Local Emergency Management Arrangements

Shire of Toodyay

The aim of the Shire of Toodyay Local Emergency Management Arrangements (LEMA) is to ensure there is a written understanding between agencies and stakeholders involved in managing emergencies within the Local Government to ensure the community is prepared to deal with emergencies should they arise.

Document Control			
Document ID	**LEMA**	**Version**	**0.2**
LEMC Endorsement date	24 August 2021	**Last Review**	12 May 2021
Current Review		**Next Review Date**	
Prepared by	Community Emergency Services Manager		
Documents maintained by	Community Emergency Services Manager		

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 Toodyay 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 Toodyay 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.
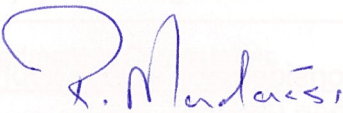
Endorsed by:

S Pearce   28/8/2021.

Chairperson, LEMC   Date

The Common Seal of the Shire of Toodyay
was hereto affixed as per council resolution
No. 170/08/21, in the presence of:

R Madacsi   27 August 2021

Cr Rosemary Madacsi   Date
Shire President

S Haslehurst   27 August 2021

Ms Suzie Haslehurst   Date
Chief Executive Officer

AMENDMENT HISTORY

AMENDMENT		DETAILS OF AMENDMENT	AMENDED BY
NUMBER	**DATE**		**NAME**
1	21 June 2021	Updated with comments from LEMA workshop held 12 May 2021.	Y. Grigg
2	16 July 2021	Further information added by LG	R. Koch
3	02 August 2021	Further information added by LG following feedback from SEMC	R. Koch
4	24 August 2021	Updated endorsement date by Council at their OCM dated 24 August 2021	M Rebane

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 Toodyay
>
> 15 Fiennes Street TOODYAY WA 6566

Or email to: records@toodyay.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.

- State Emergency Management Policy

- State Emergency Management Plan

- State Emergency Management Procedure

- State Emergency Management Guidelines

- State Emergency Management Glossary

DISTRIBUTION LIST

Organisation	No. Copies
Shire of Toodyay	
Chief Executive Officer	1
Shire President	1
Shire Council Elected Members	2
Toodyay Community Emergency Services Manager	1
Toodyay Chief Bush Fire Control Officer	1
Shire of Toodyay Website	1
Public Library	1
LEMC Membership (Not Included Above)	
Chairperson LEMC	1
WA Police - OIC Toodyay	1
Toodyay Volunteer Fire and Rescue	1
Toodyay State Emergency Service	1
Toodyay St John Ambulance sub-station	1
Toodyay District High School	1
Department of Communities	1
Department of Fire and Emergency Services (DEMA, DO Avon)	2
Main Roads WA Representative	1
Silver Chain Representative	1
Other Local Governments	
Shire of Northam	1
Shire of Goomalling	1

Organisation	No. Copies
Shire of Victoria Plains	1
City of Swan	1
Shire of Mundaring	1
Other Committees	
Wheatbelt District Emergency Management Committee	1
State Emergency Management Committee	1

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Introduction

Section One

1.0   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 is 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

A. prevention: the mitigation or prevention of the probability of the occurrence of, and the potential adverse effects of, an emergency.

B. Preparedness: preparation for response to an emergency

C. 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.

D. 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, if 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 in 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.

1.1 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

1.2 Disclaimer

The Shire of Toodyay 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 Toodyay hereby disclaims all warranties and conditions with regard to this information, including all implied warranties and conditions of merchantability, fitness for particular purpose,

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1.3   Document Availability:

A copy of this document is available on the Shire of Toodyay website www.toodyay.wa.gov.au

A print copy of this document (public version) will be made available to the public at the Shire of Toodyay administration building at 15 Fiennes Street TOODYAY WA 6566

An electronic copy of this document (confidential version) is available to all Local Emergency Management Committee members.

1.4   Aim:

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

1.5   Purpose:

To set out:

- The Shire of Toodyay 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 Toodyay

- Strategies and priorities for emergency management in the district

- Other matters about emergency management in the Shire of Toodyay that the Shire of Toodyay considers appropriate

1.6   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

Toodyay

- This document covers areas where the Shire of Toodyay provides support to HMAs in the event of an incident.

- This document details the Shire of Toodyay capacity to provide resources in support of an emergency, while still maintaining business continuity; and the Shire of Toodyay's 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.

1.7   Area Covered:

The Shire of Toodyay is located approximately 85 kilometres Northeast of Perth. It encompasses an area of 1683 km² and includes the localities of Bejoording, Bindoon Military Training Area, Coondle, Culham, Dewars Pool, Dumbarton, Hoddy's Well, Julimar, Moondyne, Morangup, Nunile, Toodyay, Wattening and West Toodyay.

1.8   Exercising, Reviewing and Reporting:

Exercising:

Exercising is the simulation of emergency management events, through discussion or actual deployment of personnel, in order: to train personnel; to review/test the planning process or other procedures; to identify needs and/or weaknesses; to demonstrate capabilities; and to enable people to practice working together. The different types of exercises include Discussion, Field, Tabletop and Tactical Exercise without Troops.

Testing and Exercising is important for a number of reasons, including ensuring that the Emergency Management Arrangements are workable, current and effective, as well as ensuring that individuals and organisations remain aware of what is required of them during an emergency response situation.

The Shire of Toodyay Local Emergency Management Committee exercises its arrangements once a year as per State Emergency Management Policy 4.8 and State Emergency Management Plan 4.7.

Hazard Management Agencies are responsible to exercise their response to an incident, but this could be incorporated into a LEMC exercise.

Exercises are reported on annually as part of the Annual and Preparedness Capability Survey which is submitted to the Department of Fire and Emergency Services to form the Preparedness Report for the Minister of Emergency Services.

Reviewing:

An entire review of the emergency management arrangements should be undertaken

- After an event or incident requiring the activation of an Incident Support Group or after an incident requiring significant recovery co-ordination.

- Every five years and;

- Whenever the local government considers it appropriate.

The Contacts and Resources list should be reviewed and updated as needed but at a minimum quarterly.

Reporting:

The annual LEMC Report should be submitted to the District Emergency Management Committee (DEMC) in conjunction with the preparedness Capability Survey as directed each year by the SEMC.

1.9   Local Roles and Responsibilities

Local Role	Description of Responsibilities
Local Government	The responsibilities of the Shire of Toodyay are defined in s.36 Functions of local government of the Emergency Management Act 2005 stated below: It is a function of a local government — (a) subject to this Act, to ensure that effective local emergency management arrangements are prepared and maintained for its district; and (b) to manage recovery following an emergency affecting the community in its district; and (c) to perform other functions given to the local government under this Act.
Local Emergency Coordinator	The responsibilities of the LEC are defined in s37(4) Local Emergency Coordinators of the *Emergency Management Act 2005* stated below: (4) The local emergency coordinator for a local government district has the following functions — (a) to provide advice and support to the local emergency management committee for the district in the

Local Role	Description of Responsibilities
	development and maintenance of emergency management arrangements for the district; (b) to assist hazard management agencies in the provision of a coordinated response during an emergency in the district; (c) to carry out other emergency management activities in accordance with the directions of the State Emergency Coordinator.
Local Recovery Coordinator	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. **Refer to *Contacts & Resources Register* for details.**
Local Government Welfare Liaison Officer	During an evacuation assist Dept. Communities by providing advice information and resources (a) open and establish a welfare centre at the nominated facility until the arrival of DC; (b) establish the registration process of evacuees until the arrival of DC; (c) provide advice, information and resources in support of the facility; and (d) assist with maintenance requirements for the facility. **Refer to *Contacts & Resources Register* for details.**
Local Government Liaison Officer (to ISG/IMT)	During a major emergency the liaison officer attended ISG meetings to represent the local government, provides local government knowledge input and provides details contained in the LEMA.
Local Government – Incident Management	• Ensure planning and preparation for emergencies is undertaken • Implement procedures that assist the community and emergency services deal with incidents • Ensure all personnel with emergency planning and

Local Role	Description of Responsibilities
	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 Shires emergency response capability.
	• Liaise with the incident controller (provide liaison officer)
	• Participate in the IMT/ISG and provide local support
	• Where an identified evacuation centre is a building owned and operated by local government, provide a liaison officer to support the Department of Communities.

