



# LOCAL RECOVERY PLAN

2023





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***This project acknowledges the funding contribution of the Department of Fire and Emergency Services***



# 1. ADMINISTRATION

## 1.1 Amendment Record

Amendments to the Plan should be recorded. The following table shows an example of an amendment record.


No	Amendment Date	Details of Amendment	Review Date	Initials
1		Shire of Shark Bay		
2	July 2022	Complete review and redevelop	2022	LRW
3	June 2023	Review based on workshop attendance (Nov 2022, Feb 2023). Adoption by Council	June 2023	DW
4				
5				
6				



## **1.2 Endorsement – Shire of Shark Bay Local Recovery Plan**

The Local Recovery Plan (LRP) has been developed in accordance with Section 41(4) of the Emergency Management Act 2005 (WA) (the Act) and forms part of the Emergency Management Plans and Arrangements for the Shire of Shark Bay (the Shire).

The Shire's Local Emergency Management Committee (LEMC) has endorsed the LRP.

  
\_\_\_\_\_

Date: 18/10/2023

**Local Recovery Coordinator**

**Shark Bay Local Recovery Coordinating group**

  
\_\_\_\_\_

Date: 31/10/2023

**Chairperson**

**Shark Bay LEMC**

  
\_\_\_\_\_

Date: 31/10/2023

**Endorsed by Council**

**President Shire of Shark Bay**

Disclaimer: This Plan has been produced by the Shire of Shark Bay in good faith and is derived from sources believed to be reliable and accurate at the time of publication. Nevertheless, the reliability and accuracy of the information cannot be guaranteed, and the Shire expressly disclaims liability for any act or omission done or not done in reliance on the information and for any consequences, whether direct or indirect arising from such omission.



## 1.3 Acronyms

<b>(The) Act</b>	Emergency Management Act 2005 (WA)
<b>ARC</b>	Australian Red Cross
<b>CA</b>	Controlling Agency
<b>CEO</b>	Chief Executive Officer
<b>SHIRE or SSB</b>	Shire of Shark Bay
<b>SHIRE LEMG</b>	Shire of Shark Bay Local Emergency Management Group
<b>DC</b>	Department for Communities
<b>DFES</b>	Department of Fire and Emergency Services
<b>DRFA-WA</b>	Disaster Recovery Funding Arrangements - Western Australia
<b>DEMC</b>	District Emergency Management Committee
<b>ERM</b>	Emergency Risk Management
<b>HMA</b>	Hazard Management Agency
<b>IC</b>	Incident Controller
<b>IS</b>	Impact Statement
<b>ISG</b>	Incident Support Group
<b>LEC</b>	Local Emergency Coordinator
<b>LEMC</b>	Local Emergency Management Committee
<b>LGA</b>	Local Government Authority
<b>LEMP</b>	Local Emergency Management Plan
<b>LRC</b>	Local Recovery Coordinator
<b>LRG</b>	Local Recovery Group
<b>LRP</b>	Local Recovery Plan (this document)
<b>OIC</b>	Officer in Charge
<b>SEMC</b>	State Emergency Management Committee
<b>SEMP</b>	State Emergency Management Policy
<b>SES</b>	State Emergency Services



## 1.4 Document Availability

Members of the public can view a copy of the LRP on the Shire's website. Physical copies are available for inspection, during office hours, at the Shire's Administration Offices.

## 1.5 Feedback

Feedback on this Plan is invited and can include:

- What you do and don't like about the Plan
- Unclear or incorrect expression
- Out of date information or practices
- Errors, omissions or suggested improvements, and
- Post incident improvement opportunities.

To provide feedback, copy the relevant section/s with the proposed changes marked and forward to:

Deborah Wilkes  
Executive Manager Community Development  
Shire of Shark Bay  
65 Knight Terrace.  
DENHAM WA 66537  
[admin@sharkbay.wa.gov.au](mailto:admin@sharkbay.wa.gov.au)

The LEMC will be given any suggestions and/or comments for consideration. The LEMC must approve all amendments and enter them in the Amendment Record.



## 1.6 Distribution

### Full Unrestricted Version

Shire of Shark Bay
Chief Executive Officer
Shark Bay Local Emergency Management Committee Chairperson
Recovery Coordinator
Deputy Recovery Coordinator
Local Welfare Liaison Officer
Deputy Local Welfare Liaison Officer
Chief Bush Fire Control Officer
Community Emergency Services Officer
Animal Welfare (Rangers)
Shire of Shark Bay Council Administration Offices – Customer Service
Recreation/Welfare Centre
LEMC/ Primary network partners
Australian Red Cross
DFES – Regional Office of Geraldton and Carnarvon
Department of Communities
Department of Biodiversity, Conservation and Attractions
Department of Water and Environmental Regulation
Department of Education
Horizon Power
Main Roads WA
Marine Rescue Shark Bay
Shark Bay State Emergency Service
Shark Bay Fire & Rescue Service
Shark Bay Silver Chain
Shark Bay Resources
Strandline/Cockburn Mineral Sands
St John Ambulance
Telstra
WA Police – OIC Shark Bay Station
Water Corporation



## *Restricted Version*

Public Access
Shire Office – Front Counter/Reception
Shire of Shark Bay – Public Library
Shire of Shark Bay Website



## **1.7 Related Documents, Agreements and Understandings, Special Considerations**

### **1.7.1 Related Documents**

The LRP is consistent with State Emergency Management Policies and State Emergency Management Plans.

The LRP is to be read in conjunction with the Shire's Local Emergency Management Plan and Arrangements.

Details are held by the Shire's Administration Offices, contact the Executive Manager Community Development at:

Shire of Shark Bay

65 Knight Terrace

DENHAM WA 6537

[admin@sharkbay.wa.gov.au](mailto:admin@sharkbay.wa.gov.au)

### **1.7.2 Agreements and Understanding**

An informal partnering agreement is in place between the Shire of Shark Bay, Shire of Carnarvon, Shire of Upper Gascoyne, Shire of Murchison and Shire of Northampton to provide mutual aid for recovery during emergencies and post-incident recovery.

These parties are referred to as the "Partnering Local Governments" and have all agreed to assist by providing additional resources for managing recovery during emergencies and post-incident recovery.

## 2. RECOVERY

### 2.1 Overview

The Emergency Management Act 2005 (WA) (the Act) defines recovery as ‘the support of emergency affected communities in the reconstruction and restoration of physical infrastructure, the environment and community psychosocial and economic wellbeing’.

During, and following, an emergency event, the Shire is the closest form of government to the local community and is in the best position to lead, manage and coordinate community recovery. State Government departments, supporting agencies, community members, community groups and community service organisations cooperate with or directly support the Shire.

***The Shire recognises disaster recovery is more than simply replacing what has been destroyed and the rehabilitation of those affected.***

***Disaster recovery is a complex, dynamic and potentially protracted process, rather than just a remedial process.***

***For this reason, the Shire and its LRG adopt the national principles of disaster recovery while also aligning these to strong recovery values when engaged in recovery activities.***

### 2.2 Authority

This LRP is prepared in accordance with the Act and endorsed by the Shire’s LEMC and Shire’s Council. The Plan is tabled for noting with the District Emergency Management Committee (DEMC) and State Emergency Management Committee (SEMC).

### 2.3 Purpose

To detail planning, arrangements and processes established to restore, as quickly as possible, the quality of life in an affected community so it can continue to function as part of the wider community.



## 2.4 The Shire's Recovery Principles

The Shire's LRP and its LRG will be aligned to all aspects of recovery, incorporating the Australian national disaster recovery principles that are considered central to successful recovery, being:

### Understanding the **CONTEXT**

The Shire recognises that successful recovery hinges on an understanding of its diverse and rich community heritage within its local government area, having its own history, values and dynamics and will always consider them.

### Recognising **COMPLEXITY**

The Shire acknowledges the complex and dynamic nature of both emergencies and the diverse nature of its communities.

### Using **COMMUNITY-LED** approaches

The Shire recognises that successful recovery is based on involving the community and commits to being responsive, flexible and engaging to support communities into the future.

### **COORDINATING** all activities

The Shire will be the hub for a successful recovery ensuring a planned, coordinated and adaptive approach between communities, partner agencies and industry, based on continuing assessment of impacts and needs.

### **COMMUNICATING** effectively

The Shire understands the imperative of effective communication for successful recovery and will ensure the Recovery Communication Plan (***located at Appendix 3***) is activated to ensure community and partners are always informed and heard.

### Building **CAPACITY**

The Shire appreciates that successful recovery recognises, supports and builds on individual community and organisational capacity and resilience and, at every opportunity, will allow programs and processes to do this.

## 2.5 The Shire's Recovery Values

The Shire will apply sound disaster recovery **Values** to all activities by:

1. Considering consequences of actions ensuring **NO HARM** to disaster affected communities
2. Providing **LEADERSHIP** for the Shire's communities
3. Recognising the Shire's key role is to foster **COLLABORATION** between partner agencies, community and Council
4. **EMPOWERING** individuals and groups to effectively carry out recovery activities
5. **ACTING** as quickly as possible, however, planning for the **LONG-TERM** (see Value 1)
6. **TRANSITION** to normal services will be part of the Recovery Long-Term Strategy
7. **CAPTURING** lessons learnt for providing capacity building and resilience

## 2.6 Threats

As the Shire is diverse, several impacts need to be considered that may affect how the Plan is implemented in times of emergency:

Description	Time	Impacts
Bush Fire	October-April	Rural areas, residential areas subject to ember attack
Severe Storm	May-Sept	Shire wide, residential and environment
Cyclone	Dec-May	Shire wide, coastal flooding and environment
Public Health Emergency	All year	Extensive economic and social risk

## 2.7 Scope

This LRP is limited to the boundaries of the Shire of Shark Bay. It details the recovery plan for the community and will not detail how individual organisations will conduct recovery activities within their core business areas.

The LRP is a support plan to the Shire's Local Emergency Management Plans and Arrangements. The Plan is a guide to managing recovery at a local level.

## 2.8 Geographic Location

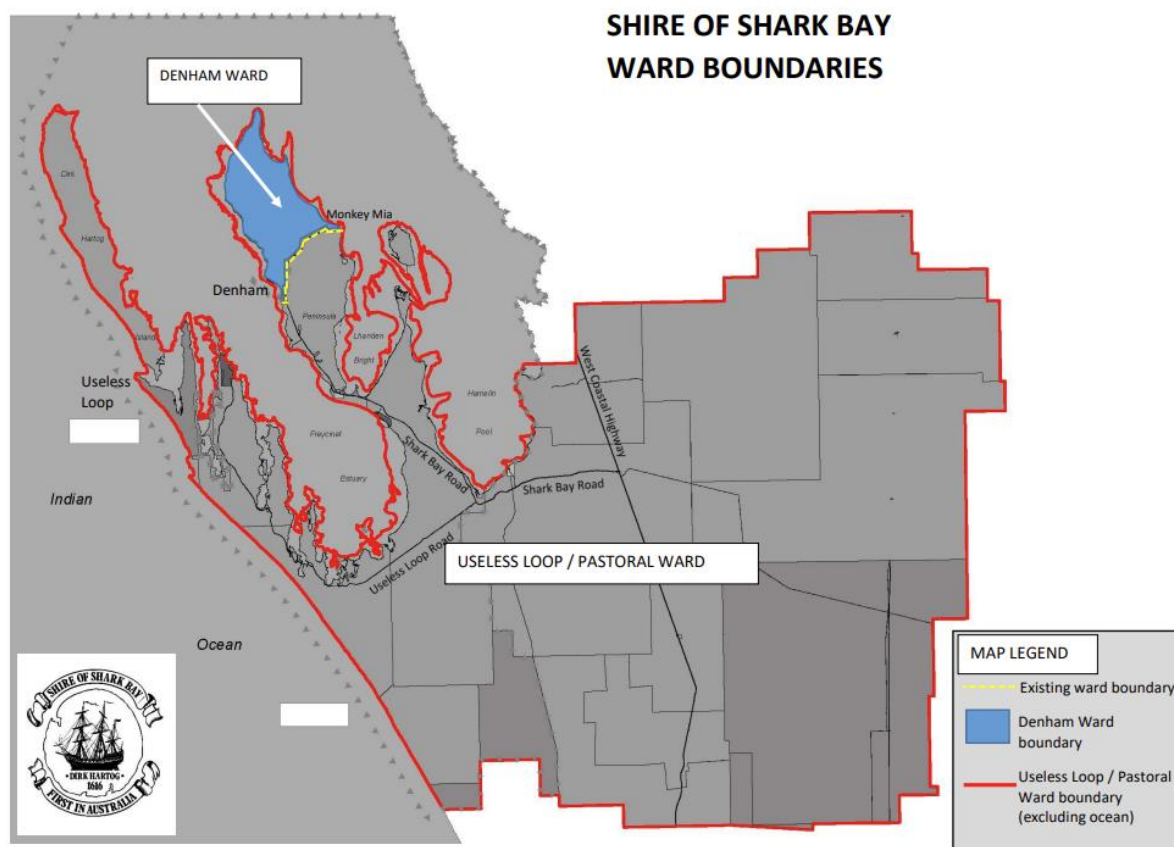


Figure 1: Map of Shire of Shark Bay



## 3. ACTIVATION AND ACTIONS

### 3.1 Activation of Recovery

The Shire's CEO will activate the LRP on advice of event impacts from the HMA/CA and Local Recovery Coordinator (LRC).

