



# LOCAL EMERGENCY RECOVERY PLAN



**ENDORSEMENTS**

Endorsed by LEMC:    Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Endorsed by Council:

Motion Number: \_\_\_\_\_ Date: \_\_\_\_\_

Shire President: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## AMENDMENT RECORD

NO.	DATE	AMENDMENT DETAILS	AUTHOR
1	July 2021	Document Review and Re-write	Kevin Bransby
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## DISTRIBUTION

This Local Emergency Recovery Plan forms part of the Shire of Cranbrook Local Emergency Management Arrangements (LEMA). This plan will be distributed to relevant stakeholders in conjunction with the LEMA. There will be a public copy available on the Shire web site or a copy made available from the Shire administration.

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## PART 1 – INTRODUCTION

Following the impact of a hazard on a community within the Shire of Cranbrook, there may be a need to assist the community recovers from the effects of the emergency. Recovery is a coordinated process of supporting the affected community in:

1. Reconstruction of the physical infrastructure;
2. Restoration of emotional, social, economic and physical wellbeing;
3. Social Environment – defined by relationships and connected by networks of communications, i.e. individuals, families and common interest groups that form whole communities;
4. Built Environment – human made assets that underpin the functioning of the community;
5. Economic Environment – economic recovery is critical to the whole-of-community recovery process; and
6. Natural Environment – is considered.

The purpose of managing recovery is to assist the community attain a proper level of functioning as soon as possible. Recovery activities will normally commence in conjunction with response activities but will continue for an extended period after response activities have concluded.

### Authority and Planning Responsibility

The Local Recovery Arrangements has been prepared in accordance with the Emergency Management Act 2005. They have been endorsed by the Shire of Cranbrook’s Local Emergency Management Committee (LEMC) and the Shire of Cranbrook council. They have been tabled for information and comment with the Great Southern District Emergency Management Committee.

Section 36b of the *Emergency Management Act 2005* states:

“It is a function of a local government – to manage recovery following an emergency affecting the community in its district;”

Section 41 (4) of the *Emergency Management Act 2005* states:

“Local emergency management arrangements are to include a recovery plan and the nomination of a recovery coordinator”.

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

### Aim

The aim of this document is to detail the recovery management arrangements for the Shire of Cranbrook to assist with the timely and effective coordination of reconstruction and restoration activities to improve the quality of life in an affected community, so that they can continue to function as part of the wider community.



## Scope

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

This plan forms a support plan to the Shire of Cranbrook's Local Emergency Management Arrangements and should be read in conjunction with the Local Emergency Management Arrangements. .

## Objectives

The objectives of the plan are to:

1. Prescribe the organisation, concepts, responsibilities and procedures for the effective management of recovery operations following the impact of an emergency;
2. Establish a basis for coordination between agencies that may become involved in the recovery effort;
3. Provide a framework for recovery operation;
4. Provide guidelines for the operation of the recovery management arrangements;
5. Ensure effective and coordinated management of recovery within the Shire of Cranbrook;
6. Ensure the Plan complies with State Emergency Management Arrangements and
7. Identify the roles and responsibilities of Hazard Management Agency (HMA), emergency services, support organisations and the Shire of Cranbrook whilst promoting effective liaison between all organisations.

## Recovery Management Principles and Concepts

The arrangements comply with the recovery principles and concepts detailed in the State Emergency Management Plan (SEMC) 'Recovery Coordination' and the Australian Emergency Management Handbook 'Community Recovery'.

The National Principles for Disaster Recovery are:

1. Understanding the context – successful recovery is based on an understanding of the community context.
2. Recognising complexity – successful recovery acknowledges the complex and dynamic nature of emergencies and communities.
3. Using community led approach – successful recovery is responsive and flexible engaging communities and empowering them to move forward.
4. Ensuring coordination of all activities – successful recovery requires a planned, coordinated and adaptive approach based on continuing assessment of impacts and needs.
5. Employing effective communication - successful recovery is built on effective communication with affected communities and other stakeholders.
6. Acknowledging and building capacity – successful recovery recognises, supports and builds on community and individual and organisational capacity.

As the recovery process involves individuals and communities, the following shall form the basis of recovery decision making and have been incorporated into the recovery management arrangements of this plan. (See Annexure 2)

The community has a right to be involved in the decision making and management of all aspects of the recovery process;

1. The community has a 'right to know', as information is an essential part of the recovery process;
2. Every person has a right to effective assistance until long-term recovery is achieved;
3. Both the affected person and the community have a responsibility to account for financial and material resources used;
4. The community has a right to know the criteria for the determination of financial support and grants; and
5. The community has a right to expect the maintenance of family cohesion.

## Related Documents

To enable integrated and coordinated delivery of emergency management within the Shire of Cranbrook, these arrangements are consistent with West Australian Emergency Management Framework.

Reference should also be made to the:

1. Department of Communities Local Emergency Welfare Plan;
2. Shire of Cranbrook Local Emergency Evacuation Plan; and
3. Shire of Cranbrook Local Emergency Management Arrangements.

## PART 2 - PLANNING

### APPOINTMENT

The Shire of Cranbrook has appointed the following key personnel to lead the community recovery process and may appoint more than one person to the position of Local Recovery Coordinator in accordance with the requirements of the *Emergency Management Act, Section 41(4)*. 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.

#### *Local Recovery Coordinator*

The appointment of the Local Recovery Coordinator will be undertaken by Council nomination.

The appointed Recover Coordinator shall be the Shire CEO.

#### *Deputy Local Recovery Coordinator*

The appointment of the Deputy Local Recovery Coordinator will be undertaken by Council nomination.

The appointed Deputy Recover Coordinator shall be the Manager Corporate and Community.

#### *Recovery Committee Members*

The membership of the recovery committee will be determined by the recovery coordinator based on the community's needs following an emergency. Each emergency will be different and may require representation from different organisations.

#### *Training*

At present the WA Local Government Association provides recovery management training.

<https://walga.asn.au/Training/Our-Courses/Emergency-Management-Courses.aspx>

## ROLES & RESPONSIBILITIES

### *Local Government*

The Shire of Cranbrook will undertake the following;

1. Nominate a Recovery Coordinator and Deputy Local Recovery Coordinator;
2. Be responsible for ensuring a co-ordinated recovery;
3. Provide executive, communications and media support to the Recovery Committee;
4. Provide staff and equipment for the Recovery Coordination Centre as required;
5. Prepare, maintain and test these arrangements;
6. Ensure the training, education and exercising of organisations and their personnel in the recovery management arrangements;
7. Provide financial management support to the Recovery Committee;
8. Prepare Business Continuity Plan to accommodate a protracted Recovery process; and
9. Coordinate the promotion of community awareness with respect to the recovery arrangements.

