



*Shire of*  
**Koorda**

*Drive in, stay awhile*

# MINUTES

## **Audit, Risk & Improvement Committee Meeting**

Held in Shire of Koorda Council Chambers

10 Haig Street, Koorda WA 6475

Wednesday 18 March 2026

Commencing 4.00pm

UNCONFIRMED

**NOTICE OF MEETING**

Dear Audit, Risk & Improvement Committee Members,

The next Audit & Risk Committee Meeting of the Shire of Koorda will be held on Wednesday 18 March 2026 in the Shire of Koorda Council Chambers, 10 Haig Street, Koorda, commencing at 4.00pm.

Zac Donovan  
Chief Executive Officer  
13 March 2026

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The Shire of Koorda warns that anyone who has any application lodged with the Shire of Koorda must obtain and should only rely on **written confirmation** of the outcome of the application, and any conditions attaching to the decision made by the Shire of Koorda in respect of the application.

To be read aloud if any member of the public is present.

Signed



Zac Donovan  
Chief Executive Officer

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**Shire of Koorda**  
**Audit, Risk & Improvement Committee Meeting**  
**4.00pm, Wednesday 18 March 2026**



**1. Declaration of Opening**

The Presiding person welcomes those in attendance and declares the meeting open at 4.03pm.

**2. Record of Attendance, Apologies and Leave of Absence**

**Committee Members:**

Mr Ron Back	Presiding Member
Cr JM Stratford	Member
Cr NJ Chandler	Member
Cr BH Moore	Member

**Staff:**

Mr Z Donovan	Chief Executive Officer
Ms L Foote	Deputy Chief Executive Officer

**Visitors:**

**Apologies:**

**Approved Leave of Absence:**

**3. Public Question Time**

Nil.

**4. Disclosure of Interest**

Nil.

## 5. Confirmation of Minutes from Previous Meetings

### 5.1. Audit, Risk & Improvement Committee Meeting held on 17 December 2025

[Click here to view the previous minutes](#)

**Voting Requirements**     Simple Majority     Absolute Majority

#### Officer Recommendation

Moved Cr JM Stratford

Seconded Cr NJ Chandler

That, in accordance with Sections 5.22(2) and 3.18 of the *Local Government Act 1995*, the Minutes of the Audit, Risk & Improvement Committee Meeting held 17 December 2025, as presented, be confirmed as a true and correct record of proceedings.

**CARRIED 4/0**


**For:** Mr RJ Back, Cr JM Stratford, Cr NJ Chandler, Cr BH Moore

## 6. Presentations

Nil.

## 7. Officer's Reports

### 7.1. Consideration of 2026 Audit, Risk & Improvement Committee Terms of Reference V3.0

<b>Governance and Compliance</b>		 Shire of <b>Koorda</b> <small>Drive in, stay awhile</small>
<b>Date</b>	12 March 2025	
<b>Location</b>	Not Applicable	
<b>Responsible Officer</b>	Lana Foote, Deputy Chief Executive Officer	
<b>Author</b>	Lana Foote, Deputy Chief Executive Officer	
<b>Legislation</b>	<i>Local Government Act 1995;</i> <i>Local Government (Administration) Regulations 1996</i>	
<b>Disclosure of Interest</b>	Nil	
<b>Purpose of Report</b>	<input checked="" type="checkbox"/> Executive Decision <input checked="" type="checkbox"/> Legislative Requirement <input type="checkbox"/> Information	
<b>Attachments</b>	<a href="#">Implementation Guide: Audit, Risk and Improvement Committees 2026 Audit, Risk &amp; Improvement Committee ToR V3.0</a>	

#### Background:

This report proposes amendments to the adopted Terms of Reference (ToR) and the name of the Audit and Risk Committee. These changes are necessary to ensure compliance with recent amendments to the *Local Government Act 1995* (Sections 7.1A and 7.1B), Clause 69 of Schedule 9.3, Division 7, and the *Local Government Amendment Regulations 2024*.

The legislative changes require the establishment of an Audit, Risk and Improvement Committee (ARIC), as previously resolved by Council (RES: 200925). Key requirements include the appointment of an independent Presiding Member and Deputy Presiding Member. Independent members were appointed in accordance with RES: 200925 and reaffirmed under RES: 191025 following the 2025 Local Government Ordinary Election.

The introduction of ARICs marks a significant reform, replacing existing audit committees with a new framework designed to enhance risk management and drive continuous improvement across local government operations.

#### Comment:

The Koorda Audit, Risk and Improvement Committee's Terms of Reference (Version 3.0) have been updated to reflect these legislative changes and are presented for consideration and adoption by the Committee, prior to recommending endorsement at the March 2026 Ordinary Council Meeting.

The LGIRS implementation guide for ARICs outlines the function of the committee:

- receive and review reports related to local government compliance audits required under the Act and regulations;
- make recommendations to council on actions to be taken in relation to those reports;
- receive and review reports on the effectiveness of the local government's systems and procedures in relation to financial management, legislative compliance and risk management;
- make recommendations to council on improvements to those systems and procedures;
- receive and review reports on any actions the local government is required to take under the Act, or has decided to take in relation to a compliance audit report or report into the effectiveness of the local government's systems and procedures; and

- perform any function conferred on the ARIC under the Regulations or another written law.

**Consultation:**

Zac Donovan, Chief Executive Officer  
Ron Back, Independent Presiding Member, Shire of Koorda ARIC.

**Statutory Implications:**

Local Government Act 1995 (the Act)  
Local Government Amendment Act 2024 (the 2024 Amendment Act)  
Local Government (Audit) Regulations 1996 (the Audit Regulations)  
Local Government (Administration) Regulations 1996 (the Administration Regulations)  
Local Government Regulations Amendment Regulations (No. 4) 2025 (the ARIC Amendment Regulations).

**Policy Implications:**

Amendments to the ToR will align with Council’s policies, statutory requirements and best practices.

**Strategic Implications:**

Shire of Koorda Integrated Strategic Plan 2024  
4.1 – Open and transparent leadership.

**Risk Implications:**

While it is not a legislative requirement for a Committee to have a TOR, it is common practice and ensures committee members are aware of their role and responsibilities and mitigates the risk of committees acting outside their responsibility.

**Financial Implications:**

Nil

**Voting Requirements:**     Simple Majority     Absolute Majority

**Officer Recommendation**

**Moved Mr RJ Back**

**Seconded Cr NJ Chandler**


**That the Audit, Risk & Improvement Committee recommends:**

**That Council adopts the Audit, Risk & Improvement Committee V3.0 Terms of Reference.**

**CARRIED 4/0**

**For: Mr RJ Back, Cr JM Stratford, Cr NJ Chandler, Cr BH Moore**

## 7.2. Quarterly Reporting of Integrated Strategic Plan and Workforce Plan

<b>Governance and Compliance</b>		
<b>Date</b>	11 December 2025	
<b>Location</b>	Not Applicable	
<b>Responsible Officer</b>	Zac Donovan, Chief Executive Officer	
<b>Author</b>	Zac Donovan, Chief Executive Officer	
<b>Legislation</b>	<i>Local Government Act 1995;</i> <i>Local Government (Administration) Regulations 1996</i>	
<b>Disclosure of Interest</b>	Nil	
<b>Purpose of Report</b>	<input type="checkbox"/> Executive Decision <input checked="" type="checkbox"/> Legislative Requirement <input checked="" type="checkbox"/> Information	
<b>Attachments</b>	<a href="#">Quarterly Scorecard – March 2026</a>	

### Background:

Section 5.56(1) of the Local Government Act 1995 requires all local governments to have a plan for the future of the district and under the Local Government (Administration) Regulations 1996, all local governments in Western Australia are required to have adopted two key documents: a Strategic Community Plan (SCP) and a Corporate Business Plan (CBP). Together these documents drive the development of each local government's Annual Budget.

The Integrated Planning and Reporting Framework and Guidelines (2016) issued by the DLGSC that guides the SCP and CBP process require that regular monitoring and reporting of these plans are undertaken. This quarterly update forms part of this key reporting process.

Council adopted the Integrated Strategic Plan 2022-2032 (which incorporates both the SCP & CBP) at its meeting held 20 April 2022. In 2024 a desktop review of the plan was undertaken and the updated plan was adopted at the June 2024 OCM as per resolution 120624.

Community consultation is currently underway to update the Strategic Community Plan, as a major review is due in 2026. It is anticipated that the plan will be drafted for consideration along with the 2026/2027 draft budget cycle.

### Comment:

To assist Council to meet its IPR requirements under the Local Government Act 1995, the Local Government (Administration) Regulations 1996, Shire staff have prepared the quarterly report, as attached to this item, for the Committee to consider and, if appropriate, recommend to Council that the quarterly scorecard be adopted and the Integrated Strategic Plan and Workforce Plan components be endorsed for publication.

### Consultation:

Lana Foote, Deputy Chief Executive Officer

### Statutory Implications:

Local Government Act 1995 and relevant subsidiary legislation.

### Policy Implications:

Nil

**Strategic Implications:**

Shire of Koorda Integrated Strategic Plan 2024

4.1 – Open and transparent leadership.

4.1.1 – Ensure efficient use of resources and the governance and operational compliance and reporting meets legislative and regulatory requirements.

4.3 – Forward planning and delivery of services and facilities that achieve strategic priorities.

4.3.2 – Report to Council progress of Council Actions using a quarterly score card and report results to community.

**Risk Implications:**

The Risk Theme Profile identified as part of this report is Failure to Fulfil Compliance Requirements. The consequence could be Compliance if the requirements of both the Local Government Act 1995 and the Local Government (Administration) Regulations 1996 are not met in terms of the Shire having a plan for the future of the district. Another consequence could be Reputational if the public perceives that the Shire does not have the business planning tools in place to manage ratepayer money in transparent and accountable manner. The measure of Consequence is Minor, and the likelihood is Unlikely, giving an overall risk rating of Low. Both risks will be mitigated through adherence to the Integrated Planning and Reporting framework.

**Financial Implications:**

Nil

**Voting Requirements:**     Simple Majority     Absolute Majority

**Officer Recommendation**

**Moved Cr BH Moore**

**Seconded Cr JM Stratford**

**That the Audit, Risk & Improvement Committee recommends:**


**That Council:**

- 1. Adopts the quarterly reporting documents to March 2026 as attached to this item; and**
- 2. Endorses the publication of the Integrated Strategic Plan and Workforce Plan components for community information.**

**CARRIED 4/0**

**For: Mr RJ Back, Cr JM Stratford, Cr NJ Chandler, Cr BH Moore**

### 7.3 Review of Financial Management, Risk Management, Legislative Compliance and Internal Controls – Report to the CEO – March 2026

<b>Governance and Compliance</b>		
<b>Date</b>	12 March 2026	
<b>Location</b>	Not Applicable	
<b>Responsible Officer</b>	Zac Donovan, Chief Executive Officer	
<b>Author</b>	Zac Donovan, Chief Executive Officer	
<b>Legislation</b>	<i>Local Government (Audit) Regulations 1996 Regulation 17</i> <i>Local Government Regulations Amendment Regulations (No. 4) 2025</i>	
<b>Disclosure of Interest</b>	Nil	
<b>Purpose of Report</b>	<input checked="" type="checkbox"/> Executive Decision <input checked="" type="checkbox"/> Legislative Requirement <input type="checkbox"/> Information	
<b>Attachments</b>	<a href="#">FRM Report to the CEO - March 2026</a>	

#### Background:

With the start of 2026, reforms to the *Local Government Act 1995* have changed the way local governments are required to conduct their statutory reviews. The *Local Government Regulations Amendment Regulations (No. 4) 2025* introduced new requirements that replaced Audit Committees with Audit, Risk and Improvement Committees.

Under the amended *Local Government (Audit) Regulations 1996 Regulation 17*, the CEO must now review the effectiveness of the local government's systems and procedures for financial management, legislative compliance and risk management, every 4 years, and report the results to the ARIC.

This reform combines Regulation 17 with the previous financial management review requirements under Financial Management Regulation 5, which has been amended so the financial management system reviews are now undertaken as part of the broader Regulation 17 review.

The CEO is required to report the outcomes of the review of systems and procedures relating to financial management, legislative compliance, and risk management to the ARIC. As per Audit Regulation 16, the ARIC must receive and review this report and provide recommendations to Council regarding any improvements to the systems and procedures reviewed.

During 2025, the Shire requested quotes for appropriate consultants to assist the CEO to perform reviews required by legislation relating to the appropriateness and effectiveness of financial management, risk management, legislative compliance systems and procedures as required by legislation.

Moore Australia WA were engaged to assist with this service and attended the Shire from 19 to 21 January 2026 to perform the required fieldwork and prepare a report to assist the CEO in reporting the results of the reviews performed. The review and associated consulting and advisory services were finalised in March 2026.

The purpose of this item is to present the findings identified from the *Local Government (Audit) Regulations 1996 Regulation 17* review to the Audit, Risk and Improvement Committee (ARIC) for consideration and, if satisfactory, recommendation to Council for noting and, where appropriate, acceptance.

**Comment:**

The attached report includes summarised matters noted during the review, as well as improvements to be considered by the Shire and where applicable, comments from the executive team in response to some findings.

A risk assessment working excel document, summarising the findings and improvements noted within the report has been prepared for internal use by the executive and integration with routine risk management reporting. This risk assessment working document may assist with future status reports for the Shire of Koorda as improvements are implemented and completed.

**OPTIONS**

It is proposed the ARIC has the following options:

**Option 1:** The ARIC could choose to recommend to Council that it accepts the controls noted and planned improvements through routine risk management activities and reporting, and notes no additional treatment is required.

