



Appendix 4

Shire of Waroona Local Recovery Plan

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Local Recovery Plan - Authority

The Local Recovery Plan (LRP) and Local Recovery Resource Manual (LRRM) has been prepared and endorsed by the Local Emergency Management Committee (LEMC) pursuant to Section 41(4) of the *Emergency Management Act 2005* and forms part of the Local Emergency Management Arrangements.

A draft copy was distributed to the District Emergency Management Committee - South Metropolitan (DEMC – South Metro) for comment and feedback during the drafting of the LEMA. A copy has been submitted to the State Emergency Management Committee (SEMC) for noting pursuant to section 41(5) of the *Emergency Management Act 2005*.

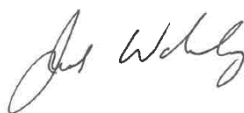
Chairperson

Date

Shire of Waroona LEMC /

Shire President

Cr. Mike Walmsley



01/07/2025

Contents

Disclaimer.....	2
Local Recovery Plan - Authority.....	3
Distribution List.....	6
Amendment Record.....	8
LEMA and Associated Documents.....	9
Document Availability	9
Acknowledgements.....	10
Glossary of Terms	11
Acronyms	15
Part 1 - Introduction	18
Purpose.....	18
Objectives.....	18
Scope	19
Recovery Principles.....	19
Recovery Values	20
Part 2 – Related Documents and Arrangements.....	20
Agreements, Understandings or Commitments.....	20
Part 3 - Resources and Facilities	21
Available Resources	21
Local Recovery Centre	21
One Stop Shop.....	21
Managing Donated Goods, Services and Spontaneous Volunteers.....	26
Employees.....	27
Part 4 - Roles and Responsibilities	28
Organisational Responsibilities	28
Local Recovery Coordinator	28
Local Recovery Coordination Group	29
Local Recovery Coordination Group Sub-Committees Formation.....	32
Local Recovery Coordination Group Sub-Committees Functions	32
Local Government Roles and Responsibilities.....	35
Local Recovery Coordination Group Delegates	40
State Government Involvement	40

Telstra Integrated Messaging System Activation	41
Recovery Communications	41
Part 5 – Activations and Actions	43
Transition from Response	43
Priorities for Recovery	43
Activation of Recovery	43
Impact Statement	44
Needs Assessment	44
Operation Recovery Plan	44
Long Term Recovery Strategy	44
Managed Withdrawal	44
Stand Down and Evaluation	45
Appendices	46
Appendix 1 – National Principles for Disaster Recovery	47
Appendix 2 – Local Recovery Coordinator Action Checklist	50
Appendix 3 – Local Recovery Coordination Group Action Checklist	53
Appendix 4 – External Organisation Responsibilities	55
Appendix 5 – Operational Recovery Plan	58

Distribution List

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LEMC Chairperson / Shire of Waroona Councillor	Electronic	1
Director Infrastructure and Development Services / Deputy LRC	Electronic	1
Director Corporate and Development Services	Electronic	1
Manager Community Development	Electronic	1
Manager Corporate Services	Electronic	1
Manager Recreation Services	Electronic	1
Manager Works & Waste Services	Electronic	1
Coordinator Regulatory & Development Services	Electronic	1
Building Maintenance Officer	Electronic	1
Community Development Officer	Electronic	1
Coordinator Rangers & Community Safety	Electronic	1
Corporate Planning and Governance Officer	Electronic	1
Chief Bush Fire Control Officer (CBFCO)	Electronic	1
Volunteer Bush Fire Brigades (VBFB)	Electronic	1
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OIC - Waroona Police Station	Electronic	1
Alcoa Australia Representative	Electronic	1
Communities – Regional Coordinator South Metro	Electronic	1
DFES - District Emergency Management Advisor - Metropolitan	Electronic	1
DFES - District Officer – Natural Hazards - South West	Electronic	1
DFES - District Officer – Emergency Management - South West	Electronic	1
Waroona Volunteer Fire Services	Electronic	1

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Waroona Community Resource Centre – Manager	Electronic	1
Quambie Park Waroona Inc. - Representative	Electronic	1
Community Representatives - Shire of Waroona	Electronic	1
DoH - Manager Emergency Preparedness Disaster Response	Electronic	1
DBCA Parks and Wildlife Representative	Electronic	1
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WAPOL – Superintendent – Metropolitan South	Electronic	1
Western Power – Resource Manager South Metropolitan	Electronic	1
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CEO – City of Rockingham	Electronic	1
CEO – Shire of Serpentine/Jarrahdale	Electronic	1
CEO – Shire of Harvey	Electronic	1
Communities – Mandurah Office	Electronic	1
Department of Education – South Metro Regional Education Office	Electronic	1
Alcoa World Alumina – Refinery and Mine Site Managers	Electronic	1
Rotary Club – Pinjarra Branch	Electronic	1
Salvation Army – Mandurah	Electronic	1
Murray District Hospital	Electronic	1
DEMC – South Metro	Electronic	1
State Emergency Management Committee (SEMC)	Electronic	1

Amendment Record

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

Feedback can include:

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

To forward feedback copy the relevant section, mark the proposed changes and forward it to the Coordinator Ranger and Emergency Management:

Shire of Waroona

Post: PO Box 20
WAROONA WA 6215

Email: warshire@waroona.wa.gov.au

Any suggestions and/or comments will be referred to the LEMC for consideration. Amendments promulgated are to be certified in the following table when entered.

Nº	Amendment/ Adoption Date	Details	Resolution Number	Amended by (Initials)
1	8 August 2022	Original Document – LEMC endorsed	LEMC22/004	
2	23 August 2022	Original Document – Shire of Waroona endorsed	OCM22/08/104	
3	25 August 2022	Original Document – Shire of Murray endorsed	OCM22/096	
4	13 September 2022	Update of Shire of Waroona Local Recovery Coordinator.	N/A	CG
5	April 2024	Complete Rewrite – SoW LEMA	LEMC24/11/175	RB

LEMA and Associated Documents

- Local Emergency Management Arrangements
 - Local Recovery Plan
 - Local Recovery Resource Manual
 - Emergency Evacuation Plan
 - Animal Emergency Relief and Support Plan
 - Communication Plan
 - Local Emergency Relief and Support Plan – Bindjareb Region (Department of Communities)

Document Availability

Copies of the Local Recovery Plan and Local Recovery Resource Manual are available for inspection, free of charge, by members of the public during office hours and can be found at:

- Shire of Waroona Administration Building, 52 Hesse Street, Waroona
- Waroona Library, Corner Thatcher Street and Hesse Street, Waroona
- Waroona Visitor Centre, 37 South Western Highway, Waroona.

or alternatively online at: www.waroona.wa.gov.au

All information relating to the Local Emergency Management Arrangements and associated documents will be recorded on the Shire of Waroona record-keeping systems to ensure that all records are recorded, registered, maintained and stored. This will allow for efficient retrieval of information.

SoW Synergysoft – Emergency Management Files

Local Emergency Management Committee (LEMC)

ES.2

Acknowledgements

The Local Emergency Management Committee would like to acknowledge the State Emergency Management Committee (SEMC) All West Australian's Reducing Emergencies (AWARE) Program for providing grant funding for a comprehensive review of the Local Emergency Management Arrangements and the formation of the Local Recovery Plan and Local Recovery Resource Manual.

The quality of the information in this plan is directly attributed to the voluntary input of a wide range of industry experts from a variety of organisations involved in recovery planning, management and service delivery. The Local Emergency Management Committee would also like to acknowledge assistance from the following agencies whose input was critical to the Local Recovery Plan being developed. These include representatives from:

- Shire of Murray
- Shire of Waroona
- State Government Agencies
 - State Emergency Management Committee
 - Department Fire and Emergency Services
 - Department of Communities
 - Department of Biodiversity, Conservation and Attractions - Parks and Wildlife Service
 - Western Australian Police
- Non-government Organisations
 - Red Cross
 - Volunteering WA

Consultation of other Local Recovery Plans from throughout Australia has assisted in ensuring that best-practice has been adopted;

- City of Armadale
- City of Mandurah
- Shire of Gnowangerup
- Shire of Serpentine Jarrahdale

Glossary of Terms

District – the district of the Shire of Waroona. This is the local governments district not the emergency management district.

Local Government District –

- (a) has the meaning given to “district” by the *Local Government Act 1995*; and,
- (b) in relation to a local government, means the district established for the local government under the *Local Government Act 1995*.

Emergency – the occurrence or imminent occurrence of a hazard which is of such a nature or magnitude that it requires a significant and coordinated response.