The Local Recovery Coordinator has two broad areas of responsibilities as follows:

1. In liaison with the Hazard Management Agency, Local Emergency Coordinator and other responsible agencies determine the need to activate the Local Recovery Plan and convene the Local Recovery Committee;
2. Assess the recovery requirements for each event and ensure that appropriate strategies are put in place;
3. Facilitate the acquisition and appropriate application of material, staff and financial resources necessary to ensure an effective recovery response;
4. Contribute to the resolution of community and political problems which emerge during the recovery process;
5. Ensure maximum community involvement in the recovery process;
6. Ensure that both the immediate and long-term individual and community needs are met in the recovery process;
7. Coordinate the local recovery activities in accordance with the plans, strategies and policies determined with the Local Recovery Committee;
8. Monitor the progress of recovery and provide periodic reports to the Local Recovery Committee;
9. Arrange for the conduct of a debriefing of all participating agencies and organisations as soon as possible after stand down and submission of post operations report;
10. Liaise with the State Recovery Coordinator on issues where State level support is required or where there are problems with local services;
11. Ensure that regular reports are made to the State Recovery Committee on the progress of recovery; and
12. Arrange for the conduct of a debriefing of all participating agencies and organisations as soon as possible after stand down.

## Tasks

Execution of the above responsibilities may result in the following tasks being undertaken:

1. Organise and manage the resources, staff and systems necessary for the immediate and long term recovery;
2. Advocate on behalf of the affected community with government departments, voluntary agencies, Shire of Cranbrook, the wider community, businesses and other organisations involved in the recovery process;
3. Liaise, consult and, where necessary, coordinate or direct voluntary agencies, community groups, local government departments in order to achieve the most effective and appropriate recovery;
4. Provide information to the government, bureaucracy, community and media;
5. Mediate where conflicts occur during the relief and recovery process;
6. Develop a close and positive working relationship with the key individuals and groups in the affected community; and
7. Be partially distanced from the immediacy of the event and consider the overall recovery process in establishing priorities and anticipating future requirements.

### *Local Recovery Coordination Committee*

The Local Recovery Coordination Committee (LRCC) is to coordinate and support local management of the recovery processes within the community subsequent to a major emergency in accordance with State Emergency Management Framework and the Local Recovery Arrangements.

The Local Recovery Coordination Committee is responsible for:

1. Maintaining the recovery process in accordance with State Emergency Management Procedures: Part 5: Recovery Procedures which includes the National Disaster recovery Principles.

And:

1. Appointment of key positions within the committee and the sub-committees;
2. Assessing requirements for the restoration of the Social, Infrastructure, Physical, Health, Environmental, and Economic wellbeing of the community;
3. Establish sub-committees as required;
4. Ensuring a coordinated multi-agency approach to community recovery; and
5. Developing a recovery plan to coordinate a recovery process that;
  - a. Takes account of the Shire of Cranbrook's long term planning and goals;
  - b. Includes an assessment of the recovery needs and determines which recovery functions are still required;
  - c. Develops a timetable and identifies responsibilities for completing the major functions;
  - d. Considers the needs of youth, the aged, the disabled, and culturally and linguistically diverse people;
  - e. Allows full community participation and access;
  - f. Allows monitoring of the recovery process; and
  - g. Facilitate the provision of services, public information, information exchange and resource acquisition.
6. Negotiating the most effective use of available resources including the support of State and Commonwealth Agencies
7. Monitoring the progress of recovery, and receive periodic reports from recovery agencies
8. Ensuring a coordinated multi- agency approach to community recovery
9. Making appropriate recommendations, based on lessons learnt, to the LEMC to improve the community's recovery preparedness.

## COMPOSITION OF LOCAL RECOVERY COORDINATION COMMITTEE

The LRCC will be chaired by the Shire President, the CEO, or their nominee and have relevant community leaders as its members, including appropriate State Government Agency representatives. Where a LRCC is established a core group of key stakeholders will be represented on the committee supported by other organisations seconded as required. The membership of the LRCC is dynamic and will change with the needs of the community at various stages during the recovery process. (See Annexure 4)

Where a LRCC is established to manage the local recovery process, the following structure will be implemented as appropriate to the situation.

- Chairperson (if not the Shire President, or the CEO, then preferably a Councillor);
- Local Recovery Coordinator (should be different to Chairperson);
- Secretary (provided by LGA);
- Local Emergency Coordinator (OIC Police).
- Local Government Officers;
- Hazard Management Agency;
- Department of Health and or Local Environmental Health Officer;
- Department of Communities;
- Western Australian Police Service;
- Community Representative/s; and if established
- Chairpersons of Sub-committees.
- Department of Agriculture and Food;
- Department of Biodiversity, Conservation and Attractions;
- Lifelines (power, water, gas, etc);
- Main Roads;
- Department of Water;
- Regional Development Commission;
- Education/school representative;
- Community Groups;
- Chamber of Commerce;
- St John's Ambulance;
- Insurance representative;
- Other persons/organisations as identified.

### *Role*

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

### *Functions*

The functions of the committee include the following:

1. Assist the Local Recovery Coordinator prepare, maintain and test the Local Recovery Plan
2. Following the impact of an event requiring a recovery operation, to develop a tactical recovery plan that:
  - a. meets the immediate needs of the community;
  - b. takes account of Shire of Cranbrook's long term planning and goals;
  - c. includes an assessment of the immediate recovery needs of the community and determines which recovery functions are still required;
  - d. develops a time table for completing the major functions;
  - e. considers the needs of youth, aged, the disabled, and non-English speaking people;
  - f. allows for the monitoring of the progress of recovery;
  - g. allows full community participation and access;
  - h. effectively uses the State and Commonwealth agencies;
  - i. provides for public access to information on the proposed programs and subsequent decisions and actions; and
  - j. allows consultation with all relevant community groups.

### *Responsibilities*

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

## RESPONSIBILITIES OF PARTICIPATING ORGANISATIONS

### *Shire of Cranbrook*

1. Chair and manage the activities of the Local Recovery Committee;
2. Provide secretariat and administrative support to the Local Recovery Committee;
3. Provides the Local Recovery Management Centre & facilities;
4. Ensure the restoration or reconstruction of services/facilities normally provided by the local government authority.

### *Hazard Management Authority*

1. Provide a representative to the Local Recovery Committee;
2. Advise the Local Recovery Coordinator when an event threatens or has impacted the community;
3. Initiate the recovery process;
4. Participate in the development of the recovery plan; and
5. Advise the Recovery Coordinator when withdrawing from the recovery process.

### *Department of Communities*

1. Provide a representative to the Local Recovery Committee;
2. Provide the welfare components of the recovery process including;
  - a. Emergency accommodation;
  - b. Emergency catering;
  - c. Emergency clothing and personal requisites;
  - d. Personal services (including counselling);
  - e. Registration and Inquiry; and
  - f. Immediate Financial assistance.

