

ICT DISASTER RECOVERY PLAN

Last updated: September, 2020
Endorsement No. 70-20/21

 @ShireofQuairading

 @QuairadingCaravanPark

 @shireofquairading



CONTENTS

Section One: Activate This Plan	3
1.1 Authority to Activate this Plan	3
Section Two: Overview and Scope	3
2.1 Overview	3
2.2 Aim	3
2.3 Objectives	4
2.4 Recovery Time Requirements	4
2.5 Scope of Recovery	6
Section Three: Organisation	7
3.1 The Crisis Management Team	7
3.2 The Management Team	8
3.3 The Recovery Team	9
3.4 The Facility Team	10
Section Four: Roles & Responsibilities	11
4.1 Management Team	11
4.2 Recovery Team	12
4.3 Facility Team	12
Section Five: Processes	13
5.1 Recovery Strategy	13
5.2 Business Resumption	14
5.3 Business Resumption Process	15
5.4 Debriefing	16
5.5 Maintain IT DR Plan Documentation	17
5.6 Command Centre Operations	18
Section Six: Procedures	19
6.1 Management Team	19
6.2 Facility Team	21
6.3 Recovery Team	23
Appendix A: Contact List	25
Appendix B: System Recovery Requirements	26
Appendix C: Command Centre Details	27
Appendix D: IT Recovery Procedures	30
Appendix E: Event Log	32
Appendix F: Contacting Focus Networks	34
Glossary	35

To activate this plan in the event of a real disaster, turn to SECTION SIX (procedures)

1.1 Authority to Activate this Plan

The Chief Executive Officer has the exclusive authority to activate this plan by process of declaring a disaster. If this person is unavailable, the Executive Manager Corporate Services may also declare a disaster.

2.1 Overview

A disaster is an event that significantly reduces the ability for the Shire of Quairading to provide normal services to its clients. Typically, an outage to the core IT systems of the Shire of Quairading exceeding 24 hours is deemed to be a disaster.

This plan details the communications structure, roles and responsibilities of the Crisis Management Team (CMT).

The CMT is responsible for managing the rapid and orderly resumption of core systems to the Shire of Quairading in the event of a disaster. Consequently, the members of the CMT must have the appropriate authority and skills to accomplish their assigned tasks.

IT hardware and software problems, while they might in some instances be significant, will be resolved through normal problem resolution methods. The typical disaster involves an unscheduled event that causes the primary site to be inaccessible for an indefinite period of time. A disaster declaration begins the formal disaster recovery process outlined in this document.

2.2 Aim

The aim of this plan is to set out the mitigation, preparation, warning, response and business continuity arrangements for the core IT systems of the Shire of Quairading which are supported by PCS – 11 Brewer Street Perth.

As described in section 5.3, continual review and change of this plan will occur annually – or with significant business change - with the aim of improving existing resilience against damage to the business in the event of an actual disaster or outage.

2.3 Objectives

The objective is to provide restoration and continuation of the core IT systems for the Shire of Quairading when a disaster occurs. This is accomplished by developing and maintaining a detailed Disaster Recovery Plan (DRP) that will organize and govern a disaster recovery operation. The DRP must:

- 2.3.1 Provide the information and procedures necessary to;
 - 2.3.1.1 respond to an occurrence,
 - 2.3.1.2 notify personnel,
 - 2.3.1.3 assemble recovery teams,
 - 2.3.1.4 recover data, and,
 - 2.3.1.5 resume processing at the current or alternate site as soon as possible after a disaster has been declared.
- 2.3.2 Create a disaster recovery structure strong enough to provide guidance to all interrelated groups, yet flexible enough to allow the Shire of Quairading staff and teams to respond to whatever type of disaster may occur,
- 2.3.3 Identify those activities necessary to resume full services at the reconstructed disaster site or new permanent facility,
- 2.3.4 Establish a return to a “business as usual” environment.

NOTE: Availability of backup data is critical to the success of disaster recovery. Backup and restore processes that include scheduling data management, off-site storage, and data restorations are day-to-day processes covered in operating procedures manuals. Good practices are assumed, as are the availability of backup media that can be readily restored.

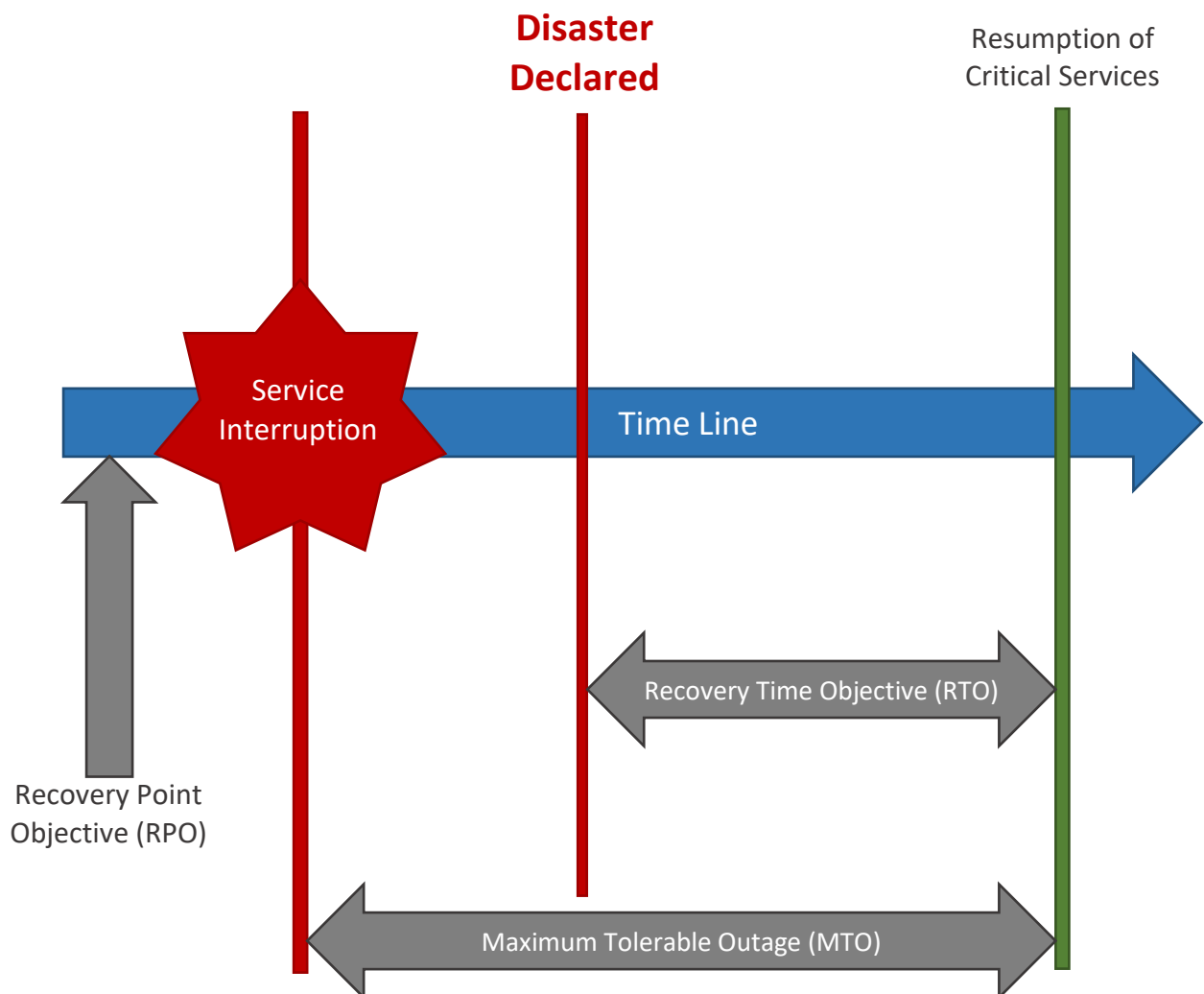
2.4 Recovery Time Requirements

The following requirements are a result of the Business Impact Analysis (BIA) process, which forms part of the Shire of Quairading business continuity program.

- 2.4.1 **Recovery Point Objective (RPO).** The recovery point objective is the worst data loss that the Shire of Quairading is willing to accept. In other words, this is the point from which recovery of lost data must take place.

2.4.2 **Recovery Time Objective (RTO).** The Recovery Time Objective is the time taken to recover the in-scope services for the Shire of Quairading from disaster declaration to the point where the recovered infrastructure is handed over to the Shire of Quairading business as usual.

2.4.3 **Maximum Tolerable Outage (MTO).** The maximum tolerable outage is the amount of time the Shire of Quairading critical business functions may be unavailable before the Shire of Quairading business operations are severely impacted. The MTO encompasses all activities from point of impact to point of recovery completion (as described in Section 5.1).



2.5 Scope of Recovery

This plan is devised to address a significant outage of the core IT infrastructure at the Shire of Quairading and will therefore only cover Information Technology and Telecommunication (IT&T) Services.

2.5.1 Exclusions

2.5.1.1 This DRP does not address the recovery of non-IT related the Shire of Quairading business operations during a disaster, such as manual fallback procedures, and/or resynchronization of business processes. Responsibility for this resides within the relevant groups within the Shire of Quairading.

2.5.1.2 Any development or test environments.

2.5.1.3 Any disaster affecting a greater area than the Shire of Quairading office locations.

2.5.1.4 All standard exclusions, such as Core Application maintenance & telecommunication maintenance.

2.5.1.5 While ordering stock to aid in recovery is the responsibility of PCS, there may be delays in shipping and delivery that are uncontrollable.

