



SHIRE OF MUNDARING LOCAL EMERGENCY MANAGEMENT ARRANGEMENTS RECOVERY PLAN

INTRODUCTION

Recovery should be managed and planned for in a structured manner. The broad needs created by the impact of an emergency or disaster on the Shire of Mundaring's Community will only be met through a range of services, provided by a range of both government and non-government organisations.

At the local level, the focus of recovery planning and management is on community input. Within emergency planning responsibilities, the Shire of Mundaring local arrangements will incorporate recovery planning and, from an operational point of view, a range of services, including both infrastructure and human services. These arrangements will assist in providing coordination for the activities of local agencies.

The primary focus of the Shire of Mundaring Emergency Management Arrangements is to mitigate the effects of disasters. Within this context, recovery is defined as the coordinated process of supporting disaster affected communities in the reconstruction of physical infrastructure and restoration of emotional, social, economic and physical well-being.

Recovery is best achieved when the affected community is able to exercise a high level of self-determination.

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1.0 DISTRIBUTION LIST

This section itemises restricted copies disseminated to various appointees or organisations. The appointees or organisations mentioned in this section and their staff are authorised to view the full content of this plan's restricted appendices. Recipients of restricted copies undertake to hold that copy or copies under reasonably secure conditions.

Emergency Management Committees
State Emergency Management Committee (SEMC)
District Emergency Management Committee (DEMC)
Local Emergency Management Committee (LEMC)
<ul style="list-style-type: none"> Local Recovery Coordinators (see Shire of Mundaring **)
Emergency Service Organisations
Western Australian Police (WAPOL)
<ul style="list-style-type: none"> East Metropolitan District Office Midland Police Station Mundaring Police Station
Department of Fire & Emergency Services (DFES)
<ul style="list-style-type: none"> DFES District Manager Perth North East DFES Shire of Mundaring Community Fire Manager
State Emergency Service (SES)
<ul style="list-style-type: none"> Mundaring State Emergency Service Unit
Department Parks & Wildlife (DPaW)
<ul style="list-style-type: none"> Manager, Perth Hills District
Support Agencies
Department For Child Protection and Family Support
<ul style="list-style-type: none"> District Emergency Services Officer Midland district representative
Salvation Army
St John Ambulance
Australian Red Cross
Shire of Mundaring
Chief Executive Officer
Director Statutory Services **
Director Community Services **
Director Corporate Services **
Director Infrastructure Services **
Manager Health and Community Safety Services
Senior Environmental Health Officer
Note: All Shire of Mundaring Service Managers are notified of the adoption of this subplan and advised of the location of same within the Shire of Mundaring electronic document management system

2.0 AMENDMENT RECORD

Feedback and comments from community members and stakeholders on this document is welcomed.

AMENDMENT		DETAILS OF AMENDMENT	AMENDED BY NAME/DATE
NO.	DATE		
1	26 June 2012	First Issue initial adoption by Council	

3.0 GLOSSARY OF TERMS AND ACRONYMS

Terminology used throughout this Guide is outlined below. In the event that the meaning is not presented, terminology shall have the meaning as described in S. 3 of the Emergency Management Act 2005, (the Act)

District Emergency management Committee (DEMC) – a DEMC is established for each emergency management district. The committees are chaired by Police District Officers, as District Emergency coordinator, with a FESA Regional Director as Deputy Chair. Executive Officer support is provided by FESA Managers nominated by the FESA Chief Executive Officer.

Emergency Risk Management (ERM) – is a systematic process that produces a range of measures that, on implementation, contributes to the safety and wellbeing of communities and the environment. This process considers the likely effect of hazardous events and the measures by which they can be minimised.

Hazard	A situation or condition with potential for loss or harm to the community or the environment.
Risk	A concept used to describe the likelihood of harmful consequences, arising from the interaction of hazards, communities and the environment.

Hazard Management Agency (HMA) – is an organisation which, because of its legislative responsibility or specialised knowledge, expertise and resources is responsible for ensuring that emergency management activities pertaining to the prevention of, preparedness for, response to and recovery from a specific hazard are undertaken.