**Option 2:** The ARIC could choose to recommend to Council that further treatment is required for all or a selection of the Findings.

Regardless of the option selected it is suggested that the AIRC should require ongoing assessment and identification of opportunities for improvement to be reported through quarterly risk management updates. And that these updates be provided on an exception basis, that is progressed changes and improvements to the overarching requirements.

As this report offers a more comprehensive assessment of risk management, the Risk Profile item previously presented to the committee is no longer included. The analysis in this report supersedes the earlier findings.

**Consultation:**

Lana Foote, Deputy Chief Executive Officer  
Darren West, Works Supervisor  
Tanya Browning, Director, Moore Australia (WA)

**Statutory Implications:**

*Local Government (Audit) Regulations 1996 Regulation 17*  
*Local Government Regulations Amendment Regulations (No. 4) 2025*

**Policy Implications:**

G - Legislative Compliance V1.0  
G- Risk management V1.0

**Strategic Implications:**

Shire of Koorda Integrated Strategic Plan 2024  
4.1 Open and Transparent Leadership

**Risk Implications:**

<b>Risk Profiling Theme</b>	Failure to fulfil statutory regulations or compliance requirements
<b>Risk Category</b>	Compliance
<b>Risk Description</b>	Some temporary non-compliance
<b>Consequence Rating</b>	Minor (2)
<b>Likelihood Rating</b>	Unlikely (2)
<b>Risk Matrix Rating</b>	Low (4)
<b>Key Controls (in place)</b>	Local Government Act and regulations
<b>Action (Treatment)</b>	Progression of risk management activities as identified
<b>Risk Rating (after treatment)</b>	Effective

**Financial Implications:**

The review was included in the 2025/2026 budget. It isn't anticipated that any recommended improvements at this stage still incur any additional costs to allocations within the operating budget.

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**Voting Requirements:**     Simple Majority     Absolute Majority

### **Officer Recommendation**

**That, the Audit, Risk and Improvement Committee recommends:**

**That Council:**

- 1. Accepts the attached report by the CEO noting the results of the review of appropriateness and effectiveness of systems and procedures for Financial Management, Legislative Compliance and Risk Management.**
- 2. Notes the planned approach to integrate updates relating to progress of matters identified and planned improvements noted from the review with routine risk management activities and reporting to the ARIC.**

### **ALTERNATE MOTION**

**Moved Mr RJ Back**

**Seconded Cr NJ Chandler**

**That, the Audit, Risk and Improvement Committee recommends:**

**That Council:**

- 1. Receives the draft report by Moore Australia (WA) on the appropriateness and effectiveness of systems and procedures for Financial Management, Legislative Compliance and Risk Management;**
- 2. Requests the Chief Executive Officer to respond to Moore Australia (WA) on any matters in the report as to errors, omissions and/or misstatements so that the report can be finalised for the Committees consideration at its next meeting;**
- 3. Requests the Chief Executive Officer to prepare an action plan on matters to do with the appropriateness and effectiveness of systems and procedures of the Shire for consideration at the next meeting of the Committee;**
- 4. Requests the Chief Executive Officer to advise the Committee of any additional resources required to complete the action plan in 2026; and**
- 5. Requests Moore Australia (WA) be invited to make a presentation to the Committee of the findings in the final report at the next meeting of the Committee.**

**CARRIED 4/0**

**For: Mr RJ Back, Cr JM Stratford, Cr NJ Chandler, Cr BH Moore**

### **Reasons for alternate motion**

There is a substantial volume of information in the report which requires critical review in a limited timeframe,

The report is a draft and requires a review and response by the CEO as to the items raised.

The report to the Council needs to be from the CEO and should include an action plan for all tasks identified.

Corrective action may require additional resources to undertake the action plan in the immediate timeframe.

Circumstances have prevented Moore Australia (WA) from making a presentation at this month meeting.

**8. Urgent Business Approved by the Person Presiding or by Decision**

Nil.

**9. Date of Next Meeting**

4.00pm Wednesday 17 June 2026.

**10. Closure**

The Chairperson thanked everyone for their attendance and closed the meeting at 4.18pm.

**Signed:** \_\_\_\_\_

**Presiding Person at the meeting at which the minutes were confirmed.**

**Date: 17 June 2026**

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## APPENDIX I – Terms of Reference

# Audit, Risk & Improvement Committee

## Terms of Reference

### 1. Name

The name of the committee is the Shire of Koorda Audit, Risk & Improvement Committee.

### 2. Head of Power

The committee is established by Council under section 5.8 of the *Local Government Act 1995* (C15.09.15).

### 3. Definitions

TERM	DEFINITION
Act	The <i>Local Government Act 1995</i> .
Council	The body consisting of all council members sitting formally as the Council of Shire of Koorda (“the Shire”).
Chief Executive Officer	The Chief Executive Officer (CEO) of the Shire of Koorda.
Committee	Shire of Koorda Audit and Risk Committee
Council Member	A person elected under the Act as a member of Council. Shire of Koorda council members includes the Shire President, Deputy Shire President and Councillors (as defined by the Act).
External Member	A person who is not a council member appointed to the committee with requisite skills, knowledge and experience that compliment the committees objectives.
Member	A person appointed to this committee.

### 4. Objectives

The primary objective of the committee is to accept responsibility for the annual external audit and liaise with the Shire’s auditor so that Council can be satisfied with the performance of the Shire in managing its financial affairs.

Reports from the committee will:

- Assist Council in discharging its legislative responsibilities of controlling the Shire’s affairs.
- Ensure openness in the Shire’s financial reporting.
- Liaise with the CEO to ensure the effective and efficient management of the Shire’s financial accounting systems, risk management framework and compliance with legislation.

The committee is to facilitate:

- The enhancement of the credibility and objectivity of external financial reporting.
- Effective management of financial and other risks and the protection of Council assets.
- Compliance with laws and regulations as well as use of best practice guidelines relative to audit, risk management, internal control and legislative compliance.
- The provision of an effective means of communication between the external auditor and Council.
- The reduction of fraud, corruption and misconduct risk as a part of their oversight of financial reporting.

### 5. Powers

The committee is to report to Council and provide appropriate advice and recommendations on matters relevant to its term of reference. This is in order to facilitate informed decision-making by Council in relation to the legislative functions and duties of the local government that have not been delegated to the CEO.

The committee meets with the auditor of the Shire at least once in every year to satisfy the requirement of section 7.12A(2) of the Act.

The committee does not have executive powers or authority to implement actions in areas over which the CEO has legislative responsibility and does not have any delegated financial responsibility. The committee does not have any management functions and cannot involve itself in management processes or procedures without the approval of the CEO.

## 6. Functions of the Committee

In accordance with *Local Government (Audit) Regulations 1996*, the committee is to:

- a. Guide and assist the Shire in carrying out:
  - i. its functions under Part 6 of the Act; and
  - ii. its functions relating to other audits and other matters related to financial management.
- b. Guide and assist the Shire in carrying out the local government's functions in relation to audits conducted under Part 7 of the Act.
- c. Review a report given to it by the CEO under regulation 17(3) (the CEO's report) and is to:
  - i. report to the council the results of that review; and
  - ii. give a copy of the CEO's report to Council.
- d. Consider the CEO's three yearly reviews of the appropriateness and effectiveness of the Shire's systems and procedures in regard to risk management, internal control and legislative compliance, required to be provided to the committee, and report to Council the results of those reviews.
- e. Oversee the implementation of any action that the Shire:
  - i. is required to take by section 7.12A(3); and
  - ii. has stated it has taken or intends to take in a report prepared under section 7.12A(4)(a); and
  - iii. has accepted should be taken following receipt of a report of a review conducted under regulation 17(1); and
  - iv. has accepted should be taken following receipt of a report of a review conducted under the *Local Government (Financial Management) Regulations 1996* regulation 5(2)(c).
- f. Perform any other function conferred on the committee by the regulations or another written law.

Additionally, the committee is to:

- a. Review the Shire's draft annual financial report, focusing on:
  - i. accounting policies and practices;
  - ii. changes to accounting policies and practices;
  - iii. the process used in making significant accounting estimates;
  - iv. significant adjustments to the financial report (if any) arising from the audit process;
  - v. compliance with accounting standards and other reporting requirements; and
  - vi. significant variances from prior years.
- b. Consider and recommend adoption of the annual financial report to Council. Review any significant changes that may arise subsequent to any such recommendation, but before the annual financial report is signed.
- c. Address issues brought to the attention of the committee, including responding to requests from Council for advice that are within the parameters of the committee's terms of reference.
- d. Seek information or obtain expert advice through the CEO on matters of concern within the scope of the committee's terms of reference.

### 6.1. Compliance

The committee's functions in regards to compliance is to:

- a. Review the annual Compliance Audit Return and satisfy itself that the return is supported by appropriate processes and controls.
- b. Provide reasonable confidence about the accuracy of information contained in the Compliance Audit Return and make a recommendation on its adoption to Council.

## 6.2. Risk Management

The committee's functions in regards to risk management is to:

- a. Ensure the Shire's risk management framework addresses Council's exposure to both strategic and operational risks.
- b. Monitor the effectiveness of the risk management framework through regular reviews and reporting.
- c. Regularly review Council's strategic risk register to check that extreme and high level risk are managed in accordance with the "Risk Management Policy."
- d. Address any specific requests referred from Council in relation to issues of risk and risk management.
- e. At least once every year consider a report from the Shire's Executive Management Team in relation to the management of risk within the Shire, and satisfy itself that appropriate controls and processes are in operation, and are adequate for dealing with risks that impact the Shire.

## 7. Membership

The committee will consist of three elected members, with a fourth elected member acting as a deputy.

If authorised by the committee, council members attending as observers may participate in the meeting (but are not able to vote).

The CEO and employees are not members of the committee. The Deputy CEO is to provide administrative support to the committee.

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### Related Documents (Legislation/Local Law/Policy/Procedure/Delegation)

Local Government Act 1995, Section 5.36, 5.39C & 5.40

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### Review History

Date	Council Resolution	Description of review/amendment
18/12/2023	RES: 111223	Terms of Reference Adopted V2.0
23/10/2023	RES: 191023	Committee Re-established (inclusion of Risk)
15/09/2021	RES: 060921	Terms of Reference Adoption V1.0

# Shire of Koorda - Integrated Strategic Plan 2024

Current Review Period : April - June 2026

COMMUNITY PRIORITIES & ACTIONS	COMMENTS
<b>1.1: Local people feel safe, engaged, and enjoy a healthy and peaceful lifestyle.</b>	
<p>1.1.1 - Schedule of quarterly President and CEO meetings with regional representatives from: WAPOL, WACHS and Department of Education representatives.</p>	<p>President met with WACHS Executive regarding re opening of Wallambin Units in Wyalkatchem.  <b>Acting OIC Jas attended and was part of the 2026 ANZAC Service. CRC hosting a "Community Cuppa with Jas" on 13 July from 2pm at the CRC.</b>                      Liaison with WACHS regarding lease extension at the Koorda Health Centre with current contract expiring in January 2027.  <b>Ongoing communication with stakeholders.</b></p>
<p>1.1.2 - Secure medical practitioner for Koorda for two days per week.</p>	<p>Complete.</p>
<p>1.1.3 - Complete agreement with CRC to define and implement a schedule of events and activities to enhance community lifestyle and engagement.</p>	<p>Ongoing weekly CEO meetings with CRC to develop community activities and leverage Shire assets/events.</p>
<b>1.2: Local volunteer groups supported through initiatives that reduce volunteer fatigue and strengthen their resilience.</b>	
<p>1.2.1 - Create a register of volunteers' skills and availability and hold an annual event (via CRC agreement) to recognise registered volunteers.</p>	<p><b>Recognition of Volunteer in Volunteer Park. Plaques have been installed on the entry wall honouring Community Award winners.</b></p>
<p>1.2.2 - Review and refine community grants program as required.</p>	<p><b>Advertising to commence for Round 1 of 2026/2027 Grants Program in the coming weeks. Grant applications are being accepted from Wednesday 1 July to Friday 31st July. A pool of \$10,000 is available in round 1 with applicants able to apply for up to \$5,000 in a single application.</b></p>
<p>1.2.3 - Develop grants communication strategy in concert with CRC to alert community groups to opportunities.</p>	<p>Subscribed to Grant Guru. Koorda CRC to advise local groups and organisations of any applicable grants.</p>
<b>1.3: Emergency services are supported with effective planning, risk mitigation, response, and recovery.</b>	
<p>1.3.1 - Work with emergency service stakeholders to ensure the Shire and Volunteers meet DFES training and WHS standards.</p>	<p><b>Inclusion of three starlink services in the 2026/2027 budget considerations for installation in fire appliances to ensure crews have consistent access to communications in remote parts of the Shire.</b>  <b>Ongoing discussion with CBFCO of DFES to finalise date for local brigade familiarisation activity with new tanker.</b>                      Local Emergency Management Arrangements and Bushfire Operational Guidelines adopted at recent LEMC and BFAC meetings.</p>
<p>1.3.2 - Conduct regular LEMC and BFAC meetings and exercises with outcomes reported to community.</p>	<p><b>Next Local Emergency Management Committee (LEMC) meeting to be held 4.30pm Thursday 25th June 2026 in the Shire Chambers.</b>                      BFAC exercise to coincide with DFES availability of new appliance exercise.</p>
<p>1.3.3 - Establish closer links to regional emergency services and participate in regional exercises.</p>	<p>Continued advocacy to secure shared CESH.                      Great Eastern Country Zone signed an MOU in 2022 for resource sharing during bushfires.</p>
<b>2.1: Our local economy grows in a sustainable manner.</b>	
<p>2.1.1 - Review planning framework and scheme to ensure contemporary and compliant and engage community and business input to confirm will meet needs and expectations of stakeholders.</p>	<p>Community survey for Strategic Community Plan offered to local business to contribute.                      CEO formal request of Planning Minister - with support of local MLA - for state planning policy to include rehabilitation trust as defined in the shire tree farming policy. No response received.                      LPS Amendment 2 (L19 Orchard St) and 3 (Grouped Rural Dwellings) advertised in Government Gazette.</p>
<p>2.1.2 - Develop continuity plans for power and telecommunications infrastructure and advocate requirements with other levels of government and regional stakeholders as required.</p>	<p><b>Inclusion of three starlink services in the 2026/2027 budget for installation in fire appliances to ensure crews have consistent access to communications in remote parts of the Shire.</b>                      Agreement for DFES access to shire-owned communications tower endorsed by February OCM.                      CEO attended webinar on potential for new NBN low orbiting satellite trial to surpass need for Telstra ATU system during emergency loss of communications.</p>
<p>2.1.3 - Develop local supplier panel to support and streamline local purchasing by Shire.</p>	<p>Not commenced</p>
<p>2.1.4 - Create economic development strategy in consultation with community and business to identify unique proposition and operational barriers.</p>	<p>NEWROC progressing micro grid concept.                      NEWROC economic development strategy completed. Provide basis for local consultation.</p>
<p>2.1.5 - Complete community infrastructure projects including Business Buzz and Green Heart townscape projects, and the Recreation Precinct phases 2 and 3.</p>	<p><b>Paving and limestone steps completed at the Rec Centre. New fencing and shade sails installed at playground. Allocation in 2026/2027 budget for new playground.</b></p>