### *Lifeline Agencies*

1. Provide a representative to the Local Recovery Committee;
2. Undertake repairs and restoration of services;
3. Assist the recovery effort with resources and expertise available from within the service.

### *Pastoralists and Grazer's Association/Department of Primary Industry and Regional Development*

1. Provide a representative to the LRCC (co-opted as required).
2. Manage the provision of assistance to primary producers, particularly in relation to the Primary Producer package under the DRFAWA.

### *Main Roads WA*

1. Provide a representative to the LRCC (co-opted as required).
2. Assess and report on damage to State/Federal road infrastructure that may impact on the community.
3. In conjunction with the LGA assist with assessment of damage to local roads and provide advice on road closures and alternate transport routes.
4. Assist the local government with the reopening and restoration of local roads including providing access to funding where available through the MRWA Flood damage to Local Roads Special Funding Assistance Program and/or the DRFAWA.



*Regional Development Commission*

1. Provide a representative to the LRCC (co-opted as required).
2. Assist with the assessment of the impact of the emergency on small business.
3. Provide advice on and facilitate access to available business support services/funding support, e.g. DRFAWA small business support measures.

*Department of Education*

1. Provide a representative to the LRCC (co-opted as required)
2. Provide advice on issues affecting the normal operation of schools, e.g. restrictions on student access or damage to school premises.

*Local Health Services Provider (Department of Health or Local Environmental Health Officer)*

1. Provide a representative to the LRCC (co-opted as required).
2. Advise on health issues arising from the emergency.
3. Coordinate the local health components of the recovery process.

*Lord Mayor's Distress Relief Fund*

1. Liaise with the LRCC to assess the requirements for public donations and if required initiate "Calls for public donations" in accordance with SEMP 4.2
2. As required set up a local appeals committee in conjunction with the LRCC.
3. Provide advice to the LRCC on criteria for, and assessment of, requests for financial assistance.

## MANAGEMENT ARRANGEMENTS

### *Local Recovery Coordination Centre*

Recovery operations shall be managed by the Local Recovery Coordinator from the Local Recovery Centre.

THE RECOVERY COORDINATION CENTRE WILL BE LOCATED IN THE COUNCIL CHAMBERS OF THE SHIRE ADMINISTRATION BUILDING 19 GATHORNE STREET CRANBROOK.

The Local Recovery Coordination Centre is where the Local Recovery Committee is based during an emergency and recovery phase and provides a focal point for a coordinated approach to recovery services.

The following communication systems are desirable when setting up an LRCC (dependant on the scale of the incident):

- Phone;
- Fax; and
- Email.

It is preferred that each LRCC will have the following facilities available (dependant on the scale of the incident):

- Meeting Rooms;
- Ablutions; and
- Kitchen/Food Preparation Area.

## PART 3 - COMMENCING RECOVERY

### ACTIVATION

The process for the activation of these arrangements is outlined in State Emergency Management Policy 4.4 Section 6 Recovery which provides;

1. The Controlling Agency is responsible for the coordination of an assessment of all impacts relating to all recovery environments prior to cessation of the response, including a risk assessment and treatment plan to provide for safe community access to the affected area. Comprehensive impact information is required by local governments to assist in planning recovery activities;
2. The Controlling Agency with responsibility for the response to an emergency must initiate recovery activity during the response to that emergency, as detailed in the State EM Plan (Section 6.4); and
3. In some circumstances, the State Government may have an increased role through the State Recovery Coordinator or establishment of a State Recovery Coordination Group and/or State Recovery Controller.

### TRANSITION FROM RESPONSE

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

The LRC should be called together as soon as possible for a briefing of the emergency incident even in the response stage to detail the extent of contingencies to allow for smooth transition from response to recovery.

The committee will;

1. Align response and recovery priorities
2. Connect with key agencies
3. Understand key impacts and tasks
4. Identify recovery requirements and priorities as early as possible.

**The Local Recovery Coordinator must be included in Incident Support Group meetings from the onset.**

Transition from response to recovery shall be formalised by completing of the ‘Response to Recovery Transition Handover’ form included in the Recovery Resource Book.

## HANDOVER – RESPONSE TO RECOVERY

The Controlling Agency is responsible for commencing the recovery process. As the response to the incident concludes the recovery phase will be handed to the Shire of Cranbrook. A copy of the document is included in the Recovery Resource Book. The form will be used by both parties to affect the handover process.

It is envisaged that the recovery effort will be managed through regular coordinating meetings of the Local Recovery Coordination Group, twice a day initially, to ensure development, implementation and monitoring of the tactical recovery plan.

Where the decision is taken not to activate the plan or convene the Local Recovery Coordination Group because statutory agencies are coping with the situation, the Local Recovery Coordinator will monitor the situation and keep the Local Recovery Coordination Group advised accordingly.

## IMPACT ASSESSMENT AND OPERATIONAL RECOVERY PLANNING

It is essential that the Controlling Agency coordinates conduct an assessment of the impacts, recovery and restoration requirements as soon as possible after the impact of the event.

Access to the affected area may be restricted by the HMA until it is determined to be safe to enter.

Sources that may assist in the collection of impact assessment data include the:

1. Controlling Agency.
2. Welfare agencies – to identify persons in need of immediate assistance.
3. LGA building inspectors and engineers.
4. Insurance assessors.
5. Business associations, e.g. local chamber of commerce.
6. Recovery Needs Assessment and Support Survey Form.

Following a major emergency where substantial damage has occurred to residential, commercial and government buildings and other community infrastructure, and where significant reconstruction and restoration is required, an operational recovery plan should be prepared by the LRCG.

## THE OPERATIONAL RECOVERY PLAN

The operational recovery plan should provide a full description of the extent of the damage, including both social, economic, built and natural, and detail plans for restoration and reconstruction of the affected community. Each operational recovery plan will be different depending upon the nature of the emergency and the severity of the destruction and disruption. As part of the overall impact assessment to assist in the operational recovery planning it may be appropriate to conduct a survey of people/families affected by the emergency. An Action Recovery Plan Template is included in the Recovery Resource Book.

## LOCAL RECOVERY COORDINATION GROUP

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

The LRC should consider the following areas when recommending priorities and ensuring work is completed.

1. Social environment effects
2. Built environment effects
3. Economic environment effects
4. Natural environment effects

When identifying priorities consideration should be given to the risk evaluation criteria developed during the Emergency Risk Management process. (Risk Evaluation – community values).