Local Emergency Coordinator (LEC) – the Officer in Charge of each Police subdistrict is appointed by the State Emergency Coordinator (the Commissioner of Police) for the local government district in which they are situated [S. 37 (1) of the Act]. The Local Emergency Coordinator provides advice and support to its LEMC in the development and maintenance of Local Emergency Management Arrangements, assists HMA's in the provision of a coordinated response during an emergency in the district and carries out other emergency management arrangements directed by the State Emergency Coordinator S. 37(2) of the Act.

Local Emergency Management Committee (LEMC) – the local government is to establish one or more LEMCs for the local government district, based on local government boundaries. The committee is chaired by a nominee of the local government and the Local Emergency Coordinator is a member. The LEMC is established by the local government to ensure that Local Emergency management Arrangements are written and placed into effect for its district [S. 38 of the Act] The Local Emergency management Committee has no function during emergencies.

Local Emergency Management Arrangements (LEMA) – local governments are responsible for ensuring the preparation of Local Emergency management Arrangements for the local government district. Arrangements

must be consistent with State Emergency Management Policies and Plans and include information stipulated in S. 41) of *the Act*. Arrangements should be developed in accordance with the comprehensive approach to emergency management (Prevention, Preparedness, Response and Recovery) which contributes to the reduction or elimination of hazards and to reducing the susceptibility or increase in the resilience to hazards of the community or the environment in the local government district

Prevention, Preparedness, Response and Recovery (PPPR) – makes up a legitimate and valid system of emergency management (ref S. 3 of the Act). Each element represents a dynamic set of actions flowing into the next. Communities are encouraged to take greater responsibility for their own safety, to be more self-reliant and better prepared for the eventualities of emergencies. Activities supporting each of these elements together provide a method for local communities to minimise the impact of emergencies.

Prevention – activities to eliminate or reduce the probability of occurrence of a specific hazard. They also reduce the degree of injury or damaged likely to be incurred.

Preparedness – activities that focus on essential emergency response capabilities through the development of plans, procedures the organisation and management of resources, training and public education. These activities support the local community in their preparations for a safer environment.

Response – activities that combat the effects of the event, provide emergency assistance for casualties, and help reduce further injury or damage and facilitate effective recovery operations for an in the local community.

Recovery – activities designed to support emergency affected local communities in reconstruction of the physical infrastructure and restoration of emotional, social, economic and physical wellbeing. During recovery operations, actions are taken to minimise the recurrence of the hazard and/or lessen its effects on the community.

Situation Reports (Sitreps) – a brief report that is published and updated periodically during an emergency which outlines the details of the emergency, the needs generated, and the responses undertaken as they become known.

State Emergency Management Committee (SEMS) – the SEMC is established under S. 13 (1) of the Act. S. 13(2) stipulates membership of the SEMC which consists of the Commissioner of Police, as State Emergency Coordinator and Chair of the Chief Executive Officer of the Fire and Emergency Services Authority (FESA) as Deputy Chair. The Executive Director, FESA Strategic Policy and Executive Services Portfolio, is the SEMC Executive officer. Other members include a local government representative and other members as appointed by the Minister.

In accordance with the Act, the SEMC has established six subcommittees whose membership includes those organisations essential to the State's emergency management arrangements. The subcommittees are:

- (1) Emergency Services Subcommittee;
- (2) Public Information Group
- (3) Lifelines Services Subcommittee
- (4) Recovery Services Subcommittee;
- (5) State Mitigation Committee
- (6) Health Services Subcommittee

Welfare Plan – The document entitled, *Local Emergency Management Plan For The Provision of Welfare Support Midland District*, as prepared and updated by the Department For Child Protection and Local Emergency Management Committees of the Shire of Mundaring, The City of Swan, The Shire of Kalamunda and the Town of Bassendean.