1.10   LEMC Roles and Responsibilities

The Shire of Toodyay 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 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 includes representatives from agencies, organisations and community groups that are relevant to the identified risks and emergency management arrangements for the community. The LEMC membership must include at least one local government representative and the Local Emergency Coordinator. The term of appointment of LEMC members shall be determined by the local government in consultation with the parent organisation of the members.

The Shire of Toodyay LEMC meets quarterly, generally on the second Wednesday of every February, May, August and October.

LEMC Role	Description of Responsibilities
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.
	NB: The Toodyay LEMC elects a Deputy Chair on an 'as needs' basis, in the absence of the elected Chair.

LEMC Role	Description of Responsibilities
LEMC Executive Officer	Coordinates the activities of the LEMC by oversight of actions of relevant Shire personnel as delegated by the CEO.

1.11 LEMC Membership

The LEMC was established by the local government to develop, overview, plan and test the Local Emergency Management Arrangements, convening every three months. The committee includes representatives of agencies, organisations and community groups with expertise relevant to the identified community hazards and risks and emergency management arrangements. Members of the Shire's LEMC include representatives from DFES, Shire of Toodyay councillors and staff, WA Police Force, Department of Health, Department of Education and the Department of Communities as well as business and community representatives. The LEMC also facilitates training and exercises for emergency management.

For current LEMC membership names and contacts please refer to Contacts & Resources Register – this is only available to LEMC members and Emergency Management professionals.

1.12 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 Responsibilities
Controlling Agency	A Controlling Agency is an agency nominated to control the response activities to a specified type of emergency. The function of a Controlling Agency is to; • Undertake all responsibilities as prescribed in Agency specific legislation for Prevention and Preparedness • Control all aspects of the response to an incident During Recovery the Controlling Agency will ensure effective transition to recovery
Hazard Management Agency	A HMA 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 resources, is responsible for emergency management, or the prescribed

Agency Roles	Description of Responsibilities
	emergency management aspect, in the area prescribed of the hazard for which it is prescribed" A HMA's function is to: • Undertake responsibilities where prescribed for these aspects • Appointment of Hazard Management Officers • Declare/Revoke Emergency Situation • Coordinate the development of the Westplan/State Hazard Plan for that hazard • Ensure effective transition to recovery by Local Government
Combat Agency	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 resources, is responsible for performing an emergency management activity prescribed by the regulations in relation to that agency.
Support Organisation	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 providing support functions in relation to that agency.

1.13   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 Toodyay has the following emergency management policies in place:

Policy Name	Policy Objective
Shire of Toodyay Bush Fire Operating Procedures	Council Endorsed administration document for operation of the Shire Bush Fire Service.

Existing Plans and Arrangements:

Document	Owner	Location	Date of Plan
Risk Register	Shire of Toodyay	Shire of Toodyay	2017
Bushfire Management Plan	Shire of Toodyay	Shire of Toodyay	2019
Bindoon Military Training Area Fire Management Plan	Department of Defence	Department of Defence Shire of Toodyay	Feb 2016 – June 2020
Local Emergency Management Plan for the Provision of Welfare Support, Northam District	Department of Communities	Department of Communities Shire of Toodyay	2021
Emergency and Critical Incident Management Plan	Toodyay District High School	Toodyay Districts High School	2021-2022
Avon Valley Bushfire Response Plan	Department of Fire and Emergency Services	Department of Fire and Emergency Services	2020/2021

Local Agreements, Understanding and Commitments

Parties to the agreement	Summary of the agreement
Shires of Toodyay, Shire of Goomalling and DFES	MOU for the position of Community Emergency Services Manager (CESM) shared between the two Shires. The MOU was entered into February 2018 for a period of three (3) years.

The Shire of Toodyay is continuing to work towards provision of mutual aid during emergencies and post incident recovery.

1.14   Community Consultation

These arrangements have been developed by the Shire of Toodyay in consultation with the Shire of Toodyay Local Emergency Management Committee.

- Community representatives are encouraged to become members of the LEMC

- The LEMC seeks community leaders to assist with consultations and attend exercises where appropriate.

- Through utilisation of the Shire Facebook and website pages

- Monthly stall at the farmers market frequently has local emergency services in attendance to assist with resident's queries.

1.15   Community Awareness

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

- EM news including raising awareness of risks and preparedness measure provided in local community newsletters and social media platforms. (i.e. storm season preparedness, bush fire awareness)

- invites to major exercises

- emergency management days

- workshops and information days

- Encourage LEMC members to share learnings with family, friends and colleagues and to disseminate information through their agencies.

Coordination of Emergencies

Section Two

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:

1	**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.
2	**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.
3	**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).
4	**Management by Objectives**	The Incident Controller, in consultation with the IMT, determines the desired outcomes of the incident.
5	**Flexibility**	AIIMS can be applied to any incident or emergency event, so a flexible approach is essential.

The eight possible functions of AIIMS:

1	**Control**	Management of all activities required to resolve the incident.
2	**Planning**	Development of objectives, strategies and plans for the resolution of the incident.
3	**Intelligence**	Collecting and analysing information or data, which is distributed as intelligence to support decision making and planning.
4	**Public Information**	Provisions of warnings, information and advice to the public, liaison with the media and community.
5	**Operations**	Tasking and application of resources.
6	**Investigation**	Investigating to determine the cause of and/or the factors contributing to the impact of the incident.
7	**Logistics**	Acquisition and provision of human and physical resources, facilities, services and materials.
8	**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.
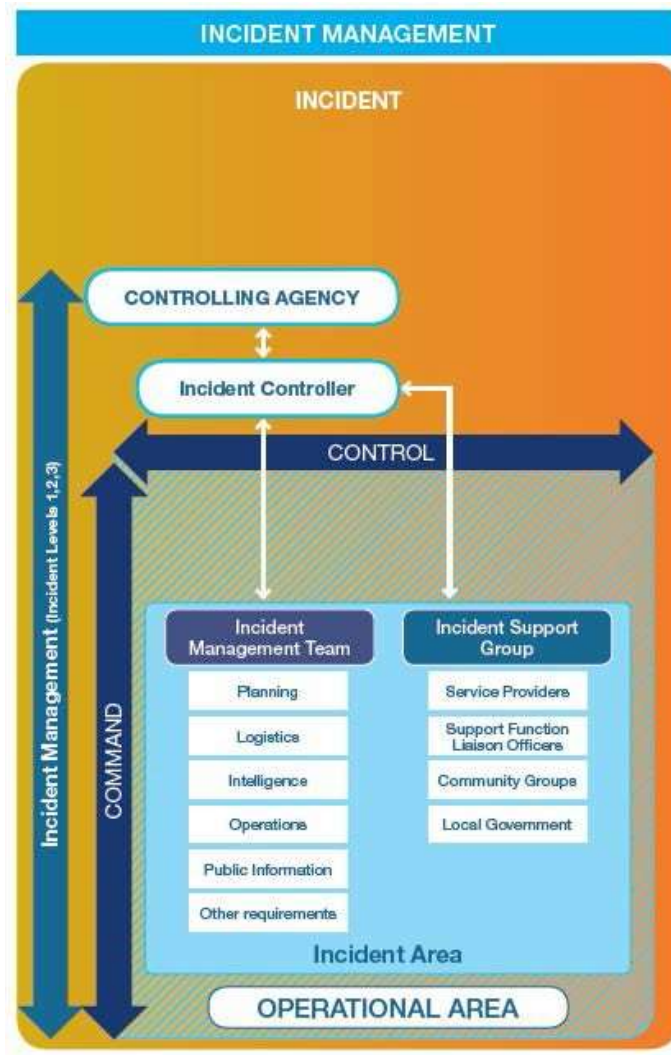
Figure 1: A diagram illustrating Incident Management

2.0   Coordination of Emergency Operations.

It is recognised that the HMAs and combat agencies may require local government resources and assistance in emergency management. The Shire of Toodyay is committed to providing assistance/support if the required resources are available through the Incident Support Group when and if formed.

