mail, systems, phones).	1	Delegated to: Date & Time
Close the swimming pool or manage pool quality, cleanliness, etc.	1	Delegated to: Date & Time
Close the childcare centre if required	1	Delegated to: Date & Time
Establish a community centre for people to meet	1	Delegated to: Date & Time
Accident investigation and incident reporting	1	Delegated to: Date & Time
Building safety maintenance requests	1	Delegated to: Date & Time
AKV & Council houses may need to be rehoused if affected	1	Delegated to: Date & Time
Ensure inductions are being performed	1	Delegated to: Date & Time
Inform local & district Emergency Management Committee	1	Delegated to: Date & Time
Management of contracts & contractors	1	Delegated to: Date & Time
Medical Practice (re-establish at hospital if required)	1	Delegated to: Date & Time
Payroll	1	Delegated to: Date & Time
Prepare the hall as an emergency evacuation centre	1	Delegated to: Date & Time
Ranger-related calls (animal control, etc.)	1	Delegated to: Date & Time
Traffic management	1	Delegated to: Date & Time
Urgent EHO-related requests (contamination, food premises, pests, etc)	1	Delegated to: Date & Time
Burials, burial register & liaison with funeral directors	3	Delegated to: Date & Time
Bush Fire Control & SES	3	Delegated to: Date & Time
Elections (if in election mode)	3	Delegated to: Date & Time
Financial accounting, rates, creditors, etc.	3	Delegated to: Date & Time
Grant funding submissions	3	Delegated to: Date & Time
Litter control (street bins, litter, sporting facilities)	3	Delegated to: Date & Time
Oversee and manage return to work programs	3	Delegated to: Date & Time
Shire-owned reserve and facility hire – seasonal and casual	3	Delegated to: Date & Time
Staff complaints and dispute handling	3	Delegated to: Date & Time
Administrative support to Councillors and CEO	5	Delegated to: Date & Time

Critical Activities	Recovery Time Objective	Delegated to: Date & Time
Minutes and agendas	5	Delegated to: Date & Time
Monitor septic tanks & caravan sewerage drop-points	5	Delegated to: Date & Time
Records management including incoming and outgoing mail	5	Delegated to: Date & Time
Registration of building and planning applications	5	Delegated to: Date & Time
Road's maintenance	5	Delegated to: Date & Time
Waste and recycling (contracted)	5	Delegated to: Date & Time
Development applications	10	Delegated to: Date & Time
Revenue control and funds management	10	Delegated to: Date & Time

### 3.2 Other Activities

Other activities	Priority	Delegated to:
Animal pound food & water		Delegated to:
Banking Security Tokens (X3)		Delegated to:
Coffee & tea		Delegated to:
Eftpos/cash		Delegated to:
Fuel		Delegated to:
Mobile phone chargers		Delegated to:
Office safe		Delegated to:
Pens, paper & stationery		Delegated to:
Shoring equipment and backhoe for burials		Delegated to:
White board & markers		Delegated to:
Landline at depot		Delegated to:

### 3.3 Employee's support & wellbeing requirements

Determine employee's support & wellbeing requirements:	Delegated to:	Complete
Set up a main contact point for staff should they need to communicate	Delegated to:	Date & Time
Monitor employee's medical & stress factors	Delegated to:	Date & Time
Engage external employee assistance program (EAP) Refer <a href="#">key contacts</a>	Delegated to:	Date & Time
Consider employee's family responsibilities	Delegated to:	Date & Time
If required, assist employees who may have increased medical requirements such as; those persons who may be pregnant, recently undergone an operation, disabled or frail.	Delegated to:	Date & Time
Set up a roster system and/or additional resources to manage workload	Delegated to:	Date & Time
Contact family or next of kin with assistance from Employee Assistance Program or police	Delegated to:	Date & Time
Organise refreshments, catering, and toilet facilities	Delegated to:	Date & Time
Organise suitable transport arrangements for employees if required	Delegated to:	Date & Time
Organise temporary accommodation if required	Delegated to:	Date & Time
<b>Ensure regular updates to staff and allocate responsibilities for updates.</b> <b>Methods:</b> Radio; email; SMS; social media; white board; bulletin board; internet; TV; newspapers; other.	Delegated to:	Date & Time

### 3.4 Recurring Activities and Events

Month	Who?	Activity	Occurs
April	EMCS	Plan for Policies and procedures to be reviewed when required over the year.	Biennially
January	CEO	CEO to review appropriateness and effectiveness of a LG systems and procedures in relation to: (a) Risk management (b) Internal control (c) Legislative compliance  CEO is to report to the audit committee the results of the review (Reg 17 Audit Regs)	Statutory - Every 3 financial years (Council has opted to conduct minor reviews in the interim years)
January	CEO	Full review of the Strategic Community Plan	Every 4 years Due June 2025
January	CEO	Compliance Audit Return - commence process. Due to Audit & Risk Committee March. Due to OCM March. Due to DLGC by 31 March.	Annually
January	CEO	Financial Interest Register - Review and remove details of officers /elected members who are no longer relevant.	Annually/ ongoing
January	CEO	Authorised Officers - Purchase & requisitions - review listing of purchase orders under Related Information.	Annually
January	EMCS	Financial Systems - Review the financial system to ensure that controls are active to ensure verification of receipt of goods and services prior to payment of accounts and that orders are entered prior to receipt of goods.	Annually
January	EO	Primary (Financial) Returns. Due three months from swearing in of newly Elected members & within three months of an applicable staff members start date. President to sign CEO's acknowledgement.	Biennial/ ongoing
January	CEO	Commence review of Corporate Business Plan	Every 4 years Due April 2026
January	CEO	Commence review of Workforce Plan	Every 4 years Due March 2027
January	EMCS	List of all unclaimed monies as of 31 December of previous year to be lodged to the Department of Treasury by the 31st January	Annually
January	EMWS	Review of asbestos register	Annually
January	CEO	Review of financial management systems	Every 4 years Due May 2025
January	CEO	Strategic Community Plan - review the corporate plan/plan for the future in-house by staff	Annually
January	EMCS	Run an annual central records/records retention disposal schedule report to see what records are due for disposal	Annually

