Shires of Mingenew, Morawa, Perenjori, Three Springs

LOCAL RECOVERY PLAN

Version 2013 – V02

SHIRES OF MINGENEW, MORAWA, PERENJORI, THREE SPRINGS

<u>LOCAL RECOVERY PLAN</u>

This plan has been produced and issued under the authority of s. 41(4) of the *Emergency Management Act 2005*, endorsed by the Shires of Mingenew, Morawa, Perenjori, Three Springs Local Emergency Management Committee (LEMC), and has been to be tabled with the District Emergency Management Committee (DEMC) by the Regional Community Emergency Management Officer (CEMO).

....

Chairperson   Date
Mingenew Morawa Perenjori Three Springs LEMC

....

Endorsed by Council
Mingenew Shire President   Date

....

Endorsed by Council
Morawa Shire President   Date

....

Endorsed by Council
Perenjori Shire President   Date

....

Endorsed by Council
Three Springs Shire President   Date

NOTE:

This Local Recovery Plan is to be read in conjunction with the Shires of Mingenew, Morawa, Perenjori, Three Springs Recovery Resources Manual and the Local Emergency Management Arrangements.

The Recovery Resources Manual contains information and standard forms for use by the Local Recovery Coordinator and the Local Recovery Coordinating Committee.

Where information appears in all three documents, it should be cross referenced.

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DISTRIBUTION LIST

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SHIRES		
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LEMC – Deputy Chairperson		1
LEMC Executive Officer		1
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WA Police	Perenjori	1
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Dept. Child Protection	Geraldton	2
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CESM	Three Springs	1
CBFCO	Mingenew	1
CBFCO	Morawa	1
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The distribution list is included to enable amendments to be distributed at later dates.

RECORD OF AMENDMENTS

Suggestions and comments from the community and stakeholders can help improve this plan and subsequent amendments.

Feedback can include:

- What you do and or don't like about this plan;
- Unclear or incorrect expression;
- Out of date information or practices;
- Inadequacies; and
- Errors, omissions and/or suggested improvements.

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

      Chairperson

      Shires of Mingenew, Morawa, Perenjori, Three Springs

      Local Emergency Management Committee

      PO Box 117

      THREE SPRINGS WA 6519

The Chairperson will refer any correspondence to the LEMC for consideration and/or approval.

Amendments promulgated are to be certified in the following table, when updated.

Amendment		Details of Amendment	Amended by
No.	Date		*Initial/Date

NOTE - *The person receiving the amendments should be responsible for replacing the pages as appropriate and also for completing the amendment record.

GLOSSARY OF TERMS

For additional information in regards to the Glossary of Terms, refer to the latest Emergency Management Western Australia Glossary.

AUSTRALASIAN INTERSERVICE INCIDENT MANAGEMENT SYSTEM (AIIMS) – A nationally adopted structure to formalize a coordinated approach to emergency incident management.

AIIMS STRUCTURE – The combination of facilities, equipment, personnel, procedures and communications operating within a common organizational structure with responsibility for the management of allocated resources to effectively accomplish stated objectives relating to an incident (AIIMS)

COMBAT - Take steps to eliminate or reduce the effects of a hazard on the community.

COMBAT AGENCY – A combat agency prescribed under subsection (1) of the *Emergency Management Act 2005* is to be a public authority or other person who or which, because of the agency's functions under any written law or specialized knowledge, expertise and resources, is responsible for performing an emergency management activity prescribed by the regulations in relation to that agency.

COMMUNITY EMERGENCY RISK MANAGEMENT – See **RISK MANAGEMENT**.

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 phases. Syn. '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 **COMMAND** 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 specific 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 relates 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 – means the Shires of Mingenew, Morawa, Perenjori, and Three Springs.

EMERGENCY – An event, actual or imminent, which endangers or threatens to endanger life, property or the environment, and which requires a significant and coordinated response.

EMERGENCY MANAGEMENT – The management of the adverse effects of an emergency including:

> **Prevention** – the mitigation or prevention of the probability of the occurrence of and the potential adverse effects of an emergency.

Preparedness – preparation for response to an emergency

Response – the combating of the effects of an emergency, provision of emergency assistance for casualties, reduction of further damage and help to speed recovery and

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

HAZARD MANAGEMENT AGENCY (HMA) – A public authority or other person, prescribed by regulations because of that agency's functions under any written law or because of its specialized knowledge, expertise and resources, to be responsible for the emergency management or an aspect of emergency management of a hazard for a part or the whole of the State.

INCIDENT – An event, accidentally or deliberately caused, which requires a response from one or more of the statutory emergency response agencies.

A sudden event which, but for mitigating circumstances, could have resulted in an accident.

An emergency event or series of events which requires a response from one or more of the statutory response agencies. See also **ACCIDENT**, **EMERGENCY** and **DISASTER**.

INCIDENT AREA (IA) – The area defined by the Incident Controller for which they have responsibility for the overall management and control of an incident.

INCIDENT CONTROLLER – The person appointed by the Hazard Management Agency for the overall management of an incident within a designated incident area

INCIDENT MANAGER – See **INCIDENT CONTROLLER**

INCIDENT MANAGEMENT TEAM (IMT) – A group 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. The team headed by the incident manager which is responsible for the overall control of the incident.

INCIDENT SUPPORT GROUP (ISG) – A group of agency/organisation liaison officers convened and chaired by the Incident Controller to provide agency specific expert advice and support in relation to operational response to the incident.

LG – Local Government meaning the Shires of Mingenew, Morawa, Perenjori, Three Springs.

LIFELINES – The public facilities and systems that provide basic life support services such as water, energy, sanitation, communications and transportation. Systems or networks that provide services on which the well-being of the community depends.

LOCAL EMERGENCY COORDINATOR (LEC) - That person designated by the Commissioner of Police to be the Local Emergency Coordinator with responsibility for ensuring that the roles and functions of the respective Local Emergency Management Committee are performed, and assisting the Hazard Management Agency in the provision of a coordinated multi-agency response during Incidents and Operations.

LOCAL EMERGENCY MANAGEMENT COMMITTEE (LEMC) – Based on either local government boundaries or emergency management sub-districts. Chaired by the Shire President/Mayor (or a delegated person) with the Local Emergency Coordinator, whose jurisdiction covers the local government area concerned, as the Deputy Chair. Executive support should be provided by the local government.

OPERATIONS – The direction, supervision and implementation of tactics in accordance with the Incident Action Plan. See also **EMERGENCY OPERATION**.

OPERATIONAL AREA (OA) – 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.

PREVENTION – Regulatory and physical measures to ensure that emergencies are prevented, or their effects mitigated. Measures to eliminate or reduce the incidence or severity of emergencies. See also **COMPREHENSIVE APPROACH**.

PREPAREDNESS – Arrangements to ensure that, should an emergency occur, all those resources and services which are needed to cope with the effects can be efficiently mobilised and deployed. Measures to ensure that, should an emergency occur, communities, resources and services are capable of coping with the effects. See also **COMPREHENSIVE APPROACH**.

RESPONSE – Actions taken in anticipation of, during, and immediately after an emergency to ensure that its effects are minimised and that people affected are given immediate relief and support. Measures taken in anticipation of, during and immediately after an emergency to ensure its effects are minimised. See also **COMPREHENSIVE APPROACH**.

RECOVERY – The coordinated process of supporting emergency-affected communities in reconstruction of the physical infrastructure and restoration of emotional, social, economic and physical well-being.

SUPPORT ORGANISATION – A public authority or other person who or which, because of the agency's functions under any written law or specialized knowledge, expertise and resources is responsible for providing support functions in relation to that agency.

TELECOMMUNICATIONS – The transmission of information by electrical or electromagnetic means including, but not restricted to, fixed telephones, mobile phones, satellite phones, e-mail and radio.

VULNERABILITY – The degree of susceptibility and resilience of the community and environment to hazards. *The degree of loss to a given element at risk or set of such elements resulting from the occurrence of a phenomenon of a given magnitude and expressed on a scale of 0 (no damage) to 1 (total loss).

WELFARE CENTRE – Location where temporary accommodation is actually available for emergency affected persons containing the usual amenities necessary for living and other welfare services as appropriate.