ACRONYMS

LRCC	-	Local Recovery Coordinating Committee
LRC	-	Local Recovery Coordinator
LEC	-	Local Emergency Coordinator
LEMC	-	Local Emergency Management Committee
LEMA		Local Emergency Management Arrangements
EOC	-	Emergency Operations Centre
ECC	-	Emergency Coordination Centre
SRCC	-	State Recovery Coordinating Committee
LG	-	Local Government
IC	-	Incident Controller
ISG	-	Incident Support Group
RCC	-	Recovery Coordination Centre
SOM	-	Shire of Mundaring
FESA		Fire and Emergency Services Authority of Western Australia
DCP	-	Department for Child Protection

4.0 MANAGEMENT

4.1 Authority

These arrangements have been prepared in accordance with the requirements of Section 41 (4) of the Act and endorsed by the Shire of Mundaring Local Emergency Management Committee and approved by the Council of the Shire of Mundaring.

These arrangements have been tabled for information and comment with the East Metropolitan District Emergency Management Committee.

4.2 Context

The Shire of Mundaring is located on the eastern fringe of Perth, about 35 kilometres from the Perth GPO. The Shire of Mundaring is bounded by the Shire of Toodyay in the north, the Shires of Northam and York in the east, the Shire of Kalamunda in the South and the City of Swan in the west and north-west.

The Shire encompasses a total land area of 644 square kilometers, of which half is National Park, State Forest or water catchments. The bulk of the population live in townships.

The Shire of Mundaring includes the townships, villages and rural localities of Bailup, Beechina, Bellevue (part), Boya, Chidlow, Darlington, Glen Forrest, Gorrie, Greenmount, Helena Valley, Hovea, Mahogany Creek, Malmalling, Midvale (part), Mount Helena, Mundaring, Parkerville, Sawyers Valley, Stoneville, Swan View (part), The Lakes and Wooroloo.

The population of the Shire of Mundaring is 38910 occupying 12223 households (ABS, Census 2006).

4.1 Aim

The aim of these arrangements is to detail the arrangements and processes established to support a community affected by an emergency in the restoration of emotional, social, economic, physical well being and general quality of life.

4.2 Objectives

The objectives of these arrangements are to:

- Establish a process for the effective and coordinated management of the recovery of affected individuals, communities, business, and the built and natural environment;

- Identify the roles and responsibilities of the Shire of Mundaring Elected Members and Staff and agencies or persons mentioned in this plan;
- Ensure effective communication involving all stakeholders in the planning and implementation of recovery management.

4.3 Scope

The scope of these local recovery arrangements is limited to the boundaries of the Shire of Mundaring whilst noting memoranda of understanding that may be established for the provision of mutual recovery assistance that may be established with other Local Governments or agencies.

These arrangements are support arrangements to the Shire of Mundaring Local Emergency Recovery Arrangements and should be considered in context with the Welfare Plan.

These arrangements are principally a guide to the provision of recovery management within the Shire of Mundaring. The provisions of these recovery arrangements may be amended, supplemented or negated by an emergency situation that requires coordination at a State level.

4.4 Related Agreements, Plans and Arrangements

These arrangements are subsidiary part of the Shire of Mundaring Local Emergency Management Arrangements and should be considered or used in association with the following:

4.4.1 Agreements

- *Metropolitan North & East Recovery Group Partnering Agreement For The Provision Of Mutual Aid For Recovery During Emergencies*

Parties to agreement – Shire of Mundaring, Town of Bassendean, City of Bayswater, City of Joondalup, Shire of Kalamunda, City of Stirling, City of Swan, City of Wanneroo

Summary of intent – The provision of physical and human resources where possible to assist with recovery management primarily in the initial stages of recovery and of a short duration.

- *Memorandum Of Understanding between The Shire Of and Fire And Emergency Services Authority Of Western Australia for The Provision Of Fire Services To The Shire Of Mundaring*

Parties to agreement – Shire of Mundaring, Fire and Emergency Services Authority of Western Australia (FESA)

Summary of Intent – Sets out the responsibilities and undertakings of the Shire and FESA for fire service delivery including preparedness and recovery programs to the Shire’s community and for future development of volunteer fire services within the Shire of Mundaring.