<p>2.1.6 - Develop Shire Housing Strategy to include expanded short-term and worker accommodation.</p>	<p>Council has developed a housing matrix for the 2026/2027 budget to set more equitable rental charges for shire-owned properties, based on factors such as size, condition, and age. The matrix introduces a consistent base rate with additional adjustments reflecting property specifications. Staff rental arrangements have also been updated, with tenants now set to pay the standard rate less a \$50 per week housing allowance, improving alignment with existing staff housing support. NEWROC Housing Strategy report complete. NEWTravel Accommodation and Market Expansion Project complete.</p>
<p><b>2.2: Tourism helps to diversify and grow our local economy.</b></p>	
<p>2.2.1 - Undertake redevelopment of Drive-In facilities and develop and implement promotion strategy.</p>	<p>Allocation in 2026/2027 budget for drive in upgrades. To apply for lotterywest grant to subsidise upgrades.</p>
<p>2.2.2 - Investigate enhancing tourist experience with free Wi-Fi at Yalabee Units and Caravan Park.</p>	<p>Website upgrades currently underway will allow for online bookings at the Caravan Park and Yalabee Units. The Caravan Park had the most visitors ever for the summer "off season" period. A 74% increase (153 more) in visitor numbers for the November to February visitation period in 2025-2026, 358 in total that stayed an average of 2.2 nights.</p>
<p>2.2.3 - Investigate a unique event that leverages the Shire's assets to attract visitors and tourists.</p>	<p>To be commenced</p>
<p><b>3.1: Shire owned facilities are renewed and maintained in a strategic manner to meet community needs.</b></p>	
<p>3.1.1 - Review asset management program to include asset life planning and replacement with defined scheduled maintenance program.</p>	<p>To finalise SRP following community consultation for major Strategic Community Plan review and 2026/2027 draft budget discussions. The 2025-2035 Strategic Resourcing Plan (incorporating the long term financial plan and asset management plan) is currently being drafted for consideration at a future Council Meeting.</p>
<p>3.1.2 - Develop and implement online user maintenance request system.</p>	<p>Online system implemented. To continue improvements to streamline end user experience and increase efficiencies within Shire.</p>
<p><b>3.2: Safe, efficient, and well maintained road, and footpath infrastructure.</b></p>	
<p>3.2.1 - Review and enhance existing road construction and maintenance strategy to align with changing funding provision and opportunities.</p>	<p>White line painting works undertaken at various give way intersections around town. Works Committee scheduled to meet again in August-September to review costs of roadworks with current geopolitical impact. Main Roads direct grant allocation for 2026/2027 increased by 8.1% to \$248,178. Continuation of Harvest Road RAV increase. Endorsement of RAV 7 status for the period 1 October 2025 to 31 January 2026. The following works policies have been adopted; "W - Access Road Construction and Road Reserve Closure," "W - Roads - Construction, Clearing and Grading"</p>
<p>3.2.2 - Road asset review to determine routes and develop works program required to support future industry requirements.</p>	<p>Continuation of Harvest Road RAV increase. Endorsement of RAV 7 status for the period 1 October 2025 to 31 January 2026. (Full list of roads available in July 2025 Minutes)</p>
<p><b>3.3: A high standard of sustainable waste services.</b></p>	
<p>3.3.1 - Construct waste transfer station to extend life of existing landfill and to prepare for regional solution.</p>	<p>NEWROC successful in receiving \$521,664 from the Recycling Modernisation Fund for the construction of NEWROC Transfer Stations. Project funding (including NEWROC contribution) is \$782,496, of which Koorda will receive 1/9th share (\$87,000) within the 2026/2027 Budget. Shire staff inspecting waste landfill daily. CCTV installed at entrance and inside Landfill site to ensure proper waste disposal and observe trends.</p>
<p>3.3.2 - Continue to work towards a Regional Waste solution with NEWROC.</p>	<p>NEWROC successful with grant application for Recycling Modernisation Fund. Shire of Mt Marshall confirmed with NEWROC identified site. November NEWROC meeting resolved that Mount Marshall and Wyalkatchem CEOs continue to develop costings for regional solution.</p>
<p><b>3.4: Conservation of our natural environment for future generations.</b></p>	
<p>3.4.1 - Develop Shire strategy for renewable energy options to trial prior to implementation.</p>	<p>Western Power has provided formal correspondence to support Micro Grid proposal.</p>
<p>3.4.2 - Partner with Wheatbelt NRM and DWER for future grant and project opportunities.</p>	<p>Grant opportunities monitored. To be circulated if/when available to community or relevant applicants.</p>
<p>3.4.3 - Identify climate change initiative that Shire can implement and involve community in development and implementation.</p>	<p>Switch Your Thinking do-it-yourself "Energy Audit Kit" available to borrow from the Library for residents/business owners to undertake energy audits at their home/business.</p>
<p><b>4.1: Open and Transparent Leadership.</b></p>	

<p>4.1.1 - Ensure efficient use of resources and that governance and operational compliance and reporting meets legislative and regulatory requirements.</p>	<p><b>Following the field work in January 2026 for the four-yearly Audit Regulation 17 and Financial Management Regulation Review, a report with various recommended improvements was tabled to the March 2026 Audit, Risk &amp; Improvement Committee. To date almost 30% of findings have been resolved, with another 30% currently in progress.</b></p> <p><b>From the 2025/2026 Interim Audit visit in March 2026, no management findings were reported. Final Audit visit is scheduled for August 2026.</b></p>
<p>4.1.2 - Ongoing refinement of organisational structure and capacity, and alignment of resources with strategic Community, Economic and Environmental priorities.</p>	<p>In addition to the community survey online, two community consultation sessions have been conducted and the survey has been offered to local business input.</p> <p>Community survey currently open for the 4-year major review of the Strategic Community Plan. Corporate Business Plan to be updated to align resources to the SCP initiatives.</p> <p>Workforce Plan 2025-2029 adopted at September 2025 OCM.</p> <p>Shire exploring engagement of Dowerin Work Camp employment program.</p>
<p>4.1.3 - Develop communications strategy and scheduled tactics to engage and report outcomes to community and business stakeholders.</p>	<p><b>Business banners along entry road from Dowerin/Wyalkatchem upgraded and installed.</b></p> <p>Following on from community consultation for Strategic Community Plan (SCP), two priority actions identified were "Community Engagement &amp; Consultation" and "Economic Development &amp; Business Support." Council and Staff currently working through survey results to ensure actions align with community expectation.</p> <p>Monthly "Council Meeting Minutes Summary" advertised to inform community of recent Council resolutions.</p>
<p>4.1.4 - Initiate annual customer satisfaction and perceptions survey and report results to community.</p>	<p><b>Following adoption of the 2026/2027 budget, an Annual Community Budget Workshop will be held. This workshop will present key findings from the Strategic Community Plan (SCP) survey, outlining how community feedback has shaped priorities and actions. This will help demonstrate a clear link between community input and Council decision-making.</b></p> <p>The Strategic Community Plan survey received 43 responses with the top six suggested areas of focus being: economic development, roads, spotting facilities, crime prevention, drive in and parks/playgrounds.</p>
<p><b>4.2: Investment in the skills and capabilities of our elected members and staff.</b></p>	
<p>4.2.1 - Develop professional development programs for staff and elected members.</p>	<p>New elected members currently undertaking Council Member Essential Training.</p> <p>Elected Member Training: Great Eastern Country Zone holding in-person training for newly elected members in early 2026.</p> <p>Staff members encouraged to undertake regular training applicable to their roles.</p>
<p>4.2.2 - Align staff culture development program with practical skills development and strategic planning.</p>	<p><b>Admin staff attended NEWROC training day on 29 April on Essential Supervision Skills and Psychologically safe and inclusive Local Governments. Outside crew undertook 4 days of traffic management training (18 - 21 May).</b></p> <p>Staff encouraged to participate in Strategic Community Plan survey.</p> <p>Managers and Staff encouraged to keep an eye out for appropriate training.</p>
<p>4.2.3 - Set Elected Member SAT band allocation at 80 per cent for Band 4 Local Government.</p>	<p><b>Elected Member Fees to remain at current level for the 2026/2027 budget.</b></p> <p>60% allocation included in 2025/2026 Budget with view to progressive achievement of 80% objective.</p>
<p><b>4.3: Forward planning and delivery of services and facilities that achieve strategic priorities.</b></p>	
<p>4.3.1 - Enhance service delivery through mutually beneficial partnerships with neighbouring Local Governments and Band 1 Local Governments.</p>	<p><b>Finalising agreement with City of Wanneroo for planning support services.</b></p> <p>Partnerships continue to be maintained with the City of Wanneroo for Health Services and Shire of Chittering for Building Services.</p>
<p>4.3.2 - Report to Council progress of Council Actions using a quarterly score card and report results to community.</p>	<p><b>To work on format of quarterly report once new Strategic Plan adopted to make more engaging for community members.</b></p> <p>Quarterly reporting undertaken and reported to Council and the Community.</p>

# Shire of Koorda - Workforce Plan 2025

Current Review Period : April - June 2026

WORKFORCE OBJECTIVE & ACTIONS	COMMENTS
<b>1: Attracting and selecting the right people.</b>	
1.1 - Strengthen the Shire's employment brand, promoting lifestyle, housing, and community benefits that support recruitment to rural areas.	Completed - Consistent branding and messaging implemented within advertising for vacancies.
1.2 - Provide flexible work arrangements and promote the Shire as an inclusive and family-friendly workplace.	Completed - Flexible work arrangements in place.
1.3 - Develop a contemporary induction and orientation program that links employee roles to the Shire's strategic objectives and values.	Completed - Induction process in place.
1.4 - Explore innovative attraction strategies (e.g. regional talent sharing, graduate programs, partnerships with local schools and TAFEs).	NEWROC project to develop shared service options.
<b>2: Developing a flexible, innovative and capable workforce.</b>	
2.1 - Provide structured professional development pathways aligned to both organisational needs and individual aspirations.	Admin staff attended NEWROC training day on 29 April on Essential Supervision Skills and Psychologically safe and inclusive Local Governments. Outside crew undertook 4 days of traffic management training (18 - 21 May). Professional development a focus in annual performance reviews. Staff also encouraged to advise managers of any job appropriate training they may like to undertake.
2.2 - Review and upgrade financial, administrative, and digital systems to improve efficiency, data quality, and service delivery.	Following the field work in January 2026 for the four-yearly Audit Regulation 17 and Financial Management Regulation Review, a report with various recommended improvements was tabled to the March 2026 Audit, Risk & Improvement Committee. To date almost 30% of findings have been resolved, with another 30% currently in progress.
2.3 - Embed a strong workplace health, safety, and wellbeing culture that supports compliance with WHS and DFES training standards.	Ongoing meeting with key staff and LGIS Regional Risk Coordinator to prepare for Tier 2 review. Next meeting due 8 July. LGIS Tier 2 review scheduled for October.
2.4 - Develop cross-skilling and digital capability programs to increase flexibility and service continuity.	Ongoing creation and refinement to operational procedures and guidelines for admin tasks to ensure service continuity when key staff are away.
<b>3: Retaining and engaging our valued workforce</b>	
3.1 - Provide acting opportunities and career pathways that build capability and support succession planning.	Expansion of skill base for staff to learn aspects of colleagues jobs to be able to assist during periods of leave. Job task instructions created to ensure seamless handover in unexpected leave.
3.2 - Foster a culture of open communication and collaboration across all levels of the organisation.	Staff encouraged to participate in Strategic Community Plan survey. Monthly depot crew breakfast and quarterly admin team lunch to provide any important council updates. Monthly "Council Meeting Minutes Summary" to inform staff of recent Council resolutions.
3.3 - Review meeting structures to ensure they are purposeful, productive, and aligned with strategic outcomes.	Admin team meetings when required.
3.4 - Encourage participation in whole-of-organisation and community activities that strengthen belonging and wellbeing.	Admin team attended NEWROC training day. NEWROC coordinated workplace behaviour training on 28 April. Annual Christmas Function well attended by Staff & Councillors.
3.5 - Review and simplify the performance management framework to focus on growth, recognition, and alignment with strategic objectives.	Simplified performance management framework in place. Reviewed annually prior to annual review to ensure appropriate.
3.6 - Recognise and celebrate workforce contributions in line with how the Shire recognises volunteers and community efforts.	Monthly depot crew breakfast. Quarterly admin team lunch.
<b>4: Developing a strategic workforce for improved performance.</b>	
4.1 - Develop clear role documentation (job task instructions, key contacts, and annual calendars) that align staff duties with ISP priorities.	Continued refinement to documentation. Microsoft planner utilised to plan annual and future compliance tasks. Job task instructions created frequently when new tasks arise within the admin team.
4.2 - Develop succession and workforce continuity plans for critical and specialist roles.	Expansion of skill base for staff to learn aspects of colleagues jobs to be able to assist during periods of leave. Job task instructions created to ensure seamless handover in unexpected leave.
4.3 - Maintain contemporary human resource policies and procedures that support compliance, transparency, and equity.	NEWROC have engaged a consultant to undertake reviews of operational policies across all shires to come up with a set of common policies. Draft employee policies to be reviewed and endorsed, to finalise early 2026.

