



Shire of
Koorda

Drive in, stay awhile

**Local Emergency
Management
Arrangements
2020**

Authority

These arrangements have been produced and issued in compliance with s(41)(1) and (2) of the [Emergency Management Act 2005](#) ('the Act'), endorsed by the Shire of Koorda Local Emergency Management Committee (LEMC) and Council, the District Emergency Management Committee (DEMC) and State Emergency Management Committee (SEMC).

These arrangements have been developed by personnel within the Shire of Koorda and by the Local Emergency Management Committee. Consultation has been sought from the wider community.

These arrangements should be read in conjunction with the Emergency Management Act 2005 and the State Emergency Management Plans (WESTPLAN), State Hazard Plans (SHP), State Emergency Management Policy Statements and the Department of Communities' Local Emergency Management Plan for the Provision of Welfare Support.


Endorsed by:



Jannah Stratford
Chairperson, Koorda LEMC

15/10/2020

Date



Jannah Stratford
President, Shire of Koorda
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21/10/2020

Date

Document Review

Date

Amendment History

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V01-2011	2011	Initial Adoption of LEMA	
V02-2011	21/03/2013	Updated Contacts Listing	
V03-2011	18/03/2016	Updated Contacts Listing	
V04-2011	15/10/2018	Updated Contacts Listing	
V01-2020	21/10/2020	Complete update of LEMA	LF

Suggestions and Comments from the Community and Stakeholders can help improve these arrangements and subsequent amendments.

To forward feedback, please copy the relevant section, mark the proposed changes and forward to;

The Chairperson
 Local Emergency Management Committee
 Shire of Koorda
 PO BOX 20
 Koorda, WA, 6475

Or email to: dceo@koorda.wa.gov.au

The Chairperson will refer any correspondence to the LEMC for consideration and/or approval. Amendments promulgated are to be certified in this document when updated.

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SECTION ONE

INTRODUCTION



Glossary of Terms

Australasian Inter-Service Incident Management System (AIIMS): A nationally adopted structure to formalise a coordinated approach to emergency incident management.

Combat Agency: As prescribed under Section 6(2) of the *Emergency Management Act 2005*, a combat agency is to be a public authority, or other person who or which, because of the agency's functions under any written law or specialised knowledge, expertise and resources, is responsible for performing an emergency management activity prescribed by the regulations in relation to that agency.

Comprehensive Approach: The development of emergency and disaster arrangements to embrace the aspects of Prevention, Preparedness, Response and Recovery (PPRR). PPRR are aspects of emergency management, not sequential phrases. (Synonyms: disaster cycle, disaster phases and PPRR)

Command: The direction of members and resources of an organisation in the performance of the organisation's role and tasks. Authority to command is established in legislation or by agreement with an organisation. Command relates to organisations and operates vertically within an organisation. (See also *Control* and *Coordination*)

Control: The overall direction of emergency management activities in an emergency situation. Authority for control is established in legislation or in an emergency plan, and carries with it the responsibility for tasking and coordinating other organisations in accordance with the needs of the situation. Control relates to situations and operates horizontally across organisations. (See also *Command* and *Coordination*)

Controlling Agency: An agency nominated to control the response activities to a specified type of emergency.

Coordination: The bringing together of organisations and elements to ensure an effective response, primarily concerned with the systematic acquisition and application of resources (organisation, manpower and equipment) in accordance with the requirements imposed by the threat or impact of an emergency. Coordination related primarily to resources, and operates, vertically, within an organisation, as a function of the authority to command, and horizontally, across organisations, as a function of the authority to control. (See also *Control* and *Command*)

District Emergency Management Committee: A committee established under Section 31(1) of the *Emergency Management Act 2005*

Emergency: The occurrence or imminent occurrence of a hazard which is of such a nature or magnitude that it requires a significant and coordinated response

Emergency Coordination Centre: A facility established to coordinate and organise emergency provision of services.

Emergency Management: The management of the adverse effects of an emergency including

- Prevention: the mitigation or prevention of the probability of the occurrence of, and the potential adverse effects of, an emergency.
- Preparedness: preparation for response to an emergency
- Response: the combating of the effects of an emergency, provision of emergency assistance for casualties, reduction of further damage and help to speed up the

recovery process.

- Recovery: the support of emergency affected communities in the reconstruction and restoration of physical infrastructure, the environment and community, psychosocial and economic wellbeing.

Emergency Management Agency: A hazard management agency (HMA), a combat agency or a support organisation.

Hazard: An event, situation or condition that is capable of causing or resulting in loss of life, prejudice to the safety, or harm to the health of persons or animals; or destruct of; or damage to property or any part of the environment and is defined in the *Emergency Management Act 2005* or prescribed in the *Emergency Management Regulations 2006*.

Hazard Management Agency (HMA): A public authority, or other person, prescribed by the *Emergency Management Regulations 2006* to be a hazard management agency for emergency management, or an aspect of emergency management, of a hazard for a part of the whole of that State.

Incident: the occurrence or imminent occurrence of a hazard.

Incident Controller: The person designated by the Controlling Agency, to be responsible for the overall management and control of an incident within an incident area and the tasking of agencies in accordance with the needs of the situation. (Note: Agencies may use different terminology, however, the function remains the same).

Incident Support Group: A group of agency/organisation liaison officers convened by the Incident Controller to provide agency specific expert advice and support in relation to operational response to the emergency.

Local Emergency Coordinator: The person appointed by the State Emergency Coordinator to provide advice and support to their local emergency management committee in the development and maintenance of emergency management arrangements, assist hazard management agencies in the provision of a coordinated response during an emergency in the district and carry out other emergency management functions under the direction of the State Emergency Coordinator.

Local Emergency Management Committee: A committee established under Section 38 of the *Emergency Management Act 2005*.

Operational Area: The area defined by the Operational Area Manager for which they have overall responsibility for the strategic management of an emergency. This area may include one or more Incident Areas.

Preparedness: Preparation for response to an emergency.

Prevention: The mitigation or preventing of the probability of the occurrence of, and the potential adverse effects of, an emergency.

Public Authority: An agency as defined in the *Public Sector Management Act 1994*;

- A body, corporate or unincorporated that is established or continued for a public

purpose by the State, regardless of the way it is established;

- A local government or regional local government;
- The Police Force of Western Australia;
- A member or officer of a body referred to in one of the above; or
- A person or body prescribed (or of a class prescribed) by the regulations as a public authority for the purposes of this definition.

Recovery: The support of emergency affected communities in the reconstruction and restoration of physical infrastructure, the environment and community, psychological and economic wellbeing.

Response: The combatting of the effects of an emergency, provision of emergency assistance for casualties, reduction of further damage, and help to speed recovery.

Risk: A concept used to describe the likelihood of harmful consequences arising from the interaction of hazards, communities and the environment.

- The chance of something happening that will have an impact upon objectives. It is measured in terms of consequences and likelihood;
- A measure of harm, taking into account the consequences of an event and its likelihood. For example, it may be expressed as the likelihood of death to an exposed individual over a given period; and
- Expected losses (of lives, persons injured, property damaged, and economic activity disrupted) due to a particular hazard for a given area and reference period. Based on mathematical calculations, risk is the product of hazard and vulnerability.

Standard Operating Procedure: A set of directions detailing what actions could be taken, as well as how, when, by whom and why, for specific events or tasks.

State Emergency Management Committee: A committee established under Section 13 of the *Emergency Management Act 2005*.

Vulnerability: The characteristics and circumstances of a community, system or asset that make it susceptible to the damaging effects of a hazard. There are many aspects of vulnerability, arising from various physical, social, economic and environmental factors that vary within a community and over time.

Welfare: The provision of immediate and continuing care of emergency affected persons who may be threatened, distressed, disadvantaged, homeless or evacuated; and, the maintenance of health, well-being and prosperity of such persons with all available community resources until their rehabilitation is achieved.

Document Availability

- A copy of this document (public version) is available on the Shire of Koorda’s website <https://www.koorda.wa.gov.au/the-shire/services/emergency-services.aspx>
- A print copy of this document (public version) will be made available to the public at the Shire of Koorda Administration Building at 10 Haig Street, Koorda, WA 6475.
- An electronic copy of this document (confidential version) is available to all Local Emergency Management Committee members.

General acronyms used in these Arrangements

BFS	Bush Fire Service
BFB	Bush Fire Brigade
CA	Controlling Agency
CEO	Chief Executive Officer
DC	Department of Communities
DEMC	District Emergency Management Committee
ECC	Emergency Coordination Centre
DFES	Department of Fire and Emergency Services
FRS	(Volunteer) Fire and Rescue Service
HMA	Hazard Management Agency
ISG	Incident Support Group
LEC	Local Emergency Coordinator
LEMA	Local Emergency Management Arrangements
LEMC	Local Emergency Management Committee
LG	Local Government
LRC	Local Recovery Coordination
LRCC	Local Recovery Coordinating Committee
MOU	Memorandum of Understanding
NGO	Non-governmental Organisation
PaW	Parks and Wildlife Service (Department of Biodiversity, Conservation and Attractions)
SEC	State Emergency Coordinator
SEMC	State Emergency Management Committee
SES	State Emergency Service
SEWS	State Emergency Warning Signal
SHC	State Health Coordinator
SJA	St John Ambulance
WA HEALTH	Department of Health
WAPOL	WA Police Force

Disclaimer

The Shire of Koorda makes no representations about the suitability of the information contained in this document or any material related to this document for any purpose. The document is provided with no warranty of any kind to the extent permitted by law. The Shire of Koorda hereby disclaims all warranties and conditions with regard to this information, including all implied warranties and conditions of merchantability, fitness for particular purpose, title and non-infringement. In no event shall the Shire of Koorda be liable for any special, indirect or consequential damages resulting from the loss of use, data or profits, whether in an action of contract, negligence or other tortious action, arising out of or in connection with the use of information available in this document. The document or material related to this document could

include technical inaccuracies or typographical errors.

Aim

To detail emergency management arrangements and ensure understanding between agencies and stakeholders involved in managing emergencies within the Shire.

Purpose

To set out;

- The Shire of Koorda's policies for emergency management
- The roles and responsibilities for public authorities and other persons involved in emergency management
- Provisions about the coordination of the emergency operations by performed by the public authorities and other persons
- Description of emergencies likely to occur within the Shire of Koorda
- Strategies and priorities for emergency management in the district
- Other matters about emergency management in the Shire of Koorda that the Shire of Koorda considers appropriate

Scope

These arrangements are to ensure the community is prepared to deal with the identified emergencies should they arise. It is not the intent of this document to detail the procedures for HMAs in dealing with an emergency. These should be detailed in the HMAs individual plans.

- This document applies to the local government district of the Shire of Koorda.
- This document covers areas where the Shire of Koorda provides support to HMAs in the event of an incident.
- This document details the Shire of Koorda's capacity to provide resources in support of an emergency, while still maintaining business continuity; and the Shire of Koorda responsibilities in relation to recovery management.

The arrangements are to serve as a guide to be used at the local level. Incidents may arise that require action or assistance from district, state or federal level.

Area Covered

The Shire of Koorda is a small rural community located in the Central Wheatbelt, approximately 238kms north-east of Perth with a population of approximately 430 people. Broad acre agriculture is the major industry within the Shire and the social and recreational needs are met with a variety of clubs, groups and facilities.

The Shire covers an area of 2,662 square kilometres with its closest border located about 218kms north-east from Perth. The Shire is roughly rectangular in shape, about 85kms north-south and 34kms east-west.

The Shire of Koorda is bounded on the north by the Shires of Mt Marshall and Dalwallinu, on the west by the Shires of Wongan-Ballidu and Dowerin, on the south by the Shires of Wyalkatchem and Trayning, and on the east by the Shire of Mt Marshall.

Exercising, Reviewing and Reporting

The Aim of Exercising

Testing and exercising is essential to ensure that emergency management arrangements are workable and effective. Testing and exercising is important to ensure individuals and organisations remain aware of which is required of them during an emergency response situation.

The exercising of a HMA's or Combat Agency's response to an incident is a HMA and Combat Agency responsibility however it could be incorporated into a LEMC exercise.

Exercising the Emergency Management Arrangements will allow the LEMC to:

- Test the effectiveness of the Shire of Koorda;
- Bring together members of emergency management agencies and give them knowledge and confidence in their roles and responsibilities;
- Help educate the community about local arrangements and programs;
- Allow participating agencies an opportunity to test their operations procedures and skills in simulated emergency conditions; and
- Test the ability of separate agencies to work together on common tasks and to assess effectiveness of co-ordination between them.

Frequency of Exercises

State Emergency Policy Section 4.8, State Emergency Management Plan 4.7 and the State Emergency Management Preparedness Procedure 19 outline the State arrangements for emergency management exercising, including the requirements for LEMC's to exercise their arrangements on at least an annual basis.

Types of Exercises

Some examples of exercise types include:

- Desktop/Discussion;
- A phone tree recall exercise;
- Opening and closing procedures for welfare centres or any facilities that might be operating in an emergency;
- Operating procedures of an Emergency Coordination Centre; and
- Locating and activating resources on the *Contacts and Resource Register*.

Reporting of Exercising

Each LEMC reports their exercise schedule to relevant DEMC by the 1st May each year for inclusion in the DEMC report to the Exercise Management Advisory Group.

Once the exercises have been completed, post exercise reports should be forwarded to the DEMC to be included in reporting for the SEMC annual report.

Review of the Local Emergency Management Arrangements

The *Local Emergency Management Arrangements (LEMA)* shall be reviewed in accordance with SEMP s2.5 – *Emergency Management for Local Government* and amended or replaced whenever the Local Government considers it appropriate (*s.42 of the EM Act*.)