- *Operational Bushfire Mutual Aid And Support Arrangements, Perth Metropolitan Regions, Western Australia*

Parties to agreement – Metropolitan Local Government Authorities – FESA

Summary of intent – A standard and a basis for coordinated response by FESA, Local Governments and DEC to a threat of fire to the community across the metropolitan area. Includes other support services such as recovery.

4.4.2 Plans and Arrangements

- *Local Emergency Management Plan For The Provision Of Welfare Support – Midland District*

Parties to agreement – Shire of Mundaring, City of Swan, Shire of Kalamunda, Town of Bassendean, Department for Child Protection

- *State Emergency Management Plan For State Level Recovery Coordination, ie. Westplan – Recovery Coordination*
- *State Public Information Emergency Management Support Plan, ie. Westplan – Public Information*
- *State Emergency Management Plan For Registration and Reunification, ie. Westplan – Registration and Reunification*

4.5 Special Considerations

The shire of Mundaring features a number of special considerations in relation to planning for and implementing recovery arrangements. These considerations include:

- Bush Fire threat due to extensive areas of bushland with proximity to or containing housing.
- Storm season risk particularly due to infrastructure and housing proximity to vegetation and watercourses.
- Relative isolation and geographic spread of some population centres.

4.6 Resources

The Local Recovery Coordinator (LRC) is responsible for determining the resources required for recovery activities in consultation with the Hazard Management Agency and Support Organisations. The LRC is responsible

for coordinating the effective provision of resources and services to avoid duplication of effort.

Shire of Mundaring and community resources that may be beneficial to effective community recovery are listed as an appendix to the LEMA.

4.7 Financial Arrangements

As stated within Westplan – Recovery Coordination:

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

The Department for Child Protection (DCP) is responsible for providing initial financial support to dislocated and effected community members.

A number of other arrangements and/or agencies manage assistance measures that can be provided to individuals or other agencies including Local Government to contribute to overall community recovery. Such arrangements or agencies include:

- Centrelink – Will ensure payments to its existing clients. Centrelink can provide financial assistance to any person whose livelihood has been affected by the emergency
- Lord Mayor's Distress Relief Fund (LMDRF) – State Emergency Management Policy No. 4.4 directs that all donations of cash or trading stock resulting from a public appeal are to be directed to the LMDRF.
- Western Australian Natural Disaster Relief and Recovery Arrangements (WANDRRA) – Provides assistance for the recovery of communities. This assistance is delivered through a range of eligible measures that are offered on a needs basis. The arrangements can provide assistance to:
 - individuals and families
 - small business
 - primary producers
 - local government

FESA is responsible for the overall administration of the WANDRRA

- Commonwealth Natural Disaster Relief and Recovery Arrangements – The NDRRA provides for the provision of financial assistance from the Commonwealth to States and Territories for natural disaster relief payments and infrastructure restoration.

The Shire of Mundaring is committed to the expenditure of such financial resources as are considered necessary and reasonable for the recovery of the community after any emergency event for which the plan is activated.

4.8 Local Recovery Coordinator (LRC)

4.8.1 Appointment

The following positions have been appointed by the Shire of Mundaring to be LRC's in accordance with S. 41.(4) of the Act:

- Manager Health and Community Safety Services (Primary LRC)
- Director Statutory Services
- Director Community Services
- Director Infrastructure Services
- Director Corporate Services

By appointing and training multiple LRC's coverage is ensured in the event the primary appointee is unavailable. This also allows for the rotation of the LRC role during a complex and protracted recovery process. The roles and responsibilities of the LRC are detailed as follows:

4.8.2 Responsibilities

The responsibilities of the LRC/s may include but are not necessarily limited to the following:

- Preparation and maintenance of the Recovery Plan (the Plan);
- Undertake the functions of the Executive Officer to the LRCC;
- The design and conduct of exercises to test any/all elements of the Plan;
- Provide advice to the Shire President and CEO on the requirement to activate the Plan and convene the LRCC;
- Assess and report to the LRCC on requirements for effective community recovery in consultation with the HMA, Shire of Mundaring key staff, other LRCC members, other agencies and community groups as required;
- Coordinate local level recovery activities for a particular incident, in accordance with plans, strategies and policies determined by the LRCC;
- Monitor the progress of recovery and provide periodic reports to the LRCC;
- Liaise with the Chair, State Recovery Coordinating Committee or the State Recovery Coordinator where appointed, on issues where state level support is required or where there are problems with services from government agencies at the local level;

- Coordinate the preparation and supply of regular reports to the State Recovery Coordinating Committee on the progress of recovery;
- Arrange for a debrief of all participating agencies and organisations as soon as possible after stand down.

An LRC operations checklist to assist the LRC in their role is provided within Appendix 1.

4.9 Local Recovery Coordinating Committee (LRCC)

4.9.1 Organisation

The LRCC will be chaired by the Shire President, Chief Executive Officer, (CEO) or their delegate. Membership should include relevant community leaders and State Government agency representatives. Where an LRCC is established a core group of key stakeholders will be represented on the committee supported by other organisations seconded as required. The membership of the LRCC can be dynamic and vary to most effectively meet the needs of the community during the recovery process.

A diagram or flow chart of the LRCC structure is provided as per Appendix 2.

4.9.2 Membership

Further to 4.11.1 the membership of the LRCC may be structured as follows:

Executive:

- Chairperson (Shire President, CEO or Councillor)
- Local Recovery Coordinator
- Secretary (Shire of Mundaring staff member)
- Local Emergency Coordinator (LEC)

Core Membership:

- Shire of Mundaring staff (senior staff including Environmental Health Officer and other staff from key directorates)
- Hazard Management Agency
- Department of Health
- Department for Child Protection
- Red Cross
- Western Australian Police Service (may be represented by LEC)
- Education/school representative (Shire of Mundaring Principals Group LEMC representative)
- Community Groups
- Subcommittee representatives

Other Members (as required)

- Chamber/s of Commerce

- Department of Environment and Conservation
- Utilities (Western Power, Alinta, Water Corp)
- Main Roads WA
- Department of Water
- Insurance Council of Australia
- St John Ambulance

4.9.3 Roles and Responsibilities

The role of the LRCC is to coordinate and support local management of the recovery processes within the community subsequent to a major emergency in accordance with State Emergency Management arrangements and the Recovery Plan.

The LRCC is responsible for:

- Appointment of key positions within the committee;
- Establishing sub-committees as required;
- Assessing requirements for recovery activities relating to the physical, psychological, economic and environmental wellbeing of the community with the assistance of the responsible agencies;
- Ensuring that the recovery process is activated and implemented in accordance with sound project management processes;
- Facilitating the provision of services, public information, information exchange and resource acquisition;
- Negotiating the most effective use of available resources including the support of State and Commonwealth agencies;
- Monitoring the progress of recovery, and receive periodic reports from recovery agencies;
- Ensuring a coordinated multi-agency approach to community recovery;
- Making appropriate recommendations, based on effective debriefs and review, to the LEMC to improve the community's preparedness.

An LRCC actions checklist is provided within Appendix 3.

4.10 Organisational Responsibilities

Agreed roles and responsibilities of all agencies/groups that may assist in the recovery process are detailed in Appendix #. All agencies/groups that do not have a legislated organizational responsibility outlined in WESTPLAN Recovery have been consulted and have verified their willingness and capability to undertake the agreed responsibilities dependent on the resources available at the time.

4.11 Contacts Register

A register listing the contact details for all agencies or groups with responsibilities under this Plan is provided as per Appendix 4.

5.0 PLAN ACTIVATION

5.1 Transition from Response

Recovery activities should commence immediately following the impact of an event whilst response activities are still in progress. Key decisions made, and activities undertaken during the response may directly influence, shape, and enhance the effectiveness of the recovery process.