Month	Who?	Activity	Occurs
January	EMCS	EMCS to check whether any medical reports are required from staff members in terms of ongoing fitness for work.	Annually
January	EO	Minutes - Record true minutes of Council and committees and save securely on the ECM system	Monthly
January	CESM	Review Local Emergency Management Arrangements Contacts	Quarterly
February	EMCS	Compliance Audit Return - Submit to Audit & Risk Committee and Council for approval. Due to DLGC by 31 March.	Annually
February	CEO	Budget review workshop with Executive Management Team prior to Councillors workshop	Annually
February	EO	Record Keeping Plan - Review and submit to State Records Commission. (Required every 5 years or when significant change to organisation).	August 2025
February	CEO	Annual Electors Meeting - to be held within 56 days of adoption of the Annual Report.	Annually
February	CEO/ EO	Commence review of delegation register and authorised persons/officers list.	Annually Due May OCM each year
February	CEO	Audit of the owners and occupiers roll for election	2023 (Part of election preparation)
March	EMCS	Compliance Audit Return - Submit to DLGC by 31 March	Annually
March	CESM	LEMC to review local recovery management arrangements document (due every 5 years). Minor review every year.	Annually
March	CEO	Budget - Review Complete and submit to DLGC. By 31 March	Annually
March	EMCS	Rates - Issue rate instalment notices	Bi-monthly
March	EMWS	Hazardous - Commence Audit of hazardous substances/chemical review for Council	Annually
March	CEO	Annual Electors Meeting minutes to March Council and report on outcomes if required	Annually
March	TP	Municipal Heritage Inventory - updated annually and reviewed every 4 years after compilation. (Needs endorsement by Council)	Annually
April	EMCS	Review of the Long-Term Financial Plan	Annually (Currently due)
April	HR	Review of all casual employee contracts	Annually
April	PO	Replace batteries in smoke alarms	Yearly
April	EMCS	Contact External Auditor to update Annual Audit Plan	Annually
April	EMCS	Fees and Charges review - adopted by budget - Local Public Notices required fees and charges come into effect if not in Adopted Budget.	Annually
April	CEO	Election - create election timeline	Biennial (2023)

Month	Who?	Activity	Occurs
April	CEO	Election - Confirm agreement for Electoral Commissioner to conduct the election (Due 1 August last day)	Biennial (2023)
April	EMCS	Rates - Submit pensioner rebate claim to the Office of State Revue for rates and ESL rebate claims.	Annually
April	HR	Report on Equal Employment Opportunity Survey to go to Public Sector commission (annual survey)	Annually
April	CESM	Hold Annual General Meeting for the Volunteer Bushfire Brigade	Annually
May	CESM	Review Local Emergency Management Arrangements Contacts	Quarterly
April /May	CEO	Performance Reviews - Audit/Review of CEO and staff performance reviews.	Annually
May	CEO	Delegation Review	Annually
May	CESM	Hold LEMC meeting as legislated	Quarterly
May	EMCS	Rates - Advertise the intention to impose differential rates, if applicable. To be advertised no more than two months prior to the budget meeting.	Annually
May	EMCS	Review of Annual Fees and Charges - required for consideration at Council.	Annually
May	CEO	Local Laws - Review: Please refer to the Local Law Management Register in Corporate Documents for required changes. Register to be updated annually	8-Yearly
May	EMT	Review Business Continuity Plan	Annual
June	EMED	Disability Access and Inclusion Plan Review	Yearly
June	EMED	Annual Report / DAIP - Commence Disability Access and Inclusion Plan Report Statement for Inclusion in Councils Annual Report.	Annually
June	CEO	Distribute annual (financial) returns for Councillors and relevant staff	Annually
June	CEO	Auditors Term of Office	Every 3 years
June	CEO	Elections - Last day for local governments to decide whether election will be a postal voting election (cannot be rescinded after this day). If no decision to this effect, to be a voting in person election. s. 4.20, s. 4.61(5)	Biennial (2023)
June	EMT	WHS - Audit completion of one emergency drill or evacuation per building.	Annually
June	CEO	Annual Report - commence preparation. Due December OCM	Annually
July	EMCS	Complete form "A" Schedule in ESL declaration of annual service levy billing	Annually
July	EMCS	Submit deferred interest claim to the office of state revenue for rates and ESL	Annually
July	EO	Review of Councils information statement and FOI processes.	Annually
July	EO	Forward FOI annual statistical data to the commissioner when requested	Annually



Month	Who?	Activity	Occurs
July	CEO	PID - Provide annual integrity & conduct survey to commissioner for public interest's disclosures, when requested	Annually
July	EO	Financial Returns - EO to follow up on annual financial returns	Annually
July	EHO	Complete and submit annual Local Government Food Act and Public Health Act Reporting	Annually
July	EMCS	Send out annual Related Parties Disclosure Forms to Key Management Personnel - i.e. CEO, DCEO and Councillors	Annually
July	SFO	EEO Management Plan/Annual Report - Public Sector Commission	3 yearly Due March 2024
July	CEO	Budget to Council adoption. Submit to DLG by 31 August.	Annually
August	EMCS	Rates - Issue rate notices	Annually
August	CSO	Update Shire website with new firebreak order	Annually
August	EMCS	Copy of the budget to be provided to the Dept of Local Government, Sport and Cultural Industries within 30 days of adoption by Council.	Annually
August	CEO	Elections - State-wide public notice - Close of enrolments (must occur between 70th and 56th day).	Biennial (2023)
August	CEO	Elections - Advertise to call for nominations (Elections) between 56th day and 45th day.	Biennial (2023)
August	CEO	Elections - Close Electoral Rolls - 5pm (50th day)	Biennial (2023)
August	EO	Annual financial returns due 31 August	Annually
August	CESM	Review Local Emergency Management Arrangements Contacts	Quarterly
September	CEO	Complete owners and occupiers roll CEO to certify before 36th day.	Biennial (2023)
September	CEO/ EMCS	Annual Financial Report - to be submitted to auditor	Annually
September	CEO	Elections - Complete consolidated roll by 22 day	Biennial (2023)
September	CEO	Elections - Elected member training - Investigate and organise requirements.	Biennial (2023)
September	CEO	Elections - Electoral officers declarations - sign and submit	Biennial (2023)
September	CEO	Elections - Nominations open (8 day period)	Biennial (2023)
September	CEO	Elections - Prepare special Council meeting post elections agenda and public notice	Biennial (2023)
September	CEO/ CESM	Bush Fire - Appointment of Bush Fire Control Officers	Annually
September	CEO	Elections - Review Elected Members induction manual	Biennial (2023)
September	CEO	Elections - Hold candidate Information sessions prior to close of nominations for elections.	Biennial (2023)
October	CESM	Fire - Advertised prohibited burning times and fire break notices.	Annually
October	CEO	Elections - Review of Terms of Reference Council committees prior to reestablishment of committees post-election	Biennial (2023)