Note: The terms "emergency" and "disaster" are used nationally and internationally to describe events which require special arrangements to manage the situation. "Emergencies" or "disasters" are characterised by the need to deal with the hazard and its impact on the community.

The term "emergency" is used on the understanding that it also includes any meaning of the word "disaster".

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 recovery; and
- (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, a combat agency or a support organisation as prescribed under the provisions of the *Emergency Management Act 2005*.

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

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

Hazard – means

- (a) a cyclone, earthquake, flood, storm, tsunami or other natural event.
- (b) a fire.
- (c) a road, rail or air crash.
- (d) a plague or an epidemic.
- (e) a ‘terrorist act’ as defined under Section 100.1 of the Commonwealth *Criminal Code Act 1995*.
- (f) any other event, situation or condition that is capable of causing or resulting in:
 - (i) loss of life, prejudice to the safety, or harm to the health, of persons or animals; or,
 - (ii) destruction of, or damage to, property or any part of the environment, and is prescribed by the regulations.

Hazard Management Agency – 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.

Controlling Agency – an agency nominated to control the response activities to a specified type of emergency.

Local Emergency Coordinator – a person who is appointed locally by the State Emergency Coordinator to a local government district. 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; and,
- (c) to carry out other emergency management activities in accordance with the directions of the State Emergency Coordinator.

Local Emergency Management Arrangements – as stipulated in Section 41(2) of the *Emergency Management Act 2005*, are to set out:

- (a) the local government's policies for emergency management,
- (b) the roles and responsibilities of public authorities and other persons involved in emergency management in the local government district,
- (c) provisions about the coordination of emergency operations and activities relating to emergency management performed by the persons mentioned in paragraph (b),
- (d) a description of emergencies that are likely to occur in the local government district,
- (e) strategies and priorities for emergency management in the local government district,
- (f) other matters about emergency management in the local government district prescribed by the regulations; and,
- (g) other matters about emergency management in the local government district the local government considers appropriate (e.g. provision for support to, or from, other government districts).

Note: Any reference to the '*Local Emergency Management Arrangements*' if any are inclusive of this Plan.

Plan – the Shire of Waroona Local Recovery Plan which is a sub-plan of the Shire of Waroona Local Emergency Management Arrangements.

Public Authority – means

- (a) an agency as defined in the *Public Sector Management Act 1994*,
- (b) a body, corporate or un-incorporate, that is established or continued for a public purpose by the State, regardless of the way it is established,
- (c) a local government or regional local government,
- (d) the Police Force of Western Australia,
- (e) a member or officer of a body referred to in paragraph (a), (b), (c) or (d); or,
- (f) a person or body prescribed (or of a class prescribed) by the regulations as a public authority for the purposes of this definition.

State Emergency Management Committee – the committee as established under Section 13 of the *Emergency Management Act 2005*.

State Emergency Management Plan – a plan prepared under Section 18 of the *Emergency Management Act 2005*.

State Emergency Management Policy – a policy prepared under Section 17 of the *Emergency Management Act 2005*.

Support Organisation – a public authority, or other person, prescribed by the Regulations to be a support organisation for the purposes of the *Emergency Management Act 2005* because of the agency's functions under any written law or specialised knowledge, expertise and resources, and is responsible for providing support functions prescribed by the Regulations in relation to that organisation.

Acronyms

The following acronyms are used throughout the Local Recovery Plan;

ABS	Australian Bureau of Statistics
CA	Controlling Agency
CBRN	Chemical, Biological, Radiological and Nuclear
CEO	Chief Executive Officer
CP	Communication Plan
DEMC	District Emergency Management Committee - South Metropolitan
DFES	Department of Fire and Emergency Services
Communities	Department of Communities
DoH	Department of Health
DPIRD	Department of Primary Industries and Regional Development
EEP	Emergency Evacuation Plan
EMA	Emergency Management Australia
EM Act	<i>Emergency Management Act 2005</i>
FRS	Fire and Rescue Service
HAZMAT	Hazardous Materials
HMA	Hazard Management Agency
ISG	Incident Support Group
IMT	Incident Management Team
LEC	Local Emergency Coordinator
LEMA	Local Emergency Management Arrangements
LEMC	Local Emergency Management Committee
LGA	Local Government Authority
LGERSLO	Local Government Emergency Relief and Support Liaison Officer

LRC	Local Recovery Coordinator
LRCG	Local Recovery Coordination Group
LRP	Local Recovery Plan
LRRM	Local Recovery Resource Manual
MARSAR	Marine Search and Rescue
MRWA	Main Roads WA
NBN	National Broadband Network
NPW	Nuclear Powered Warship
OASG	Operations Area Support Group
OIC	Officer in Charge
PIRG	Public Information Reference Group
PTA	Public Transport Authority
PWS	Department of Biodiversity, Conservation and Attractions - Parks and Wildlife Service
SES	State Emergency Service
SECG	State Emergency Coordination Group
SEMC	State Emergency Management Committee
SEMP	State Emergency Management Policies
SERSP	State Emergency Relief and Support Plan
SHP	State Hazard Plans
SSP	State Support Plans
SITREPS	Situation Reports
SoW	Shire of Waroona
SPRED	Space Re-Entry Debris
USAR	Urban Search and Rescue
VBFB	Volunteer Bush Fire Brigade

VFRS	Volunteer Fire and Rescue Service
WAPOL	Western Australian Police

Part 1 - Introduction

Purpose

The purpose of the Local Recovery Plan and the Local Recovery Resource Manual is to:

- a) describe the arrangements for effectively managing recovery at a local level, including accountability and responsibility; and,
- b) address and support the restoration of emotional, social, economic and physical wellbeing of the community, the reconstruction of infrastructure and the provision of support services following an emergency.

It is recognised that where a community experiences a significant emergency there is a need to supplement the personal, family and community structures which have been disrupted.

Objectives

The objectives of the Local Recovery Plan and the Local Recovery Resource Manual is to:

- a) assist recovery at a personal, community, economic and environmental level,
- b) ensure that recovery activities are community-led,
- c) ensure that available government and non-government support to affected communities is targeted,
- d) assist communities to rebuild in a way that enhances social, economic and environmental values where possible,
- e) improve resilience of the relevant communities,
- f) ensure that lessons learnt through the recovery process are captured and available to managers of future recovery processes,
- g) describe the roles, responsibilities, available resources and procedures for the management of recovery from emergencies for the SoW,
- h) establish a basis for the coordination of recovery activities at the local level,
- i) promote effective liaison between all HMA's, emergency services and supporting agencies, which may become involved in recovery management,
- j) ensure a coordinated approach to public education in relation to emergencies within the SoW; and,
- k) ensure the LRP is kept up-to-date.

Scope

The scope of this recovery plan is limited to the boundaries of the Shire of Waroona, and forms a part of the Local Emergency Management Arrangements.

It details the local recovery arrangements for the community to deal with emergencies should they arise.

The Shire of Waroona consists of the following localities;

Hamel	Lake Clifton	Nanga Brook	Preston Beach
Wagerup	Waroona		

Recovery Principles

This LRP is based on the National Principles for Disaster Recovery and are outlined in **Appendix 1** of this document:

- Understanding the CONTEXT
- Recognising the COMPLEXITY
- Use COMMUNITY-LED approaches
- COORDINATE all approaches
- COMMUNICATE effectively
- Recognise and build CAPACITY

Recovery Values

The SoW will always apply sound disaster recovery values to all recovery activities by:

1. Always considering consequences of actions ensuring NO HARM to disaster affected communities with the capacity of the Shire;
2. Always providing LEADERSHIP for our communities;
3. Recognising our key role is to foster COLLABORATION between partner agencies, the communities and the Councils;
4. EMPOWERING individuals and groups to effectively carry out recovery activities;
5. Avoiding DUPLICATION of services and programs within the communities;
6. ACTING as quickly as possible, however planning for the LONG TERM in consideration of Value 1;
7. Considering that TRANSITION to normal services will be part of the Long-Term Recovery Strategy; and,
8. CAPTURING lessons learnt to build knowledge, capacity and resilience.

Part 2 – Related Documents and Arrangements

Agreements, Understandings or Commitments

The following agreements (Memorandums of Understanding) have been made between the SoW, other local governments, organisations and/or industries in relation to the provision of additional resources in emergency management.

Agreement Parties		Agreement Title	Location
SoW	CoM, CoR, SoM, SoW and SoSJ	Emergency Management Memorandum of Understanding (MOU)	SoW Administration Centre

The MOU between the City of Mandurah, City of Rockingham, Shire of Murray, Shire of Waroona and the Shire of Serpentine Jarrahdale is to undertake the provision of mutual aid between the local governments named, for cooperation during an incident and recovery which affects one or more of the partnering local governments. The MOU is available at **LEMA Part 12 Appendix 10**.