4.4 - Align workforce planning with forward service and infrastructure planning, ensuring the Shire has the right skills for delivery.

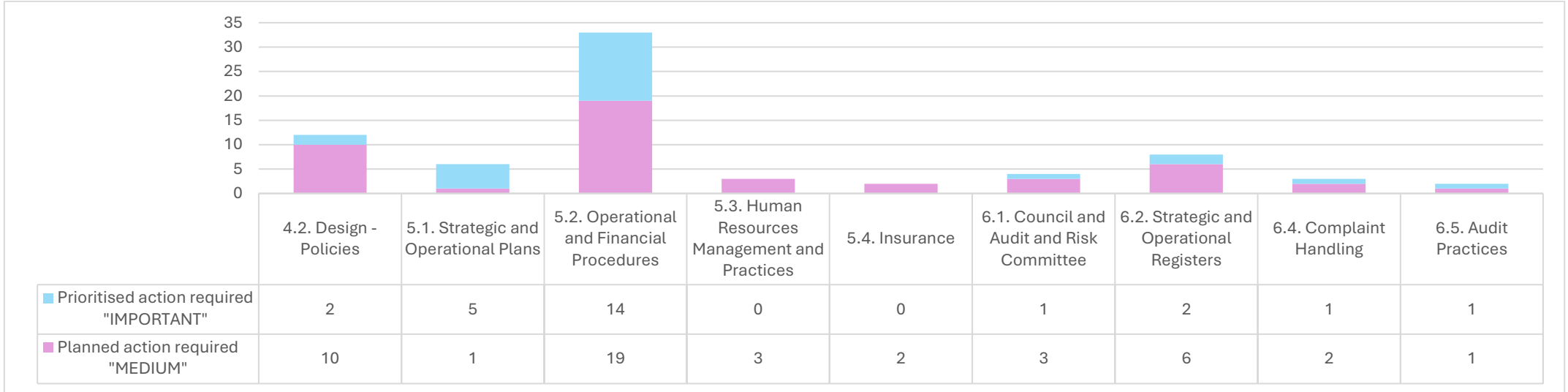
Workforce plan 2025-2029 update considered forward service and infrastructure planning.

4.5 - Partner with neighbouring Shires and regional bodies to share training and workforce development opportunities.

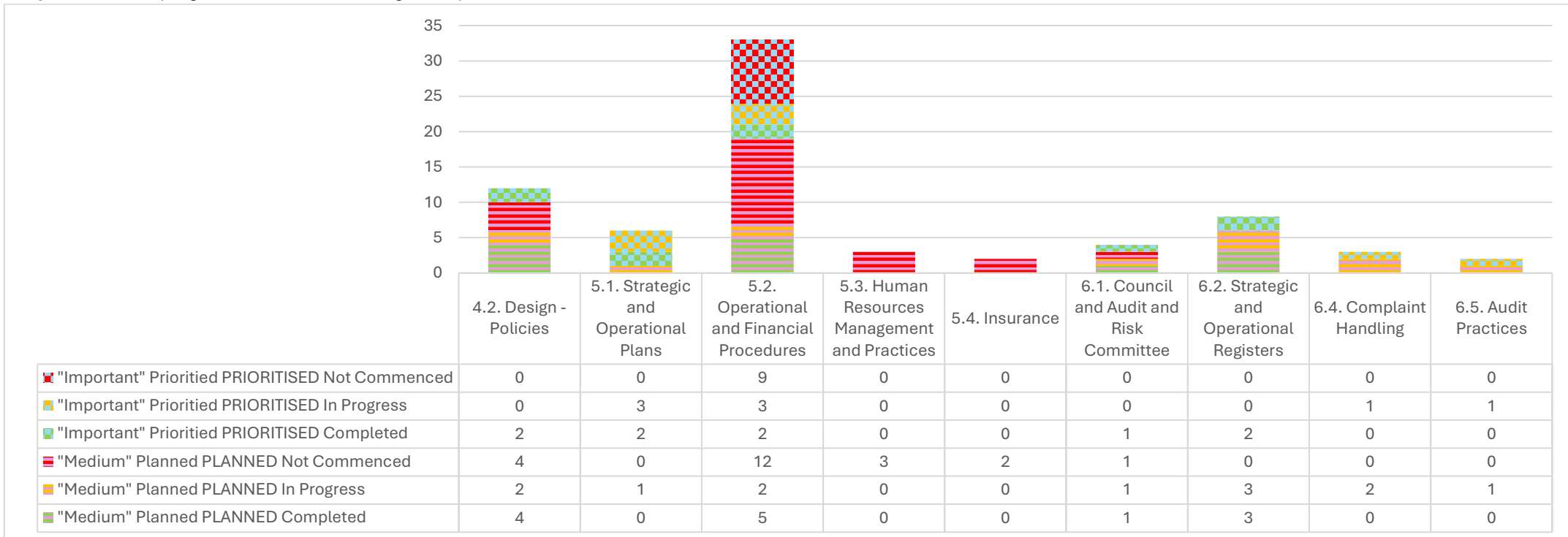
**Attendance at NEWROC training day on 29 April on Essential Supervision Skills and Psychologically safe and inclusive Local Governments.**

## 2026 AR17 & FMR Risk Assessment Quarterly Report

**Graph 1:** overview of all findings and priorities from 2026 AR17 & FMR Risk Assessment



**Graph 2:** Current progress made on all findings and priorities from 2026 AR17 & FMR Risk Assessment



PRIORITY KEY
Planned
Prioritised

STATUS KEY	%
Complete (22)	30%
Almost Complete (10)	14%
Commenced (10)	14%
Yet to Commence (31)	42%
<b>TOTAL FINDINGS (73)</b>	

Findings	Priority	Status	Comment
<b>Section: 4.2 Design - Policies</b>			
4.2.1 Elected Member, Chief Executive Officer and Employee Attendance at Events Policy	Planned	Complete	Completed May 2026. RES: 070526
4.2.2 Continuing Professional Development	Prioritised	Complete	Completed May 2026. RES: 070526
4.2.3 Elected Member Entitlements	Prioritised	Complete	Completed May 2026. RES: 060526
4.2.4 Donations and Requests to Waiver fees	Planned	Complete	Completed May 2026. RES: 060526
4.2.5 Purchasing Policy	Planned		
4.2.6 Appointment of an Acting Chief Executive Officer	Planned	Complete	Completed May 2026. RES: 060526
4.2.7 Fraud and Corruption Control	Planned	Almost Complete	Policy to be considered at future ARIC Meeting.
4.2.8 Risk Management Policy	Planned	Almost Complete	Policy to be considered at future ARIC Meeting.
4.2.9 Policy Review	Planned	Complete	Completed May 2026. RES: 050526
4.2.10 Policy Publication	Planned		
4.2.11 General Policy Actions	Planned		
4.2.12 Policy Reference to Legislation and External information	Planned		
<b>Section: 5.1 Implementation - Strategic and Operational Plans</b>			
5.1.1 Code of Conduct for Council Members, Committee Members and Candidates	Prioritised	Complete	Completed - adopted as per RES: 200326 at March 2026 OCM. Uploaded to website.
5.1.2 Risk Management Framework	Planned	Almost Complete	Plan to be considered at future ARIC Meeting.
5.1.3 Corporate Business Plan	Prioritised	Commenced	
5.1.4 Strategic Resource Plan	Prioritised	Commenced	
5.1.5 ICT Strategic Plan	Prioritised	Commenced	IT providers to include quote to complete in 2026/27.
5.1.6 Business Continuity / Disaster Recovery Plan	Prioritised	Complete	Reviewed plan recommended for adoption at June 2026 ARIC.
<b>Section: 5.2 Implementation - Operational and Financial Procedures</b>			
5.2.1 Risk Management Procedures	Planned	Almost Complete	Plan to be considered at future ARIC Meeting.
5.2.2 Operational Procedures, Checklists, Workflow Diagrams	Planned		
5.2.3 Procedure Changes	Prioritised		
5.2.4 Segregation of Duties and Internal Controls	Planned		
5.2.5 Evidencing Routine Reviews, Authorisations and Approvals	Planned		
5.2.6 Document Control	Planned		
5.2.7 Access to Shire Facilities	Prioritised	Commenced	Work underway to secure library door to restrict public access to office.

			Restricting public access to landfill dependent on Council decision.
5.2.8 ICT Risk Evaluation	<b>Prioritised</b>	<b>Commenced</b>	IT providers to include quote to complete in 2026/27.
5.2.9 ICT Security	<b>Prioritised</b>		
5.2.10 ICT User Access	<b>Prioritised</b>		
5.2.11 Electronic Banking Transactions	<b>Prioritised</b>		
5.2.12 Changes to Banking Details	<b>Planned</b>	<b>Complete</b>	Noted/Completed - Provided creditor procedure outlining process to change bank details.
5.2.13 Security Controls for Cash Handling	<b>Prioritised</b>		
5.2.14 General Journals	<b>Planned</b>		
5.2.15 Balance Sheet Reconciliations	<b>Planned</b>		
5.2.16 Stock Controls	<b>Prioritised</b>		
5.2.17 Trust Fund	<b>Planned</b>		
5.2.18 Revenue Controls at Shire Facilities	<b>Prioritised</b>	<b>Almost Complete</b>	Procedure in place for Debtors batch creation (and any associated credit notes). One officer prepares and a second checks/updates. Debtors' transactions confirmed/checked during end of month processes. Online payment facility being built into new website for Yalambee & Caravan Park bookings.
5.2.19 Fees and Charges	<b>Prioritised</b>	<b>Complete</b>	Noted/Completed - One off with CEACA fees and end of year closure. In the past we have been complaint and given sufficient public notice.
5.2.20 Rates	<b>Planned</b>	<b>Complete</b>	Noted/Completed - Only one exempt property in the past. No longer relevant, will add note to end of year rates processing to review exempt properties.
5.2.21 Procurement	<b>Prioritised</b>		
5.2.22 Procurement Assessment	<b>Prioritised</b>		
5.2.23 Outstanding Purchase Orders	<b>Planned</b>	<b>Complete</b>	Process added to end of month procedures.
5.2.24 Purchasing Cards	<b>Planned</b>	<b>Complete</b>	Signed acknowledgements for all card holders.
5.2.25 Contract Management	<b>Prioritised</b>		
5.2.26 Overhead and Administration Allocations	<b>Planned</b>		
5.2.27 Record Keeping Practices	<b>Planned</b>		
5.2.28 Report on Council Member Training	<b>Planned</b>	<b>Complete</b>	Completed from 2020/2021 and uploaded to website.
5.2.29 Public Notice	<b>Planned</b>		
5.2.30 Information Required to be Published on Official Local Government Website	<b>Planned</b>	<b>Almost Complete</b>	Elected Member Fee Report per financial year.

			Annual Returns Report, remove names and only include positions - Complete
5.2.31 Independent Member Committee Meeting Attendance Fees	Prioritised	Complete	
5.2.32 Grants Management	Planned		
5.2.33 Annual Report	Planned		
<b>Section: 5.3 Implementation - Human Resources Management &amp; Practices</b>			
5.3.1 Payroll Processing, Exception Reporting, Authorisation and Employee Masterfile Setup	Planned		
5.3.2 Staff Training	Planned		
5.3.3 Induction Processes	Planned		
<b>Section: 5.4 Implementation – Insurance</b>			
5.4.1 Contractor Insurance	Planned		
5.4.2 Insurance Claims	Planned		
<b>Section: 6.1 Evaluation - Council and Audit and Risk Committee</b>			
6.1.1 Council and Audit Risk and Improvement Committee	Planned		
6.1.2 Council and Committee Minutes	Planned	Almost Complete	
6.1.3 Monthly List of Payments	Planned	Complete	Only includes basic information for payment description to reduce risk of scammers using data to mimic suppliers.
6.1.4 Monthly Financial Report	Prioritised	Complete	Cross check report provided to CEO to review each month.
<b>Section: 6.2 Evaluation - Strategic and Operational Registers</b>			
6.2.1 Tender Register	Planned	Complete	Updated and on website.
6.2.2 Delegation Register	Prioritised	Complete	Delegation review completed and updated with amendment dates recorded in Delegations Register on each relevant delegation.
6.2.3 Contracts / Leases / Agreements Register	Prioritised	Complete	
6.2.4 Development Applications and Building Permits Register	Planned	Complete	
6.2.5 Investment Register	Planned	Complete	Completed. Register created and process added to EOM procedures.
6.2.6 Register of Hazardous Materials	Planned	Almost Complete	Register exists. To be updated.
6.2.7 Regulatory and Health Inspection Register	Planned	Almost Complete	Register exists. To be updated.
6.2.8 Swimming Pool Inspection Register	Planned	Almost Complete	Register exists. To be updated.
<b>Section: 6.4 Evaluation - Complaint Handling</b>			
6.4.1 Official Complaints Register and Record of Information about Conduct	Planned	Commenced	
6.4.2 Community Complaints Procedures	Planned	Commenced	
6.4.3 Public Interest Disclosure Procedures	Prioritised	Commenced	
<b>Section: 6.5 Evaluation - Audit Practices</b>			
6.5.1 Workplace Health and Safety (WHS) Audit	Prioritised	Commenced	Works commenced for Tier 2 safety assessment booked in with LGIS in October 2026.
6.5.2 Internal Audit	Planned	Commenced	Plan to be considered at future ARIC Meeting.