Assistance required for recovery will be assessed by:

- The Incident Support Group (ISG)
- Consultation between Hazard Management Agency (HMA)/ Controlling Agency (CA), Incident Controller (IC) and
- Local Emergency Coordinator (LEC), and
- The Shire of Shark Bay's Chief Executive Officer (CEO) & LRC.

The Local Recovery Group (LRG) Chairman, together with the LRC, is responsible for implementing the recovery processes of the Local Recovery Plan (LRP), once it is activated.

#### 3.1.1 Emergency Management Phases

The Australian approach to managing emergencies recognises four phases of emergency management known as Preparedness, Prevention (or mitigation), Response and Recovery (PPRR). These are not distinct linear segments independent of each other but can overlap and run concurrently.

As illustrated in Figure 1, recovery starts at response and is the process of adjusting to the new normal after an emergency incident.

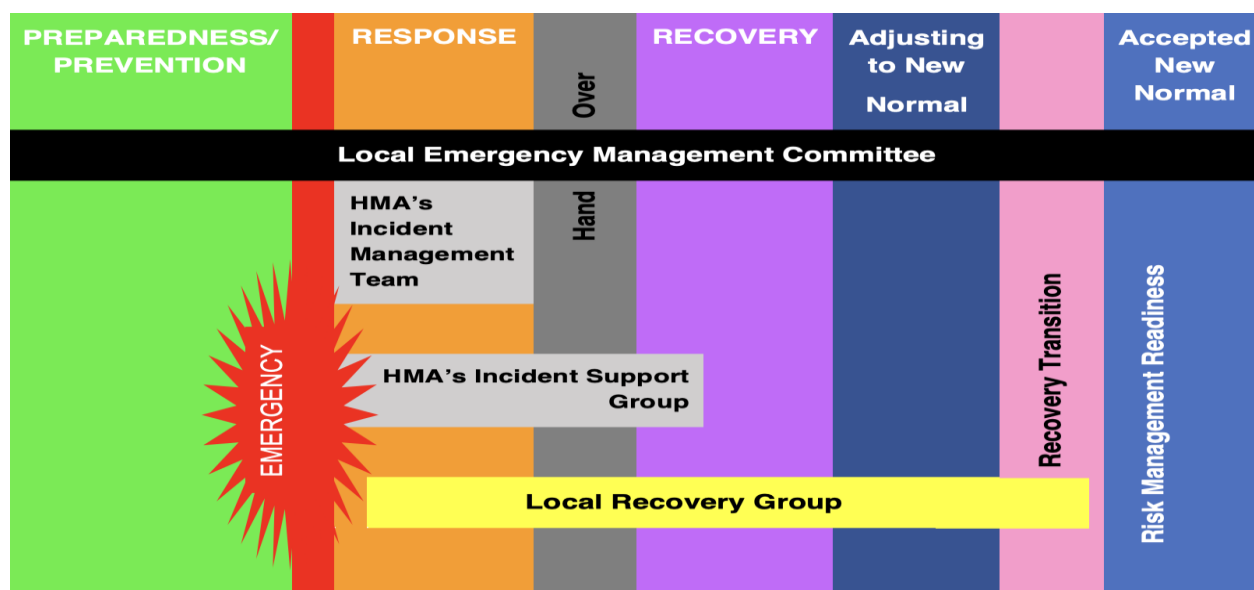


Figure 1: Groups, teams and committees through Preparedness, Response and recovery

#### ACTION

- LRC consults and advises Shire's CEO of recovery activation.
- Assessment of assistance determined.
- Local Recovery Plan is activated.

## 3.2 Response to Recovery Event Responsibilities

Initiate the LRP while response activities are still in progress, as key decisions during the response phase are likely to directly influence and shape recovery.

Regardless of response engagement, as soon as possible assemble the LRG so it can be briefed on the emergency incident and to detail contingencies. This will allow for a smooth transition from response to recovery. The LRG also represents the community (advocates) to advise on priorities and impacts.

The LRG will:

Align response and transitional recovery priorities

- Connect with key agencies and community
- Understand key impacts and tasks
- Identify recovery requirements and priorities as early as possible, and
- Include the LRC in ISG meetings from onset

Transfer of management from response to recovery handover to Shire shall be formalised in line with HMA/CA responsibilities and procedures.

An Impact Statement (IS) is a key element of the handover process, and the HMA/CA is responsible for delivering this to the Shire's CEO. The CEO has discretion regarding accepting this handover of responsibility and can take advice from LRC and LRG, in consultation with HMA/CA.

Acceptance of this Impact statement and its responsibilities should not occur unless the CEO and the LRC and Group are fully aware as to the extent of the affect that the incident has had on the community as a whole and the Local Government Authority itself is willing to take on that responsibility.

### ACTION

- Recovery initiated while response still in progress.
- LRC to attend ISG meetings and liaise with Incident Controller.
- LRG convened and briefed on incident ensuring coordinated recovery recommendations.
- CEO to sign off response to recovery handover with HMA/CA on completion of Impact Statement providing an acceptable and agreeable standard.
- CEO to sign off response to recovery handover with HMA/CA Impact Statement completed.

## 3.3 Impact Statement and Needs Assessment

### 3.3.1 Impact Statement

The event CA will complete an IS in consultation with the ISG. It will contain a detailed description of the impact on the affected community and provides the LRC and the LRG with a starting point for recovery of individuals, community and infrastructure.

The IS will be completed as recommended in the [State Emergency Management Procedure](#).

### 3.3.2 Outreach Needs Assessment

An Outreach Needs Assessment should be completed as early as possible to the affected area. The requirements of the impacted community will change over time and therefore it is necessary to determine the **NEEDS** of the community periodically.

NEEDS can broadly be defined as:

<b>Physical Needs:</b>	Food, water, shelter, clean breathable air
<b>Psychological needs:</b>	Psychological first aid/support, bonding
<b>Societal needs:</b>	Community infrastructure, power, drainage, shops, telephone, schools, industry, transport

Outreach involves visiting people in their homes or temporary accommodation to provide access to core recovery information and services.

A method that has been proven successful is trained volunteers from Australian Red Cross partner with the local government and other identifiable volunteers who speak directly to affected individuals to determine their requirements:

What has been affected?	Wish to be contacted for further information?
What information is needed?	Their best contact details?
What assistance is required?	Information on assistance for neighbours

Conducting an Outreach Needs Assessment establishes contact ASAP with the affected community and is an effective way to capture data to assist the LRG in prioritising the allocation of resources. It also provides the opportunity to share critical information directly to the affected community.

A form for Outreach Needs Assessment can be found in **Appendix 3** within the Recovery Communication Plan listed as **Part 3**.

### 3.3.3 Sources of Information – Impact and Needs Assessment

The IS and Needs Assessment (NA) process must be undertaken as soon as possible after the emergency event. Sources that may assist in the collection of this data may include:

- HMA/CA
- Welfare agencies – identifying persons in need of immediate assistance
- Shire Building Surveyors, Engineers and Environmental Health Officers and Rangers
- Insurance assessors
- Business associations (Shark Bay Business and Tourism Association)
- Recovery Outreach Needs Assessment form (Recovery Comms. Plan **Appendix 3**),
- Australian Red Cross (ARC) have systems to register individuals presenting at Welfare Centre's and resources to assist in outreach activities and will be activated by HMA/CA.

#### ACTION

- Recovery initiated while response still in progress.
- LRC to attend ISG meetings and liaise with Incident Controller.
- LRG gathered and briefed ensuring recovery commencement.
- CEO to sign off response to recovery handover with HMA/CA Impact Statement provided.
- Recovery initiated while response still in progress.
- LRG Outreach Needs Assessment will be carried out ASAP, when safe, after event.
- Aust. Red Cross contacted ASAP to establish partnership in recovery activities.

### 3.4 Operational Recovery Plan

Where significant reconstruction and restoration is required, the LRC/LRG should prepare an Operational Recovery Plan (ORP). The ORP shall provide a full description and extent of damage, both physical and human, and detail plans for restoration and reconstruction of the affected community including community activities and community development activities.

A template of a ORP is offered in **Appendix 6**.

#### ACTION

- LRG/LRC to prepare Operational Recovery Plan where significant reconstruction and restoration is required.

### 3.5 Long-Term Recovery Strategy

Recovery must evolve, change and assist the affected community towards management of its own recovery. This transition from recovery to ongoing community activities and services, requires a comprehensive strategy (Long Term Recovery Strategy) that gradually integrates the recovery services into mainstream services, which existed prior to the emergency or have emerged since and require minimal support to continue.

The Long-Term Recovery Strategy process will need to be considered and developed to achieve holistic, enduring recovery for individuals, families, and communities, taking into consideration the economic environment, infrastructure and natural environment affects an emergency has had and to build resilience for future emergencies.

The Shire, where appropriate, will develop a collaborative, comprehensive recovery strategy with the community and for the community. This will also incorporate how community's needs have changed over time. A further outreach program may be instigated to check on the community's wellbeing and changes in its needs.

#### ACTION

- Shire to develop a collaborative, comprehensive and inclusive long-term community recovery strategy which may include any changes in community needs and further outreach activities.
- Shire to identify potential partnerships with existing community organisations and services and ascertain their capacity to support recovery process in the medium and long term.

### 3.6 Managed Withdrawal

The Shire and its LRG will provide a clear path in the transition of recovery activities, programs, services and communications to mainstream service provisions and ongoing community development, while working towards maintaining the community's health and wellbeing.

#### ACTION

- Shire will communicate via the LRG sub-committees when relevant service providers and agencies will be withdrawing services from the affected area.
- LRG to identify recovery programs that will 'phase down', 'phase out' or be 'handed over' to community to continue.

## 4. OPERATIONAL RECOVERY MANAGEMENT

### 4.1 Management Structure

Full details of the Management Structures and Sub-Committee functions can be viewed in **Appendix 1**.

### 4.2 Local Recovery Group (LRG)

The LRG will coordinate and support local management of the recovery processes within the community, subsequent to a major emergency, in accordance with State Emergency Management Policy and Local Recovery Plan. LRG membership will expand or contract depending on recovery and community needs and requirements.