According to the *SEMC Policy No 2.5 - Emergency Management for Local Government*, the LMA (including recovery plans) are to be reviewed and amended as follows:

- Contact lists are reviewed and updated quarterly;
- A review is conducted after training that exercises the arrangements;

- An entire review is undertaken every five (5) years, as risks might vary due to climate, environment and population changes; and
- Circumstances may require more frequent reviews.

Annual Reporting

The Annual Report of the LEMC is to be completed and submitted to the DEMC within two weeks of the end of the financial year for which the Annual Report is prepared. The LEMC is required to submit a signed hard copy of the Annual Report to the Executive Officer of the DEMC.

The information provided by the LEMC Annual Report is collated into the SEMC and SEMC Secretariat Annual Report which is tabled in Parliament.

The SEMC issue the Annual Report template.

Agreements, Understandings and Commitments

The North Eastern Wheatbelt Region of Councils (NEWROC) group is compiled of members from the Shires of; Koorda, Dowerin, Mt Marshall, Mukinbudin, Nungarin, Trayning and Wyalkatchem. Currently no formal arrangements exist, however NEWROC have an informal understanding for mutual assistance within the group.

Local Role	Description of responsibilities
Local Government	<p>The responsibilities of the Shire of Koorda are defined in s36 of the Emergency Management Act 2005.</p> <p>It is a function of a local government –</p> <ul style="list-style-type: none"> • subject to this Act, to ensure that effective local emergency management arrangements are prepared and maintained for its district; and • to manage recovery following an emergency affecting the community in its district; and • to perform other functions given to the local government under this Act
Local Emergency Coordinator	<p>The responsibilities of the LEC are defined in s37 of the Emergency Management Act 2005.</p> <p>The Local Emergency Coordinator for a local government district has the following functions –</p> <ul style="list-style-type: none"> • to provide advice and support to the local emergency management committee for the district in the development and maintenance of emergency management arrangements for the district; • to assist hazard management agencies in the provision of a coordinated response during an emergency in the district; • to carry out other emergency management activities in accordance with the directions of the State Emergency Coordinator
Local Recovery Coordinator	<p>To ensure the development and maintenance of effective recovery management arrangements for the Local Government. In conjunction with the Local Recovery Committee to implement a post incident recovery action plan and manage the recovery phase of the incident.</p>
Local Government Welfare Liaison Officer	<p>During an evacuation where a local government facility is utilised by the Department of Communities provide advice, information and resources regarding the operation of the facility.</p>
LG Liaison Officer (to the ISG/IMT)	<p>During a major emergency the liaison officer attends ISG meetings to represent the Local Government, provides local knowledge input and provides details contained in the LEMA.</p>
Local Government – Incident Management	<ul style="list-style-type: none"> • Ensure planning and preparation for emergencies is undertaken. • Implement procedures that assist the community and emergency services deal with incidents. • Ensure that all personnel with emergency planning and preparation, response and recovery responsibilities are properly trained in their role. • Keep appropriate records of incidents that have occurred to ensure continual improvement of the Shire’s emergency response capability. • Liaise with the incident controller (provide liaison officer). • Participate in the ISG and provide local support. • Where an identified evacuation centre is a building owned

	<p>and operated by the Local Government, provide a liaison officer to support the CPFS.</p>
<p>Local Welfare Coordinator</p>	<p>The Local Welfare Coordinator is appointed by the DCPFS District Director to:</p> <ul style="list-style-type: none"> • Establish, chair and manage the activities of the Local Welfare Emergency Committee (LWEC), where determined appropriate by the District Director; • Prepare, promulgate, test and maintain the Local Welfare Plans; • Represent the Department and the emergency welfare function on the Local Emergency Management Committee and Local Recovery Committee; • Establish and maintain the Local Welfare Emergency Coordination Centre; • Ensure personnel and organisations are trained and exercised in their welfare responsibilities; • Coordinate the provision of emergency welfare services during response and recovery phases of an emergency; and • Represent the Department on the Incident Management Group when required.

LEMC Executive

Chair	Shire of Koorda President, Deputy, Councilor or CEO
Deputy Chair	OIC, Koorda Police Station
Executive Officer	Shire of Koorda staff member, usually DCEO

LEMC Roles and Responsibilities

The Shire of Koorda has established a Local Emergency Management Committee (LEMC) as per section 38(1) of the *Emergency Management Act 2005* to oversee, plan and test the local emergency management arrangements.

The LEMC includes representatives from agencies, organisations and community groups that are relevant to the identified risks and emergency management arrangements for the community.

The LEMC is not an operational committee but rather the organisation established by the local government to assist in the development of local emergency management arrangements for its district.

The LEMC plays a vital role is assisting our communities to become more prepared for major emergencies by;

- Developing, enhancing and testing preparedness planning from a multi-agency perspective having local knowledge of hazards, demographic issues; they provide advice to the Hazard Management Agencies to develop effective localised hazard plans;
- Providing multi-agency forum to analyse and treat local risk; and
- Providing a forum for multi-agency stakeholders to share issues and learnings to ensure continuous improvement.

The LEMC Relevant membership must include at least one local government representative and the Local Emergency Coordinator. Relevant government agencies and other statutory authorities will nominate their representatives to be members of the LEMC.

The term of appointment of LEMC members shall be determined by the local government in consultation with the parent organisation of the members.

The Koorda LEMC schedule meetings in February, April, August and October each year.

Local Role	Description of Responsibility
LEMC Chair	Provide leadership and support to the LEMC to ensure effective meetings and high levels of emergency management planning and preparedness for the Local Government district is undertaken.
LEMC Deputy Chair	Provides leadership and support to the LEMC in the absence of the Chair.
LEMC Executive Officer	Provide executive support to the LEMC by: <ul style="list-style-type: none"> • Provide secretariat support including: <ul style="list-style-type: none"> ○ Meeting agenda; ○ Minutes and action lists; ○ Correspondence; ○ Committee membership contact register; • Coordinate the development and submission of committee

	<p>documents in accordance with legislative and policy requirements including;</p> <ul style="list-style-type: none">○ Annual Report;○ Annual Business Plan;○ Local Emergency Management Arrangements;• Facilitate the provision of relevant emergency management advice to the Chair and committee as required; and• Participate as a member of sub-committees and working groups as required.
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LEMC Membership

Executive	
Chair	Shire of Koorda President, Deputy, Councillor or CEO
Deputy Chair	Koorda Police Station Officer in Charge/LEC
Executive Officer	Shire of Koorda DCEO or staff member
Local Recovery Coordinator	Shire of Koorda CEO
Administrative Support:	Koorda Community Resource Centre/Shire of Koorda Manager/Staff Member
HMA's	
Shire of Koorda	Chief Bush Fire Control Officer
Parks and Wildlife	District Fire Coordinator
Dept. of Fire and Emergency Services	District/Area Officer
Dept. of Transport	Regional Manager
Dept. of Health	Regional Director
Dept. of Agriculture and Food	Site Manager
Police, Koorda	Officer in Charge
Welfare Support	
Centrelink	Team Leader
Community Services	District Emergency Services Officer
Red Cross	Koorda Branch/Team Leader
Salvation Army	Lieutenant
CWA	Koorda Branch
Utilities	
Main Roads WA	Local Manager
Additional Members as directed by the Shire of Koorda	
St John Ambulance	Regional Manager/Community Paramedic Koorda and Wyalkatchem Subcentre
Shire of Koorda	Works Supervisor
DFES	Regional Superintendent
WALGA	
Department of Education	Koorda Primary School
CBH Group Koorda	Koorda Area Manager
Great Southern Fuel Services	Koorda Depot

For current LEMC membership names and contacts please see **Section 8 – Contacts and Resource Register**.

Note: this is only available to LEMC members and Emergency Management professionals.

Agency Roles and Responsibilities

In the event of an emergency, the local government will need to liaise with a range of state agencies who will be involved in the operational aspects of the emergency. The following table summarises the key roles:

Agency Roles	Description of Responsibility
Controlling Agency	<p>A controlling agency is an agency nominated to control the response activities to a specified type of emergency.</p> <p>The function of a controlling agency is to:</p> <ul style="list-style-type: none"> • Undertake all responsibilities as prescribed in agency specific legislation for prevention and preparedness. • Control all aspects of the response to an incident. <p>During recovery the controlling agency will ensure effective transition to recovery.</p>
Hazard Management Agency	<p>A hazard management agency is 'to be a public authority or other person who or which, because of that agency's functions under any written law or specialised knowledge, expertise and recourses, is responsible for emergency management, or the prescribed emergency management aspect, in the area prescribed of the hazard for which it is prescribed.' [EM Act 2005, s4]</p> <p>The HMA is prescribed in the Emergency Management Regulations 2006.</p> <p>Their function is to:</p> <ul style="list-style-type: none"> • Undertake responsibilities where prescribed for these aspects [EM Regulations]. • Appoint Hazard Management Officers [s55 Act]. • Declare/ revoke emergency situation [s50 and s53 Act]. • Coordinate the development of the West Plan for that hazard [State EM Policy Section 1.5]. • Ensure effective transition to recovery by Local Government.
Combat Agency	<p>A Combat Agency as prescribed under subsection (1) of the Emergency Management Act 2005 is to be a public authority or other person who or which, because of that agency's functions under any written law or specialised knowledge, expertise and recourses, is responsible for performing an emergency management activity prescribed by the regulations in relation to that agency.</p>
Support Organisation	<p>A public authority or other person who or which, because of that agency's functions under any written law or specialised knowledge, expertise and recourses, is responsible for providing support function in relation to that agency. (State EM Glossary)</p>

Related Documents and Arrangements**Local Emergency Management Policies**

As per section 41(2)(a) of the *Emergency Management Act 2005*, the local emergency management arrangements need to specify “the local government policies for emergency management”. The Shire of Koorda has the following emergency management policies in place:

The Shire of Koorda has no Local Emergency Management Policies which are unique to our local government area.

Existing Plans and Arrangements

Document	Owner	Location
WAPOL Local Hazard Plan – Road Crash	WA Police	Koorda
WAPOL Local Hazard Plan – Air Crash	WA Police	Koorda
WAPOL Local Hazard Plan – Land Search	WA Police	Koorda
Emergency Evacuation Plan	Koorda Primary School	Koorda
Emergency Evacuation Plan	Koorda CBH	Koorda
Emergency Evacuation Plan	Great Southern Fuel Services	Koorda
Local Emergency Management Plan for Provision of Welfare Support (December 2015)	Department for Child Protection & Family Support	Merredin

Community Consultation

Community consultation was through LEMC meetings and members of the committee representing the community.

Community Awareness

The Koorda LEMC makes every effort to increase community awareness of emergency management.

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SECTION TWO

COORDINATION OF EMERGENCY



Australasian Inter-Service Incident Management System (AIIMS)

In a multi-agency system, incident management comprises command, control and coordination.

Control maintains the overall direction of emergency response. To effectively control an emergency, incidents should be managed by a single person. (The Incident Controller)

Command is the direction of resources within the agencies whose resources are committed to the emergency.

Coordination is the bringing together of agencies and resources to ensure effective response to and recovery from emergencies.

In order to work together effectively, emergency management agencies need a common framework of roles, responsibilities and processes. In Australia, AIIMS is the nationally recognised system of incident management. AIIMS is founded on five key principles, with eight key functions identified within the structure.

The five key principles of AIIMS

Unity of Command	Each individual should report to only one Supervisor. There is only one Incident Controller, one set of objectives, one plan for the management of the incident.
Span of Control	Refers to the number of groups or individuals that can be successfully supervised by one person. Up to five reporting groups/individuals is considered desirable, occasionally more.
Functional Management	Functions are performed and managed by Incident Controller or his/her delegates. Eight key areas of functional management; Incident Controller and heads of the functional sections are collectively the Incident Management Team (IMT).
Management by Objectives	The Incident Controller, in consultation with the IMT, determines the desired outcomes of the incident.
Flexibility	AIIMS can be applied to any incident or emergency event, so a flexible approach is essential.

The eight possible functions of AIMS

Control	Management of all activities required to resolve the incident.
Planning	Development of objectives, strategies and plans for the resolution of the incident.
Intelligence	Collecting and analysing information or data which is distributed as intelligence to support decision making and planning.
Public Information	Provisions of warnings, information and advice to the public, liaison with the media and community.
Operations	Tasking and application of resources.
Investigation	Investigating to determine the cause of and/or the factors contributing to the impact of the incident.
Logistics	Acquisition and provision of human and physical resources, facilities, services and materials.
Finance	Managing accounts for purchases of supplies, hire of equipment, etc. Insurance and compensation for personnel, property and vehicles. Collection of cost data and provision of cost-effect analyses and providing cost estimates for the incident.

Incident Management Team (IMT)

An IMT is made up of incident management personnel comprising the Incident Controller and the personnel he or she appoints to be responsible for the functions of operations, planning and logistics. An Incident is controlled by a Controlling Agency, which will nominate an Incident Controller who has delegated authority to manage the control of the incident. The team is led by the Incident Controller and is responsible for the overall control of the response to the incident. As an incident scales up and down in size, so does the size of the IMT.

Incident Support Group (ISG)

The role of an ISG is to provide support to the Incident Management Team (IMT). The ISG is a group of people represented by the different agencies who may have involvement in the incident and who provide support to the Controlling Agency.

Trigger for an ISG

An ISG is triggered when the incident is a “Level 2” or higher and when multiple agencies need to be coordinated.

Classification of Incidents:

Level	Description	Local Response Required
Level One	Usually resolved through local or initial response resources	Provide support to resolve the incident at the local level
Level Two	Require deployment of resources beyond initial response, functional sections established due to complexity	Provide support to resolve the incident at a local level, provide a Local Government Liaison Officer to the ISG. Make facilities available to the HMA as evacuation centres.
Level Three	Complexity may require divisions for effective management to be established, usually involves delegation of all functions	Provide support to resolve the incident at a local level, provide Local Government Liaison Officers to the ISG and /or OASG. Make facilities available to the HMA as evacuation centres.

