SHIRE OF LEONORA

LOCAL EMERGENCY MANAGEMENT ARRANGEMENTS

THIS PAGE HAS BEEN INTENTIONALLY LEFT BLANK

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 Leonora 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 Leonora 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:

_____   **14th July, 2022**

J G Epis   Date

Chairperson

Leonora LEMC

_____   **16th August, 2022**

PJ Craig   Date

President,

Shire of Leonora

Resolution Number: 10.2.(A) AUG 22

COUNCIL DECISION
Moved: Cr AM Moore
Seconded: Cr LR Petersen
That Council endorse the Local Emergency Management Arrangements as presented.

CARRIED (6 VOTES TO 0)

Document Review   30/01/2023_____

                                              Date

3

AMENDMENT HISTORY

No.	Date	Amendment Details	By
1	05/10/2022	Changes to Contacts based on most recent LEMC meeting	Kiara Lord
2	30/01/2023	Changes made based on LEMA checklist provided 24/01/2023	Kiara Lord
3	28/04/2023	Contact Updates	Kiara Lord
4			
5			
6			
7			
8			

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

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

The Chairperson
Local Emergency Management Committee

Shire of Leonora
P O Box 56
LEONORA WA 6438

Or email to: admin@leonora.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.

DISTRIBUTION LIST

Organisation	No. Copies
Shire President, Shire of Leonora	1
Chief Executive Officer, Shire of Leonora	1
OIC Leonora, WA Police	1
OIC Leinster, WA Police	1
Area Officer, DFES	1
Administration Office, Shire of Leonora	1
Administration Office, Leonora Hospital	1
District Emergency Services Officer, Communities	1
Leonora Sub Branch, St John Ambulance	1
Leinster Sub Branch, St John Ambulance	1
District Emergency Management Adviser, DFES	1
Kin Mining	1
APA Group	1
Ramelius Resources	1
Main Roads WA	1
St Barbara Limited	1
Red 5 Ltd	1
MSS Group	1
Mt Malcolm Mines NL	1

THIS PAGE HAS BEEN INTENTIONALLY LEFT BLANK

Contents

SECTION ONE
INTRODUCTION

GLOSSARY OF TERMS

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

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

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

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

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

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

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

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

Emergency: The occurrence or imminent occurrence of a hazard which is of such a nature or magnitude that 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.

DOCUMENT AVAILABILITY:

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

A print copy of this document (public version) will be made available to the public at the Shire of Leonora Administration Building at 16 Tower Street, Leonora.

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

GENERAL ACRONYMS USED IN THESE ARRANGEMENTS:

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

DISCLAIMER

AIM:

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

PURPOSE:

To set out;
- The Shire of Leonora 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 Leonora
- Strategies and priorities for emergency management in the district
- Other matters about emergency management in the Shire of Leonora that the Shire of Leonora considers appropriate

SCOPE:

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

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

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

AREA COVERED:

These arrangements cover the geographic area of the Shire of Leonora, including the Leonora and Leinster town sites. There are no remote indigenous communities.

The Shire of Leonora is located in the Northern Goldfields. It has a census-recorded (2016) population of approx, 1411 people; with an estimated further 3000 fly in fly out mining employees residing on an itinerant basis within the Shire.

The Administration Centre of Leonora is 832 km north east of Perth by road and 234 km north of Kalgoorlie on the Goldfields Highway. The Shire covers an area of 31,743 km^2 and includes the localities and towns of Leonora and Leinster. There are a number of old historical locations such, Agnew, Gwalia, Lawlers, Darlot and Malcolm.

Local economy is primarily based on mining for gold and nickel. The other major industries are Pastoral and Tourism activities.

The Shire hosts the famous Gwalia Historical Precinct based alongside the present day, operational Gwalia Gold Mine as well as numerous other tourist attractions along the Golden Quest Trail.

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 practice people in 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 Leonora 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 every five years.

A review of the arrangements should be undertaken after training that exercises the arrangements.

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.

AGREEMENTS, UNDERSTANDING AND COMMITMENTS

Examples only…Shire of XXXXX	Local farmers	Use of earth moving equipment in an emergency	See Contacts and Resources for list of specifics
Nil			

LOCAL ROLES AND RESPONSIBILITIES

Local Role	Description of Responsibilities
Local Government	The responsibilities of the Shire of Leonora are defined in *s.36* of the *Emergency Management Act 2005* 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)* of the *Emergency Management Act 2005* 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 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
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.

Local Government Welfare Liaison Officer	During an evacuation assist Dept. Communities by providing advice information and resources
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. Implementing procedures that assist the community and emergency services deal with incidents Ensuring that all personnel with emergency planning and preparation, response and recovery responsibilities are properly trained in their role. Keep appropriate records of incident that have occurred to ensure continual improvement of the Shires' emergency response capability Participate in the ISG and provide local support Where an identified evacuation centre is a building owned and operated by the local government, provide a liaison officer to support the Dept. Communities

LEMC ROLES AND RESPONSIBILITIES

The Shire of Leonora 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 Leonora LEMC meets quarterly, generally on the second Thursday of every March, June, September and December.

