



TOWN OF  
**VICTORIA PARK**



# Business Continuity/Response Plan

**Town of Victoria Park**

## Important information about this Plan for the user

This document is a series of checklists developed and maintained in readiness for use during an 'incident' resulting in a disruption to business-as-usual activities.

The term 'Incident' can be used to indicate a 'Crisis', 'Disaster', 'Emergency', Accident or any other event resulting in a disruption.

This plan's main purpose is to offer guidance in restoring the Town to an acceptable level of operation by focusing on communications, time-critical business activities, staff welfare and who will need to be contacted due to the circumstances of the incident.

### Plan Activation Decision

Could 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?		
Prevent the use of our Admin Building, Depot or IT systems, or disrupt key supplies for more than 1 day?		
<b>If YES to any of the above, this plan is to be activated.</b>		

An Organisation's behaviours during an incident can significantly damage the trust of staff, the community and other stakeholders. Therefore, during a disruptive incident, the Town will seek to:

1. **Before all else**, establish the safety and wellbeing of staff, visitors and the community.
2. Provide regular, concise and meaningful communications internally and externally.
3. Strategically manage the incident through strong leadership.
4. Work together as a team demonstrating the Town's principles and values to swiftly return operations to normality.
5. Minimise the impact on the Town's operations and public image.
6. Provide assurance to the community that the Town's operations and service to residents remain strong and viable.
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. Plan into the future.
10. Ensure all actions are documented for investigators.

**Incident Leader and other Checklists begin after the Table of Contents**

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## Document Control

Version	Date Revised	Revised By	Changes Made
1.0	March 2020	Michael Sparks LGIS	Initial Draft
	December 2021	C McCallum/G Olson	Position/personnel contact numbers

**Hard and soft Copies of this plan are located:**

- Content Manager container required

# Checklists:

## 1. Emergency Response

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

## 2. Immediately After Emergency:

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

Incident Leadership Team and spokesperson	Date & Time contacted	Deputy
[REDACTED]	Date & Time	Appointed by CEO or the Crisis Leadership Team in their absence
[REDACTED]	Date & Time	Appointed by CFO or the Crisis Management Team in their absence
[REDACTED]	Date & Time	Appointed by COO or the Crisis Management Team in their absence
[REDACTED]	Date & Time	Appointed by CCP or the Crisis Management Team in their absence
[REDACTED]	Date & Time	Cr Claire Anderson 0416 199 745

**\*If a Team Member cannot be reached, consider MS Teams as an alternative**

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

## Incident Leader

Incident Leader	Title	Mobile	Date and time contacted
<b>Crispian (Chip) McCallum</b>	Safety Coordinator & Emergency management Liaison officer (EMLO)	██████████	Date & Time

## Support Specialists

Support Specialist	Title	Mobile	Date & Time contacted
<b>Roz Ellis</b>	Manager Stakeholder Relations	██████████	Date & Time
			Date & Time
<b>David Doy</b>	Manager Place Planning	██████████	Date & Time
<b>Graham Olson</b>	Manager People & Culture	██████████	Date & Time
<b>Stuart Billingham</b>	Finance Manager	██████████	Date & Time
<b>Ben Lee</b>	A/Manager Infrastructure Operations	██████████	Date & Time
<b>John Wong</b>	Manager Technical Services	██████████	Date & Time
<b>Paul Gravett</b>	Manager Community	██████████	Date & Time
<b>Trent Prior</b>	Manager Business Services	██████████	Date & Time
<b>Robert Cruickshank</b>	Manager Development Services	██████████	Date & Time
<b>Bana Brajanovic</b>	Manager Governance & Strategy	██████████	Date & Time
<b>Ruth Schofield</b>	Library Services Manager	██████████	Date & Time
<b>Molefi Nong</b>	A/Principal Environmental Health Officer	██████████	Date & Time
<b>Kellie Winterbourn</b>	A/Leisure Facilities Operation Manager	██████████	Date & Time
<b>Michal Lowenhoff</b>	Coordinator Parking & Rangers	██████████	Date & Time