Month	Who?	Activity	Occurs
October	CEO	Election - Advertise Election Results	Biennial (2023)
October	CEO	Election - Send Election Report to Minister	Biennial (2023)
October	CEO	Elections - Conduct Elected Member Training	Biennial (2023)
October	CEO	Elections - Hold Local Government Election usually 3rd Saturday in October	Biennial (2023)
October	CEO	Elections - Last Day for Returning Officer to give state-wide notice of the election (19th day)	Biennial (2023)
October	CEO	Gift Register - RMW/Reminder memo - Councillors pre-election period - regulations regarding electoral gifts - seek declarations.	Biennial (2023)
October	CEO	Primary (Financial) Returns. Seek from newly elected councillors. President to sign CEO's acknowledgement.	Biennial (2023)
October	CEO	Committees - Appoint committees of Council (Majority Required)	Biennial (2023)
October	CEO	Items to Council in Oct regarding - Christmas Closure dates, Councillor & Staff Christmas Function date & venue	Yearly
October	CEO	Item to November Ordinary Council meeting elected representatives on committees	Biennial (2023)
November	CESM	Advertise Harvest Ban Hotline details & Christmas Day Total Harvest/Vehicle Movement Ban	Yearly
November	CEO	Annual and Primary Returns - All returns lodged under s5.75 or s5.76 and removal from register to be kept for 5 years after officer ceases to be councillor or designated employee. Remove returns over 5 years.	Annually
November	CEO	Elections - Destroy Electoral Material from election 4 years prior.	Biennial (2023)
November	CEO	Elections - Election Report to Minister for election of President and Deputy President.	Biennial (2023)
November	CEO	Primary Returns - Acknowledge receipt of new elected members Primary Return.	Biennial (2023)
November	CEO	Council Meetings - Annual Meeting Schedule - obtain Council endorsement and then advertise publicly.	Annually
November	CESM	Review Local Emergency Management Arrangements Contacts	Quarterly
December	CEO	Annual Electors Meeting. Arrange and then publicly advertise.	Annually
December	CEO	Annual Report / Financials and Auditors Report adopt at Council then advertise publicly	By 31st Dec
December	CEO /EO	Send Copy of the Annual Financial Report to DLGC, Website and on Counter	Annually
December	EO	Advertise Office Closure following Council endorsement of office between Christmas and New Year.	Annually
December	CEO	Annual Report - Council Endorse Annual Report, Audit Report and Annual Financials. Audit Actions to Minister if required	Annually
December	CEO	Committees - Review Terms of Reference for Council Committees	Biennial (2022)

### 3.5 Key Contacts

Organisation	Contact
Before You Dig – Web submission form only	<a href="https://www.byda.com.au/contact/">https://www.byda.com.au/contact/</a>
Building Commission	1300 489 099
Department of Aboriginal Affairs	6551 8004
Department of Biodiversity, Conservation and Attractions – Parks & Wildlife Services	9219 9000
Department of Communities (Child Protection & Housing)	6277 3881
Department of Corrective Services	9622 0400
Department of Education	9622 0200
Department of Finance	6551 1000
Department of Fire & Emergency Services (DFES)	9690 2300 – General Enquires 000 – Emergency
Department of Health	9222 4222
Department of Home Affairs	13 18 81
Department of Infrastructure, Transport, Regional Development, Communications and the Arts	1800 075 001
Department of Local Government, Sport and Cultural Industries	6552 7300
Department of Primary Industries and Regional Development	1300 374 731
Department of Transport	13 11 56
Department of Water and Environmental Regulation Environmental Protection Authority (EPA)	1800 161 176
Disability Services Commission	9329 2300
Heritage Council of WA	6551 8002
Landgate	9273 7373
Main Roads Western Australia	9622 4777
Police – WA Police Force	131 444 – General Enquiries 000 – Emergency
Public Transport Authority of Western Australia	9326 2000 9220 9999 (24 hour emergency line)
Services Australia	13 12 72 (Child Support) 13 11 58 (National Business Gateway)
Shire of Beverley	9646 1200
Shire of Brookton	9642 1106
Shire of Bruce Rock	9061 1377
Shire of Corrigin	9063 2203
Shire of Cunderdin	9635 1381
Shire of Kellerberrin	9045 4006
Shire of Northam	9622 6100
Shire of Quairading	9645 2400

Organisation	Contact
Shire of Tammin	9637 0300
Shire of York	9641 0500
St John Ambulance	9645 0176 (Quairading – Wednesday only) 9621 1633 (Northam) 000 - Emergency
State Administrative Tribunal (SAT)	9219 3111/1300 306 017
State Library of Western Australia	9427 3111
Synergy	13 13 54
Treasury	9235 9100
Valuer General	9273 7373
Volunteer Bushfire Brigade Chief Fire Control Officer	0409 118 238
WALGA	9213 2000 / info@walga.asn.au
Waste Authority WA	6364 6965
Water Corporation	13 13 75
Western Power	13 13 51
WorkSafe: 1800 678 198 (24hrs serious incidents)	1300 307 877

Contractors / Suppliers			
Service	Contractor/Supplier	Contact person	Number
Banking	Westpac	Rosie Hayes	9645 2333
Bush Fire Brigade	Chief Bush Fire Officer	Nigel Gelmi	0409 118 238
Bush Fire Brigade	CESM	Ben Davies	0448 008 653
CCTV Maintenance	Redfish Technologies	Stuart Herring	6396 0660
Couriers	TOLL IPEC	N/A	13 15 31
Cyber Insurer	Wallis Computer Solutions	Nat Wallis	9661 1803
Electrician	CWB Electrical & A/C	John Greenwood	0448 371 760
Environmental Health Officer	Philip Swain Consulting	Philip Swain	0402 798 996
Fleet Maintenance	Department of Transport	Cynthia Lowe Melissa Ogden	9645 2400 0499 699 086
Fuel Supply	Great Southern Fuel	Jeanette Walling	9063 2014
Funeral Directors	Purslowe Tinetti Funerals		9622 1411
Funeral Directors	Thompson's Funeral Services		96225517
HACC Home and Community Care	QDG District Hospital	Diana Ellison	9645 2222
IT Solutions	Wallis Computer Solutions	Nat Wallis	9661 1803
Insurance	LGIS	Megan Sumpton	9483 8848 0400 352 651