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.
LEMC Executive Officer	Provide executive support to the LEMC by: Provide secretariat support including: • Meeting agenda; • Minutes and action lists; • Correspondence; • Maintain committee membership contact register Coordinate the development and submission of committee documents in accordance with legislative and policy requirements including: • Annual Report • Annual Business Plan • Maintain Local Emergency Management Arrangements; Facilitate the provision of relevant emergency management advice to the Chair and committee as required; and • Participate as a member of sub-committees and working groups as required

LEMC MEMBERSHIP

Organisation	Officer
Shire of Leonora	Shire President
Shire of Leonora	CEO
Shire of Leonora	Manager of Works and Services
WA Police	OIC, Leonora
WA Police	OIC, Leinster
DFES	Area Officer, North East Goldfields
DFES	District Emergency Management Advisor
Dept. of Communities	District Emergency Services Officer
Leonora Hospital (WACHS)	Director of Nursing/Community Health Nurse
Leonora District High School	Principal
Leinster Community School	Principal
DPIRD	
Main Roads WA	
Water Corporation	
Horizon Power	
St John Ambulance	Community Paramedic
St Barbara (Leonora Operations)	
BHP Nickel West (Leinster)	
Local Volunteer Fire Fighting Service	
Red 5 Ltd (Leonora Operations)	
Mt Malcolm Mines NL	
Kin Mining	
Round Oak Minerals (Jaguar)	
APA Group	
National Emergency Management Agency	

For current LEMC membership names and contacts please see LOCAL EMERGENCY MANAGEMENT COMMITTEE CONTACTS Section – this is only available to LEMC members and Emergency Management professionals.

AGENCY ROLES AND RESPONSIBILITIES

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

Agency Roles	Description of 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 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 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.

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 Leonora has the following emergency management policies in place:

Policy Name	Policy Objective
A.1.12 – Declaration of State of Emergency	This policy outlines the requirements for investing the Shire's funds in accordance with the *Financial Management Regulation 19.*

Existing Plans and Arrangements:

Document	Owner	Location	Date of Plan
Local Welfare Plan	Dept. of Communities	Shire of Leonora, Dept. of Communities	2021
Leonora Aerodrome Emergency Plan	Shire of Leonora	Shire of Leonora	2023
Leinster Aerodrome Emergency Plan	BHP Nickel West	BHP Nickel West	2017
Leonora Risk Register	Shire of Leonora	Shire of Leonora	2023

COMMUNITY CONSULTATION

These arrangements have been prepared by the Shire of Leonora in conjunction with the Local Emergency Management Committee member agencies.

COMMUNITY AWARENESS

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

SHIRE OF LEONORA

SECTION TWO
COORDINATION OF EMERGENCIES

AUSTRALASIAN INTER-SERVICE INCIDENT MANAGEMENT SYSTEM (AIIMS)

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

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

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

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

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

The five key principles of AIIMS:

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

The eight possible functions of AIIMS:

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

INCIDENT MANAGEMENT TEAM (IMT)

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

INCIDENT SUPPORT GROUP (ISG)

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

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.

MEMBERSHIP OF AN ISG

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

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

FREQUENCY OF MEETINGS

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

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 Leonora Administration Centre	16 Tower Street, Leonora
Leonora Bowling Club	Cnr Trump & Rajah Streets, Leonora

For a list of contacts in order to open these locations for ISG meetings, please refer to INCIDENT SUPPORT GROUPS MEETING LOCATIONS AND CONTACTS in the Contacts and Resources Section.
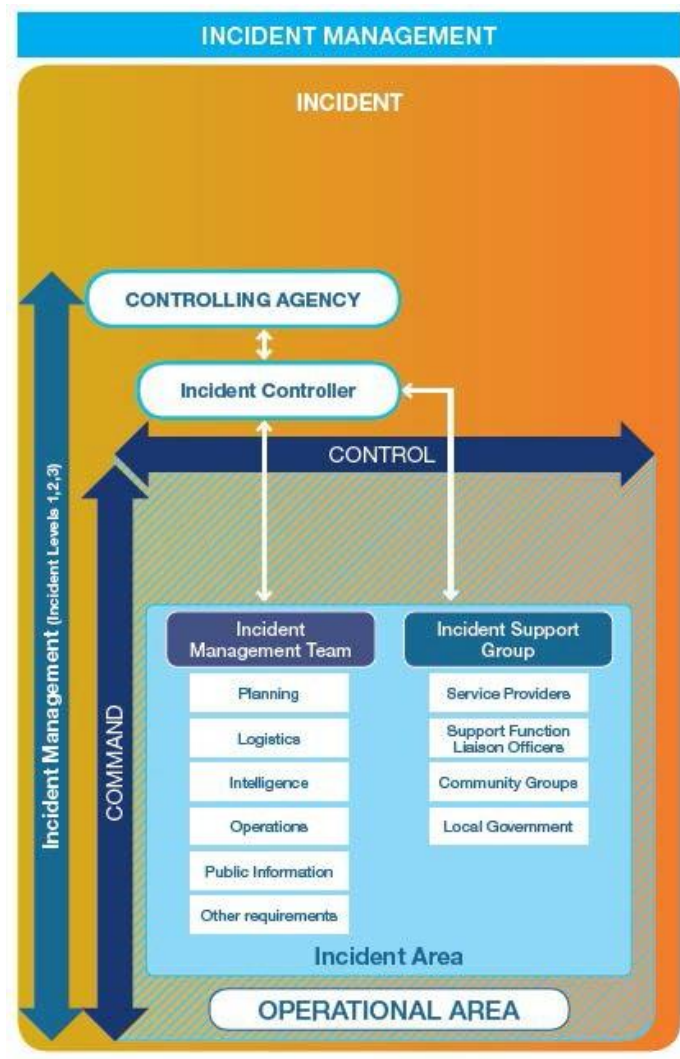
Figure 1: A diagram illustrating Incident Management

FINANCIAL ARRANGEMENTS

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

SHIRE OF LEONORA

SECTION THREE
RISK

RISK MANAGEMENT

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

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

SPECIAL CONSIDERATIONS

- Tourist's start increasing from March, with the decline starting to occur late September. Peak tourist times are around May to August with the cooler weather being ideal for sightseeing and prospectors.
- Leonora Golden Gift occurs on WA Labour Day Weekend (Late May Early June) and brings large crowds to the community over that weekend
- Funerals of Indigenous Groups can temporarily increase the number of vulnerable persons in town for a short period before and after the event.
- September Race Round brings with it an influx of visitors.