### 3. Plan Activation & Incident Leader Checklist

Nominate a scribe to log all activities for investigators

Incident Leader Checklist: Consider the following actions important:		
<p>Convene the Incident Leadership Team to review the situation at the muster point (if applicable), then moving to an <i>'Incident Control Centre'</i> venue in the following order:</p> <ol style="list-style-type: none"> <li><b>Meeting Room 3 (Djeran) ToVP Administration</b></li> <li><b>Look at other Town facilities I.e Depot meeting room</b></li> <li><b>External Casino – MOU TBC</b></li> </ol> <p>Arrange access and teleconferencing facilities at <i>Incident Control Centre</i>.</p> <p>Nominate a scribe.</p> <p>Determine Leadership Team roles and responsibilities.</p>	<p>Incident Leadership Safety Coordinator/Emergency Management Liaison Officer (EMLO)</p>	<p>Date &amp; Time</p>
<p>Start recording an assessment of the situation:</p> <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>Delegated to:</p>	<p>Date &amp; Time</p>
<p>Secure involvement of staff from support areas with expertise relevant to the incident (HR/I.T./Works, etc.) (Support Specialists contact list above).</p>	<p>Incident Leadership Team Leader</p>	<p>Date &amp; Time</p>
<p>If moving staff to a new work facility set up a minimum of three workstations and a printer for completion of time-sensitive activities such as Payroll, Communications and Customer Services. (See: Time-sensitive activity list).</p>	<p>Delegated to:</p>	<p>Date &amp; Time</p>
<p>Determine employee support &amp; wellbeing requirements (See section 4 for a checklist).</p>	<p>Delegated to:</p>	<p>Date &amp; Time</p>
<p>Obtain details of any witnesses, photographic or CCTV evidence</p>	<p>Delegated to:</p>	<p>Date &amp; Time</p>
<p>Arrange Stakeholder and staff communications. For templates: Appendix A – <i>Communications Guidelines</i></p>	<p>Delegated to:</p>	<p>Date &amp; Time</p>

<b>Incident Leader Checklist: Consider the following actions important:</b>		
Contact any relevant contractors to confirm if they have been affected by the incident	Delegated to:	Date & Time
Arrange legal or expert advice if required:	Delegated to:	Date & Time
<p><b>Determine Management and Staff roles and responsibilities before sending anyone home (if applicable):</b></p> <p><b>Make sure:</b></p> <p>If you're sending them home, that they are actually capable of getting home and not (for example) in shock or ill and unable to drive. Ask them if a family member or friend can fetch them.</p> <p>That they are able to contact their families if they need or want to.</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 and the options available to them</p> <p>Remind them about the Town's <b>Social Media policy</b> (not to talk to the Press, or post on Facebook, or alert Friends). If an employee is approached for a comment, they should refer the media body to you as the incident leader.</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>• <b>Contact and instruct staff not affected by the incident, currently off site, on leave or located elsewhere.</b></li> <li>• A main internal 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
<p>Depending on the nature of the incident, <b>consider:</b></p> <ul style="list-style-type: none"> <li>• Requesting assistance from contractors or stakeholders</li> <li>• Staffing requirements for the next 5 days, 10 days, 1 month, etc.</li> <li>• Supply requirements for the next 5 days, 10 days, 1 month, etc.</li> <li>• Other resources or equipment required for the next 5 days, 10 days, 1 month, etc.</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 local business, school & community leaders where appropriate	Delegated to:	Date & Time



Incident Leader Checklist: Consider the following actions important:		
Remind staff to photograph all evidence prior to initiating urgent repairs (for insurance purposes)	Delegated to:	Date & Time
Ensure emergency funds are available if required	Delegated to:	Date & Time
Arrange for phones to be diverted and set up a temporary reception area.	Delegated to:	Date & Time
Agree future location of your Incident Control Centre and future meeting times for convening the Incident Leadership Team.	Delegated to:	Date & Time
<p>Assess and Prioritise:</p> <p>A. Employee's support &amp; wellbeing requirements</p> <p>B. Time-Critical business functions</p> <p>C. Other Considerations</p> <p>D. All upcoming activities or events</p> <p>E. Key contacts / Organisations / Contractors to be contacted</p> <p>*After assessing and prioritising, focus your resources where they're needed most</p>	See ' <b>Assess</b> ' Below	
<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: ' <b>React</b> ' Below	
Additional Actions / Notes Log	Delegated to:	Complete
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time

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#### 4. Assess - to be used by individual Service Areas if required

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

**Assess and Prioritise:**

- A. Employee's support & wellbeing requirements
- B. Time-Critical business functions
- C. Other Considerations
- D. All upcoming activities or events
- E. Key contacts / Organisations / Contractors to be contacted

\*After assessing and prioritising, focus your resources where they're needed most