#### 4.2.2 Membership

<b>Chairperson</b>	Shire President or CEO
<b>Local Recovery Coordinator</b>	LG Representative, as appointed by the CEO
<b>Executive Officer</b>	Shire CEO or nominated Senior Officer
<b>Local Government</b>	Shire Local Emergency Management Committee – members are required
<b>State Government</b>	<p>Relevant government agencies and other statutory authorities will nominate their representatives to be members depending on incident type. Recommended:</p> <ul style="list-style-type: none"> <li>➤ HMA/CA (initially)</li> <li>➤ Dept. of Fire and Emergency Services (initially)</li> <li>➤ WA Police (initially)</li> <li>➤ Dept. Biodiversity Conservation &amp; Attractions</li> <li>➤ Department of Communities</li> <li>➤ Lifelines</li> <li>➤ Main Roads WA</li> <li>➤ St John Ambulance Service (initially)</li> <li>➤ Dept. of Health</li> <li>➤ Dept. of Food and Agriculture WA</li> <li>➤ Insurance Council of Australia</li> </ul>
<b>Non-Government Organisations</b>	Australian Red Cross, local service clubs, aged care provider, schools, etc. and others as required
<b>Key Identified Community Members</b>	To be identified depending on event and location

### 4.2.3 Functions

Appoints key positions within the LRG
Establishes sub-committees as required
Assesses requirements for recovery activities relating to physical/psychological/social wellbeing of the community, along with economic, infrastructure and natural environment with assistance from partnering agencies
Develops an Operational Recovery Plan to coordinate a recovery process that considers:
Long-term planning and goals for the Shire
Assessing recovery needs and determining recovery functions still required
Developing a timetable, identifying responsibilities for completing major functions
Considering needs of youth, aged, disabled, culturally linguistically diverse (CaLD)
Allowing full community participation and access
Allowing monitoring and reporting of the recovery process
Facilitates provision of services, exchange of public information and acquisition of resources
Negotiates effective use of available resources and support from State and Commonwealth
Monitors progress of recovery, receives periodic reports from recovery agencies
Ensures a coordinated multi-agency approach to community recovery
Makes appropriate recommendations, based on lessons learnt, to the LEMC to improve the community's recovery readiness and planning

## 4.3 Community Involvement – Cultural and Diversity Inclusiveness

Diversity is an integral part of the Shire's history, culture and identity. Inclusion is the way the Shire treats and perceives all differences.

During the Shire's recovery activities, it will endeavour to create an inclusive culture, within the affected communities, by striving to involve all cultures and diversity within the recovery priorities, strategies and decision-making.

Key stakeholders and representatives will be sought from the community while acknowledging the significance of cultural and diversity makeup. These representatives will be considered for inclusion on relevant LRG sub-committees, depending on the nature and impact of the emergency.

When threatened or affected by an emergency, everyone within that community is encouraged to be actively involved in their own and collaborative recovery. It is the role of formal recovery agencies to provide structured support, communications, and coordination to assist the community's efforts.



## 4.4 Local Recovery Group Sub Committees

Depending on the size of an emergency event, sub-committees may be established to assist LRC by addressing a specific component of the recovery process. Each sub-committee will report its activities, through its nominated Chair, to the LRG. A full list of functions of various sub-committees can be viewed in **Appendix 4**.

## 4.5 State Government Involvement

During the recovery process, the State government may provide support and assistance to the Shire. The structure of the State Recovery Coordination is shown below.

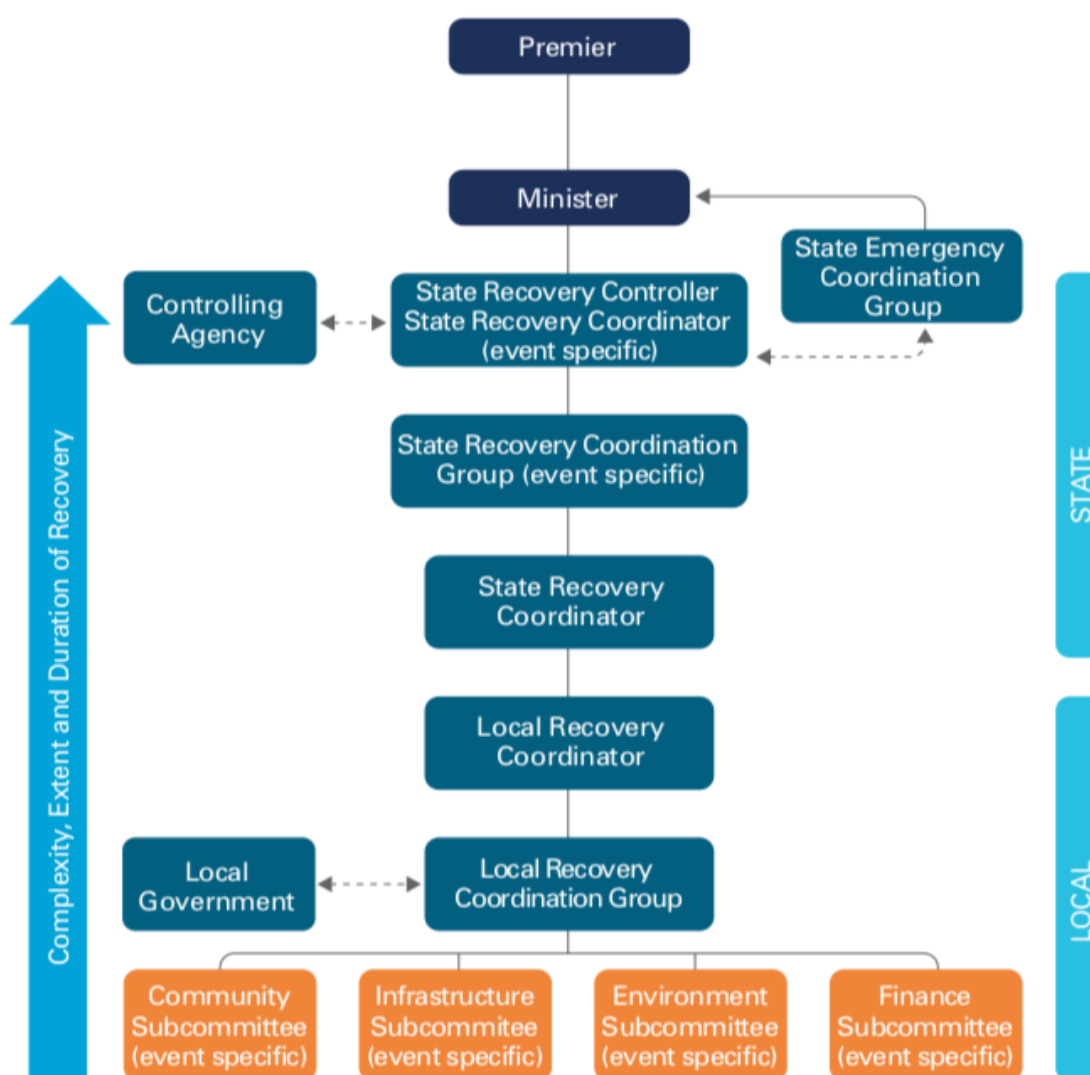


Figure 2: State Government Coordination Structure

#### 4.5.1 State Recovery Coordinator/State Recovery Controller

The **State Recovery Coordinator** supports a whole of government approach and coordinates the maintenance of the State recovery arrangements and plans, through the SEMC recovery sub-committee. The State Recovery Coordinator supports the operation of State level recovery coordination through the State Recovery Coordination Group (SRCG).

The Premier appoints the **State Recovery Controller**. The Controller will usually be appointed when an emergency affects several communities, is ongoing, requires State level assistance to resolve issues and needs a regional coordination approach.

#### 4.5.2 State Recovery Coordination Group

The SRCG is responsible for coordinating State level recovery in complex or prolonged recovery operations and develops a State level operational recovery plan. Its effectiveness must be evaluated after the State-level recovery coordination process has occurred.

#### ACTION

- The Shire will establish an LRG management structure relevant to event size and complexity.
- LRG will establish membership from Shire staff, supporting agencies and community members.
- LRG will operate within recognised functions and relevant sub-committee structure.
- LRG will actively encourage and invite community participation within the LRG.
- LRG will actively engage with State Government to maximise recovery resources and synergies between Local and State recovery activities.

## 5. FINANCIAL MANAGEMENT

### 5.1 Financial Management

#### 5.1.1 Insurance

The owner has primary responsibility for safeguarding and restoring public and private assets affected by an emergency. The Shire's assets are registered for insurance and financial reporting in line with the Department of Local Government, Sport and Cultural Industries Integrated Planning and Reporting Asset Management Guidelines.

Shire assets are insured through policies with the Local Government Insurance Scheme (LGIS).

#### 5.1.2 Financial Records

Records/invoices of costs associated to an emergency event are to be assigned to specific emergency cost centres by Local Government.

To ensure accurate records associated with recovery process, are easily identifiable and accessible at any time.

#### 5.1.3 Internal Finance

In an emergency, the Local Government Act 1995, Section 6.8(c) allows expenditure from municipal funds, not included in the annual budget, to be authorised by the President/President at the time of an emergency.

Within this section 6.8(1) of the same act, tenders do not have to be publicly invited if goods and services are obtained from this expenditure.

#### Responsibilities for expending Shire funds

Where possible, expenditure of funds should be discussed with the CEO or Executive Manager Finance and Administration. If a senior officer is nominated, personnel within the activation flowchart (**Appendix 4**) must be notified as soon as possible. The nominated senior officer must have an appropriate authorisation level required to enable funds expenditure.

#### ACTION

- All invoicing and costs associated with the emergency event to be allocated against emergency cost centre.
- CEO and/or nominated senior officer have authority to expend funds on emergency event.

## 5.2 Financial Assistance

### The State Emergency Management Policy (SEMP)

SEMP Policy Section 5.12 outlines the responsibility of the Hazard Management Agency/Control Agency to meet costs associated with an emergency.

### Financial Assistance in Recovery

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

Information on these relief arrangements can be found in the State Emergency Management Plan for State Level Recovery Coordination ([SEMC EM Plan Section 6.10](#)).

### 5.2.1 Disaster Recovery Funding Arrangements-Western Australia (DRFAWA)

DRFAWA is an arrangement between the State and Commonwealth. It provides certain measures to support relief and recovery efforts following a disaster deemed 'eligible'.

To be eligible, it must be a natural disaster or terrorist act for which:

- A coordinated multi-agency response is required
- State expenditure exceeds the small disaster criterion (\$240,000 not including insurance related expenditure), and
- It must be a terrorist event or one of 10 specific natural disasters.

Once it has been determined that the emergency is a large-scale costly event, the Shire shall immediately contact the WA State Administrator of DRFAWA.

DRFAWA Officers can be contacted via:

Email: [drfawa@dfes.wa.gov.au](mailto:drfawa@dfes.wa.gov.au)

Phone: 9395 9341 or 9395 9973 or 9395 9374

Website: <https://www.dfes.wa.gov.au/recovery/Pages/DRFA-WA.aspx>

### 5.2.2 Centrelink

When a major disaster has significantly affected individuals and families, the Australian Government may provide the Disaster Recovery Payment, a one-off, non-means tested recovery payment to eligible adults (\$1,000) and eligible children (\$400).

For more information, visit <https://www.humanservices.gov.au/individuals/help-emergency>

#### ACTION

- On advice an emergency is an eligible event and significant resources have been expended LRC will direct Shire to contact with DRFAWA Officers for advice and guidance.
- In an eligible major disaster LRC will assist affected individuals connect with Centrelink for assistance payments.
- For significant emergency events, immediately begin to track costs in case claims can be presented to DRFAWA.

## 6. APPEALS, DONATIONS AND VOLUNTEERS

### 6.1 *Appeals and Donations*

#### 6.1.1 *Lord Mayor's Distress Relief Fund (LMDRF)*

The Shire will advise and direct the distribution of monetary donations through the LMDRF, which operates under specific guidelines and policy. LMDRF will provide aid to Western Australian victims of disastrous events. The Fund will primarily focus on the relief of individuals' distress and hardship of individuals.