CRITICAL INFRASTRUCTURE:

The following assets/infrastructure are located within the Shire of Leonora have been classified as critical infrastructure:

Television/Radio Tower		*Hoover Street*
Waste Water Treatment Plant	Water Corporation	*Biggs Avenue x Battery Place*
Water Treatment Plant	Water Corporation	*Kurrajong Street x Forrest Street*
Power Station	Horizon Power	*Mt Ida Road x Rajah Street*
Leonora Airport	Shire of Leonora	*Rajah Street*
Water Storage Tanks	Water Corporation	*Tanky Hill*
ABC Television/Radio Tower	Australian Broadcasting Corporation	*Leonora-Laverton Road*
Telstra Tower	Telstra	*Otterburn Street*

RISK REGISTER:

The Shire of Leonora participated in local risk workshops held in June, September & November 2017. An assessment of 5 hazards was undertaken, being:

HazMat – Chemical
Human Epidemic
Storm – Flooding
Air Crash
Gas Explosion

Further detail is contained in the *Shire of Leonora Risk Register 2017*. Please contact the local government office for access to this report.

EMERGENCIES LIKELY TO OCCUR/HAZARDS REGISTER

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

Hazard	HMA	Controlling agency	Local Combat Role	Local Support Role	State Hazard Plan (Westplan)	Local plan
Storm	FES Commissioner	DFES	Local Government, Regional SES	LG, Police	Severe Weather 2021 (Interim)	SOPs
Hazmat	FES Commissioner	DFES	FRS (Kalgoorlie & Leonora)	LG, Police, SJA	Hazmat June 2020	SOPS
Human Epidemic	Health	Health	SJA, Regional Health	SJA, Police, LG	Human Biosecurity 2021	SOPs
Fire (Local Govt Land)	FES Commissioner	LG	BFB (Leonora)	LG, DFES	Fire 2020	SOPs
Fire (Structure in Gazetted town boundary)	FES Commissioner	DFES	FRS (Kalgoorlie & Leonora)	LG, Police, SJA	Fire 2020	SOPs
Road Crash	WA Police Commissioner	WA Police Force	FRS (Kalgoorlie & Leonora)	Police, SJA, LG, DFES	Crash Emergency 2021	SOPs
Land Search	WA Police Commissioner	WA Police Force	Regional SES	LG, DFES	Search & Rescue Emergencies 2020	SOPs
Air Crash	WA Police Commissioner	WA Police Force	FRS (Kalgoorlie & Leonora)	Police, SJA, LG, DFES	Crash Emergency 2021	SOPs
Energy Supply Disruption	Coordinator of Energy	***dependent on affected energy infrastructure	***TBD	LG, DFES, Police, SJA, Health	Energy Supply Disruption 2021	SOPs

SECTION FOUR
EVACUATION

EVACUATION

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

The Shire of Leonora 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 Leonora and the Department of Communities.

TYPES OF EVACUATION

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

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

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

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

THE FIVE STAGES OF EVACUATION

Decision > Warning > Withdrawal > Shelter > Return

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.

Shire of Leonora EMERGENCY EVACUATION GUIDE

Shire Office: Phone number (08) 9037 6044

Area Covered: Leonora Town Site

KEY ROADS

Tower Street
Rochester Street
Rajah Street
Kurrajong Street
Leonora-Nambi Road

Area Covered: Leinster Town Site

KEY ROADS

Agnew Road
North Road
Gledden Drive
Link Road
Yakabindie Drive

KEY CONTACTS

NAME	CONTACT	NAME	CONTACT
Shire Office	9037 6044	**DC Crisis Care A/H**	1800 199 008
Police	000 / 9028 6700	**Horizon Power**	13 23 51
SES	132 500	**Water Corp**	13 13 75
Fire & Rescue	000 / 0409 377 386	Nursing Post	9080 4300
Ambulance	000 / *0447 566 103*		
Bushfire	000 / 0428 376 154		

HMA/CONTROLLING AGENCY CHECKLIST

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

*Please refer to Contacts and Resources section for a list of VULNERABLE PEOPLE CONTACT GROUPS

EVACUATION (WELFARE) CENTRES

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

EVACUATION TO OTHER LOCAL GOVERNMENT AREAS

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

City of Kalgoorlie-Boulder: 244kms from Leonora; 371kms from Leinster travelling South along the Goldfields Highway

FACILITY	CAPACITY	ADDRESS	CONTACT

SPECIAL NEEDS GROUPS

A list of contacts to coordinate the contacting of Vulnerable People within the Shire is available VULNERABLE PEOPLE CONTACT GROUPS in the Contacts and Resources section. The corresponding group/business is responsible for maintaining and updating the individual lists for vulnerable people that they are responsible for.

EVACUATION OF ANIMALS

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

MAPS

Detailed maps showing key routes, location of evacuation centres and other required information will be located at the Shire Administration Office.

THIS PAGE HAS BEEN INTENTIONALLY LEFT BLANK

SECTION FIVE
WELFARE

LOCAL EMERGENCY MANAGEMENT PLAN FOR THE PROVISION OF WELFARE SUPPORT

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

LOCAL WELFARE COORDINATOR

The Local Welfare Coordinator for the Shire of Leonora is the **Team Leader from the Kalgoorlie** Department of Communities Office. Their contact details can be found in the Contacts and Resources section.

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.
The Shire of Leonora appointed Local Welfare Liaison officer **Mr Alex Baxter.**

REGISTER.FIND.REUNITE

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

WELFARE CENTRES

It is the responsibility of the Hazard Management Agency/Controlling Agency, in consultation with the Local Government, and the Department of Communities to determine when and where a Welfare Centre will be established. In the first instance the Local Government may open and run the centre, and the Department of Communities may assume control at a later date depending on the duration of the event. The Shire of Leonora will have representation at each of the centres to provide support to the Department, including centres opened in neighbouring communities. It is essential that the Dept of Communities is notified early to ensure early activation of teams and also notification that expenditure may be incurred.