To ensure appropriate recovery activities can be developed and implemented as soon as possible after the impact of the event, the LRC requires up to date and accurate information on the incident concerned. The HMA Incident Manager is to ensure that the LRC is notified of the incident and is included as a member of the Incident Support Group (ISG).

During the response phase a number of the agencies with recovery roles may be heavily committed, therefore, the inclusion of the LRC on the ISG will ensure:

- The alignment of response and recovery priorities;
- Liaison with the key agencies;
- An awareness of the extent of the likely impacts, and
- Identification of the recovery requirements and priorities as early as possible.

The LRCC should be established as soon as possible for a briefing on the incident and resulting impacts, (even during the response phase) to ensure a smooth transition from response to recovery.

Transition from Response to Recovery Forms (2) are provided as per Appendix 5.

5.2 Activation

The decision to activate the Recovery Plan will be made by the Shire President or CEO on the advice of the LRC and based on an assessment of the recovery needs informed by:

- The ISG;
- Through consultation between the HMA, the IC and the LEC; or
- The Shire of Mundaring

Once the plan has been authorised for activation, the LRCC Chairperson is responsible for leading the recovery effort.

5.3 Impact Assessment and Recovery Action Planning

It is essential that an assessment of the recovery and restoration requirements is conducted as soon as possible after the impact of the incident. The impact assessment process should be conducted or coordinated by the LRC. Impact assessment must not interfere with response operations. Access to the affected area may be restricted by the HMA until it is determined to be safe to enter.

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

- HMA
- Welfare Agencies
- Shire of Mundaring staff such as EHO's, Building Surveyors, Infrastructure Services staff, Community Services staff
- Insurance assessors
- Chambers of commerce

Following a major incident or emergency where substantial damage has occurred to residential, commercial and government buildings and other community infrastructure an operational recovery plan should be prepared by the LRCC.

The operational recovery plan should provide a full description of the extent of the physical damage and psycho-social impacts to the community and detail plans for restoration of the affected community.

Each operational recovery plan will be different depending on the nature of the emergency and the extent of the damage and disruption.

A suggested composition of an operational recovery plan is provided as per Appendix 6.

It may also be appropriate to conduct a survey of the needs of individuals or families affected by the emergency.

A Recovery Needs Assessment and Support Survey Form is provide as per Appendix 7 for use in appropriate circumstances.

5.4 Welfare Support

Welfare is defined as providing immediate and ongoing supportive services, to alleviate as far as practicable, the effects on persons affected by an emergency. Such services are therefore an integral part of an effective recovery process to varying degrees over the span of time that a recovery process is being undertaken.

Welfare services as required by persons affected by an emergency include:

- Emergency catering
- Emergency clothing and personal requisites

- Financial assistance
- Personal services
- Registration and inquiry
- Basic first aid
- Emergency accommodation
- Administration

The following related documents provide detailed information:

- Local Emergency Management Plan For The Provision of Welfare Support – Midland District
- State Emergency Management Plan for the Provision Of Welfare Support – Westplan Welfare
- Shire of Mundaring Health and Wellbeing Sub-Plan

5.5 Communication

The HMA is responsible for disseminating public information during an emergency. Public information is to be dealt with under WESTPLAN – Public Information, SEMP 4.6 Emergency Public Information.

Once a formal transition from response to recovery is made, local government will assume responsibility for disseminating public information to the affected community in accordance to the provisions of the Local Government Act.

5.5.1 Policy

Management of communication in a crisis is critical. This section has been created to guide Shire of Mundaring in approaching crisis communication in a way that is consistent, accurate and effective.

During the response phase, public information is strictly the domain of the HMA. Once the transition between response and recovery has taken place, the responsibility shifts to the local government. This response will be led by the Chair of the Local Recovery Co-ordinating Committee (LRCC).

Sections 2.8(1) (d), 2.9, 5.34 and 5.41 of the Local Government Act 1995 deal with certain powers of the CEO and Shire President to act on behalf of the local government. These are the only persons, as empowered by the Act, who will comment publicly on behalf of local government.