## 4A. Employee's support & wellbeing requirements - to be used by individual Service Areas if required

Determine employee's support & wellbeing requirements:	Delegated to:	Complete
Set up incoming and outgoing contact arrangements for staff		Time
<p>Monitor employee's medical &amp; stress factors. Consider support options for staff who: Are ill, are fearful or anxious about the risks, or fail to show up to work due to safety concerns, caring for sick family members or due to travel restrictions.</p> <p>Identify space to segregate/isolate teams or individuals if necessary.</p> <p>Be mindful of any potential bullying or harassment of any particular demographic.</p> <p>See checklist: 'Loss of People' for additional information.</p>		Time
<p><b>Determine Management and Staff roles and responsibilities before sending anyone home (if applicable):</b></p> <p><b>Make sure:</b></p> <p>If you're sending them home, that they are actually capable of getting home and not (for example) in shock or ill and unable to drive. Ask them if a family member or friend can fetch them.</p> <p>That they are able to contact their families if they need or want to.</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 and the options available to them</p> <p>Remind them about the Town's <b>Social Media policy</b> (not to talk to the Press, or post on Facebook, or alert Friends). If an employee is approached for a comment, they should refer the media body to you as the incident leader.</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>• <b>Contact and instruct staff not affected by the incident, currently off site, on leave or located elsewhere.</b></li> <li>• A main internal 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>		Time
Engage external employee assistance program (EAP) Refer <u>Key Contacts</u>		Time
Consider employee's family responsibilities (e.g. children). Allow them to contact their family if they want to or need to.		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.		Time
Consider flexible working arrangements such as shifts, additional breaks or fewer hours per day or week.		Time
Set up a roster system and / or additional resources to manage workload	H	Time

Determine employee's support & wellbeing requirements:	Delegated to:	Complete
Contact family or next of kin only with assistance from Employee Assistance Program or Police		Time
Organise refreshments, catering and toilet facilities		Time
Organise suitable transport arrangements for employees if required		Time
Organise temporary accommodation if required		Time
<b>Ensure regular updates to staff and allocate responsibilities for updates.</b> <b>Methods: Email; SMS; Social Media; White Board; Bulletin board; Internet; Other.</b>		Time
During recovery and returning to work, consider that staff may need time to heal or adjust to any changes		Time

## 4B. Time-Critical Business Functions

Critical Activities	Recovery Time Objective	Delegated to: Date & Time
Stakeholder communications including staff, Business community and elected members See 'Key Contact List'.		Communications & Engagement
Notify staff off-site and post messages on Social Media, TV, radio, website, SMS, etc.		Communications & Engagement
Public relations, media liaison & official media releases		Communications & Engagement
Contact all relevant contractors to confirm if they have been affected by the incident		Asset Planning
Ensure urgent building maintenance and operational issues (safety) are being managed		Asset Planning
Facilitate community safety through: <ul style="list-style-type: none"> <li>•Preparing comm's</li> <li>•Liaising with key stakeholders</li> <li>•Fielding calls and inquiries</li> <li>•Providing expert advice</li> </ul>		Community Development
Re-establish Customer Services: (redirect main office numbers (to after-hours number or Library), set up new temporary customer face-to-face office (Library or LeisureLife), and monitor incoming e-mails). Consider giving staff pre-prepared statements for callers and visitors.		Customer relations
Ensure urgent Works issues (sewerage, drainage, retic, roads, traffic, trees, verges, etc.) are being managed		Street Operations
Complete accident investigation and incident reporting forms		People & Culture
Consider cancelling any events, committee meetings, etc		Community Development, Events, Arts and Funding
Ensure urgent EHO-related issues (diseases, contamination, food premises, pests, etc.) are being managed		Environmental Health
<ul style="list-style-type: none"> <li>•Procurement</li> <li>•Contact Insurer (LGIS)</li> <li>•Supplier payments</li> </ul>		Financial Services
<ul style="list-style-type: none"> <li>•Supply of vehicles for other services</li> <li>•Heavy and light vehicle maintenance &amp; repairs</li> <li>•Fuel usage management</li> </ul>		Fleet Services
Ensure I.T. and communications systems to the organisation are operational (Network recovery 2-3 hours, Core business systems 6-8 hours, IT equipment (laptop/tablet) phones 2 days).		Information Systems
<ul style="list-style-type: none"> <li>•Payroll</li> <li>•OSH</li> <li>•Industrial Relations</li> </ul>		People & Culture
Ensure urgent Ranger-related issues (Local Law enforcement, animal control, etc.) are being managed		Ranger Services
Elections (if in election mode)		Governance & Strategy
Ensure contractors continue cleaning public facilities		
Council meetings		Governance & Strategy
<ul style="list-style-type: none"> <li>•Engineering compliance – inspect damage to Council infrastructure by developers &gt; one week after report</li> <li>•Drainage design services – proceeding major storms and flooding</li> </ul>		Street Improvement