EVACUATION/WELFARE CENTRES

EVACUATION/WELFARE CENTRES	CONTACT	CONTACT PHONE	ALTERNATIVE /MOBILE
Leonora Recreation Centre (96 Tower St)	Shire of Leonora	08 9037 6044	0428 118 220
Leinster Town Hall (Link Rd)	Shire of Leonora (Tanya Loughnane)	08 9026 5383	0438 763 451
Leinster Single Persons Quarters (cnr Mansbridge St & Link Rd)	Shire of Leonora (Tanya Loughnane)	08 9026 5383	0438 763 451
Leinster Town Oval (Link Rd)	Shire of Leonora (Tanya Loughnane)	08 9026 5383	0438 763 451

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 this process.

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

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

SHIRE EMERGENCY ACTIVATION KITS

Two emergency activation kits will be prepared, which contain a number of resources and forms required for the operation of an evacuation centre. The kits are located at the following venues

- Shire of Leonora Administration Office

A copy of this LEMA and the activation kits in both hardcopy and electronic copy (USB) are also in the activation kits.

THIS PAGE HAS BEEN INTENTIONALLY LEFT BLANK

SECTION SIX
RECOVERY PLAN

The Shire of Leonora

Recovery Plan

Recovery Coordinator: Shire President

                                         Peter Craig – 0418 950 572

Deputy Recovery Coordinator: Deputy Shire President

                                         Ross Norrie – 0409 377 386

Endorsed at LEMC: *10th March, 2022*

Endorsed at Council: *16th August, 2022 – Item 10.2.(A) AUG 22*

1. INTRODUCTION

Recovery

The Shire of Leonora Local Recovery Plan has been prepared by the Shire of Leonora 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 Leonora Local Emergency Management Arrangements (LEMA).

Authority

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

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 Leonora;
- 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 Leonora

Scope:

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

2. ROLES AND RESPONSIBILITIES

Local Recovery Coordinator

The Local Recovery Coordinator (LRC) is responsible for the development and implementation of the recovery management arrangements for the local government.
The Shire of Leonora 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 Leonora may appoint more than one person to the position of LRC by appointing and training more than one person to undertake the role of the LRC, coverage is assured in the event the primary appointee is unavailable when an emergency occurs.

Role

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

Functions
- Ensure the Local recovery Plan is established;
- Liaise with the Controlling Agency, including attending the Incident Support Group and Operations Area Support Group meetings;
- Assess the community recovery requirements for each event, in conjunction with the HMA, Local Emergency Coordinator (LEC) and other responsible agencies;
- Provide advice to the Shire President and Chief Executive Officer (CEO) on the requirement to convene the Local Recovery Coordination Group (LRCG) and provide advice to the LRCG if convened;
- Ensure the functions of the Executive Officer are undertaken for the LRCG;
- Assess for the LRCG requirements for the restoration of services and facilities with the assistance of the responsible agencies where appropriate;
- Determine the resources required for the recovery process in consultation with the LRCG;
- Coordinate local level recovery activities for a particular event, in accordance with plans and strategies determined by the LRCG;
- Monitor the progress of recovery and provide periodic reports to the LRCG and the State Recovery Coordinating Group (SRCG) if established;
- Liaise with the SRC on issues where State level support is required or where there are problems encountered with services from government agencies locally;
- Facilitate the acquisition and appropriate application of the resources necessary to ensure an effective recovery program;
- Ensure the recovery activities are consistent with the principles of community engagement;
- Arrange for the conduct of an operational debriefing of all participating agencies and organisations as soon as possible after cessation of the recovery arrangements;
- Arrange for an evaluation of the effectiveness of the recovery activities in relation to the recovery plan, within 12 months of the emergency.

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

<u>Local Recovery Coordination Group (LRCG)</u>

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

Role

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

Functions

- Establishing subcommittees as required;
- Assessing requirements based on the impact assessment, for recovery activities relating to the social, built, economic and natural wellbeing of the community with the assistance of the responsible agencies where appropriate;
- Developing an operational plan for the coordination of the recovery process for the event that:
  - takes account of the local government long term planning goals;
  - includes an assessment of the recovery needs and determines which recovery functions are still required;
  - develops a timetable and identifies responsibilities for completing the major activities;
  - considers the needs of youth, the aged, the disabled and culturally and linguistically diverse (CALD) people;
  - allows full community participation and access; and
  - allows for the monitoring of the progress of recovery.
- Overseeing the delivery of projects that support social, built, economic and natural environments of recovery to ensure they are community owned and targeted to best support the recovery of affected communities;
- Facilitating the provision of services, public information, information exchange and resource acquisition;
- Providing advice to the State and Local Government/s to ensure recovery programs and services meet the needs of the community;
- Negotiating the most effective use of available resources including the support of State and Commonwealth agencies;
- Monitoring the progress of recovery, and receiving periodic reports from recovery agencies;
- Ensuring a coordinated multi-agency approach to community recovery by:
- Providing central point of communication and coordination for the actions of a wide range of recovery-related services and projects being progressed outside the direct control of the committee;
- Making appropriate recommendations, based on lessons learned to the LEMC to improve the community's recovery preparedness.