GENERAL ACRONYMS USED IN THIS PLAN

CA	Controlling Agency
CEO	Chief Executive Officer
DCP	Department for Child protection
DEC	Department of Environment and Conservation
DFES	Department of Fire and Emergency Services
DEMC	District Emergency Management Committee
HMA	Hazard Management Agency
ISG	Incident Support Group
LEC	Local Emergency Coordinator
LEMA	Local Emergency Management Arrangements
LEMC	Local Emergency Management Committee
LRC	Local Recovery Coordinator
LRCC	Local Recovery Coordinating Committee
NDRRA	Natural Disaster Relief and Recovery Arrangements
SEC	State Emergency Coordinator
SEMC	State Emergency Management Committee
SES	State Emergency Service
SEWS	Standard Emergency Warning Signal
SOP	Standard Operating Procedures
WANDRRA	Natural Disaster Relief and Recovery Arrangements

PART 1: INTRODUCTION

Following the impact of a hazard on a community within the Shires of Mingenew, Morawa, Perenjori, Three Springs, there may be the need to assist the community to recover from the effects of the emergency. This recovery is a coordinated process of supporting the affected community in:

- Reconstruction of the physical infrastructure; and
- Restoration of emotional, social, economic and physical wellbeing.

The purpose of recovery is to assist the community attain a proper level of functioning as soon as possible.

Recovery activities will normally commence in conjunction with immediate response activities but may continue for an extended period after response activities have concluded.

1.1 AUTHORITY

This Local Recovery Plan has been prepared in accordance with s.41(4) of the *Emergency Management Act 2005*. The Plan has been endorsed by the Shires of Mingenew, Morawa, Perenjori, Three Springs Local Emergency Management Committee, and the Shires of Mingenew, Morawa, Perenjori, Three Springs Council,s and it has been tabled for information and comment with the Midwest-Gascoyne District Emergency Management Committee.

- s.36(b) of the *Emergency Management Act 2005* states:
  "It is a function of a local government – to manage recovery following and emergency affection the community in its district".
- s.41(4) of the *Emergency Management Act 2005* states:
  "Local emergency management arrangements are to include a recovery plan and the nomination of a recovery coordinator".

1.2 PLANNING RESPONSIBILITY

The preparation, maintenance and exercising of the Local Recovery Plan is the responsibility of the Local Recovery Coordinator.

1.3 AIM

The aim of the Shires of Mingenew, Morawa, Perenjori, and Three Springs Local Recovery Plan is to detail the recovery management processes required to assist with the timely and effective coordination of reconstruction and restoration activities to improve the quality of life in an effected community, so they can continue of function as a part of the wider community.

1.4 OBJECTIVES

The objectives of the Local Recovery Plan are to:

- Ensure effective and coordinated management of recovery within the Shires of Mingenew, Morawa, Perenjori, Three Springs;
- Ensure the Plan complies with the State Emergency Management Arrangements;
- Identify the roles and responsibilities of Hazard management Agencies, emergency services, support organisations and the Shires of Mingenew, Morawa, Perenjori, Three Springs staff, whilst promoting effective liaison between all organisations;

- Ensure a coordinated approach to public education in relation to emergencies within the Shires of Mingenew, Morawa, Perenjori, Three Springs; and
- Ensure the Plan is kept up to date.

1.5 SCOPE

The scope of this Local Recovery Plan is limited to the local government boundaries of the Shires of Mingenew, Morawa, Perenjori, and Three Springs. It details the recovery procedure for the community and does not in any way detail how individual organisations will conduct activities, within their core business areas.

This Local Recovery Plan is a support plan to the Shires of Mingenew, Morawa, Perenjori, and Three Springs Local Emergency Management Arrangements.

This Local Recovery Plan is a guide to recovery management at a local level. An emergency situation may arise which requires coordination at a state level.

1.6 RECOVERY MANAGEMENT PRINCIPLES

Recovery from emergencies is most effective when:

- Recovery from an emergency is an enabling and supportive process, which allows individuals, families and communities to attain a proper level of functioning through the provision of information, specialist services and resources;
- Agreed plans and management arrangements, which are accepted and understood by recovery agencies, combat agencies and the community, have been established;
- Recovery arrangements recognise the complex, dynamic and protracted nature of recovery processes and the changing needs of affected individuals, families and groups within the community over time;
- Human service agencies play a major role in all levels of key decision-making which may influence the well-being and recovery of the affected community;
- The recovery process begins from the moment the emergency impacts; and
- Planning and management arrangements are supported by training programs and exercises which ensure that recovery agencies and personnel are properly prepared for their role.

Recovery management arrangements provide a comprehensive and integrated framework for managing all potential emergencies and disasters and where assistance measures are provided in a timely, fair and equitable manner and are sufficiently flexible to respond to a diversity of community needs.

1.7 RECOVERY CONCEPTS

Recovery management principles are supported by the following concepts which provide a basis for effective recovery management.

- Community Involvement: Recovery processes are most effective when affected communities actively participate in their own recovery.
- Local Level Management: Recovery services should be managed to the extent possible at the local level.

- <u>Affected Community:</u> The identification of the affected community needs to include all those who are affected in any significant way whether defined by geographical location or as a dispersed population.
- <u>Differing Effects:</u> The ability of individuals, families and communities to recover depends upon capacity, specific circumstances of the event and its effects.
- <u>Empowerment:</u> Recovery services should empower communities to manage their own recovery through support and maintenance of identity, dignity and autonomy.
- <u>Resourcefulness:</u> Recognition needs to be given to the level of resourcefulness evident within an affected community and self-help should be encouraged
- <u>Responsiveness, Flexibility, Adaptability and Accountability:</u> Recovery services need to be responsive, flexible and adaptable to meet the rapidly changing environment, as well as being accountable
- <u>Integrated Services:</u> Integration of recovery service agencies, as well as with response agencies, is essential to avoid overlapping services and resource wastage.
- <u>Coordination:</u> Recovery services are most effective when coordinated by a single agency.
- <u>Planned Withdrawal:</u> Planned and managed withdrawal of external services is essential to avoid gaps in service delivery and the prevention of leaving before the task has been completed.

PART 2: PLANNING

2.1 SPECIAL CONSIDERATIONS

With the diversity of the Shires of Mingenew, Morawa, Perenjori, Three Springs, there are several considerations that may have an impact on the implementation of the Local Recovery Plan in times of emergency:

- Storm season – August to September
- Bushfire Season November to April
- Copy from LEMA

2.2 RELATED DOCUMENTS AND ARRANGEMENTS

2.2.1 FORMAL LOCAL EMERGENCY MANAGEMENT POLICIES

The Shires of Mingenew, Morawa, Perenjori, Three Springs currently does not have any policies specifically relating to recovery management unique to their local government areas.

2.2.2 EXISTING PLANS AND ARRANGEMENTS

Any relevant plans and arrangements that exist for the area should also be listed for reference purposes and where they are located.

Document	Owner	Location

Table 2.2.2

2.2.3 AGREEMENTS, UNDERSTANDINGS AND COMMITMENTS

Currently there are no formal agreements or MOUs between the Shires of Mingenew, Morawa, Perenjori, Three Springs and other local governments, organisations or industries in relation to the provision of assistance during times of need are in place.

Parties to the Agreement	Summary of the Agreement	Special Considerations

Table 2.2.3

2.3 FINANCIAL ARRANGEMENTS

The following outlines the responsibilities in relation to financial aspects of recovery:

- SEMP OP – 19 *Management of Public Fund Raising and Donations*. [Lord Mayor's Distress Relief Fund (LMDRF)]
- Natural Disaster Relief Arrangements
- CentreLink
- Department for Child Protection
- WANRRA may change

2.3.1 APPEALS AND DONATIONS

Where possible, donations of goods and services should be discouraged as they are difficult to manage. Donations of cash are more practicable to manage and provide the opportunity to utilize local services which in turn assists with the recovery of local business.

2.3.2 DONATIONS OF CASH

The Local Recovery Coordinating Committee will encourage the use of the Lord Mayor's Distress Relief Fund for people wanting to make cash donations, although if deemed necessary, will open a separate account specifically for cash donations. (Ref SEMP OP – 19 *Management of Public Fund Raising and Donations)*

2.3.3 DONATIONS OF SERVICE AND LABOUR

Any donations of services or labour to assist with the recovery from an emergency, should be administered by the affected Local Government or if established, the Local Recovery Committee. Where the State Government level recovery coordination arrangements are activated under WESTPLAN – *Recovery Coordination,* the Recovery Services Sub Committee may arrange the administration of donations of services and labour.