The Local government liaison officer/s will attend the IMT and ISG as required to provide the link between operations and the local government.

2.1 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.

2.2 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.

2.3 Triggers 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.

2.4 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/liaison officers for the ISG must ensure that the representative(s) have the authority to commit resources and/or direct tasks.

2.5 Frequency of Meetings

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

2.6 Location of Incident Control Centres

Primary Emergency Operations Centre (Response)

	Toodyay Co-location Centre - 67 Stirling Terrace, Toodyay		
	Contact	**Name**	**Contact**
OPERATIONS CENTRE	1st Contact	CESM	Refer to Contacts and Resource Register
	2nd Contact	DFES GM RDC	
	3rd Contact	Shire Ranger	

Alternative Emergency Operation Centre's (Response/Recovery)

	Shire of Toodyay Depot – 335 Railway Road, West Toodyay		
	Contact	**Name**	**Contact**
OPERATIONS & RECOVERY	1st Contact	Manager Assets & Services	Refer to Contacts and Resource Register
	2nd Contact	CESM	
	3rd Contact	Shire Ranger	

	Morangup Fire Station and Community Hall – Wallaby Way, Morangup		
	(NB: Community hall not WAERN equipped)		
	Contact	**Name**	**Contact**
OPERATIONS	1st Contact	CESM	Refer to Contacts and Resource Register
	2nd Contact	Captain Morangup BFB	
	3rd Contact	Shire Ranger	

	Shire of Toodyay Office - 15 Fiennes Street, Toodyay		
	(NB: Not WAERN equipped)		
	Contact	**Name**	**Contact**
RECOVERY	1st Contact	CEO	Refer to Contacts and Resource Register
	2nd Contact	Manager Corporate & Community Services	
	3rd Contact	Shire Ranger	

2.7   Locations 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:

	Shire of Toodyay Office - 15 Fiennes Street, Toodyay		
	Contact	**Name**	**Contact**
ISG	1st Contact	CEO	Refer to Contacts and Resource Register
	2nd Contact	Manager Corporate & Community Services	
	3rd Contact	Shire Ranger	

	Toodyay Community Centre - 67 Stirling Terrace, Toodyay		
	Contact	**Name**	**Contact**
ISG	1st Contact	CEO	Refer to Contacts and Resource Register
	2nd Contact	Manager Corporate & Community Services	
	3rd Contact	Shire Ranger	

2.8 Financial Arrangements

The Shire of Toodyay 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 Toodyay occurs to ensure the desired level of support is achieved.

Risk

Section Three

3.0   Risk Management

Risk Management is a vital part of the emergency management process.

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

3.1   Special Considerations

- Bush fire season is starting earlier and finishing later. Many volunteers away during summer.

- There is the possibility that summer storms may become more severe and that cyclones will be a new consideration as they move further south with the current warming trend.

- Tourist influx periods and major community events. Major events such as the Avon Descent are required to provide a risk management plan to the Shire.

- An emergency incident may occur during a COVID 19 outbreak or lockdown. All agencies to refer to their own guidelines or the state Government COVID 19 plan. The Dept of Communities have a plan that covers actions to run a Welfare centre safely during a COVID 19 outbreak

- Vulnerable residents will require special considerations. Welfare services that work with these residents are included in the contacts list. Refer to the contacts and resources register.

- There have been no CaLD groups identified in preparation of this document.

3.2   Critical Infrastructure:

The following assets/infrastructure are located within the Shire of Toodyay have been classified as critical infrastructure: (consider essential services that if affected will have impacts on your community)

Power

Two lines from Northam service the town

Water – pipelines

(from Northam on spur line), 2 reservoirs and pumps;

Water – pipeline to West Toodyay;

Sewage treatment;

Approx. 3.7km Northeast of Toodyay, access Woodendale Road

Communications

Telephone exchanges;

Communication towers (Mobile, Radio, NBN);

Railway

Main East-West Railway Line;

Miling Railway Line; and

Bridges

Julimar Road Bridge across the Avon River, West Toodyay.

Telegraph Road Bridge across the Avon River, Toodyay

Goomalling-Toodyay Road Bridge across the Avon River, Toodyay

Julimar Road Bridge across railway line, West Toodyay

Dumbarton Road Bridge across the Avon River, Dumbarton

Toodyay Road Bridge (Lloyds Crossing) across railway line, Dumbarton

Railway Bridge across Harper Road, Toodyay

Foot Bridge across the Avon River, Toodyay

Main Railway Bridge crossing the Avon River off Railway Road.

Waste Transfer Station

Railway Road, West Toodyay. General refuse and hazardous waste

Map of Key Assets and Infrastructure
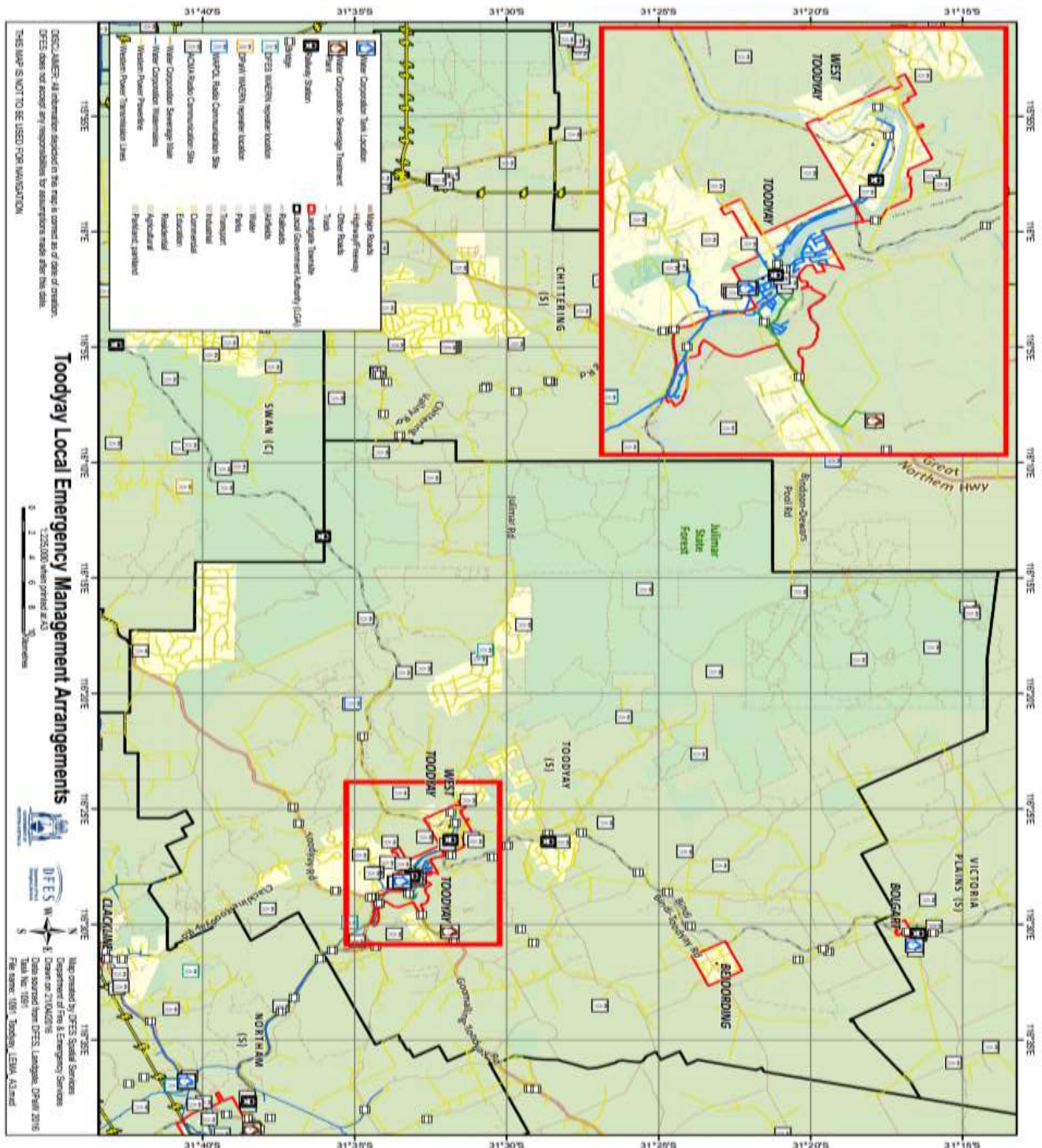
3.3   Risk Register:

The Shire of Toodyay LEMC has undertaken extensive risk assessment work to better understand our local capability and capacity.

- Scenarios of the top 6 hazards were presented and 190 risk statements were assessed across the 6 hazards of Flood, storm, Earthquake, Human Epidemic, Animal Biosecurity and Bushfire.

- 103 of the risk statements have been recommended for treatment consideration.

- Likelihood of a risk occurring was rare in the majority of risks assessed. However the consequence of the risks, should they occur, predominantly fell in the Moderate – Catastrophic range. Storm was the only assessed hazard which defied this trend with the majority of its risks falling the insignificant and minor consequence categories.

- Earthquake had the lowest likelihood, but the greatest consequence.

- Human Epidemic risk were the most likely to be realised (owing to the largest Annual Exceedance Probability.)

For further detail, the full risk register and the "Local Risk Assessment Summary Document" are available from the Shire of Toodyay.

3.4   Emergencies likely to occur / Hazards Register

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

Hazard	HMA	Controlling Agency	Local Combat Role	Local Support Role	State Hazard Plan (Westplan)	Local plans (Supplementary to agency SOPs)
Fire	FES Commissioner	DFES/LG	VFRS/BFB (Gazetted Fire District Dependant)	LG	Fire 2020	Avon Valley Response Plan
Storm	FES Commissioner	DFES	Regional SES	LG, SJA, Police	Storm 2016	
Flood	FES Commissioner	DFES	Regional SES	LG, SJA, Police	Flood 2016	
Crash (Road,	Commissioner	WA Police	VFRS	LG,	Crash	

Hazard	HMA	Controlling Agency	Local Combat Role	Local Support Role	State Hazard Plan (Westplan)	Local plans (Supplementary to agency SOPs)
Train & Plane)	for Police	Force		SJA,	Emergency 2020	
Pandemic	State Health Coordinator	Dept of Health	Dept of Health	Police, LG, SJA,	Human Biosecurity 2020	
Land search	Commissioner for Police	WA Police Force	Police and regional SES	LG, SJA	Search and Rescue Emergency 2020	

Evacuation

Section Four

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 Toodyay 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 Toodyay and the Department of Communities.

4.0   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 in imminent.

4.1   The Five stages of Evacuation

Things to Consider: Legislative powers, risk management, resource requirements. Reasons to/not to evacuate must be recorded.

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.

4.2 Evacuation (WELFARE) Centres

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

4.3 Evacuation to other Local Government Areas

Partnering agreements with surrounding Shires have yet to be developed.

4.4 Special Needs Groups

The Shire of Toodyay is continuing to work towards engagement of special need group representatives. Arrangements for have yet to be developed.

4.5 Evacuation of Animals

Assistance animals are welcomed at all welfare centres. The Shire and LEMC has yet to develop an Animal Welfare Plan to assist the community with the care and management of domestic and native animals during an emergency.

4.6 Vulnerable Groups

The Toodyay District High School and Early Learning Centres (Day Car) have been identified as Vulnerable Groups within the community. Please refer to the Contacts and Resources Register for listings and contacts.

Welfare

Section Five

5.0 Local Emergency Management Plan for the Provision of Welfare Support

The Department of Communities has the role of managing welfare. The Shire of Toodyay falls under the Northam district of the Department of Communities. 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 Toodyay and/or the Department of Communities. The plan contains private contact details of key personnel and is not for public distribution.

5.1 Local Welfare Coordinator

The Local Welfare Coordinator for the Shire of Toodyay is the Department of Communities Team Leader Northam Office.

Refer to Contacts & Resources Register for details.

5.2 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. 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.

Refer to Contacts & Resources Register for details.

5.3 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.

5.4 Animal Welfare

Animal owners are responsible for the welfare of their pets and livestock at all times, including disaster situations. However, the Shire acknowledges that disasters are complex events that can often limit the ability of people to fulfil these obligations. Furthermore, their inability to provide care for their animals can lead to significant distress in already

trying situations.

The Shire and LEMC has yet to develop an Animal Welfare Plan to assist the community with the care and management of domestic and native animals during an emergency.

It is important to note that due to safety reasons general companion pets will not be allowed inside an evacuation centre, however animals will be welcomed to the precinct around the welfare centre and every effort will be made to ensure their welfare.

5.5 Welfare Centre

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 the Department of Communities assume control of one or more evacuation centres, the Shire of Toodyay will have representation at the centre to provide support to the Department.

EVACUATION/WELFARE CENTRES

Building Name	Site Address	Capacity Seated	Capacity Sleeping	Facilities	Contact Details
Toodyay Memorial Hall	117 Stirling Terrace, Toodyay	200	60	Kitchen Backup Power Toilets **Primary Emergency Activation Kit**	Recovery Coordinator Deputy Recovery Coordinator CEO
Showground Pavilion	Cnr Telegraph Rd and Toodyay Street	100	30	Kitchen Toilets Showers Stock/Animal Yards **Secondary Emergency Activation Kit**	
Morangup Community Hall	25 Wallaby Way Morangup	100	30	Kitchen Toilets	

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 (Communities) 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 Communities are able to arrive at the centre and assume responsibility for coordination and service provision.

The Controlling Agency, together with the Local Government and Department of Communities 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 Department of Communities staff arrive. A Guide and Checklist has been provided by the Department of Communities to assist with process.

The LG staff 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.

Recovery Plan

Section Six

6.0 Introduction

Recovery

The Shire of Toodyay Local Recovery Plan has been prepared by the Shire of Toodyay 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 Toodyay'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 Part 6 of the State EM Plan.

Objectives:

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 Toodyay

- 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;

- Provide a framework for recovery operations for the Shire of Toodyay

Scope:

The scope of this recovery plan is limited to the boundaries of the Shire of Toodyay. 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.

6.1   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 Toodyay 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 Toodyay 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.

Refer to Contacts & Resources Register for appointed persons details.

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" contains details on the principles, and methodologies for effective recovery management which may assist the local recovery coordination group.

6.2   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).

6.3   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.