The Shire's Communications Advisor can assist in the preparation and distribution of information.

5.5.2 Principals

In an emergency, communication with stakeholders must adhere to the following principles:

- Timeliness – regularly updating stakeholders on the situation;

- Co-operation – being responsive and considerate to enquiries, deadlines and needs of stakeholders;
- Sensitivity – prioritising stakeholders, guarding sensitive information as needed
- Transparency – remaining honest and open about the situation and the response progress
- Simplicity – ensuring communication is easily understood and consistent;
- Accuracy – sharing only confirmed facts, never making assumptions or giving false information
- Accountability – accepting responsibility if appropriate and reasonable

5.5.3 Stakeholders

If an emergency arises, a communication plan will be developed that is specific to the situation and will direct the Shire's response. The communication strategy will be prepared by the LRCC in collaboration with the Shire President/CEO and Communications Advisor. All communications (internal and external) will be directed by the strategy to ensure alignment with the LRCC response objectives and with the communications policy.

A well-managed and co-ordinated response will ensure the following occurs:

- Stakeholders are arranged in order of priority and addressed accordingly;
- Communication is facilitated only by those authorised to do so;
- Information released is confirmed and accurate;
- Communication is regular, consistent and takes into account sensitivities

5.5.4 Materials

During recovery, a communication strategy should be developed to ensure that all communication efforts are aligned with emergency response objectives, Shire of Mundaring policies and principles outlined above. Two communication tools are Key Messages and Media Releases.

Key Messages

Messages must be completely supported by facts. The document should be updated as more information or facts become known. Messages that are approved by the LRCC will form the basis of all communication with stakeholders.

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

Example 1:

- Shire of Mundaring is working with (agency) to ensure the safety of our community and care for those (families/employees/communities) impacted.
- Our primary concern is the wellbeing of the people within our community.
- An Evacuation/Support Centre has been established at (insert).

Example 2:

- Shire of Mundaring is committed to supporting a complete investigation to avoid reoccurrence of the incident.
- We will conduct reviews internally to focus on operational and emergency response issues.
- We are committed to our community and keeping it safe, so we will endeavour to do whatever possible to avoid a reoccurrence of the incident.

(additional points that may need to be covered dependent to the level of incident and response – who will head the review; when are results likely to be released; who will be part of the review ie will there be community consultation; timeframe for specific information to be confirmed and released).

Note: whilst it is important to stick to the key messages, media are likely to ask for more information. It is important to stick to the key messages.

Never respond, “no comment”. Instead something like:

- “We are currently focused on helping authorities and supporting our community.”
- “There will be a review into the incident which we will support however possible. It is too early for me to comment on those issues without all of the facts.”
- “At this stage we are unable to provide any further information, but will provide an update as soon as possible.”

Media Releases

During a crisis, information released to the public must be controlled. The approvals/signoff procedure must be adhered to so that all facts are accurate and their release is authorised.

The LRCC Chair is responsible for enforcing the following procedure:

- Facts verified internally through update briefings within the LRCC
- Information never to be assumed
- Communications Advisor, in liaison with LRCC, to draft document for release to external stakeholders
- LRC Chair must confirm all incident-related facts

- Communications Advisor to co-ordinate the final sign off from the LRCC and CEO before release.

Guidelines for Media Releases and templates for preparing Key Messages and Media Releases are provided within Appendix 8.

Having one authorised spokesperson during a crisis ensures that communications with the media and audiences is consistent, transparent and controlled. The spokesperson must have the updated facts and be both available and prepared to speak to the media.

The Communications Advisor will receive media enquiries and work with the LRCC, Shire President/CEO to confirm responses and the method for them to be relayed (ie email, phone, in person).

If an incident spans over several days, set times will be in place to update media (ie a media briefing at 8.30am, 12pm and 4pm). Media briefings are to be given at these times, unless the situation changes. This ensures media are updated, with the Shire in control of the timing.