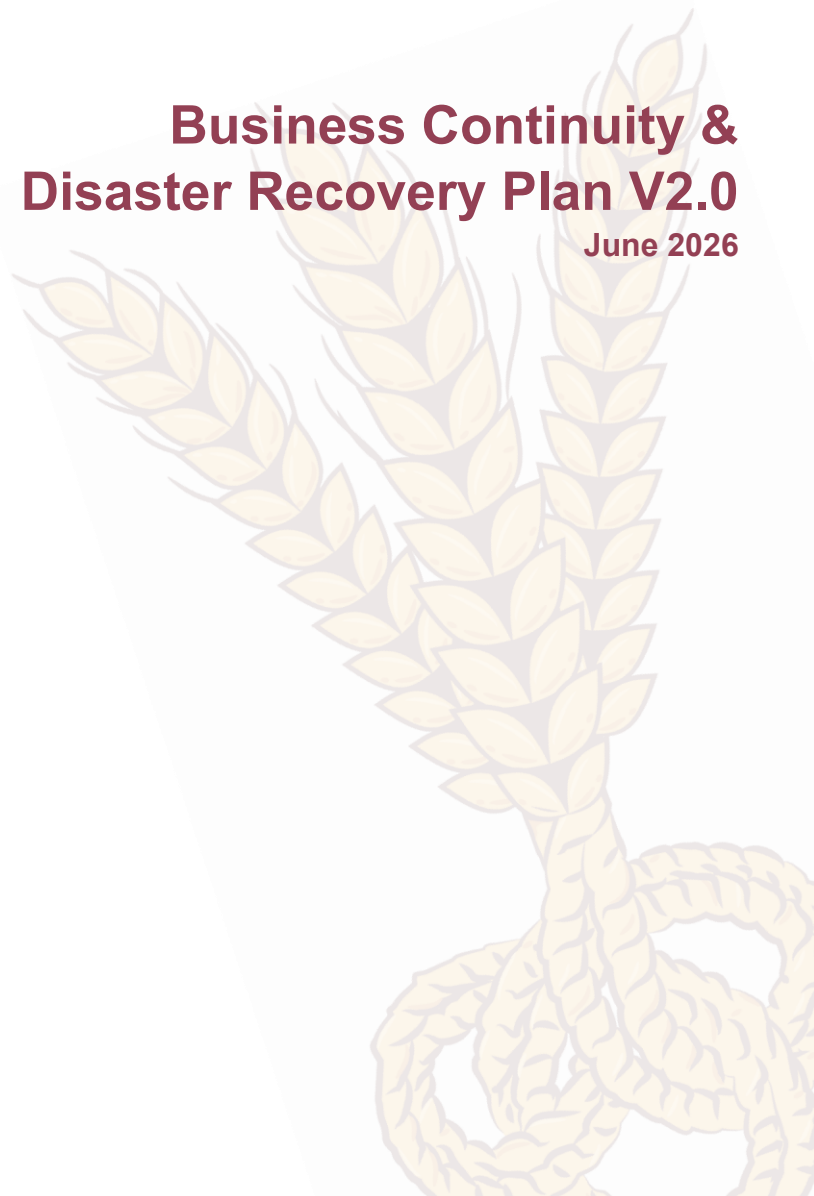


*Shire of*  
**Koorda**

*Drive in, stay awhile*

**Business Continuity &  
Disaster Recovery Plan V2.0**

June 2026



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DRAFT

## 1. INTRODUCTION AND OBJECTIVES

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

**Business continuity** outlines exactly how a business will proceed during and following a disaster. It may provide contingency plans, outlining how the business will continue to operate even if it has to move to an alternate location. Business continuity planning may also take into account smaller interruptions or minor disasters, such as extended power outages.

**Disaster recovery** refers to the plans a business puts into place for responding to a catastrophic event or a serious disruption of the functioning of the Shire of Koorda causing widespread human, economic or environmental loss or disturbances, such as fire, flood, earthquake, epidemic, pandemic or cybercrime. Disaster recovery involves the measures a business takes to respond to an event and return to safe, normal operation as quickly as possible.

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

The objectives of this Plan enable the Shire to:

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

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

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

This Plan will be located on the Shire website – [www.koorda.wa.gov.au](http://www.koorda.wa.gov.au) to ensure it is always available. Copies will also be placed in the all the Executive Management Team vehicles and the fireproof strong-room within the Shire's Administration building.



## 2. IMPORTANT USER INFORMATION

This document is a series of checklists developed and maintained in readiness for use during an incident **resulting, or anticipated to result 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, or anticipated to result in a disruption.**

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

**Every incident is unique. Therefore, the gap between continuity planning and the real disruptive incident now being faced, needs to be filled with new information, gathered after an assessment of the circumstances of the incident, and the Plan and response options updated accordingly.**

### Plan Activation Decision

Could the incident:	YES	NO
Disrupt critical activities for more than one day or affect multiple sites?		
Prevent the use of our Admin Building, Depot, IT/Communications 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 Shire 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 Shire's principles and values to swiftly return operations to normality.
5. Provide the Shire's community, customers and stakeholders with **essential services.**
6. Provide Shire of Koorda staff with a **safe working environment** to support service delivery in a productive manner.
7. Minimise the impact on the Shire's operations and **public image.**
8. Provide assurance to the community that the **Shire's operations and service to residents remain strong and viable.**
9. Ensure that the recovery efforts have the **necessary resources** and support.
10. Set critical milestones and time frames for recovery. **Plan into the future.**
11. Ensure **all actions are documented for investigators.**

### 3. CHECKLISTS

#### 3.1. EMERGENCY RESPONSE

**Before all else**, establish the safety and wellbeing of staff, visitors and the community.

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

#### 3.2. IMMEDIATELY AFTER EMERGENCY

##### **Notify Executive Team & Spokesperson**

It is essential that the Executive Team be informed of the incident as quickly as possible.

Have all members of the Executive Team & Spokesperson been informed?	Date & Time Contacted	Deputy
<b>CEO -</b>	Date & Time	Appointed by the Leadership Team in the absence of the CEO.
<b>DEPUTY CEO -</b>	Date & Time	Finance Officer.
<b>WORKS SUPERVISOR -</b>	Date & Time	Leading Hand.
Spokesperson for non-operational communications. <b>PRESIDENT -</b>	Date & Time	Deputy Shire President.

If a Team Member cannot be reached, consider calling their home number or sending someone to notify them.

##### **Evidence**

Are there any Witnesses or Photographic and CCTV Evidence?

Log details of all Witnesses, Photographic and CCTV evidence.

### Support Specialists

Mobile	Support Specialist Title	TIME
	Finance Officer	Date & Time
	Payroll/Finance Officer	Date & Time
	Executive Support Officer	Date & Time
	Customer & Communications Officer	Date & Time
	Records Officer	Date & Time
	Environmental Health Officer	Date & Time
	Ranger	Date & Time
	IT External Support	Date & Time
	Avon Waste	Date & Time
	LGIS (Insurance)	Date & Time

### 3.3. EXECUTIVE TEAM INCIDENT LEADER CHECKLIST

Incident Leader - 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>1. CEO's Office/Council Chambers</b></li> <li><b>2. Recreation Centre</b></li> <li><b>3. Emergency Services Building</b></li> <li><b>4. MS Teams / Zoom, etc</b></li> </ol> <p>Arrange access and teleconferencing facilities at <i>Incident Control Centre</i>.</p> <p>Nominate a scribe to record a log of all decisions, actions and issues.</p> <p>Determine Leadership Team roles and responsibilities.</p>	Delegated to	Date & Time
<p><b>Before sending anyone home</b> (if applicable), <b>the Executive Management Team will determine Staff roles and responsibilities.</b></p> <p><a href="#">(see Support Specialists contact list above)</a></p> <p><b>Make Sure:</b> If you're sending staff 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, or arrange an ambulance.</p> <p>That they are able to contact their families if they need or want to.</p> <p><b>Make sure all Staff understand:</b></p> <ol style="list-style-type: none"> <li>Where they should go.</li> <li>What they should do and how they should do it.</li> <li>Shire Social Media &amp; Communication Policy. (not to talk to the Press, or post anything 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.</li> <li>The options available for them.</li> </ol>	Delegated to	Date & Time

<p>5. Reporting arrangements.</p> <p>6. That their jobs are safe, if applicable, or the options available to them.</p> <p>7. When they should come back to work.</p> <p>8. When the next communication can be expected and how it will be communicated.</p> <ul style="list-style-type: none"> <li>Remember to contact and instruct staff not affected by the incident, currently on site, on leave or located elsewhere.</li> <li>A main point of contact should be nominated and provided to all staff should they need to communicate. This should be a different person to that making the staff contacts.</li> </ul>		
<p>Start recording an assessment of the situation:  <b>This is what we know (&amp; who is impacted):</b></p> <p><b>This is what we don't know:</b></p> <p><b>This is what we need you to know:</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>	Delegated to	Date & Time
<p>What is your desired realistic outcome? Determine objectives:  <b>Objective 1:</b></p> <p><b>Objective 2:</b></p>	Delegated to	Date & Time
<p>Depending on the nature of the incident, <b>consider:</b></p> <ul style="list-style-type: none"> <li>Contacting other Local Government's who've experienced a similar incident and requesting assistance by sharing their incident recovery experiences with you.</li> <li>Requesting assistance from relevant contractors or stakeholders.</li> <li>Staffing requirements for the next 5 days, 10 days, 1 month, 3 months, etc.</li> <li>Supply requirements for the next 5 days, 10 days, 1 month, 3 months, etc.</li> <li>Other resources or equipment required for the next 5 days, 10 days, 1 month, 3 months, etc.</li> <li>Clearing backlogs.</li> <li>Leadership and staff rotation/rostering.</li> </ul>	Delegated to	Date & Time
<p>Secure involvement of staff from support areas with expertise relevant to the incident (HR, IT, Works, etc)  <a href="#">(see Support Specialists contact list above)</a></p>	Delegated to	Date & Time
<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 Communication, Payroll, and Customer Services.  <a href="#">(see Time-Critical activity list)</a></p>	Delegated to	Date & Time
<p>Determine employee support &amp; wellbeing requirements  <a href="#">(see section 4.1 for a checklist)</a></p>	Delegated to	Date & Time

Contact all relevant Stakeholders who need to be informed about the incident or will be affected by the incident, including local businesses, schools & community leaders where appropriate. ( <a href="#">see Key Contacts checklist</a> )	Delegated to	Date & Time
Consider nominating a trusted administrator to assist you to work through the checklists and act in an advisory capacity (as a right-hand person)	Delegated to	Date & Time
Obtain details of any witnesses, photographic or CCTV evidence ( <a href="#">see evidence log</a> )	Delegated to	Date & Time
Arrange Stakeholder and staff communications. (email, text messaging, MS Teams, Zoom, WhatsApp, social media, white board, bulletin board) ( <a href="#">see Appendix 1 - Communications Guidelines</a> )	Delegated to	Date & Time
Contact any relevant contractors to confirm if they have been affected by the incident. ( <a href="#">see Key Contacts checklist</a> )	Delegated to	Date & Time
Arrange legal or expert advice if required.	Delegated to	Date & Time
Notify neighbours. (if applicable)	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
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 <b>future locations</b> of your Incident Control Centre and <b>future meeting times</b> for convening the <b>Incident Leadership Team</b> .	Delegated to	Date & Time
Assess and Prioritise: <a href="#">4.1. Employee's support and wellbeing requirements</a> <a href="#">4.2. Time-critical business functions</a> <a href="#">4.3. Other considerations</a> <a href="#">4.4. Upcoming activities and events</a> <a href="#">4.5. Key contacts</a>	See " <a href="#">Assess</a> " below	
See "Incident Response Plans" on following pages for more specific information relating to: <a href="#">5.1. Loss of Administration Building</a> <a href="#">5.2. Loss of Depot Building</a> <a href="#">5.3. Complete IT Hardware Failure</a>	See " <a href="#">Incident Response Plans</a> " below	
See "Scenario-Specific" checklists on following pages for more specific information relating to: <a href="#">6.1. Loss of (or access to) Buildings/ Infrastructure/ Equipment</a> <a href="#">6.2. Loss of People</a> <a href="#">6.3. Loss of IT, Data or Communications</a> <a href="#">6.4. Loss of Key Suppliers (e.g. Utilities)</a>	See " <a href="#">Scenario-Specific/ React</a> " below	