The most commonly established sub-committees and their responsibilities are detailed Annexure 4 and below:

### *Community (Or Social) Sub-Committee*

1. To provide advice and guidance to assist in the restoration and strengthening of community well-being post the event;
2. To facilitate understanding on the needs of the impacted community in relation to community wellbeing;
3. 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;
4. To assess and recommend medium and long term priority areas to the Shire of Cranbrook for consideration to assist in the restoration and strengthening of community wellbeing; and
5. To ensure the affected community is informed and involved in the recovery processes so actions and programs match their needs.

### *Environment (Or Natural) Sub-Committee*

1. To provide advice and guidance to assist in the restoration of the natural environment post the event;
2. To facilitate understanding of the needs of the impacted community in relation to environmental restoration;
3. 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; and
4. To assess and recommend medium and long term priority areas to the Shire of Cranbrook for consideration to assist in the restoration of the natural environment in the medium to long term.

#### Finance (Or Economic) Subcommittee

1. To assess and recommend priority recovery activities to assist with the direct and indirect impacts on the economic position of the area;
2. Consider the need for an economic impact assessment;
3. Consider participation of business and/or industry representatives in economic recovery decision making;
4. Work with the insurance sector to coordinate insurance companies' response;
5. Consider projects to ensure tourism viability is maintained;
6. Support and promotion of the economic viability of affected community through short and long term projects;
7. Coordination of supply and distribution of emergency fodder, water, fencing, agistment and other materials/services; and
8. To provide advice on care and management of livestock, including feed, water, fencing, agistment and transport.

## COMMUNICATIONS PLAN

Key groups who need to receive recovery information, the methods available and potential locations where information can be provided are detailed below:

Who Needs the Information	How/What Communication Methods Will Be Used	Where Will The Information Be Provided
Affected Community Recovery Workers Vulnerable Groups	Shire Web Site Facebook SMS Register	Shire of Cranbrook Information Boards – Cranbrook Regional Community Hub - Administration - Frankland CRC

## CULTURAL AND SPIRITUAL FACTORS

Cultural and spiritual symbols provide an essential dimension to the recovery process. They provide a framework for meaning and evaluation of the emergency experience. These need to be managed as an integral part of recovery activities. The community will present its own symbols and rituals, probably beginning in the immediate aftermath. If these are recognised, supported and coordinated as part of the recovery process, which is owned by the community, they will provide the focus for cultural and spiritual activities.

These activities will assist in the long-term integration of the emergency into the history of the community. Often these activities can be conducted on anniversaries or other significant community occasions.

## RECOVERY ACTIVITIES AND STRATEGIES

To assist the Local Recovery Coordinator and the Local Recovery Committee a listing of recovery activities that may have to be undertaken together with suggested strategies has been listed below:

### *Activities To Be Undertaken By The Committee*

#### *Short Term*

1. Counselling;
2. Establish and managing emergency financial relief schemes;
3. Surveying and assessing the damage to public and private property;
4. Repairing and/or replacing public utilities, services and assets;
5. Assisting with the repair or replacement of private property;
6. Initiating programs to stimulate community morale and economic growth;
7. Managing environmental rehabilitation programs;
8. Coordinating recovery and research agencies; and
9. Revision of Land Use/Town Planning schemes.

### *Strategies*

#### *Community Involvement*

1. Maximise the use of local resources, groups and individuals;
2. Promote prior community awareness and education;
3. Involve people in their own and their community recovery;
4. Maintain continuous liaison between emergency teams, volunteer groups and community organisations;
5. Create opportunities for local decision making;
6. Ensure self-determination in restoration planning;
7. Maintain a co-operative relationship between volunteers and imported specialists;
8. Use local suppliers; and
9. Empower the community as quickly as possible.

#### *Recovery Information Strategies*

1. Provide regular updates on –
  - a. current state & extent of the disaster,
  - b. actual and proposed official response;
  - c. desired community response; and
  - d. advice to isolated families.
2. Ensure everybody has an understanding of the situation and the opportunity for personal counselling; and
3. 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
- Community Newsletters
- Public Meetings

#### *Recovery Assistance Strategies*

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

#### *Accountability Strategies*

1. Ensure the affected community is involved in the allocation and distribution of material and financial resources; and
2. Assist the community in ensuring there is accountability in the use of resources.

#### *Strategies For Grants, Loans and Gifts*

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

#### *Strategies To Maintain Family Cohesion*

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

## **PUBLIC INFORMATION**

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

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

#### *Media*

During emergencies the media have a legitimate interest in obtaining prompt and accurate information. If media access to accurate information is restricted, rumour and speculation may be substituted for fact. Consequently, there is nothing to be gained by attempting to restrict media access. The media are also a vital link between recovery agencies and the public and provide an effective means of disseminating information. It is recommended that regular and scheduled media briefings be negotiated to suit the publishing and broadcasting timetables of the media.

Due to the fact that the recovery process will generally involve a range of different organisations, there is a need for coordination of information to the media to avoid confusion or conflict. The most effective



means of dealing with this issue is through the nomination of a media liaison officer to represent the overall recovery process.

All media releases prepared by the Recovery Sub-committee will be forwarded to the LRCC for release by the Chairperson.

#### *Visiting VIPS*

In addition to the level of media interest, there is also likely to be several visits to the affected area and a high level of interest in the recovery process from VIPs from government and a range of other agencies.

There are several issues that need to be considered by the recovery manager involved with, or responsible for hosting, such visits.

Effective briefings should be provided. These should include accurate and up-to-date information about estimated losses, assistance programs and financial assistance packages. This will ensure that any information relayed to the affected community or the media is accurate, reducing the risk of falsely raising expectations regarding such things as assistance measures, and reducing the risk of embarrassment. Some pre-visit briefing is also desirable to ensure that the visitor is well informed of the necessary information prior to arrival.

1. Briefing of any visitors should also include details about the current state of the community, including the various emotions they may be experiencing as a result of the event, as well as identification of any existing sensitivities.
2. Visitors should have a clear understanding of emergency management arrangements and protocols.
3. Visitors should also be clearly briefed on the potential impact of their visit and their subsequent role in the recovery process. In particular, it should be emphasised that any information provided must be accurate, as the effects of inaccurate or ill-founded information on an affected community may reinforce the impact of the event.
4. In the case of a disaster affecting more than one geographic area, care should be taken to ensure that communities are treated impartially, and visits are arranged accordingly.

Visits by Commonwealth and State Parliamentarians (including Ministers) should be discussed in advance with the LRCC to ensure the visits are the most effective for both the community and the Member of Parliament.

#### *Information Services*

The community recovery information services provided to affected people aim to lower anxiety levels and to restore a sense of predictability through accurate and credible information. Information services must be made available to assist and hasten recovery as well as the means of accessing those services.

The information provided should advise:

1. The support, psychological, development and resource services available;
2. Where, when and how to access those services; and
3. The psychological reactions commonly experienced by affected people.