Contractors / Suppliers			
Internet	Wallis Computer Solutions	Nat Wallis	9661 1803
Local newspaper	Quairading Community Resource Centre	Jill Hayes	9645 0096
Locksmith	Commercial Locksmiths	Troy Luksa	1300 134 133
Mail	QDG Book Post	Mick & Nikki Grage	9645 1133
Mechanic	Marnham's Mechanical Services	Andy Marnham	0427 451 441
Mechanic- Diesel	AFGRI		9645 0077
Media Outlets – Radio	Triple M		9622 2777
Parker House Aged Care	QDG District Hospital	Diana Ellison	9645 2222
Pharmacy	QDG Clinicare Pharmacy	EJ Cheang	9645 1061
Plumbing	GJ Jones Plumbing	Glen Jones	0437 937 855
QDG District Hospital	QDG District Hospital	Diana Ellison	9645 2222
Refuse / Recycling disposal	Shire of Quairading	Sarah Caporn	0427 451 001
Stationery	COS	N/A	1300 882 244
Supermarkets	IGA	Sharon Cutts	9645 1205
Telecommunications	Wallis Computer Solutions	Nat Wallis	9661 1803
Waste/bins	Avon Waste	Ashley Fisher	08 9641 1318
Worker's Compensation	LGIS		08 9483 8888

#### 4. REACT

Task	Delegated to:	Complete
<b>Ensure delegation and activation of all:</b> <b>A. Time-Critical business functions</b> <b>B. Other activities for delivery</b> <b>C. Employee's support &amp; wellbeing requirements</b> <b>D. All upcoming activities or events</b> <b>E. Key contacts / Organisations / Contractors to be contacted</b>		
<b>See 'Scenario-Specific' Checklists on following pages for more specific information relating to:</b> <ul style="list-style-type: none"> <li>• Loss of People</li> <li>• Loss of (or access to) buildings / infrastructure / equipment</li> <li>• Loss of I.T., Data or Communications</li> <li>• Loss of key Suppliers</li> </ul>		
Monitor ongoing staff support & wellbeing requirements.	Delegated to:	Date & Time
Continue recording all decisions, actions and issues.	Delegated to:	Date & Time
<b>Consider and agree the following key actions:</b> What is considered to be the recovery objective(s)	Delegated to:	Date & Time

Task	Delegated to:	Complete
Delegate authority for special responsibilities	Delegated to:	Date & Time
Assign salvage or restoration responsibilities	Delegated to:	Date & Time
Delegate alternate actions for staff not affected by the incident	Delegated to:	Date & Time
Advise how and when future communications will take place: <b>Radio; Email; SMS; Social Media; White Board, Bulletin board; Internet; TV; Newspapers</b> <b>When:</b>	Delegated to:	Date & Time
Set the time, date & venue for the next meeting	Delegated to:	Date & Time
<p>If not already completed, determine a meeting venue &amp; call a staff meeting. Advise staff:</p> <ul style="list-style-type: none"> <li>Appraisal of the situation &amp; the scope of the incident: (This is what we know, this is what we don't know, this is what we need you to do and this is what we're going to do).</li> </ul> <p>Make sure they understand:</p> <ul style="list-style-type: none"> <li>Where they should go</li> <li>What they should do and how they should do it</li> <li>The Social Media policy. If an employee is approached to make a comment, they should refer the media body to you.</li> <li>Reporting arrangements</li> <li>That their jobs are safe (if applicable)</li> <li>When they should come back to work</li> <li>When the next communication can be expected and how it will be communicated.</li> </ul> <p>Contact and instruct staff not affected by the incident, currently off site, on leave or located elsewhere.</p> <p>A main point of contact should be nominated and provided to all staff should they need to communicate. This should be a different person to that who is making the staff contacts.</p>	Delegated to:	Date & Time
<p><b>Create a Communication Plan</b> for Councillors, Media, Regulators, other Stakeholders and Staff as required. <b>(Refer <a href="#">Appendix A – Communications Guidelines</a>)</b></p>	Delegated to:	Date & Time
<b>Other actions:</b>	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time



## Scenario-Specific Checklists

### 4.1 Loss of (or access to) buildings / infrastructure / equipment

Tasks: Loss of (or access to) buildings / infrastructure / equipment	Delegated to:	Complete
<p>If relocation is necessary; consider:</p> <p><u>Alternative Locations:</u></p> <ul style="list-style-type: none"> <li>• Community Resource Centre</li> <li>• Depot</li> <li>• Arts Centre</li> <li>• Portable site offices</li> <li>• Town Hall</li> <li>• Local School</li> <li>• Work from home</li> <li>• Other Local Governments</li> </ul> <p><u>Storage Locations:</u> Physical equipment; Contractors / Local businesses</p>	Delegated to:	Date & Time
Consider how workstations & communications for staff <b>relocating to other sites</b> will be established and allocated	Delegated to:	Date & Time
Staff travel arrangements to other sites	Delegated to:	Date & Time
Consider how staff working in shifts will be established and allocated (e.g. work two shifts of 5 hours rather than one shift of 8 hours)	Delegated to:	Date & Time
<p>How workstations &amp; communications for staff <b>working from home</b> will be organised</p> <p>Note: staff working from home should be housed at the office 2 days per week wherever possible</p>	Delegated to:	Date & Time
Consider other support areas to assist with relocation	Delegated to:	Date & Time
Familiarise staff with new arrangements and determine communication protocols	Delegated to:	Date & Time
Arrange security access controls for the <b>affected building</b>	Delegated to:	Date & Time
Arrange security access controls for the <b>new building/s</b>	Delegated to:	Date & Time
<p>Manage any new <b>OHS/Support &amp; wellbeing issues</b> that may arise either</p> <ol style="list-style-type: none"> <li>1. During relocation or</li> <li>2. At the new building/s or</li> <li>3. With the use of new equipment</li> </ol>	Delegated to:	Date & Time
<b>Notify Stakeholders of amended working arrangements</b>	Delegated to:	Date & Time
<p><b>Create a Communication Plan</b> for Councillors, Media, Regulators, other Stakeholders and Staff as required.</p> <p>(Refer <a href="#">Appendix A – Communications Guidelines</a>)</p>	Delegated to:	Date & Time
<b>Redirect:</b> Emails, phones, etc	Delegated to:	Date & Time
Identify necessary people & equipment requirements to maintain Time-Critical Activities	Delegated to:	Date & Time