2.5.2 Recovery Validation

2.5.2.1 Post-recovery, system health checks are performed by PCS.

2.5.2.2 Validation checks are performed by business representatives

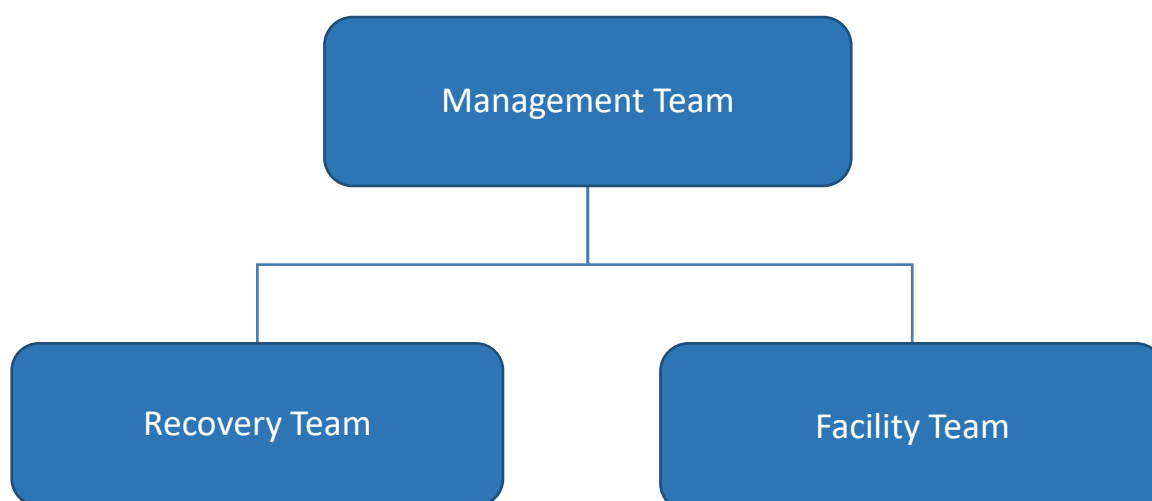
2.5.3 General Exclusions

2.5.3.1 A disaster of such magnitude that there are not enough personnel to resource the recovery in order to meet the Shire of Quairading objectives.

3.1 The Crisis Management Team

The Crisis Management Team (“CMT”) includes 2 sub-teams responsible for the successful execution of the IT DR Plan. These teams are:

- 3.1.1 **The Management Team** – responsible for managing the recovery, and communicating with vendors, key clients, stakeholders and the Shire of Quairading senior management. This team is also responsible for the on-going recovery program and for keeping this plan current during a disaster
- 3.1.2 **The Recovery Team** – Responsible for restoring computing services at alternate facilities. The Recovery Team will also restore computing service at the restored original facilities, if available.
- 3.1.3 **The Facility Team** – responsible for damage assessment, damage mitigation, salvage, and the physical restoration of the office environment.

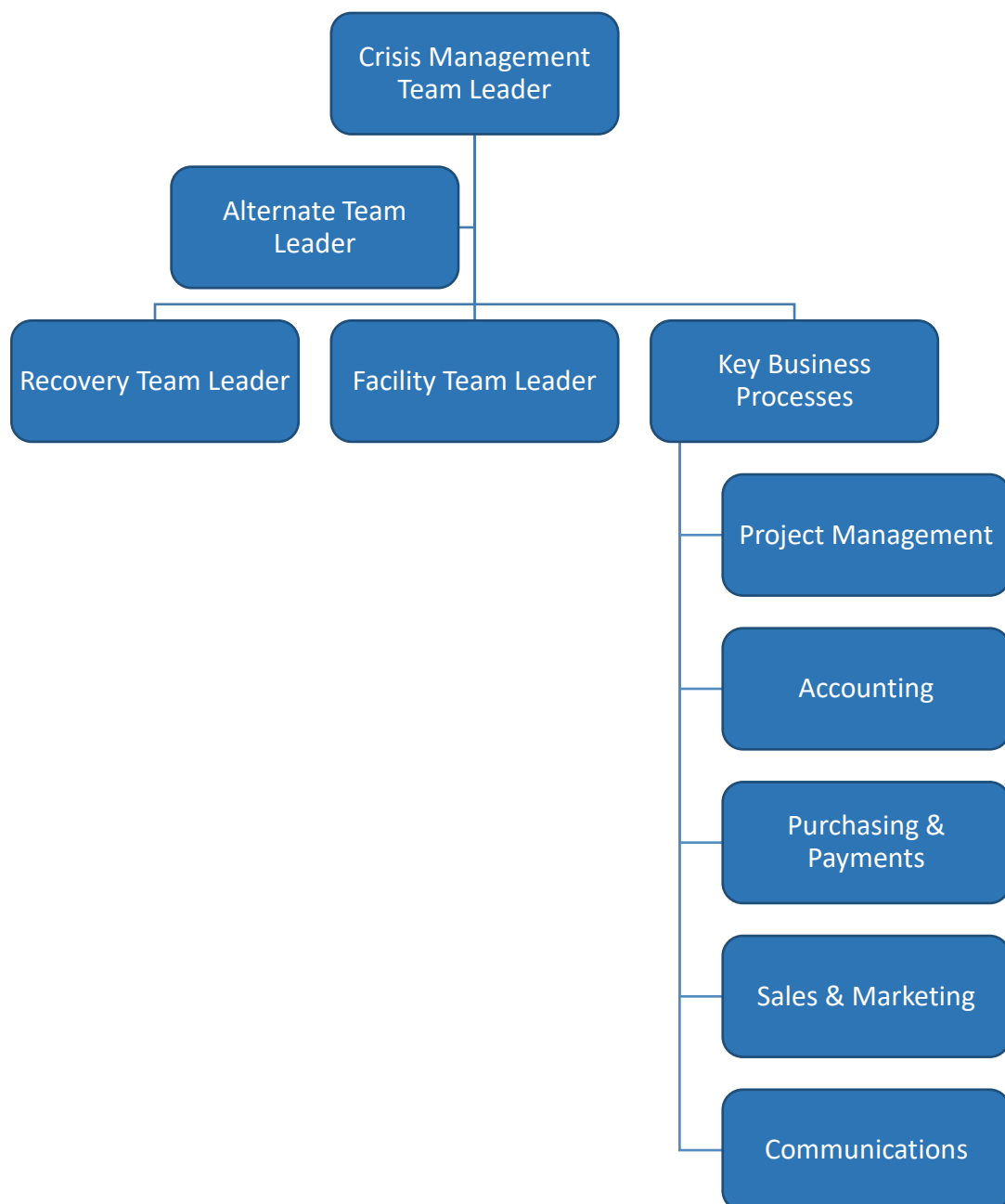


3.2 The Management Team

The Management Team is responsible for deciding on the course of action and coordinating all activities during the recovery period. The table below shows the kinds of skills and authority levels needed for Management Team membership.

Use this table to determine team membership assignments. One person could have more than one of the responsibilities. For example, the Management Team Leader often has authority for public relations and financial authority.

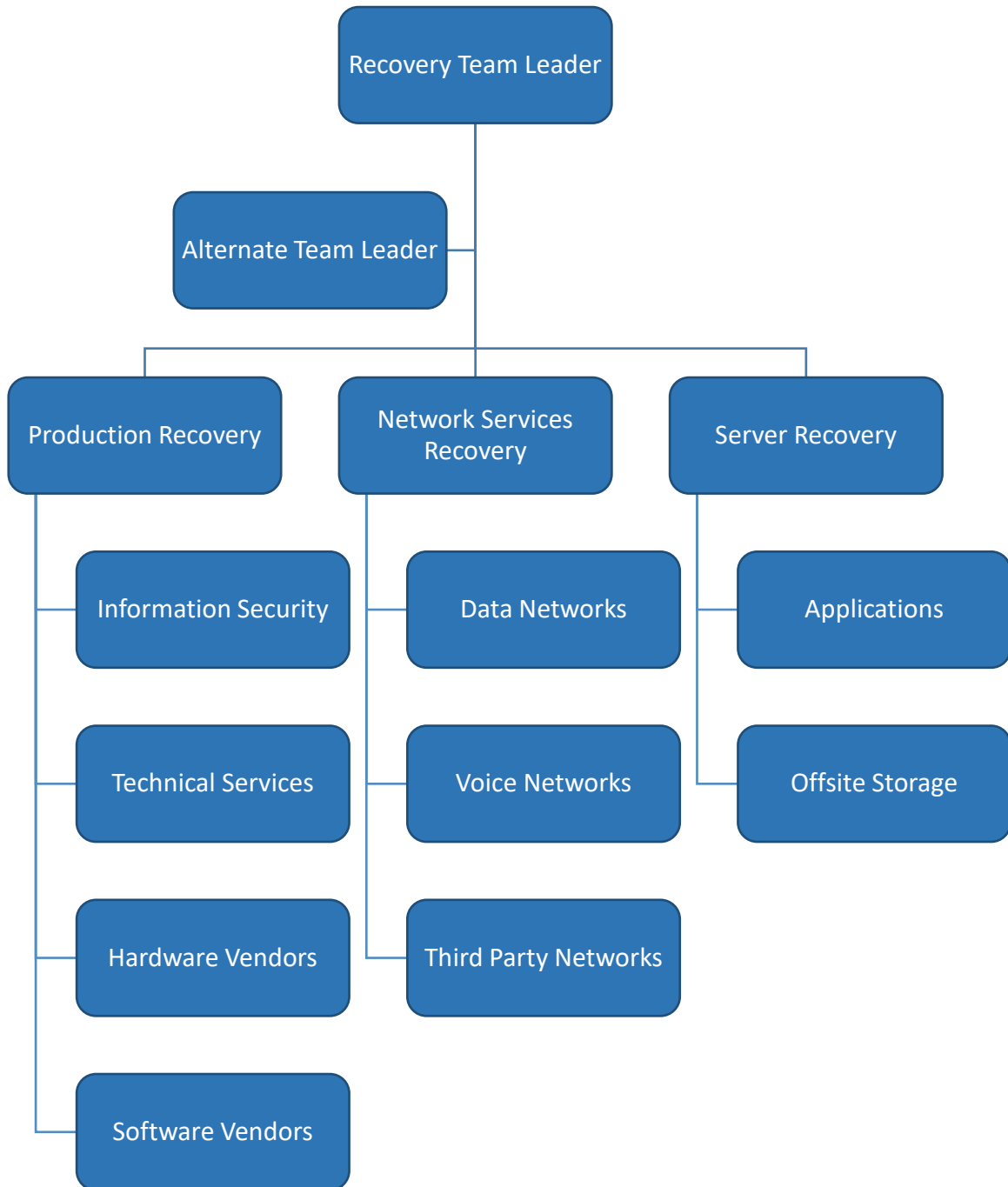
Refer to Section 4.1 for details on Management Team members, roles and responsibilities.