Membership of an ISG

The recovery coordinator should be a member of the ISG from the outset to ensure consistency of information flow, situational awareness and handover to recovery. The representation on this group may change regularly depending upon the nature of the incident, agencies involved and the consequences caused by the incident.

Agencies supplying staff for the ISG must ensure that the representative(s) have the authority to commit resources and/or direct tasks.

Frequency of Meetings

The frequency of meetings will be determined by the Incident Controller and will depend of the nature and complexity of the incident. As a minimum there should be at least one meeting per incident.

Location of ISG Meetings

Location of ISG meetings will be determined by the Incident Controller but should not be held in the midst of the incident, nor should they be held at the same location as meetings of the incident management team.

The following locations can be used for ISG meetings:

Location One: Shire of Koorda Emergency Services Building

Address: Corner Smith Street & Ninghan Road, Koorda

Location Two: Koorda Administration Office

Address: 10 Haig Street, Koorda

For a list of contacts in order to open these locations for ISG meetings, please refer to [INCIDENT SUPPORT GROUPS MEETING LOCATIONS AND CONTACTS](#) in the Contacts and Resources Section.

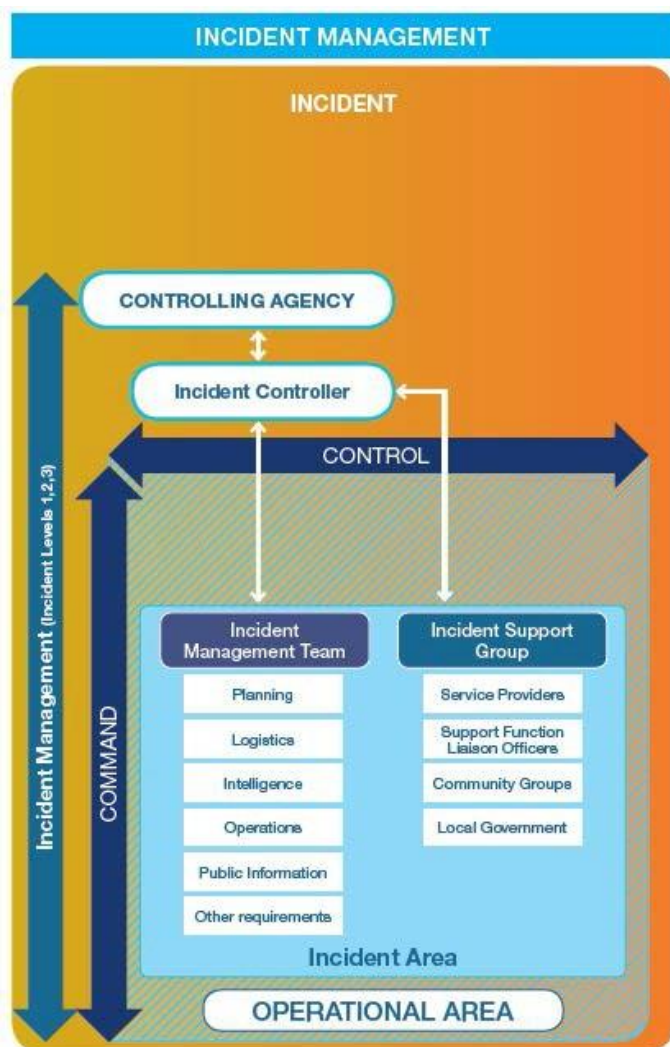


Figure 1: A diagram illustrating Incident Management

Financial Arrangements

The Shire of Koorda is committed to expending such necessary funds within its current budgetary constraints as required to ensure the safety of its residents and visitors. The Chief Executive Officer should be approached immediately if an emergency event requiring resourcing

by the Shire of Koorda occurs to ensure the desired level of support is achieved.

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SECTION THREE

RISK



Risk Management

Risk Management is a vital part of the emergency management process. It is vital that we understand the hazards and risks likely to impact the Shire of Koorda.

The Koorda LEMC has taken into account that there a number of special considerations to be given attention when considering risks affecting our community. They are listed below.

Special Considerations

- Koorda Agricultural District Show – held annually on the first Saturday in September at the Koorda Recreation Ground, Scott Street, Koorda
- Restricted vehicle access in times of high rainfall
- Wildflower Season (June – October)
 - Influx of tourists
- Harvesting Season (October – January)
 - Increased heavy vehicle traffic
 - Increased chance of crop fire and a decreased availability of farmer/private appliance response to fires
- Bushfire Season (October – March)
 - Bushfire season can bring unfavourable weather conditions (Catastrophic Fire Danger Index, Total Fire Bans), and increase to crop/bush fire incidents and potential Harvest/Vehicle Movement/Hot Works Bans being imposed
- Christmas Holidays (December – January)
 - Over the Christmas holiday period, a large number of farming residents leave the area post-harvest and school holidays

Risk Register

A thorough risk assessment was carried out in the Shire of Koorda. Five hazards were identified by the Shire as potentially having an impact at various times throughout the year. The hazards chosen were bushfire, flood, storm, earthquake and a HAZMAT incident.

Credible scenarios were drawn up for each hazard.

It was determined that although HAZMAT was deemed as a potential hazard, the likelihood of the actual scenario occurring was quite low. It is vital however that volunteers who may be dealing with HAZMAT incidents of any kind are trained in the correct way to handle them and the correct PPE required.

An earthquake and its effects cannot be predicted and therefore it is very difficult to put contingencies in place. Houses in the bush are likely to be severely damaged as they are generally not built to withstand earthquakes. It is likely that the older brick buildings (town hall) will collapse.

The storm and flood hazards although credible are part and parcel of living in the bush. Providing outside agencies such as DFES are able to help when needed, the local Shire and volunteers are able to cope with most things. Activation of funding where significant damage occurs within a Local Shire is vital and the requirements around this funding need to be suitable for those local governments in rural areas where a variety of contractors may not be at hand to do the work.

Bushfire is the most likely hazard to occur during the summer months. Residents need to be

prepared for this hazard to occur and act accordingly. Firebreaks, harvest bans, Total Fire Bans can and are put in place in the Shire of Koorda. A lightning strike cannot be avoided and at the wrong time of year in the wrong conditions can cause serious problems.

The Shire of Koorda is fortunate in that there is not a lot of bush surrounding the town.

A detailed risk register is available at the Shire office should further information be required.

Emergencies Likely to Occur/ Hazard Register

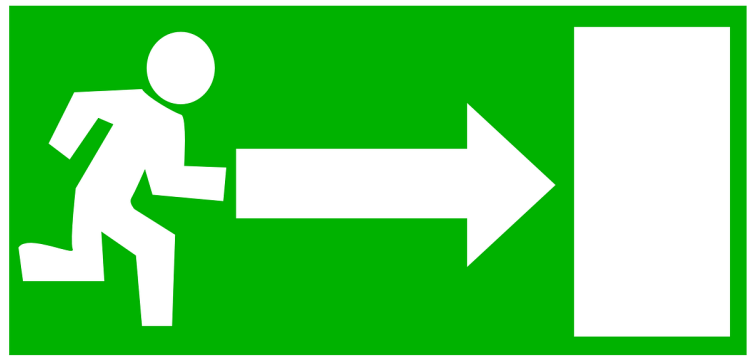
The following hazards were identified as the most likely to occur in Koorda. Below is a register of the identified hazards.

Hazard	Controlling Agency	HMA	Local Combat Role	State Hazard Plan (WESTPLAN)	Local Plan
Crash Emergency Includes Rail, Air, Road	WA Police	WA Police		Crash Emergency 2018	
Animal and Plant Biosecurity Emergency	DPIRD	Agriculture and Food – Dept. Primary Industries and Regional Development		Animal and Plant Biosecurity 2016	
Fire Emergency (Includes Bush and Urban Fire)	LG Parks & Wildlife DFES	DFES		State Hazard Plan Fire 2018 (interim)	
Flood Emergency	DFES	DFES		Flood 2016	
Hazardous Materials Emergency	DFES	DFES		HAZMAT 2018	
Heatwave Emergency	Dept. of Health	Dept. of Health		Heatwave 2016	
Human Epidemic Emergency	Dept. of Health	Dept. of Health		Human Epidemic 2016	
Lost Person or in Distress Requiring a Search and Rescue Response	WA Police	WA Police	Regional SES	Search 2018	
Earthquake	DFES	DFES		Earthquake 2016	
Storm Emergency	DFES	DFES	Regional SES	Storm 2016	

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SECTION FOUR

EVACUATION



Evacuation

There is a possibility that during an emergency, circumstances may arise where there may be the need to totally or partially evacuate the population of an area due to risk.

The Shire of Koorda and its LEMC is dedicated to ensuring pre-emergency evacuation planning is carried out so that, if an emergency was to occur, the risks associated with evacuation can be mitigated.

The overall responsibility for a community evacuation rests with the Controlling Agency. The decision to evacuate rests with the Incident Controller who is appointed by the Hazard Management Agency or Controlling Agency.

When an evacuation is being considered, the Hazard Management Agency or Controlling Agency is to consult with the Shire of Koorda and the Department of Communities.

Types of Evacuations

Self-evacuation is the self-initiated, spontaneous movement of individuals, families or community groups when threatened by an emergency. The Controlling Agency should provide sufficient, timely and relevant information to the community to assist in them making an informed decision to self-evacuate.

A **controlled evacuation** is the managed movement of people from a threatened area to a place of safety. The decision to undertake a controlled evacuation will be made by the Controlling Agency or an Authorised Officer who will determine whether the evacuation will be recommended (voluntary) or directed (compulsory).

A **recommended evacuation** is a type of controlled evacuation where the Hazard Management Agency or Controlling Agency provides advice to community members that they evacuate, when the Incident Controller believes that is the best option. A recommended evacuation is made when there is a possible threat to lives/property but it is not believed to be imminent or significant.

A **directed evacuation** is a type of controlled evacuation where the Hazard Management Agency or Controlling Agency issues a direction for people and animals to evacuate/be evacuated, with which they are obliged to comply. This is most likely to occur when injury or loss of life is imminent.

The Five Stages of Evacuation



Stage One: Decision – Decide if the evacuation is the best option

In the Decision stage the HMA must decide if the evacuation is the best option. Areas for consideration include;

- Risk Management; and
- Legislative powers and authority to act.

Stage Two: Warning – Telling people of the need to go

Part of the LEMC's planning process is to identify available communication methods for public information.

Stage Three: Withdrawal – Getting people out

Self-evacuation, recommended evacuation or directed evacuation?

Controlling Agency should, as far as is practicable, ensure the security of the area that has been evacuated and of the remaining persons and property – assistance with this may be sought from WAPOL, local government and security and/or traffic management contractors.

Stage Four: Shelter – Where people can go and providing support

Where a Controlling Agency establishes one or more evacuation centres, they must take reasonable steps to ensure that evacuees are properly received and supported via welfare agencies and/or the local government. Department of Communities will coordinate the provision of welfare support for evacuated persons.

Stage Five: Return – Allowing people back and supporting their return

In most circumstances the return of the affected community is the responsibility of the Controlling Agency that determined the need for an evacuation in the first place. In instances where the impacts of a hazard have had lasting effects, the incident may have been handed over to a Recovery Coordinator and/or Recovery Committee at the State or Local level.

A relevant person will need to ensure that an appropriate assessment has been carried out to confirm that the area is safe and possible to return to. The return may be executed in stages as the operational plan should consider issues such as community safety, restoration of essential services and provision of welfare support services.

Key Roads & Maps

Detailed maps showing key routes, location of evacuation centres (numbered to correlate with the town map) and other required information are located on the following pages.

The main routes through the Shire of Koorda are as follows:

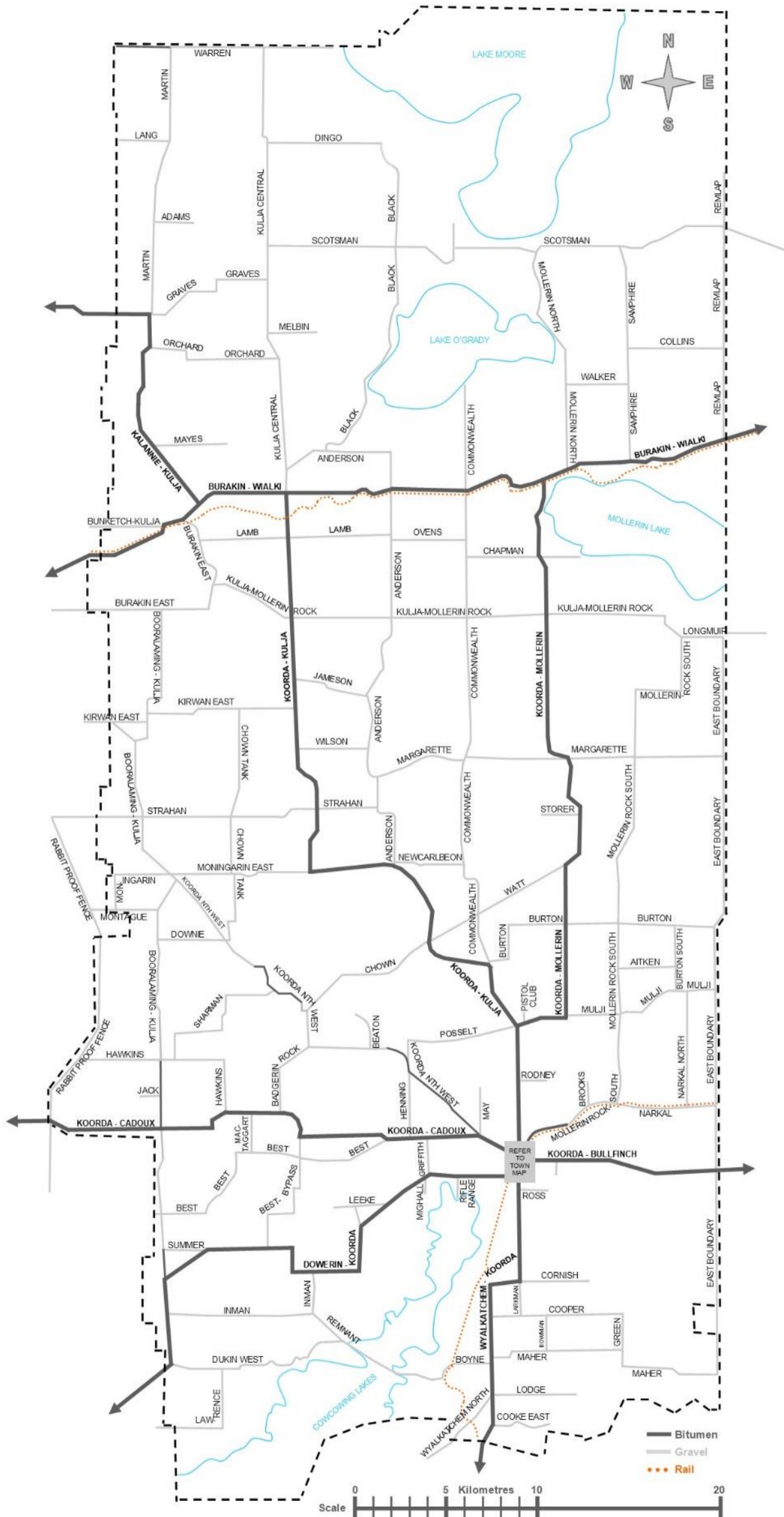
- Koorda Bullfinch Road
- Wyalkatchem Koorda Road
- Dowerin Koorda Road
- Koorda Cadoux Road
- Koorda Kulja Road
- Koorda Mollerin Road
- Burakin Wialki Road
- Kalannie Kulja Road