Tasks: Loss of (or access to) buildings / infrastructure / equipment	Delegated to:	Complete
If possible, begin salvage or restoration activities	Delegated to:	Date & Time
<b>Other:</b>	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
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	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time

## 4.2 Loss of People

Tasks: Loss of People	Delegated to:	Complete
Determine: The number of staff away Affected service areas Expected return dates	Delegated to:	Date & Time
Ensure the safety and wellbeing of remaining staff	Delegated to:	Date & Time
Identify Time-Critical deliverables due today and for the next 5 days	Delegated to:	Date & Time
Determine the minimum number of staff required to continue operations and identify critical servicing and staffing gaps	Delegated to:	Date & Time
Consider how staff working in shifts will be established and allocated (e.g. work two shifts of 5 hours rather than one shift of 8 hours)	Delegated to:	Date & Time
Ensure replacement staff are inducted and competent	Delegated to:	Date & Time
Cease all non-critical activities (deferred activities) where appropriate	Delegated to:	Date & Time
In consultation with HR, notify / escalate to Health Department or Worksafe etc.	Delegated to:	Date & Time
Can temporary competent replacements be arranged: <b>From other business units?</b> <b>From other sources: Refer <a href="#">Key Contacts</a></b> <ul style="list-style-type: none"> <li>○ Other Local Governments</li> <li>○ Casuals</li> <li>○ Volunteers</li> <li>○ Existing contractors</li> <li>○ Recruitment agencies for Labour Hire (e.g. LoGo, WALGA)</li> <li>○ State Government Agencies (Main Roads)</li> <li>○ Retired or former employees</li> </ul>	Delegated to:	Date & Time
<b>Create a Communication Plan</b> for Councillors, Media, Regulators, other Stakeholders and Staff as required. <b>(Refer <a href="#">Appendix A – Communications Guidelines</a>)</b>	Delegated to:	Date & Time
<b>Notify Stakeholders of amended working arrangements</b>	Delegated to:	Date & Time
<b>Other:</b>	Delegated to:	Date & Time

### 4.3 Loss of IT or Communications

Tasks: Loss of IT or Communications	Delegated to:	Complete
<b>Contact IT Contractor / Support / Cyber Insurer: (Chubb Cyber Incident Response Hotline):</b> Determine potential cause/s Clarify the extent of the outage Clarify the extent of any data loss Determine restoration target timeframes	Delegated to:	Date & Time
Determine whether there is a need for any other staff to assist I.T.	Delegated to:	Date & Time
Detail a strategy and resources for recovery, including assistance from external contractors, cyber insurer and I.T. specialists. <b>Most important are Internet, Outlook, Synergy and MedPrac.</b>	Delegated to:	Date & Time
<b>Consider:</b> Deliverables due today and for the next five days Consider how workstations & communications for staff relocating to other sites or working from home will be established and allocated Staff travel arrangements to other sites Manual procedures or workarounds Other productive activities not requiring I.T. or communications infrastructure	Delegated to:	Date & Time
Detail a strategy and resources for recovery, including assistance from neighbouring local governments, responders, external contractors, suppliers, insurers and specialists:	Delegated to:	Date & Time
<b>Invoke the ICT Disaster Recovery Plan</b>	Delegated to:	Date & Time
If there has been a partial loss of IT or Communications, consider how staff working in shifts will be established and allocated (e.g. work two shifts of 5 hours rather than one shift of 8 hours)	Delegated to:	Date & Time
<b>Notify Stakeholders of amended working arrangements</b>	Delegated to:	Date & Time
<b>Create a Communication Plan</b> for Councillors, Media, Regulators, other Stakeholders and Staff as required. (Refer <a href="#">Appendix A – Communications Guidelines</a> )	Delegated to:	Date & Time
<b>Ensure ongoing interaction with appropriate IT Incident Management for regular updates and feedback</b>	Delegated to:	Date & Time
Ensure protocols for regular updates and feedback	Delegated to:	Date & Time
<b>Consider support &amp; wellbeing requirements of the I.T. Contractor</b>	Delegated to:	Date & Time
<b>Other:</b>	Delegated to:	Date & Time

## 4.4 Loss of Supplier

Tasks: Loss of Supplier	Delegated to:	Complete
<b>Contact the Supplier (where possible) and determine:</b> The nature and extent of the incident Have operations ceased entirely, or is it limited? Supply of any goods currently in transit Whether the supplier has stock on hand that you can collect Communication updates from the supplier if possible Assign someone to monitor & communicate with the supplier	Delegated to:	Date & Time
Restoration timeframes and clearance of backlogs (if applicable)	Delegated to:	Date & Time
<b>Consider:</b> Time-Critical activities that rely on this supplier	Delegated to:	Date & Time
Procurement Requirements Purchasing policy	Delegated to:	Date & Time
Length of time before these activities are impacted	Delegated to:	Date & Time
Alternative procedures	Delegated to:	Date & Time
Alternative suppliers / Other LG's? Contact them immediately.	Delegated to:	Date & Time
Determine if there are any legal, health and safety, reputation or financial implications	Delegated to:	Date & Time
<b>Notify Stakeholders of amended working arrangements</b>	Delegated to:	Date & Time
<b>Create a Communication Plan</b> for Councillors, Media, Regulators, other Stakeholders and Staff as required. <b>(Refer <a href="#">Appendix A – Communications Guidelines</a>)</b>	Delegated to:	Date & Time
<b>Other:</b>	Delegated to:	Date & Time