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

Controlling Agency Hazard Management Agency

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

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

State Recovery Coordinator

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

Recovery Structure State and Local

Complexity, extent and duration of recovery

State Recovery Controller

State Recovery Coordination Group

State Recovery Coordinator

Local Recovery Coordinator

Local recovery Coordinating Group

Community Subcommittee (Event specific)

Infrastructure Subcommittee (Event specific)

Environment Subcommittee (Event specific)

Finance Subcommittee (Event specific)

State

Local

3. COMMENCEMENT OF RECOVERY

Local Recovery Coordinator:

The immediate involvement of the Local Recovery Coordinator (LRC) in any Incident Support Group (ISG) will ensure that recovery starts while response activities are still in progress, and key decisions taken during the response phase are able to be influenced with a view to recovery. The LRC may also attend the Incident Management Team (IMT) as an observer for further situational awareness.
The LRC shall:
- Align response and recovery priorities
- Connect with key agencies
- Understand key impacts and tasks. Have input into the development of the Impact statement that will be used when the incident is transferred from response to recovery.
- Identify recovery requirements and priorities as early as possible.
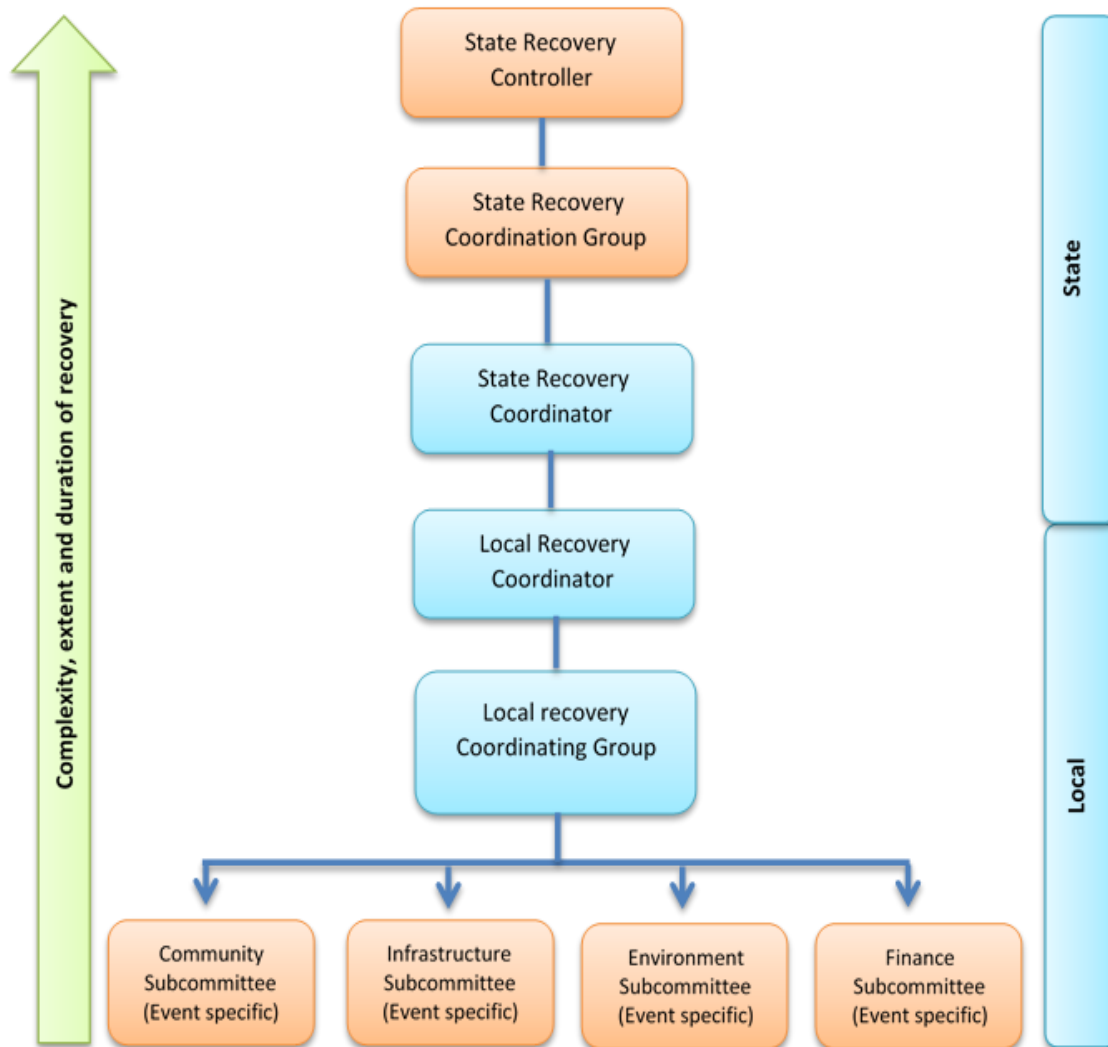- Establish a Local Recovery Committee, and any sub committees as required.

The Controlling Agency:

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

Local Recovery Coordination Group:

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

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

Position	Primary	Alternate
Chair	Shire President	Deputy Shire President
Local Recovery Coordinator	Shire President	Deputy Shire President
Deputy Recovery Coordinator	Deputy Shire President	Manager of Works
Administrative support	CEO Executive Officer	Reception/Accounts Officer
Communications officer	Deputy Chief Executive Officer	Reception/Accounts Officer
Any other LG officers as required ie financial /officer/Manager of Works	Senior Administration Officer	

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

Hazard Management Agency or Controlling Agency	DFES, WA Police
Essential services	Telstra, Water Corp, Main Roads, Horizon Power
Welfare agencies	Dept. of Communities, Red Cross, Salvation Army, local welfare services
Financial services	Centrelink, Development Commissions, Insurance providers, Chamber of Commerce
Dept of Health	
Dept of Education	
Dept of Transport	
Dept of Primary Industries & Regional Development	
Dept of Biodiversity, Conservation & Attractions	
St John Ambulance	
Community Groups	Rotary Club, Lions Club, CWA
Culturally and Linguistically Diverse (CaLD) group representatives	
Non-Government Organisations	

Subcommittees:

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

Core priority areas that may require the formation of a subcommittee include;
- Finance Subcommittee
- Infrastructure Subcommittee
- Community Subcommittee
- Environmental Subcommittee

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

Priorities for Recovery:

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

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

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

The Shire of Leonora 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 content and recognising complexity is foundational.