Red Cross

2.3.4 DONATIONS OF GOODS

The donations of goods to assist victims to recover from an emergency may be arranged by non-government organisations. The distribution of the donated goods shall be undertaken by the organisations concerned.

2.4 LOCAL RECOVERY COORDINATING COMMITTEE ROLES AND RESPONSIBILITIES

The roles and responsibilities of those involved in recovery management are outlined in this Local Recovery Plan and the following descriptions can be used as a guide.

The diagrams contained in **Annex 1.** Show the structures diagrammatically.

2.4.1 LOCAL RECOVERY COORDINATOR

The Local Recovery Plan should specify who has been appointed as the Local Recovery Coordinator (LRC), in accordance with s. 41. (4) of the *Emergency Management Act 2005*. There should be more than one person appointed and trained to undertake the role in case the primary appointee is unavailable when an emergency occurs.

2.4.2 LRC – ROLES AND RESPONSIBILITIES

The Local Recovery Coordinator should consider the following Roles and Responsibilities:

- Manage the preparation, maintenance and exercising of the Local Recovery Plan;
- Assess the community recovery requirements for each emergency, in liaison with the HMA, to:
  - o Provide advice to the Shire President/CEO on the requirement to activate the Plan and convene the Local Recovery Committee

- o Provide advice to the Local Recovery Coordinating Committee (LRCC);
- Undertake the functions of the Executive Officer to the LRCC;
- Facilitate the acquisition and the appropriate application of materials staff and financial resources;
- Coordinate local recovery activities, in accordance with plans, strategies and policies determined by the LRCC;
- Monitor the progress of recovery and provide periodic reports to the LRCC;
- Contribute to the resolutions of problems (political & within the community) which will emerge during recovery
- Coordinate the recovery process in accordance with local and State plans, policies and strategies.
- Liaise with the State Recovery Coordinator on issues where state level support is required or where there are problems with local services;
- Ensure that regular reports are made to the State Recovery Coordinating Committee on the progress of the recovery;
- Arrange for the conduct of a debriefing of all participating agencies and organisations as soon as possible after stand-down;
- Ensure maximum community involvement;
- Ensure that immediate and long term individual and community needs are met; and
- During non-disaster periods, work in partnership with HMA's and SEMC Secretariat to increase recovery awareness and promote recovery planning with key stakeholders.

Refer to **Appendix 1. of the Local Recovery Resources Manual** for a comprehensive Action Check list.

2.4.3   LOCAL RECOVERY PLANNING COMMITTEE

The Local Recovery Planning Committee is formed as a sub-committee of the Local Emergency Management Committee Chaired by the deputy Chair of the LEMC and operates in pre-emergency role. The Local Recovery Planning Committee is responsible for the development and implementation of the Local Recovery Plan and Resources Manual for the local government district including:

- Prepare, maintain and exercise the Local Recovery Plan;
- Ensure the training, education and exercising of this Plan for associated organisations and local government staff; and
- Promote community awareness of the Local Recovery Plan.

2.4.4   LOCAL RECOVERY COORDINATING COMMITTEE

Membership:

Position	Suggested representative
Chairperson	Local Government President or Councillor
Local Recovery Coordinator	Local Government CEO or their delegated representative. Of the Shire that the incident has

	accoutred in
Administrative Support	Provided by Local Government
Members	One councillor from each member Council A Volunteer from each Shire. Relevant government agencies, statutory authorities and community organisations will nominate their representatives to be members, dependent on the type of incident. It is recommended that the following representatives are included: • Local Government • HMA • Dept of Health/Local Health Officer • Shire Works Supervisors • DCP • WA Police • Other agencies or Community Organisations, as required.

2.4.5 LOCAL RECOVERY COORDINATING COMMITTEE - ROLE:

To coordinate and support local management of the recovery processes within the community subsequent to a major emergency in accordance with State Emergency Management Policy and the Local Recovery Plan.

2.4.6 RESPONSIBILITIES:

• Appointment of key positions within the committee;
• Establishing subcommittees as required;
• Setup and manage the "One Stop Shop";
• Assessing requirements for recovery activities relating to the physical, psychological and economic and environmental wellbeing of the community with the assistance of HMAs;
• Facilitating the provision of services, public information, information exchange and resource acquisition;
• Negotiating the most effective use of available resources including the support of State and Commonwealth agencies;
• Monitoring the progress of recovery, and receive periodic reports from recovery agencies;
• Ensuring a coordinated multi-agency approach to community recovery; and
• Making appropriate recommendations, based on lessons learnt, to the LEMC to improve the community's recovery preparedness.

2.4.7 LRCC SUB-COMMITTEES (WHERE REQUIRED)

It may be appropriate to consider establishing one or more sub-committees to assist the Local Recovery Coordinator by addressing specific components of the recovery process.

Activation of the recovery process may not necessarily require the formation of one or all of the recovery sub-committees being dependant of the complexity of the emergency. When the LRCC is convened, generally only the Chairperson of that Sub-Committee chairperson is required to attend the meeting/s.

To ensure all individuals affected by an emergency have access to personal support services, a 'Recovery Needs Assessment and Support Survey Form' will be completed by affected individuals, families and businesses with a copy being distributed to all Recovery Committees to ensure community concerns and needs are analysed and dealt with in a timely manner. The form will assist the Health and Wellbeing Sub-Committee to prioritise and action welfare assistance as required.

A copy of the form is found in **Appendix 1. of the Local Recovery Resources Manual**.

The most commonly established sub-committees and their responsibilities are detailed below:

Restoration and Reconstruction Sub-Committee:
- Assess requirements for the restoration of services and facilities with the assistance of responsible agencies.
- Assess the restoration process and the reconstruction policies and programmes and facilitate reconstruction plans where required.
- Report the progress of the restoration and reconstruction process to the Local Recovery Committee.
- Make recommendations to the Local Recovery Coordinating Committee

Community and Personal Support Sub-Committee:
- Assess the requirement for personal support services in the short, medium and long term.
- Facilitate resources (financial and human), as required, to complement/assist existing local services.
- Monitor the progress of the local personal service providers and receive regular progress reports from agencies involved.
- Make recommendations to the Local Recovery Coordinating Committee.

Health and Welfare:

The key functions of the Health and Wellbeing Sub-Committee are to:
- Plan the personal support process;
- Identify and recruit membership from local and state resources;
- Coordinate the Welfare Recovery of the community in consultation with the LRCC;
- Identify and involve the local community in the recovery process;
- Liaise with other recovery sub-committees;
- Plan the information services available to the community;
- Identify and recruit membership from local and state resources;
- Coordinate the information dissemination into the community in consultation with the LRCC;
- Identify and involve the local community in the recovery process; and
- Liaise with other recovery sub-committee.

 Structure/ Membership

Though the Health and Wellbeing Sub-Committee will have a dynamic membership, the membership should initially include:

- Chairperson – nominated person of LRCC n)
- Admin support – local government
- Local government representative (Councillor)
- Media Liaison Officer
- Department for Child Protection
- Centrelink representative
- Community

As the needs of community change, the membership of the Recovery Welfare Sub-Committee should be reflective of requirements at the time to ensure all aspects of welfare are addressed.

Functions

The core function of the Health and Wellbeing Sub-Committee is to monitor all aspects of the information flow into the community. The main functions that will be performed are:

-
    -
- Finance:

-

- The key functions of the Financial Sub-Committee are to:
- Plan the Economic and Financial Recovery process
- Identify and recruit membership from local and state resources
- Coordinate the Economic and Financial Recovery of the community in consultation with the LRCC
- Identify and involve the local community in the recovery process
- Liaise with other recovery sub-committees

Activation of the recovery process may not necessarily require the formation of one or all of the recovery sub-committees being dependant of the complexity of the emergency. When the LRCC is convened, generally only the Financial Sub-Committee chairperson is required to attend the meeting/s. To ensure all individuals and businesses affected by an emergency have access to support services, a 'Recovery Needs Assessment and Survey Form' will be completed by the affected persons and a copy will be distributed to all Recovery Committees to ensure community concerns and needs are analysed and dealt with in a timely manner. A copy of the form is found in the 'Local Recovery Plan'. The form will assist the Financial Sub-Committee to prioritise and disburse financial assistance as required.