## 5. MANAGE

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

Tasks	Delegated to:	Complete
<b>Arrange responsibilities for tasks &amp; determine target completion times</b>		
<b>Record all decisions, actions and issues.</b>	Delegated to:	Date & Time
<b>Monitor ongoing staff support &amp; wellbeing requirements</b>	Delegated to:	Date & Time
<b>Considerations to be discussed and actioned accordingly:</b>	Delegated to:	Date & Time
• Review effectiveness of recovery actions to date	Delegated to:	Date & Time
• Discuss any emerging issues or new information	Delegated to:	Date & Time
• Reassess resource requirements and capabilities	Delegated to:	Date & Time
• Review all working arrangements for affected areas	Delegated to:	Date & Time
• Review all Time-Critical business activities (achievement of Recovery Time Objectives)	Delegated to:	Date & Time
• Review existing / current workload and any backlogs	Delegated to:	Date & Time
• Review all outstanding Deferred Activities and arrange resumption	Delegated to:	Date & Time
• Assess any insurance implications	Delegated to:	Date & Time
• Set next meeting and venue	Delegated to:	Date & Time
Identify & notify Key Contacts of amended working arrangements	Delegated to:	Date & Time
Provide feedback, information, copies of communications & copies of logs to the Admin Support Team to ensure that an appropriate record of the incident is maintained	Delegated to:	Date & Time
Provide updates to impacted staff	Delegated to:	Date & Time
Release external communications if deemed appropriate	Delegated to:	Date & Time
Conduct site visits if deemed appropriate and safe	Delegated to:	Date & Time
Ensure all relevant stakeholders continue to be kept informed	Delegated to:	Date & Time
Continue to monitor Incident and issue instructions as appropriate	Delegated to:	Date & Time
Review status of Incident and scale down recovery as situation dictates	Delegated to:	Date & Time
Implement staff rotation / rostering	Delegated to:	Date & Time
<b>Other:</b>	Delegated to:	Date & Time



## 6. RECOVER

Tasks	Delegated to:	Complete
<b>Arrange responsibilities for tasks &amp; determine target completion times</b>		
<b>Record all decisions, actions and issues.</b>	Delegated to:	Date & Time
<b>Monitor ongoing staff support &amp; wellbeing requirements</b>	Delegated to:	Date & Time
<b>For review and agreement:</b>	Delegated to:	Date & Time
• Completed action items	Delegated to:	Date & Time
• Recovery objectives	Delegated to:	Date & Time
• Plans are in place to deal with any backlogs	Delegated to:	Date & Time
• Communication to staff to recognise efforts	Delegated to:	Date & Time
• Target date for completion of post incident review	Delegated to:	Date & Time
<b>Provide copies of logs and decisions to Admin Officer for collation</b>	Delegated to:	Date & Time
<b>Undertake <u>post-incident review / debrief</u>, including:</b>	Delegated to:	Date & Time
• Communication within and between Incident Management Team and Support areas		
• Effectiveness of communication with affected areas and stakeholders		
• Cost of recovery arrangements and insurance offsets		
• Effectiveness of recovery strategies		
• Advice to external and internal customers		
• Media arrangements		
• Impact of incident on Shire's reputation		
• Timeframes for tasks and achievement of target		
• Impact on work flows of affected and interdependent areas		
• Special staffing arrangements and acknowledgment of contributions.		
• IT recovery arrangements.		
<b>Present findings to the Audit Committee for review.</b>	Delegated to:	
<b>Celebrate achievements and anniversary of incident (if appropriate).</b>	Delegated to:	

## 7. SHIRE RECOVERY INFORMATION

### Equipment:

Shire of Quairading Details	Cumulative quantities required within ...				
	1 day	3 days	1 week	2 weeks	4 weeks
<b>Cumulative:</b>					
<b>Workstations / Laptops (Comm's, Payroll, Customer Service)</b>	3	3	5	5	All
<b>Printers</b>	1	1	2	2	All
<b>Server</b>					

## APPENDIX A – COMMUNICATIONS GUIDELINES

### Sample Communications Template

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

- this is what we know \_\_\_\_\_
- this is what we don't know \_\_\_\_\_
- this is what we are doing \_\_\_\_\_
- this is what we want you to do \_\_\_\_\_

### Communications Team Responsibilities

**ONLY** an authorised spokesperson may speak to the media.

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

### Verify the Incident

<b>WHAT</b> happened?	
<b>WHERE</b> did it happen?	
<b>WHEN</b> did this happen?	
<b>WHO</b> is involved?	
<b>HOW</b> did it happen?	
<b>WHY</b> did it happen?	
<b>WHAT</b> is currently being Completed?	

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

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

## Notification Chart

Internal Audience	Mode of delivery, release date and time	Likely questions
<b>Councilors</b>	Face-to-face / SMS / phone call / e-mail / Conference call	What has happened? What is the impact? How have you responded? How could it happen and who is to blame? What is being done to fix it? What is the impact on customers and how are these are being managed? When will normal capability be restored? What is the status of your recovery?
<b>Employees</b>	Face-to-face / SMS / phone call / e-mail / Conference call	Where should we go? What should we do? How do we do it? What are we allowed to say? Will I get paid? Is my job safe? When do I come back to work? Impact of the incident? Continuing operational capability? Alternate work arrangements? Access to counseling services.
<b>Employee's family</b>		Are they safe?
<b>Incident Management Team</b>		What has happened? What is the impact? How should we respond?
<b>Other?</b>		
<b>Other?</b>		
External Audience	Mode of delivery, release date and time	Likely questions
<b>Community</b>	Face-to-face / SMS / phone call / Social Media / e-mail / Conference call / website / radio bulletin / press release	Will you be in a position to provide the services I require?
<b>DFES / SES / WA Police</b>		
<b>Media: local, regional and national</b>		What is the impact? How many casualties? Safety concerns for the local area?

External Audience	Mode of delivery, release date and time	Likely questions
Public		
Stakeholders		<p>What has happened?</p> <p>What is the impact?</p> <p>How does this affect us?</p> <p>How could it happen and who is to blame?</p> <p>How have you responded?</p> <p>What is the status of your recovery?</p>
Contractors / Suppliers		<p>Will my bills be paid?</p> <p>Changes to supply requirements?</p> <p>How long will inventory need to be held?</p> <p>Capacity for changed pricing?</p> <p>Likely duration of supply impacts.</p> <p>Compensation available under contractual conditions?</p>
EAP Provider		
Regulators		<p>Are all relevant rules and regulations being adhered to?</p> <p>What is the compliance of other related areas?</p> <p>Can it happen again?</p> <p>What similar events have happened previously?</p>
Other?		
Other?		