Critical Activities	Recovery Time Objective	Delegated to: Date & Time
<ul style="list-style-type: none"> <li>•Receiving applications online</li> <li>•Assessing applications on software</li> <li>•Issuing permits</li> <li>•Site inspection – urgent</li> <li>•Enforcement and compliance</li> <li>•Complaints received</li> </ul>		Building Services
Records Management including incoming and outgoing mail		Records
Waste and recycling (sites & Contractors)		Waste
Technical information, advice and guidance on environmental issues		Environment
<ul style="list-style-type: none"> <li>•Compliance investigation and resolution</li> <li>•Issuing Work zone permits</li> <li>•Site inspections</li> </ul>		General Compliance
Contact applicant of certified & uncertified building permits, occupancy permits, planning applications and if possible, continue advice to customers on statutory planning matters.		Urban Planning

### 4C. Other Considerations

Other considerations	Priority	Delegated to:
Animal pound food and water		e.g. Ranger Services
Banking Security Tokens		e.g. Finance
Contact lists (staff & stakeholders)		
Eftpos/Cash		
Emergency kits		
Event equipment		
Fuel		
Generators		
Mobile phone chargers		
Plans: LEMA / BCP		
Spare batteries for radios		
Stationery		
Test Kits		
White Board & markers		

## 4D. Upcoming Activities and Events

Month	Recurring Activity
January	New Year's Day and Australia Day public holidays.
January	Annual General Meeting of Electors
January	Australia Day Citizenship Ceremony
January	Compliance Audit Return – Complete internal audit.
January	Council Meeting Schedule – Advertise.
January	Prohibited Burning Period
January	Round 1 of applications opens for Department of Sport and Recreation CSRFF Grants (annually).
January	Working with Children – Ensure currency of Assessment Notices for all staff (and volunteers) employed to work with children.
February	Agreement for WAEC to conduct the election
February	School term begins
February	Annual Budget review due 31 March
February	Compliance Audit Return – Report to Audit Committee.
February	Prohibited Burning Period ends
February	Registration at <b>B&amp;E</b>
March	Labour Day Public Holiday (WA: first Monday in March).
March	Good Friday and Easter Monday Public Holidays.
March	Compliance Audit Return – Report to Council & certified copy to DLGSCI by 31 March.
April	ANZAC Day Public Holiday
April	Create Election Timeline.
April	Department of Environment and Regulations licence conditions for waste facilities audit compliance report due
April	Send applications for Community Grants Program
April	Youth Festival
May	Budget Review to DLGSCI in electronic format (annualbudget@dlgc.wa.gov.au). Due by 3 May.
May	Proposed Fees & Charges for the next financial year – Advertising local public notice.
May	Public Interest Disclosure Internal Procedures.
May	Insurance Renewal
June	Western Australia Day (formerly Foundation Day) – typically the first Monday in June.
June	Annual Fire Hazard Reduction Notice – Gazettal – Advertisement to be included in the local news – Due July.
June	Annual staff performance reviews
June	Budget adopted by Council
June	Community Grants Program
June	Corporate Business Plan adopted by Council
June	Forward the Annual Budget adoption report to annualbudget@dlgc.wa.gov.au within 30-days of Council's adoption.
June	Scholarship applications
June	Annual market review for negotiated contracts
June	Register of Authorised Person – review changes in staff with authorisations.