The information should be provided at a “One Stop Shop” set up in a location to be determined and be available as soon as possible and provided and repeated through a range of information means. The means commonly used are:

- leaflets;
- posters;
- newsletters;
- information centre’s;
- recovery centre’s;
- community agencies;
- radio;
- newspapers;
- television;
- outreach visitation; and
- public meetings.

The accessibility of the information to the people affected by the emergency is a major issue and actions need to ensure it is available to:

1. The whole of the affected area;
2. Non-English speaking people;
3. Special needs groups and or individuals;
4. Isolated people and communities; and
5. Secondary victims.

#### *Public Meetings*

Various forms of public meetings provide an important part of the recovery process. Public meetings may be held soon after an emergency has taken place as a means of communicating information to an affected community regarding such things as the extent of the damage caused by the event and the services available through the range of recovery agencies. Representation of the various recovery agencies at a public meeting also gives the affected community an opportunity to identify those agencies providing services and to clarify important issues. Further public meetings may be held throughout the recovery process as the need arises.

Public meetings also provide the opportunity for members of an affected community to meet together and for rumours, which are inevitable in the early part of the recovery process, to be dispelled. However, given the volatility that may be evident immediately following an emergency, it is critical that public meetings be carefully timed and managed by a facilitator skilled in dealing with any problems which may arise.

Public forums may also be organised to provide practical advice and discussion on a range of issues from personal needs to housing and rebuilding issues. The need for such forums is best identified by workers who have a direct understanding of emerging needs within a community.

Community recovery committees also provide an affected community with a mechanism to have an input into the management of the recovery process. These committees provide an important forum, ensuring local participation in the management of the recovery process.

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

## Points to Consider

1. Appoint potential spokespeople to deal with the media;
2. Manage public information during the transition from response to recovery when handover completed from HMA;
3. Identify priority information needs;
4. Develop a comprehensive media/communication strategy;
5. Coordinate public information through:
  - a. Joint information centres;
  - b. Spokesperson/s;
  - c. Identifying and adopting key message priorities; and
  - d. Using a single publicised website for all press releases.
6. Develop processes for:
  - a. Media liaison and management (all forms e.g. Print, and electronic);
  - b. Briefing politicians;
  - c. Alternative means of communication e.g. Public meetings, mailbox fliers, advertising;
  - d. Communicating with community groups;
  - e. Meeting specialist needs;
  - f. Formatting press releases;
  - g. Developing and maintaining a website; and
  - h. Ensuring feedback is sought, integrated and acknowledged.
7. Monitor print and broadcast media, and counter misinformation.

## ONE STOP SHOP

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

A One Stop Shop may be established in identified Council buildings, the location and contact details will be disseminated to the community when it is established.

## MANAGING SPONTANIOUS VOLUNTEERS

### *Local Volunteer Coordinator (LVC)*

Within the first few days of an emergency occurring, the Shire of Cranbrook may receive numerous offers of voluntary assistance. It is important to harness this enthusiasm so that offers, and opportunities are not lost.

There are likely to be two sources of volunteers:

1. Clubs, community groups and other non-government organisations;
2. Members of the general public.

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

Volunteers from the general public (individuals and private companies) who offer assistance on an ad-hoc basis require careful management and coordination. "Volunteer Information Forms" (refer to the Recovery Resource Book) must be completed by shire staff whenever an offer of assistance is made,

and they should be forwarded to the LVC for consideration. Consideration should be given to establish a list of activities that could be undertaken by volunteers to assist in the recovery effort.

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

#### *Registration*

For insurance purposes, it is paramount that any volunteer under the direction and control of the Shire of Cranbrook must be registered and signs on prior to participating in any task, with clear instructions disseminated and acknowledged. All volunteers must sign off on the completion of the volunteers shift.

It is the responsibility of the LVC to oversee the registration of all volunteers who are under the direction and control of the SOM, regardless of whether they are individuals or belong to a community group or club. This must occur during all recovery activities including emergency welfare centre activities on the "Volunteer Log Form" found in the Recovery Resource Book.

#### *Allocation Of Tasks*

The LVC is responsible for matching volunteers' skills and resources to required tasks, bearing in mind the needs of the community and individuals. Tasks assigned must be meaningful with clearly defined roles and must be recorded against the respective volunteers "Volunteer Information Form". When tasked, the volunteer is to be given a copy of the "Volunteer Task Allocation Form" to ensure they have a clear understanding of the role to be undertaken. Refer to Local government Recovery Workbook Package for the "Volunteer Task Allocation Form".

The LRC or, if convened, the LRCC is responsible for creating the tasks to be allocated. All tasks allocated must be authorised by the LRC or, if convened, the LRCC to ensure the duplication of tasking is avoided.

#### *Hours Of Duty*

Where applicable, volunteers should be rostered on for periods of no longer than 8.5 hours at one time, followed by a minimum 10 hour rest period. Shifts should overlap by a minimum of 30 minutes to enable briefings and handovers to their relief to occur. Meal breaks should be planned for with the LVC responsible for all volunteer rostering. Refer to the Recovery Resource Book for the "Volunteer Roster Form". All rostering must be authorised by the LRC or, if convened, the LRCC to ensure the duplication of resources is avoided.

#### *Identification*

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

*Other*

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

## PART 4 - FINANCIAL MANAGEMENT

### FINANCIAL ARRANGEMENTS DURING AN EMERGENCY SITUATION

It should be recognised that in the event of an emergency there may be a need for the Shire of Cranbrook to undertake essential recovery activities during the emergency event, or as soon as possible after the emergency.

On these occasions the Shire of Cranbrook will need to act in its capacity as the agency responsible for Recovery without funding allocated within Council's Budget. Under Section 6.8 of the Local Government Act 1995, the Shire President may approve emergency expenditure where requested by the Chief Executive Officer:

The Shire of Cranbrook is not to incur expenditure from its municipal fund for an additional purpose except where the expenditure:

1. Is incurred in a financial year before the adoption of the annual budget by the Shire of Cranbrook;
2. Is authorised in advance by resolution; or
3. Is authorised in advance by the shire president in an emergency.

#### *Local Government Policies*

For the Shire of Cranbrook policies and procedures as passed by Council relating to expenditure during an emergency refer to the Local Recovery Management Plan.

#### *Disaster Recovery Funding Arrangements (DRFA)*

Commencing 1 November 2018, the Commonwealth has introduced Disaster Funding Recovery Arrangements (DRFA) for the states and territories of Australia to provide financial assistance for eligible disaster events.

In Western Australia, the Disaster Recovery Funding Arrangements – Western Australia (DRFAWA) is administered by the Department of Fire and Emergency Services (DFES) and is Western Australia's application of the DRFA. The DRFAWA includes additional support measures the State government deems necessary to best support communities and businesses within Western Australia.