6.4   Recovery Structure State and Local
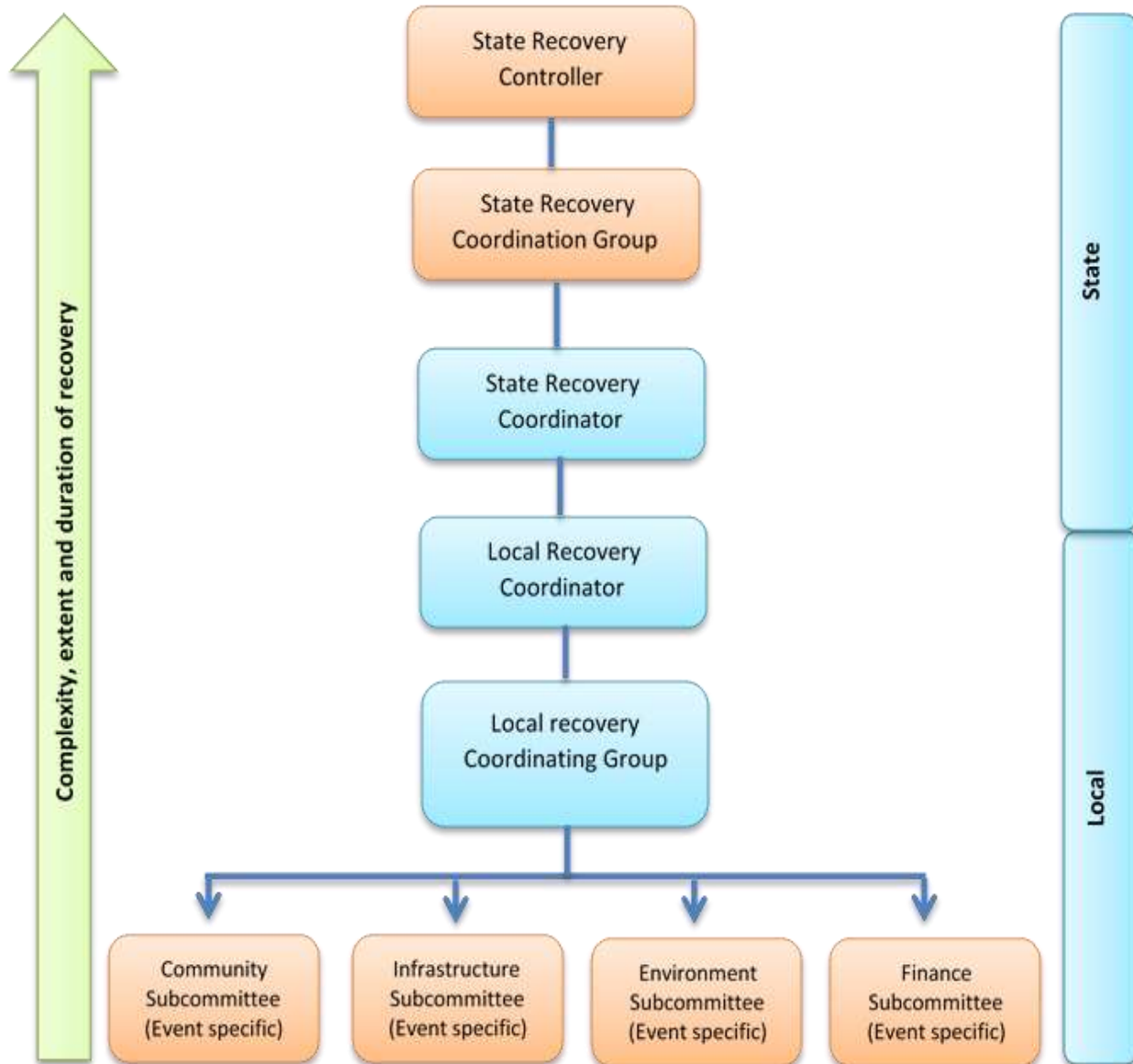
6.5 Commencement of Recovery

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.

- 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)

Title
Chair LRCG
Local Recovery Coordinator
Deputy Recovery Coordinator
Chief Executive Officer
Manager Corporate & Community Services
Manager Assets and Services
Manager Planning and Development
Communications Officer
Finance Officer
Administration Officer (Support)

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	Dept of Fire and Emergency Services Dept of Biodiversity Conservation and Attractions
Essential services	WA Police St John Ambulance Water Corporation Western Power Telstra National Broadband Network
Dept of Health	
Dept of Education	
Dept of Transport	
Dept of Food and Agriculture	

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;

- Economic / Finance Subcommittee

- Infrastructure Subcommittee

- Personal / 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.

6.6 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 Toodyay aligns its priorities for recovery to the National Principles for Disaster Recovery.

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

Principles	Detail
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.

Principles	Detail
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.

The complete National Principles for Disaster recovery can be found at
https://knoweldge.aider.org.au/resources/national-prinicples-disster-recvoery

6.6   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

6.7   Resources

Recovery Resources:

The Local Recovery Coordinator for the Shire of Shire of Toodyay 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 Toodyay 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 Toodyay should an emergency occur.

Section 2.6 identifies suitable Local Recovery Coordination Centres in the Local Government area.

6.8   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 Toodyay 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).

6.9   Financial Preparation:

The Shire of Toodyay 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 and 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 Procedure1– 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.

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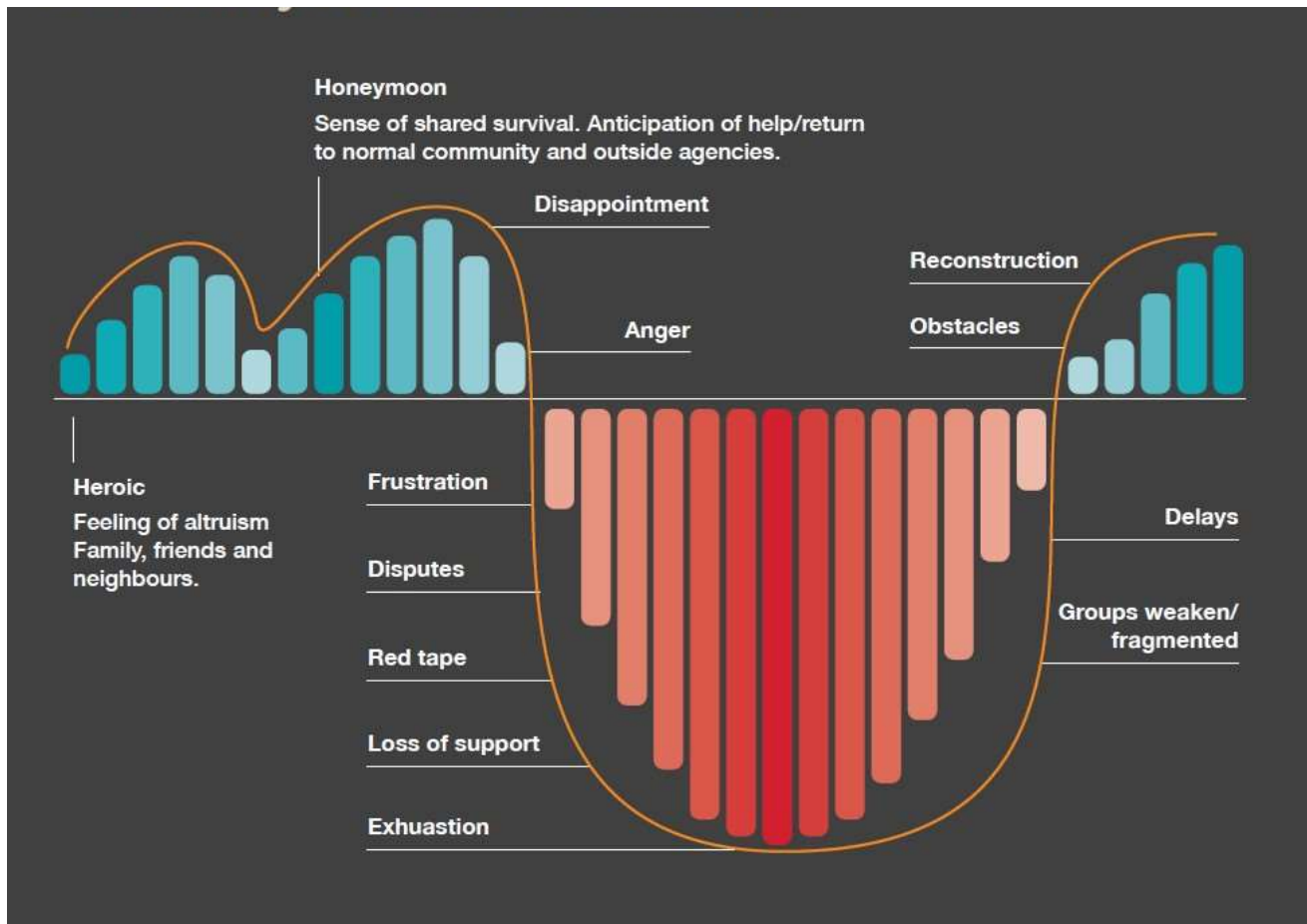
It is important that all recovery communications are mindful of the cycle detailed above. By understanding this, recovery communications can be carefully tailored for the community as they move through each phase.