## 4. ASSESS

### 4.1. EMPLOYEE'S SUPPORT AND WELLBEING REQUIREMENTS

Determine employee's support & wellbeing requirements	Delegated to	Complete
Set up a main contact point for staff should they need to communicate.	Delegated to	Date & Time
Monitor employee's medical & stress factors. 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.		
Identify space to segregate/isolate teams or individuals if necessary.	Delegated to	Date & Time
Be mindful of any potential bullying or harassment of any particular demographic.		
See "Loss of People" for additional information.		
Engage external Employee Assistance Program (EAP) (See Key Contacts)	Delegated to	Date & Time
Consider employee's family responsibilities (e.g. children). Allow them to contact their family if they want to or need to.	Delegated to	Date & Time
If required, assist employees who may have increased medical requirements such as; those who may be pregnant, recently undergone an operation, disabled or frail.	Delegated to	Date & Time
Consider flexible working arrangements such as shifts, additional breaks or fewer hours per day or week.	Delegated to	Date & Time
Set up a roster system and/or additional resources to manage workload.	Delegated to	Date & Time
Contact family or next of kin only with assistance from EAP or Police.	Delegated to	Date & Time
Organise refreshments, catering and toilet facilities (if required).	Delegated to	Date & Time
Organise suitable transport arrangements for employees (if required).	Delegated to	Date & Time
Organise temporary accommodation (if required).	Delegated to	Date & Time
<b>Ensure regular updates to staff and allocated responsibilities for updates</b> (Email, Text, Zoom, WhatsApp, Social Media, White Boards, Bulletin Board, Other)	Delegated to	Date & Time
During recovery and returning to work, consider that staff may need time to heal or adjust to changes.	Delegated to	Date & Time
Arrange OSH assessments for any changes in working arrangements or deployment.	Delegated to	Date & Time

<p><b>Before sending anyone home</b> (if applicable), <b>the Executive Management Team will determine Staff roles and responsibilities.</b></p> <p><a href="#">(see Support Specialists contact list above)</a></p> <p><b>Make Sure:</b> If you're sending staff 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, or arrange an ambulance.</p> <p>That they are able to contact their families if they need or want to.</p> <p><b>Make sure all Staff understand:</b></p> <ol style="list-style-type: none"> <li>1. Where they should go.</li> <li>2. What they should do and how they should do it.</li> <li>3. Shire Social Media &amp; Communication Policy. (not to talk to the Press, or post anything 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.</li> <li>4. The options available for them.</li> <li>5. Reporting arrangements.</li> <li>6. That their jobs are safe, if applicable, or the options available to them.</li> <li>7. When they should come back to work.</li> <li>8. When the next communication can be expected and how it will be communicated.</li> </ol> <ul style="list-style-type: none"> <li>• Remember to contact and instruct staff not affected by the incident, currently on site, on leave or located elsewhere.</li> <li>• A main point of contact should be nominated and provided to all staff should they need to communicate. This should be a different person to that making the staff contacts.</li> </ul>	<p>Delegated to</p>	<p>Date &amp; Time</p>
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**4.2. TIME-CRITICAL BUSINESS FUNCTIONS****Time-Critical business activities according to priority**

Priority	Priority	Business Unit	Remote	Guidelines
1	Communications	CEO	Yes	Internal and external communication updates to staff, elected members, stakeholders and community, media liaison & official media releases, website, social media, etc.
1	Customer service	DCEO	Yes	Redirect main office numbers, manage customer appointments, support the community.
1	Contract management	EMT	Yes	Contractors includes any external business engaged to complete works for the Shire. Includes construction projects.
1	Accident investigation and incident reporting	CEO	Yes	Affected party to complete incident reporting forms, safety representative to be nominated for investigation.
1	Urgent Environmental Health assessments and approvals	Works	No	Respond and assess urgent requests such as asbestos, food poisoning, contamination, pests, diseases, applications, etc.
1	Reactive facilities maintenance	Works	No	Urgent facility repairs, reactive maintenance to be prioritised (make safe). Includes cleaning services.
1	Information technology	ICT	Yes	Providers are Wallis Computer Solutions, operating systems, core business applications, security, desktop and mobile devices, hardware and software, etc. Important systems include Synergy, Altus, MS Office, <b>Department of Transport</b> .
1	Reactive parks and reserves requests	Works	No	Urgent park and reserve repairs, reactive maintenance to be prioritised (make safe).
1	Reactive road and drainage requests	Works	No	Urgent road and drainage repairs, reactive maintenance to be prioritised (make safe). Approve, manage or supply traffic management.
1	Payroll	EMT/Payroll	Yes	1 Payroll coordinator, payment authorisation.
1	Ranger	DCEO/Ranger	No	Urgent Ranger related requests such as Local Law enforcement, animal control, Emergency Management, Police support, bushfire control etc.

1	Engineering assessments	Works	No	Undertake site inspections of Shire assets and provide technical assessment of damaged assets for remediation.
1	Waste collection services	Works	No	Manage waste contractor for Waste Collection. Household waste to be prioritised for collection.
1	Bushfire response	CEO, Works and Bushfire Brigade Volunteers	No	Manage and respond to request for fire fighting assistance. Applicable where Shire is PCBU, (fire is not DFES controlled). Bushfire brigade responses must be compliant with WHS legislation.
2	Accounts Payable, Accounts Receivable, Insurance, Investments, Rates	DCEO/Finance	Yes	1 x Accounts Payable, payment authorisation x 2. Liaise with insurers for inquiries and claims.
2	Cemetery and interment	Works	No	Dig grave for burials.
2	Cemetery and interment	DCEO	No	Burials, burial register & liaison with Funeral Directors.
2	Funding submissions	CEO	Yes	Grants.
2	Record keeping, registration & distribution of mail, FOI & retrieval and distribution of archives	DCEO	No	If these facilities are unavailable, outsource to Australia Post.
2	Stock Management	Works	Yes	Order and manage logistics of key stock supply such as petrol, cleaning supplies etc.
2	Special Council meetings	CEO	Yes	Governance & Council – includes statutory decisions, compliance, LG Act, Local Laws, authorisations, etc.
3	Building approvals (including archive plan searches, customer service & lodging of applications)	CEO	Yes	Work requiring site inspections. Monitor legislative requirements.
3	Development Approvals (Planning - including building, demolition & occupancy permits)	CEO	Yes	Work requiring site inspections. Monitor legislative requirements.

**Time-Critical business activities according to Business Unit**

Priority	Priority	Business Unit	Remote	Guidelines
1	Communications	CEO	Yes	Internal and external communication updates to staff, elected members, stakeholders and community, media liaison & official media releases, website, social media, etc.
1	Accident investigation and incident reporting	CEO	Yes	Affected party to complete incident reporting forms, safety representative to be nominated for investigation.
1	Bushfire response	CEO, Works and Bushfire Brigade Volunteers	No	Manage and respond to request for fire fighting assistance. Applicable where Shire is PCBU, (fire is not DFES controlled). Bushfire brigade responses must be compliant with WHS legislation.
2	Funding submissions	CEO	Yes	Grants.
2	Special Council meetings	CEO	Yes	Governance & Council – includes statutory decisions, compliance, LG Act, Local Laws, authorisations, etc.
3	Building approvals (including archive plan searches, customer service & lodging of applications)	CEO	Yes	Work requiring site inspections. Monitor legislative requirements.
3	Development Approvals (Planning - including building, demolition & occupancy permits)	CEO	Yes	Work requiring site inspections. Monitor legislative requirements.
1	Customer service	DCEO	Yes	Redirect main office numbers, manage customer appointments, support the community.
1	Ranger	DCEO/Ranger	No	Urgent Ranger related requests such as Local Law enforcement, animal control, Emergency Management, Police support, bushfire control etc.
2	Accounts Payable, Accounts Receivable, Insurance, Investments, Rates	DCEO/Finance	Yes	1 x Accounts Payable, payment authorisation x 2. Liaise with insurers for inquiries and claims.
2	Cemetery and interment	DCEO	No	Burials, burial register & liaison with Funeral Directors.
2	Record keeping, registration & distribution of mail, FOI & retrieval and distribution of archives	DCEO	No	If these facilities are unavailable, outsource to Australia Post.
1	Payroll	EMT/Payroll	Yes	1 Payroll coordinator, payment authorisation.

1	Contract management	EMT	Yes	Contractors includes any external business engaged to complete works for the Shire. Includes construction projects.
1	Information technology	ICT	Yes	Providers are Wallis Computer Solutions, operating systems, core business applications, security, desktop and mobile devices, hardware and software, etc. Important systems include Synergy, Altus, MS Office, Department of Transport.
1	Urgent Environmental Health assessments and approvals	Works	No	Respond and assess urgent requests such as asbestos, food poisoning, contamination, pests, diseases, applications, etc.
1	Reactive facilities maintenance	Works	No	Urgent facility repairs, reactive maintenance to be prioritised (make safe). Includes cleaning services.
1	Reactive parks and reserves requests	Works	No	Urgent park and reserve repairs, reactive maintenance to be prioritised (make safe).
1	Reactive road and drainage requests	Works	No	Urgent road and drainage repairs, reactive maintenance to be prioritised (make safe). Approve, manage or supply traffic management.
1	Engineering assessments	Works	No	Undertake site inspections of Shire assets and provide technical assessment of damaged assets for remediation.
1	Waste collection services	Works	No	Manage waste contractor for Waste Collection. Household waste to be prioritised for collection.
2	Cemetery and interment	Works	No	Dig grave for burials.
2	Stock Management	Works	Yes	Order and manage logistics of key stock supply such as petrol, cleaning supplies etc.

### 4.3. OTHER CONSIDERATIONS

Other considerations	Priority	Delegated to:
Animals in pound - food & water		
Banking security tokens (x2)		
Bulletin board		
Car mobile charges		
Coffee and tea		
Dog/cat cages		
EFTPOS/Cash		
Emergency Management arrangements (available from other LG's and Synergy/Altus)		
Environmental health sample equipment		
Essential records include: <ul style="list-style-type: none"> <li>• Agreements</li> <li>• Certificates of Title</li> <li>• Contracts</li> <li>• Deeds</li> <li>• Leases</li> <li>• MOUs</li> <li>• Vesting Orders</li> </ul>		
Fuel		
Generator		
Manual timesheets and purchase orders		
Mobile phone chargers		
Office safe		
Pens, paper & stationery		
Priority roles able to operate remotely		
Remote work capability (laptops, VPN, MFA access)		
Satellite phones and chargers		
Signage (roads, etc)		
Staff access to internet and secure systems		
Vehicles		
White board & markers		

### 4.4. UPCOMING ACTIVITIES AND EVENTS

Month	Recurring Activity
ALL	Check Compliance Calendar.
ALL	Check Events Calendar.
January	New Years Day and Australia Day Public Holiday
March	Labour Day Public Holiday (WA: first Monday in March)
March/April	Good Friday and Easter Monday Public Holidays
April	ANZAC Day Public Holiday
June	WA Day Public Holiday (typically first Monday in June)
September	Koorda Show
September	Kings's Birthday Public Holiday (typically the last Monday of September)
November	Melbourne Cup Day (held on the first Tuesday of November)
December	Christmas Day and Boxing Day Public Holidays.

**4.5. KEY CONTACTS**

Contact	Key Contacts/ Organisations/ Contractors to be contacted
9264 4111	Department of Education WA
000	Department of Fire & Emergency Services (DFES)
1800 020 103	Department of Health
6551 8700	Department of Local Government & Communities
1800 354 928	Department of Transport
6364 7000	Department of Water and Environmental Regulation
9219 9000	Dept Biodiversity, Conservation and Attractions
6364 7000	Environmental Protection Authority (EPA)
9684 1742	Koorda Medical Centre
9682 6001	Koorda Primary School
9483 8888	LGIS – Insurance
13 81 38	Main Roads
13 14 44	Police (non-emergency)
000	Police, Fire, Ambulance
9326 2000	Public Transport Authority (PTA)
9631 1202	Shire of Dowerin
9685 1202	Shire of Mt Marshall
9681 1166	Shire of Wyalkatchem
9671 2500	Shire of Wongan-Ballidu
9621 1613 (Non-Emergency)	St John Ambulance - Wyalkatchem/Koorda Sub-Centre
9219 3111 / 1300 306 017	State Administrative Tribunal (SAT)
9427 3111	State Library of Western Australia
9427 3600	State Records Office
13 13 53 / 13 13 51 (Emergency)	Synergy
9621 0700	WA Country Health Service (Wheatbelt)
9213 2000 / info@walga.asn.au	WALGA
6364 6965	Waste Authority WA
13 13 75 (Emergency)	Water Corporation
13 10 87	Western Power
1300 307 877	WorkSafe: 1800 678 198 (24hrs serious incidents)
9692 1500	Wyalkatchem District High School
9692 1222	Wyalkatchem Hospital
9681 1140	Wyalkatchem Medical Centre

**4.6. BUSINESS IMPACT ANALYSIS**

The purpose of this section is to identify and prioritise critical business functions based on the impact of disruption to the Shire's operations, community, and compliance obligations.