Structure/Invite Membership

Though the Financial Sub-Committee will have a dynamic membership, the membership should initially include:

- Nominated person of LRCC (Chairperson)
- SOK representative
- Minute secretary
- Department for Child Protection
- Centrelink representative
- Insurance Council of Australia Representative

- Chamber of Commerce Representative
- Prominent member of the community

As the needs of community change, the membership of the Financial Sub-Committee should be reflective of requirements at the time to ensure all aspects of economic and financial recovery are addressed.

Functions

The core function of the Financial Sub-Committee is to monitor all economic and financial aspects of the recovery process. The main financial functions that will be performed are:

- Manage appeal funds and donations;

- Monitor and assist with economic recovery;
- Monitor and assist with financial recovery; and
- Monitor internal and external costs;

All financial activities must be recorded and monitored for accountability and if applicable, reimbursement from State and or Commonwealth disaster relief funds.

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2.4 VOLUNTEERS

Within the first few days of an emergency occurring, the Shires of Mingenew, Morawa, Perenjori, Three Springs and the LRCC will receive numerous offers of voluntary assistance. It is important to harness this enthusiasm so that offers and opportunities are not lost.

There are likely to be two sources of volunteers:
- Clubs, community groups and other non-government organisations.
- Members of the general public.

Volunteers affiliated with an organisation will generally be managed by the organisation of membership and are likely to have specific skills to perform assigned roles (e.g. CWA, Lions Clubs, etc).

Volunteers from the general public (individuals and private companies) who offer assistance, on an ad-hoc basis, require careful management and coordination.

2.4.1 LOCAL VOLUNTEER COORDINATOR:

The LRC will initially be responsible for overseeing volunteer activities and if the event dictates the necessity to do so, the LRC will request the activation of the Local Volunteer Coordinator (LVC).

The LVC, in conjunction with the LRCC, should as early as practicable establish a list of activities, taken from Request for Assistance/Tasks (RFAs) received by the LRCC, that could be undertaken by volunteers to assist in the recovery effort.

2.4.2 REGISTRATION:

For insurance purposes, it is paramount that any volunteer under the direction and control of the Shires of Mingenew, Morawa, Perenjori, Three Springs or the LRCC must be registered and signs on prior to participating in any task, with clear instructions disseminated and acknowledged. All volunteers must sign off on the completion of

the shift.

"Volunteer Information Forms (V.I.F.)" (refer to **Appendix 2. of the Recovery Resources Manual**) must be completed by Shires of Mingenew, Morawa, Perenjori, Three Springs or the LRCC staff whenever an offer of assistance is made and when completed, should be forwarded to the LVC for consideration

It is the responsibility of the LVC to oversee the registration of all volunteers who are under the direction and control of the LRCC, regardless of whether they are individuals or belong to a community group or club.

The LVC will register the volunteer on the "Volunteer Log Form (V.L.F.)" (refer to **Appendix 2. of the Recovery Resources Manual**) transposing this queue number to the VIF.

The LVC will access the VIF to ascertain if the volunteer can be tasked and the VIF and VLF will be noted and signed off and the volunteer be notified aorcodrdly.

Appendix 3. of the Recovery Resources Manual details a flow chart to how the Volunteer is managed by the LRCC.

2.4.3   REQUEST FOR ASSISTANCE/TASK (RFAS)

Each Request for Assistance/Task will be given a unique number and recorded on the incident "task Recoding Log (TRL) refers to **Appendix 3. of the Recovery Resources Manual**

All RFAs allocated must be authorized by the LRCC to ensure the duplication of tasking is avoided.

2.4.3   ALLOCATION OF TASKS

The LVC is responsible for matching volunteer's skills and resources against required tasks, bearing in mind the needs of the community and individuals. Tasks assigned must be meaningful with clearly defined roles and must be recorded against the respective volunteers "Volunteer Information Form".

When tasked, the volunteer is to be given a copy of the "Volunteer Task Allocation Form (Ta   )" refer to **Appendix 3. of the Recovery Resources Manual** in the Recovery to ensure that they have a clear understanding of the role to be undertaken.

2.4.3   HOURS OF DUTY

Where applicable, volunteers should be rostered on for periods of no longer than twelve (12) hours at one time, followed by a minimum twelve (12) hour rest period. Shifts should overlap by a minimum of 30 minutes to enable briefings and handovers

to their relief to occur.

The LVC will be responsible for all volunteer rostering and will provide each volunteer with a copy of the "Volunteer Roster Form (VRF)" refer to **Appendix 3. of the Recovery Resources Manual** when they are produced and authorized.

2.4.5 IDENTIFICATION

The LVC shall provide all volunteers with appropriate identification, the minimum standard being a name tag. The name tag must have the volunteer's full name and Volunteer Information Form (VIF) Reference Number clearly inscribed.

2.4.6 OTHER

The LVC shall conduct regular briefings and debriefings of volunteers. Access to appropriate counseling must be provided to all workers, as an acknowledgement that high levels of both acute and ongoing stress, and direct exposure to trauma, may be experienced.

2.5 CONTACTS REGISTER

A register detailing the contact details for all agencies/groups/organisations with responsibilities under the Plan should be attached as an annex.

Refer to **Annex 2** for contacts list.

PART 3: COMMENCEMENT OF RECOVERY

3.1 THE TRANSITION

Recovery starts while response activities are still in progress, and key decisions taken during the response phase are likely to directly influence and shape recovery.

The Local Recovery Coordinating Committee (LRCC) shall be called together as soon as possible for a briefing of the emergency situation, even in the response stage, to detail the extent of contingencies to allow for smooth transition from response to recovery.

The LRCC can expand or contract as the recovery management process requires. When forming the LRCC, the Local Recover Coordinator (LRC) will organise the team based on the nature, location and severity of the event as well as considering the availability of designated members. The LRC will also ensure that the LRCC has the technical expertise and operational knowledge required to respond to the situation.

The overall responsibilities of the LRCC will be to:
- Align response and recovery priorities;
- Connect with key agencies;
- Understand key impacts and tasks;
- Identify recovery requirements and priorities as early as possible;
- The Local Recovery Coordinator must be included in Incident Support Group (ISG) meetings from the onset; and
- Transition from response to recovery shall be formalised by completing of the "Transition from Response to Recovery Form" refer to **Appendix 3. of the Recovery Resources Manual.**.

3.2 KEY COMMITTEE APPOINTMENTS

A list of key Local Recovery Coordinating Committee appointments are contained in refer to **Appendix 3. of the Recovery Resources Manual.** In addition to LRCC members knowing and understanding their primary and alternate roles and responsibilities, it is important that they are familiar with other roles and responsibilities, as they may be required to fulfil these roles at any time (particularly during the early stages of activation).

3.3 TRANSITIONING TO RECOVERY

Response and recovery activities will overlap and may compete for the same limited resources. Such instances should normally be resolved through negotiation between the Hazard Management Agency's Incident Manager (IM), Local Recovery Coordinator (LRC) and the Local Emergency Coordinator (LEC). However, where an agreement cannot be achieved, preference is to be given to the response requirements.

The decision to announce that emergency response is over is just as important as determining whether an issue or incident constitutes an emergency in the first place. The decision to formally announce that the emergency is over will send an important message to all stakeholders and will trigger the commencement of recovery actions by government, community and private sector business.

The effect of prematurely announcing that an emergency is over may create the perception among stakeholders that the affected Shire is being insensitive to, or unaware of the broader issues, which may reflect poorly on the Shires of Mingenew, Morawa, Perenjori, Three Springs. The LRC and Shires of Mingenew, Morawa, Perenjori, Three Springs CEO, should jointly determine when the emergency response is over in consultation with the Controlling Agency/Hazard Management Agency (CA/HMA).

The local government should not be forced to take over the transition from the CA/HMA until they are satisfied that the response activities are complete and the community will be able to enter the recovery phase.