Part 3 - Resources and Facilities

Available Resources

The resources available and contact details for recovery have been identified and are included in **Parts 9, 10 and 11** of the **LEMA**.

Local Recovery Centre

The following table identifies suitable Local Recovery Coordination Centres in the local government areas:

Centre Name	Address	Contact
SoW Administration Precinct	52 Hesse Street, Waroona	(08) 9733 7800
Waroona Recreation and Aquatic Centre	88 Hill Street, Waroona	(08) 9733 2389

One Stop Shop

Depending on the extent of incident, a one stop shop may need to be established for the public to receive assistance from relevant agencies.

With consultation with Communities, suitable evacuation centre facilities have been identified within SoW. A full list of Centres is available in the **LEMA Part 11 Appendix 3.6** and in the **Local Emergency Relief and Support Plan (Communities) Part 12 Appendix 9** in the **LEMA**.

Where facilities are able to accommodate, the evacuation centres will transition into the designated one stop shop but where this option is not considered suitable, other facilities could include (but are not limited to):

- Waroona Memorial Hall
- Waroona Recreation and Aquatic Centre

The one stop shop is to be located as close as possible to the affected community area and consultation with Communities and other relevant stakeholders may be required to determine the most suitable site.

Financial Arrangements

The primary responsibility for safeguarding and restoring public and private assets affected by an emergency rests with the owner. However, government recognises that communities and individuals do not always have the resources to provide for their own recovery and financial assistance is available in some circumstances.

It is important to note that such assistance is not provided as an alternative to commercial insurance or other mitigation strategies, and generally it remains the owner's responsibility to safeguard assets. For instance, in a bush fire, insurable assets including houses, vehicles and fencing will generally not be considered as eligible losses when considering the provision of financial assistance.

Insurance of Assets

The Shire of Waroona have arrangements in place to insure their assets. Details of these arrangements are available in the Local Recovery Plan Financial Management Sub Plan as identified in **LRRM Appendix 8**.

Internal Funding

The following arrangements have been made to ensure the Shire of Waroona are financially prepared to undertake and fund recovery activities, if necessary:

Shire of Waroona

The use of expenditure not included in the annual budget can be authorised in advance by an absolute majority decision of the respective Council, or by the respective Shire President in an emergency. If authorised by the Shire President the expenditure will need to be reported at the next Ordinary Council Meeting. [s.6.8(1)(b) or (c) *Local Government Act 1995*].

The ability to borrow funds, subject to one (1) month's local public notice being given of the proposal and exercising of the power to borrow by an absolute majority decision at the Ordinary Council Meeting. [s.6.20(2) *Local Government Act 1995*].

The use of any cash reserve established for another purpose, subject to one (1) month's local public notice being given of the proposed change of purpose or proposed use. [s.6.11(2) *Local Government Act 1995*].

Please Note: Regulation 18(a) of the *Local Government (Financial Management) Regulations 1996* provides an exemption from giving local public notice of a proposed change of use of money in a reserve account where the Shire President has authorised expenditure in an emergency or where the total amount to be so used does not exceed \$5000.00 in a financial year. This would still require a formal decision of the Council before money can be accessed.

Financial Records – Cost Codes

To ensure accurate records of costs associated with an emergency, the Shire of Waroona has specific cost codes for all costs associated with the recovery process which be allocated to as identified in Table A, below (SoW).

Table A – Disaster Recovery and Response Framework and Cost Centres – Shire of Waroona		Job Number	Task Number
Counter Disaster Operations			
	Communications, Public Health and Safety Warnings	EM05	N/A
	Local Disaster Coordination Centre	EM05	N/A
	Call Centre Operations	EM05	N/A
	Evacuation Centre	EM05	N/A
Emergent Works (Initial Response)			
	Roads	EM05	N/A
	Stormwater Drainage	EM05	N/A
	Waste Facilities	EM05	N/A
	Plant and Equipment	EM05	N/A
	Shire Buildings and Structures	EM05	N/A
	Parks and Public Open Space	EM05	N/A
Post Disaster			
	Clean Up	EM05	N/A
	Public Assets – Immediate Post Disaster Repairs	EM05	N/A

External Funding

The State EM Policy 6 - "Recovery" and State EM Plan 6.10 - "Financial Assistance" outlines the States recovery funding arrangements. Relief programs include:

- Disaster Recovery Funding Arrangements Western Australia (DRFAWA),
- Services Australia (Centrelink); and,
- Public Appeals - Lord Mayor's Distress Relief Fund (LMDRF).

Further information on these relief arrangements can be found in State EM Plan 6.10 - "Financial Assistance".

(a) Disaster Recovery Funding Arrangements Western Australia (DRFAWA)

The WA State Government provides relief measures to assist communities recover from an **eligible** natural disaster event. DFES is the State Administrator of DRFAWA. Further details are available in State EM Recovery Procedure 5.2 and the DFES website.

- **Eligible Natural Event**

Eligible natural events include bushfire, cyclone, earthquake, flood, landslide, meteorite strike, storm, storm surge, tornado or tsunami.

DFES will activate DRFAWA if the following criteria is met:

- Eligible emergency event is one of the ten (10) above mentioned events;
- A coordinated, multi-agency response is required; and,
- The anticipated cost of eligible measures is estimated to exceed \$240,000.

- **Assistance Measures**

Assistance measures are intended to be carried out to alleviate damage or distress caused through an eligible disaster event. The main categories, as per DFES are:

- Category A – Emergency Assistance for individuals;
- Category B – Emergency Assistance for the repair of essential public assets and to support primary producers and small businesses recover from a disaster event;
- Category C – A community recovery package that is intended to support a holistic approach to the recovery of regions, communities or sectors severely affected by an eligible disaster; and,
- Category D – Covers exceptional circumstances, in the opinion of the Commonwealth, to alleviate distress or damage.

- ❖ **Assistance for Individuals and Families**

The assistance provided to individuals and families under DRFAWA is managed by the Department of Communities and local governments.

The assistance may be for one or more of the following:

- Emergency food, clothing or temporary accommodation;
- Repair or replacement of essential items of furniture and personal effects;

- Essential repairs to housing, including temporary repairs and repairs necessary to restore housing to a habitable condition;
- Personal and financial counseling aimed at alleviating personal hardship and distress arising as a direct result of a natural disaster;
- Removal of debris from residential properties to make them safe and habitable; and,
- Demolition or rebuilding to restore housing to a habitable condition.

For full details refer to the DFES website.

❖ **Assistance for Primary Producers**

The assistance provided to primary producers under DRFAWA is managed by the Department of Primary Industries and Regional Development (DPIRD).

The assistance may be for one or more of the following, subject to eligibility criteria:

- Interest rate subsidy (new loans)
- Freight subsidy (reimbursement)
- Fencing subsidy
- Professional advice grant (reimbursement of fees)

For full details and application forms refer to the DFES website and DPIRD website

❖ **Assistance for Small Business**

The assistance provided to primary producers under DRFAWA is managed by the Department of Fire and Emergency Services (DFES).

The assistance may be for the following, subject to eligibility criteria:

- Interest rate subsidy

For full details and application forms refer to the DFES website

❖ **Assistance to Local Government**

Category A – Assistance is available to assist Local Governments with the removal of debris from residential properties to make them safe and habitable

Category B – Assistance is available for local governments for:

- Emergency works for essential public assets within three (3) months from when the asset becomes accessible

- Immediate reconstruction works for essential public assets within three (3) from when the asset becomes accessible
- Reconstruction of essential assets
- Counter disaster operations carried out to protect communities and ensure public health and safety.

For full details and application information refer to the DFES website

(b) Services Australia - Centrelink

Centrelink will ensure that payments to its existing clients in the area affected by the emergency are not disrupted and may provide financial assistance to any person whose livelihood has been affected by the emergency. Centrelink coordinates the Australian Government Disaster Recovery Payment.

(c) Public Appeals – Lord Mayor’s Distress Relief Fund (LMDRF)

All cash donations resulting from public appeals should be directed to the LMDRF, as detailed in State EM Recovery Procedure 1 - "Management of Public Fundraising and Donations". Calls for public donations to assist with any emergency should be initiated by the Board of the LMDRF. Such calls may be either on the initiative of the Board itself or by the Board in consultation with any Government or statutory body. The commencement of an appeal fund does not override the statutory obligations, on the part of various government agencies, to provide emergency relief and support and reconstruction assistance to those affected by emergencies.

Further information in regard to the LMDRF can be found on the following link:
<http://www.appealswa.org.au>

Managing Donated Goods, Services and Spontaneous Volunteers

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

Spontaneous donation of goods and services should be coordinated and managed through the LRCG and whilst the LRCG may assist with the facilitation of this process they will not endorse any service providers or be accountable for the quality of assistance provided.