6.11   Actions and Strategies

To assist the Local Recovery Coordinator and the Local Recovery Coordinating Group a list 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
- Outreach 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 centre 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

APPENDIX 6A: Sub Committees– Objectives

Committee	Objectives
Community (or Social) Subcommittee Objectives	• 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 • To assess and recommend medium-term and long-term priority areas to the local government for consideration to assist in the restoration and strengthening of community wellbeing • To ensure the affected community is informed and involved in the recovery processes so actions and programs match their needs.
Environment (or Natural) Subcommittee Objectives	• To provide advice and guidance to assist in the restoration of the natural environment post the event • To facilitate 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 • To assess and recommend medium-term and long-term priority areas to the local government for consideration to assist in the restoration of the natural environment in the medium to long term.
Infrastructure (or Built) Subcommittee Objectives	• Assist in assessing requirements for the restoration of services and facilities in conjunction with the responsible agencies where appropriate • To provide advice and assist in the coordination of the restoration of infrastructure assets and essential services damaged or destroyed during the emergency • To assess and recommend priority infrastructure projects to assist with the recovery process in the immediate and short, medium and long term.

Committee	Objectives

Finance (or Economic) Subcommittee	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 event.
	
	• The development of eligibility criteria and procedures by which payments from the LMDRF will be made to affected individuals which:
	   o ensure the principles of equity, fairness, simplicity and transparency apply
	   o ensure the procedures developed are straightforward and not onerous to individuals seeking assistance
	   o 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
	• ensure the privacy of individuals is protected at all times.
	• Facilitate the disbursement of financial donations from the corporate sector to affected individuals, where practical.

APPENDIX 6B: Aide Memoire Local Recovery Coordinator

Local Recovery Coordinator Aide Memoire

Local governments are to nominate a suitably skilled Local Recovery Coordinator in their Local Emergency Management Arrangements. More than one person should be appointed and trained in case the primary Local Recovery Coordinator is unavailable during an event.

ROLE

The Local Recovery Coordinator is responsible for the development and implementation of recovery arrangements for the local government, in conjunction with the Local Recovery Coordination Group (LRCG).

FUNCTIONS

Pre-Event

- Prepare, maintain and test the Local Recovery Plan in conjunction with the local government for endorsement by the Council of the local government;

- Ensure community engagement in recovery arrangements and increase community involvement in recovery preparedness, awareness and resilience;

- Identify vulnerable people within the community such as youth, the aged, people with disabilities, Aboriginal people, culturally and linguistically diverse people;

- Consider potential membership of the LRCG prior to an event occurring;

During Event

- Consult with the Controlling Agency regarding attending appropriate response meetings such as: Incident Management Team, Incident Support Group and Operational Area Support Group meetings;

- Consider membership of the LRCG, during an emergency, that is event specific, based on the four recovery environments: social, built, economic and natural, or as required;

- Ensure the Controlling Agency with responsibility for the response to an emergency, starts recovery activities during that emergency;

- Consult with the Controlling Agency on completing the Impact Statement prior to transfer of responsibility for recovery to the affected local government(s);

Post-Event

- Provide advice to the Mayor/Shire President and Chief Executive Officer (CEO) on the need to convene the LRCG and provide advice to the LRCG, if established;

- Ensure the local government provides LRCG with Executive Officer and administrative support, such as meeting agenda, minutes, financial and administrative recordkeeping;

- Determine the required resources for effective recovery in consultation with the LRCG;

- Coordinate local level recovery activities for the event, according to the plans, strategies and policies determined by the LRCG;

- Monitor the progress of recovery and provide periodic reports to the LRCG and State Recovery Coordination Group, if established;

- Liaise with the State Recovery Coordinator on issues where State level support is required or where there are concerns with services from government agencies locally;

- Arrange for the conduct of an operational debriefing of all participating agencies and organisations as soon as possible after the arrangements have ended;

- Arrange an evaluation of the effectiveness of recovery activities, within 12 months of the emergency, to ensure lessons are captured and available for future managers; and

- Provide recovery evaluations to the State Recovery Coordinator and the State Emergency Management Committee (SEMC).

MEMBERSHIP

The Local Recovery Coordinator is to consider potential membership of the LRCG prior to an event occurring. During an emergency, consider membership of the LRCG that is event specific. The following agencies and organisations may have a role on the LRCG.

Core Members

- Local Recovery Coordinator;

- key local government staff and elected members;

- Community Recovery Coordinator and/or Community Liaison Officer;

- Controlling Agency;

- District Emergency Management Advisor; and

- local government networks, community members and community groups/associations /committees, e.g. environmental groups, farming groups, faith groups, sporting clubs, Aboriginal groups, schools, chambers of commerce and industry, etc.

Potential Members – Event Specific

- Australian Red Cross;

- Chamber of Commerce and Industry WA / Small Business Development Corporation;

- Department of Biodiversity, Conservation and Attractions;

- Department of Communities;

- Department of Education (or Local School Representative);

- Department of Fire and Emergency Services (DFES);

- Department of Health (or Local Health Services Provider/Officer);

- Department of Local Government, Sport and Cultural Industries;

- Department of Planning, Lands and Heritage;

- Department of Primary Industries and Regional Development;

- Essential Services Network Operators Reference Group representative;

- Essential Services such as:

  - Telstra Corporation;

  - National Broadband Network;

  - Water Corporation; and

  - Western Power/Horizon Power.

- Insurance Council Australia;

- Main Roads Western Australia;

- Public Information Reference Group representative;

- Volunteering WA;

- Western Australia Police Force; and

- Western Australian Local Government Association.

Support Services to LRCG

The following agencies and organisations may provide support and advice to the LRCG on a range of topics such as the: Impact Statement; State Recovery Cadre; Disaster Recovery Funding Arrangements Western Australia; environmental protection, clean up and waste management; Public Donations criteria for financial assistance; etc.:

- State Recovery (DFES);

- Department of Water and Environmental Regulation; and

- Lord Mayor's Distress Relief Fund (City of Perth).

LOCAL RECOVERY COORDINATOR ACTION CHECKLIST

(Please note this listing is a guide only and is not exhaustive)

(Timeframes are approximate only)

Task Description	
Prior to Emergency	
Promote community awareness and engagement in recovery planning including involvement in development of Local Recovery Plan.	
Prepare, maintain and test Local Recovery Plan in conjunction with local government for endorsement by the Council.	
Ensure the completed Local Recovery Plan clarifies any recovery and operational agreements made between local governments (i.e. Memorandums of Understanding, loan staff, equipment sharing); roles and responsibilities; and records of all recovery expenditure.	
Identify special needs people such as youth, the aged, people with disabilities, Aboriginal people, culturally and linguistically diverse people, and isolated and transient people.	
Consider potential membership of the Local Recovery Coordination Group (LRCG) prior to an event occurring based on the social, built, economic and natural environments, or as required.	
Within 48 hours	
Contact and alert key local contacts.	
Liaise with Controlling Agency and participate (or nominate a suitable local government representative i.e. Local Recovery Coordinator, executive staff or CEO) in the incident management arrangements, including the Incident Support Group and Operations Area Support Group where appropriate.	
Where more than one local government is affected, a coordinated approach should be facilitated by the Local Recovery Coordinators and supported by the State Recovery Coordinator, as required.	
Ensure an understanding of known or emerging impacts from the Impact Statement provided by the Controlling Agency.	
Consult the Department of Primary Industries and Regional Development on special arrangements to manage the welfare of wildlife, livestock and companion animals.	
Ensure Controlling Agency starts recovery activities during the response to that emergency.	
Provide advice to the Mayor/Shire President and CEO on the requirement to convene the LRCG and provide advice to the LRCG if convened.	
During an event, consider membership of the LRCG that is event specific, based on the social, built, economic and natural environments, or as required.	