3.4 RECOVERY PRIORITIES

The priorities for the LRCC during the period of recovery management are to:

- Assessing requirements for restoration of services and facilities;
- Monitoring the progress of recovery and ensure community involvement;
- Determine policy and strategies for the conduct of recovery and assistance measures;
- Provide short term emergency accommodation;
- Setup of a "One Stop Shop";
- Provide personal support services; and
- Establish and manage financial relief schemes.

3.6 KEY RECOVERY AREAS

The LRCC should consider the following areas when recommending priorities and ensuring work is completed:

- Infrastructure
- Economic/Financial
- Personal
- Environment
- Community

When identifying priorities consideration should be given to the Risk Evaluation Criteria developed during the ERM process. (Risk Evaluation – community values)

3.7 COMMENCEMENT OF THE RECOVERY PHASE

3.7.1 IMPACT ASSESSMENT AND 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. Impact assessment should not interfere with response operations. Access to the affected area may be restricted by the CA/HMA until it is determined to be safe to enter.

There are sources that may assist in the collection of impact assessment data include any or all of the following:

- CA/HMA;

- Welfare agencies – to identify persons in need of immediate assistance;
- Local government building inspectors and engineers;
- Insurance assessors; and
- Business associations, eg HIA, local Chamber of Commerce, Small Business.

Impact assessments should be focussed on the areas of social, economic and environmental disruption and/or damage.

Following a major emergency, where substantial recovery planning is required, an Action Recovery Plan should be prepared by the LRCC early into the recovery phase. The Action Recovery Plan should describe the extent of damage and detail planning for restoration and reconstruction of the affected community.

An example of an "Action Recovery Plan" is contained in refer to **Appendix 3. of the Recovery Resources Manual**.

3.7.2   MARKETING AND ACCEPTANCE

Your community will turn to the local government and recognised emergency service providers in the area in times of emergency. It is important that the community knows about the local recovery arrangements and understands where they should go for assistance, if they have been affected by an emergency. Therefore, in addition to consulting the community in the development of the Local Recovery Plan, it should be made available to all the organisations with responsibilities under the Plan and to the community it serves.

Consider securing local media coverage of the approval of the Local Recovery Plan and use that opportunity to build public understanding and support of the recovery process.

3.7.3   EMERGENCY PUBLIC INFORMATION

Communities affected by an emergency require adequate, timely information and instructions to facilitate their return to normal functioning. The provision of this information and direction is an integral part of the recovery process and forms part of the emergency public information function.

To maintain consistencies with state level emergency public information planning refer to WESTPLAN – *Public Information*.

A detailed Communications Policy for the Shires of Mingenew, Morawa, Perenjori, Three Springs is located in Part 5 of this Plan.

3.7.4   WELFARE AND HEALTH SERVICES

Relief activities are directed at meeting the immediate food, shelter and security requirements of those affected by the incident or disaster. Recovery activities are directed at providing the information, resources, personal support and community infrastructure necessary for individuals and communities to achieve self-sufficiency and sustain independent functioning. In some instances, these activities may continue for months or even years.

3.7.5 INFRASTRUCTURE

The restoration/reconstruction of essential services, e.g. roads, transport, water, sewage, electricity, gas and waste disposal, will remain the responsibility of the agencies with existing responsibility for the provision of those services. Each of the agencies should have a Business Continuity Plan (BCP) in place.

The LRCC is responsible for recommending priorities and ensuring work is completed.

3.7.6 FINANCIAL ARRANGEMENTS

Guidance on the following financial aspects of recovery is available as follows:

- Natural Disaster Relief Arrangements – www.dfes.wa.gov.au (go to "State emergency management" and select "Disaster relief".

- Public Appeals - establishment and administration of – see www.dfes.wa.gov.au (go to "State emergency management", then "Policy and Planning" and select "State emergency management policies.

3.7.7 STATE LEVEL ASSISTANCE

State level assistance to community recovery will normally be provided by a range of State government agencies through direct representation on the LRCC.

Where the level of recovery is beyond the capacity of the local community, State level support shall be requested as outlined in State Recovery Coordination Plan - WESTPLAN – *Recovery Coordination*.

The LRC will have direct access to the State Recovery Coordinator throughout the process when State level assistance is being provided to the affected community.

3.8 ACTIVATION

The Controlling Agency/Hazard Management Agency (CA/HMA) has the responsibility for the response to an emergency and must initiate the recovery phase during the response to that emergency.
The CA/HMA will then liaise with the emergency affected local government CEO to prepare for a transition from response to recovery and at an agreed point will transfer responsibility for the recovery activity to that local government.

The "handover" arrangements shall be documented using the "Transition from Response to Recovery Form" contained in **Appendix ??**.

Where an emergency is assessed by the CA/HMA, as being of sufficient magnitude to require State level recovery coordination, the CA/HMA, with the agreement of the affected local government/s, will discuss the transfer of the coordination responsibility to the State with the Chairperson of the Recovery Services Sub-Committee (RSS) *(*SEMP No 4.4 – *State Recovery Coordination).*

The Local Recovery Coordinator (LRC) is responsible for collecting the initial information from the CA/HMA to recommend to the Shires of Mingenew, Morawa, Perenjori, and Three Springs CEO to activate the LRCC. Using **Appendix 3C** of the Recovery Resources , the LEC

collects information on the situation, and then makes a decision to recommend activation of the LRCC to the CEO.

The decision to activate the LRCC and together with the LRC the CEO commences the notification of LRCC members, the CA/CMA and other agencies. The LRCC is considered activated when it convenes at the Recovery Coordination Centre location to initiate the first recovery planning meeting.

Once the activation has been initiated, the LRCC Chairperson is responsible for implementing the recovery processes of the Local Recovery Plan by using the "LRCC – Actions List" contained in **Appendix ???**

3.8.1   LEVELS OF ACTIVATION

Levels of activation may assist a progressive move to activation as a precautionary measure without fully enabling all resources prematurely; however, there is no requirement to proceed from one level to the next i.e. the CEO may go straight into Call Out from a situation that was previously normal conditions. The levels are:

- **Alert**
    - Immediately a warning is received the LEC notifies the HMA concerned
    - The HMA is then to decide on the need to warn the LRCC and the community
    - Preliminary preparations take place.
- **Standby**
    - Issued by the LEC when a possible emergency situation is considered imminent
    - The Shires of Mingenew, Morawa, Perenjori, Three Springs LRCC is prepared for activate
    - Further warnings to the public are issued if necessary.
- **Call Out**
    - Directed by the CEO to the LEC and HMA to activate
    - LRCC members convene at the RC
    - Resources are deployed on instructions according to the need of the situation.
- **Stand Down**
    - To be decided upon by the CEO in coordination with the LEC and HMA
    - De-briefing arrangements are to be detailed at the time.

3.9 PUBLIC INFORMATION

Provision of public information must be deliberate, planned and sustained. Effective information management is the key to rebuilding community confidence. Only with the return of confidence will the community invest in its own recovery.

In the response phase public information primarily informs and reassures. In the recovery phase it is the mechanism by which the affected community and the wider public are encouraged to participate in the process of restoration and rehabilitation.

3.9.1 PUBLIC INFORMATION CONTINUITY

The public information function should continue after the emergency response is over, lives are no longer at risk, and the state of emergency is over. The focus might change but the purpose of maintaining the flow of information remains in place.

3.9.2 POINTS TO CONSIDER;

- Appoint potential spokespeople to deal with the media, ie Shire President/Deputy, CEO, etc.;
- Manage public information during the transition from response to recovery when handover completed from CA/HMA;
- Identify priority information needs;
- Develop a comprehensive media/communication strategy;
- Coordinate public information through:
  o joint information centres
  o spokesperson/s
  o identifying and adopting key message priorities
  o using a single publicised website for all press releases
- Develop processes for:
  o media liaison and management (all forms e.g. print, and electronic)
  o briefing politicians
  o alternative means of communication e.g. public meetings, mailbox fliers, advertising
  o communicating with community groups
  o meeting specialist needs
  o formatting press releases
  o developing and maintaining a website
  o ensuring feedback is sought, integrated and acknowledged
- Monitor print and broadcast media, and counter misinformation.

3.10 RECOVERY COORDINATION CENTRE

A Recovery Coordination Centre (RCC) should be established if extensive recovery activities are to be undertaken and its purpose is to bring together all agencies involved in the recovery process to ensure effective communication and coordination of resources, information and tasks.