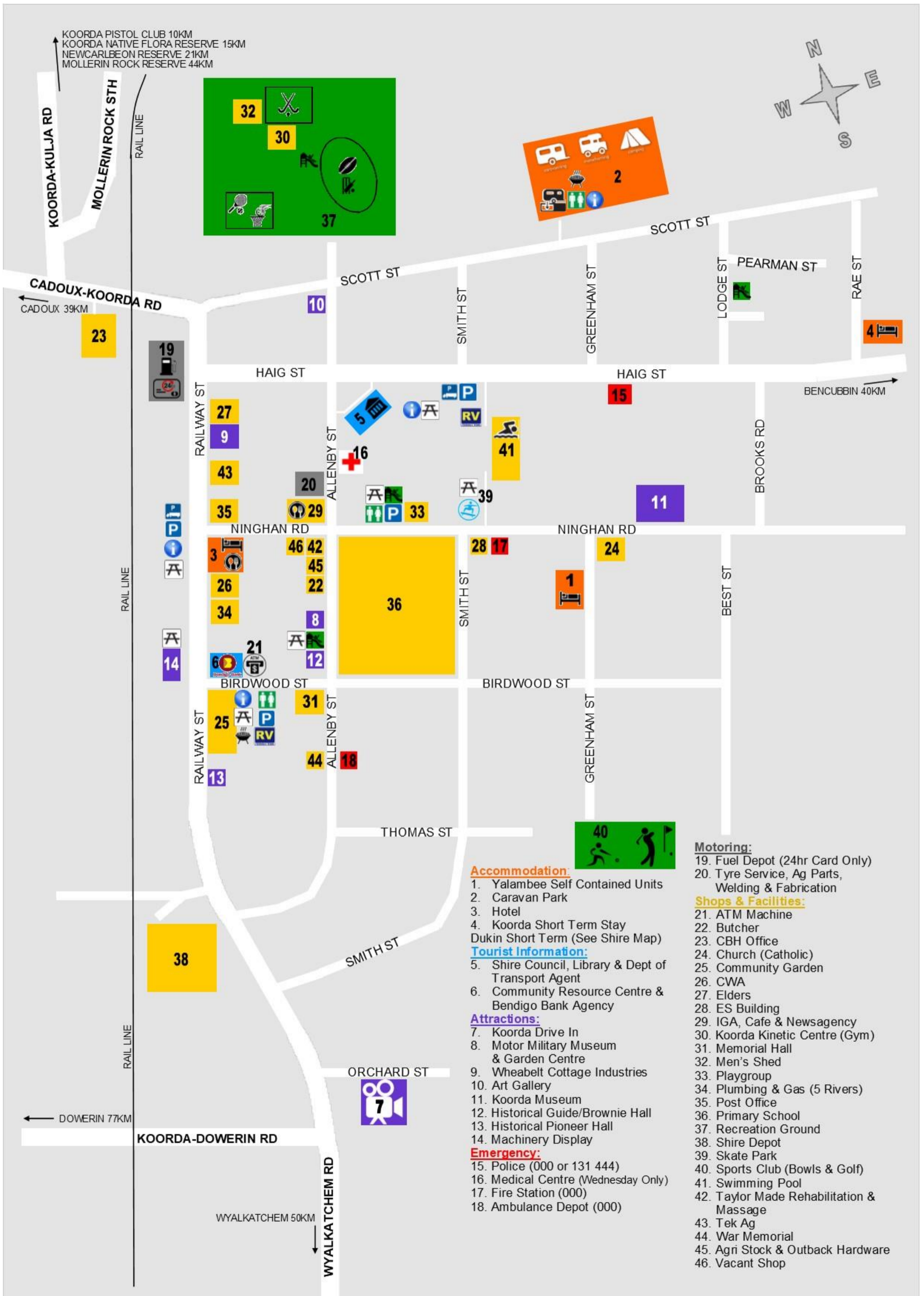
Evacuation Centre & Maps

Detailed maps showing location of evacuation centres (numbered to correlate with the town map) and other required information are located on the following pages.

The evacuation centres in Shire of Koorda are as follows:

- Map reference 31 – Koorda Memorial Hall
- Map reference 37 – Koorda Recreation Centre





Key Contacts

NAME	CONTACT	NAME	CONTACT
Shire of Koorda	9684 1219	Fire and Rescue	000
Koorda Police Station	000 / 9684 2444	Ambulance	000
Wyalkatchem Hospital	9692 1222	Bushfire	000
Koorda Medical Centre	9684 1742	Police	000
Koorda Nursing Post	9684 1288	Western Power	13 13 51
Wyalkatchem Medical Centre	9681 1140	Water Corporation	13 13 75
Koorda CRC	9684 1081	Telstra	13 22 03

HMA/ Controlling Agency Checklist

- Alert Local Police
- Alert DFES or WAPOL to activate State Alert Phone System
- Advise media officer to employ information management tools – ABC radio, TV, etc.
- Alert Department of Communities
- Advise Special Needs Groups/Vulnerable People*
- Employ support agencies and volunteers for evacuation planning

* For a list of contacts to coordinate the contacting of Vulnerable People within the Shire, please refer to **Section 8 – Contacts and Resource Register**. **Note:** this is only available to LEMC members and Emergency Management professionals.

Evacuation (Welfare) Centres

Please refer to section Five Welfare for a full list of evacuation centres.

Evacuation to other Local Government Areas

Due to the size of the Koorda town site, all evacuation centres are in reasonably close proximity to one another. For this reason, the Shire of Koorda and its LEMC have planned for the instance in which evacuation to all centres is impossible. Agreements have been reached with surrounding Shires for the provision of facilities to serve as evacuation centres if required.

Shire of Mt Marshall (Bencubbin Townsite)

38kms travelling East along the Koorda-Bullfinch Road

FACILITY	CAPACITY	ADDRESS	CONTACT
Bencubbin Recreation Centre	350 Seated, 100 Sleeping	Lot 153 Dampier Street, Bencubbin	Shire: 08 9685 1202
Bencubbin Sports Club	100 Seated, 40 Sleeping	Lot 142 Brown Street, Bencubbin	08 9685 1238
Bencubbin Masonic Lodge/Senior Citizens Centre	100 Seated, 40 Sleeping	Lot 170 Collins Street, Bencubbin	Shire: 08 9685 1202

Shire of Wyalkatchem

44kms travelling South along the Koorda-Wyalkatchem Road

FACILITY	CAPACITY	ADDRESS	CONTACT
Wyalkatchem Recreation Centre	355 Seated, 120 Sleeping	Hands Drive, Wyalkatchem	08 9681 1166 0429 960 000
Wyalkatchem Town Hall	320 Seated, 100 Sleeping	Honour Avenue, Wyalkatchem	08 9681 1166 0429 960 000
Wyalkatchem Airport	100 Seated, 51 Sleeping	Tammin-Wyalkatchem Road, Wyalkatchem	08 9681 1166 0429 960 000

Shire of Wongan-Ballidu (Cadoux Townsite)

39kms travelling West along the Koorda-Cadoux Road

FACILITY	CAPACITY	ADDRESS	CONTACT
Cadoux Recreation Centre	Unknown	Dowerin Kalannie Road, Cadoux WA 6466	Richard Vincent 08 9673 1088 Shire: 08 9671 2500

Special Needs Groups

For a list of contacts to coordinate the contacting of Vulnerable People within the Shire, please refer to **Section 8 – Contacts and Resource Register**.

Note: this is only available to LEMC members and Emergency Management professionals.

The corresponding group/business is responsible for maintaining and updating the individual lists for vulnerable people that they are responsible for.

Evacuation of Animals

Assistance animals are welcomed at all welfare centres. For a list of evacuation locations for pets, please refer to the ANIMAL WELFARE within the Contacts and Resources section.

SECTION FIVE

WELFARE



Local Emergency Management Plan for the Provision of Welfare Support

The Department of Communities (DC) has the role of managing welfare.

Welfare can be described as “the provision of both physical and psychological needs of a community affected by an emergency.” This includes the functional areas of personal services, accommodation, financial assistance, registration and enquiry services, personal requisites and emergency catering.

Welfare activities are the responsibility of the DC who will coordinate resources and undertake functions as found in these support plans:

- State Emergency Welfare Plan; and
- DC Local Emergency Welfare Plan for

The Shire of Koorda falls under the Merredin district of the DC. They have developed a Local Emergency Management Plan for the Provision of Welfare Support, which aims to prescribe the arrangements for the provision of welfare support services during emergencies. The plan is available from the Shire of Koorda and/or the Department of Communities. The plan contains private contact details of key personnel and is not for public distribution.

Local Welfare Coordinator

The Local Welfare Coordinator is appointed by DC and their role is to:

- Establish, Chair and manage the activities of the Local Welfare Emergency Committee, where determined appropriate by the Department;
- Prepare, promulgate, test and maintain the Local Emergency Welfare Plan;
- Represent the Department and emergency welfare function of the Local Emergency Management Committee and Local Recovery Committee;
- Establish and maintain the Local Welfare Emergency Coordination Centre;
- Ensure personnel and organisations are trained and exercised in their welfare responsibilities;
- Coordinate the provision of emergency welfare services during response and recovery phases of an emergency; and
- Represent the Department of the Incident Management Group when required.

Note: The contact details for the DC are located in Section 8 – Contacts and Resource Register

Local Welfare Liaison Officer

The Local Welfare Liaison Officer is appointed by the local government to coordinate welfare response during emergencies and to liaise with the Local Welfare Coordinator.

The Shire of Koorda has appointed a Local Welfare Liaison Officer. This role will provide assistance to the Local Welfare Coordinator, including the management of emergency evacuation centres such as building opening, closing, security and maintenance.

Register, Find, Reunite

Where a large-scale emergency occurs and people are evacuated or become displaced, one of the areas Department of Communities has responsibility for is recording who has been displaced and placing the information onto a National Register. This allows friends and relatives to locate each other. The Department of Communities has an arrangement in place with the Red Cross to assist with the registration process.

Welfare Centres

The Local Government may choose to manage a Welfare Centre however the Department of Communities has a team available for this purpose. It is the responsibility of the Hazard Management Agency, in consultation with the Local Emergency Coordinator, to request assistance with the Department of Communities. In the event Department of Communities assume control of one or more evacuation centres, the Shire of Koorda will have representation at each of the centres to provide support to the Department, including centres opened in neighbouring communities.

Evacuation/ Welfare Centres

FACILITY	CAPACITY	ADDRESS	CONTACT
Koorda Recreation Centre	Seated: 251 Sleeping: 65	Scott Street, Koorda	Darren Simmons Lana Foote Darren West
Koorda Memorial Hall	Seated: 251	Corner of Allenby & Birdwood Street	Darren Simmons Lana Foote Darren West

Functional areas of Welfare Coordination include;

- Emergency accommodation
- Emergency catering
- Emergency clothing and personal requisites
- Personal support services
- Registration and reunification
- Financial assistance

Opening and Coordination of Welfare Evacuation Centres

The Department of Communities (DC) has legislated responsibility under WA Emergency Management Arrangements for the coordination and provision of services to evacuated community members during and after an emergency/disaster.

In many cases this will require the opening of a Welfare Evacuation Centre (Evacuation Centre) to provide evacuees with a safe place to relocate to, until they are able to return home or find alternative safe places.

There is a provision under WA Emergency Management Arrangements for the Local Government in the area affected by the emergency/disaster to take the lead role in the coordination and operation of the Evacuation Centre, until such time as DC are able to arrive at the centre and assume responsibility for coordination and service provision.

The Controlling Agency, together with the Local Government and DC will determine when and where the opening of an evacuation centre may be required. If not present, the Dept of Communities should be contacted immediately and advised of the decision to stand up the evacuation centre.

Local government staff or LEMC members may be asked to open a Welfare Centre and manage it until DC staff arrive. A Guide and Checklist has been provided by the DC to assist with process.

Do you have this guide and checklist, where is it housed?

The LG staff or LEMC members will provide a handover to Communities staff on their arrival at the Evacuation Centre. Communities may require assistance with coordinating of tasks, such as provision of food etc.