Month	Recurring Activity
July	Disability Inclusion & Access Plan report to Commission
July	Annual Returns (Councillors and staff) Forms to be sent out
July	Annual rates run
July	Round 2 applications open for Department of Sport and Recreation Grants (annually).
July	Election Timetable (every 2 years). Notice to public regarding enrolment close date.
July	Appointment of Authorised Officers and Designated Persons. Review appointments to ensure currency.
July	FOI Annual Statistical Data – forward to the Commissioner. Due 30 June.
July	Advice of Emergency Services Levy Adjustment Report – Complete Annexure A – Submit by 31 July with previous year 30 <sup>th</sup> June figures.
July	Declaration of Annual ESL Billing Report – Form A – Submit within 14 days of Annual Rates Run.
July	Working with Children – Assessment Notices Ensure currency of Assessment Notices for all staff (and volunteers) employed to work with children.
July	Annual Report of Section 25 Approvals – Strata Titles Act 1985 – Provide report to WAPC of all approvals made under Delegated Authority from WAPC.
July	Commence Annual Delegation Register Review Process.
July	FOI Information Statement (and FOI processes) – publish on website and a copy sent to the FOI Commission.
July	Review Equal Employment Opportunity Management Plan
July	Disability Access and Inclusion Plan Review. Not more than 5-years to elapse between reviews
July	Agreement for WAEC to conduct the election. DUE 1 August (Last Day).
August	Annual (Financial) Returns – All returns due by 31 August.
August	Close of enrolments – State-wide Public Notice (must occur between (70 <sup>th</sup> & 56 <sup>th</sup> day)
August	Commence review of risk management, internal control and legislative compliance (Reg. 17).
August	Public Interest Disclosure – Annual Report to Commissioner.
August	Report to the Department of Health on activities under the Food Act
September	Queen’s Birthday Public Holiday (typically the last Monday of September)
September	Annual Financial Report – To be provided to Auditors by 30 September.
September	Call for nominations – Advertise between 56 <sup>th</sup> day and 45 <sup>th</sup> day.
September	Candidate nominations commence & Candidate nominations to be in by 4.00pm on ...
September	Close Electoral Rolls – 5pm, 50 <sup>th</sup> day.
September	Complete Consolidated Roll – by 22 <sup>nd</sup> day.
September	Complete Owners & Occupiers Roll – by 36 <sup>th</sup> day.
September	Local Government Standards Panel Complaints – Annual Report to include details of entries into the Register of Complaints.
September	Nominations Open (8 day period) – (44 <sup>th</sup> day) to (37 <sup>th</sup> day) 4pm.
September	Owners & Occupiers Electoral Roll – CEO to Certify before 36 <sup>th</sup> day.
September	Record Keeping Plan – Annual Report.
September	Restricted Burning Period commences
September	Review appointments of Chief Bush Fire Control Officer, Deputy Chief Bush Fire Control Officer and Bush Fire Control Officers.
September	Review appointments to ensure currency & advertise Bushfire Control Officers locally.
September	Community funding program applications open
October	Advertise Election Results.



Month	Recurring Activity
October	Annual Audit Report – OCM Report.
October	Appointment of Committees – Absolute Majority required.
October	Audit Actions Report to Minister.
October	Firebreaks in place by 1 <sup>st</sup> & Prohibited Burning Period commences
October	Gift Register – Update Register with new entries – Review and distribute declarations.
October	Hold local government election – usually 3 <sup>rd</sup> Saturday.
October	Last Day for Returning Officer to give State-wide notice of the election – (19 <sup>th</sup> day).
October	Send Election Report to Minister – Form 20 – within 14 days of result.
November	Melbourne Cup Day (held on the first Tuesday of November).
November	Annual Electors Meeting – arrange Local Public Notice – at least 14-days.
November	Annual Meeting Schedule Report – to OCM on first meeting in December.
November	Record Keeping Plan Statutory Review Report
November	Young Citizen and Citizen of the Year Awards nominations close
December	Christmas Day and Boxing Day Public Holidays.
December	Annual Electors Meeting – Held usually on the second Monday in December (must be held within 56-days of adoption of Annual Report).
December	Annual Meeting Schedule Report – to OCM on first meeting in December.
December	Compliance Audit Return – commence internal audit.

## 4E. Key Contacts

Key Contacts / Organisations / Contractors to be contacted	Contact
Building Commission	1300 489 099
City of South Perth	7474 0777
City of Belmont	9477 7222
Department of Indigenous Affairs	9920 9600
Dept Biodiversity, Conservation and Attractions	9219 9000
Department of Education WA	9264 4111
Department of Fire & Emergency Services (DFES)	000
Department of Health	1800 020 103
Department of Local Government & Communities	6551 8700
Department of Transport	1800 354 928
Department of Water and Environmental Regulation	6364 7000
Dial Before You Dig	1100
East Metro Regional Council (EMRC)	9424 2222
Environmental Protection Authority (EPA)	6364 7000
Police (non-emergency)	13 14 44
Poisons Information Hotline	13 11 26
Main Roads	13 81 38
Police, Fire, Ambulance	000
Public Transport Authority (PTA)	9326 2000
St John Ambulance (non-emergency)	9334 1222
State Administrative Tribunal (SAT)	9219 3111 / 1300 306 017
State Library of Western Australia	9427 3111
State Records Office	9427 3600
Switch Your Thinking	9397 3209
Synergy	13 13 53 / 13 13 51 (Emergency)
WALGA	9213 2000 / info@walga.asn.au
Waste Authority WA	96364 6965
Water Corporation	13 13 75 (Emergency)
Western Power	13 10 87
WorkSafe: 1800 678 198 (24hrs serious incidents)	1300 307 877