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

Assessment and Operational Recovery Planning:

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

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

4. RESOURCES

Recovery Resources:

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

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

Centre Name	Address	Capacity and available resources	Contacts.
JG Epis Centre	Tower Street, Leonora	Multiple Offices, Three Training Rooms, one large meeting room, Steady Internet connection with servers and printing capabilities	Leonora CRC 9037 7521 Shire Office 9037 6044

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 Leonora will make claims for recovery activities where they are deemed eligible under DFRA.

More information regarding DRFA is available from the State Emergency Management Committee web page - link - https://www.dfes.wa.gov.au/recovery/Pages/default.aspx

DFES, as the State Administrator, may activate DRFA-WA for an eligible event if the estimated cost to the State of eligible measures is anticipated to exceed the Small Disaster Criterion (currently set at $240,000).

Financial Preparation:

The Shire of Leonora 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.
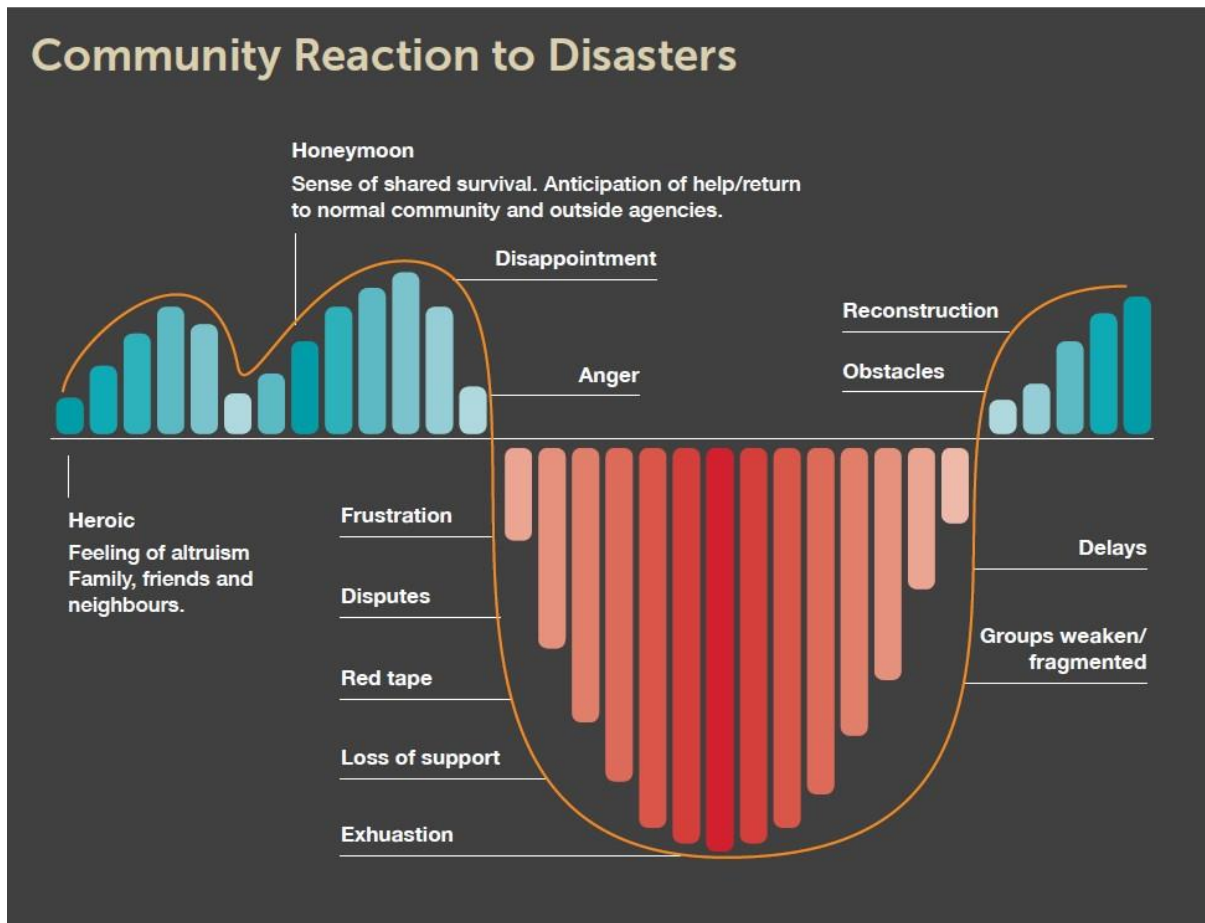
5. COMMUNITY REACTIONS

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

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

The 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

Community Reaction to Disasters

Honeymoon
Sense of shared survival. Anticipation of help/return to normal community and outside agencies.

Disappointment

Reconstruction

Obstacles

Anger

Heroic
Feeling of altruism Family, friends and neighbours.

Frustration

Disputes

Red tape

Loss of support

Exhuastion

Delays

Groups weaken/ fragmented

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

6. THE NATIONAL PRINCIPLES FOR DISASTER RECOVERY

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

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

Understanding the context - Successful recovery is based on an understanding of the community context. Recovery should:
- appreciate the risks faced by communities;
- acknowledge existing strengths and capacity, including past experiences;
- be culturally sensitive and free from discrimination;
- recognise and respect differences; and
- support those who may be more vulnerable; such as people with disabilities, the elderly, children and those directly affected

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

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

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

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

Acknowledging and building capacity - successful recovery recognizes, supports and builds on community, individual and organizational capacity.

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

7. ACTIONS AND STRATEGIES

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

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

Strategies:

Community Involvement Strategies
- Maximise the use of local resources, groups and individuals
- Promote prior community awareness and education
- Involve people in their own and their community recovery
- Maintain continuous liaison between emergency teams, volunteer groups and community organisations
- Create opportunities for local decision making
- Ensure self-determination in restoration planning
- Maintain a co-operative relationship between volunteers and imported specialists
- Use local suppliers
- Empower the community as quickly as possible

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

Recovery Assistance Strategies
- Provide for special needs of aged, ethnic, children etc
- Make food, shelter, clothing, health and emergency finance available immediately.
- Deliver services in a simple & caring manner with minimal disruption to existing processes
- Ensure welfare 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 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 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.