3.3 The Recovery Team

The purpose of the Recovery Team is to establish operations at an alternate-processing site or restore services at the disaster site.

Refer to Section 4.2 for details on Recovery Team members, roles and responsibilities.

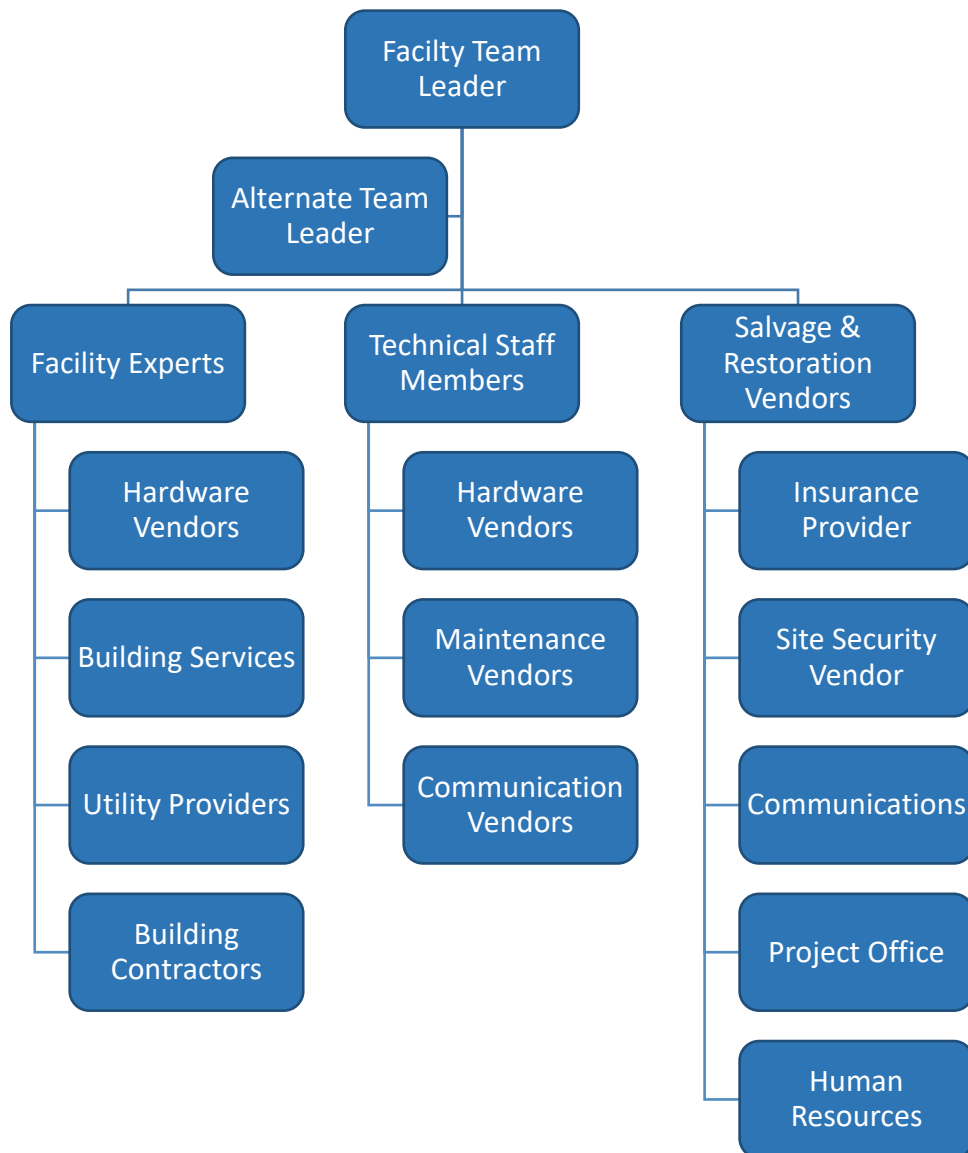


3.4 The Facility Team

The purpose of this team is to secure, salvage, and restore the Shire of Quairading office location to operational status as quickly as possible. The team may also be needed to prepare an alternate facility for occupation. The skills required of team members include knowledge of computing and network hardware. The Facility Team leader is also a member of the management team. The table below shows the kind of skills and authority levels needed for Facility Team membership.

The Facilities Team is tasked with conducting an in-depth damage assessment with recommendations to management on required repair or restoration activities. Concurrent with performing their evaluation procedures, members are responsible for initiating and monitoring recovery tasks assigned to their functional areas. Each team has its own chapter of detailed instructions later in this plan.

Refer to Section 4.3 for details on Facility Team members, roles and responsibilities.



SECTION FOUR: ROLES & RESPONSIBILITIES

4.1 Management Team

Management Team membership, roles and responsibilities are summarised in the table below.

Team Member	Role/Responsibility
Crisis Management Team Leader Nicole Gibbs, CEO	Senior manager to oversee recovery. Authority to declare a disaster.
Alternate Mgmt. Team Leader Leah Horton, EMCS	Full authority to act if Team Leader is not available.
Facility Team Leader Allan Rourke, EMWS	Oversee facility, security, damage assessment, salvage and reconstruction.
Recovery Team Leader Leah Horton, EMCS	Knowledge of computer operations, systems & networks.
Manager, Communications Nicole Gibbs, CEO	Authority to speak for the organisation.
Corporate Legal Nicole Gibbs, CEO	Ability and authority to make legal/contractual decisions.
Manager, Human Resources Nicole Gibbs, CEO	Knowledge and authority to make Human Resources decisions.
Manager, Finance Nicole Gibbs, CEO	Authority to spend the amounts required to fund recovery in the first days.

4.2 Recovery Team

Recovery Team membership, roles and responsibilities are summarised in the table below.

Team Member	Role/Responsibility
Recovery Team Leader Leah Horton, EMCS	Internal IT resource knowledgeable of computer operations, systems, etc. <ul style="list-style-type: none"> Request/Retrieve the off-site backup data – as described in APPENDIX D. Establish the command centre, as described in section 5.6 Advise the alternate site of a disaster alert prior to a disaster being declared. Advise the alternate site of a declared disaster. Advise the alternate site of a stand down from alert if recovery is not to be affected at the site or the disaster is not declared. Liaise with alternate site management and personnel.
Alternate Team Leader Nicole Gibbs, CEO	Full authority to act if Team Leader is not available.
Production Operations Recovery PCS	Restore IT operations, print services and IT security services.
Network Services Recovery - Data PCS Network Services Recovery – Voice Internet Provider/Telephone Provider	Aid in the recovery of voice and data network infrastructure. Includes recovery of hardware components, connectivity to the recovery site and recovery of critical network software. Liaison with relevant telephony vendor(s).
Server Recovery PCS	Aid in the recovery of critical servers and applications. Liaison with relevant application vendor(s).

4.3 Facility Team

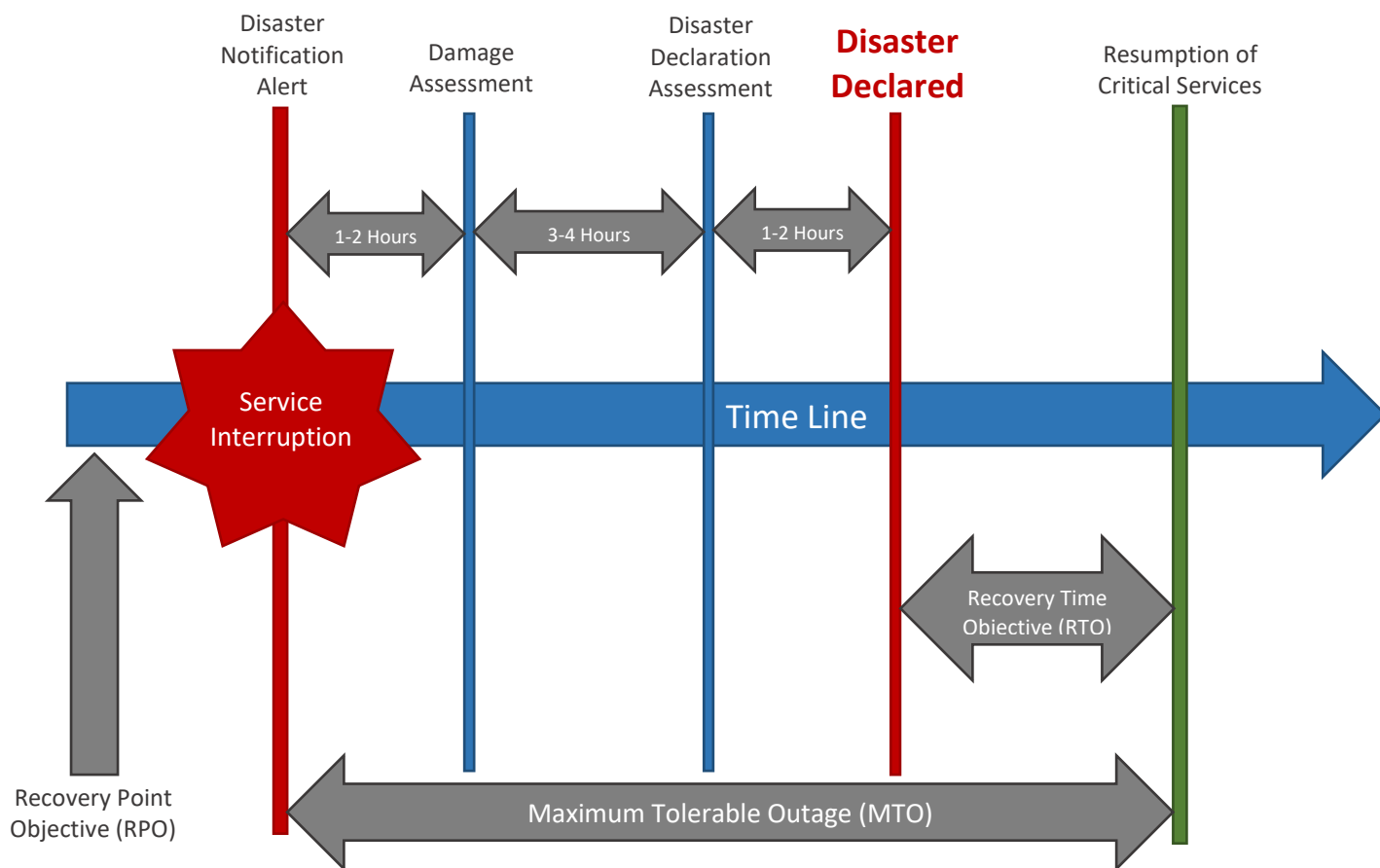
Facility Team membership, roles and responsibilities are summarised in the table below.