LMDRF should work closely with the LRG, ensuring local issues are considered before deciding on a disbursement plan. LRG authenticates applications and provides recommendations to LMDRF for financial assistance to be disbursed.

For more information see: <http://www.appealswa.org.au>

#### 6.1.2 Donations of goods

**At every opportunity, donations of physical goods should be discouraged** due to significant difficulties when managing physical items. Cash donations are easier to manage and provide the opportunity to use local services, which in turn assists with the recovery of local businesses.

View the [National Guidelines for Managing Donated Goods](#) for best practice management.

#### 6.1.3 Donations of Cash

LRG will encourage the use of the LMDRF for cash donations and if deemed necessary, a separate account will be opened. ([State EM Procedures](#) Pg. 176, Management of Public Fundraising and Donations)

#### 6.1.4 *Non-Government Organisations (NGO) Assistance*

NGOs may offer assistance by way of emergency relief funds, shelter or supplies. Where possible all offers or requests should be coordinated through the LRG to avoid duplication of effort and confusion.

### 6.1.5 Donations of Service and Labour

The Shire or its LRG should coordinate donations of services/labour to assist with recovery.

#### ACTION

- On advice of eligibility following a disaster LRC will direct Shire Officers to contact LMDRF for advice and guidance.
- Spokesperson to advise that the Shire will not accept donations of goods.
- All financial donations will be direct through the LMDRF.
- Offers of assistance will be directed to LRG.

## 6.2 Spontaneous Volunteers

Spontaneous volunteers may emerge offering support and assistance to the affected community. In the first instance, the Shire and its LRG will determine the process to deal with this situation and if support agencies are required to assist with managing these volunteers.

The likely sources of volunteers are:

- Clubs
- Community groups
- Non-government organisations, and
- Members of the public.

#### ACTION

- LRG will refer the management of volunteers to local service clubs and support organisations.



## 7. FACILITIES AND RESOURCES

### 7.1 Hazard Management Agency Response Resources

The Hazard Management Agency (HMA) is responsible for certain resources and should determine which are required to combat the hazards.

### 7.2 Shire of Shark Bay Contacts, Resources and Assets Registers

The Shire has conducted a broad analysis of resources it has available and collated these in the 'Shire Emergency Contacts and Resources Directory' and the 'Shire Welfare Centre Assets Directory' found in the Shire's Local Emergency Management Plan, **Appendix 4 and 7**. Both documents shall be reviewed and updated quarterly at each LEMC meeting. The Shire Emergency Contacts and Resource Directory contains:

- Contact Names
- Contact Details (Business/After Hours), and
- Resources and Service Providers.

### 7.3 Australian Red Cross

The Australian Red Cross has over '100 years' experience of dealing with people in crisis. A wide range of helpful resources can be found on the [Australian Red Cross](#) website to help communities prepare for, respond to and recover from disasters.

### 7.4 Recovery Facilities and Staff

#### 7.4.1 Recovery Centre and One-Stop-Shop

The purpose of a **Recovery Centre** (RC) and a **One-Stop-Shop** (OSS) is to bring together all agencies involved in the recovery process to ensure effective communication and coordination of resources, information, and tasks.

The LRC will decide where to establish the RC (which could be on-going for a significant length of time) and the OSS (usually immediate and shorter length of time), which will depend upon the location, extent, and severity of the emergency. Alternative centres will be explored as required on availability of premises following an event.

The following locations have been identified as suitable RCs:

Location	Address	Available Resources	Max Cap
<b>Denham Town Hall</b>	Hughes Street (near cnr Durlacher Street), Denham (08) 9948 1218	Equipped kitchen External toilets and coldwater showers	
<b>Shark Bay Community Resource Centre</b>	10 Denham Rd, Denham (08) 9948 1787		
<b>Shark Bay Bowling, Sport &amp; Recreation Club</b>	14 Francis Road, Denham (08) 9948 1353	Equipped kitchen Internal toilets	

Depending on the incident's severity, the OSS may be established to provide a central location for the public to receive assistance from all the relevant agencies in the short term. The OSS is to be located as close as possible to the affected community area. Often the nominated evacuation centre may make a natural transition into the OSS. Where this option is not viable, other facilities should be considered in consultation with the Department of Communities and other relevant stakeholders.

Guidelines for establishing the Recovery Centre and One Stop Shop can be viewed at **Appendix 7**.

## ACTIONS

- LRC/LRG to determine location for RC and establish as soon as possible.
- OSS to be established immediately following event and located appropriately.

## 7.4.2 Shire of Shark Bay Staff

### **Staff considerations**

To ensure the continuity of regular business processes, the demands of recovery operations on staff should be considered. ***It may be necessary to employ additional staff*** to ensure the Shire continues to fulfil critical service obligations to the community. The extent of the recovery operations should not be underestimated, as recovery can be a complex and lengthy process. Depending on the nature of the event, some recovery services may be required for months or even years after.

### **Staffing levels**

In the event of a large-scale emergency, the Shire's management should ***assess staffing needs, as soon as possible***, to ensure adequate resourcing is available. If appropriate, a request for assistance may be forwarded to the LRG for consideration. See Appendix 12.

### **Stress and fatigue**

Senior staff are responsible for considering and ***monitoring the effects of fatigue, stress, and pressure on staff*** throughout the recovery process. Additionally, there may be situations where some staff members live in the affected community and have been personally affected by the disaster. Dependent on the nature and impact of the disaster, the CEO should consider additional support for staff.

The Shire's current Employee Assistance Programs (EAP) should be used as necessary.

### **Staff communication**

It is ***imperative*** that ***all staff be regularly briefed and kept up-to-date*** with all activities and progress of recovery. Every day staff communicate with a broad range of community members so can confidently understand and relate the extensive activities and actions the Shire and its LRG are currently engaged in. Situation Reports should be posted prominently within the workplace.

The Shire will instigate ***a formal debriefing*** arrangement for all staff as they transition from recovery back to their normal duties.

## **ACTION**

- Shire staff to be regularly briefed on current situation and activities within recovery.
- Stress and fatigue of Shire staff to be monitored and assistance provided where appropriate.
- As soon as possible determine increase in staffing level to meet demands (refer 1.7.3.).

## 8. ROLES AND RESPONSIBILITIES

### 8.1 Local Emergency Management Committee

The Shire's LEMC is a planning committee with the role of developing local emergency management plans (arrangements) for its district.

To assist the Shire, manage its recovery activities, during the response phase, some members may be part of the ISG while also forming part of the LRG.

### 8.2 Local Recovery Coordinator

The Shire's LRC has been appointed in accordance with the [Emergency Management Act 2005](#), Section 41(4).

*A deputy has also been appointed and trained to undertake the role in case the primary appointee is unavailable when an emergency occurs. See **Appendix 2**.*

### 8.3 Local Recovery Group

The Shire's LRG is the strategic decision-making body that oversees the recovery process. The LRG has a key role in coordinating recovery activities to rebuild, restore and rehabilitate the social, built, economic and natural environments of the affected community.

LRG is formed from LEMC members responsible for specific recovery and restoration tasks, Support organisations, Non-Government Organisations and significant community representatives.

### 8.4 Shire Recovery Roles and Responsibilities

A comprehensive list of all roles and responsibilities for disaster recovery duties of the LRC and identified Shire staff can be viewed at **Appendix 2**.

### 8.5 External Agencies Recovery Roles and Responsibilities

The WA State Government along with Non-Government Organisations should provide a range of services and resources to the recovery effort and should be used wherever possible.

A complete list of agencies and their roles and responsibilities can be viewed in the [State Emergency Management Plan](#) at [Appendix E](#).

#### ACTION

- All Shire staff could be engaged in various stages of disaster recovery.
- Specific Shire staff identified in this plan should be familiar with the roles and responsibilities involved with disaster recovery.
- External agencies should be engaged and used wherever possible.

## 9. COMMUNICATIONS

Recovery communication is the practice of ***sending, gathering, managing, evaluating and disseminating information***. In an emergency and during the response phase, the HMA/CA manages communications. The CA officially hands responsibility for communication to the local government leading the recovery complete with the Impact Statement, as the transfer of event management to recovery is conducted. The local government coordinates the recovery of the affected community, including communications.

Communities threatened by, or experiencing, an emergency have an urgent and vital need for information and direction. They need to know what is likely to happen (or has happened), what to do and what to expect. They also need to know what the authorities are doing.

### 9.1 Recovery Communication Plan

A template for the Recovery Communication Plan has been developed to guide recovery communications. It details a vision, mission, risks, and direction for communication to the affected community and is provided to the LRG.

The Recovery Communication Plan can be found at **Appendix 3**.

### 9.2 Spokesperson/s

During recovery, the Shire's spokesperson will be the Shire's President. The Shire President may delegate authority for specific person/s (eg. CEO) to act as a spokesperson.

#### ACTION

- The Recovery Communications Plan will be used to provide guidance in public information and communications.
- For further guidance refer Communication in Recovery Guidelines  
<https://semc.wa.gov.au/emergency-management/em-tools/Documents/CommunicatingInRecoveryGuidelines.pdf>

## 10. STAND DOWN

Recovery doesn't have a definite end-date; however, the Shire will consult with all interested parties to decide when it will resume normal service delivery. This decision will be made depending on the severity and nature of the emergency, and the impact on the Shire and the community.

### 10.1 Debriefing

The **Manager Human Resources** will instigate a formal debriefing arrangement for all staff through the Employee Assistance Program (EAP) as required, while the Shire transits from recovery back to its normal duties.

### 10.2 Evaluation

Under State emergency management guidelines, the one-year anniversary of the emergency marks the time when the local government must provide an evaluation report of its activities in recovery. ([State EM Policy](#) 6.10 - Review of Recovery Activities)

The LRC will provide the State Recovery Coordinator with a formal report that reflects on the recovery process undertaken by the Shire and its LRG.

See **Appendix 11** Post Recovery Analysis, and **Appendix 10** Reporting template.

#### ACTION

- A formal Post Recovery Analysis will be held for LRG for evaluation and application of lessons learnt. (see Appendix 11b)
- A formal debrief will be held for Shire staff for evaluation and application of lessons learnt.
- Assistance will be made available through EAP for any staff working in the recovery process.
- Formal report compiled by LRC for council and State Recovery Coordinator.