Coordination and management of spontaneous volunteers should also be through the LRCG. The following forms are available in the Local Recovery Resource Manual to assist with the management of all volunteers, including spontaneous volunteers:

- **LRRM Appendix 24 – Volunteer Information Form**
- **LRRM Appendix 25 – Volunteer Log Form**
- **LRRM Appendix 26 – Volunteer Attendance Roster**
- **LRRM Appendix 27 – Volunteer Task Allocation Form**

Further assistance may be sought from Volunteering WA with details contained in their fact sheet Volunteers during disaster and emergency events.

Where donations of goods have been arranged by non-government organisations, the distribution of the donated goods shall be undertaken by the organisations concerned.

Employees

Depending on the extend of the emergency, additional employees may be required to meet the demands of the recovery operations as well as the need to continue regular business processes. The additional employees may be required to ensure that the Shire of Waroona continue to fulfil their obligations to the community.

The number of employees required should be determined as soon as possible to ensure adequate resources are available. The extent of recovery operations should not be underestimated as recovery can be a complex and lengthy process. Depending on the nature of the event, some services may be required for months or even years.

An Emergency Management Memorandum of Understanding (**LEMA Appendix 10**) has been signed between the City of Mandurah, City of Rockingham, SoM, SoW and Shire of Serpentine Jarrahdale which outlines sharing of resources, including human resources, during emergencies and during post-incident recovery which affects one or more of the partnering local governments.

Employee Management

When managing employees during an emergency event, Managers need to be aware of the impact of stress, fatigue and pressure on personnel. As the majority of Shire of Waroona employees live and work in the same community, Managers should also be aware that some employees may have been personally impacted by the emergency event. In an effort to adequately manage personnel resources, Managers are required to complete Recovery Attendance Roster forms and Recovery Attendance Form (Timesheet) found at **LRRM Appendices 9 and 10**.

Shire of Waroona employees also that access to an Employee Assistance Program (EAP).

Internal Communication

During an emergency event, it is important that employees are supported by being provided information regarding all ongoing activities, needs, challenges and actions being undertaken. This is particularly important for those staff dealing with the affected community face-to-face, those involved in customer service and those employees on the ground. For full details on internal communication processes please refer to the Communication Plan which is part of the LEMA suite of documents.

Part 4 - Roles and Responsibilities

Organisational Responsibilities

Local Government - Shire of Waroona

The role of the Shire of Waroona is to –

- manage recovery following an emergency affecting the community in its district [s.36(b) EM Act],
- ensure that an LRP for its district is prepared, maintained and tested [s.41(4) EM Act],
- identify and appoint LRC(s) [s.41(4) EM Act],
- determine the establishment of a LRCG when appropriate and establish the groups roles and responsibilities in-line the SEMC Local Recovery Guidelines,
- coordinate local-level recovery activities via the LRC in conjunction with the LRCG and in accordance with plans, strategies and policies that it determines; and,
- consider the potential membership of a LRCG prior to emergencies occurring.

Local Recovery Coordinator

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

Local Recovery Coordinator Appointment

The CEO on behalf of the Shire of Waroona appoints a Local Recovery Coordinator and a Deputy Local Recovery Coordinator.

The following Officers are appointed;

- 1st CEO; and,
- 2nd Director Development & Customer Services.

Refer to **LEMA Part 7.3 – HMA Contacts List** for contact details of the LRC and Deputy LRC.

Local Recovery Coordinator Functions

Pre-Event

- Prepare, maintain and test the Local Recovery Plan in conjunction with the local government for endorsement by the Council of the local government,
- Ensure community engagement in recovery arrangements and increase community involvement in recovery preparedness, awareness and resilience,

- Identify vulnerable people within the community such as youth, the aged, people with disabilities, Aboriginal people, culturally and linguistically diverse people; and,
- Consider potential membership of the LRCG prior to an event occurring.

During Event

- Consult with the Controlling Agency regarding attending appropriate response meetings such as: Incident Management Team, Incident Support Group and Operational Area Support Group meetings,
- Consider membership of the LRCG, during an emergency, that is event specific, based on the four recovery environments: social, built, economic and natural, or as required,
- Ensure the Controlling Agency with responsibility for the response to an emergency, starts recovery activities during that emergency; and,
- Consult with the Controlling Agency on completing the Impact Statement prior to transfer of responsibility for recovery to the affected local government(s).

Post-Event

- Provide advice to the Shire President and CEO on the need to convene the LRCG and provide advice to the LRCG, if established,
- Ensure the local government provides LRCG with Executive Officer and administrative support, such as meeting agenda, minutes, financial and administrative recordkeeping,
- Determine the required resources for effective recovery in consultation with the LRCG,
- Coordinate local level recovery activities for the event, according to the plans, strategies and policies determined by the LRCG,
- Monitor the progress of recovery and provide periodic reports to the LRCG and State Recovery Coordination Group, if established,
- Liaise with the State Recovery Coordinator on issues where State level support is required or where there are concerns with services from government agencies locally,
- Arrange for the conduct of an operational debriefing of all participating agencies and organisations as soon as possible after the arrangements have ended,
- Arrange an evaluation of the effectiveness of recovery activities, within 12 months of the emergency, to ensure lessons are captured and available for future managers; and,
- Provide recovery evaluations to the State Recovery Coordinator and the State Emergency Management Committee (SEMC).

For further information refer to the SEMC Local Recovery Coordinator Aide Memoire which also includes the LRC Action Checklist (refer **Appendix 2** of this document).

Local Recovery Coordination Group

The LRCG role is to coordinate and support local management of the recovery processes by assessing the consequences of the event and coordinating recovery activities to rebuild, restore and

rehabilitate the social, built, economic and natural environments within the communities during an emergency event.

The LRCG may be activated depending on the severity of the particular event or local circumstances. The LRCG may be convened by the CEO and/or the LRC.

A LRCG comprises of:

- The LRC,
- Key local government staff and elected members as outlined in this Part,
- Controlling Agency,
- District Emergency Management Advisor,
- Community representatives; and,
- Local representatives of participating agencies (government, non-government and private sector) who have the ability to provide specific services and support including, but not limited to the following -

WA Police	Department of Communities	Water Corporation	Western Power / Horizon Power
Alinta Gas	Telstra	Main Roads WA	Department of Health
Department of Education	St Johns Ambulance	Department of Environmental Regulation	Department of Primary Industries and Regional Development
Department of Biosecurity, Conservation and Attractions	Department of Fire and Emergency Services	Lord Mayor's Distress Relief Fund	
Other agencies, stakeholders or community participation as identified by the LRC.			

Participation at the LRCG by other agencies or departments may escalate and deescalate depending on the severity and/or impact of the emergency event and the LRC is to determine any additional representation that may be required.

The Chairperson of the LRCG is the Shire President of the relevant Shire and the proxy is to be the nominated Councillor representative. Contact details are found in **Part 9 Appendix 1 – Emergency Contact Details – Appendix 1.6** of the LEMA.

Support Services to the LRCG

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

- State Recovery (DFES),
- Department of Water and Environmental Regulation; and,
- Lord Mayor's Distress Relief Fund (City of Perth).

Local Recovery Coordination Group Functions

- Assess the Impact Statement for recovery requirements based on the social, built, economic and natural wellbeing of the community with assistance of the Controlling Agency where appropriate,
- Monitor known or emerging impacts using existing incident reports e.g. Impact Statement, Incident Support Group/Operational Area Support Group/Rapid damage assessment reports, HAZMAT reports, etc,
- Report on likely costs and impacts of recovery activities and establish a system for recording all recovery expenditure,
- Confirm whether the event has been declared an eligible natural disaster under the Disaster Recovery Funding Arrangements Western Australia (DRFAWA) and, if so, what assistance measures are available,
- Understand the State and Commonwealth relief programs such as, DRFAWA, Centrelink and the Lord Mayor's Distress Relief Fund if activated,
- Establish subcommittees that consider the four recovery environments: Social, Built, Economic and Natural, or as required,
- Prepare a Communication Plan, where appropriate,
- Depending on the extent of damage, develop an event specific Operational Recovery Plan which allows full community participation and access, as well as:
 - taking account of the local government's long-term planning and goals; and,
 - assessing which recovery functions are still required, timeframes and responsibilities for completing them. A template is available for use at **Appendix 5** of this document.
- Consider the needs of youth, the aged, people with disabilities, Aboriginal people, isolated groups or individuals and culturally and linguistically diverse people,
- Oversee projects that support the social, built, economic and natural environments of recovery to ensure that they are community-led and targeted,
- Provide advice to the State and local government to ensure that recovery programs and services meet the needs of the community,
- Negotiate most effective use of State and Commonwealth agencies' resources,
- Monitor the progress of recovery and request periodic reports from recovery agencies,
- Provide recovery public information, information exchange and resource acquisition,

- Coordinate offers of assistance, including volunteers, services and donated money,
- Coordinate a multi-agency approach to community recovery by providing a central point of communication and coordination for recovery services and projects,
- Make appropriate recommendations, based on lessons learnt, to the Local Emergency Management Committee to improve the community's recovery preparedness; and,
- Ensure the local government's existing LRP is reviewed and amended after an event in which the plan was implemented.