Task Description	
Consider support required such as resources to maintain records, including a record/log of events, actions and decisions.	
Ensure the local government provides LRCG with an Executive Officer and administrative support, such as meeting agenda, minutes, financial and administrative recordkeeping (contact DFES State Recovery for advice or for possible State Recovery Cadre support).	
Facilitate community meetings/briefings to provide relevant recovery information include, as applicable, Controlling Agency, State government agencies and other recovery agencies.	
Brief media on the recovery program throughout the recovery process, ensuring accurate and consistent messaging (use the local government's media arrangements, or seek advice or support from DFES State Recovery).	
Develop and implement an event specific Communication Plan, including public information, appointment of a spokesperson and the local government's internal communication processes.	
Within 1 week	
Consider fatigue management for self and recovery staff throughout all recovery (contact DFES State Recovery for advice or for possible State Recovery Cadre support).	
Consult with Controlling Agency on completing the Impact Statement before the transfer of responsibility for management of recovery to the local government.	
In conjunction with the Controlling Agency and other responsible agencies, assess the community's recovery requirements. Coordinate activities to rebuild, restore and rehabilitate the social, built, economic, natural and psychosocial wellbeing of the community.	
Liaise and meet with specific emergency management agencies involved with recovery operations to determine priority actions.	
Assess for the LRCG, the requirements for the restoration of services and facilities with assistance of the responsible agencies, where appropriate.	
Contact the Disaster Recovery Funding Arrangements Western Australia (DRFAWA) Officers to determine if the event is eligible under the DRFAWA, and if so ensure an understanding of what assistance measures are available and the process requirements for assistance.	
Understand eligible criteria and payment procedures of the Lord Mayor's Distress Relief Fund, if activated. Payments are coordinated through the local government to affected individuals.	
Report on likely costs and establish a system for recording all expenditure during recovery (includes logging expenditure, keeping receipts and providing timesheets for paid labour).	
Determine the acquisition and appropriate use of resources necessary for effective recovery.	
Consider establishing a call centre with prepared responses for frequently asked questions.	

Task Description	
Determine level of State involvement in conjunction with the local government and the State Recovery Coordinator.	
Liaise with the State Recovery Coordinator on issues where State level support is required or where there are concerns with services from government agencies locally.	
Ensure recovery activities are consistent with the National Principles for Disaster Recovery.	
Within 1 to 12 months (or longer-term recovery)	
Monitor the progress of recovery and provide periodic reports throughout the recovery effort to the LRCG and State Recovery Coordination Group, if established.	
Ensure recovery projects that support the social, built, economic and natural recovery environments are community-led and targeted to best support affected communities.	
Arrange for an operational debriefing of all participating agencies and organisations as soon as possible after the arrangements have ended.	
Arrange for an evaluation of the effectiveness of recovery within 12 months of the emergency to make sure lessons are captured and available for future managers.	
Provide recovery evaluations to the State Recovery Coordinator to refer to the SEMC for review. Evaluations can involve community and stakeholder surveys, interviews, workshops, and assessment of key project outcomes.	
Social and personal support services are likely to be required in the longer term and the need for a considerable period of psychosocial support (often several years) should be planned for.	

APPENDIX 6C: Aide Memoire Local Recovery Coordination Group

Local Recovery Coordination Group Aide Memoire

Local government may establish a Local Recovery Coordination Group (LRCG) as the strategic decision-making body for recovery during an emergency within its district.

ROLE

The LRCG is to coordinate and support local management of the recovery processes by assessing the consequences of the event and coordinating recovery activities to rebuild, restore and rehabilitate the social, built, economic and natural environments within the community during an emergency event.

FUNCTIONS

- Assess the Impact Statement for recovery requirements based on the social, built, economic and natural wellbeing of the community with assistance of the Controlling Agency where appropriate;

- Monitor known or emerging impacts using existing incident reports e.g. Impact Statement, Incident Support Group/Operational Area Support Group/Rapid damage assessment reports, HAZMAT reports, etc.

- Report on likely costs and impacts of recovery activities and establish a system for recording all recovery expenditure;

- Confirm whether the event has been declared an eligible natural disaster under the Disaster Recovery Funding Arrangements Western Australia (DRFAWA) and, if so, what assistance measures are available;

- Understand the State and Commonwealth relief programs such as, DRFAWA, Centrelink and the Lord Mayor's Distress Relief Fund if activated;

- Establish subcommittees that consider the four recovery environments social, built, economic and natural, or as required;

- Prepare a Communications Plan where appropriate;

- Depending on the extent of damage, develop an event specific Operational Recovery Plan which allows full community participation and access, as well as:

    – taking account of the local government's long-term planning and goals; and

    – assessing which recovery functions are still required, timeframes and responsibilities for completing them.

- Consider the needs of youth, the aged, people with disabilities, Aboriginal people, isolated groups or individuals and culturally and linguistically diverse people;

- Oversee projects that support the social, built, economic and natural environments of recovery to ensure that they are community-led and targeted;

- Provide advice to the State and local government to ensure that recovery programs and services meet the needs of the community;

- Negotiate most effective use of State and Commonwealth agencies' resources;

- Monitor the progress of recovery and request periodic reports from recovery agencies;

- Provide recovery public information, information exchange and resource acquisition;

- Coordinate offers of assistance, including volunteers, services and donated money;

- Coordinate a multi-agency approach to community recovery by providing a central point of communication and coordination for recovery services and projects;

- Make appropriate recommendations, based on lessons learnt, to the Local Emergency Management Committee to improve the community's recovery preparedness;

- Ensure the local government's existing Local Recovery Plan is reviewed and amended after an event in which the Local Recovery Plan was implemented.

MEMBERSHIP

Core Members

- Local Recovery Coordinator;

- key local government staff and elected members;

- Community Recovery Coordinator and/or Community Liaison Officer;

- Controlling Agency;

- District Emergency Management Advisor; and

- local government networks, community members and community groups/associations /committees, e.g. environmental groups, farming groups, faith groups, sporting clubs, Aboriginal groups, schools, chambers of commerce and industry, etc.

Potential Members – Event Specific

Appropriate membership for the LRCG must be determined for the specific emergency event. The following agencies and organisations may have a role on the LRCG:

- Australian Red Cross;

- Chamber of Commerce and Industry WA / Small Business Development Corporation;

- Department of Biodiversity, Conservation and Attractions;

- Department of Communities;

- Department of Education (or Local School Representative);

- Department of Fire and Emergency Services (DFES);

- Department of Health (or Local Health Services Provider/Officer);

- Department of Local Government, Sport and Cultural Industries;

- Department of Planning, Lands and Heritage;

- Department of Primary Industries and Regional Development;

- Essential Services Network Operators Reference Group representative;

- Essential Services such as:

  – Alinta Gas;

  – Telstra Corporation;

  – Water Corporation; and

  – Western Power/Horizon Power.