## Message Mapping - Example

<b>Stakeholders:</b> e.g. Community, employees, clients, customers & shareholders	
<b>Core Message 1</b>	
<p>At 2am on Tuesday 23 January 2019, a contractor .....</p> <p>Police have confirmed that a male of approximately 25 years of age .....</p> <p>.....was discovered by workers this morning at approximately 6.30am.</p> <p>this is what we know</p>	
<b>Supporting core message 1</b>	<b>Evidence</b>
<p>It is not known why the contractor was on site at 2am ...</p> <p>this is what we don't know</p>	<p><b>A:</b> Questioned staff</p> <p><b>B:</b> Interviewed the witness</p> <p><b>C:</b></p>
<b>Information Supporting the core message 1</b>	<b>Evidence</b>
<p>We have contacted ...</p> <p>this is what we are doing</p>	<p><b>A:</b></p> <p><b>B:</b></p> <p><b>C:</b></p>
<b>Information Supporting the core message</b>	<b>Evidence</b>
<p>If anyone has any information ...</p> <p>this is what we want you to do</p>	<p><b>A:</b></p> <p><b>B:</b></p> <p><b>C:</b></p>
<b>Delivery Method:</b> CEO: Verbal interview with reporter at 11am.	

Use the Event Log to record information, decision and actions.

[illegible]

## APPENDIX C – SUMMARY OF BUSINESS ACTIVITIES

Service Area	Activity	Delegated to: Date & Time
Governance	Advocacy	Delegated to: Date & Time
Governance	Annual Report	Delegated to: Date & Time
Communications	Civic Speeches	Delegated to: Date & Time
Communications	Communication Plans	Delegated to: Date & Time
Communications	Media liaison & official media releases	Delegated to: Date & Time
Communications	Monthly Newsletters	Delegated to: Date & Time
Communications	Social Media – Facebook, Twitter and YouTube	Delegated to: Date & Time
Communications	Stakeholder communications including staff and elected members	Delegated to: Date & Time
Community Services	Aged Care	Delegated to: Date & Time
Community Services	Club Development Program	Delegated to: Date & Time
Community Services	Community education programs	Delegated to: Date & Time
Community Services	Community Housing – (AKV & Council Houses)	Delegated to: Date & Time
Community Services	Youth group programs	Delegated to: Date & Time
Community Services	Events / Festivals	Delegated to: Date & Time
Community Services	Other Programs – Disability, Youth including Youth Council, Volunteers, Multicultural, RAP	Delegated to: Date & Time
Community Services	Reserve and Facility hire – seasonal and casual	Delegated to: Date & Time
Construction & Maintenance	Burials, burial register & liaison with Funeral Directors	Delegated to: Date & Time
Construction & Maintenance	Crossover and Verge Bond Administration	Delegated to: Date & Time
Construction & Maintenance	Drainage Construction / Maintenance	Delegated to: Date & Time
Construction & Maintenance	Engineering Administration	Delegated to: Date & Time
Construction & Maintenance	Graffiti Management	Delegated to: Date & Time
Construction & Maintenance	Management of Contracts & Contractors	Delegated to: Date & Time
Construction & Maintenance	Reactive response to urgent repair requests	Delegated to: Date & Time
Construction & Maintenance	Road and Footpath Construction / Maintenance	Delegated to: Date & Time
Construction & Maintenance	Scheduled building maintenance & inspections- (non urgent)	Delegated to: Date & Time
Construction & Maintenance	Street Lighting – Western Power supply	Delegated to: Date & Time
Construction & Maintenance	Traffic Management/Road Projects	Delegated to: Date & Time



<b>Service Area</b>	<b>Activity</b>	<b>Delegated to: Date &amp; Time</b>
Construction & Maintenance	Capital building projects.	Delegated to: Date & Time
Community Services	Community Leases/Agreements with community not-for-profit organisations/ sporting clubs for the ongoing use of buildings and facilities	Delegated to: Date & Time
Corporate Services	Contract Administration (inc. leases & agreements)	Delegated to: Date & Time
Corporate Services	Customer Service – first point of contact	Delegated to: Date & Time
Corporate Services	Grants – (Project vs Acquittal)	Delegated to: Date & Time
Corporate Services	Insurance program management	Delegated to: Date & Time
Corporate Services	Procurement (inc. Tender/ Disposal) Management	Delegated to: Date & Time
Development	Advice to customers on statutory or strategic planning matters.	Delegated to: Date & Time
Development	Assessment of development applications - Certified	Delegated to: Date & Time
Development	Assessment of development applications - Others	Delegated to: Date & Time
Development	Assessment of development applications - Uncertified	Delegated to: Date & Time
Development	Building compliance activities.	Delegated to: Date & Time
Development	State Administrative Tribunal reviews & responses	Delegated to: Date & Time
Economic Development	Advocacy for economic development	Delegated to: Date & Time
Economic Development	Economic Development Plan	Delegated to: Date & Time
Economic Development	Funding submissions.	Delegated to: Date & Time
Economic Development	Contribute to marketing and promotion of the area	Delegated to: Date & Time
Emergency Management	Bushfire mitigation (seasonal)	Delegated to: Date & Time
Emergency Management	Local & district emergency management committee	Delegated to: Date & Time
Emergency Management	Training in emergency management practices and response	Delegated to: Date & Time
Environmental Health	Contaminated Sites	Delegated to: Date & Time
Environmental Health	Food Control/Handling (*Spoilt Food)	Delegated to: Date & Time
Environmental Health	Health Promotion	Delegated to: Date & Time
Environmental Health	Industrial Area Inspections	Delegated to: Date & Time
Environmental Health	Mosquito Control (Seasonal)	Delegated to: Date & Time