Team Member	Role/Responsibility
Facility Team Leader Allan Rourke, EMWS	Authority and knowledge to deal with damage assessment, damage mitigation, salvage, restoration, alternate site installation, etc.
Alt. Facility Team Leader Richard Bleakley, EDPO	Authority and knowledge to act in place of the team leader.
Hardware Experts PCS	As required, depending upon the situation. Liaison with 3rd party hardware vendors.
Technical Staff Members PCS	Will be sourced from the PCS personnel pool to assist with salvage, restoration, etc.

5.1 Recovery Strategy

Following the occurrence of a suspected disaster, there are three processes that will take place prior to the activation of the actual recovery process:

- 5.1.1 **Disaster Alert Notification** – to notify CMT members, recovery teams, and the offsite media storage provider (Focus Networks) that a disaster may have occurred or is evolving.
- 5.1.2 **Damage Assessment** – to ascertain whether a disaster has occurred, assess the extent of the damage and to assemble the recovery teams if necessary.
- 5.1.3 **Disaster Declaration Assessment** – to ascertain if the predetermined MTO is likely to be compromised and that invoking the IT DR Plan and its associated procedures is necessary.



If there is a major incident where the damage is not widespread and the Shire of Quairading is not seriously affected, it may not be obvious to the person(s) who detected such an incident whether it constitutes a disaster, especially when the damage is confined and local. Where possible, it is expected that the usual problem management procedures be followed in dealing with such incidents.

5.2 Business Resumption

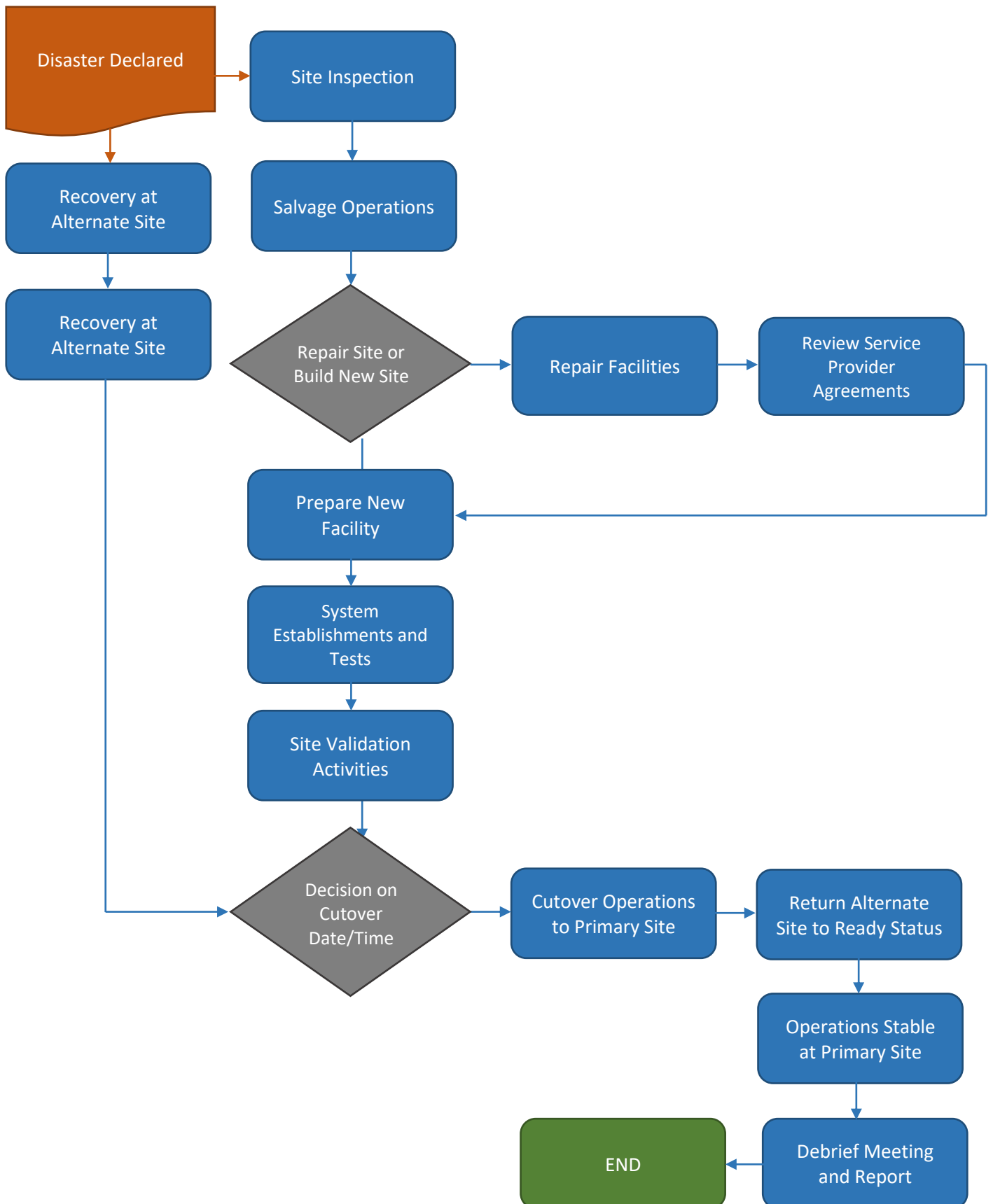
This section provides the approach to restoring the Shire of Quairading disaster site or establishing a new office location. The extent and timing of the recovery activities will vary depending upon the nature of the disaster. These activities will need to be coordinated and planned as a parallel stream to establish stable production operations at the recovery site. A technical summary of the activities are contained in Appendix D (where available).

The decision concerning the approach to re-establishing the Shire of Quairading site and secondary sites should be made as soon as practically possible after a disaster occurs. This allows all the affected areas to adapt their procedures and staffing according to the expected length of the outage. The alternatives to be considered are:

- 5.2.1 The Shire of Quairading office location is to be restored to original operating status. This will require the establishment of new technical infrastructure according to current requirements and specifications.
- 5.2.2 The Shire of Quairading office location is to be upgraded to preferred level of operating status. This will require:
 - 5.2.2.1 establishment of new technical infrastructure according to revised requirements
 - 5.2.2.2 establishment of new facilities and services according to revised requirements.
- 5.2.3 A new office location is chosen. This will require:
 - 5.2.3.1 assessment and risk analysis of the new site for suitability
 - 5.2.3.2 new arrangements with PCS to be established (i.e. for off-site data collections and deliveries)
 - 5.2.3.3 establishment of new technical infrastructure according to current requirements and specifications.
- 5.2.4 The secondary site is to become the new production site. This will require:
 - 5.2.4.1 assessment and risk analysis of the new site for suitability
 - 5.2.4.2 a new secondary site to be established
 - 5.2.4.3 communications, floor space and other facilities to be upgraded to be commensurate with the original production site
 - 5.2.4.4 establishment of new technical infrastructure according to current requirements and specifications.

5.2.4.5 new arrangements with PCS to be established (e.g. for off-site data collections and deliveries)

5.3 Business Resumption Process



5.4 Debriefing

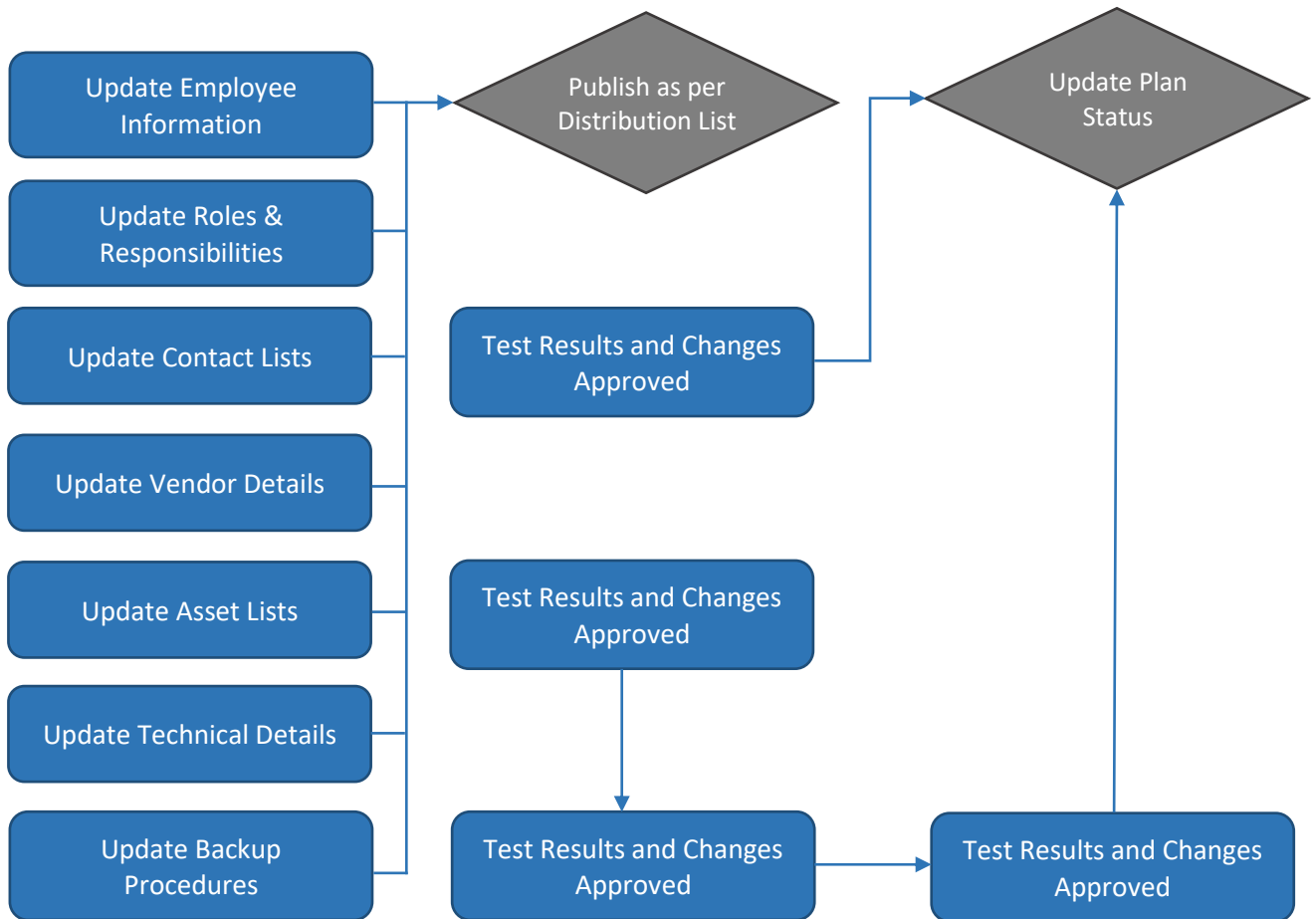
Prior to closure of a disastrous situation and standing down of the Crisis Management Teams, a debriefing of all participants should be conducted. A debriefing will ensure that:

- 5.4.1 all required recovery and normal business resumption tasks have been performed
- 5.4.2 ongoing system, business and client impacts are being addressed
- 5.4.3 The Shire of Quairading can ascertain and understand the cause, nature and impact of the disaster on the organisation
- 5.4.4 financial impacts are clearly identified and documented for insurance claims
- 5.4.5 lessons learned are clearly identified and incorporated into a knowledge database for future IT DR Plan development and disaster management
- 5.4.6 deficiencies in the current process are clearly identified in way that projects can be established to rectify them or mitigate them.

A report should be produced covering the above mentioned aspects. This should be contained in a central knowledge register with lessons learned incorporated into new IT DR Plans.

5.5 Maintain IT DR Plan Documentation

The IT DR Plan will be updated annually, or when significant business change occurs, and should be maintained as illustrated in the chart below.

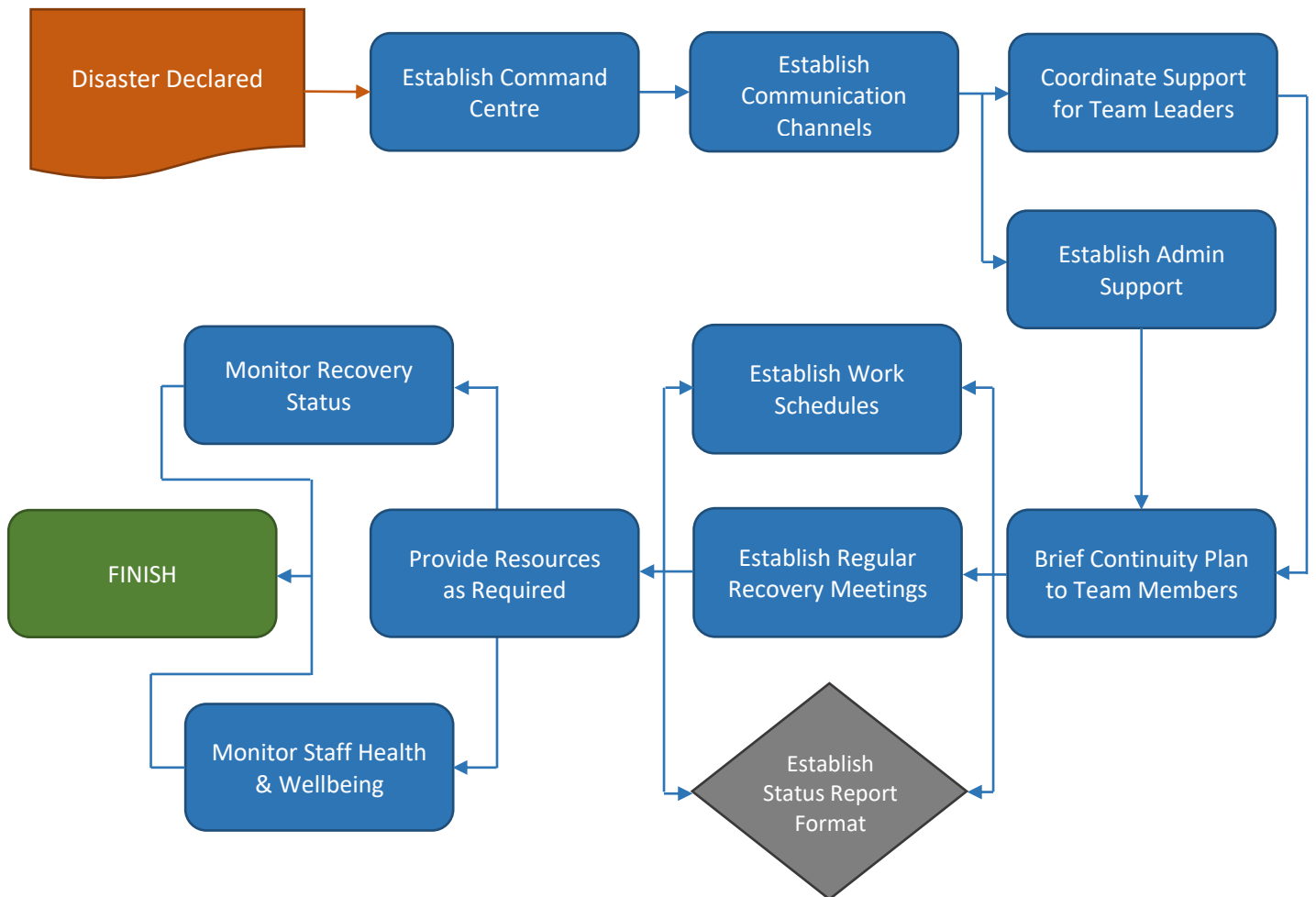


In order to ensure currency of the IT DR Plan, all changes and revisions must be processed through Focus Networks, which will review the plan as part of the IT DR Plan testing process. On an on-going basis, Focus Networks may:

- 5.5.1 periodically assess the conditions, status, capabilities and availability of backup computers, PCs, LAN, telecommunication configurations, and the facility
- 5.5.2 perform special studies requested by the Management Team to improve the efficiency of equipment and recovery procedures
- 5.5.3 prepare periodic status reports for the Management Team
- 5.5.4 coordinate business recovery tests and prepare test results and recommendations for plan improvement
- 5.5.5 maintain and distribute this plan.

5.6 Command Centre Operations

The command centre will be the physical office that will be used in the event of a major disaster, the place where staff and vendors will first gather to establish the direction for dealing with the disaster at hand. Setting up and operating the command centre is the responsibility of the Management Team Leader, with activities as shown in the figure below.

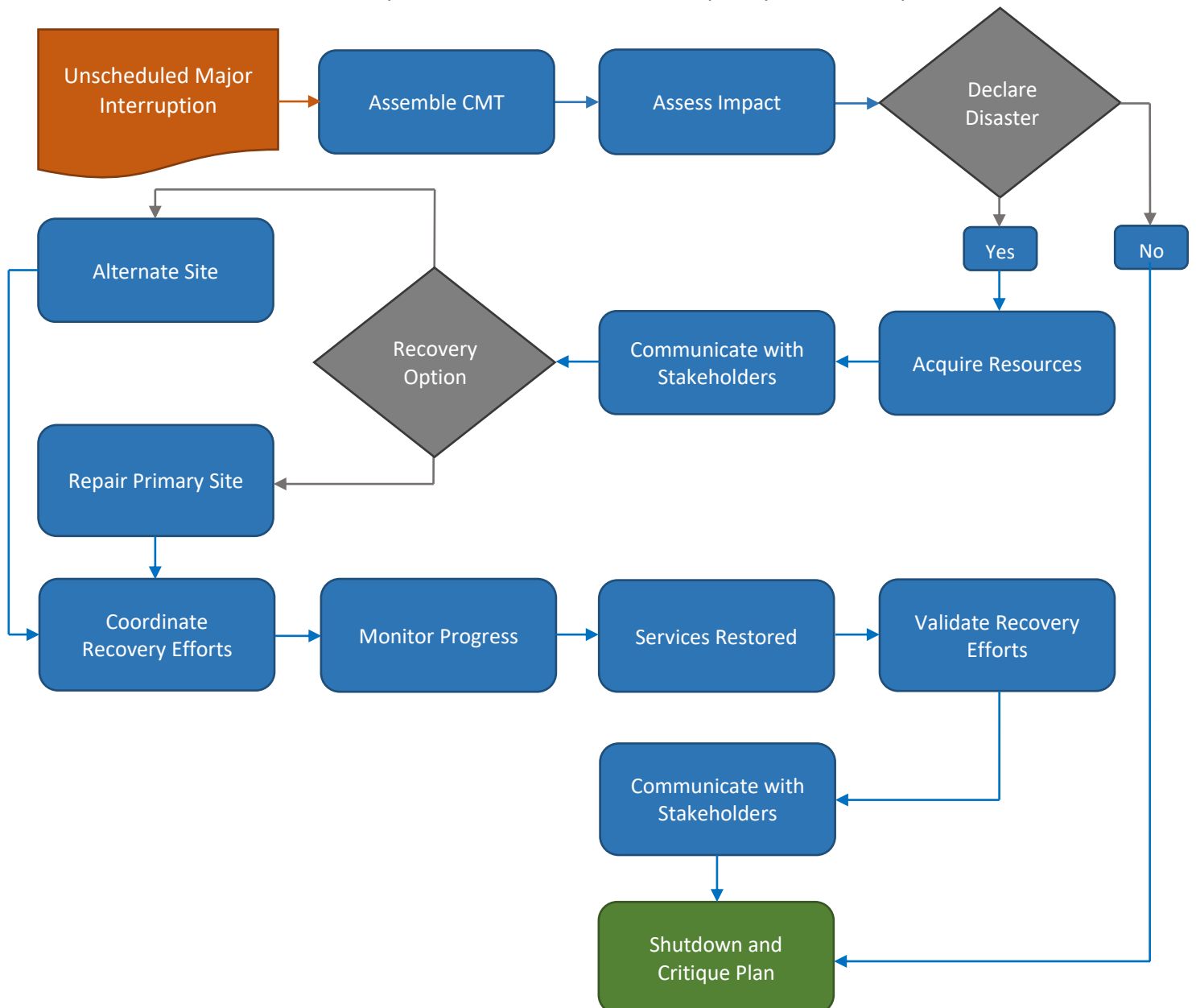


SECTION SIX: PROCEDURES

6.1 Management Team

6.1.1 Management Team Actions Overview

The Management Team is responsible for the entire disaster recovery process; from when the team is established until all services have been returned to the office location or new location. The Management Team Leader or delegate, with input from relevant key personnel, has the exclusive authority to declare a Disaster and consequently activate this plan.