# 11. APPENDICES

**Appendix 1** Local Recovery Group Management Structure

**Appendix 2** Recovery Roles and Responsibilities Shire Staff

**Appendix 3** Recovery Communication Plan and Template

**Appendix 4** Recovery Operational Sequence Guide

**Appendix 5** Local Recovery Group Actions Checklist

**Appendix 6** Operational Recovery Plan

**Appendix 7** Recovery Coordination Centre and One-Stop-Shop Guidelines

**Appendix 8** Health and Welfare Guidelines

**Appendix 9** Local Recovery Plan Action Items

**Appendix 10** Contact Resource Directory - CONFIDENTIAL

**Appendix 11a** Extraordinary LEMC Meeting Template

**Appendix 11b** Post Incident Analysis Template

**Appendix 11c** Local recovery Group Standard Report Template

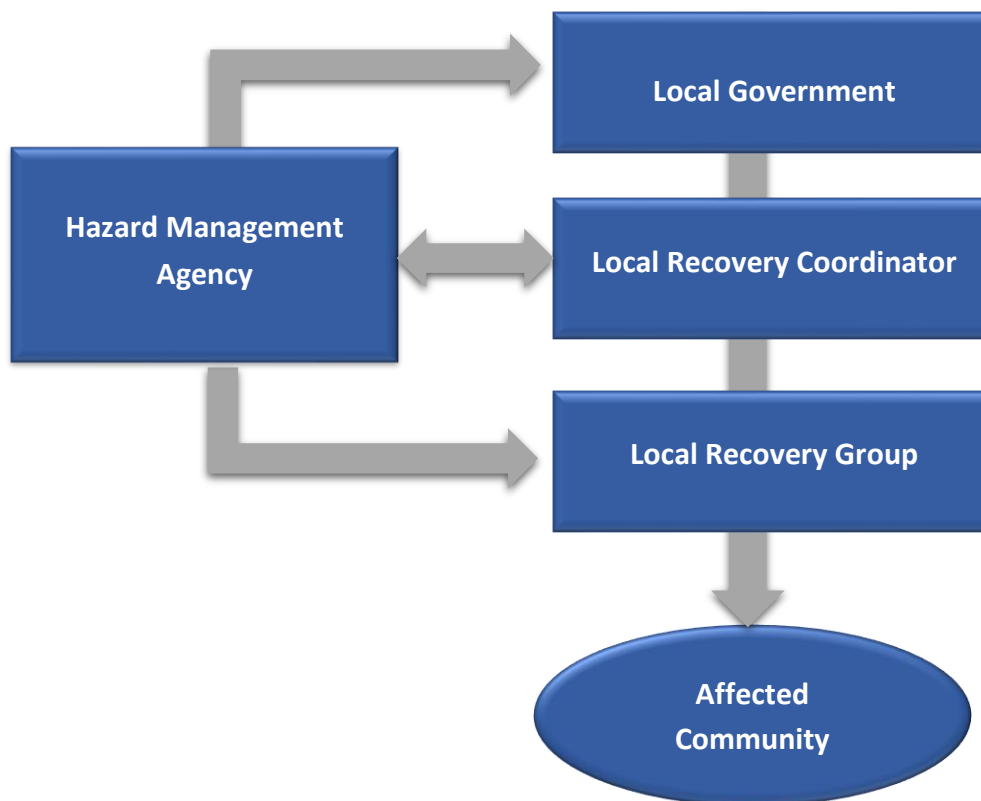
**Appendix 11d** Situation Report (SITREP) Template



# Appendix 1

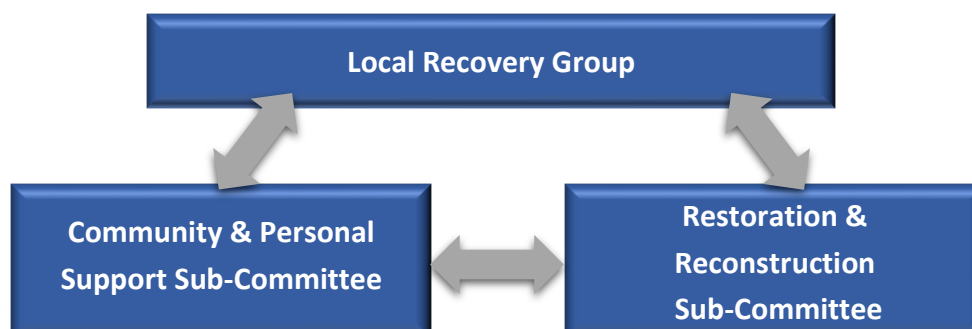
## Local (Shark Bay) Recovery Group Management Structure and Functions

### 1.1 Initial Recovery Management Structure during Response phase

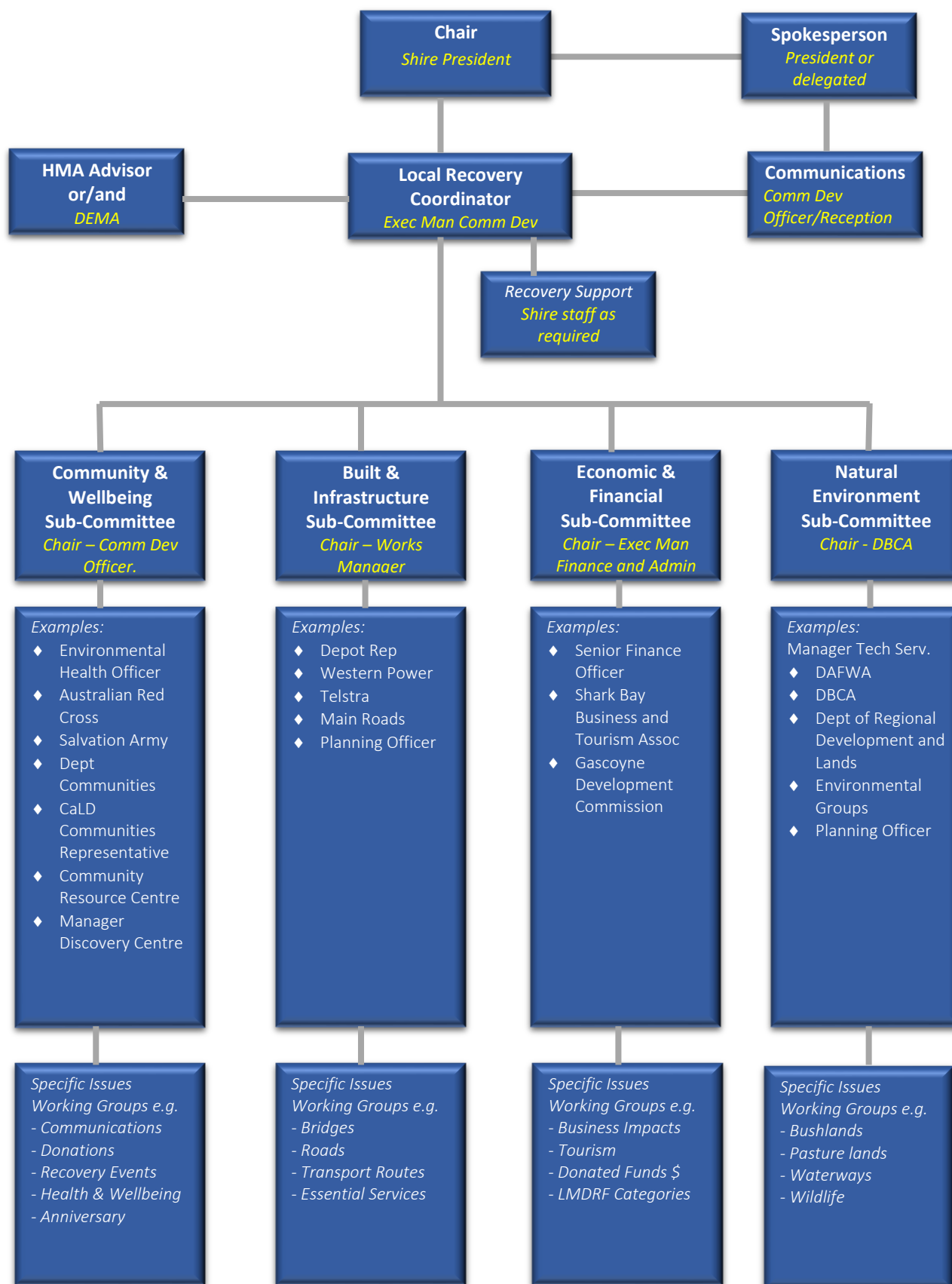


### 1.2 Partial Recovery Management Structure – Initial

*(Depending on community impact and complexity of event)*



### 1.3 Full Management Structure (Comprehensive/Complex Event)





## 1.4 Local Recovery Group Sub-Committee Functions

### Social Community Wellbeing Sub-Committee

#### Functions:

Provides advice and guidance to assist in restoration and strengthening of community wellbeing post event

Facilitates understanding of needs of affected community in relation to its wellbeing

Ensures the affected community is informed and involved in recovery processes so actions and programs match its needs

Assesses and recommends medium and long-term priority areas to Shire of Shark Bay for consideration to assist with restoration and strengthening of community wellbeing

Assesses the requirement for personal support services in the short, medium and long-term

Facilitates resources (financial and human) as required to complement/assist existing local services

Monitors progress of local personal service providers and receives regular progress reports from agencies involved

### Built Infrastructure Sub-Committee

#### Functions:

Assesses requirements for restoration of services and facilities with assistance from responsible agencies

Assesses restoration process and reconstruction policies, programmes, and facilitates reconstruction plans where required

Reports progress of restoration and reconstruction process to the Shark Bay Recovery Group

Assesses and recommends priority infrastructure projects assisting with recovery process in immediate, short, medium and long-term

## Finance Economics Sub-Committee

### Functions:

Provides advice and guidance to assist in restoration and strengthening of the Shire's economy after the event

Makes recommendations to LMDRF on the orderly and equitable disbursement of donations and offers of assistance to individuals suffering personal loss and hardship, as a result of the event

Develops eligibility criteria and procedures by which payments from the LMDRF will be made to affected individuals which:

1. Ensure the principles of equity, fairness, simplicity and transparency apply
2. Ensure procedures developed are straightforward and not onerous to individuals seeking assistance
3. Recognise the extent of loss suffered by individuals
4. Complement other forms of relief and assistance provided by government and the private sector
5. Recognise immediate, short, medium and longer term needs of affected individuals
6. Ensure the privacy of individuals is protected at all times

Facilitates disbursement of financial donations from corporate sector to affected individuals, where practical

## Natural Environment Sub-Committee

### Functions:

Provides advice and guidance to assist with restoration of natural environment post event

Facilitates understanding of needs of affected community in relation to environmental restoration

Assesses and recommends priority areas, projects and community education to assist with recovery process in immediate and short-term regarding restoration of environment including weed management and impacts on wildlife

Assesses and recommends medium and long-term priority areas to the Shire of Shark Bay for consideration to assist in the restoration of the natural environment in the medium to long-term

## Appendix 2

### **Recovery Roles and Responsibilities Shire of Shark Bay Staff**

#### **LOCAL RECOVERY COORDINATOR**

##### **Executive Manager Community Development**

- ✓ Forms part of Incident Support Group (ISG) to provide a coordinated response during an emergency
- ✓ Facilitates and coordinates all recovery actions as directed by Local Recovery Group (LRG)
- ✓ Advises and informs the community regarding all aspects of recovery as per communication strategy
- ✓ Assesses community recovery requirements for each emergency in liaison with HMA to:
- ✓ 1. Provide advice to the CEO on requirements to activate Local Recovery Plan (LRP) and convene the LRG
- ✓ 2. Provide advice to the LRG
- ✓ Undertakes the functions of the Executive Officer to the LRG
- ✓ Facilitates the acquisition and appropriate application of materials, staff and financial resources
- ✓ Manages resources required for an emergency disaster with assistance from Recovery Centre Coordinator
- ✓ Coordinates local recovery activities, in accordance with plans, strategies and policies determined by the LRG
- ✓ Monitors the progress of recovery and provides periodic reports to the LRG
- ✓ Liaises with the State Recovery Coordinator on issues where State level support is required or where there are problems with local services
- ✓ Ensures regular reports are made to the State Recovery Coordination Group on progress of recovery
- ✓ Arranges a debriefing session for all participating agencies and organisations as soon as possible after stand-down including collating data developed throughout recovery for future reporting
- ✓ Ensures all emergency events and related meetings are minuted and all Emergency Coordination Centre and Recovery Centre records are kept for 7 years for the coronial inquest and legal defence purposes

#### **CHAIR**

##### **Local Recovery Group – Shire President**

- ✓ Provides information to the LEMC Chair on issues that need to be addressed from Shire's and LRG perspective

#### **CHAIR**

##### **Local Emergency Management Committee – Shire President**

- ✓ Identifies any issues that arise from the LRG and communicates to the relevant LEMC member for consideration and action

#### **RECOVERY SUPPORT OFFICER**

##### **Admin Officer/Discovery Centre staff member**



- ✓ Provides administrative support as required to members of the LRC and LRG

## SHIRE OF SHARK BAY LIAISON OFFICER

### Executive Manager Community Development

- ✓ Liaises with the HMA and Communication Coordinator
- ✓ Ensures a consistent message is released to the community and internal staff