The Recovery Coordination Centre (RCC) is a facility used for the central coordination of all available recovery resources to an emergency. The LRCC will operate this facility and it is the focus of the community emergency recovery process. Pre-planning requires that the location of the RCC be clearly identified.

3.10.1 LOCATIONS AND LAYOUT

The location of all facilities, within the Shires of Mingenew, Morawa, Perenjori, Three Springs, that would be suitable to be used as a RCC are contained in Local Emergency Management Arrangements Supplement and the Recovery Resources Manual. The layout of the RCC should enable the effective management of the emergency.

3.10.2 MANAGEMENT

The LRC is charged with the management of the RCC.

This responsibility commences well before the occurrence of an emergency. The LRC is responsible for ensuring that the RC and ancillary locations are stocked with the appropriate collateral. Additionally, the LRC should monitor the serviceability of IT equipment, communications systems and room amenity systems.

Upon activation of the LRCC, the LRC is to coordinate staff to set up the LRC and ancillary locations for the LRCC. This will be expedited by forewarning individual holders of identified equipment to be seconded to the LRCC, with a direction for where the equipment is to be delivered on notification.

Throughout the period of the recovery, the RCC will need to be managed. The scope of these management duties may include:

- Preparation and coordination of briefings and meetings;
- Maintenance of an effective working environment;
- Ensuring that only necessary personnel are in the RRC; and
- Security (of information, access and equipment).

Finally, on standing down the LRCC, the LRC is responsible for refurbishing all LRCC locations to their normal state and refurbishing all pre-prepared materials for use in a future event.

3.10.3 FACILITIES AND EQUIPMENT

The RCC needs to be equipped with essential information technology systems and equipment to support the LRCC in making timely decisions.

Refer to the "RCC Equipment Checklist" contained in (Appendix 3D) for a list of recommended equipment requirements. A dedicated person should be allocated as the RC Coordinator.

3.11 LRCC ROTATION

The management of some recovery events may extend over prolonged periods of time requiring LRCC members to be rested and rotated to avoid fatigue. It is the responsibility of the LRCC management to monitor team members and rotate them with suitable replacements. It is essential that each replacement team member receives a thorough hand-over brief from the incumbent prior to commencing their new role.

3.12 "ONE STOP SHOP"

An effective method of providing the affected community with access to information and assistance is through the establishment of central information point and would include representatives from relevant recovery service providers to provide information and advice for the local community.

From some experiences it would be ideal to have this service away from the evacuation/welfare centre this is due to noise that this can produce and there is a requirement for confidenualty. The service could be located in another part of the facility that is accommodating the evacuation/Welfare centre but not in the room where people are resting.

It is the reasonability if the LRCC to setup and manage this services.

Specify the potential location of a "One Stop Shop" contained in **Appendix: of** the Recovery resources.

Appendix ??   will detail some of the equipment of the "One Stop Shop".

3.13 STANDING DOWN THE LRCC

On determining that formal emergency recovery period should end, the LRC and the Shires of Mingenew, Morawa, Perenjori, Three Springs CEO may stand down the LRCC as a whole or in part. In their place, a recovery team may be required to take control of any recovery effort. On standing down the LRCC, the LRC should detail the work achieved and the intent for the way forward. The LRC is responsible for any administrative arrangements to support the return to normal work environment.

The LRCC must provide the recovery team with a completely documented account of the emergency and response effort as well as the state of the business elements affected by the emergency.

Once the LRCC is completely stood down, the effected local government may wish to place a point of contact on their website and/or other local government medium so that a person, who wishes to make contact at a later date, in reference to the particular recovery event.

Refer Checklist at **Annex 6** .

PART 4:   INFORMATION MANAGEMENT

4.1   LOCAL RECOVERY COORDINATING CENTRE – BRIEFINGS

There are two different briefing requirements during an emergency. First, are the intra-LRCC team briefings to circulate information within the LRCC, assign tasks and resources and report on progress (through team initial and update briefings). Second, there are the inter organisation briefings from field activities and recovery agencies to the LRCC (situation reports) which are intended to be simple and coherently transfer of information from one level of organisation to another.

Briefings are used to keep all LRCC members informed of the evolving situation, the progress of the recovery activities and to coordinate the priorities for the next planning period. These briefings should be held as regularly as the situation requires and follow the same format to ensure familiarity and brevity for the team members.

For a guide on the LRCC initial brief refer to Appendix 3E.

An update briefing guide is attached at Appendix 3F.

4.2   SITUATION REPORTS

Between the LRCC, the LRCC Sub-Committees and the Local Recovery Coordinator, situation update briefings will need to be given to inform all members of new or evolving situations. The LRCC itself will also need to update other government organisations, stakeholders and recovery emergency services.

This information needs to be provided in a logical, brief and systematic format and normally this update will be provided after the LRCC has held its own briefing.

Information will then be summarised with a focus on:

- What has changed since the last update?
- What is being done?
- What is planned? and
- The LRCC's assessment of the situation.

A form for Situation Reports (SITREPS) is attached at Appendix 3G.

4.3   STATUS BOARDS

During an emergency, a great deal of information will be gathered by the LRCC. In order to accurately capture, display and record this information, standardised status boards are used. These can be used as electronic copies, displayed on projectors or as hard copy status boards posted in the appropriate planning areas of the RCC.

It is the responsibility of each functional group to inform the LRC as new information becomes known so that they can then update the relevant status board. Status boards should be reviewed as part of the regular update briefings and used as the primary source of incident planning information.

Refer to Appendix 3H for mock-ups of the LRCC status boards.

4.4 INDIVIDUAL ACTION LOGS

All members of the LRCC and other key appointment holders in the recovery process should establish a log of their significant actions, decisions and conversations throughout the emergency to ensure that they are able to easily recall their situation at any time, and assist with post-crisis reviews to capture lessons learned.

A template for an individual actions log can be found at Appendix 3K.

4.5 DEBRIEFINGS AND POST INCIDENT ANALYSIS REPORT

Debriefing will follow several formats, firstly at the end of each shift there is debriefing after the hand over to the on-coming shift, secondly the LRC will arrange for the debriefing of all participants and organisations as soon as possible after stand down and finally the Chairperson of LRCC will a arrange a formal debrief within twenty one (21) days after being stood down. Team leaders, management for other organisation will be required to attend this debrief with their sections and/or organisations debrief outcomes. The information gathered from this debrief will then form the basis of Post Incident Analysis (PIA) report.

The PIA will be forwarded to the Shires of Mingenew, Morawa, Perenjori, and Three Springs LEMC for review and update of the Local Recovery Plan, if required. A copy of the report will also be forwarded to the CA/HMA, the Midwest-Gascoyne DEMC and the Chairperson of the SEMC Recovery Services Sub-Committee, if State assistance was requested.

Refer to **Annex 7** for reporting template and

Annex 8 for Post Incident Analysis Pro forma.

4.6 POST EMERGENCY REVIEW

Once an emergency is over, it is important to capture all relevant information to ensure that the lessons learnt are understood and shared across the organisation. At each level of the organisation and for each phase of the incident, these lessons must be captured in a post-crisis review (PCR). The PCR should be conducted as soon as possible, within a reasonable timeframe, once the emergency is declared over.

A guideline for conducting the PCR is at Appendix 3J. The four steps for completing the guideline are outlined below.

- Compile a timeline of key events and actions in columns A and B with information recorded in situation reports, status boards, personal logs and the LRCC log

- Provide detail of the decision made following each event occurrence or detail the effect of any decisions made by the LCRC and record it in column C. Once again use information from situation reports and the various logs to ensure the information is accurate

- Systematically analyses each event or decision and identify those that could be done better and briefly investigate the issue to propose possible solutions and record this in column D
- The final step is to allocate an appropriate representative to investigate the issue and determine the best possible solution. It is important to allocate a timeframe for this to be completed to ensure the Local Emergency Management Arrangements are improved as quickly as possible.