For further information refer to the SEMC Local Recovery Coordination Group Aide Memoire which also includes the LRCG Action Checklist (refer **Appendix 3** of this document).

Local Recovery Coordination Group Community Involvement

Members of the community may be appointed by the LRC to participate in the LRCG as needs arise to obtain local knowledge, information and to provide support as required.

Local Recovery Coordination Group Sub-Committees Formation

The LRC may, depending on the scale and complexity of an emergency event form additional sub-committees to assist the LRCG during the recovery process. Sub-committees may be formed in-line with following themes or as otherwise determined at the discretion and direction of the LRC.

- Community (Social) Sub-committee,
- Environment (Natural) Sub-committee,
- Finance (Economic) Sub-committee,
- Infrastructure (Built) Sub-committee; and,
- Communications Sub-committee.

Local Recovery Coordination Group Sub-Committees Functions

Community (Social) Sub-committee

The Community Sub-committee is established to –

- strengthen community well-being post the emergent event,
- identify specific needs of the impacted community in relation to community wellbeing,
- 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,
- 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; and,
- identify matters for broader dissemination to ensure the affected community is informed and involved in the recovery processes so actions and programs match identified needs.

The proposed membership for the Community (Social) Sub-committee membership is stated below, but not limited to:

Community (Social) Sub-committee Membership	
Councillor, Shire of Waroona (Chairperson)	Department of Communities
Coordinator Community Development	Red Cross – Out Reach Program
Community Development Assistant	Salvation Army
Community Development Officer	Lions Group
Vulnerable Community Groups	Rotary Club
WA Police	Aboriginal Elder
Department of Education	Progress Associations

Environment (Natural) Subcommittee

The Environment Subcommittee is established to –

- assist in the restoration of the natural environment post the emergency event,
- facilitate understanding of the needs of the impacted community in relation to environmental restoration,
- recommend priority areas, projects and community education to assist with the recovery process in the immediate and short-term regarding the restoration of the environment including weed management and impacts on wildlife; and,
- 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.

The proposed membership for the Environment (Natural) Subcommittee Membership is stated below but not limited to:

Shire of Waroona Environment (Natural) Subcommittee Membership	
Councillor, Shire of Waroona (Chairperson)	Department of Health
Director Infrastructure and Development Services	Peel Harvey Catchment Council Inc
Senior Planner	Department of Water and Environment Regulation
Asbestos Removal	Peel Chamber of Commerce & Industry Inc.
Alcoa	

Finance (Economic) Subcommittee

The Finance Subcommittee is established to –

- support the Director Corporate Services,
- prepare recommendations for the LRCG to consider 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 emergency event from the Lord Mayor's Distress Relief Fund (LMDRF),
- facilitate the disbursement of financial donations from the corporate sector to affected individuals, where practical; and,
- develop eligibility criteria and procedures for consideration by the LRCG by which payments from the LMDRF will be made to affected individuals, which:
 - ensures the principles of equity, fairness, simplicity and transparency apply,
 - ensures the procedures developed are straightforward and not onerous to individuals seeking assistance,
 - recognises the extent of loss suffered by individuals,
 - complements other forms of relief and assistance provided by government and the private sector,
 - recognises immediate, short, medium and longer term needs of affected individuals; and,
 - ensures the privacy of individuals is protected at all times.

The proposed membership for the Finance (Economic) Subcommittee membership is stated below, but not limited to:

Shire of Waroona Finance (Economic) Subcommittee Membership	
CEO (Chairperson)	Finance Officer
Director Corporate and Community Services	Councillor
Senior Finance Officer	GIVIT

Infrastructure (Built) Subcommittee

The Infrastructure Subcommittee is established to –

- assess requirements for the restoration of services and facilities in conjunction with the responsible agencies where appropriate,
- assist in the coordination of the restoration of infrastructure assets and essential services damaged or destroyed during the emergency; and,
- recommend priority infrastructure projects to assist with the recovery process in the immediate and short, medium and long term.

The proposed membership for the Infrastructure (Built) Subcommittee Membership is stated below, but not limited to:

Shire of Waroona Infrastructure (Built) Subcommittee Membership

CEO (Chairperson)	Councillor
Director Infrastructure and Development Services	Manager Works
Building Maintenance Officer	Demolition and Clean Up Representative
Coordinator Regulatory and Development Services	Department of Environment Regulation

Communications Subcommittee

The Communications Subcommittee is established to –

- effectively manage communication during and after an emergency,
- assist the LRC, CEO and Shire President with providing public information,
- identify relevant stakeholders (internal and external),
- determine appropriate level of engagement,
- establish a communication plan; and,
- organise community meetings and events.

The proposed membership for the Communications Subcommittee Membership is stated below, but not limited to:

Shire of Waroona Communications Subcommittee Membership

CEO (Chairperson)	Customer Service Officer
Executive Assistant to the CEO	Corporate Planning & Governance Officer
Manager Community Development	Councillor

Local Government Roles and Responsibilities

Chief Executive Officers

The role of the CEO is to –

- attend LRGC meetings,
- determine representation on the LRGC and identify and appoint a LRC and their deputy,
- implement processes for identified delegates of the LRGC, as detailed in clause 4.8 to cover representatives absences from time to time,
- subject to an emergency event and if required, convene the operation of the LRGC,
- ensure the LEMA is in place and is reviewed periodically,
- ensure sufficient funding is allocated and available in the SoW budget to support local recovery activities, subject to Council's determination,

- provide advice and updates to the Shire President and elected members on the activities of the LRCG, if and when convened,
- facilitate the acquisition and appropriate application of the internal resources necessary to ensure effective local recovery activities,
- facilitate the support of Council to make timely determinations on activities to aid recovery activities,
- participate in ISG and OASG meetings, as required; and,
- liaise with the media and provide timely, accurate and effective information on local recovery activities.

Shire Presidents

The role of the Shire Presidents is to –

- attend and chair LRCG meetings, as required,
- attend and chair LRCG sub-committees, as required,
- liaise with the media and provide timely, accurate and effective information on local recovery activities, as required; and,
- provide advice and updates to the CEOs, elected members and the community on the activities of the LRCG, if and when convened.

Shire Councillors

The role of the nominated Shire Councillors is to –

- attend LRCG meetings, if and as required,
- attend and chair LRCG sub-committees, if and as required; and,
- provide advice and updates to the community on the activities of the LRCG, if and when convened.

Director Corporate and Community Services

The role of the Director Corporate Services is to –

- attend LRCG meetings, as required,
- record direct expenditure on recovery activities,
- record employee hours directly related to recovery activities,
- ensure community assets are adequately insured,
- manage the identified cash reserve for recovery, where it is considered appropriate by the CEO for the level of risk,
- provide feedback to the LRCG of financial matters relating to recovery,
- facilitate the effective operation of the **Finance Subcommittee**, if established,

- undertake the activities of the Finance Subcommittee, if a committee not established,
- understand the use of s.6.8(1)(b) or (c) of the *Local Government Act 1995* ('the Act'). (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 president in an emergency and then reported to the next ordinary meeting of the Council),
- understand the use of s.6.11(2) of the Act to utilise a cash reserve established for another purpose, subject to one month's local public notice being given of the use for another purpose. The *Local Government (Financial Management) Regulations 1996* – Reg 18(a) provides an exemption from giving local public notice to change the use of money in a reserve where the president has authorised expenditure in an emergency. (This would still require a formal decision of the Council before money can be accessed),
- understand the use of s.6.20(2) 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/s,
- ensure an understanding of the types of assistance that may be available under the DRFAWA, and what may be required of local government in order to gain access to this potential assistance; and,
- understand the need to manage cash flow requirements by making use of the option of submitting progressive claims for reimbursement from DRFAWA, or Main Roads WA.