## RECOVERY CENTRE COORDINATOR (RCC)

### Community Development Officer

- ✓ Develops Management Arrangements, including the Local Recovery Plan (LRP)
- ✓ Appoints a deputy
- ✓ Prepares, maintains and exercises Recovery Centre (RC)
- ✓ Monitors and reviews information relating to centres (e.g. location, facilities)
- ✓ Builds and activates a team to open and manage centre
- ✓ Disseminates information on location, functions and hours of operation to public in conjunction with the Communication Coordinator
- ✓ Accesses and authorises the Shire to commit resources to the centre
- ✓ Coordinates the presence of relevant external agencies
- ✓ Ensures all emergency events and related meetings are minuted and all RC records are kept for 7 years for the coronial inquest and legal defence purposes
- ✓ Works in partnership with HMAs and SEMC Secretariat, during non-disaster periods, to increase recovery awareness and promote recovery planning with key stakeholders

## RECOVERY COMMUNICATIONS COORDINATOR

### Executive Manager Community Development

- ✓ Liaises with other relevant Hazard Management Agencies
- ✓ Ensures communication strategy is in place to share information internally and externally
- ✓ Writes and distributes media statements in line with LG policy
- ✓ Writes, produces and distributes promotional material
- ✓ Advises Executive Team on media issues
- ✓ Assists with preparing protocols for dealing with the media
- ✓ Reviews and implements Recovery Communication Plan in consultation with the LRC and LRG

## SHIRE SAFETY OFFICER

### Occupational Health and Safety Officer

- ✓ Provides advice to all sections of the LRG on OH&S Risk Management during emergencies
- ✓ Liaises with relevant external services or agencies in relation to OH&S practices

## INFORMATION TECHNOLOGY SUPPORT OFFICER



## **Executive Manager Finance and Administration**

- ✓ Ensures normal services continue as the demand potentially increases from an emergency
- ✓ Ensures IT equipment and resources available for Service Units requesting support and equipment

## **COMMUNITY SERVICES COORDINATOR**

### **Community Development Officer**

- ✓ Liaises with Dept. for Communities (DC) Local Welfare Coordinator
- ✓ Assesses requirements for support services in short, medium and long-term
- ✓ Facilitates resources (financial and human) as required to complement/assist existing local services
- ✓ Monitors local service providers and receives regular progress reports from agencies involved
- ✓ Ensures maximum community involvement
- ✓ Ensures immediate and long-term individual and community needs are met
- ✓ Makes recommendations to the LRG

## **CHILDREN AND FAMILY SERVICES COORDINATOR**

### **Community Development Officer**

- ✓ Ensures normal services continue as the demand potentially increases from an emergency
- ✓ Provides advice/progress to the LRG on issues affecting Children/Family services

## **ENGINEER OPERATIONS AND LOGISTICS**

### **Works Manager**

- ✓ Ensures normal services continue as the demand potentially increases from an emergency
- ✓ Assesses requirements for restoring services and facilities with the assistance of responsible agencies
- ✓ Assesses the restoration process and the reconstruction policies and programs and facilitate reconstruction plans where required
- ✓ Reports the progress of the restoration and reconstruction process to the LRG

## **FIELD COORDINATOR SUPERVISORS**

### **Depot Supervisors**

- ✓ Assists with operational response as requested by Engineering Operations Logistics

## **FINANCIAL RECOVERY COORDINATOR**

### **Executive Manager Finance and Administration**

- ✓ Acquires, distributes and accounts for funds
- ✓ Liaises with the LRG to identify financial implications of emergency event
- ✓ Committees established to manage donations, appeals, etc.
- ✓ Keeps records of all costs as a result of the emergency (cost centre to track \$)



- ✓ Liaises with DC to gain access of potential emergency funding
- ✓ Liaises with State Officers after declaration made that activates the DRFAWA fund
- ✓ Acts as representative to ensure appropriate recuperation of funds spent

## MUNICIPAL EMERGENCY RESOURCE OFFICERS

### Ranger

- ✓ Assists Local Recovery Coordinator (LRC) as required
- ✓ Assists with animal welfare

## ECONOMIC RECOVERY COORDINATOR

### Senior Finance Officer

- ✓ Liaises with the Financial Recovery Coordinator to ensure funding is available for critical economical infrastructure affecting business operations)
- ✓ Assists businesses with recovery following an incident
- ✓ Liaises with the business community to ensure immediate/urgent needs are addressed
- ✓ Assists with DRFAWA funding arrangements if required
- ✓ Liaises with insurance companies and provides assistance where required to fast track claims from businesses (for example, provide temporary local office space for insurance assessors)

## WASTE SERVICES OFFICER

### Works Manager

- ✓ Ensures waste services continue as the demand potentially increases from an emergency

## HEALTH RISK ADVISOR

### Environmental Health Officer (contract)

- ✓ Ensures normal services continue as the demand potentially increases from an emergency
- ✓ Provides advice/information to the LRG on issues affecting environmental health resulting from the emergency
- ✓ Evaluates/assesses properties affected by the emergency post event
- ✓ Liaises with Dept. of Health as required on behalf of the Shire

## SUPERVISOR BUILDING MAINTENANCE

### Manager Building Services

- ✓ Evaluates building structures following an emergency
- ✓ Assists with emergency permits
- ✓ Liaises with planning implementation, engineers and building practitioners

## BUILDING STRUCTURAL OFFICER





### **Manager Building Services (contract)**

- ✓ Evaluates/assesses building structures following an emergency
- ✓ Provides assistance to residents affected by a disaster with advice and processing of building plans

### **BUSINESS RISK MANAGEMENT OFFICER**

- ✓ Develops a business continuity plan to ensure LG Business continues during and after the emergency/recovery process
- ✓ Advises on Risk Analysis of Recovery Plan and actions

### **SUPERVISOR PARKS MAINTENANCE**

- ✓ Assists with an operational response as requested by LRG and Engineer Operations and Logistics



# Recovery Communication Plan

(Insert disaster/emergency event name)

(Date)

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## Document Control

Issue	Rev.	Date	Author	Reviewed
Draft for comment		Jan. 2023	LRW	2023
2 <sup>nd</sup> Draft for comment		Feb 2023	LRW	2023
Final draft		June 2023	DW	2023



## 1. Vision

The Shire of Shark Bay's (the Shire) vision during an emergency and subsequent recovery is to empower and support the community so it feels an active partner in its recovery.

To have a strategy in place to manage and/or avoid any adverse public actions and/or reactions which relate to the recent emergency.

## 2. Mission

The Shire's mission is to provide widespread regular high-quality information to disaster affected community members and the greater community.

To acknowledge the psychological challenges and complexities of communicating with a community that has been affected by the disaster.

To encourage and promote two-way communication to better understand the community's needs and concerns.

## 3. Background

*Brief outline of details of emergency event.*

## 4. Communication Objectives

The objectives of communication during recovery are to:

1. Provide direction for communication activities.
2. Ensure communications are appropriate for the audience (To and From).
3. Be flexible to incorporate changes as the situation develops.
4. Ensure feedback to the Shire, stakeholders and community is comprehensive, meaningful and timely.
5. Identify the appropriate delegations, information release authority arrangements and protocols.

## 5. Communication - Outlying Communities

Communications with outlying communities will be undertaken (insert/check relevant data at time of incident)

Community	Contact name.	Contact No.	Email address


## 6. Key Target Audience

The following have been identified as the primary target audience for communications.

Primary Target Audience	Description	Actions When/Where
<b>Disaster affected community members</b>	Reach those who have been directly affected and may be seeking assistance. Consider outreach and using this data base.	Provide recovery contacts and key information to aid decisions via outreach. Shire's website to be kept updated with recovery information.
<b>Displaced persons</b>	Displaced persons need to remain contactable. Use a variety of networks to reach people.	Maintain master database of affected persons. Agencies to share information to build a clear picture of where people are and their contacts.
<b>Community Shire of Shark Bay</b>	Reach those who like to be kept up-to-date on local news and happenings. Use existing community networks so all requests for support and assistance can be provided.	<ul style="list-style-type: none"> <li>• Shire's Website</li> <li>• Recovery Newsletter</li> <li>• Inscription Post (monthly)</li> <li>• Social Media</li> <li>• TV interviews</li> <li>• Community Events</li> <li>• Group gatekeeper networks</li> </ul>
<b>Recovery agency partners</b>	Ensure a coordinated effort and that all messages provided to the community are consistent.	All messages coordinated through Local Recovery Coordinator's office.
<b>Pastoral and outlying community</b>	Reach any rural community that may not have visited recovery centres or attended community meetings and may not know help is available.	Outreach conducted at interval: <ul style="list-style-type: none"> <li>• Immediately after impact</li> <li>• 6 monthly follow up</li> <li>• 12 monthly follow up.</li> </ul> Ensure special issue of Recovery News attached to rates notices. Consider phone outreach.
<b>Identified vulnerable community members (families, children, socially isolated, elderly, youth, bereaved)</b>	Communicate with a range of other vulnerable community members through service providers (e.g. Schools, HACC).	Coordination and support of key stakeholder agencies involved in supporting the wellbeing of vulnerable community. Ensure information is exchanged between different agencies.
<b>Affected businesses and</b>	Maintain communication with	Liaise with affected businesses.

Primary Target Audience	Description	Actions When/Where
<b>their employees</b>	affected businesses. Provide information and assistance so businesses can continue to operate and employ staff.	Engage key support agencies that aid the business community and ensure communication is encouraged.
<b>State and Federal Government</b>	Keep governments informed of Shire's challenges to enlist appropriate assistance.	Ensure key strategies and actions undertaken are communicated to State/Fed. Gov't agencies to ensure common objectives and goals are met and a united front is projected for recovery.
<b>Shire's staff and elected Councillors</b>	Provide information about the challenges to enlist appropriate solutions and provide actions.	Staff newsletter/Intranet information on what is 'happening' in recovery. Customer service information sheet for incoming enquiries. Recovery information is a regular Council agenda item.
<b>Local Recovery Group and Sub-Committees</b>	Provide information to the following committees: <ul style="list-style-type: none"> <li>Finance</li> <li>Social Wellbeing</li> <li>Infrastructure</li> <li>Natural Environment</li> </ul>	Maintain spreadsheet database of all sub-committee meetings highlighting actions, time schedules, responsibilities and outcomes which are available across four sub-committees

The following audiences have been identified as the secondary targets for communication.

Secondary Target Audience	Description	Actions When/Where
<b>Media commentators</b>	Provide information to: <ul style="list-style-type: none"> <li>Authorised State and regional newspapers</li> <li>State and local radio</li> <li>State and local television.</li> </ul>	Weekly newspaper updates. Monthly radio interviews updates. Encourage good news recovery stories for TV/Radio. Community events. Develop and manage an agreed reporting rhythm.
<b>Business community</b>	Keep the business community informed.	Form working groups of affected businesses so they are hubs to distribute information.
<b>WA Community</b>	Keep the wider community informed.	Encourage wider syndication of good news stories and media releases.

## 7. Key Messages

Messages must be consistent with the overall purpose of the communication and meet the requirements of the Shire, stakeholders and the community.