Business Function	Business Unit	Criticality (High/Medium/Low)	Maximum Tolerable Downtime	Recovery Time Objective (RTO)	Recovery Point Objective (RPO)	Key Dependencies	Community Impact
Communications	CEO	High	24 hours	4 hours	1 hour	IT, internet, staff	Loss of public trust
Payroll	Finance	High	5 days	48 hours	24 hours	IT systems, banking	Staff financial hardship
Waste collection	Works	High	3 days	24 hours	N/A	Contractor, vehicles	Public health risks
Customer service	Admin	High	24 hours	4 hours	1 hour	Phones, IT, staff	Community disruption

## 5. INCIDENT RESPONSE PLANS

### 5.1. LOSS OF ADMINISTRATION BUILDING

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

#### **TASK 1 - Immediate Response**

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

#### Incident Response Team

Team Leader: Chief Executive Officer  
Team Members: Deputy Chief Executive Officer  
Works Supervisor  
Finance Officer  
Shire President (Media Liaison)

#### Recovery Procedure

Incident response Team Leader and Deputy CEO to undertake the following steps:

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

#### Recovery Time Objective

Timeframe for this activity is within 24 hours of the incident.

#### Recovery Location

Primary Site: ES Building  
Secondary Site: Recreation Centre

#### Resource requirements

Mobile Phones  
Laptops  
Charging devices  
Personnel

#### Other Considerations

1. Secure the affected area as necessary.
2. Restrict access to the building/site.
3. Liaise with Emergency Services and Police.
4. Inform Local Government Insurance Services (LGIS).
5. Inform Elected Members and Employees.
6. Liaise with Shire President to make a press release.
7. Inform Community where possible.

## **TASK 2 - Commence operations from Disaster Recovery Site**

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

### Incident Response Team

Team Leader: Chief Executive Officer  
Team Members: Deputy Chief Executive Officer  
Works Supervisor  
Finance Officer  
IT Consultants

### Recovery Procedure

Undertake the following steps:

- Establish the disaster recovery site – **Deputy CEO**
  - Layout workspace utilising tables and chairs from the Memorial Hall
  - Source telephones, establish communications and arrange to have calls directed to mobile telephones.
  - Allocate staff to customer service and disaster recovery assistance.
  - Liaise with other Incident Response Team members to determine items to be immediately replaced and what is recoverable.
  - Contact Shire's IT supplier, ReadyTech (Synergy/Altus Support), stationery supplier.
  - Recover backup disks from external site.
  - Cancel all forward bookings of the ES Building.
- Assess damage and undertake salvage operations – **CEO & Works Supervisor**
  - Undertake initial assessment of salvageable materials, items and records, etc.
  - Contact staff to remove items to salvage site (ES Building or Recreation Centre)
- Co-ordinate all communications, media and elected members, Local Government insurers and general co-ordination of recovery process – **CEO**
  - Liaise with Shire President to issue a media statement.
  - Co-ordinate meetings of Incident Response team.
  - Authorise all immediate purchasing requirements.
  - Liaise with Shire's insurers.
  - Oversee Assessment and Recovery.

### Recovery Time Objective

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

### Resource Requirements

- Office furniture and stationery.
- Administration staff.
- IT hardware and software.
- Communications (land line and internet)

### **TASK 3 - Assess damage and prepare medium term Recovery Plans**

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

#### **Incident Response Team**

Team Leader: Chief Executive Officer  
Team Members: Deputy Chief Executive Officer  
Works Supervisor  
IT Consultants

#### **Recovery Procedure**

Undertake the following steps:

- Establish the disaster recovery site for full operations in the medium to longer term – **Deputy CEO**
  - Recover data to pre disaster state.
  - Bring all records up to date.
  - Contact all necessary persons to inform of incident, expected delays and seek documentation where necessary.
  - Establish necessary equipment and infrastructure requirements to provide full operations from recovery site including demountable buildings and other office accommodation.
- Finalise damage assessment and commence planning for re-establishing services through full or partial rebuild – **CEO & Works Supervisor**
  - Undertake assessment of building and determine action to fully or partially rebuild and make recommendations to Council.
- Co-ordinate all communications, media and elected members, Local Government insurers and general co-ordination of recovery process – **CEO**
  - Oversee Assessment and Recovery
  - Co-ordinate meetings of Incident Response team.
  - Oversee planning for medium term operation from Disaster Recovery Site (6-12 months)

#### **Recovery Time Objective**

4 weeks.

#### **Resource Requirements**

- IT Consultants.
- Additional infrastructure as identified.
- Contractors to clean up disaster site.

### **TASK 4 - Long term Recovery Plan and relocation to permanent Shire Office building**

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

#### Incident Response Team

Team Leader: Chief Executive Officer  
Team Members: Deputy Chief Executive Officer  
Works Supervisor  
IT Consultants

#### Recovery Procedure

Undertake the following steps – **CEO**

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

#### Recovery Time Objective

From the commencement of this task, 4 weeks after the incident, it is the target to have all Shire functions permanently operating from the rebuilt Shire offices in 12 months.

#### Resource Requirements

- Planning assistance.
- Consultants/Architects.
- Contractors

## 5.2. LOSS OF DEPOT BUILDINGS

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

### **TASK 1 - Immediate Response**

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

#### **Incident Response Team**

Team Leader: Chief Executive Officer  
Team Members: Works Supervisor  
Deputy Chief Executive Officer  
Works Team Leader  
IT Consultant

#### **Recovery Procedure**

Incident response Team Leader and Works Supervisor to undertake the following steps:

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

#### **Recovery Time Objective**

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

#### **Recovery Location**

Primary Site: Shire Depot Site if depot site can be utilised.

Secondary Site: Industrial lots on Price Street.

#### **Resource requirements**

Mobile Phones

Personnel

Equipment and Stores

#### **Other Considerations**

1. Secure the affected area as necessary.
2. Restrict access to the building/site.
3. Liaise with Emergency Services and Police.
4. Inform Local Government Insurance Services (LGIS).
5. Inform Elected Members and Employees.
6. Liaise with Shire President to make a press release.
7. Inform Community where possible.

## **TASK 2 - Commence operations from Disaster Recovery Site**

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

### Incident Response Team

Team Leader: Chief Executive Officer  
Team Members: Works Supervisor  
Deputy Chief Executive Officer  
Leading Hand

### Recovery Procedure

Undertake the following steps:

- Establish the disaster recovery site – **Works Supervisor**
  - Establish appropriate temporary depot site on industrial land on Price Street.
  - Administration function to resume from Shire Office.
  - Liaise with other Incident Response Team members to determine items to be immediately replaced and what is recoverable.
- Assess damage and undertake salvage operations – **Works Supervisor, CEO and Works Leading Hand.**
  - Undertake initial assessment of salvageable materials, items and records, etc.
  - Engage staff to remove items to the Price Street Land near current depot.
- Co-ordinate all communications, media and elected members, Local Government insurers and general co-ordination of recovery process – **CEO**
  - Liaise with Shire President to issue a media statement.
  - Co-ordinate meetings of Incident Response team.
  - Authorise all immediate purchasing requirements.
  - Liaise with Shire's insurers.
  - Oversee Assessment and Recovery.

### Recovery Time Objective

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

### Resource Requirements

- Office furniture and stationery.
- Depot Administration and Works staff.
- IT hardware and software.
- Communications (land line and internet)

### **TASK 3 - Assess damage and prepare medium term Recovery Plans**

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

#### **Incident Response Team**

Team Leader: Chief Executive Officer  
Team Members: Works Supervisor  
Deputy Chief Executive Officer  
Leading Hand

#### **Recovery Procedure**

Undertake the following steps:

- Establish the disaster recovery site for full operations in the medium to longer term – **Works Supervisor and Deputy CEO**
  - Establish appropriate temporary depot site on industrial land on Price Street.
  - Administration function to resume from Shire Office (or alternative site).
  - Contact all necessary persons to inform of incident, expected delays and seek documentation when necessary.
  - Liaise with CEO to establish necessary equipment and infrastructure requirements to provide full operations from recovery site.
- Finalise damage assessment and commence planning for re-establishing services through full or partial rebuild – **Works Supervisor, CEO and Leading Hand.**
  - Undertake assessment of buildings and determine action to fully or partially rebuild and make recommendation to Council.
- Co-ordinate all communications, media and elected members, Local Government insurers and general co-ordination of recovery process – **CEO**
  - Oversee Assessment and Recovery.
  - Co-ordinate meetings of Incident Response team.
  - Oversee planning for medium term operation from Disaster Recovery Site (6-12 months)

#### **Recovery Time Objective**

4 weeks.

#### **Resource Requirements**

- IT contractors.
- Additional infrastructure as identified.
- Contractors to clean up disaster site.

### **TASK 4 - Long term Recovery Plan and relocation to permanent Shire Depot building**

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

#### **Incident Response Team**

Team Leader: Chief Executive Officer  
Team Members: Works Supervisor  
Deputy Chief Executive Officer

#### **Recovery Procedure**

Undertake the following steps – **CEO, Works Supervisor and Deputy CEO**

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

#### **Recovery Time Objective**

From the commencement of this task, 4 weeks after the incident, it is the target to have all Shire functions permanently operating from the rebuilt Shire offices in 12 months.

#### **Resource Requirements**

- Planning assistance.
- Consultants/Architects.
- Contractors

### 5.3. COMPLETE IT HARDWARE FAILURE

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

#### Incident Response Team

Team Leader: Chief Executive Officer  
Team Members: Deputy Chief Executive Officer  
Finance Officer  
IT Consultants

#### Recovery Procedure

Undertake the following steps:

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

#### Recovery Time Objective

2 weeks.

#### Resource requirements

IT suppliers (hardware/software, Synergy Soft, Department of Transport etc.)

#### 5.4. IT SYSTEMS & CYBER INCIDENT RESPONSE

This section provides high-level guidance for managing cyber incidents affecting business operations, including system outages, data breaches, and information security events.

Detailed procedures for managing data breaches must be undertaken in accordance with the Shire's Policy "G - Cyber Security and Data Breach Response."

##### Incident Response Team

Team Leader: Chief Executive Officer  
Team Members: Deputy Chief Executive Officer  
Payroll/Governance Officer  
IT Consultants (as required)

##### Recovery Procedure

###### Immediate Actions

- Disconnect affected systems from the network (where safe and appropriate).
- Contact IT provider and LGIS Cyber Incident Response Hotline.
- Notify the Executive Team and relevant Incident Leadership members.
- Preserve evidence (do not shut down or alter systems unless advised by IT or investigators).
- Activate the Data Breach Response (DBR) Team where personal or sensitive information may be involved.

###### Assessment

- Determine:
  - Extent of system compromise
  - Systems and services affected
  - Whether personal or sensitive information is involved
  - Extent of data loss, corruption, or unauthorised access
  - Likely cause of the incident
  - Estimated recovery timeframe
- Where a potential data breach is identified:
  - Follow the preliminary assessment requirements in the Cyber Security and Data Breach Response Policy
  - Ensure all relevant information is documented, including:
    - Date, time, and nature of the incident
    - Type of information affected
    - Number (or estimate) of impacted individuals
    - Initial risk assessment (including likelihood of serious harm)

##### Data Breach Response Alignment

Where a data breach is suspected or confirmed, the following must occur in accordance with the Cyber Security and Data Breach Response Policy:

- Containment and Preliminary Assessment
  - Secure systems and prevent further data loss
  - Preserve evidence and document findings
- Evaluation
  - Confirm whether a data breach has occurred
  - Assess risk of serious harm to individuals
  - Prioritise response actions

- Notification (if required)
  - Identify affected individuals and stakeholders
  - Notify relevant authorities and organisations as required (e.g. Office of the Australian Information Commissioner, insurers, WA Police)
  - Prepare and issue approved communications
- Post-Incident Review and Improvement
  - Investigate root cause
  - Implement measures to prevent recurrence
  - Update systems, processes, and staff training

### Backup & Recovery

- Restore systems from the most recent verified backup
- Validate integrity and security of restored systems before resuming operations
- Ensure restored systems are free from compromise before reconnecting to the network
- Prioritise system recovery in the following order:
  - Communications
  - Payroll/Finance
  - Records and document management
  - Other business systems

### Backup Requirements

- Daily backups of critical systems and data
- Offsite or secure cloud-based storage of backups
- Access controls applied to backup systems
- Quarterly backup restoration testing to confirm integrity and usability

### Cyber Incident Considerations

- Potential data breach notification requirements under the Notifiable Data Breaches scheme
- Legal, regulatory, and privacy obligations
- Activation of the Data Breach Response Team where required
- Communication to affected stakeholders, including staff, Council, community, and regulators
- Coordination with insurers (LGIS) and external specialists
- Reputational impacts and community confidence

## 6. SCENERIO-SPECIFIC CHECKLISTS

### 6.1. LOSS OF (OR ACCESS TO) BUILDINGS / INFRASTRUCTURE / EQUIPMENT

Tasks: Loss of (or access to) buildings / infrastructure / equipment		
<p><b>If relocation is necessary, consider:</b></p> <p><b>Alternative Locations:</b></p> <ul style="list-style-type: none"> <li>• Recreation Centre</li> <li>• Depot</li> <li>• Town Hall</li> <li>• Emergency Services Building</li> <li>• Work from home</li> <li>• Portable site offices</li> </ul> <p><b>Set up a minimum of three workstations and printer in the new facility.</b></p> <p><b>Storage Locations: Physical stock or equipment:</b> Council Reserves, vacant land, Depot, Contractors, Local businesses.</p>		Date & Time
<p><b>Notify current users of the alternative location of your intention to occupy the building.</b></p>		
<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, 3 months, etc.</li> <li>• Supply requirements for the next 5 days, 10 days, 1 month, 3 months, etc.</li> <li>• Other resources or equipment required for the next 5 days, 10 days, 1 month, 3 months, etc.</li> <li>• Clearing backlogs</li> <li>• Leadership and staff rotation/rostering</li> </ul>		Date & Time
<p>Consider how workstations and communications for staff <b>relocating to other sites</b> will be established and allocated.</p>	Delegated to	Date & Time
<p>Staff travel arrangements to other sites.</p>		
<p>Consider how staff working in shifts will be established and allocated (eg; work two shifts of 5 hours rather than one shift of 8 hours).</p>		Date & Time
<p>How workstations and communications for <b>staff working from home</b> will be organised. Note: staff working from home should be housed at the office 2 days per week where possible.</p>	Delegated to	Date & Time
<p>Consider other support areas to assist with relocation.</p>	Delegated to	Date & Time
<p>Familiarise staff with new arrangements and determine communication protocols.</p>	Delegated to	Date & Time
<p>Arrange security access controls for the <b>affected building/s</b>.</p>	Delegated to	Date & Time
<p>Arrange security access controls for the <b>new building/s</b>.</p>	Delegated to	Date & Time
<p>Manage any new <b>OHS/Support and wellbeing issues</b> that may arise either</p> <ul style="list-style-type: none"> <li>• During relocation,</li> <li>• At the new building/s, or</li> <li>• With the use of new equipment.</li> </ul>	Delegated to	Date & Time
<p><b>Notify stakeholders of amended working arrangements.</b></p>	Delegated to	Date & Time