Director Infrastructure and Development Services

The role of the Director Infrastructure and Development Services is to –

- attend LRCG meetings, as required,
- coordinate the inspection and assessment of local government infrastructure within the defined emergency event area and provide advice to the LRCG,
- prepare cost estimates for the reinstatement of local government infrastructure damaged or destroyed in during an emergency and provide advice to the LRCG,
- facilitate the effective operation of the **Infrastructure Subcommittee**, if established,
- undertake the activities of the Infrastructure Subcommittee, if the committee not established;
- coordinate the inspection and assessment of land affected by the emergency event to determine natural environmental impacts and provide advice to the LRCG,
- prepare cost estimates and options and advice to the LRCG to remediate natural environmental impacts resulting from the emergency event,
- facilitate the effective operation of the **Environment Subcommittee**, if established,
- implement modified practices to expedite and support recovery activities (planning approvals, licenses, etc.), at the direction of the SoW CEO; and,
- record employee hours and any direct expenditure dedicated to recovery activities.

Manager Information Services

The role of the Manager Information Services is to –

- attend LRCG meetings, as required,
- coordinate the inspection and assessment of local government infrastructure within the defined emergency event area and provide advice to the LRCG,
- prepare cost estimates for the reinstatement of local government infrastructure damaged or destroyed in during an emergency and provide advice to the LRCG,
- ensure internal communications are operational during emergency events to support the LRCG, including but not limited to:
 - telephone systems, including conference call devices,
 - fixed and wireless Internet accessibility,
 - projectors and other media display device accessibility; and,
 - external access is available to the Shire's internet, intranet and internal systems.
- develop and deliver group training to the LRCG representatives to ensure familiarisation to the above communications tools.

Coordinator Community Development

The role of the Manager Place and Community Development is to –

- attend LRCG meetings, as required,
- facilitate the effective operation of the **Community Subcommittee**, if established,
- undertake the activities of the Community Subcommittee, if the committee is not established; and,
- record employee hours and any direct expenditure dedicated to recovery activities.

Local Government Emergency Relief and Support Liaison Officer

The role of the Coordinator Community Development is to –

- attend LRCG meetings, as required,
- undertake the role of Local Government Emergency Relief and Support Liaison Officer, if an SoW emergency evacuation centre is established,
- oversee and assist external agencies use of a SoW emergency evacuation centre,
- program employee needs at a SoW emergency evacuation centre in conjunction with Communities,
- report to the LRCG on the effectiveness and operational status of a SoW emergency evacuation centre, if established,
- facilitate the effective operation of the **Community Subcommittee**, if established,
- undertake the activities of the Community Subcommittee, if the committee is not established; and,

- record employee hours and any direct expenditure dedicated to recovery activities

Coordinator Ranger and Emergency Management

The role of the Coordinator Ranger and Emergency Management is to –

- attend LRCG meetings, as required,
- ensure the LEMA is prepared, maintained and tested,
- include LRCG meeting minutes into the quarterly meeting agendas of the LEMC,
- ensure the TIMS contact list is maintained,
- activate the TIMS when required,
- participate at IMT meetings and provide feedback on active response activities to the LRCG,
- facilitate animal emergency relief and support and provide feedback activities to the LRCG,
- support the LRC by attending ISG meetings and OASG meetings, when required and provide feedback to the LRCG; and,
- record employee hours and any direct expenditure dedicated to recovery activities.

Executive Assistant to the CEO (in a media capacity)

The role of the Executive Assistant to the CEO is to –

- attend LRCG meetings, as required,
- prepare all media releases and public information concerning recovery from an emergency event, as directed by the LRC and arrange for dissemination, as approved by the CEO, inclusive of social media and other accepted communications processes; and,
- coordinate / facilitate public meetings as required.

Local Recovery Coordination Group Delegates

In the absence of the identified LRCG members, the delegates identified below are to undertake the relevant LRCG member's recovery functions, obligations and responsibilities.

LRCG Membership	Delegate 1	Alternate Delegate
CEO	Director Corporate and Community Services	Director Development & Customer Services
Local Recovery Coordinator	Director Infrastructure and Development Services	Director Corporate and Community Services
LRCG Chairperson	Councillor Representative	Councillor Representative
Director Corporate and Community Services	Manager Corporate Services	Senior Finance Officer
Director Infrastructure and Development Services	Senior Planner	Senior Infrastructure and Development Services Officer
Manager Corporate Services	Senior Finance Officer	Finance Officer
Manager Works	Works Supervisor	N/A
Coordinator Rangers and Community Safety	Building Maintenance Officer	N/A
Senior Ranger	N/A	N/A
Manager Recreation Services	Recreation Centre Duty Manager	N/A
Local Government Emergency Relief and Support Liaison Officer	Deputy Local Government Emergency Relief and Support Liaison Officer	N/A
Executive Assistant to the CEO	Customer Service Officer	Administration/Records Officer
Coordinator Community Development	Community Development Officer	Community Development Assistant

Other Agencies and Departments roles and functions

Refer to **Appendix 4** of this document for brief synopsis of other agency and departments functions associated with recovery.

State Government Involvement

State Recovery Coordinator, State Recovery Controller and State Recovery Coordination Group Involvement

In conjunction with the local government(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:

- the capacity of the local governments involved to manage the recovery
- the number of local governments affected

- the complexity and duration of the recovery

A list of criteria to be considered as triggers for escalation of recovery activity is available in Appendix G of the State EM Plan. A determination will then be made as to whether State support is provided through the State Recovery Coordinator, and whether the State Recovery Coordination Group and State Recovery Controller are established.

State EM Recovery Procedure 5.5 provides further details on the appointment of a State Recovery Controller.

The State Recovery Coordination Group is established by the State Recovery Coordinator or the State Recovery Controller on its own initiative or upon the advice and direction of a State Emergency Coordination Group. Refer to State EM Policy 6 - Recovery and State EM Plan 6 – Recovery for information on the process for determining the level of State involvement.

Telstra Integrated Messaging System Activation

The Telstra Integrated Messaging System (TIMS) will be used to provide advice to the LRCG membership or their delegates –

- on days where Total Fire Ban, or Vehicle Harvest and Movement Bans have been declared in the district,
- on days where a local storm, flood or fire weather warning has been issued in the district,
- during a Level 2 or Level 3 bushfire event in the district,
- when the LRCG is to be convened; or,
- when a SoW Emergency Evacuation Centre is activated.

For Telstra Integrated Messaging System Distribution List refer to **LEMA Part 9 Appendix 1.7**.

Shire of Waroona Officer Availability

It is an expectation that where provided with a Shire mobile phone, LRCG representatives and delegates will monitor for TIMS alerts to ensure local situation awareness and be contactable should the need occur to convene a LRCG.

Recovery Communications

Effective management of communication during and after an emergency or disaster is critical in facilitating community involvement in recovery. It provides an opportunity for information to be provided to the community and for the community to have any issues and concerns addressed.

During emergencies, established communication channels can be disrupted, which may result in the community feeling disconnected and isolated from their families, friends, existing community networks and services.

People affected by an emergency are often overwhelmed by large amounts of information and as a result their ability to take in information, process it and remember it can be impacted.

During the response phase, the Hazard Management Agency (HMA) has the task of managing communications in an emergency. The HMA officially hands this responsibility to the relevant local government/s leading the recovery via the Comprehensive Impact Assessment, in the transition to the recovery management phase. Coordinating the affected community in recovery, including communications, rests with the local government.

Recovery Phase

The Recovery Communication roles and responsibilities are as follows:

- The SoW Executive Assistant to the CEO, in liaison with the LRC, CEO and Shire President will manage the public information during the recovery phase of the emergency when control has been handed over from the controlling agency.
- All media queries and media releases will be carried out in accordance with the adopted SoW policies and procedures.

Media Engagement / Recovery Spokesperson

Section 2.8(1)(d) of the *Local Government Act 1995* ('the Act') gives the authority for the Shire Presidents respectively to speak on behalf of their Local Government. The Presidents may delegate this authority to the CEO [s.5.41(f) of the Act]. The CEO has delegated authority to speak on behalf of their Local Governments.

The Shire of Waroona Policy CGP003 specifies that no contact between the media and any employee (other than the CEO) is permitted. This includes the taking of photos of any kind.

Any information for release to the media or public must be forwarded through the Executive Assistant to the CEO, and approved by the CEO. Statements to the press on behalf of the Shire shall only be made by the relevant Shire President or the CEO. For contact information refer to the **LEMA – Part 9 Emergency Contacts**.

Please refer to the **Communication Plan (LEMA Appendix 8)**, which is part of the LEMA suite of documents, for full details regarding Recovery Communication Principles and Functions.

Community Information Briefings

In the event of a major incident, community information (including community briefings and meetings) are often led jointly by emergency services, local governments and state government departments. The role of community briefings in the recovery context is to provide:

- clarification of the emergency event (CA),
- advice on services available (recovery agencies),
- input into the development of management strategies (lead recovery agencies, often local government); and,
- advice to affected individuals on how to manage their own recovery, including the provision of public health information (specialist advisers).