The Shire of Koorda has reached agreements with food provision services in town for the after-hours supply of food and drinks in the event of an emergency. Please refer to the Catering and Meals within the Contacts and Resources section for contact details.

SECTION SIX

RECOVERY PLAN



1. Introduction

Recovery

The Shire of Koorda Local Recovery Plan has been prepared by the Shire of Koorda Local Emergency Management Committee to reflect the capacity of the Shire and to address the Shire's legislative responsibility under Section 36(b) and Section 41(4) of the Emergency Management Act 2005 and the Emergency Management Regulations 2006.

This recovery plan forms part of the Shire of Koorda's Local Emergency Management Arrangements (LEMA).

Authority

The local recovery plan has been prepared in accordance with the requirements of the Emergency Management Act 2005 [s.41 (4)] and State Emergency Management Policy Chapter 6, Westplan Recovery Coordination.

Objective

The objectives of this plan are to:

- Describe the roles, responsibilities, available resources and procedures for the management of recovery from emergencies for the Shire of Koorda;
- Establish a basis for the coordination of recovery activities at the local level;
- To promote effective liaison between all Hazard Management Agencies (HMA), emergency services and supporting agencies, which may become involved in recovery management; and
- Provide a framework for recovery operations for the Shire of Koorda.

Scope

The scope of this recovery plan is limited to the boundaries of the Shire of Koorda. It details general recovery arrangements for the community and does not in any way detail how individual organisations will conduct recovery activities within their core business areas.

2. Roles and Responsibilities

Local Recovery Coordinator

The Local Recovery Coordinator (LRC) is responsible for the development and implementation of the recovery management arrangements for the local government.

The Shire of Koorda has appointed officers and key personnel to lead the community recovery process in accordance with the requirements of the Emergency Management Act, Section 41(4). The Shire of Koorda may appoint more than one person to the position of LRC. By appointing and training more than one person to undertake the role of the LRC, coverage is assured in the event the primary appointee is unavailable when an emergency occurs.

Role

The Local Recovery Coordinator is responsible for the development and implementation of recovery management arrangements for the local government, in conjunction with the Local Recovery Coordinating Group.

Functions

- Ensure the Local recovery Plan is established;
- Liaise with the Controlling Agency, including attending the Incident Support Group and Operations Area Support Group meetings;
- Assess the community recovery requirements for each event, in conjunction with the HMA, Local Emergency Coordinator (LEC) and other responsible agencies;
- Provide advice to the Shire President and Chief Executive Officer (CEO) on the requirement to convene the Local Recovery Coordination Group (LRCG) and provide

advice to the LRCG if convened;

- Ensure the functions of the Executive Officer are undertaken for the LRCG;
- Assess for the LRCG requirements for the restoration of services and facilities with the assistance of the responsible agencies where appropriate;
- Determine the resources required for the recovery process in consultation with the LRCG;
- Coordinate local level recovery activities for a particular event, in accordance with plans and strategies determined by the LRCG;
- Monitor the progress of recovery and provide periodic reports to the LRCG and the State Recovery Coordinating Group (SRCG) if established;
- Liaise with the SRC on issues where State level support is required or where there are problems encountered with services from government agencies locally;
- Facilitate the acquisition and appropriate application of the resources necessary to ensure an effective recovery program;
- Ensure the recovery activities are consistent with the principles of community engagement;
- Arrange for the conduct of an operational debriefing of all participating agencies and organisations as soon as possible after cessation of the recovery arrangements;
- Arrange for an evaluation of the effectiveness of the recovery activities in relation to the recovery plan, within 12 months of the emergency.

The above can be read in conjunction with the Aide Memoire – Local Recovery Coordinator local level recovery arrangements provided by the State Emergency Management Committee. - [APPENDIX 6B: AIDE MEMOIRE LOCAL RECOVERY COORDINATOR](#)

Local Recovery Coordination Group (LRCG)

The LRCG is responsible for the overall coordination of community recovery following an emergency event. The LRCG may, depending upon the scale and type of event, form subcommittees with specific responsibilities each reporting to the LRCG. The makeup of the LRCG or any respective subcommittees will be determined by the scale of the event. The LRCG and subcommittees will change over time.

Role

The role of the Local Recovery Coordinating Group (LRCG) is to coordinate and support local management of the recovery process within the community.

Functions

- Establishing subcommittees as required;
- Assessing requirements based on the impact assessment, for recovery activities relating to the social, built, economic and natural wellbeing of the community with the assistance of the responsible agencies where appropriate;
- Developing an operational plan for the coordination of the recovery process for the event that:
 - takes account of the local government long term planning goals;
 - includes an assessment of the recovery needs and determines which recovery functions are still required;
- Develops a timetable and identifies responsibilities for completing the major activities;
- Considers the needs of youth, the aged, the disabled and culturally and linguistically diverse (CALD) people;
 - allows full community participation and access; and
 - allows for the monitoring of the progress of recovery.

- Overseeing the delivery of projects that support social, built, economic and natural environments of recovery to ensure they are community owned and targeted to best support the recovery of affected communities;
- Facilitating the provision of services, public information, information exchange and resource acquisition;
- Providing advice to the State and Local Government/s to ensure recovery programs and services meet the needs of the community;
- Negotiating the most effective use of available resources including the support of State and Commonwealth agencies;
- Monitoring the progress of recovery, and receiving periodic reports from recovery agencies;
- Ensuring a coordinated multi-agency approach to community recovery by:
 - Providing central point of communication and coordination for the actions of a wide range of recovery-related services and projects being progressed outside the direct control of the committee;
 - Making appropriate recommendations, based on lessons learned to the LEMC to improve the community’s recovery preparedness.

Management Handbook 2 “Community Recovery” for details on the principles, and methodologies for effective recovery management which may assist the local recovery coordination group.

Controlling Agency Hazard Management Agency

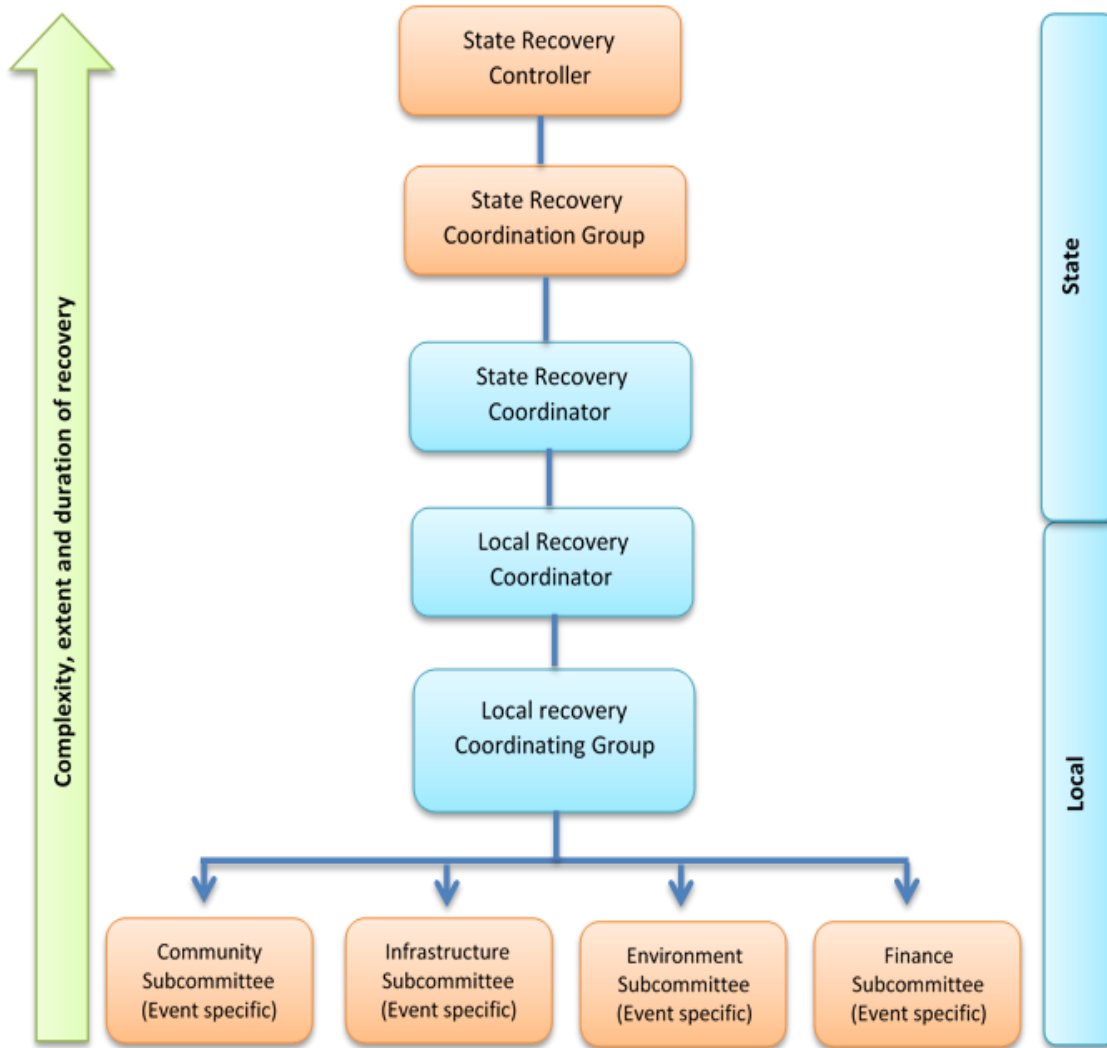
The Controlling Agency/ HMA with the responsibility for the response to an emergency will initiate recovery activity during the response to that emergency. To facilitate recovery, the Controlling Agency/ HMA will:

- Liaise with the Local Recovery Coordinator where the emergency is occurring and include them in the incident management arrangements including the Incident Support Group and the Operations Area Support Group;
- Undertake and initial impact assessment for the emergency and provide that assessment to the Local Recovery Coordinator and the State Recovery Coordinator;
- Coordinate completion of the Impact Statement, prior to cessation of the response, in accordance with the approved procedure, and in consultation with the Incident Support Group, all affected local governments and the State Recovery Coordinator;
- Provide risk management advice to the affected community (in consultation with the HMA).

State Recovery Coordinator

In conjunction with the local government/s, the State Recovery Coordinator is to consider the level of state involvement required, based on a number of factors pertaining to the impact of the emergency. For a list of criteria to be considered as triggers for escalation, refer to Appendix G of the State EM Plan. The capacity of the local government to manage the recovery, the number of local governments affected, and the complexity and length of the recovery are likely to be critical factors.

Recovery Structure State and Local



3. Commencement of Recovery

Local Recovery Coordinator

The immediate involvement of the Local Recovery Coordinator (LRC) in any Incident Support Group (ISG) will ensure that recovery starts while response activities are still in progress, and key decisions taken during the response phase are able to be influenced with a view to recovery.

The LRC may also attend the Incident Management Team (IMT) as an observer for further situational awareness.

The LRC shall:

- Align response and recovery priorities
- Connect with key agencies
- Understand key impacts and tasks. Have input into the development of the impact statement that will be used when the incident is transferred from response to recovery.
- Identify recovery requirements and priorities as early as possible.
- Establish a Local Recovery Committee, and any sub committees as required.

The Controlling Agency

The Controlling Agency with responsibility for the response to an emergency will initiate recovery activity during the response to that emergency. To facilitate recovery it will;

- Liaise with the local recovery coordinator and include them in the incident management arrangements including the Incident Support Group or Operational Area Support Group;
- Undertake an initial impact assessment for the emergency and provide that assessment to the local recovery coordinator and the State recovery coordinator;
- Coordinate completion of the Impact Statement, prior to cessation of the response, in accordance with the approved procedure (State EM Recovery Procedure 4) and in consultation with the ISG, the affected local government/s and the state recovery coordinator;
- Provide risk management advice to the affected community; and
- Complete an Impact Statement document.

Local Recovery Coordination Group

Where required, the LRC shall form a Local Recovery Coordination Group which shall consist of, as a guide, the following:

Core Recovery Group:

(Function – recovery planning, activation of plan, support Local recovery coordinator to manage the recovery process. The core group is usually made up of local government elected members and administration staff)

Position	Primary	Secondary
Chair	President, Jannah Stratford	Deputy President, Pam McWha
Local Recovery Co-Ordinator	CEO, Darren Simmons	DCEO, Lana Foote
Deputy Recovery	Works Supervisor	
Administration Support	DCEO, Lana Foote	CRC Manager, Kim Storer
Communications Officer	Admin, Charli West	DCEO, Lana Foote
Any other LG Officers as required		

Co-opted members:

(Function – these members would be co-opted as required to provide agency specific or expert advice and resources to assist the recovery process.)

Hazard Management Agency or controlling Agency	DFES, Police
Essential services	Telstra, Water Corp, Main Roads, Western Power
Welfare agencies	DC, Red Cross, Salvation Army, local welfare services
Financial services	Centrelink, Development commissions, Insurance providers, Chamber of Commerce
Dept of Health	
Dept of Education	
Dept of Transport	
Dept of Food and Agriculture	
Dept of Parks and Wildlife	
WA Police	
St John Ambulance	
Community Groups or representatives.	Rotary Club, Lions Club, CWA
CALD group representatives	
Non-Government Organisations	CBH, Great Southern Fuel Services

Subcommittees:

(Function – sub committees may be formed to assist the recovery process by considering specific priority areas)

Core priority areas that may require the formation of a subcommittee include;

- Finance Subcommittee
- Infrastructure Subcommittee
- Community Subcommittee
- Environmental Subcommittee

Please refer to [APPENDIX 6A: SUB COMMITTEES – OBJECTIVES](#) for objectives and Terms of Reference for these four subcommittees should they need to be activated quickly.