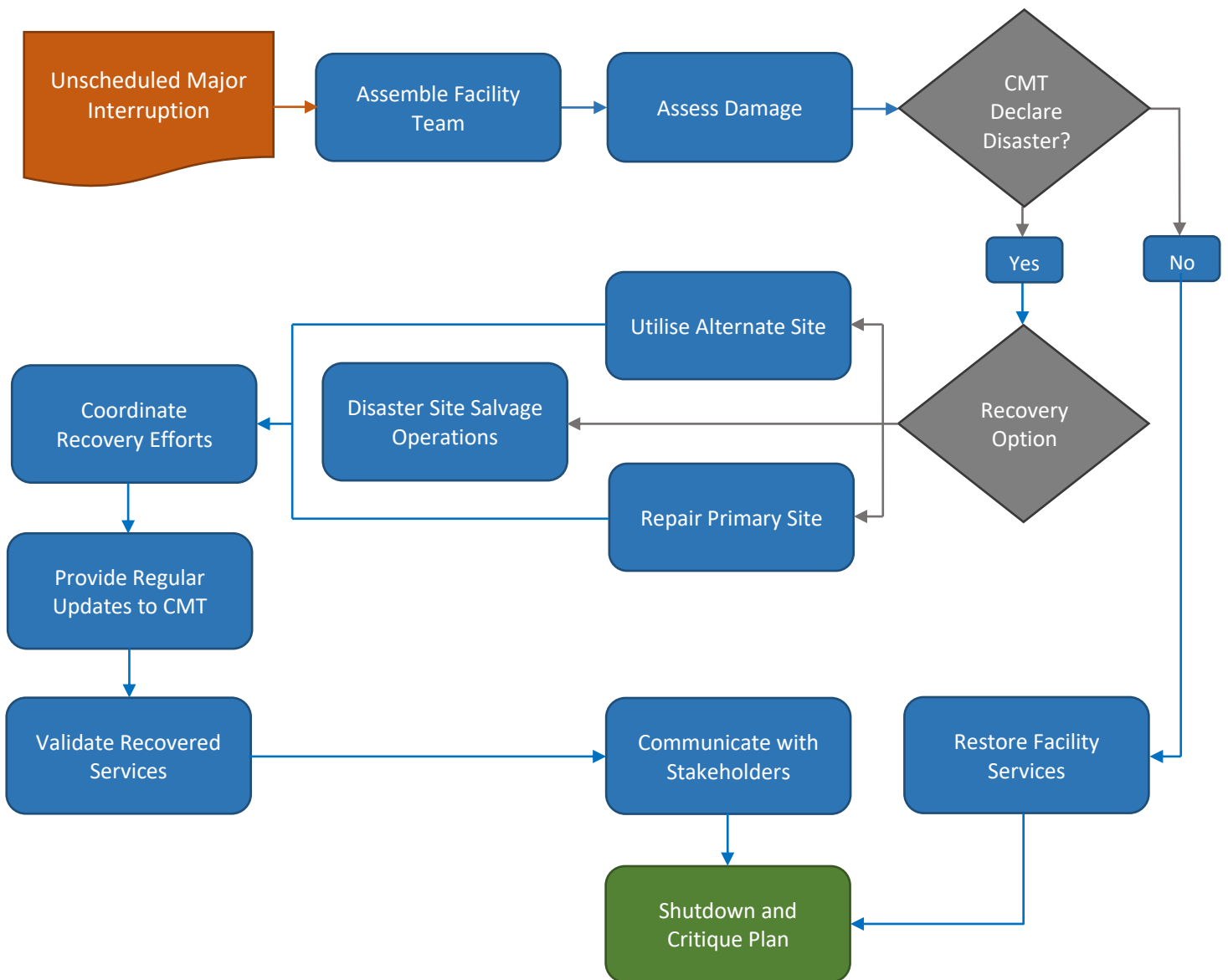
6.1.2 Management Team Actions

No.	Action Step	Responsibility	Time	Resources	Process Time	Comments
1	Assemble Key Staff	Management Team Leader				
2	Assess Damage	Facility Team				
3	Decide whether to Declare a Disaster or not. If YES, go to step 7.	Management Team Leader				
4	Restore functions at the Shire of Quairading office location	Each Team Leader				
5	Debriefing of the Recovery	Management Team Leader				
6	Finish	If Disaster alert is stood down				
7	DECLARE A DISASTER – Initiate recovery to alternate site	Authorised individuals named in the Management Team				
8	Communicate with Groups and coordinate recovery	Management Team Leader				
9	Acquire equipment and supplies	All Teams				
10	Build new or rebuild office location	All Teams				
11	Monitor Progress	Management Team Leader				
12	Move to new or rebuilt office location	All Teams				
13	Discontinue use of alternate site	Management Team Leader				
14	Debrief of Plan	Management Team Leader				

6.2 Facility Team

6.2.1 Facility Team Actions Overview

Prior to activating the Facility Team, the designated Facility Team leader should remain close to the scene of the disaster to help direct Emergency Services personnel. If evacuation is necessary, all personnel should immediately proceed to the pre-determined location, well clear of the building. A head count must be taken there to ensure that no one has been left behind, including visitors, contractors, etc. If there have been any injuries, immediately identify those people who can offer medical help, such as first aid.



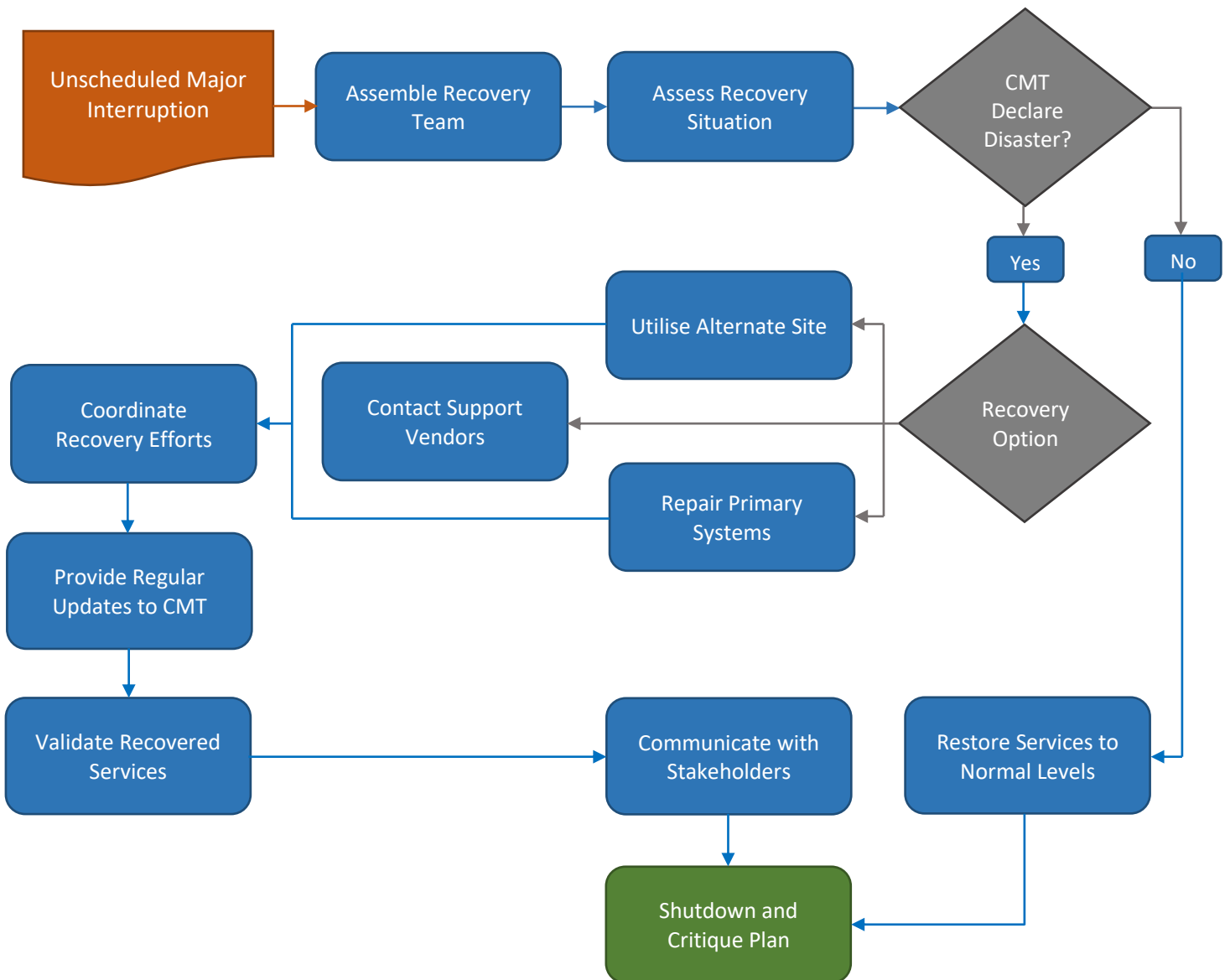
6.2.2 Facility Team Actions

No.	Action Step	Responsibility	Time	Resources	Process Time	Comments
1	Activate Facility Team	Management Team Leader				
2	Disaster Site Evaluation & Salvage	Facility Team Leader				
3	Relocate or rebuild Office location. If decision is to relocate, go to step 10.	Facility Team Leader				
4	Plan Office location rebuild	Facility Team Leader				
5	Hold Recovery Status Meeting	Management Team Leader				
6	Coordinate move back to the Shire of Quairading Office location	Facility Team Leader				
7	Discontinue use of alternate location if one was required	Facility Team Leader				
8	Delivery plan critique	Facility Team Leader				
9	Finish	Management Team Leader				
10	Assist Alternate Site selection	Facility Team Leader				
11	Coordinate move to alternate location	Facility Team Leader				
12	Discontinue use of office location	Facility Team Leader				
13	Delivery critique of BC Plan	Facility Team Leader				
14	Finish					

6.3 Recovery Team

6.3.1 Recovery team Activities Overview

This section contains the procedures to be followed by the Recovery Team. The Recovery Team includes the hardware, software, and communications experts who travel to the alternate site. The Recovery Team restores the software and data onto an alternate-computing platform and restores communications from that platform back to the users.