Create a Communications Plan for Councillors, Media, Regulators, other stakeholders and Staff as required. (Template: Appendix 1 - Communications Guidelines)	Delegated to	Date & Time
<b>Redirect:</b> Emails, phones, couriers, etc	Delegated to	Date & Time
Identify necessary people and 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
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**6.2. LOSS OF PEOPLE**

<b>Tasks: Loss of People</b>		
Determine: The number of staff away, affected service areas and 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. Identify staff to be re-deployed from other areas.	Delegated to	Date & Time
Consider how staff working in shifts will be established and allocated (eg; 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 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 Payroll, 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, Community Members, Prisoners etc</li> <li>• Existing contractors</li> <li>• Recruitment agencies for Labour Hire (eg; WALGA, LOGO)</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, 3 months, etc.</li> <li>• Supply requirements for the next 5 days, 10 days, 1 month, 3 months, etc.</li> <li>• Other resources or equipment required for the next 5 days, 10 days, 1 month, 3 months, etc.</li> <li>• Clearing backlogs</li> <li>• Leadership and staff rotation/rostering</li> </ul>	Delegated to	Date & Time
Create a Communications Plan for Councillors, Media, Regulators, other stakeholders and Staff as required. (Template: Appendix 1 - Communications Guidelines)	Delegated to	Date & 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
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**6.3. LOSS OF IT, DATA OR COMMUNICATIONS**

**Where personal or sensitive information may be compromised, Section 5.4 and the Cyber Security and Data Breach Response Policy must be activated.**

<b>Tasks: Loss of IT or Communications</b>		
<b>Contact IT Contractor / Support / or LGIS Cyber Insurer Incident Response Hotline 1800 027 428 ** See response process below</b>	Delegated to	Date & Time
Determine potential cause/s Clarify the extent of the outage Clarify the extent of any data loss Determine restoration target timeframes	Delegated to	Date & Time
Determine whether there is a need for any other staff to assist IT.	Delegated to	Date & Time
Detail a strategy and resources for recovery, including assistance from external contractors, cyber insurer and IT specialists. Communications and employee contact details are on Definitiv.	Delegated to	Date & Time
<b>Consider:</b> Deliverables due today and for the next 5 days, 10 days, 1 month, etc. Consider how workstations and communications for staff relocating to other sites or working from home will be established and allocated. Staff travel arrangements to other sites. Manual procedures or workarounds. Other productive activities not requiring IT or communications infrastructure.	Delegated to	Date & Time
Detail a strategy to resources for recovery, including assistance from neighbouring local governments, responders, external contractors, suppliers, insurers and specialists.	Delegated to	Date & Time
<b>Invoke the IT 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 (eg; 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 Communications Plan for Councillors, Media, Regulators, other stakeholders and Staff as required. ( <b>Template: Appendix 1 - Communications Guidelines</b> )	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 update and feedback.	Delegated to	Date & Time
<b>Consider support and wellbeing requirements of IT.</b>	Delegated to	Date & Time
<b>Other:</b>	Delegated to	Date & Time
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**6.4. LOSS OF KEY SUPPLIERS (e.g. UTILITIES)**

<b>Tasks: Loss of Supplier</b>		
<p><b>Contact the Supplier (where possible) and determine:</b></p> <p>The nature and extent of the incident.                      Have operations ceased entirely, or is it limited?                      Supply of any goods currently in transit.                      Whether the supplier has stock on hand that you can collect.                      Communication updates from the supplier if possible.                      Assign someone to monitor and communicate with the supplier.</p>	Delegated to	Date & Time
<p>Restoration timeframes and clearance of backlogs (if applicable).</p>	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
<p>Determine if there are any legal, health and safety, reputation or financial implications.</p>	Delegated to	Date & Time
<p>Depending on the nature of the incident, <b>consider:</b></p> <ul style="list-style-type: none"> <li>• Requesting assistance from contractors or stakeholders.</li> <li>• Staffing requirements for the next 5 days, 10 days, 1 month, 3 months, etc.</li> <li>• Supply requirements for the next 5 days, 10 days, 1 month, 3 months, etc.</li> <li>• Other resources or equipment required for the next 5 days, 10 days, 1 month, 3 months, etc.</li> <li>• Clearing backlogs.</li> <li>• Leadership and staff rotation/rostering.</li> </ul>	Delegated to	Date & Time
<p><b>Notify stakeholders of amended working arrangements.</b></p>	Delegated to	Date & Time
<p>Create a Communications Plan for Councillors, Media, Regulators, other stakeholders and Staff as required.                      (Template: Appendix 1 - Communications Guidelines)</p>	Delegated to	Date & Time
<p>Place additional orders to make up any low supply quantities.</p>	Delegated to	Date & Time
<p><b>Other:</b></p>	Delegated to	Date & Time
<p> </p>	Delegated to	Date & Time
<p> </p>	Delegated to	Date & Time
<p> </p>	Delegated to	Date & Time
<p> </p>	Delegated to	Date & Time

**6.5. LOSS OF IT/ CYBER INCIDENT**

Tasks: Loss of IT/Cyber Incident		
Isolate affected systems (disconnect from network where appropriate)	Delegated to	Date & Time
Preserve evidence (do not alter or shut down systems unless advised)	Delegated to	Date & Time
Notify IT provider and LGIS Cyber Incident Response Hotline	Delegated to	Date & Time
Notify Executive Team / Incident Leader	Delegated to	Date & Time
Determine if personal or sensitive data may be involved	Delegated to	Date & Time
Activate Data Breach Response (DBR) Team (if applicable)	Delegated to	Date & Time
Undertake preliminary assessment (extent, cause, systems affected, data impacted)	Delegated to	Date & Time
Record key details of incident (time, type, data involved, impacted individuals)	Delegated to	Date & Time
Assess risk of serious harm (in line with Data Breach Response Policy)	Delegated to	Date & Time
Confirm whether a data breach has occurred	Delegated to	Date & Time
Notify insurer (LGIS)	Delegated to	Date & Time
Activate backup recovery and restore systems from verified backups	Delegated to	Date & Time
Validate integrity and security of restored systems before use	Delegated to	Date & Time
Prioritise system restoration (Communications → Payroll → Records → Other)	Delegated to	Date & Time
Determine if notification is required under legislation (NDB scheme)	Delegated to	Date & Time
Notify affected individuals, regulators, and stakeholders (if required)	Delegated to	Date & Time
Prepare and approve communications (internal and external)	Delegated to	Date & Time
Monitor systems for further compromise or ongoing risk	Delegated to	Date & Time
Identify root cause of incident	Delegated to	Date & Time
Implement corrective actions to prevent recurrence	Delegated to	Date & Time
Conduct post-incident review and update procedures	Delegated to	Date & Time
<b>Other:</b>	Delegated to	Date & Time
	Delegated to	Date & Time
	Delegated to	Date & Time
	Delegated to	Date & Time

**6.6. SUPPLIER CONTINUITY**

<b>Tasks: Supplier Continuity</b>				
<b>Supplier</b>	<b>Service</b>	<b>Criticality</b>	<b>Backup Supplier</b>	<b>Notes</b>
Synergy	Power	High	Generator	Ensure fuel supply
Wallis IT	IT Services	High	Backup IT provider	Maintain support agreement and IT Disaster Recovery Plan
Waste Contractor	Waste	High	Alternate contractor	Confirm availability
Water Corporation	Water	High	N/A	Emergency contact required

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## 7. MANAGE

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

Tasks		
Arrange responsibilities for tasks and determine target completion times.		
Record all decisions, actions and issues.	Delegated to	Date & Time
Monitor ongoing staff support and 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 and notify Key Contacts of any amended working arrangements.	Delegated to	Date & Time
Provide feedback, information, copies of communications and 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

## 8. RECOVER

Tasks		
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 and determine target completion times.		
Record all decisions, actions and issues.	Delegated to	Date & Time
Monitor ongoing staff support and 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 communications with affected areas and stakeholders.</li> <li>Cost 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 Shire'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 acknowledgement of contributions.</li> <li>IT system performance and recovery arrangements.</li> </ul>	Delegated to	Date & Time
Present findings for review.	Delegated to	Date & Time
Celebrate achievements and anniversary of incident (if appropriate).	Delegated to	Date & Time

## 9. REVIEW AND MAINTAIN

### 9.1. TESTING AND EXERCISING

To ensure the effectiveness of this Plan, it is recommended that testing takes place on a regular basis.

Testing may include;

- Annual tabletop exercise involving the Executive Management Team
- Biennial simulation exercise involving operational staff (where feasible)
- Annual IT disaster recovery and backup restoration testing

All exercises must:

- Be documented
- Identify improvement actions
- Be reported to the Executive Management Team
- Include assigned responsibility and timeframes for completion of improvement actions

### 9.2. PLAN MAINTENANCE

It is critical that this Plan is regularly reviewed to ensure that it remains relevant, accurate and useful.

The Executive Management Team is responsible for:

- Reviewing and maintaining the Plan (biennially)
- Ensuring all contact details and insurance information are updated at least annually
- Ensuring organisational structure changes are reflected in the Plan

The Plan should:

- Use staff titles rather than individual names
- Be updated whenever there are significant organisational or operational changes

Maintaining an up-to-date Plan is a key factor in the successful implementation of response and recovery actions during an incident.

### 9.3. CONTINUOUS IMPROVEMENT

After any incident or exercise, it is important to assess the performance of the Plan, including:

- What was handled well
- What could be improved
- Any gaps in procedures, resources, or communication

A formal post-incident review (debrief) should be conducted and:

- Documented
- Reported to the Executive Management Team
- Used to update the Plan as soon as practicable (where required)

Where relevant:

- Policies, procedures, and training programs should be updated
- Staff awareness and capability improvements should be implemented

#### 9.4. OPERATIONAL PREPAREDNESS

To support readiness:

- Each workplace fire warden will develop and maintain an evacuation process
- Evacuation plans must be:
  - Laminated
  - Clearly displayed
  - Accessible to staff and visitors

#### 9.5. REVIEW HISTORY

<b>Date</b>	<b>Council Resolution</b>	<b>Description of review/amendment</b>
June 2026		V2.0 – Minor amendments throughout plan following recommended 2 yearly review. <ul style="list-style-type: none"><li>• Inclusion of items from Shire Policy “G - Cyber Security and Data Breach Response”</li><li>• Under Section 4. Assess, inclusion of business impact analysis.</li><li>• Inclusion of additional scenario-specific checklists (Loss of IT/Cyber Incident and Supplier Continuity).</li><li>• Expansion of “Review and Maintain” Section.</li></ul>
March 2024		V1.0 – Creation of document.

DRAFT

## APPENDIX 1 - COMMUNICATIONS GUIDELINES

### Sample Communications Template

**This is what we know (& this is who is impacted):**

**This is what we don't know:**

**This is what we are doing:**

**This is what we want you to do:**

**Press Release Example:**

On (insert day and date) at approximately (insert time) the Shire of Koorda experienced a business interruption event (describe event • this is what we know, • this is what we don't know, etc, as above). See 'Notification Chart' below for likely questions from stakeholders and 'Message Mapping' below for a template.

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

### Communications Team Responsibilities

Primary	Deputy	Role/Responsibility
CEO	Deputy CEO	<ul style="list-style-type: none"> <li>Works with Management Team/Council, to 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 spokesperson 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>WHAT</b> is impacted?	
<b>WHERE</b> did it happen?	
<b>WHEN</b> did it happen?	
<b>WHO</b> is involved? <b>WHO</b> is impacted?	
<b>HOW</b> did it happen?	
<b>WHY</b> did it happen?	
<b>WHAT</b> is currently being completed?	
<b>NOTE:</b> 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>• Alternative 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>	<p><b>Immediately</b></p> <ul style="list-style-type: none"> <li>• The extent of the event.</li> <li>• Names of individuals involved and injuries.</li> <li>• Access to counselling services.</li> </ul>	<ul style="list-style-type: none"> <li>➤ What has happened?</li> <li>➤ Who are the 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 responsible?</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 being managed?</li> <li>➤ When will normal capability and capacity be restored?</li> </ul>
<b>Auditors/ Shareholders</b>	<ul style="list-style-type: none"> <li>• The nature of the event.</li> <li>• Immediate impacts on operational capacity.</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>	<p><b>Immediately</b></p> <ul style="list-style-type: none"> <li>• That an event has occurred.</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>

### Notification Chart

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 product/service exists?</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 an 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 for 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 is 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 responsible?</li> <li>➤ Can it happen again?</li> <li>➤ What similar events have happened previously?</li> </ul>