<b>Service Area</b>	<b>Activity</b>	<b>Delegated to: Date &amp; Time</b>
Environmental Health	Pest Control	Delegated to: Date & Time
Environmental Health	Public Buildings and Public Swimming Pools	Delegated to: Date & Time
Environmental Health	Reactive response to urgent EHO-related requests (Pest control, contamination, food premises, etc)	Delegated to: Date & Time
Financial Services	Acquittal facilitation (Grants)	Delegated to: Date & Time
Financial Services	Financial Accounting	Delegated to: Date & Time
Financial Services	Funds Management	Delegated to: Date & Time
Financial Services	Invoicing and collection of charges	Delegated to: Date & Time
Financial Services	Management Accounting	Delegated to: Date & Time
Financial Services	Payment of creditors	Delegated to: Date & Time
Financial Services	Payroll	Delegated to: Date & Time
Financial Services	Rates	Delegated to: Date & Time
Fleet Management	Fleet and Plant Management	Delegated to: Date & Time
Fleet Management	Plant and equipment maintenance	Delegated to: Date & Time
Fleet Management	Vehicle fleet management	Delegated to: Date & Time
Governance Support	Administrative support to Councillors and CEO	Delegated to: Date & Time
Governance Support	Citizenship Ceremony	Delegated to: Date & Time
Governance Support	Corporate Reporting	Delegated to: Date & Time
Governance Support	Councillor Conference/ Event Attendance	Delegated to: Date & Time
Governance Support	Delegated Authority Register	Delegated to: Date & Time
Governance Support	Disclosure of Gifts	Delegated to: Date & Time
Governance Support	Elections (If an Election Year)	Delegated to: Date & Time
Governance Support	Interests & Disclosures	Delegated to: Date & Time
Governance Support	Local Laws	Delegated to: Date & Time
Governance Support	Minutes and Agendas	Delegated to: Date & Time
Governance Support	Policy (Policy makeup/review vs administration	Delegated to: Date & Time
Human Resources	Employee and Industrial relations	Delegated to: Date & Time
Human Resources	Employee inductions	Delegated to: Date & Time
Human Resources	Legislative requirements relating to employment	Delegated to: Date & Time
Human Resources	Recruitment, selection and retention	Delegated to: Date & Time
Human Resources	Staff complaints and dispute handling	Delegated to: Date & Time
Human Resources	Staff training and development	Delegated to: Date & Time
Human Resources	Workforce planning	Delegated to: Date & Time
Information Technology	Business Systems	Delegated to: Date & Time
Information Technology	IT Asset Management	Delegated to: Date & Time
Information Technology	IT Contracts management/renewal	Delegated to: Date & Time

Service Area	Activity	Delegated to: Date & Time
Information Technology	Network Infrastructure	Delegated to: Date & Time
Information Technology	Provision of information technology and communications systems to the organisation	Delegated to: Date & Time
Information Technology	Security of critical applications and data	Delegated to: Date & Time
Information Technology	Telecommunications	Delegated to: Date & Time
Library Services	Children's and Adult Activities	Delegated to: Date & Time
Library Services	Management of Libraries	Delegated to: Date & Time
Library Services	Onsite Internet/PC Service	Delegated to: Date & Time
Library Services	Wi-Fi service at Library	Delegated to: Date & Time
OH&S	Accident investigation and incident reporting	Delegated to: Date & Time
OH&S	Occupational Health and Safety Committee Meetings	Delegated to: Date & Time
OH&S	Oversee and manage return to work programs	Delegated to: Date & Time
Organisational Development	Building organisational alignment, process improvement and embedding best practice	Delegated to: Date & Time
Organisational Development	Business Analysis	Delegated to: Date & Time
Organisational Development	Coordinate implementation of improvements and change management	Delegated to: Date & Time
Parks & Gardens	Landscape Design and Construction Services	Delegated to: Date & Time
Parks & Gardens	Litter control	Delegated to: Date & Time
Parks & Gardens	Manage reticulation systems and bores	Delegated to: Date & Time
Parks & Gardens	Parks and Gardens Administration	Delegated to: Date & Time
Parks & Gardens	Passive and Active Grounds Maintenance	Delegated to: Date & Time
Parks & Gardens	Private Works	Delegated to: Date & Time
Parks & Gardens	Reactive response to urgent jobs (trees over roads etc)	Delegated to: Date & Time
Parks & Gardens	Scheduled maintenance activities	Delegated to: Date & Time
Parks & Gardens	Street Tree Maintenance	Delegated to: Date & Time
Ranger Services	Assist with provision of bushfire mitigation	Delegated to: Date & Time
Ranger Services	Community education programs	Delegated to: Date & Time
Ranger Services	Permits issued under Local Laws	Delegated to: Date & Time
Ranger Services	Reactive response to urgent Ranger-related calls (Local Law enforcement, animal control, litter control, parking, etc.	Delegated to: Date & Time
Ranger Services	Security Watch - 24 Hour Security Patrols, Holiday Watch Program and Security Appraisals	Delegated to: Date & Time
Records Management	Disposal of records according to legislation	Delegated to: Date & Time
Records Management	Filing, retrieving and archiving of files	Delegated to: Date & Time

Service Area	Activity	Delegated to: Date & Time
Records Management	Freedom of Information requests	Delegated to: Date & Time
Records Management	Registration & distribution of incoming and outgoing hard copy and digital correspondence (mail)	Delegated to: Date & Time
Records Management	Registration of building and planning applications	Delegated to: Date & Time
Recreation	Recreation centre administration	Delegated to: Date & Time
Recreation	Management of operations (eg. pool quality, cleanliness, etc.)	Delegated to: Date & Time
Recreation	Sports centre, function suite	Delegated to: Date & Time
Recreation	Utilisation of the Recreation centre as an emergency evacuation centre	Delegated to: Date & Time
Works & Services	GPS Fleet Systems Management	Delegated to: Date & Time
Works & Services	Infrastructure Asset Management (Roads, Drainage, Footpaths, Parks, Signage, Street Trees, Street Furniture)	Delegated to: Date & Time
Works & Services	Land/Property Data Management	Delegated to: Date & Time
Works & Services	Map Production Management	Delegated to: Date & Time
Works & Services	Spatial Systems Management	Delegated to: Date & Time
Works & Services	Waste Request System Management	Delegated to: Date & Time
Waste Management	Complaints and missed bins	Delegated to: Date & Time
Waste Management	Contracted waste and recycling collection	Delegated to: Date & Time
Waste Management	Illegal dumping	Delegated to: Date & Time
Waste Management	Manage waste management facilities	Delegated to: Date & Time
Waste Management	Management of controlled waste disposal	Delegated to: Date & Time
Waste Management	Monitor septic tanks & caravan sewerage drop-points	Delegated to: Date & Time
Waste Management	Waste and recycling management	Delegated to: Date & Time
Waste Management	Waste and recycling promotion & education	Delegated to: Date & Time
	Medical Practice	
	Childcare Centre	