Priorities for Recovery

Disasters can deeply impact lives and livelihoods. Working with communities recovering from disasters is complex and challenging. These principles are a way to guide our efforts, approach, planning and decision-making.

Planning for recovery is integral to emergency preparation and mitigation actions may often be initiated as part of recovery.

Disaster recovery includes built, environment and economic elements, all contributing to individual and social wellbeing.

The Shire of Koorda aligns its priorities for recovery to the National Principles for Disaster Recovery. The priorities for the LRCC during the period of recovery management are:

1. Health and safety of Individuals and the Community
2. Social recovery
3. Economic recovery
4. Physical recovery

While all the principles are equally critical to ensure effective recovery, understanding the local and broader content and recognising complexity is foundational.

Understand the CONTEXT	Successful recovery is based on an understanding of the community context, with each community having its own history, values and dynamics.
Recognise COMPLEXITY	Successful recovery is responsive to the complex and dynamic nature of both emergencies and the community.
Use COMMUNITY LED approaches	Successful recovery is community-centred, responsive and flexible, engaging with community and supporting them to move forward.
COORDINATE all activities	Successful recovery requires a planned, coordinated and adaptive approach, between community and partner agencies, based on continuing assessment of impacts and need.
COMMUNICATE effectively	Successful recovery is built on effective communication between the affected community and other partners.
Recognise and Build CAPACITY	Successful recovery recognises supports and builds on individual, community and organisational capacity and resilience.

Assessment and Operational Recovery Planning

It is essential that an assessment of the recovery and restoration requirements be conducted as soon as possible after the impact of the event. This assessment will be based on the Impact Statement data provided by the Controlling Agency.

Depending upon the extent of the restoration and reconstruction required, the Local Recovery Coordinator and Local Recovery Coordinating Group should develop a specific Operational Recovery Management Plan setting out the recovery process to be implemented. For an Operational Recovery Plan template refer to [Appendix 6 B: Operational Recovery Plan template](#)

4. Resources

Recovery Resources

The Local Recovery Coordinator for the Shire of Koorda is responsible for determining the resources required for recovery activities in consultation with the Controlling Agency/Hazard Management Agency and Support Organisations.

The Shire of Koorda resources are identified in the Contacts and Resources Register. The Local Recovery Coordinator (LRC) is responsible for coordinating the effective provision of activities, resources and services for the Shire of Koorda should an emergency occur.

The following table identifies suitable Local Recovery Coordination Centres in the local government area.

Financial Arrangements

The primary responsibility for safeguarding and restoring public and private assets affected by an emergency rests with the asset owner, who needs to understand the level of risk and have appropriate mitigation strategies in place.

Through the Disaster Recovery Funding Arrangements – WA (DFRA-WA), the State Government provides a range of relief measures to assist communities in recovering from an eligible natural event. The Shire of Koorda will make claims for recovery activities where they are deemed eligible under DFRA.

More information regarding DRFA is available from the State Emergency Management Committee web page link - <https://www.dfes.wa.gov.au/recovery/Pages/default.aspx> DFES, as the State Administrator, may activate DRFA-WA for an eligible event if the estimated cost to the State of eligible measures is anticipated to exceed the Small Disaster Criterion (currently set at \$240,000).

Financial Preparation

The Shire of Koorda will take the following actions to ensure they are prepared financially to undertake recovery activities should the need arise. These actions include:

- Understanding and treating risks to the community through an appropriate risk management process;
- Ensuring assets are recorded, maintained and adequately insured where possible;
- Establishing a cash reserve for the purpose where it is considered appropriate for the level of risk;
- Understanding the use of section 6.8(1) (b) or (c) of the Local Government Act 1995. Under this section, expenditure not included in the annual budget can be authorised in advance by an absolute majority decision of the Council, or by the mayor or president in an emergency and then reported to the next ordinary meeting of the Council;
- Understanding the use of section 6.11(2) of the Local Government Act 1995 to utilise a cash reserve established for another purpose, subject to one month's public notice being given of the use for another purpose. Local Government Financial Management Regulations 1996 – regulation 18(a) provides an exemption for giving local public notice to change the use of money in a reserve where the mayor or president has authorised expenditure in an emergency. This would still require a formal decision of the Council before money can be accessed.
- Understanding the use of section 6.20(2) of the Local Government Act 1995 to borrow funds, subject to one month's local public notice of the proposal and exercising of the power to borrow by an absolute majority decision of the Council;
- Ensuring an understanding of the types of assistance that may be available under the Disaster Recovery Funding Arrangements- WA (DRFA-WA), and what may be required of local government in order to gain access to this potential assistance.
- Understanding the need to manage cash flow requirements by making use of the option of submitting progressive claims for reimbursement from DRFA, or Main Roads WA.

Managing Donations

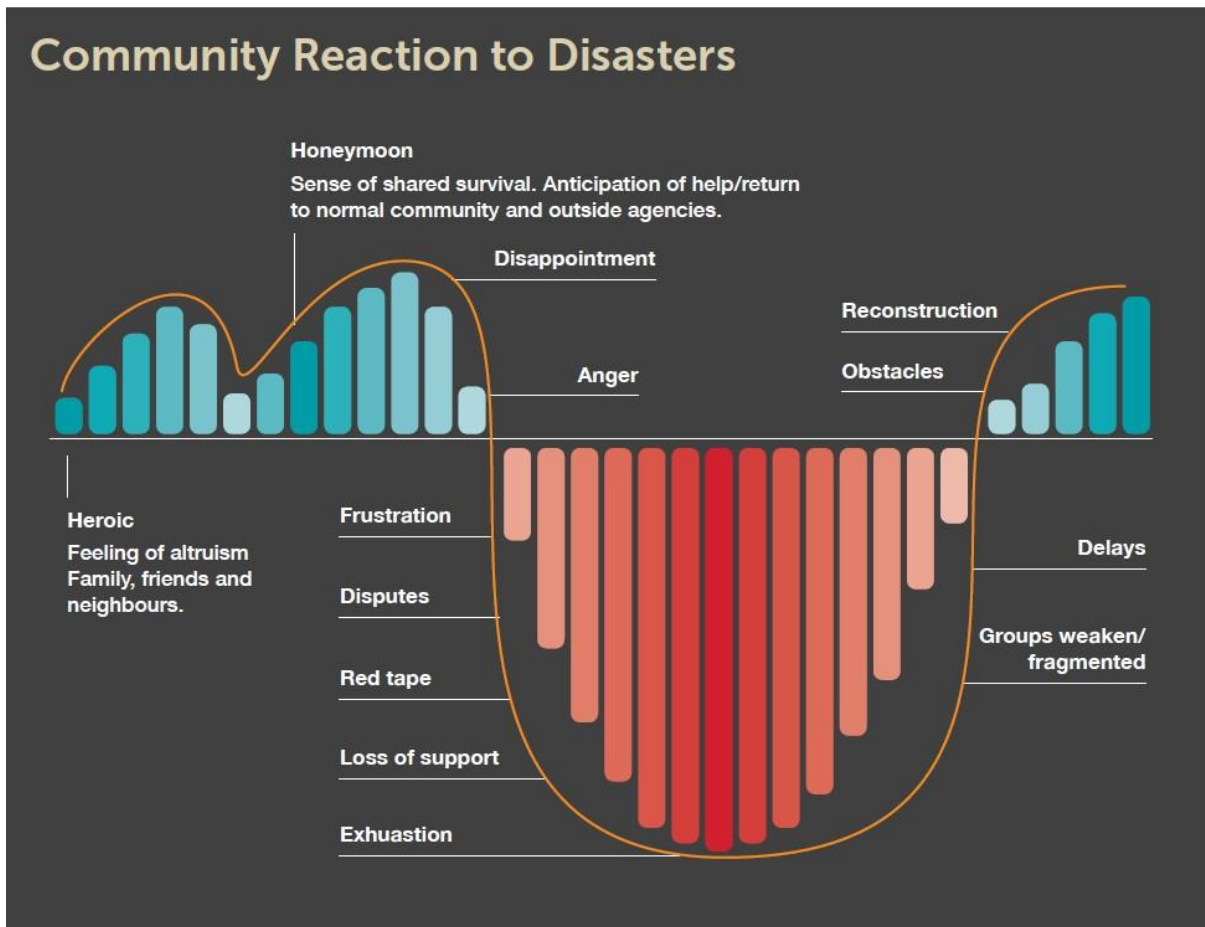
Organisations wishing to establish public appeals for cash donations should use the Lord Mayors Distress Relief Fund managed by the City of Perth, as detailed in the State EM Recovery Procedure 1 – Management of Public Fundraising and donations. NOTE: Appeals for donations of physical items such as food and furniture should be discouraged unless specifically requested by the Local Recovery Coordination Group. In all instances cash donations should be encouraged with prospective donors directed to the Lord Mayor's Distress Relief Fund.

5. Community Reactions

It is important to understand the common reactions that individuals and the affected community as a whole, move through, when they are touched by an emergency.

Understanding the psychosocial impacts of emergencies can provide insight to assist people get back on their feet and to re-establish their post-emergency life.

The following diagram illustrates the four-stage cycle of emotions that people are likely to experience after being impacted by an emergency. This process is indicative only. It should not be read as a sequential process, but as a guide to help anticipate predictable challenges in the recovery stage



It is important that all recovery communications are mindful of the cycle detailed above. By understanding this, recovery communications can be carefully tailored for the community as they move through each phase.

6. The National Principles for Disaster Recovery

The National principles for Disaster Recovery (AIDR Community Recovery Handbook 2, 2018), are guidelines of good practice and should underpin planning and operations within local emergency management frameworks.

Successful recovery relies on:

- understanding the context.
- recognising complexity.
- using community-led approaches.
- ensuring coordination of all activities.
- employing effective communication.
- acknowledging and building capacity.

Understanding the context – successful recovery is based on an understanding of the community context. Recovery should:

- appreciate the risks faced by communities;
- acknowledge existing strengths and capacity, including past experiences;
- be culturally sensitive and free from discrimination;
- recognise and respect differences; and
- support those who may be more vulnerable; such as people with disabilities, the elderly, children and those directly affected

Recognising complexity – successful recovery acknowledges the complex and dynamic nature of emergencies and communities.

Using community-led approaches – successful recovery is responsive and flexible, engaging communities and empowering them to move forward.

Ensuring co-ordination of all activities – successful recovery requires a planned, coordinated and adaptive approach based on continuing assessment of impacts and needs. Recovery should:

Employing effective communication – successful recovery is built on effective communication with affected communities and other stakeholders.

Acknowledging and building capacity – successful recovery recognises, supports and builds on community, individual and organizational capacity.

The complete National Principles for Disaster recovery can be found at <https://knowledge.aidr.org.au/resources/national-principles-disaster-recovery/>

7. Actions and Strategies

To assist the Local Recovery Coordinator and the Local Recovery Coordinating Group a listing of recovery activities that may be undertaken together with suggested strategies has been provided. The list is not exhaustive but meant as a prompt to initiate discussion and planning.

Activities

- One Stop Shop
- Short Term Accommodation
- Counselling
- Establish and managing emergency financial relief schemes
- Surveying and assessing the damage to public and private property
- Repairing and/or replacing public utilities, services and assets
- Assisting with the repair or replacement of private property
- Initiating programs to stimulate community morale and economic growth
- Managing environmental rehabilitation programs
- Coordinating recovery and research agencies
- Revision of Land Use/ Planning schemes

Strategies

Community Involvement Strategies:

- Maximise the use of local resources, groups and individuals
- Promote prior community awareness and education
- Involve people in their own and their community recovery
- Maintain continuous liaison between emergency teams, volunteer groups and

community organisations

- Create opportunities for local decision making
- Ensure self-determination in restoration planning
- Maintain a co-operative relationship between volunteers and imported specialists
- Use local suppliers
- Empower the community as quickly as possible

Recovery Information Strategies:

- Provide regular updates on –
 - current state & extent of the disaster,
 - actual and proposed official response
 - desired community response
 - advice to isolated families
- Ensure everybody has an understanding of the situation and the opportunity for personal counselling
- Provide for advocacy by agencies and organisations
- Information may be made available to the public using a combination of the methods such as;
 - One Stop Shop
 - Door Knocks
 - Out Reach Programs
 - Information Sheets and or/ Community Newsletters

Recovery Assistance Strategies:

- Provide for special needs of aged, ethnic, children etc
- Make food, shelter, clothing, health and emergency finance available immediately.
- Deliver services in a simple & caring manner with minimal disruption to existing processes
- Ensure welfare centres cater for privacy and individual care
- Ensure emergency workers receive ongoing support, debriefing, relief and rest
- Maximise financial aid and minimise material aid

Accountability Strategies:

- Ensure the affected community is involved in the allocation and distribution of material and financial resources
- Assist the community in ensuring there is accountability in the use of resources

Strategies for Grants, Loans and Gifts:

- Ensure there is community involvement in determining criteria
- Communicate entitlement criteria for financial support & grants immediately
- Alterations to criteria must be communicated clearly to the community
- Consider non-English speaking groups in designing information for grants
- Maintain confidentiality

Strategies to Maintain Family Cohesion:

- Keep families together during evacuation and resettlement
- Ensure all policies and processes support the family's ability to recover