6.3.1 Recovery Team Actions

No.	Action Step	Responsibility	Time	Resources	Process Time	Comments
1	Activate Recovery Team	Management Team Leader				
2	Is Main office and existing infrastructure available for recovery? If NO, go to Step 7.	Management Team Leader				
3	Restore Data Communications	Recovery Team Leader				
4	Recover or rebuild affected servers from latest available PCS data on unfinished sentence??	Recovery Team Leader				
5	Client testing of recovered systems	Management Team Leader				
6	Critique Plan - Finish	Recovery Team Leader				
7	Build Alternate Site - Transfer Operations	Recovery Team Leader				
8	Restore or implement Data Communications	Recovery Team Leader				
9	Recover or rebuild affected servers from latest available PCS data on loan hardware	Recovery Team Leader				
10	Make loan hardware available to client	Recovery Team Leader				
11	Client testing of recovered systems	Management Team Leader				
12	Coordinate Move to New/Rebuilt office location	Management Team Leader				
13	Post disaster - migrate live data / servers to new or salvaged infrastructure	Recovery Team Leader				
14	Deliver critique of DR Plan	Recovery Team Leader				
15	Finish					

APPENDIX A: CONTACT LIST

Management

Position	Name	Phone	Mobile
Chief Executive Officer	Nicole Gibbs		0429 451 001
Executive Manager Corporate Services	Leah Horton		0428 451 001
Executive Manager Works & Services	Allan Rourke		0427 451 001
EDPO	Richard Bleakley		0439 922 148

Other Staff

Position	Name	Phone	Mobile
Executive Officer	Britt Hadlow		0428 925 650
PM	Carolynne Thornton		0428 632 163
Senior Finance Officer	Jodie Yardley		0437 150 672

Facility Team

Position	Name	Phone	Mobile
IT Provider	PCS	08 9328 1000	
IT Provider	PCS – Victor		0419 001 167

Recovery Team

Position	Name	Phone
IT Provider	PCS	08 9328 1000
Internet Provider	Telstra	132 999
Hosting Provider	Market Creations	08 6168 1000
Telephone Provider	Telstra	132 999

Disaster Recovery / Salvage Vendors

Position	Name	Phone
IT Provider	PCS	08 9328 1000

Key Vendor / Supplier Contacts

Position	Name	Phone
ITVision / ERP	Glenn Summerfield	08 9315 7000

APPENDIX B: SYSTEM RECOVERY REQUIREMENTS

Recovery Priority for IT Systems

Recovery Priority	Key Function Critical Aspects	RPO	RTO	MTO	Team Dependencies
9	Adobe Professional	1 Day	3 Days	15 Days	3
3	Corporate Data	½ Day	1 Day	3 Days	6
7	Corporate Website	½ Day	1 Day	5 Days	1
4	Email & Exchange	½ Day	1 Day	3 Days	6
6	Internet Connectivity	N/A	1 Day	5 Days	6
5	Microsoft Office	½ Day	1 Day	3 Days	6
8	Multi Function Devices	N/A	3 Days	15 Days	6
10	On Premise Apps	1 Day	3 Days	30 Days	1
1	Phone System/PABX	N/A	1 Day	2 Days	3
2	SynergySoft	½ Day	1 Day	2 Days	3
11	Telstra TIMS	1 Day	3 Days	30 Days	1

- Recovery Point Objective (RPO). The recovery point objective is the worst data loss that the Shire of Quairading is willing to accept. In other words, this is the point from which recovery of lost data must take place.
- Recovery Time Objective (RTO). The Recovery Time Objective is the time taken to recover the in-scope services for the Shire of Quairading from disaster declaration to the point where the recovered infrastructure is handed over to the Shire of Quairading business as usual.
- Maximum Tolerable Outage (MTO). The maximum tolerable outage is the amount of time the Shire of Quairading critical business functions may be unavailable before the Shire of Quairading business operations are severely impacted. The MTO encompasses all activities from point of impact to point of recovery completion (as described in Section 5.1).

APPENDIX C: COMMAND CENTRE DETAILS

Command Centre Locations if the Shire of Quairading office is not available.

Site name

- Address: CRC 1 Parker Street, Quirading
- Phone: 08 9645 0096
- Seating Capacity: 10

Command Centre Checklist

This Command Centre Checklist has been provided by Focus Networks and can be used by the Crisis Management Teams in the event of a disaster. CMT's may want to modify or create their own checklists as they see fit.

Activity	Checked ok?
Establish a command centre work location for each activated recovery team, staff department and vendor.	
- Ensure that adequate furniture, fixtures, PCs, telephones, supplies and space are provided for each group. Use the Resource Checklist at the end of this section.	
- Prepare signs that identify the room or work area assigned to each group.	
Establish incoming and outgoing communication channels.	
- Assign specific telephones to be used for incoming and outgoing calls.	
- Continue department notification activities until all personnel have been reached.	
- Assign personnel to monitor the telephones designated for incoming calls.	
- Inform the company telephone operators to direct all return calls to the assigned extension(s) at the command centre.	
Coordinate staff department support with team leaders during the recovery.	
- Meet with security representative to review the need to assign security personnel to secure the damaged business site and the recovery operations site(s). Depending on the nature of the disaster, tighter than normal security for personnel and property may be required.	
- Request that admittance be restricted to only authorised personnel who have proper identification (company ID badge, etc.).	
- Work with the Facility Team to identify equipment requirements and arrange for the Purchasing Department representative to provide the following:	
- Heavy duty copy machines	
- Miscellaneous paper, pencils pens, etc.	
Ensure all third party vendors are contacted and notified of the situation.	
Brief the recovery plan to core recovery team members.	
Establish a command centre work location for each activated recovery team, staff department and vendor.	

Activity	Checked ok?
Establish status reporting processes and formats.	
Create the following status charts, using flip charts or other media, for display at the command centre:	
- Information Status Display.	
- General Message Board.	
- Personnel Accommodation Board.	
Establish regular recovery meetings	
- Keep all recovery team personnel informed of the recovery progress.	
- Advise recovery team leaders.	
- Arrange and organise a meeting place.	
- Record minutes of the meetings.	
- Have minutes typed, obtain approval, and distribute them.	
Establish work schedules for 24-hour coverage	
- Align the off shift work effort with the Recovery Time Objective.	
Continue to evaluate the level of people and resources and add or subtract as needed.	
- HR and Purchasing are the focal points for people and resources.	
Monitor personnel for signs of fatigue.	
- Sufficient rest is required to maintain an efficient recovery operation. For health and efficiency reasons, no recovery personnel should work excessive hours without an eight-hour rest period.	

Resource Checklist

The command centre should be well equipped with extensive communications facilities.

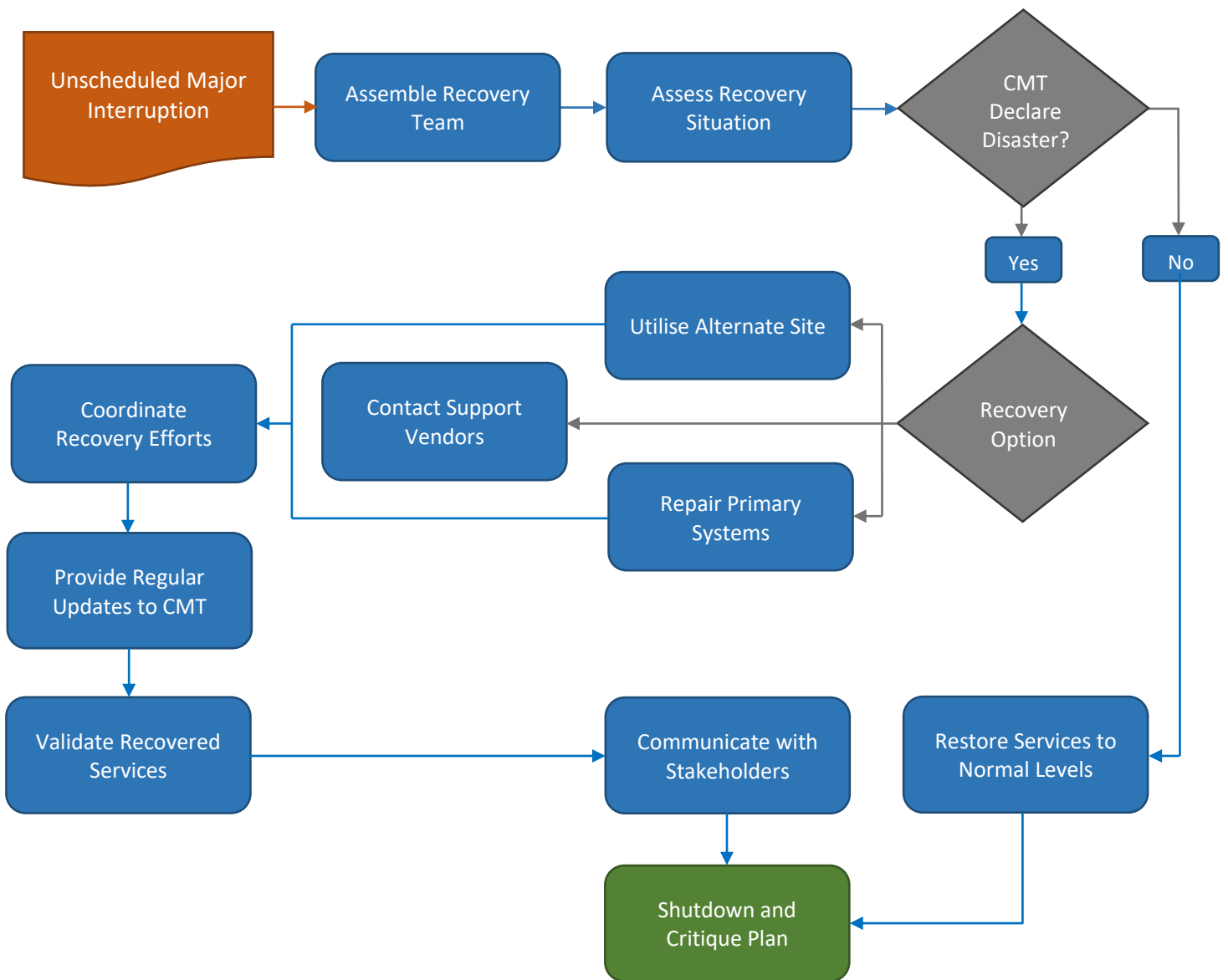
Communications are highly critical when rescue and medical care are primary and time is of the essence. This is particularly true when families of key personnel are threatened. Without effective mass communications, your key personnel may leave to be with their families.