## Contractors / Suppliers who may need to be contacted

Service	Contractor/Supplier	Contact person	Number
Banking	West Sure	Customer Service	████████
Building	A.W.B.		████████
Cleaners	Academy		████████
Couriers - General	West Sure		████████
Couriers – Mail, internal mail baskets	████████	████████	████████

Service	Contractor/Supplier	Contact person	Number
Document archives	[REDACTED]	[REDACTED]	[REDACTED]
Electrical	[REDACTED]	[REDACTED]	[REDACTED]
Employee Assistance Program	[REDACTED]	[REDACTED]	[REDACTED]
Insurance	[REDACTED]	[REDACTED]	[REDACTED]
Payroll system	[REDACTED]	[REDACTED]	[REDACTED]
Plumbing	[REDACTED]	[REDACTED]	[REDACTED]
Telecommunications	[REDACTED]	[REDACTED]	[REDACTED]
Testing	[REDACTED]	[REDACTED]	[REDACTED]
Tree Works	[REDACTED]	[REDACTED]	[REDACTED]
Water Program	[REDACTED]	[REDACTED]	[REDACTED]
Worker's Compensation	[REDACTED]	[REDACTED]	[REDACTED]

## 5. React

### Scenario-Specific Checklists

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

Tasks: Loss of (or access to) buildings / infrastructure / equipment		Complete
<p><b>If relocation is necessary; consider:</b></p> <p><u>Alternative Locations:</u></p> <ul style="list-style-type: none"> <li>▪ Work from home</li> <li>▪ Council Chambers.</li> <li>▪ Library</li> <li>▪ Leisurelife (if not being used as an Evacuation Centre)</li> <li>▪ Digital Hub</li> <li>▪ Depot</li> <li>▪ Casino</li> <li>▪ Portable site offices</li> <li>▪ Local School</li> <li>▪ Other Local Governments (Canning / South Perth)</li> </ul> <p>Set up a minimum of three workstations and a printer in the new facility.</p>		Date & Time
<p>➤ <b>Notify current users of the alternate location of your intention to occupy the building</b></p>		
<p>Depending on the nature of the incident, consider:</p> <ul style="list-style-type: none"> <li>• Requesting assistance from contractors or stakeholders</li> <li>• Staffing requirements for the next 5 days, 10 days, 1 month, etc.</li> <li>• Supply requirements for the next 5 days, 10 days, 1 month, etc.</li> <li>• Other resources or equipment required for the next 5 days, 10 days, 1 month, etc.</li> <li>• Clearing backlogs</li> <li>• Leadership and staff rotation / rostering</li> </ul>		Date & Time
Consider how workstations & communications for staff relocating to other sites 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
How workstations & communications for staff working from home will be organised	Delegated to:	Date & Time
Consider other support areas to assist with relocation	Delegated to:	Date & Time

Tasks: Loss of (or access to) buildings / infrastructure / equipment		Complete
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
Manage any new <b>OHS/Support &amp; wellbeing issues</b> that may arise either <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
Create a Communication Plan for Councillors, Media, Regulators, other Stakeholders and Staff as required. (Template: Appendix A – Communications Guidelines)	Delegated to:	Date & Time
<b>Redirect:</b> Emails, phones, couriers, etc	Delegated to:	Date & Time
Identify necessary people & equipment requirements to maintain Time-Critical Activities	Delegated to:	Date & Time
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
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time

**b) Loss of People**

Tasks: Loss of People	Delegated to:	Time
Determine: The number of staff away, affected service areas & expected return dates. Record and track staff absences.	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 appropriate inductions, training and supervision to be in place for any replacement staff	Delegated to:	Date & Time
Ensure risk assessments in regard to any potential safety issues	Delegated to:	Date & Time
Discuss changes with personnel and relevant Union if required and engage specialist Industrial Relations assistance	Delegated to:	Date & Time
Arrange any required medical assistance	Delegated to:	Date & Time
Cease all non-critical 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 from: <ul style="list-style-type: none"> <li>○ Other Local Governments</li> <li>○ Casuals / increase part-time hours</li> <li>○ Volunteers / from the Community / prisoners</li> <li>○ Existing contractors</li> <li>○ Recruitment agencies for Labour Hire (e.g., LoGo, WALGA)</li> <li>○ State Government Agencies</li> <li>○ Retired or former employees</li> </ul>	Delegated to:	Date & Time
Depending on the nature of the incident, <b>consider:</b> <ul style="list-style-type: none"> <li>● Requesting assistance from contractors or stakeholders</li> <li>● Staffing requirements for the next 5 days, 10 days, 1 month, etc.</li> <li>● Supply requirements for the next 5 days, 10 days, 1 month, etc.</li> <li>● Other resources or equipment required for the next 5 days, 10 days, 1 month, etc.</li> <li>● Clearing backlogs</li> <li>● Leadership and staff rotation / rostering</li> </ul>	Delegated to:	Date & Time
Create a Communication Plan for Councillors, Media, Regulators, other Stakeholders and Staff as required. (Template: Appendix A – Communications Guidelines)	Delegated to:	Date & Time