Please refer to the **LEMA Communication Plan** for full details regarding Community meetings and obtaining feedback from the community.

Other documents that will assist with Recovery Communications include:

- SEMC Communicating in Recovery Guidelines
- Red Cross Communicating in Recovery

Part 5 – Activations and Actions

Transition from Response

Recovery activities should commence immediately following the impact of an event (while response activities are still in progress). Key decisions and activities undertaken during the response may directly influence and shape the recovery process.

To ensure appropriate recovery activities are initiated as soon as possible after the impact of the event, the HMA Incident Controller is to ensure that the LRC is notified of the event and is included as a member of the ISG.

During response activities, many of the agencies with recovery roles are heavily committed, therefore the inclusion of the LRC on the ISG will ensure:

- the alignment of response and recovery priorities;
- liaison with key agencies;
- an awareness of the key impacts and tasks, and;
- identification of the recovery requirements and priorities as early as possible.

The LRCG should be established as soon as possible for a briefing of the emergency (even during the response phase) to ensure a smooth transition from response to recovery.

Priorities for Recovery

The SoW identified that utilities (water, power, gas), government (agencies, hospitals, emergency services), commercial and community facilities were the assets of most value if lost to the community.

Activation of Recovery

In consultation with the Hazard Management Agency (HMA) and the CEO the LRC for the Shire/s will activate the LRP by convening the LRCG. This will usually occur during the response phase of an emergency. The LRC will advise core LRCG members who will discuss and finalise membership of the LRCG. All members will be notified with the arrangements of an initial meeting including a briefing of the emergency.

Where a decision is made by the LRC to activate the LRCG, the membership communications by the most expedient means including email, telephone, verbal or TIMS.

Where the decision is taken not to activate the Plan and convene the committee, the LRC will monitor the situation and keep the CEO and the LRCG membership advised accordingly.

Impact Statement

The Hazard Management Agency (HMA) will complete the 'Impact Statement' form in consultation with the Incident Support Group (ISG). This contains a detailed description of the impact on the affected community and provides the LRC with a starting point for recovery needs of individuals, the community and infrastructure.

A key part of the handover of responsibility from the HMA to the local government is the handover of the Impact Statement. The acceptance of this handover of responsibility is to occur at the discretion of CEO and LRC.

The Impact Statement is available in the **LRRM Appendix 13**.

Needs Assessment

When a community is affected by an emergency it is essential to determine the needs of the community as they are often considerable. An assessment will determine what has been affected, what information is needed, what assistance is required, if they wish to be contacted for further information and their best contact details. Depending on the extent of the incident, the use of Outreach may be considered by the LRCG in the immediate stages of recovery.

Resources for assessment are available in the **LRRM Appendices 16 – 21**.

Operation Recovery Plan

The preparation of an Operational Recovery Plan will assist local governments in the recovery phase of an emergency event. A template to assist with the preparation is available at **Appendix 5** in this document or via the SEMC website.

Long Term Recovery Strategy

Where appropriate, a strategic long-term recovery plan should be developed by key stakeholders engaged in the recovery activities in the districts.

This plan shall be used to achieve holistic, long-term, enduring recovery for the individuals, families and communities affected by an emergency and to build resilience for future emergencies.

This will include a standard process for capturing lessons learnt during Recovery based on debriefs, reviews and analysis.

Managed Withdrawal

Managed withdrawal is more effective if it is carried out in accordance with a prepared plan. As part of the strategic long-term recovery plan, the recovery management structure will be gradually stood

down as the capability of local authorities improves and as the community returns to a functional state.

The LRCG will organise the transition to normal services and the decision to conclude recovery efforts will be made by the LRCG. Decisions are to be recorded in the appropriate LRCG minutes and a notification must be made to the community of the decision to conclude recovery efforts.

Stand Down and Evaluation

Debriefing and Evaluation

Following any operational activity, it is important to identify and adopt any lessons learnt so actions can be undertaken to continuously improve operations. Debriefs, reviews and post incident analysis should be conducted by the LRCG as soon as practicable after the cessation of recovery activities, and then as necessary longer term to ensure effective long-term recovery from an emergency event.

For further information refer to

- **LRRM Appendix 22 – LRCG Update Briefing Guide**
- **LRRM Appendix 30: Post Emergency Debrief Form.**
- **LRRM Appendix 31: Recommended Post Incident Analysis Headings**
- **LRRM Appendix 32: Post Emergency Review Guide**

When the LRCG undertakes a post incident analysis, debrief or review details of the outcomes should be presented to a meeting of the LEMC.

Mainstream services

The CEO is cognisant of the responsibility to ensure normal local government business continuity during an emergency event to support the community. Business continuity plans are in place that identify resourcing and structures and provide for opportunities for external assistance should it be necessary for long term recovery. Plans in place are adaptable to cover evolving situations and scenarios as they arise.

Appendices

Appendix 1 – National Principles for Disaster Recovery

Understand the **CONTEXT**:

Successful recovery is based on an understanding of the community context, with each community having its own history, values and dynamics. Recovery should:

- Acknowledge existing strengths and capacity, including past experiences;
- Appreciate the risks and stressors faced by the community;
- Be respectful of and sensitive to the culture and diversity of the community;
- Support those who may be facing vulnerability;
- Recognise the importance of the environment to people and to their recovery;
- Be acknowledged as requiring a long term, sustained effort as needed by the community; and
- Acknowledge the impact upon the community may extend beyond the geographical boundaries where the disaster occurred.

Recognise **COMPLEXITY**

Successful recovery is responsive to the complex and dynamic nature of both emergencies and the community. Recovery should recognise that:

- Disasters lead to a range of effects and impacts that require a variety of approaches; they can also leave long-term legacies;
- Information on impacts is limited at first and changes over time;
- Affected individuals and the community have diverse needs, wants and expectations, which can evolve rapidly;
- Responsive and flexible action is crucial to address immediate needs;
- Existing community knowledge and values may challenge the assumptions of those outside of the community;
- Conflicting knowledge, values and priorities among individuals, the community and organisations may create tensions;
- Emergencies create stressful environments where grief or blame may also affect those involved; and
- Over time, appropriate support for individuals and communities, from within and outside, can cultivate hope and individual and collective growth.

Use COMMUNITY-LED approaches:

Successful recovery is community-centred, responsive and flexible, engaging with community and supporting them to move forward. Recovery should:

- Assist and enable individuals, families and the community to actively participate in their own recovery;
- Recognise that individuals and the community may need different levels of support at various times;
- Be guided by the communities priorities;
- Channel effort through pre-identified and existing community assets, including local knowledge, existing community strengths and resilience;
- Build collaborative partnerships between the community and those involved in the recovery process;
- Recognise that new community leaders often emerge during and after a disaster, who may not hold formal positions of authority; and
- Recognise that different communities may choose different paths to recovery.

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. Recovery should:

- Have clearly articulated and shared goals based on desired outcomes;
- Be flexible, taking into account changes in community needs or stakeholder expectations.
- Be guided by those with experience and expertise, using skilled, authentic and capable community leadership;
- Be at the pace desired by the community, and seek to collaborate and reconcile different interests and time frames;
- Reflect well-developed community planning and information gathering before, during and after a disaster;
- Have clear decision-making and reporting structures and sound governance, which are transparent and accessible to the community;
- Demonstrate an understanding of the roles, responsibilities and authority of organisations involved and coordinate across agencies to ensure minimal service provision disruption;
- Be part of an emergency management approach that integrates with response operations and contributes to future prevention and preparedness; and
- Be inclusive, availing of and building upon relationships created before, during and after the emergency.

COMMUNICATE effectively:

Successful recovery is built on effective communication between the affected community and other partners. Recovery should:

- Recognise that communication should be two-way, and that input and feedback should be encouraged;
- Ensure that information is accessible to audiences in diverse situations, addresses a variety of communication needs, and is provided through a range of communication channels and networks;
- Establish mechanisms for coordinated and consistent communications between all service providers, organisations and individuals and the community;
- Ensure that all communication is relevant, timely, clear, accurate, targeted, credible and consistent; and
- Identify trusted sources of information and repeat key recovery messages to enable greater community confidence and receptivity.