Once the preferred solutions are identified and relevant documents are updated, it is important to disseminate the information as a collated list of 'lessons learnt' to all relevant agencies. After the review, the following follow-up action must be completed:

- Secure the LRCC logs and all documentation produced during the emergency

- List and promulgate the lessons learnt through the DEMC

- Communicate to all relevant stakeholders how it is intended to prevent a recurrence and recommend procedural changes regarding how the Combined LEMC interacts with them in the future

- Update this document accordingly

- Implement authorized changes and plans.

Post Emergency Debrief

It is important that all LRCC members be appropriately debriefed after the emergency response has concluded in regards to their personal wellbeing. The Post Emergency Debrief Form at Appendix 3K should be used to ensure that relevant support and counselling can be arranged where needed.

3.9   STATE LEVEL ASSISTANCE

State level assistance to community recovery will normally be provided by a range of State government agencies through direct representation on the LRCC.

Where the level of recovery is beyond the capacity of the local community, State level support shall be requested as outlined in State Recovery Coordination Plan - WESTPLAN Recovery Coordination.

Process to be identified??

PART 5:   COMMUNICATION POLICY

5.1   COMMUNICATION MANAGEMENT

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

During a crisis, the communication response will most likely be led by the HMA for the particular situation and/or Police media. The local government communication response will be led by the Local Recovery Coordinator (LRC) with assistance from key members of the Local Recovery Coordination Committee (LRCC). It is imperative that the communication from all agencies including the LRCC is effectively coordinated and that messages are not mixed and confusing.

The Shires of Mingenew, Morawa, Perenjori, Three Springs and, as such, the LRCC have identified that the authorised spokesperson should be the affected Shires President and/or the Shires CEO, should be the alternate if this is required. As such no other member of the LRCC is authorised to provide information to stakeholders and in particular the media.

5.2   COMMUNICATION PRINCIPLES

In an emergency, communication with stakeholders must adhere to the following principles:
- 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 the response progress;
- Simplicity - ensuring communication is easily understood and consistent;
- Accuracy - sharing only confirmed facts, never making assumptions or giving false information; and
- Accountability - accepting responsibility if appropriate and reasonable.

5.3   PUBLIC INFORMATION SYSTEMS

Public information systems for emergency alerts in Western Australia are coordinated by the Department of Fire and Emergency Services (DFES) and the SEMC. These systems make use of ABC local radio stations to provide community updates and directions from emergency services. The Shires of Mingenew, Morawa, Perenjori, and Three Springs may make use of this system in coordination with the DEMC, SEMC and DFES.

In addition to this public information system, the Shires of Mingenew, Morawa, Perenjori, Three Springs may also choose to set up a local information centre for the community to visit and find out more information regarding the emergency. Here, key spokespeople from the Shires of Mingenew, Morawa, Perenjori, and Three Springs can disseminate accurate and consistent information to stakeholders to reduce speculation regarding the incident.

Possible locations for the information centre may include the Local Rec Centre, the Police Station(court house), the Telecentre or the Shire Office.

5.4   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 LRCC in collaboration with the President and CEO of the affected Shire.

Both internal and external communication will be directed by the strategy, which will ensure alignment with the LRCC response objectives and with the Shires of Mingenew, Morawa, Perenjori, Three Springs's communications policy. A well-managed and coordinated response will ensure the following occurs:

- Stakeholders are arranged in order of priority and addressed accordingly

- 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.

5.5   COMMUNICATION MATERIALS

A number of tools can be developed to assist in the execution of communication plans to assist in the management of stakeholders, including:

- Key messages (sample at Appendix 4A)

- Question and Answers (Q&As) document.

Other means for keeping stakeholders updated on the situation may include:

- In-person meetings with key stakeholders

- Media conferences

- Phone/letter/email updates

- Website updates

- Community meetings

- Setting up next-of-kin rooms and media rooms.

5.5.1   KEY MESSAGES

Key messages are a simple but powerful technique that will help give the Shires of Mingenew, Morawa, Perenjori, Three Springs spokespeople control when dealing with the media and other stakeholders. They are a simple way of ensuring that communication is consistent and accurate. Research shows that people usually remember three points from any given communication. To improve audience comprehension, responses should be focused around three key messages.

To avoid the messages being merely claims, they must be completely supported by facts. The document should be updated as more information or facts become known. Messages that are approved by the LRCC will form the basis of all

communication with stakeholders and will be incorporated when the communications materials listed above.

The key messages document is strictly for internal use only and should never be given to stakeholders. It should not include any confidential or potentially compromising statements. It is important that legal advice is sought on issues which may have legal and/or commercial sensitivities before information is released.

5.5.2 QUESTION AND ANSWERS (Q&A)

The Q&As document will also be prepared by the LRCC and is not intended for external release. The approved key messages will form the basis of the Q&As document, which will focus on communicating the Shire's messages in interviews.

Q&As can be used by the approved spokesperson to prepare for media interviews and can also be used by any employee receiving enquiries. The document is a guide to providing appropriate answers to questions that are likely to be asked by the media and other stakeholders.

For media conferences and interviews, familiarity with both the Q&As and the key messages will enable spokespeople to maintain control of the agenda and discussions.

5.6 APPROVALS/SIGN-OFF PROCESS

All communication materials must be signed-off by the affected Shire President or an alternate as identified by the LRCC. It is the responsibility of the Shires of Mingenew, Morawa, Perenjori, Three Springs President to ensure that information relied upon in approving external communications is correct. Doubtful or assumed information should never be included in official communication from the affected Shire.

5.7 ENQUIRIES

It is crucial that all LRCC personnel are aware of the procedure for handling enquiries and know how to appropriately direct calls and visitors. This procedure is outlined in the LRCC guide to handling enquiries and visitors (Appendix 4B).

5.7.1 GENERAL ENQUIRIES

Frontline employees from outside the LRCC must be prepared to receive enquiries from a range of stakeholders. The Shires of Mingenew, Morawa, Perenjori, Three Springs's LRCC 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 LRCC personnel are authorised to make comment to any stakeholder beyond the scope of the script and these documents. If the enquiry requires further information or comment, the caller or visitor must be transferred to an authorised spokesperson or the relevant HMA media advisor.

If unable to make the transfer, the Telephone Message Sheet (Appendix 4C) needs to be filled out so that the call can be returned as soon as possible. In brief, the procedure for LRCC personnel in handling enquiries is:

- Inform the person that you are not an authorised spokesperson and cannot provide comment or detailed information
- Correctly take a message including the nature of the enquiry and the deadline (if any)
- Ensure that the appropriate person receives the message and returns the call.

5.7.2 HANDLING ENQUIRIES FROM CONCERNED RELATIVES AND FRIENDS

Enquiries from concerned relatives and friends must be directed to the Department for Child Protection (DCP) or the Police. At all times, you should:

- Establish the caller/visitor's relationship
- Demonstrate care and listen to their concerns
- Remain calm
- Provide reassurance that all necessary actions are being undertaken to manage the situation (this will be guided by the script and Q&As documents)
- If you receive an enquiry about someone who is injured, deceased or unaccounted for, you must ensure the HMA or the Police are advised as soon as possible.

5.7.3 HANDLING MEDIA ENQUIRIES

All media enquiries are to be transferred to the authorised spokesperson. The Shires of Mingenew, Morawa, Perenjori, Three Springs employees are not permitted to make comments to the media or to say "no comment". The correct response to media enquiries is:

> **"I am not authorised to comment. I will pass your enquiry onto a Authorised spokesperson. If you provide me with your details, I will ensure they return your call as soon as possible"**

For more details on media management, please refer to Section 4.9 - 4.12.

5.7.4 HANDLING GOVERNMENT ENQUIRIES

Depending on the scale of the incident, government personnel may be asked to comment on it by the media. For this reason, other government stakeholders must be kept updated on the facts of the situation. Enquiries from other government departments should be logged by LRCC staff.

Depending on the nature of the enquiry, the profile of the department or the person calling, the enquiry may need to be managed at a senior level.

5.8 NEXT-OF-KIN MANAGEMENT

If the person being enquired about is injured, deceased or unaccounted for, LRCC personnel will take the enquirer's name and details, then advise that a Police officer will contact them as soon as possible.

5.8.1 NOTIFYING NEXT-OF-KIN OF A MISSING OR INJURED PERSON

Notifying next-of-kin of a missing or injured person should be a police-led task. For incidents involving significant numbers of injured, The affected Shire may be required to

provide the Police with administrative support. A next-of-kin injured/missing notification guide is at Appendix 4D.