In addition to the communications facilities mentioned above, the command centre should be outfitted with, or have ready access to food, clothing, sleeping accommodations, and other supplies needed to manage the recovery effort.

An example checklist is provided below.

Activity	Checked ok?
2-way Radio	
Camera or Video Recorder	
CD/DVD Player	
Chart to record recovery milestones Credit cards and cash	
FM Radio	
Food / Water	
Internet Connection / VPN Medical supplies	
Mobile Phones (2 are recommended) PCs and printers	
Photocopier	
Portable light	
Projector	
Telephones	
Telephone directories	
Television	
Whiteboard	

APPENDIX D: IT RECOVERY PROCEDURES



PCS Procedure

No.	Action Step	Responsibility	Time	Resources	Process Time	Comments
1	Activate PCS	Management Team Leader				
2	Assess Recovery Situation	Recovery Team				
3	Disaster Declared? If yes, go to Step 6.	Management Team Leader				
4	Restore Services to Normal Levels	Recovery team				
5	Finish and Critique Plan	CMT & Recovery Team				
6	Choose Site Recovery Option. If the Shire of Quairading Office Location, go to Step 9 Notify Support Vendors	Management Team Leader & Recovery Team				
7	Notify Support Vendors	Recovery Team				
8	Prepare Alternate Site (initially serviced offices – refer to appendix E)	Facility Team Leader & Recovery Team				
9	The Shire of Quairading Office Location Salvage Operation	Facility Team Leader & Recovery Team				
10	Order all Necessary Hardware	Recovery Team				
11	Re-establish Communications Onsite	Recovery Team				
12	Obtain/Order Required Software and Licensing	Recovery Team				
13	Update CMT on status	Recovery Team				
14	Prepare Servers for Deployment to Site	Recovery Team				
15	Deploy & Install Hardware	Recovery Team				
16	Test all Critical Business Functions	Recovery Team				
17	Signoff by CMT	CMT				
18	Finish and Critique Plan	Recovery Team				

APPENDIX E: EVENT LOG

Elapsed Time Since Start (hh:mm)	Recovery Task	Team	Actual Start Time	Actual End Time	Comments/Problems	Sign Off
1	Activate PCS	Management Team Leader				
2	Assess Recovery Situation	Recovery Team				
3	Disaster Declared? If yes, go to Step 6.	Management Team Leader				
4	Restore Services to Normal Levels	Recovery team				
5	Finish and Critique Plan	CMT & Recovery Team				
6	Choose Site Recovery Option. If the Shire of Quairading Office Location, go to Step 9 Notify Support Vendors	Management Team Leader & Recovery Team				
7	Notify Support Vendors	Recovery Team				
8	Prepare Alternate Site (initially serviced offices – refer to appendix E)	Facility Team Leader & Recovery Team				
9	The Shire of Quairading Office Location Salvage Operation	Facility Team Leader & Recovery Team				
10	Order all Necessary Hardware	Recovery Team				
11	Re-establish Communications Onsite	Recovery Team				
12	Obtain/Order Required Software and Licensing	Recovery Team				
13	Update CMT on status	Recovery Team				

Elapsed Time Since Start (hh:mm)	Recovery Task	Team	Actual Start Time	Actual End Time	Comments/Problems	Sign Off
14	Prepare Servers for Deployment to Site	Recovery Team				
15	Deploy & Install Hardware	Recovery Team				
16	Test all Critical Business Functions	Recovery Team				
17	Signoff by CMT	CMT				
18	Finish and Critique Plan	Recovery Team				

General Assistance

In accordance with industry standards and best practice, Focus Networks recommend that this plan be tested on a regular basis. Regular and well-defined tests and exercises are widely considered the most effective means of ensuring the validity of an IT DR Plan. For assistance in exercising this plan, please contact Focus Networks:

Phone: 1300 664 136

Emergency Assistance

Focus Networks also offer expert IT support and services during an actual crisis. Our experienced and certified consultants provide expert advice when your business needs it the most.

Our services are available 24 hours a day, 365 days a year. For assistance please call:

Phone: 1300 664 136 (After-Hours Pager Service)

GLOSSARY

Activation: The implementation of disaster recovery capabilities, procedures, activities, and plans in response to an emergency or disaster declaration; the execution of the recovery plan.

Alert: Notification that a potential disaster situation exists or has occurred; direction for the recipient to stand by for possible activation of the Disaster Recovery Plan.

Alternate Site: An alternate operating location to be used by business functions when the main office location is inaccessible. 1) Another location, computer centre or work area designated for recovery. 2) Location, other than the main office location, that can be used to conduct business functions. 3) A location, other than the normal facility, used to process data and/or conduct critical business functions in the event of a disaster. SIMILAR TERMS: Alternate Processing Facility, Alternate Office Facility, Alternate Communication Facility, Backup Location, Recovery Site, and Recovery Centre.

Alternate Work Area: Office recovery environment complete with office infrastructure (desk, telephone, workstation, and associated hardware, communications, etc); also referred to as Work Space or Alternative Work Site.

Application Recovery: The component of Disaster Recovery that deals specifically with the restoration of business system software and data, after the processing platform has been restored or replaced.

Backup Generator: An independent source of power, usually fuelled by diesel (sometimes natural Gas).

Disaster Recovery Planning: Process of developing advance arrangements and procedures that enable an organization to respond to an event in such a manner that critical business functions continue with planned levels of interruption. SIMILAR TERMS: Contingency Planning, Recovery Planning.

Business Continuity Program: An ongoing program supported and funded by executive staff to ensure business continuity requirements are assessed, resources are allocated, and recovery and continuity strategies and procedures are completed and tested.

Cold Site: An alternate facility that already has the environmental infrastructure in place required to recover critical business functions or information systems, but does not have any pre-installed computer hardware, communications network, etc. These must be provisioned at time of disaster.

Command Centre: Facility separate from the main facility that is equipped with adequate communications equipment from which initial recovery efforts are manned and media-business communications are maintained. The management team uses this facility temporarily to begin coordinating the recovery process until the alternate sites are functional.

Contact List: A list of team members and/or key players to be contacted (Mobile Number, Home Number, Pager, etc).

Crisis Management Team: A crisis management team will consist of key executives as well as key role players (i.e. media representatives, legal counsel, facilities manager, disaster recovery coordinator, etc.) and the appropriate owners of critical organization functions.

Damage Assessment: The process of assessing damage, following a disaster, to computer hardware, vital records, office facilities, etc and determining what can be salvaged or restored and what must be replaced.

Declaration: A formal announcement by pre-authorized personnel that a disaster or severe outage is predicted or has occurred, and that triggers pre-arranged mitigating actions (e.g. move to an alternate site).

Disaster: A sudden, unplanned catastrophic event causing great damage or loss. Any event that causes an organization to be unable to provide critical business functions for a pre-determined period of time.

Disaster Recovery: Activities and programs designed to return operations to an acceptable condition. 1) The ability to respond to an interruption in services by implementing a disaster recovery plan to restore critical business functions.

Emergency: A sudden, unexpected event requiring immediate action due to potential threat to health and safety, the environment, or property.

Hot Site: An alternate facility that already has the computer, communications and environmental infrastructure in place that is required to recover critical business functions or information systems.

It DR Plan: The document that defines the resources, actions, tasks and data required to manage the business recovery process in the event of a business disruption. The plan is designed to assist in restoring the business process within the stated disaster recovery goals.

Maximum Tolerable Outage (MTO): The maximum tolerable outage is the amount of time the critical business functions may be without the support of IT systems and applications before business operations are severely impacted. The MTO encompasses all activities from point of impact to point of recovery.

Off-Site Storage: Alternate facility, other than the primary production site, where duplicate vital records and documentation may be stored for use during disaster recovery.

Recovery Point Objective (RPO): The point in time to which systems and data must be recovered after an outage (e.g., end of the previous day's processing). RPOs are often used as the basis for the development of backup strategies.

Recovery Time Objective (RTO): The period of time within which systems, applications or functions must be recovered after a disaster declaration (e.g. one business day). RTOs are often used to determine whether or not to implement the recovery strategies/plan.

Warm Site: An alternate processing site which is equipped with some hardware, and communication interfaces, electrical and environmental infrastructure which is only capable of providing backup after additional provisioning, additional software, or modifications.