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:
	   ○ ensure the principles of equity, fairness, simplicity and transparency apply
	   ○ ensure the procedures developed are straightforward and not onerous to individuals seeking assistance
	   ○ recognise the extent of loss suffered by individuals
	   ○ complement other forms of relief and assistance provided by government and the private sector;

- recognise immediate, short, medium and longer term needs of affected individuals
  - 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.

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.

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

AIDE MEMOIRE

LOCAL RECOVERY COORDINATOR

LOCAL LEVEL RECOVERY ARRANGEMENTS

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

Nomination and role of a Local Recovery Coordinator

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

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

Local Recovery Coordinator functions during Response

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

Local Recovery Coordinator functions during Recovery

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

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

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

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

- understand the **context**
- recognise **complexity**
- use **community-led** approaches

- **coordinate** all activities
- **communicate** effectively
- recognise and build **capacity**

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

LOCAL RECOVERY COORDINATOR/COORDINATION GROUP CHECKLIST

(Please note timeframes are a guide only and the listing is not exhaustive)

Task Description	Complete
Within 12-24 hours	
Contact and alert key local/agency contacts, including Incident Controller and DA.	
Liaise with Controlling Agency (CA) and participate (or nominate the Local Government Liaison Officer or CEO) in the Incident Support Group and/or Operations Area Support Group.	
Identify special needs and vulnerable people such as: youth, the aged, the disabled, Aboriginal people, culturally and linguistically diverse (CaLD) people, and isolated and transient people.	
Consider fatigue management for self and recovery staff (contact EM agencies for advice/support)	
Consider what support is required, such as resources to maintain records of events and actions.	
Brief media on the recovery, ensuring accurate and consistent messaging (use the local government's media arrangements, or seek advice and support from recovery agencies).	
Within 48 hours	
LRC to ensure receipt of the initial impact assessment from the CA.	
LRC and local government to determine the need to convene a LRCG and brief members.	
In conjunction with the State Recovery Coordinator, the LRC and local government are to participate in the determination of the level of State involvement in the recovery effort.	
Meet with agencies involved with recovery operations to determine priority actions.	
Develop and implement an event specific Communication Plan, including public information, appointment of a spokesperson and the local government's internal communication processes.	
Manage offers of assistance, volunteers and donated money. Liaise with the City of Perth's Lord Mayor's Distress and Relief Fund (LMDRF), if activated, on eligible criteria and procedures for payments to affected individuals. The procedures commence through the local government. Refer to the *State EM Local Recovery Guidelines*, *Appendix Seven* for the criteria and procedures.	
Activate outreach program to meet immediate needs and determine ongoing needs. Consider the need for specialist counselling, material aid, accommodation, financial assistance and social, recreational and domestic facilities (liaise with the Department of Communities).	
Report on likely costs and impact of recovery activities and establish a system for recording all recovery expenditure (such as keeping all receipts and providing timesheets for paid labour).	
Consider setting up a call centre with prepared responses for frequently asked questions (FAQ). Place the collated FAQs on the local government's website or link for the disaster event, and/or printed materials, as appropriate (choose suitable medium/s for various audiences).	
Within 1 week	
Participate in consultation for completion of Comprehensive Impact Assessment by the CA.	
Establish LRCG subcommittees, if needed, based on the 4 environments: social, built, economic and natural, and determine functions and membership. Refer to the *State EM Local Recovery Guidelines*, *Appendix Seven: Sample Recovery Subcommittee Role Statements.*	
Depending on extent of the damage, the LRC and LRCG should develop an Operational Recovery Plan which determines the objectives, recovery requirements, governance arrangements, resources and priorities that is specific to the event. Refer to the *State EM Local Recovery Guidelines, Appendix Six: Operational Recovery Plan Template.*	
If the event has been proclaimed an eligible natural disaster under the Disaster Recovery Funding Arrangements – WA, be aware of process requirements for eligible assistance measures.	
Liaise with DA and recovery agencies to coordinate local management of recovery process.	

Task Description	Complete
Within 1 to 12 months (or longer-term recovery) cont.	
Promote community engagement in recovery planning including involvement in the development of the Local Recovery Plan, which may also improve confidence in recovery and generate asense of ownership for the Plan, as well as increasing recovery awareness.	
Ensure the completed Local Recovery Plan clearly identifies recovery and operational arrangements such as: any agreements made between local governments or emergency management; roles; responsibilities; and records of all recovery expenditure and resources used.	
Determine longer-term recovery strategies that include psychosocial support.	
Debrief recovery agencies and staff.	
Implement transitioning to mainstream services in consultation with the local government or the State Recovery Coordinator, if applicable.	
Evaluate effectiveness of recovery within 12 months of the emergency, including: • lessons identified and implementation of projects/plans/training to address the lessons • developing recovery strategies/programs/training and education, in consultation with the community, that strengthens community preparedness and resilience for future events.	
Recovery communication and community engagement – throughout the recovery effort	
Effective recovery communication addresses, at a minimum: • the how: community meetings, printed materials, noticeboards, websites, social media, etc. • the who: wide variety of groups, including special needs groups • the what: what has happened, what are the issues, what services/information are available • the where: provide information any place where people spontaneously/normally congregate.	
Set-up relief, recovery centres/one stop shops, that provide the community access to all recovery services for the short, medium or long term. These services provide the opportunity for face-to-face information and resources, as well as a central repository for up-to-date local, community andagency specific information, outreach programs, etc.	
Arrange community initiatives, or accommodate and support community-led initiatives, such as: • community information forums, or neighbourhood or community meetings which can include congregations of sporting, spiritual, recreational and school groups • community or social events, street/neighbourhood barbeques, memorials, anniversaries • a central website with links to relevant government and non-government service information; establish email networks; and the provision of social media.	
Plan and implement a Community Engagement Strategy, using the following as a basic guide: • establish a target audience: consider demographics, groups and networks • determine matters to be communicated: what information is needed *from* the community andwhat information is needed to be provided *to* the community • methods of communication: consider appropriate methods/mediums for various audiences.	
Establish, or support, community briefings, meetings and information in the recovery context that provide: • clarification of the emergency event (Controlling Agency) • advice on services available (recovery agencies) • input into development of management strategies (local government and recovery agencies) • advice to affected individuals on how to manage their own recovery, including the provision ofpublic health information and psychosocial support (local government, specialist advisers, andgovernment agencies such as the Department of Communities).	
Arrange community meetings and recovery information forums, with clear objectives and purpose, which help in providing information, gathering concerns, dispelling rumour, correcting misconceptions, and raising the profile of the recovery effort. For public meetings, consider: • the patronage, agenda, process of conducting the meeting, speakers, subject matter,	