6A APPENDIX: Sub Committees – Objective

Committee	Objective
Community (or Social) Subcommittee Objectives	<ul style="list-style-type: none"> • To provide advice and guidance to assist in the restoration and strengthening of community well-being post the event; • To facilitate understanding on the needs of the impacted community in relation to community wellbeing; • To assess and recommend priority areas, projects, and events to assist with the recovery process in the immediate and short-term regarding the restoration and strengthening of community wellbeing; and • To assess and recommend medium and long term priority areas to the Shire of Koorda Local Recovery Coordinating Group for consideration to assist in the restoration and strengthening of community wellbeing.
Environment (or Natural) Subcommittee Objectives	<ul style="list-style-type: none"> • To provide advice and guidance in the immediate and long term treatment and restoration of affected areas of the community and surrounding environment; • To provide advice and guidance to assist in the restoration of the natural environment post the event; • Facilitate the understanding of the needs of the impacted community in relation to environmental restoration; • To assess and recommend priority areas, projects and community education to assist with the recovery process in the immediate and short-term regarding the restoration of the environment including weed management and impacts on wildlife; and • To assess and recommend medium and long term priority areas to the Shire of Koorda Local Recovery Coordinating Group for consideration to assist in the restoration of the natural environment in the medium to long term.
Infrastructure (or Built) Subcommittee Objectives	<ul style="list-style-type: none"> • Assess the requirement for the restoration of services and facilities to the affected community; • Provide advice and assistance for the coordination of the restoration of Local Government and State infrastructure lost or damaged; • To assess and recommend priority infrastructure projects to assist with the recovery process in the immediate, short and long-term; and • Identify opportunities for application of betterment to rebuilding of infrastructure specifically local roads, bridges and culverts.
Finance (or Economic) Subcommittee	<p>The primary objective if the Finance Subcommittee is to assess and make recommendations to the Local Recovery Coordinating Group on the disbursement of donations made for individuals having suffered personal loss and hardship as a result of the <<Event>> which occurred on <<Date>> in the Shire of Koorda.</p> <p>It should be noted that the Subcommittee has no direct access to donated funds of good/services. The collection and management of movies, good and services donated, does not form part of the Subcommittee's role. This includes any relevant legal, financial or</p>

	<p>taxation laws that may be applicable.</p> <p>The finance Subcommittee has been established to make recommendations to the Lord Mayor’s Distress Relief Fund (LMDRF) on the orderly and equitable disbursement of donations and offers of assistance to individuals having suffered personal loss and hardship as a result of the bushfire which occurred in the Shire of Koorda.</p> <p>The primary role of the Finance Subcommittee will include:</p> <ul style="list-style-type: none"> • With regard to the LMDRF, the development of eligibility criteria and procedures by which payments from the fund will be made to affected individuals; and • With regard to donations of support and assistance from the corporate sector, assist and where practical, facilitate the disbursement of their donations to affected individuals. <p>In developing the eligibility criteria and procedures pretraining to the LMDRF, the Finance Subcommittee will endeavour to:</p> <ul style="list-style-type: none"> • Ensure the principles of equity, fairness, simplicity and transparency apply; • Ensure the procedures developed are straightforward and not onerous to individuals seeking assistance; • Recognise the extent of loss suffered by individuals; • Complement other forms of relief and assistance provided by government and the private sector; • Recognise immediate, short, medium and longer term needs of affected individuals; and • Ensure the privacy of individuals is protected at all times <p>The Finance Subcommittee will need access to funding information provided to individuals by other agencies to assist with the above assessments.</p>
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6B APPENDIX: Aide Memoire Local Recovery Coordinator

Government of **Western Australia**
State Emergency Management Committee

AIDE MEMOIRE
LOCAL RECOVERY COORDINATOR
LOCAL LEVEL RECOVERY ARRANGEMENTS

Additional information on the Local Recovery Coordinator can be found in the [EM Act, Section 41\(4\)](#); [State EM Policy/Plan, Section 6](#); and [State EM Local Recovery Guidelines](#)

Nomination and role of a Local Recovery Coordinator

Local governments are to nominate a suitably skilled Local Recovery Coordinator (LRC) in their Local Emergency Management Arrangements. More than one person should be appointed and trained in case the primary LRC is unavailable during an event. The LRC is responsible for the development and implementation of recovery arrangements, including:

- consideration of potential membership of the Local Recovery Coordination Group (LRCG) prior to an event occurring
- preparation, maintenance and testing of the Local Recovery Plan in conjunction with the local government for endorsement by the Council of the Local Government
- coordination and promotion of community awareness of the recovery arrangements
- community engagement in recovery arrangements and increasing community involvement in recovery preparedness, awareness and resilience.

Local Recovery Coordinator functions during Response

- liaise with the HMA/Controlling Agency (CA) and District Advisor (DA), and attend (or nominate a Local Government Liaison Officer or CEO) the Incident Support Group and/or Operations Area Support Group meetings
- advise Mayor, Shire President and Chief Executive Officer on the requirement to convene the LRCG, including suggested membership that is event specific
- meet with agencies involved with recovery operations to determine actions
- ensure receipt of Initial Impact Assessment from CA
- determine the level of State involvement in the recovery effort, in conjunction with the local government, LRCG and State Recovery Coordinator (SRC)
- coordinate local recovery arrangements in conjunction with the LRCG, CA, Local Emergency Coordinator and other responsible agencies, if applicable.

Local Recovery Coordinator functions during Recovery

- In consultation with the DA, assess the LRCG requirements and resources for the restoration of services and facilities planned with assistance of responsible agencies
- monitor the progress of recovery and provide periodic reports to LRCG that includes: fatigue management (self/others); and communications are accurate, timely and planned
- in conjunction with the local government, ensure that any State-level recovery coordination operates only to ensure that the affected community has equitable and appropriate access to available resources
- ensure recovery projects that support the social, built, economic and natural recovery environments are community-led and targeted to best support affected communities
- provide a central point of communication and coordination for the wide range of recovery related services and projects being progressed outside of the LRCG

- make appropriate recommendations, based on lessons learnt, to the Local Emergency Management Committee to improve the community’s recovery preparedness.
- arrange for the conduct of an operational debriefing of all participating agencies and organisations as soon as possible after cessation of the recovery arrangements
- arrange for an evaluation of the effectiveness of the recovery activities in relation to the Local Recovery Plan, which should be reviewed within 12 months of the emergency
- ensure the Local Recovery Plan is practical and easily accessible by community/public.

Local Recovery Coordination Group – role and functions

The LRCG is the strategic decision-making body for recovery. Key functions are:

- assess impact of event and coordinate activities to rebuild, restore and rehabilitate the social, built, economic, natural and psychosocial wellbeing of the affected community
- ensure inclusion and recovery issues of special needs people/groups are addressed
- if the Disaster Recovery Funding Arrangements – WA (DRFA-WA) have been activated for the event: ensure an assessment of damage is undertaken; and be aware of process requirements for eligible assistance measures (contact DRFA-WA officers for advice)
- manage offers of assistance, including volunteers, services and donated money.
- if the Lord Mayor’s Distress and Relief Fund (LMDRF) is activated, consult with the City of Perth regarding the eligible criteria and procedures by which LMDRF payments will be made to affected individuals, as the process *commences* through the local government
- assume administrative tasks: agenda, minutes, reports, finances, recordkeeping, etc.
- coordinate with CA on completion of the Comprehensive Impact Assessment
- assess recovery requirements, based on the impact assessment/s, within the four environments: social (including psychosocial), built, economic and natural
- establish LRCG subcommittees, across the four environments: social (community), built (infrastructure), economic and natural (environment) subcommittees, or as required
- for extensive reconstruction work, develop an event specific Operational Recovery Plan that includes: timeframes, responsibilities, completing major activities, full community participation and access, and considers the longer-term recovery needs and requirements
- negotiate and facilitate the provision of services, public information, information exchange and resource acquisition
- monitor the progress of recovery, and receive periodic reports from recovery agencies.

Alignment with the national principles for disaster recovery

Ensure recovery activities are consistent with the national principles for disaster recovery:

- | | |
|---------------------------------------|---------------------------------------|
| • understand the context | • coordinate all activities |
| • recognise complexity | • communicate effectively |
| • use community-led approaches | • recognise and build capacity |

Effective recovery communication and community engagement A “Checklist for the LRC and LRCG” which includes information on communicating in recovery and community engagement can be found in Attachment A.

ATTACHMENT A - Local Recovery Coordinator/ Coordination Group Checklist**(Please note **timeframes are a guide only** and the listing is not exhaustive)**

Task Description	Complete
Within 12-24 hours	
Contact and alert key local/agency contacts, including Incident Controller and DA.	
Liaise with Controlling Agency (CA) and participate (or nominate the Local Government Liaison Officer or CEO) in the Incident Support Group and/or Operations Area Support Group.	
Identify special needs and vulnerable people such as: youth, the aged, the disabled, aboriginal people, culturally and linguistically diverse (CaLD) people, and isolated and transient people.	
Consider fatigue management for self and recovery staff (contact EM agencies for advice/support)	
Consider what support is required, such as resources to maintain records of events and actions.	
Brief media on the recovery, ensuring accurate and consistent messaging (use the local government's media arrangements, or seek advice and support from recovery agencies).	
Within 48 hours	
LRC to ensure receipt of the initial impact assessment from the CA.	
LRC and local government to determine the need to convene a LRCG and brief members.	
In conjunction with the State Recovery Coordinator, the LRC and local government are to participate in the determination of the level of State involvement in the recovery effort.	
Meet with agencies involved with recovery operations to determine priority actions.	
Develop and implement an event specific Communication Plan, including public information, appointment of a spokesperson and the local government's internal communication processes.	
Manage offers of assistance, volunteers and donated money. Liaise with the City of Perth's Lord Mayor's Distress and Relief Fund (LMDRF), if activated, on eligible criteria and procedures for payments to affected individuals. The procedures commence through the local government. Refer to the <i>State EM Local Recovery Guidelines, Appendix Seven</i> for the criteria and procedures.	
Activate outreach program to meet immediate needs and determine ongoing needs. Consider the need for specialist counselling, material aid, accommodation, financial assistance and social, recreational and domestic facilities (liaise with the Department of Communities).	
Report on likely costs and impact of recovery activities and establish a system for recording all recovery expenditure (such as keeping all receipts and providing timesheets for paid labour).	
Consider setting up a call centre with prepared responses for frequently asked questions (FAQ). Place the collated FAQs on the local government's website or link for the disaster event, and/or printed materials, as appropriate (choose suitable medium/s for various audiences).	

Task Description	Complete
Within 1 week	
Participate in consultation for completion of Comprehensive Impact Assessment by the CA.	
Establish LRCG subcommittees, if needed, based on the 4 environments: social, built, economic and natural, and determine functions and membership. Refer to the <i>State EM Local Recovery Guidelines, Appendix Seven: Sample Recovery Subcommittee Role Statements</i> .	
Depending on extent of the damage, the LRC and LRCG should develop an Operational Recovery Plan which determines the objectives, recovery requirements, governance arrangements, resources and priorities that is specific to the event. Refer to the <i>State EM Local Recovery Guidelines, Appendix Six: Operational Recovery Plan Template</i> .	
If the event has been proclaimed an eligible natural disaster under the Disaster Recovery Funding Arrangements – WA, be aware of process requirements for eligible assistance measures.	
Liaise with DA and recovery agencies to coordinate local management of recovery process.	
Within 1 to 12 months (or longer-term recovery) cont.	
Promote community engagement in recovery planning including involvement in the development of the Local Recovery Plan, which may also improve confidence in recovery and generate a sense of ownership for the Plan, as well as increasing recovery awareness.	
Ensure the completed Local Recovery Plan clearly identifies recovery and operational arrangements such as: any agreements made between local governments or emergency management; roles; responsibilities; and records of all recovery expenditure and resources used.	
Determine longer-term recovery strategies that include psychosocial support.	
Debrief recovery agencies and staff.	
Implement transitioning to mainstream services in consultation with the local government or the State Recovery Coordinator, if applicable.	
Evaluate effectiveness of recovery within 12 months of the emergency, including: <ul style="list-style-type: none"> • lessons identified and implementation of projects/plans/training to address the lessons • developing recovery strategies/programs/training and education, in consultation with the community, that strengthens community preparedness and resilience for future events. 	
Recovery communication and community engagement – throughout the recovery effort	
Effective recovery communication addresses, at a minimum: <ul style="list-style-type: none"> • the how: community meetings, printed materials, noticeboards, websites, social media, etc. • the who: wide variety of groups, including special needs groups • the what: what has happened, what are the issues, what services/information are available • the where: provide information any place where people spontaneously/normally congregate. 	
Set-up relief, recovery centres/one stop shops, that provide the community access to all recovery services for the short, medium or long term. These services provide the opportunity for face-to-face information and resources, as well as a central repository for up-to-date local, community and agency specific information, outreach programs, etc.	
Arrange community initiatives, or accommodate and support community-led initiatives, such as: <ul style="list-style-type: none"> • community information forums, or neighbourhood or community meetings which can 	

<p>include congregations of sporting, spiritual, recreational and school groups</p> <ul style="list-style-type: none"> • community or social events, street/neighbourhood barbeques, memorials, anniversaries • a central website with links to relevant government and non-government service information; establish email networks; and the provision of social media. 	
<p>Plan and implement a Community Engagement Strategy, using the following as a basic guide:</p> <ul style="list-style-type: none"> • establish a target audience: consider demographics, groups and networks • determine matters to be communicated: what information is needed <i>from</i> the community and what information is needed to be provided <i>to</i> the community • methods of communication: consider appropriate methods/mediums for various audiences. 	
<p>Establish, or support, community briefings, meetings and information in the recovery context that provide:</p> <ul style="list-style-type: none"> • clarification of the emergency event (Controlling Agency) • advice on services available (recovery agencies) • input into development of management strategies (local government and recovery agencies) • advice to affected individuals on how to manage their own recovery, including the provision of public health information and psychosocial support (local government, specialist advisers, and government agencies such as the Department of Communities). 	
<p>Arrange community meetings and recovery information forums, with clear objectives and purpose, which help in providing information, gathering concerns, dispelling rumour, correcting misconceptions, and raising the profile of the recovery effort. For public meetings, consider:</p> <ul style="list-style-type: none"> • the patronage, agenda, process of conducting the meeting, speakers, subject matter, complaint process, strategies to deal with, and follow up, concerns or complaints • have representatives from EM disciplines to give factual information • psychosocial issues • appropriate communication strategies for special needs and vulnerable people and groups. 	