5.8.2 NOTIFYING NEXT-OF-KIN OF A DEATH

Death notifications must be made by the police. Again, the affected Shire may be asked to assist with administration. A next-of-kin death notification guide is at Appendix 4E.

5.9 MEDIA POLICY

This policy governs the actions of all the Shires LRCC personnel when dealing with the media. Its purpose is to ensure a professional and consistent approach to external communications, through the maintenance of positive media relationships.

To build positive media relations, all employees must remember the following:

- Media representatives are to be treated with courtesy and respect at all times
- All media calls are to be returned as soon as possible
- Only authorised spokespeople may provide comment to the media.

The correct procedures for the management of media enquiries include:

- Any LRCC personnel receiving a media enquiry must transfer the enquirer to the authorised spokesperson with the LRCC
- The details of all media calls are to be recorded on the Communication Log Sheet
- The authorised spokesperson will liaise with LRCC to determine what follow up actions are necessary
- No employee, LRCC personnel or spokesperson is to use the phrase "No Comment" when talking to the media
- No LRCC personnel 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 President or LRCC Chair
- Anything communicated to the media must be consistent with other internal and external communication.
- All media releases and holding statements should be forwarded to the HMA prior to being sent out to ensure consistency of messages relating to the emergency and recovery.

This media policy must be circulated to all the Shires of Mingenew, Morawa, Perenjori, Three Springs employees and potential LRCC members.

5.10 MANAGING THE MEDIA

During an emergency, 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 LRC is responsible for enforcing this procedure, which is as follows:

- Facts will be verified internally through update briefings within the LRCC. Information is never to be assumed

- The LRCC will draft documents for release to external stakeholders
- The LRC must confirm all incident-related facts
- LRCC Chair will coordinate final sign-off from the affected Shire President prior to document release.
- Having one authorised spokesperson during a crisis ensures that communication with the media and audiences is consistent, transparent and controlled. The designated spokesperson should be the President, with the CEO acting as an alternative.

They must have the updated facts and be both available and prepared to manage media relations. This will involve responding to media enquiries and speaking on behalf of the Shires of Mingenew, Morawa, Perenjori, and Three Springs at media briefings or conferences.

5.11 BRIEFING MEDIA SPOKESPEOPLE

In an emergency it is important to assist spokespeople in preparing for media interviews and briefings. It is essential that spokespeople are familiar with the key messages and Q&As documents and have updated facts on the emergency response effort.

Preparation for a media interview should include:
- A verbal rehearsal of the Q&As beforehand
- Practice using transitional phrases in response to difficult, intrusive or insulting questions. Some transitional phrases, to be followed by a key message are:
  - "The important issue here is…"
  - "What I do know is that…"
  - "What I can tell you is…"
- Practice integrating key messages into answers
- Practice concise answers, particularly for television and radio interviews
- Reminder of the following interview guidelines:
  - Avoid becoming emotional
  - Be cooperative but firm in correcting errors
  - Admit, without apology, if you don't know an answer
  - Never answer a hypothetical question
  - Use simplistic rather than technical terms
  - Pause before answering questions.

5.11.1 TIPS FOR TELEVISION INTERVIEWS
- If possible, choose a site where the affected Shires signage is visible
- Ensure the chosen location is clean, easily accessible for journalists and camera operators and is distanced from main work areas so employee conversations are not overheard
- Don't begin the interview until you have prepared (as above)
- Look at the interviewer, not the camera
- Don't question the interviewer
- Don't be drawn into an argument

- Act as if the camera is on at all times and remember that everything you say is on the record
- Avoid loud clothing and ensure that your appearance is neat
- Where there are numerous cameras and journalists asking questions at the same time, try to select the questions you can easily answer
- Never walk away, act aggressively or put your hand in front of a camera.

5.11.2 TIPS FOR RADIO INTERVIEWS

Radio stations often want to record an interview rather than await a media release. Radio media usually require frequent updates. When being interviewed for the radio, remember:

- You do not have to take the call/interview immediately. Obtain contact details and an indication of interview content. Take time to prepare before returning the call
- Keep answers brief to fit radio news segments
- If being interviewed over the phone, ask if the conversation is being recorded
- Find out at the start of the call if the interview is live-to-air.

5.11.3 TIPS FOR PRINT MEDIA INTERVIEWS

Print media may seek a photo opportunity as well as an interview. If they are taking the photograph on-site, ensure that the location is appropriate, following the same tips for television interviews. Be aware that more detail and information will probably be used by print media. It is also possible that more than one journalist from the same organisation is covering the story.

5.12 CONDUCTING A MEDIA CONFERENCE

When an emergency attracts substantial media interest, it may be necessary to hold a media conference to deliver an official statement and accurate answers. An incident that requires the formation of the LRCC will required lose liaison with HMA and other relevant agencies to coordinate any media conferences. This will help to avoid speculation and to build positive media relations throughout the emergency response. A guide to conducting a media conference is attached at Appendix 4F.

MANAGEMENT STRUCTURES

Initial Recovery Management Structure *(during response phase)*

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                        ┌─────────────────────┐
                    ┌──▶│  Local Government    │
                    │   └─────────────────────┘
                    │              │
                    │              ▼
┌──────────────┐    │   ┌─────────────────────┐
│    Hazard    │◀───┼──▶│       Local         │
│  Management  │    │   │     Recovery        │
│    Agency    │    │   │    Coordinator      │
└──────────────┘    │   └─────────────────────┘
                    │              │
                    │              ▼
                    │   ┌─────────────────────┐
                    └──▶│       Local         │
                        │     Recovery        │
                        │    Coordinating     │
                        │     Committee       │
                        └─────────────────────┘
                                   │
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                            ╭─────────────╮
                            │  Affected   │
                            │  Community  │
                            ╰─────────────╯
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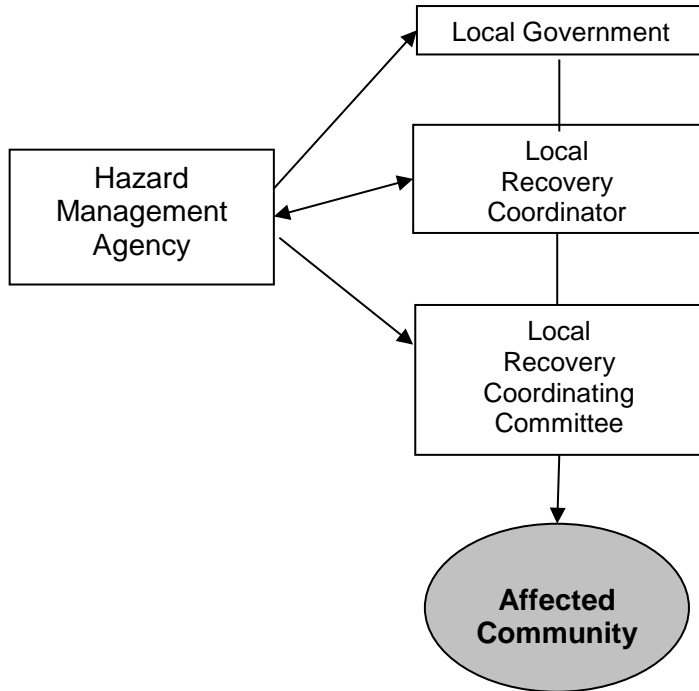
Recovery Committee Structures *(following handover from CA/HMA to LRC)*
(depending upon community impact and complexity of event)

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        ┌──────────────────────────────────────────┐
        │   Local Recovery Coordinating Committee   │
        └──────────────────────────────────────────┘
              ↑                              ↑
              ↓                              ↓
   ┌──────────────────┐          ┌──────────────────┐
   │   Community &    │◀────────▶│   Restoration &  │
   │ Personal Support │          │  Reconstruction  │
   │  Sub-Committee   │          │   Sub-Committee  │
   └──────────────────┘          └──────────────────┘

                        OR

        ┌──────────────────────────────────────────┐
        │   Local Recovery Coordinating Committee   │
        └──────────────────────────────────────────┘
```

Personal Support Sub-Committee	Economic/ Financial Sub-Committee	Infrastructure Sub-Committee	Community Sub-Committee	Environmental Sub-Committee