#### *What Is The Aim Of The DRFAWA?*

Natural disasters or terrorist acts may result in large-scale expenditure by state governments in the form of disaster relief and recovery payments and infrastructure reconstruction. To assist with this burden, the Commonwealth has made arrangements to provide financial assistance to the states and territories in certain circumstances. Usually the assistance is in the form of partial reimbursement of state expenditure and estimated reconstruction costs.

What is an eligible disaster event?

A natural disaster or terrorist act for which:

1. A coordinated multi-agency response was required, and
2. It must be estimated that the cost of emergency assistance to individuals and communities, or damage to essential public assets will exceed \$240,000.

An eligible disaster event is:

1. One, or a combination of the following rapid onset events:
  - Bushfire
  - Cyclone
  - Meteorite strike
  - Earthquake
  - Storm surge
  - Tornado
  - Flood
  - Landslide
  - Storm
  - Tsunami
2. A terrorist act; whereby an action or a series of actions committed in Australia which the Commonwealth Minister has determine is a terrorist act.

#### *Relief and Recovery Assistance Measures*

The DRFAWA provides certain measures to support relief and recovery efforts following an eligible disaster. It is intended to complement other strategies including insurance, mitigation planning and activities to prevent disasters. Assets that can be insured are not covered by DRFAWA.

When an eligible event is declared, different assistance measures can be made available to individuals and communities to support them in their recovery from an eligible disaster; these four (4) main categories are:

**Category A** – Emergency assistance for individuals, administered by the Department of Communities.

**Category B** – Financial support provided to the State, counter disaster operations and assistance for small business and primary producers. Administered by DFES with assistance from the appropriate State Government Departments.

**Category C** – Community Recovery Packages, (when severe impact) administered by DFES.

**Category D** – Exceptional Circumstances Measure, administered by DFES.

Further information on DRFAWA can found by visiting the DFES website at [dfes.wa.gov.au](http://dfes.wa.gov.au)

## APPEALS AND DONATIONS

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

#### *Lord Mayors Distress Relief Fund*

The Lord Mayor's Distress Relief Fund was established in 1961 to provide relief of personal hardship and distress arising from natural disasters occurring within Western Australia. The perpetual fund is a registered charitable body and has approval of the Australian Taxation Office for tax deductibility of contributions. Further information is available via their website: <http://appealswa.org.au/>

**Donations of Cash:** The Local Recovery Committee will encourage the use of the Lord Mayor’s Distress Relief Fund for people wanting to make cash donations, although if deemed necessary will open a separate account specifically for cash donations.

**Donations of Service and Labour:** Any donations of services or labour to assist with the recovery from an emergency will be administered by the Shire of Cranbrook via the Local Recovery Committee in accordance with the Managing Spontaneous Volunteers section of these arrangements.

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

## STATE LEVEL ASSISTANCE

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

In conjunction with the Shire of Cranbrook’s and the State Emergency Coordinator, 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.

These include:

1. The capacity of the local governments involved to manage the recovery;
2. The number of local governments affected; and
3. The complexity and duration of the recovery.

## STAND DOWN

The Local Recovery Coordinator shall progressively stand down participants and programs when they are no longer required.

## DEBRIEFING/POST OPERATIONS REPORT

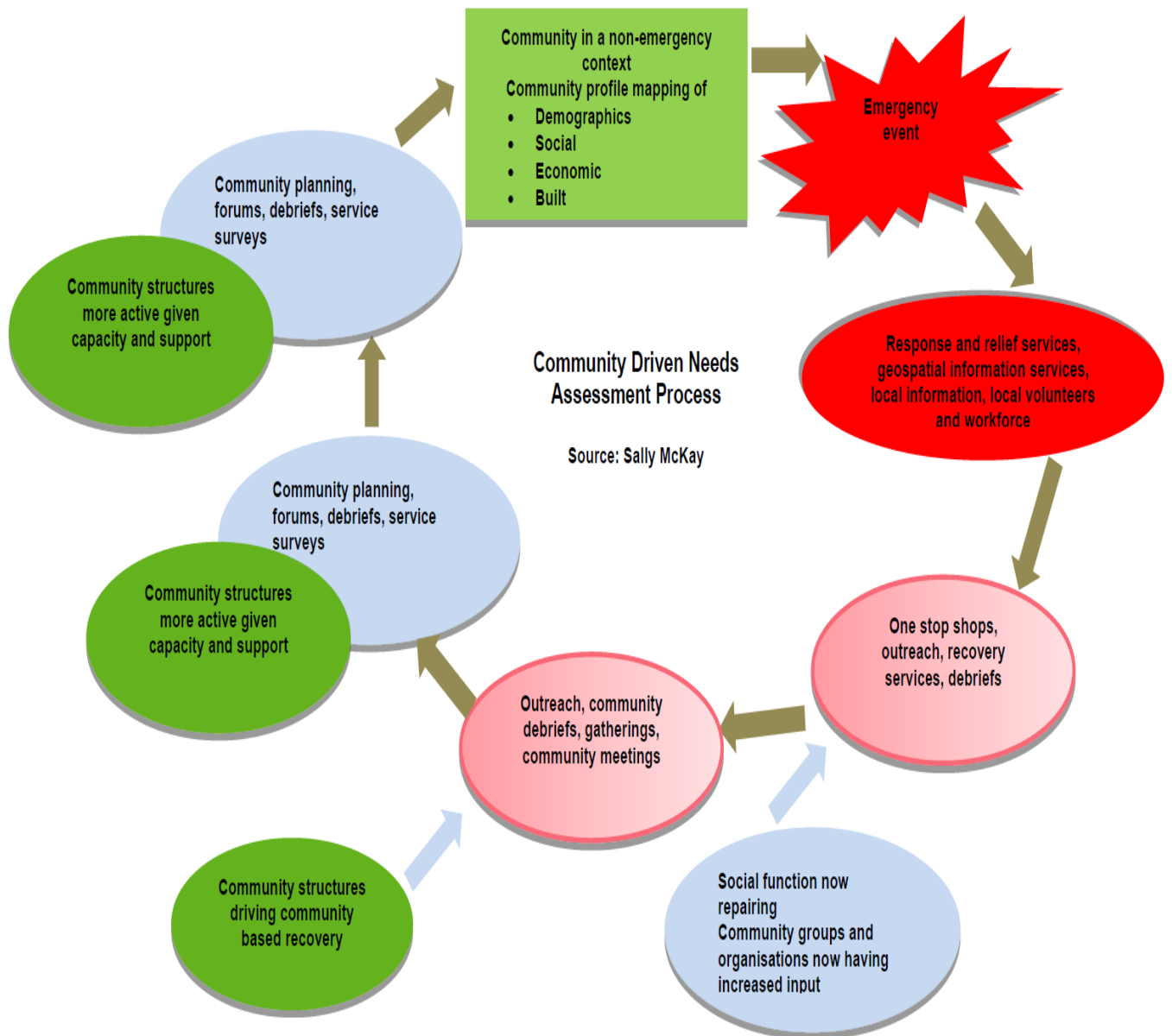
The LRC will arrange to debrief all participants and organisations as soon as possible after stand down and prepare a report to the LEMC for review and update of the Local Recovery Plan. A copy of the report shall also be forwarded to the DEMC.