Recognise and build CAPACITY:

Successful recovery recognises, supports and builds on individual, community and organisational capacity and resilience. Recovery should:

- Assess capability and capacity requirements before, during and after a disaster;
- Support the development of self-reliance, preparation and disaster mitigation;
- Quickly identify and mobilise community skills, strengths and resources;
- Develop networks and partnerships to strengthen capacity, capability and resilience;
- Provide opportunities to share, transfer and develop knowledge, skills and training;
- Recognise that resources can be provided by a range of partners and from community networks;
- Acknowledge that existing resources may be stretched, and that additional resources may be sought;
- Understand that additional resources may only be available for a limited period, and that sustainability may need to be addressed;
- Understand when and how to step back, while continuing to support individuals and the community as a whole to be more self-sufficient when they are ready; and
- Be evaluated to provide learning for future disaster and improved resilience.

Reference - National Principles for Disaster Recovery

Appendix 2 – Local Recovery Coordinator Action Checklist

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

(Timeframes are approximate only)

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

Facilitate community meetings/briefings to provide relevant recovery information include, as applicable, Controlling Agency, State government agencies and other recovery agencies.	
Brief media on the recovery program throughout the recovery process, ensuring accurate and consistent messaging (use the local government's media arrangements, or seek advice or support from DFES State Recovery).	
Develop and implement an event specific Communication Plan, including public information, appointment of a spokesperson and the local government's internal communication processes.	
Within 1 week	
Consider fatigue management for self and recovery staff throughout all recovery (contact DFES State Recovery for advice or for possible State Recovery Cadre support).	
Consult with Controlling Agency on completing the Impact Statement before the transfer of responsibility for management of recovery to the local government.	
In conjunction with the Controlling Agency and other responsible agencies, assess the community's recovery requirements. Coordinate activities to rebuild, restore and rehabilitate the social, built, economic, natural and psychosocial wellbeing of the community.	
Liaise and meet with specific emergency management agencies involved with recovery operations to determine priority actions.	
Assess for the LRCG, the requirements for the restoration of services and facilities with assistance of the responsible agencies, where appropriate.	
Contact the Disaster Recovery Funding Arrangements Western Australia (DRFAWA) Officers to determine if the event is eligible under the DRFAWA, and if so ensure an understanding of what assistance measures are available and the process requirements for assistance.	
Understand eligible criteria and payment procedures of the Lord Mayor's Distress Relief Fund, if activated. Payments are coordinated through the local government to affected individuals.	
Report on likely costs and establish a system for recording all expenditure during recovery (includes logging expenditure, keeping receipts and providing timesheets for paid labour).	
Determine the acquisition and appropriate use of resources necessary for effective recovery.	
Consider establishing a call centre with prepared responses for frequently asked questions.	
Determine level of State involvement in conjunction with the local government and the State Recovery Coordinator.	
Liaise with the State Recovery Coordinator on issues where State level support is required or where there are concerns with services from government agencies locally.	
Ensure recovery activities are consistent with the National Principles for Disaster Recovery.	
Within 1 to 12 months (or longer-term recovery)	
Monitor the progress of recovery and provide periodic reports throughout the recovery effort to the LRCG and State Recovery Coordination Group, if established.	
Ensure recovery projects that support the social, built, economic and natural recovery environments are community-led and targeted to best support affected communities.	
Arrange for an operational debriefing of all participating agencies and organisations as soon as possible after the arrangements have ended.	

Arrange for an evaluation of the effectiveness of recovery within 12 months of the emergency to make sure lessons are captured and available for future managers.	
Provide recovery evaluations to the State Recovery Coordinator to refer to the SEMC for review. Evaluations can involve community and stakeholder surveys, interviews, workshops, and assessment of key project outcomes.	
Social and personal support services are likely to be required in the longer term and the need for a considerable period of psychosocial support (often several years) should be planned for.	

Appendix 3 – Local Recovery Coordination Group Action Checklist

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

(Timeframes are approximate only)

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

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

Appendix 4 – External Organisation Responsibilities

Department of Communities

The role of the Department of Communities is to –

- appointment of State Emergency Relief and Support Coordinator and Local Emergency Relief and Support Coordinators
- provide a representative to the LRCG,
- coordinate emergency relief and support services as part of the recovery process, including emergency accommodation, catering, clothing and personal effects, personal services, registration and reunification, financial assistance (State EM Plan Section 5.4); and,
- manage the provision of the Personal Hardship and Distress measures under the Disaster Recovery Funding Arrangements Western Australia, including counselling, emergency assistance and temporary accommodation (State EM Plan Section 6.10 and DRFAWA).

Department of Primary Industries and Regional Development – Agriculture and Food

The role of the Department of Primary Industries and Regional Development - Agriculture and Food is to –

- provide a representative to the LRCG,
- provide technical support to primary producers and industry groups for recovery from animal or plant pest or disease emergencies,
- manage the provision of assistance to farmers, particularly in relation to the Primary Producer Package under the DRFAWA (State EM Plan Section 6.10 and DRFAWA); and,
- manage the emergency relief and support of livestock.

Main Roads WA

The role of Main Roads WA is to –

- provide a representative to the LRCG,
- assist in the recovery process through road infrastructure repair and reconstruction,
- restore assets for State highways and main roads including signage,
- restore MRWA network, including clean-up and construction of bridge assets during recovery operations,
- provide support as required by the incident controller,

Essential Services (including Western Power/Horizon Power, Telstra, Water Corporation and Alinta Gas)

The role of the Essential Services is to –

- provide a representative to the LRCG (co-opted as required),
- assess and report on damage to essential services and progress of restoration of services; and,
- facilitate restoration of priority services as requested by the LRCG.

Small Business Development Corporation

The role of the Small Business Development Corporation is to –

- provide a representative to the LRCG (co-opted as required),
- assist with the assessment of the impact of the emergency on small business; and,
- provide advice on and facilitate access to available business support services/ funding support, e.g. DRFAWA small business support measures.

Department of Education (Local School Representative)

The role of the Local School Representative is to –

- provide a representative to the LRCG (co-opted as required); and,
- advise on issues affecting normal operation of schools, e.g. restrictions on student access or damage to school premises.

Local Health Services Provider (Department of Health/Local Health Officer)

The role of the Local Health Service Provider is to –

- provide a representative to the LRCG,
- coordinate health response, environmental health, public health, mental health, communicable disease control, quarantine and medical issues arising from the emergency; and,
- coordinate the local health components of the recovery process.

Department of Water and Environmental Regulation

The role of the Department of Water and Environment Regulation is to –

- provide advice on the management of hazardous materials
- provide emergency response for hazardous materials
- provide waste management advice,

- provide advice on the environmental impacts of hazardous materials.

Lord Mayor's Distress Relief Fund

The role of the Lord Mayor's Relief Fund is to –

- liaise with the LRCG to assess the requirement for public donations and if required initiate "Calls for Public Donations" in accordance with the State Policy on "Appeals and Donations during Emergencies",
- provide advice to the LRCG on criteria for, and assessment of, requests for financial assistance,
- set up a local appeals committee in conjunction with the LRCG, as required; and,
- ensure that LRC/s take a coordinated approach where more than one local government is affected by an emergency.

Appendix 5 – Operational Recovery Plan

Shire of Waroona Local Recovery Coordination Group	
Operational Recovery Plan	
Emergency (type and location)	
Date of Emergency	
Section 1 Introduction	
Background on the nature of the emergency or incident	
Aim or purpose of the plan	
Authority for plan	
Section 2 Assessment of Recovery Requirements	
Details of loss and damage to residential, commercial and industrial buildings, transport, essential services (including State and Local Government infrastructure) which may be sourced from the Impact Statement – Local Recovery Resource Manual Appendix 13	
Estimates of costs of damage	
Temporary accommodation requirements (includes details of evacuation centres)	
Additional personnel requirements (general and specialist)	
Human services (personal and psychological support) requirements	
Other health issues (e.g. fatigue management)	

Section 3 Organisational Aspects	
Details the composition, structure and reporting lines of the groups/committees and subcommittees set up to manage the recovery process	
Details the inter-agency relationships and responsibilities	
Details the roles, key tasks and responsibilities of the various groups/committees and those appointed to various positions including the Local Recovery Coordinator	
Section 4 Operational Aspects	
Details resources available and required	
Redevelopment Plans (includes mitigation proposals)	
Reconstruction restoration programme and priorities, (including estimated timeframes)	
Includes programs and strategies of government agencies to restore essential services and policies for mitigation against future emergencies	
Includes the local government program for community services restoration	
Financial arrangements (assistance programs such as the Disaster Recovery Funding Arrangements Western Australia, insurance, Lord Mayor's Distress Relief Fund, public appeals and donations)	
Public information dissemination	

Section 5 Administrative Arrangements	
Administration of recovery funding and other general financial issues	
Public appeals policy and administration (including 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 plan	

Signed by (name): _____

Signature: _____

Chair, Local Recovery Coordination Group

Date: _____