Key messages to be delivered to both primary and secondary target audiences are:

Message: What do you want your audience to think, feel or do?	Purpose: Does this message meet your communication objective?
✓ All concerns/issues, whether great or small, matter to the Shire and are being addressed.	Objective 4, 3
✓ Current situations and information received will be acted upon.	Objective 2, 4
✓ The whole community is being informed and kept up-to-date.	Objective 4
✓ The community is an active partner in recovery and is consulted on decisions and activities that are organised.	Objective 1, 3
✓ The community is empowered by the information received and is encouraged to be self-sufficient to build capacity.	Objective 1

## 8. Actions

Key Stakeholders	Proposed Consultation/Communication	Medium
<b>Community</b>	Community consultation via a range of mediums to reach appropriate members  Using existing community networks and information conduits to engage and inform  Recovery Community Meetings Recovery Newsletter Shire website	Face-to-face via Recovery Centre Community Development team As needs basis  Weekly first month Switching to fortnightly/monthly  Further Outreach as needed to maintain contact and get to persons that don't have other forms of communication.
<b>Shire Councillors</b>	Implementation updates via Council meetings, email newsletters.	Weekly, via 'FYI' newsletter
<b>Shire staff internal and operational</b>	Updates regarding actions and ongoing issues.	Messages disseminated through senior staff via weekly meetings. Agency updates via CEO.
<b>Media</b>	Council segment updates in local papers. Regular interviews with local	Locally read newspaper in and possible West Australian.

	radio stations.	
<b>Shire of Shark Bay</b>	Develop and use a protocol to ensure that all information is vetted, factual, suitably endorsed for release.	LRC, CEO, Communications Officer

## 9. Risk Management

Risk	Action/Mitigation
<b>Information overload</b>	<ul style="list-style-type: none"> <li>✓ Ensure information is fresh, different and interesting, e.g. consider news items found about other affected communities and their recovery.</li> <li>✓ Ensure all information presented addresses a community need, thus minimising superfluous information.</li> </ul>
<b>Material poorly designed and ineffective in communicating key messages</b>	<ul style="list-style-type: none"> <li>✓ Design material so it is clear, easy to use and written in appropriate language for the chosen audience.</li> </ul>
<b>Material and information too late or too infrequent</b>	<ul style="list-style-type: none"> <li>✓ Have weekly or fortnightly deadlines.</li> </ul>
<b>Other agencies sending mixed messages</b>	<ul style="list-style-type: none"> <li>✓ Make sure all agencies are aligned and messages are consistent.</li> </ul>

Communication Channels	Monitor and Evaluate
<b>Shar Bay Emergency/Disaster Event Recovery Newsletter</b>	After publication, register any enquiries or comments regarding the content and assess weekly or immediately after publication.
<b>Local Newspaper, Community Bulletins, West Australian Newspaper</b>	After publication, register any enquiries or comments regarding the content and assess weekly.
<b>Shire's website and FAQs</b>	Assess the number of visits to event recovery page. Establish feedback loops through the website to gauge effectiveness of communications.
<b>Radio interviews (spokesperson)</b>	Record interviews for critical analysis.
<b>Staff briefing notes/script</b>	Check regularly to ensure information is up-to-date and updated immediately the situation changes.
<b>Community events and community meetings</b>	Register attendance numbers. Take notes at each event and meeting to gauge interest and relevance of content.
<b>Distribution of news through existing community networks</b>	Monitor social media and other community networks.



## 10. Communication Plan Review

The Communication Plan will be reviewed daily/weekly, or as necessary, as determined by Local Recovery Group Chairman and/or CEO Shire of Shark Bay.

## 11. Communications Budget

To be determined when actions have been confirmed.

## 12. Attachments

<b>Attachment 1</b>	Recovery Communication Planning Template
<b>Attachment 2</b>	1. Ask a Question    2. Make a Statement
<b>Attachment 3</b>	Outreach Needs Assessment and Initial Contact Form
<b>Attachment 4</b>	Recovery Community Meetings Guidelines



## Attachment 1 -Recovery Communications Planning Guide

# Recovery Communications Planning Template

### *Recovery Communications Planning Checklist*

Action	Y/N	Responsible Person
<b>Communications Governance</b>		
Lead Spokesperson selected/ advised		
Message media chosen		
Liaison with Controlling Agency made		
Message rhythm/frequency decided		
Recovery Message board locations established		
Internal Staff messaging in place		
Outgoing community messaging in place		
Channels for incoming community messages to be received in place		
Communication links with agencies devised		
<b>Messaging</b>		
Regular message format developed		
Recovery branding devised and used		
Physical donations/goods messaging devised and promulgated in all messaging		
Spontaneous volunteer management messaging devised and promulgated in all messaging (as required)		
<b>Community Outreach Program</b>		
Format and content devised		
Received information management format devised		
Ongoing information access portal/media devised and established		

# Community Message Talking Points

**Spokesperson** \_\_\_\_\_ **Position** \_\_\_\_\_

## Message timing

To be delivered at: \_\_\_\_\_ AM ☐ PM ☐

Media channel/s: \_\_\_\_\_

**Target audience:** Internal staff ☐

Community group/s \_\_\_\_\_

Agency/s \_\_\_\_\_

## Message Body

**Intro:** discuss current situation (include 'No physical donations accepted', etc)

### 1 What we Know

### 2 What we do not yet know

### 3 What we are doing

### 4 What we want you to do

## Reiterate main and salient points

Next message will be available at: \_\_\_\_\_

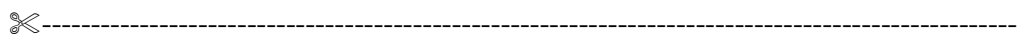


## Attachment 2(a) – Listening - Ask a Question

Printed on GREEN paper

	<b>Emergency/Disaster Event RECOVERY ASK A QUESTION</b> If you would like to ask a question related to the recovery process, please write your question below, provide your name and contact details in the space provided, and one of our Officers will contact you within the week.
Your name:	Your contact details:

Printed on GREEN paper




	<b>Emergency/Disaster Event RECOVERY ASK A QUESTION</b> If you would like to ask a question related to the recovery process, please write your question below, provide your name and contact details in the space provided, and one of our Officers will contact you within the week.
Your name:	Your contact details:




## Attachment 2(b) -Listening - Make a Statement

Printed on YELLOW paper

	
<b>Emergency/Disaster Event RECOVERY MAKE A STATEMENT</b>	
Please feel free to provide us with feedback or make a statement about the recovery process. If you would like a response from one of our Officers, please provide your name and contact details in the space provided.	
Your name:	Your contact details if response required:

Printed on YELLOW paper    ✂-----

	
<b>Emergency/Disaster Event RECOVERY MAKE A STATEMENT</b>	
Please feel free to provide us with feedback, or make a statement about the recovery process. If you would like a response from one of our Officers, please provide your name and contact details in the space provided.	
Your name:	Your contact details if response required:



## Attachment 3 – Outreach Impact and Needs Assessment



# Outreach Impact & Needs Assessment

Date: \_\_\_\_\_ TEAM No: \_\_\_\_\_

Hello, my name is \_\_\_\_\_ and I am from LG/volunteer/Aust. Red Cross on behalf of the Shire of Shark Bay. We are here to (engage/speak/check in) with those affected from recent events to see how best we can assist. We're collecting a database of affected people and impact on properties to ensure we deliver up-to-date information and assistance in connecting people with appropriate organisations/agencies/people depending on assistance you may require.

### PROPERTY DETAILS

Property Location (Lot No, Street name, Area):

Nearest Cross Road:

Property Owner/Occupant Name:

How would you like to be contacted?

Your preferred time?

<input type="checkbox"/>	Phone:	<input type="checkbox"/>	Morning (7am – 12noon)
<input type="checkbox"/>	Email:	<input type="checkbox"/>	Afternoon (12noon – 5pm)
<input type="checkbox"/>	Post:	<input type="checkbox"/>	Evening (After 5pm)

### PROPERTY NEEDS

Please provide information on detail for any needs identified

<input type="checkbox"/>	House destroyed/uninhabitable
<input type="checkbox"/>	House damaged
<input type="checkbox"/>	Outbuildings destroyed Total: _____
<input type="checkbox"/>	Rebuilding assistance
<input type="checkbox"/>	Asbestos/Possible asbestos
<input type="checkbox"/>	Water supply affected
<input type="checkbox"/>	Vehicle destroyed/damaged
<input type="checkbox"/>	Animals lost/Injured
<input type="checkbox"/>	Utility services affected
<input type="checkbox"/>	Fencing destroyed/damaged
<input type="checkbox"/>	Environmental clean-up required
<input type="checkbox"/>	Other (Please provide details) _____

### INFORMATION NEEDS

### OTHER ASSISTANCE REQUIRED

<input type="checkbox"/>	Rubbish collection/Disposal information	<input type="checkbox"/>	Council Services TYPE:
<input type="checkbox"/>	Recovery Information/Newsletter	<input type="checkbox"/>	Referral to Agency WHO:
<input type="checkbox"/>	Financial/Grant assistance	<input type="checkbox"/>	Other (provide details):
<input type="checkbox"/>	Counselling/Wellbeing check		

Would you like someone to contact you?

☐ Immediately ☐ Within the week ☐ In the future

(Tick Box)

## Attachment 4 - Community Recovery Meeting Guide



# Community Recovery Meeting

We promise to listen to you and do our best to answer your questions honestly and tell you exactly what we know. There will be many questions that we don't have answers to yet. Please accept this is our reality and we are doing everything we can to get these questions answered by the responsible agencies.

## Unity at Community Meetings – Together we stand

- ✓ Let's keep the right thing at the centre: let's do the very best we can for our recovery as a community
- ✓ Together we are better and stronger: let's keep the spirit of community strong (and your local government workers are part of that community)
- ✓ Treat each other with dignity and respect: everyone's concerns matter and are equally important
- ✓ Keep it as civil as you possibly can: abusive language is not acceptable and is not helpful
- ✓ Listen respectfully to each other and try to understand the other's point of view
- ✓ Only one person to speak at a time... we can only hear one person at a time
- ✓ Say what you need, and what you need to know
- ✓ Constructive suggestions are welcomed... everyone can be part of the problem-solving process
- ✓ It is OK to leave the room at any point. We have Councillors here who can help you if you feel overwhelmed

# Appendix 4

## Recovery Operational Sequence Guide/Checklist

Situation	Organisation/Action
<b>ALERT</b> (Transition)  Advice of an emergency with potential to require local coordination of recovery activities	<b>HMA/CONTROLLING AGENCY</b> <ul style="list-style-type: none"> <li>➤ Ensure Local Emergency Coordinator (LEC) and affected local government(s) are advised of extent of potential recovery support requirements.</li> <li>➤ State EM Plan -             <p>6.2.1 – The Controlling Agency is responsible for the coordination of an assessment of all impacts relating to the four recovery environments (social, built, economic and natural) prior to cessation of the response, including a risk assessment and treatment plan to provide for safe community access to the affected area. Where required, an Impact Statement must be completed, prior to the transfer of responsibility for management of recovery to the local government(s) affected area.</p> <p>6.2.2 – The relevant Controlling Agency with responsibility for the response to an emergency must initiate a range of recovery activities during the response to that emergency, as detailed in the State EM Plan (section 6.4).</p> </li> <li>➤ Include Local Recovery Coordinators/ Local Governments in briefings/Incident Support Group (ISG).</li> </ul>
	<b>LOCAL GOVERNMENT</b> <ul style="list-style-type: none"> <li>➤ Establish liaison with Local Recovery Coordinator (LRC)/Local Recovery Group chairperson and appropriate core members considering requirement for local level coordination of recovery support.</li> <li>➤ Advise and liaise with LRG members.</li> </ul>
<b>ACTIVATION</b>  Requirement for local level coordination of recovery identified/requested	<b>LOCAL GOVERNMENT</b> <ul style="list-style-type: none"> <li>➤ When requested by, or on the advice of, the HMA or ISG, convene LRG and where required, establish a management structure.</li> </ul>
	<b>LRC</b> <ul style="list-style-type: none"> <li>➤ Arrange for conduct of on-site assessment, if appropriate.</li> </ul> <p>Maintain links with affected organisations to identify and coordinate the provision of recovery support.</p>
<b>STAND DOWN</b>  On completion of local recovery activities.	<b>LOCAL GOVERNMENT/LRC</b> <ul style="list-style-type: none"> <li>➤ Ensure handover of responsibility for ongoing recovery activities to a managing agency.</li> <li>➤ Advise LEC (informal) and LRG members of stand-down.</li> <li>➤ Conduct debrief/post operations review and prepare report to the LEMC, with copies to the DEMC, the HMA and the Chair SEMC Recovery &amp; Community Engagement Sub-Committee (SEMC).</li> <li>➤ Manage the implementation of post operations report recommendations and revision of Local Recovery Plan as required.</li> </ul>