Tasks: Loss of People	Delegated to:	Time
Notify Stakeholders of amended working arrangements	Delegated to:	Date & Time
Organise any required Employee Assistance including counselling to assist with personnel returning to work.	Delegated to:	Date & Time
Develop and distribute return-to-work guidance to staff	Delegated to:	Date & Time
Conduct regular Fitness for Work Assessments	Delegated to:	Date & Time
Establish a method to provide financial advice to staff who have been financially impacted	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



**d) Loss of IT or Communications**

Tasks: Loss of IT or Communications	Delegated to:	Complete
<p><b>Contact IT Contractor / Support / or LGIS Cyber Insurer: Chubb Cyber Incident Response Hotline: [REDACTED] **See response process below</b></p> <p>Determine potential cause/s</p> <p>Clarify the extent of the outage</p> <p>Clarify the extent of any data loss</p> <p>Determine restoration target timeframes</p>	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.	Delegated to:	Date & Time
<p><b>Consider:</b></p> <p>Deliverables due today and for the next five days, 10 days, 1 month, etc.</p> <p>Consider how workstations &amp; communications for staff relocating to other sites or working from home will be established and allocated</p> <p>Staff travel arrangements to other sites</p> <p>Manual procedures or workarounds</p> <p>Other productive activities not requiring I.T. or communications infrastructure</p>	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 I.T. 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
Notify Stakeholders of amended working arrangements	Delegated to:	Date & Time
Create a Communication Plan for Councillors, Media, Regulators, other Stakeholders and Staff as required. (Template: Appendix A – Communications Guidelines)	Delegated to:	Date & Time
Ensure ongoing interaction with appropriate IT Incident Management for regular updates and feedback	Delegated to:	Date & Time
Ensure protocols for regular updates and feedback	Delegated to:	Date & Time
Consider support & wellbeing requirements of I.T.	Delegated to:	Date & Time
<b>Other:</b>	Delegated to:	Date & Time

Tasks: Loss of IT or Communications	Delegated to:	Complete
<p><b>CHUBB</b></p> <p><b>Chubb Cyber Incident Response Process for Councils</b></p> <p>The flowchart details the Chubb Cyber Incident Response Process for Councils. It starts with a policyholder calling the Chubb Cyber Incident Response Hotline (1800 730 705), which is available 24/7/365. A Local Incident Response Manager (IRM) is assigned within 5 hours to begin incident assessment. Expert vendors are assigned based on Chubb's incident triage, including privacy or data breach, rogue employee actions, and nation state threat, within 24 hours. The process continues with post-incident activity (analysis, policy response, future remediation, lessons learnt, risk mitigation) and incident containment and recovery (initial incident debrief between IRM and policyholder). Chubb Cyber ERM offers a comprehensive range of pre and post breach services to help clients navigate the digital age. A note states that a call to the hotline does not constitute notification under the policy. The process is supported by Chubb. Insured.</p> <p><small>©2016 Chubb Insurance Australia Limited. Chubb®, its logos, and Chubb. Insured.™ are protected trademarks of Chubb. Chubb0-123-1116</small></p> <p><b>Example only</b></p>	<p>Delegated to:</p>	<p>Date &amp; Time</p>