6C APPENDIX: Operational Recovery Plan Template

Shire of Koorda **Operational Recovery Plan**

Emergency Type and location:

Date emergency occurred:

Section 1 – Introduction

Incident description

Purpose of this plan

Authority

Section 2 – Assessment of recovery requirements

Details of loss and damage: (Refer Comprehensive Impact Assessment)

Residential:

Commercial:

Industrial:

Transport:

Essential Services: *(include State and local government infrastructure)*

Estimates of damage costs:

Temporary accommodation requirements: *(includes evacuation centres)*

Additional personnel requirements:

Human services: *(personal and psychological support requirements)*

Other health issues:

Section 3 – Organisational Aspects

Details of the composition, structure and reporting lines of the groups/committees and subcommittees set up to manage the recovery process:

Details of inter-agency relationships and responsibilities:

Details of roles, key tasks and responsibilities of various groups/committees and those appointed to various positions including Recovery Coordinator:

Section 4 – Operational Aspects

Resources available:

Resources required:

Redevelopment plans: *(includes mitigation proposals)*

Reconstruction restoration program and priorities: *(Includes estimated timeframes, the programs and strategies of government agencies to restore essential services, plans for mitigation against future impacts. Include local government program for community services restoration.)*

Financial arrangements: *(Assistance programs (DFRA-WA), insurance, public appeals and donations)*

Public information dissemination *(Key messages, methods of distribution)*

Section 5 – Administrative arrangements

Administration of recovery funding: *(Include other financial issues)*

Public appeals policy and administration *(includes policies and strategies for office and living accommodation, furniture and equipment details for additional temporary personnel)*

Section 6 – Conclusion

(Summarises goals, priorities and timetable of the plan).

Endorsed by

Chair, Local Recovery Coordinating Group

Dated:

SECTION SEVEN

COMMUNICATIONS PLAN



Introductions

Communicating with an affected community is a vital part of all stages of emergency management. When threatened or impacted by an emergency, community members have an urgent need for information and direction. The provision of this information is the responsibility of the Hazard Management Agency.

When communicating with an affected community, special considerations should be given to children and youth; elderly people; people with disabilities; medically reliant persons; Aboriginal people; people who are isolated or transient; and people with Culturally and Linguistically Diverse backgrounds. A list of Groups/ Business to coordinate the contact with Vulnerable People, please refer to the **VULNERABLE PEOPLE CONTACT GROUPS** within the Contacts and Resources section.

It is likely that individual agencies will want to issue media releases for their areas of responsibility (e.g. Water Corporate on water issues, Western Power on power issues, etc.) however the release times, issues identified, and content shall be coordinated through the ISG to avoid conflicting messages being given to the public.

All Council (Local Government) medial contact must be directed to the Shire President or Chief Executive Officer.

Communication Policy

Management of communication in a crisis is critical. This section has been created to guide the Shire of Koorda in approaching crisis communication in a way that is structured, well- coordinated and effective.

During a crisis, this response will be led by the Local Response Coordinator (LRC) with assistance from key members of the Local Recovery Coordination Committee (LRCC). In the management of media relations, the Local Recovery Coordination (LRCC) must seek direction from the Hazard Management Agency and the Shire of Koorda CEO and/or Shire President.

Communication Principles

In an emergency, communication with stakeholders must adhere to the following principals

- Timeliness - regularly updating stakeholders on the situation
- Cooperation - being responsive and considerate to enquiries, deadlines and the other needs of stakeholders
- Sensitivity - prioritising stakeholders, guarding sensitive information as needed
- Transparency - remaining honest and open about the situation and progress
- Simplicity - ensuring communication is easily understood and consistent
- Accuracy - sharing only confirmed facts, never making assumptions or giving false information
- Accountability - accepting responsibility if appropriate and reasonable.

Stakeholder Communication

If an emergency arises, a strategy will be developed that is specific to the situation and will direct the communication response. The communication strategy will be prepared by the Local Recovery Coordination (LRCC) in collaboration with the President and CEO of the Shire of Koorda.

Both internal and external communications will be directed by the strategy, which will ensure alignment with the Local Recovery Coordination (LRCC) response objectives and with the Shire of Koorda's communications policy.

A well-managed and coordinated response will ensure the following occurs:

- Communication is facilitated only by those authorised to do so
- Information released is confirmed and accurate
- Communication is regular, consistent and takes into account sensitivities.

Communicating in the Prevention Stage

Prevention is defined as “the mitigation or prevention of the probability of the occurrence of, and the potential adverse effect of, an emergency”.

The Shire of Koorda employs several practices in order to aid the prevention of emergencies and these are communicated to the public. One example is the Firebreak Order distributed to the public every year, requiring firebreaks to be installed and properties to be clear of fire-hazardous materials by 1 November.

Communicating in the Preparedness Stage

Preparedness is defined as “the preparation for response to an emergency”.

Through increasing community preparedness, Emergency Management Agencies can educate stakeholders, networks and communities on potential emergency risks, impacts, and personal responsibility, therefore promoting community resilience. By doing so an EMA can;

- Raise awareness in high-risk areas about the importance of planning and preparing (i.e. for cyclones, floods and bushfires);
- Raise personal awareness of risks and the need for adequate insurance;
- Increase adoption of preparedness measures and appropriate response behaviours in high-risk areas;
- Increase understanding of how to prevent, prepare for, respond to and recover from the hazards particular communities will face.

Public Warning Systems

During times of an emergency one of the most critical components of managing an incident is getting information out to the public in a timely and efficient manner. This section highlights local communication strategies.

Local System

- Shire of Koorda – SMS notification system – List of predominately farmers
- Notice Boards
 - Shire of Koorda Notice Board (10 Haig Street)
 - CRC Notice Board (Railway Street)
 - Koorda Post Office (Railway Street)
 - Koorda IGA (Allenby Street)
 - Temporary notice boards may be erected in easy-to-access locations during emergencies.
 - Information would also be public displayed at any evacuation centres that were opened as a result of the emergency.
- Shire of Koorda Facebook (www.facebook.com/shireofkoorda)
- Shire Website (www.koorda.wa.gov.au)

State Systems

During a major emergency you can also find information on;

- DFES’s recorded information line
- Emergency broadcast on your local Radio Station frequency
- TV and radio news bulletins, print and online newspapers

- A staffed communication information line may be set up
- A TV crawler displaying messages at the bottom of the screen may be used.
- Standard Emergency Warning Signal (SEWS):
SEWS is a distinctive siren sound to alert the community to the broadcast of an urgent safety message relating to a major emergency or disaster. It is intended to be used as an alert signal to be played on public media such as radio, television, public address systems and mobile sirens.
In Western Australia, the broadcast of SEWS is authorised by the Department of Fire and Emergency Services, or the Regional Director of the Bureau of Meteorology for flood and weather events.

DFES Public Info Line

Website www.dfes.wa.gov.au

Telephone 13 3337 (13DFES) (For emergency information only) – OR 1300 657 209 (recorded information line).

Local Radio

ABC Radio Geraldton – 531 (Mid West & Wheatbelt) Telephone: 08 9923 4111

Contact: harvestbans@abc.net.au Telephone: 08 9220 2700

Triple M Northam – 1098 Contact: wa@triplem.com.au Telephone: 08 9622 2777

State Alert

StateAlert is a web-based system designed for Emergency Services to deliver community warnings regarding emergencies through:

- Recorded voice – Landline and mobile, and/or
- Text – mobile telephone, email and RRS feed.

StateAlert is also available for use by external HMAs for situations where lives may be in danger. All requests for StateAlert messaging will be evaluated to ensure the need is commensurate with both the definition of Emergency and that the proposed release of StateAlert is classed as a 'Life threatening' incident.

Communicating in the Response Stage

Communities affected by an emergency have a vital and urgent need for information. The purpose of emergency public information is to provide the public with consistent, adequate and timely information and instructions.

The Controlling Agency or Hazard Management Agency will make the decision to evacuate a community, or part of it, should it be under threat from an emergency. They will decide how best to communicate the evacuation suggestion, or order, to community members.

Communicating in the Recovery Stage

Recovery communications refers to the practice of sending, gathering, managing and evaluating information in the recovery stage following an emergency.

When communicating with the public in the Recovery stage, it is important to understand the common reactions that individuals, and the community as a whole, are likely to experience as a result of the emergency.

Ensure all messaging adheres to the Giuliani method of communication information which includes:

- What we know;
- What we don't know;
- What we are doing; and
- What we want you to do

Status Update

The status update is the first information assessment about what is happening, which provides crucial information about the emergency and recovery efforts. These are maintained on a daily basis in summary form, which are used to inform key talking points for use by the Shire of Koorda.

Talking Points

The talking points are developed from information contained within the status updates.

The talking points provide key messages to be used by the spokesperson and all members of the Shire who are in contact with affected community and general public. Talking points can be used for all communication methods such as the newsletter, community meetings etc.

Social Media Applications

Social media can be used effectively as an engagement tool with the community in the event of an emergency and recovery. The Shire is committed to regular use; monitoring and reliable updating.

Media Release

Media releases are a vital way of providing instant information that can be picked up by the local newspaper or radio station. The designated local government spokesperson must be used in the media release. Consider co-branded media releases that relate to a specific stakeholder in the early stages of the response to recovery phase.

Community Meetings

Community meetings are essential in response and recovery as it is important to address the community in a face-to-face setting early on, to earn the trust and respect of the affected community and engage in meaningful dialogue. Community meetings may involve many state government agencies such as the Hazard Management Agency, along with local government and community organisation representatives. It is important that the Master of Ceremony and spokesperson are delegated by the local government.

Notice Boards

A central notice board at a key location in the community can be used to provide information in recovery. This may be a location already being used or one that is decided that is best placed for the emergency and recovery effort.

- The information must be general, local and provide people with call to actions such as contact numbers and places to go for additional information.
- The notice board may also be used to gain feedback directly from the community, if required.

Media Conference

A media conference can be utilised if there is public and media interest after the emergency and can be used to get specific messages across the media, general public and the community.

- A media conference should be managed by the Media Liaison function located within the Recovery Communications team.
- The announcement will need to be prepared, the spokesperson chosen and briefed and the time of the conference chosen to suit relevant media deadline.

Community Newsletter

A community newsletter that is printed or emailed is a simple and easy method of communication in recovery.

Newspaper Article

A newspaper article may be picked up by the newspaper from the media release that has been issued, the local government may be given a regular space each week to address the issues in recovery for the community or be able to place paid advertising within the newspaper.

Recovery Communications Plan

A recovery communications plan details the local governments' strategy on communication and consultation with the affected community in recovery.

A copy of a basic communications plan template can be found at *Appendix 7A*

Managing the Media

During a crisis information used in the communication response must be controlled. The approvals/sign off procedure must be adhered to so that all facts are accurate and that their release is authorised. The Local Response Coordinator (LRC) is responsible for enforcing this procedure, which is as follows:

- Facts will be verified internally through update briefings within the Local Recovery Coordination Committee (LRCC). Information is never to be assumed
- The Local Recovery Coordination Committee (LRCC) will draft documents for release to external stakeholders
- The Local Response Coordinator (LRC) must confirm all incident-related facts
- Local Recovery Coordination Committee (LRCC) Chair will coordinate final sign-off from the CEO prior to document release.

Having one authorised spokesperson during a crisis ensures that communication with the media and audiences is consistent, transparent and controlled. Designated spokespeople may include:

- Shire of Koorda – CEO
- Shire President
- Incident relevant elected representative

They must have the updated facts and be both available and prepared to manage media relations. It is crucial that all employees are aware of the procedure for handling enquiries and know how to appropriately direct calls and visitors.

General Enquiries

Frontline employees from outside the Local Recovery Coordination Committee (LRCC) must be prepared to receive enquiries from a range of stakeholders. The Shire of Koorda's Communication advisor will ensure that they are provided with a script based on the key messages and a copy of the prepared Q&As and must brief them on the communication policies. Other than approved spokespeople, no employee is authorised to make comment to any stakeholder beyond the scope of the script and these documents.

- No employee or spokesperson is to give "off the record" or "in confidence" information
- All media releases and holding statements must go through the approvals process prior to release, with final sign off from the CEO or Local Recovery Coordination Committee (LRCC) Chair.

7A APPENDIX: Recovery Communications Plan Template

SHIRE OF KOORDA
RECOVERY COMMUNICATION PLAN
 Recovery Vision for the affected Community.

Vision

--

Mission

Mission of the recovery communications plan.

Why?	
Who?	
What?	
When?	
Where?	
How?	

Background *(Brief detailed description of emergency events)*

--

Communication Objectives *(Clear, measurable and achievable objectives. No more than five)*

--

Key Target Audience

Who are the key community members that are being targeted and how is this being done?
 Who is responsible for the communication method and by when?

Target Audience	
Descriptions	
Actions	
Who	
By When	

Key Messages

What are the current key messages and how are they being distributed, to whom?

Message	
Method	
Who	

Actions

What communications are being undertaken to which stakeholder group and how is this being done?

Who has responsibility and how often will they be distributed and/or updated?

Stakeholder Group	
Communication	
Method	
Who	
Frequency	

Monitor and Evaluate

How is each communication method being monitored and evaluated for effectiveness? How often will they be monitored and evaluated?

Method	
Monitor and Evaluate	
Frequency	

Communications Budget

How much money has been allocated to be spend on each communication method? Keeping up to date records of how much is being spent against the budget is essential.

Method	
Amount Allocated	
Amount Spend/ Date	

Communications Plan Review

Who is responsible for monitoring the complete recovery communications plan, what date was it reviewed and what were the major changes that were made?

By Whom	
Date	
Major Changes	

SECTION EIGHT

CONTACTS AND RESOURCES REGISTER

Please note that this section of the LEMA is private and confidential. The information contained within this section will only be made available to emergency management personnel and is not available for viewing by the public.