- Insurance Council Australia;

- Main Roads Western Australia;

- Public Information Reference Group representative;

- Volunteering WA;

- Western Australia Police Force; and

- Western Australian Local Government Association.

Support Services to LRCG

The following agencies and organisations may provide support and advice to the LRCG on a range of topics such as the: Impact Statement, State Recovery Cadre, Disaster Recovery Funding Arrangements Western Australia, environmental protection, clean up and waste management, Public Donations criteria for financial assistance etc.

- State Recovery (DFES);

- Department of Water and Environmental Regulation; and

- Lord Mayor's Distress Relief Fund (City of Perth).

LOCAL RECOVERY COORDINATION GROUP ACTION CHECKLIST

(Please note this listing is a guide only and is not exhaustive)

(Timeframes are approximate only)

Task Description	
Within 1 week	
Ensure an understanding of known or emerging impacts from the Impact Statement provided by the Controlling Agency.	
Determine priority recovery actions from Impact Statement and consult with specific agencies involved with recovery operations.	
District Emergency Management Advisor(s) to be included on Local Recovery Coordination Group to provide recovery advice and support to the Group throughout recovery, as required.	
Assess recovery requirements and coordinate activities to rebuild and restore the social, built, economic, natural and psychosocial wellbeing of the affected community.	
Determine need to establish subcommittees based on the four recovery environments: social, built, economic and natural, as required. Determine functions and membership as needed.	
Report likely costs and establish a system for recording all expenditure during recovery (includes logging expenditure, keeping receipts and providing timesheets for paid labour).	
Determine the acquisition and appropriate use of resources necessary for effective recovery.	
Consider recovery information and arrangements for special needs groups and individuals such as youth, the aged, people with disabilities, Aboriginal people, culturally and linguistically diverse people; and isolated and transient people.	
Brief media on the recovery program throughout recovery process, ensuring accurate and consistent messaging (use the local government's media arrangements, or seek advice and support from DFES State Recovery).	
Develop and implement an event specific Communication Plan, including public information, appointment of a spokesperson and the local government's internal communication processes.	
Ensure recovery activities are consistent with the National Principles for Disaster Recovery.	
Within 1 month	
Consider fatigue management for self and recovery staff throughout all recovery (contact DFES State Recovery for advice or for possible State Recovery Cadre support).	
Confirm if the event has been proclaimed an eligible natural disaster event under the Disaster Recovery Funding Arrangements Western Australia and if so ensure an understanding of what assistance measures are available and the process requirements for assistance.	
Consider establishing a call centre with prepared responses for frequently asked questions.	

Task Description	
Develop an Operational Recovery Plan which determines the recovery objectives and requirements, governance arrangements, resources and priorities.	
Establish a 'one-stop shop' recovery centre to provide the affected community with access to recovery services, information and assistance.	
Coordinate all offers of assistance from non-government organisations, volunteers, material aid, appeals and donated money to avoid duplication of effort.	
Understand eligible criteria and payment procedures of the Lord Mayor's Distress Relief Fund, if activated. Payments are coordinated through the local government to affected individuals.	
Activate outreach program to meet immediate needs and determine ongoing needs. Consider the need for specialist counselling, material aid, accommodation and financial assistance (liaise with the Department of Communities).	
Manage restoration of essential infrastructure.	
Liaise with the State Recovery Coordinator on issues where State level support is required or where there are concerns with services from government agencies locally.	
Monitor the progress of recovery and receive periodic reports from recovery agencies.	
Within 12 months (or longer-term recovery)	
Social and personal support services are likely to be required in the longer term and the need for a considerable period of psychosocial support (often several years) should be planned for.	
Ensure recovery projects that support the social, built, economic and natural recovery environments are community-led and targeted to best support affected communities.	
Implement transitioning to mainstream services.	

APPENDIX 6D: Operational Recovery Plan Template

Shire of Toodyay

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

Chairperson   Date
Local Recovery Coordinating Group

6.13   Recovery Report

STATE RECOVERY COORDINATING COMMITTEE RECOVERY REPORT
(Emergency Situation)

Agency / Organisation:...Report No: ....

To: Chairman, SRCC/State Recovery Coordinator

Situation update should include:

- Full damage report (once only)

  ………………………………………………………………………………
  ………………………………………………………………………………
  ………………………………………………………………………………

- Estimated amount in $

  ………………………………………………………………………………
  ………………………………………………………………………………
  ………………………………………………………………………………

- Work in progress including estimated completion dates

  ………………………………………………………………………………
  ………………………………………………………………………………
  ………………………………………………………………………………

- Details of difficulties or problems being experienced.

  ………………………………………………………………………………
  ………………………………………………………………………………
  ………………………………………………………………………………

Proposed Activities should include:

- Plans and strategies for resumption of normal services (where appropriate)

……………………………………………………………………………
……………………………………………………………………………
……………………………………………………………………………

- Plans for mitigation works

……………………………………………………………………………
……………………………………………………………………………
……………………………………………………………………………

- Dates of commencement and completion of reconstruction works

……………………………………………………………………………
……………………………………………………………………………
……………………………………………………………………………

- Possible disruption of activities of other agencies.

……………………………………………………………………………
……………………………………………………………………………
……………………………………………………………………………

Special Assistance:

Requirements should include:

- support from other agencies

……………………………………………………………………………
……………………………………………………………………………
……………………………………………………………………………

- SRCC intervention with priorities.

……………………………………………………………………………
……………………………………………………………………………
……………………………………………………………………………

Financial Issues may include:

- Support from SRCC for additional funding from Treasury.

    ……………………………………………………………………………
    ……………………………………………………………………………
    ……………………………………………………………………………

Recommendations:

    ……………………………………………………………………………
    ……………………………………………………………………………
    ……………………………………………………………………………
    ……………………………………………………………………………
    ……………………………………………………………………………
    ……………………………………………………………………………

Signature   Date

Title: …………………………………………………..

Communications Plan

Section Seven

7.0   Introduction

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 conflict messages being given to the public.

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

7.1   Communication Policy

Management of communication in a crisis is critical. This section has been created to guide the Shire of Toodyay 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 Toodyay CEO and/or Shire President.

7.2 Communication Principals

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.

7.3 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 Toodyay.

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 Toodyay 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.

7.4   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 Toodyay employs several practices in order to aid the prevention of emergencies and these are communicated to the public.

- Information shared with community at the monthly markets.

- Information included in the community newsletter

- Information available on social media and the Shire website.

- The Shire is mindful of older residents and ensures that communications do not solely rely on social media and the internet. Messages will also be disseminated via newsletters, pamphlets and messages on local radio

7.5   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.

7.6   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. Such information should include the following information:

- Where to go

- The safest route to take

- What to take (Medications etc)

State Systems

During a major emergency you can also find information on;

- Emergency WA website: https://www.emergency.wa.gov.au/

- Emergency broadcast on the ABC radio. (Car radios can be used during power outage)

- 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 and www.emergency.wa.gov.au

Telephone   13 3337 (13DFES) (For emergency information

only) – OR 1300 657 209 (recorded information line).

State Alert System

1300 253 787

State Alert

State Alert 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.

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

Local Systems

Having multiple methods can be very useful and ensure a large population of the community are reached, even when the power is out.

- Notice Boards at predetermined locations.
- Variable message boards
- Temporary notice boards may be erected in easy-to-access locations during emergencies.
- Information would also be publicly displayed at any evacuation centres that were opened as a result of the emergency.
- Community Newsletter
- Shire of Toodyay Facebook page
- Shire of Toodyay Website www.toodyay.wa.gov.au
- Shire Harvest Ban SMS List
- School SMS list
- Existing distribution email distribution lists including the LEMC.
- Doorknocking and loud hailer if necessary.

7.6   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.

7.7   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 Toodyay.

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 can provide 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 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 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 Toodyay'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.

APPENDIX 7A Recovery Communications Plan Template

Shire of Toodyay

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 the 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	