e) Loss of Supplier

Tasks: Loss of Supplier	Delegated to:	Complete
<p><b>Contact the Supplier (where possible) and determine:</b></p> <p>The nature and extent of the incident</p> <p>Have operations ceased entirely, or is it limited?</p> <p>Supply of any goods currently in transit</p> <p>Whether the supplier has stock on hand that you can collect</p> <p>Communication updates from the supplier if possible</p> <p>Assign someone to monitor &amp; communicate with the supplier</p>	Delegated to:	Date & Time
Restoration timeframes and clearance of backlogs (if applicable)	Delegated to:	Date & Time
<p><b>Consider:</b></p> <ul style="list-style-type: none"> <li>• Time-Critical activities that rely on this supplier. Can these be prioritised immediately?</li> <li>• Length of time before these activities are impacted</li> <li>• Alternative suppliers? Contact them immediately</li> <li>• Procurement Requirements Purchasing policy</li> <li>• Alternative procedures</li> </ul>	Delegated to:	Date & Time
Determine if there are any legal, health and safety, reputation or financial implications	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 contractors or stakeholders</li> <li>• Staffing requirements for the next 5 days, 10 days, 1 month, etc.</li> <li>• Supply requirements for the next 5 days, 10 days, 1 month, etc.</li> <li>• Other resources or equipment required for the next 5 days, 10 days, 1 month, etc.</li> <li>• Clearing backlogs</li> <li>• Leadership and staff rotation / rostering</li> </ul>	Delegated to:	Date & Time
<b>Notify Stakeholders of amended working arrangements</b>	Delegated to:	Date & Time
Create a Communication Plan for Councillors, Media, Regulators, other Stakeholders and Staff. (Template: Appendix A – Communications Guidelines)	Delegated to:	Date & Time
Place additional orders to make up any low supply quantities		
<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
Arrange responsibilities for tasks & determine target completion times		
Record all decisions, actions and issues.	Delegated to:	Date & Time
Monitor ongoing staff support & wellbeing requirements	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 for the following weeks and months	Delegated to:	Date & Time
• Review all working arrangements for affected areas	Delegated to:	Date & Time
• Review all Time-Critical business activities	Delegated to:	Date & Time
• Review existing / current workload and any backlogs	Delegated to:	Date & Time
• Review all deferred activities and arrange resumption where possible	Delegated to:	Date & Time
• Assess any insurance implications	Delegated to:	Date & Time
• Set next meeting and venue	Delegated to:	Date & Time
Identify & notify Key Contacts of any amended working arrangements	Delegated to:	Date & Time
Provide feedback, information, copies of communications & copies of logs to Admin Support to ensure that an appropriate record of the incident is maintained	Delegated to:	Date & Time
Provide updates to staff and consider welfare provisions for impacted individuals	Delegated to:	Date & Time
Release external communications if deemed appropriate	Delegated to:	Date & Time
Conduct site visits if deemed appropriate and safe	Delegated to:	Date & Time
Ensure all relevant stakeholders continue to be kept informed	Delegated to:	Date & Time
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
Contact other Local Governments who've experienced a similar incident and request assistance by sharing their post-incident recovery experiences with you		
Arrange responsibilities for tasks & determine target completion times		
Record all decisions, actions and issues.	Delegated to:	Date & Time
Monitor ongoing staff support & wellbeing requirements	Delegated to:	Date & Time
<b>For review and agreement:</b>	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>Completed action items</li> </ul>	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>Recovery objectives</li> </ul>	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>Plans are in place to deal with any backlogs</li> </ul>	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>Communication to staff to recognise efforts</li> </ul>	Delegated to:	Date & Time
<ul style="list-style-type: none"> <li>Target date for completion of post incident review</li> </ul>	Delegated to:	Date & Time
Provide copies of logs and decisions to Admin Officer for collation	Delegated to:	Date & Time
<b>Undertake <u>post-incident review / debrief</u>, including:</b>		
<ul style="list-style-type: none"> <li>Communication within and between Incident Leadership Team and Support areas</li> <li>Effectiveness of communication with affected areas and stakeholders</li> <li>Cost of recovery arrangements and insurance offsets</li> <li>Effectiveness of recovery strategies</li> <li>Advice to external and internal customers</li> <li>Media arrangements</li> <li>Impact of incident on Town's reputation</li> <li>Timeframes for tasks and achievement of targets</li> <li>Impact on workflows of affected and interdependent areas</li> <li>Special staffing arrangements and acknowledgment of contributions.</li> <li>IT system performance and recovery arrangements.</li> </ul>	Delegated to:	Date & Time
Present findings for review.	Delegated to:	
Celebrate achievements and anniversary of incident (if appropriate).	Delegated to:	

# Appendix A – Communications Guidelines

## Sample Communications Template

New York Mayor Rudy Guiliani’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
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>
		<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>
		<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**

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



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

**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.	



## Appendix C – COVID Business Continuity Documents

Please follow the below link to access Town of Victoria Park COVID management documents

Viki – [COVID Management Documents](#)

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