5.6 Recovery Coordination Centre

A Recovery Coordination Centre (RCC) is required to be established if the incident is of a magnitude that necessitates extensive recovery activities. The purpose of the Recovery Coordination Centre is to provide for the bringing together of all agencies involved and the provision of the required logistical support. The RCC would thus also provide for effective cross agency communication and coordination of resources, information and tasks.

The LRCC is responsible for the activation and coordination of the RCC.

The RCC would nominally be established within the Shire of Mundaring Administration Centre, 7000 Great Eastern Highway, Mundaring 6073. In the event that the Shire Administration Centre has been or is likely to be at threat from the actual incident another facility will be chosen by the LRCC.

5.7 Recovery Information Centre/One Stop Shop

The establishment of a recovery information centre or One Stop Shop that includes representatives from all the recovery service providers is an effective method of providing information and assistance to affected community members.

The list of agencies represented within the one stop shop may change over the course of the recovery process following an incident. The early stages of the recovery effort will require agencies that are able to respond to the more immediate needs of affected persons. At later stages

of the recovery process the one stop shop will require agencies that can provide services or advice in response to longer term needs of effected persons such as issues associated with rebuilding dwellings, insurance arrangements, distribution of monies raised from appeals and longer term psychological issues.

The One Stop Shop will be established when required by the LRCC with the location, opening hours, contact details etc. disseminated to the community.

In choosing a location for a one stop shop consideration should be given to providing adequate space and privacy for people to discuss matters with relevant agency representatives and in relation to the provision of power for personal computers, printers, phone chargers etc.

A One Stop Shop may be established within a Welfare Centre or other Shire of Mundaring buildings.

5.8 Infrastructure

The restoration and reconstruction of essential infrastructure and services (eg roads, transport, water, sewage, electricity, gas and waste disposal) will remain the responsibility of the relevant agency.

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

5.9 State Level Assistance

State level assistance for community recovery will normally be provided by a range of State Government Agencies through direct representation on the LRCC.

Where the level of recovery is beyond the capacity of the local community, state level support shall be requested

5.10 Stand Down

The LRCC as part of the ongoing review of the recovery phase to an incident provide for standing down. Responsibility for completion of outstanding tasks and actions must be assigned and acknowledged.

5.11 Debriefing/Post Operations Report

The LRC will arrange for the debriefing of all participants and organisations as soon as possible after stand down and the preparation and tabling of a report to the LEMC for review and update of the recovery plan. A copy of the report will also be forwarded to the HMA, the Chairperson of the SEMC Recovery Services Sub-committee and the DEMC.

6.0 EXERCISING AND TESTING THE PLAN

The Shire of Mundaring LEMC recognises that exercises are an essential component of emergency preparedness and should be used by agencies to enhance their capacity and contribute towards continuous improvement.

6.1 Exercise Management

Exercises will be conducted in accordance with the Shire of Mundaring LEMC annual business plan and will be planned by an Exercise Planning Team and run by Exercise Control staff as appointed by the LEMC Chairperson. The exercise management process should consist of the following steps:

- Identification of the need
- Analysis of the need
- Planning the exercise
- Conduct of the exercise
- Debrief of the exercise
- Evaluation of the exercise

6.2 Exercise Participants

All agencies involved in the delivery of recovery processes should participate in the conduct of the exercise in addition to other agencies represented within the LEMC membership. Key Shire of Mundaring staff members should also be invited to participate.

Representatives of community groups and specialist sectors (eg Education, Vulnerable Groups) should also be invited to participate where the exercise scenario would indicate implications for such sectors.

APPENDICES

7.0 APPENDICES

Appendix 1	LRC Operations Checklist
Appendix 2	LRCC Structure Flow Chart
Appendix 3	LRCC Action Checklist
Appendix 4	Contact Register
Appendix 5	Operational Recovery Plan Templates
Appendix 6	Operational Recovery Plan
Appendix 7	Recovery Needs Assessment Form
Appendix 8 Template	Communication – Media Releases Guidelines &