complaint process, strategies to deal with, and follow up, concerns or complaints
- have representatives from EM disciplines to give factual information
- psychosocial issues
- appropriate communication strategies for special needs and vulnerable people and groups.

Shire of Leonora

Operational Recovery Plan

Emergency Type and location:

Date emergency occurred:

Section 1 – Introduction

Incident description

Purpose of this plan

Authority

Section 2 – Assessment of recovery requirements

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

Residential:

Commercial:

Industrial:

Transport:

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

Estimates of damage costs:

Temporary accommodation requirements: *(includes evacuation centres)*

Additional personnel requirements:

Human services: *(personal and psychological support requirements*

Other health issues:

Section 3 – Organisational Aspects

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

Details of inter-agency relationships and responsibilities:

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

Section 4 – Operational Aspects

Resources available:

Resources required:

Redevelopment plans: *(includes mitigation proposals)*

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

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

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

Section 5 – Administrative arrangements

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

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

Section 6 – Conclusion

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

Endorsed by

Chair, Local Recovery Coordination Group

Dated: 10th March, 2022

THIS PAGE HAS BEEN INTENTIONALLY LEFT BLANK

SHIRE OF LEONORA

SECTION SEVEN
COMMUNICATIONS PLAN

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) medial contact must be directed to the Shire President or Chief Executive Officer.

COMMUNICATION POLICY

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

COMMUNICATION PRINCIPLES

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

STAKEHOLDER COMMUNICATION

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

A well-managed and coordinated response will ensure the following occurs:
- Communication is facilitated only by those authorised to do so
- Information released is confirmed and accurate
- Communication is regular, consistent and takes into account sensitivities.

COMMUNICATING IN THE PREVENTION STAGE

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

The Shire of Leonora employs several practices in order to aid the prevention of emergencies and these are communicated to the public

COMMUNICATING IN THE PREPAREDNESS STAGE

Preparedness is defined as "the preparation for response to an emergency".
Through increasing community preparedness, Emergency Management Agencies can educate stakeholders, networks and communities on potential emergency risks, impacts, and personal responsibility, therefore promoting community resilience. By doing so an EMA can;
- Raise awareness in high-risk areas about the importance of planning and preparing (i.e. for cyclones, floods and bushfires);
- Raise personal awareness of risks and the need for adequate insurance;
- Increase adoption of preparedness measures and appropriate response behaviours in high-risk areas;
- Increase understanding of how to prevent, prepare for, respond to and recover from the hazards particular communities will face.

PUBLIC WARNING SYSTEMS

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

Local Systems
- Notice Boards
    - Shire of Leonora Notice Board
    - CRC Notice Board
    - Temporary notice boards may be erected in easy-to-access locations during emergencies.
    - Information would also be public displayed at any evacuation centres that were opened as a result of the emergency.
- Shire of Leonora Facebook
- Shire Website (www.leonora.wa.gov.au)

State Systems
During a major emergency you can also find information on;
- DFES's recorded information line
- Emergency broadcast on your local Radio Station frequency
- TV and radio news bulletins, print and online newspapers
- A staffed communication information line may be set up
- A TV crawler displaying messages at the bottom of the screen may be used.
- Standard Emergency Warning Signal (SEWS):
  SEWS is a distinctive siren sound to alert the community to the broadcast of an urgent safety message relating to a major emergency or disaster. It is intended to be used as an alert signal to be played on public media such as radio, television, public address systems and mobile sirens.

  In Western Australia, the broadcast of SEWS is authorised by the Department of Fire and Emergency Services, or the Regional Director of the Bureau of Meteorology for flood and weather events.

DFES Public Info line
Website   www.dfes.wa.gov.au

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

Local Radio

ABC Radio – 106.1 FM (Menzies & Laverton)

ABC Radio – 105.7 FM (Leonora & Norseman)

ABC Radio – 648 AM (Kalgoorlie)

Telephone number: 08 9093 7011

State Alert

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

- Recorded voice – Landline and mobile, and/or
- Text – mobile telephone, email and RSS feed.
  StateAlert is also available for use by external HMAs for situations where lives may be in danger. All requests for StateAlert messaging will be evaluated to ensure the need is commensurate with both the definition of Emergency and that the proposed release of StateAlert is classed as a 'Life threatening' incident.

COMMUNICATING IN THE RESPONSE STAGE

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

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

COMMUNICATING IN THE RECOVERY STAGE

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

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

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

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

Status Update

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

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 of Leonora – 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 Leonora 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

<div align="center">

SHIRE OF LEONORA

RECOVERY COMMUNICATION PLAN

Recovery Vision for the affected Community.

</div>

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	

THIS PAGE HAS BEEN INTENTIONALLY LEFT BLANK

SHIRE OF LEONORA

SECTION EIGHT
CONTACTS AND
RESOURCES REGISTER

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