## ANNEXURE 1 – Contacts

NAME	ROLE	CONTACT NUMBER	EMAIL
	Local Recovery Coordinator	9826 1008	<a href="mailto:admin@cranbrook.wa.gov.au">admin@cranbrook.wa.gov.au</a>
Garry Adams	Shire of Cranbrook CEO	0456 600 133	<a href="mailto:garry.adams@cranbrook.wa.gov.au">garry.adams@cranbrook.wa.gov.au</a>
Trish Standish	Shire of Cranbrook Manager Corporate and Community	0428 261 004	<a href="mailto:trish.standish@cranbrook.wa.gov.au">trish.standish@cranbrook.wa.gov.au</a>
Phil Horrocks	Shire of Cranbrook President	0427 361 179	<a href="mailto:crphorrocks@cranbrook.wa.gov.au">crphorrocks@cranbrook.wa.gov.au</a> <a href="mailto:andorra997@bigpond.com">andorra997@bigpond.com</a>
Natalie Wynn	Local Emergency Coordinator Officer in Charge Cranbrook Police	6801 3840 0436 857 926	<a href="mailto:Nat.wynen@police.wa.gov.au">Nat.wynen@police.wa.gov.au</a>

## ANNEXURE 2 – Community Driven Needs Assessment Process



## ANNEXURE 3 – Local Recovery Coordinator Action Check List

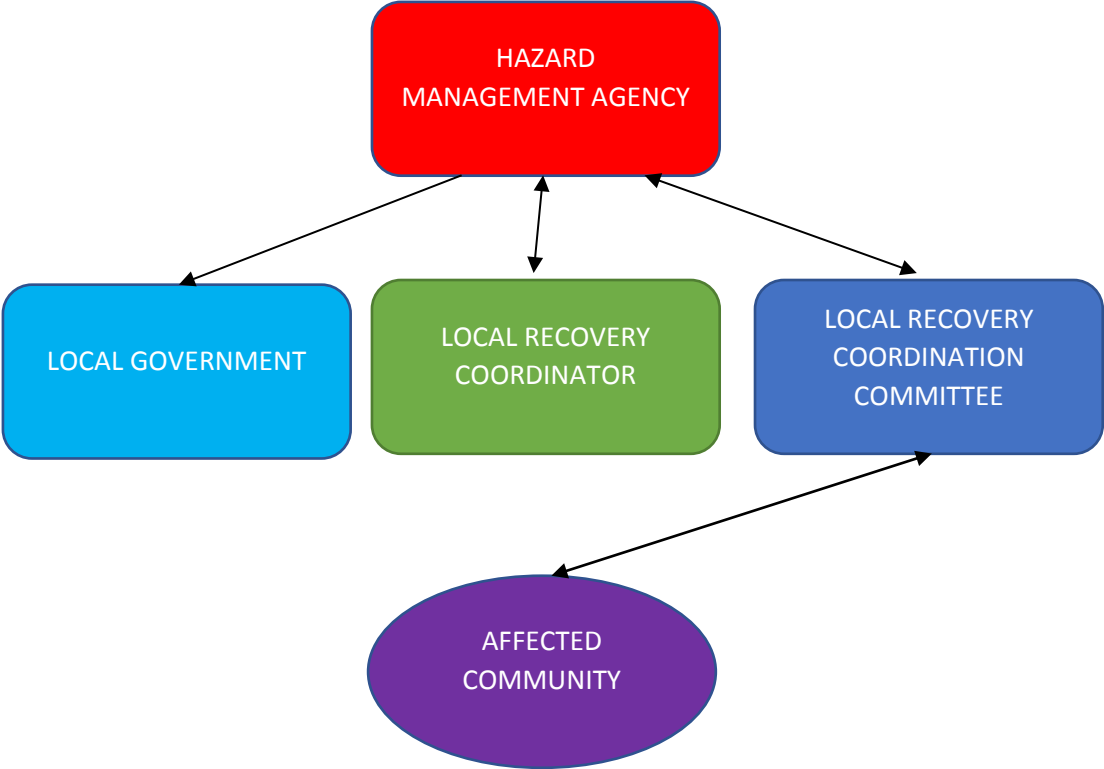
Task Description	Complete
<b>Within 48 Hours</b>	
Local Recovery Coordinator to contact and alert key local contacts	
Local Recovery Coordinator to liaise with the Controlling Agency and participate in the incident management arrangements, including the Incident Support Group and Operations Area Support Group where appropriate	
Local Recovery Coordinator to receive an understanding of known or emerging impacts from the Controlling Agency	
Local Recovery Coordinator to determine the need for the Local Recovery Coordination Group to be convened and its members briefed, in conjunction with the local government	
Local Recovery Coordinator and the local government to participate in the determination of state involvement in conjunction with the State Recovery Coordinator	
Meet with specific agencies involved with recovery operations to determine actions.	
Further develop and implement event specific Communication Plan, including public information, appointment of a spokesperson and the Shire of Cranbrook internal communication processes.	
Consider support required, for example resources to maintain a record of events and actions	
<b>Within 1 Week*</b>	
Participate in consultation on the coordination of completion of an Impact Statement by the Controlling Agency	
Activate a recovery coordination centre if required	
Identify special needs groups or individuals	
Determine the need to establish subcommittees, and determine functions and membership if necessary	
Develop an Operational Recovery Plan which determines the recovery objectives and details the recovery requirements, governance arrangements, resources and priorities	
Confirm whether the event has been proclaimed an eligible natural disaster under the Disaster Recovery Funding Arrangements in WA (DRFAWA) and if so what assistance measures are available.	
Manage offers of assistance, including volunteers, material aid and donated money.	
Report to organisational hierarchy on likely costs/impact of involvement in recovery activities.	
Activate outreach program to meet immediate needs and determine ongoing needs. Issues to be considered should include the need for specialist counselling, material aid, accommodation, financial assistance and social, recreational and domestic facilities.	
Establish a system for recording all expenditure during recovery (includes logging expenditure, keeping receipts and providing timesheets for paid labour).	
Consider establishing a call centre with prepared responses for frequently asked questions	
Establish a 'one-stop shop' recovery centre to provide the affected community with access to all recovery services.	
Manage restoration of essential infrastructure.	
Brief media on the recovery program.	
<b>Within 12 Months*</b>	
Determine longer-term recovery strategies	
Debrief recovery agencies and staff	
Implement transitioning to mainstream services	
Evaluate effectiveness of recovery within 12 months of the emergency. Recovery evaluations must be provided to the State Recovery Coordinator and SEMC for review.	

\*Timeframes are approximate only

# ANNEXURE 4 – Local Recovery Coordination Committee Flowchart

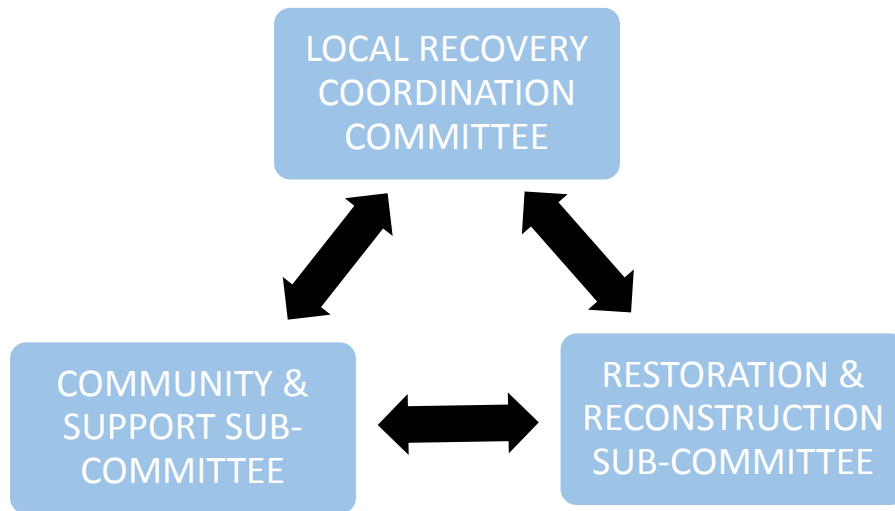
The following flow chart reflects the relationship between the Local Emergency Management Committee, the Local Recovery Coordination Committee and associated Sub-committees.

Committee Flow Chart



*Recovery Committee Structure*

Dependent upon community impact and complexity of event.



OR



## ANNEXURE 5 – Glossary Of Terms And Acronyms

### *Terms*

**COMMUNITY EMERGENCY RISK MANAGEMENT**- a systematic process that produces a range of measures which contribute to the wellbeing of communities and the environment. (See also – RISK MANAGEMENT)

**DISASTER**- See EMERGENCY.

**DISTRICT EMERGENCY MANAGEMENT COMMITTEE**- is responsible for assisting in the establishment and maintenance of effective emergency management arrangements for the district for which it is constituted and has such other functions as are prescribed by the Regulations.

**EMERGENCY**- an event, actual or imminent, which endangers or threatens to endanger life, property or the environment, and which is beyond the resources of a single organisation or which requires the coordination of a number of significant emergency management activities.

**EMERGENCY MANAGEMENT**- is a range of measures to manage risks to communities and the environment. It involves the development and maintenance of arrangements to prevent or mitigate, prepare for, respond to and recover from emergencies and disasters in both peace and war.

**EMERGENCY MANAGEMENT CONCEPTS** - the emergency management concepts for Western Australia are consistent with those of the commonwealth and in accordance with the Emergency Management Regulations 2006:

1. **P**revention activities eliminate or reduce the probability of occurrence of a specific hazard. They also reduce the degree of damage likely to be incurred.
2. **P**reparedness activities focus on essential emergency response capabilities through the development of plans, procedures, organisation and management of resources, training and public education.
3. **R**esponse activities combat the effects of the event, provide emergency assistance for casualties, and help reduce further damage and help speed recovery operations.
4. **R**ecovery activities support emergency affected communities in their construction of the physical infrastructure and restoration of emotional, social, economic and physical wellbeing. During recovery operations, actions are taken to minimise the recurrence of the hazard and/or lessen the effects on the community.

**EMERGENCY RISK MANAGEMENT** – A systematic process that produces a range of measures that on being implemented contributes to the safety and wellbeing of communities and the environment.

**HAZARD** – a situation or condition with potential of for loss or harm the community or the environment.

**INCIDENT** – an emergency, which impacts upon a localized community or geographical area but not requiring the coordination and significant multi-agency emergency management activities at a district or State level.

**LOCAL EMERGENCY MANAGEMENT ARRANGEMENTS** – refers to this document and may also be referred to as ‘these arrangements’ or ‘local arrangements’.

**LOCAL EMERGENCY MANAGEMENT COMMITTEE** – is established by the local government and consists of a chairperson and other members appointed by the relevant local government with the Shire President/Mayor or person appointed by the Local Government as the chairperson of the committee. Functions of the Local Emergency Management Committee to advise the and assist the local government in ensuring that local emergency management arrangements are established for its district, to liaise with public authorities and other persons in the development, review and testing of local emergency management arrangements, and to carry out other emergency management activities as directed by the SEMC or prescribed by the regulations.

**RECOVERY** - includes all activities to support affected communities in the reconstruction of physical infrastructure and restoration of emotional, social, economic and physical wellbeing.

**RISK** – a concept used to describe the likelihood of harmful consequences, arising from the interaction of hazards, communities and the environment.

**RISK MANAGEMENT** – the systematic application of management policies, procedures and practices to the task of identifying, analysing, evaluating, treating and monitoring risk. Refer to AS/NZS Standard 4360:1999 (Risk Management).

#### *Acronyms*

<b>BoM:</b>	Bureau of Meteorology
<b>CEO:</b>	Chief Executive Officer
<b>DoC:</b>	Department of Communities
<b>DBCA:</b>	Department of Biodiversity, Conservations and Attractions
<b>DFES:</b>	Department of Fire and Emergency Services
<b>DEMC:</b>	District Emergency Management Committee
<b>DET:</b>	Department of Education and Training
<b>EMWA:</b>	Emergency Management Western Australia
<b>ISG:</b>	Incident Support Group
<b>LEC:</b>	Local Emergency Coordinator
<b>LEMC:</b>	Local Emergency Management Committee
<b>LGA:</b>	Local Government Authority
<b>LGLO:</b>	Local Government Liaison Officer
<b>LGWLO:</b>	Local Government Welfare Liaison Officer
<b>LRC:</b>	Local Recovery Coordinator
<b>LRCC:</b>	Local Recovery Coordination Committee
<b>OASG:</b>	Operations Area Support Group
<b>OIC:</b>	Officer in Charge
<b>SEMC:</b>	State Emergency Management Committee

**SEMP:** State Emergency Management Committee Policy

**SES:** State Emergency Service

**WAPol:** Western Australia Police