## LRG Appendix 5

### **CHECKLIST – Recovery actions for Local Recovery Group and Local Recovery Coordinator**

*Please use the right hand column to record your progress.*

Transition from Response	IC shall include the LRC in critical response briefings	
	LRC shall ensure the IC is aware of recovery requirements and tasks prior to terminating the state of emergency	
	LRG shall ensure that agencies with response and recovery obligations are aware of their continuing role	
	LRG to confirm whether the event has been proclaimed an eligible natural disaster under the Disaster Recovery Funding Arrangements Western Australia and if so what assistance measures are available	
	LRC shall initiate key recovery arrangements and ensure formalisation of handover takes place	
	Ensure HMA completes an Impact Statement and it is available for handover	
Management Structure	Ensure the appointment of a Deputy LRC has occurred	
	If required advise Local Recovery Centre Coordinator to activate the Local Recovery Centre	
	Facilitate representative sub-committee to coordinate and action recovery tasks and disseminate decision as required	
	Ensure and facilitate the completion of the Needs and Impact assessment	
	Assume public information responsibilities from response agency and provide information to the Shire's Coordinator Corporate Communications to disseminate to the community	
	Facilitate/advise on State/Federal Disaster Relief Funding, (DPIRD, Centrelink) and facilitate/advise on private aid and funding	
	Prepare oral and written financial and non-financial reports and briefs within Operational Recovery Plan	
	Provide adequate administration support to all recovery functions	
	Provide a succinct reporting system to Shire of Shark Bay, State RC, LRG, community	
	Recruit and work with representatives of the affected community and include in recovery planning	
	Establish strategies for uniting the community behind agreed objectives (events, meetings)	
	Establish One-Stop-Shop and Recovery Centres providing advice, information and assistance to community during the recovery period	
	Enact Recovery Communication Plan for sharing information and enabling listening	



Impact and Needs Assessment	Use intelligence/planning information from the response operation and ensure LRC is liaising with HMA through response	
	Confirm the total area of impact for determination of survey focus	
	Set out the immediate information needs: infrastructure problems and status, damage impact and patterns, and welfare issues	
	Link with parallel data-gathering work	
	Identify and close information gaps (establish the “big picture”).	
	Assess the financial and insurance requirements of affected parties	
	Gather evidence to support requests for government assistance	
	Ensure all relevant information is strictly confidential to avoid use for commercial gain	
Inspections and Needs Assessments – Technical	Establish and define the purpose of inspection/assessment and expected outcomes	
	Consistently apply agreed criteria (requiring a common understanding by the people undertaking the survey process)	
	Collect, interpret and analyse data	
	Establish a method/process to determine the type of information needed for this recovery operation: <ul style="list-style-type: none"> <li>How and who will gather the information (single survey)</li> <li>How information will be shared</li> <li>How information will be processed and analysed</li> <li>How the data will be verified (accuracy, currency and relevance)</li> </ul>	
	Manage the process to minimise calling back	
	Coordinate, select and brief staff	
	Maintain confidentiality and privacy of assessment data	
Data Management	Allocate responsibility for data management tasks ensuring proper process of relevant data transfer	
	Use templates/spreadsheets for impact assessment and for tracking assistance provided	



State Government Involvement	Establish robust relationships with key regional government agency representatives, and appoint them to appropriate LRG Sub-Committees and RCC, as required	
	Instigate liaison with DPIRD Officers for the recovery claim process	
	Attend ASAP to requests for information from government agencies	
Public Information	Ensure spokesperson available (CEO, Mayor, delegated) to speak with the media	
	Manage public information in accordance with Recovery Communication Plan	
	Identify priority information needs	
	Monitor social media, and media and counter misinformation	
Rehabilitation and Assistance	Establish a mechanism for receiving expert technical advice from lifeline groups	
	Monitor and assist rehabilitation of critical infrastructure	
	Prioritise recovery assistance in line with community needs	
	Prioritise public health to restore health services and infrastructure	
	Assist and liaise with businesses to re-establish and reopen	
	Restore community and cultural infrastructure (including education facilities)	
	Restore basic community amenities for meetings and entertainment	
	Facilitate emergency financial assistance through the Department for Communities (DC)	
Implementation of Risk Management Measures	Be aware of need to adjust capital works and maintenance programs	
	While doing the hazard analysis: <ul style="list-style-type: none"> <li>Identify essential services and facilities in high-risk areas</li> <li>Consider the restoration betterment options for essential services</li> </ul>	
	Identify betterment options based on research and consultation	
	Undertake urgent hazard reassessment based on new (event) information and relate to the Shire's Emergency Risk Management Plan	



Financial Management	Review financial strategies including use of Budget line items for tracking all recovery expenses	
	Communicate with financial agencies, including insurance companies	
	Keep financial processes transparent, appeal monies, etc.	
	Liaise with LMDRF for process and protocols for managing appeals system	
	Ensure recording of all expenditure during recovery, (expenditure, receipts, timesheets, contractors) for DRFAWA claims	
Reporting	Provide a succinct reporting system to the Shire of Shark Bay, State RC, LRG, community	
	Provide adequate administration support to all recovery functions	
Recovery Long-Term Strategy (including Managed Withdrawal)	Continually review the Recovery Management process with a view to withdrawing as the community takes over	
	Conduct a Long-Term Recovery Strategy workshop with community representatives and key stakeholder organisations including managed withdrawal strategies	
	Ensure ongoing public information and communications including avenue for reporting and management of unresolved community recovery issues	
	Stage a public event of acknowledgement and community closure	
Recovery Post Analysis Report (Lessons Learnt)	Conduct a debrief and Post Recovery Analysis with key community members and key stakeholder organisations towards preparing a Recovery Lessons Learnt Report	
	Conduct a debrief and Post Recovery Analysis with Shire of Shark Bay staff and elected members towards preparing a Lessons Learnt Report	



## Appendix 6

### Operational Recovery Plan Template

# Operational Recovery Plan

Emergency Event: (Type and location)

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Date of Emergency: \_\_\_\_\_

HMA/CA INCIDENT LEVEL \_\_\_\_ DECLARED AS \_\_\_\_\_

## Section 1

### Introduction:

Background on the nature of the emergency or incident	Compile the type of event and basic outline of sequence of events
Aim or purpose of the plan	Like all management tools think about why you are engaged in recovery and what you hope to achieve overall
Authority for plan	As a local authority you are charged with the responsibility of recovery under the Emergency Management Act 2005

## Section 2

### Assessment of Recovery Requirements:

Details of loss and damage	Residential, commercial and industrial buildings, transport, essential services (including state and local government infrastructure). Your primary Impact Statement (IS) from HMA will give you an initial overview. This can be added to when subsequent reports are made.
Estimates of costs of damage	You may get indications from IS. Further indications could be from insurance agencies, also lifeline infrastructure may assist assessment.
Temporary accommodation requirements	Include details of evacuation centres opened, displaced persons, need for temporary accommodation, relocating displaced persons.

Additional personnel requirements (general and specialist)	It is imperative that you enlist as much help as you can in the initial stages. This may be specialist assistance or simply manpower to cope with the increased workloads.
Human services (personal and psychological support) requirements	On completion of Outreach Individual Needs Assessment, you would have initial contact with your affected community ascertaining what physical and psychological resources are required in the immediate, short and medium term, understanding the impact on community.
Health issues	Medical/Health personnel and Council EHOs will assess any significant issues (water, food spoilage, medical supplies or medivac).

## Section 3

### Organisational Aspects:

Details the composition, structure and reporting lines of the groups, sub-committees and working groups 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	Give list of resources deployed and confer with the LRG network for future resources.
Redevelopment Plans (includes mitigation proposals for betterment)	This could be inappropriate in the early stages, however, should be part of the Long-Term Recovery Strategy in future reporting.
Reconstruction restoration programme and priorities	Detail agencies engaged in their specialist fields and estimates for re-establishing lifelines, waste, and restoration.
Includes programs and strategies of government agencies to restore essential services	Consider betterment when engaged in rebuilding.
Includes the local government program for community services restoration	Local events, meetings, coffee get togethers, recreation, breakfast BBQs, etc.



Financial arrangements	Assistance programs DRFAWA, insurance, public appeals, LMDRF, and physical and monetary donations.
Public information dissemination	From the Communication Plan outline what and how your communication is being staged.

#### Administrative Arrangements:

Administration of recovery funding	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.
Information management processes	How is the management and recording process being undertaken.
Reporting rhythm	Who, when and how is the reporting being undertaken.

## Section 5

#### Conclusion:

Give an overall summary highlighting immediate, short, medium and long-term priorities and timetable.

Signed by: \_\_\_\_\_  
*Chairperson Local Recovery Group or Local Recovery Coordinator*

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

## Appendix 7

### **Local Recovery Coordination Centre (RC) and One Stop Shop Guidelines**

#### **Aim:**

To assist the impacted community in their medium to long term recovery by providing coordinated collocation of agencies to attend to psychosocial support in a neutral environment, ensuring people feel safe, welcome and comfortable.

#### **Objectives:**

The objectives of a Recovery Centre are to;

- ✓ To connect people with each other and with agencies and organisations which can assist people in their recovery
- ✓ To identify vulnerable individuals or families that may require immediate assistance from service providers who can address their particular needs and what those needs may be.
- ✓ To promote the importance of wellness and provide practical tools for coping with trauma and grief
- ✓ To provide regular, high-quality information on recovery milestones and other important information related to the recovery and be known as the primary location for up-to-date information
- ✓ To promote and demonstrate disaster preparedness to reduce the anxiety that may be felt within the community due to their experience
- ✓ To acknowledge the psychological challenges and complexities faced by the impacted community

#### **Location:**

Ideally the Recovery Centre will be in a central location to the impacted community and to public transport.

#### **Building Features:**

Specific features to consider in a potential building include;

- ✓ The building needs to be accessible for disabled persons
- ✓ A reception area and a comfortable place for people to wait
- ✓ Large rooms that will be suitable for office space
- ✓ An interview room for appointments with individuals and families
- ✓ Public toilets





- ✓ A multipurpose function room that has the capacity for meetings and events
- ✓ Storage such as a shed for storing 'new' donated items
- ✓ Kitchen suitable for catering for small events and acting as a staff room
- ✓ Ensure adequate parking is available

### Set-up Considerations:

Suggestions to consider for physically setting up a Recovery Centre include;

- ✓ Office furniture including desks, chairs, book shelves, white boards, waiting room couch, meeting room fold out tables (light easy to move)
- ✓ Office equipment including computers, printer, photocopier, phones
- ✓ Secure disposal of confidential papers
- ✓ Essential Services such as power, phone and internet will need to be connected
- ✓ Signage for the public and visiting stakeholders to locate with ease
- ✓ Children's corner with colouring in books and pencils and small toys
- ✓ Artwork to lighten and brighten the mood

### Steps to establish Recovery Centre:

Not all local governments will have the convenience of a spare building that is ready to be occupied. The following options may need to be considered;

- ✓ Rental of lease agreement for building
- ✓ Building modifications
- ✓ Mobile office building (donga)
- ✓ Arrange hire, lease or purchase of office equipment
- ✓ Second-hand furnishing
- ✓ Cleaning and rubbish collection



## Record Keeping:

The Emergency Management Act 2005 allows information to be shared between State Agencies and Local Government.

It is recommended that LRC keeps a master database based that records;

- ✓ the property address
- ✓ is it destroyed or damage
- ✓ owner contacts (including email, mobile number)
- ✓ renters contacts (if rental or Dept of Housing)
- ✓ Insured or uninsured
- ✓ Received Centrelink Immediate Payment
- ✓ Received assistance from Department of Communities
- ✓ Applied for LMDRF
- ✓ Email collection for Newsletter and other important information
- ✓ Received Outreach from Australian Red Cross

## Management of Recovery Centre (RC):

The following should be considered in the running of RC;

- ✓ All staff at the RC should be wearing identification such as name badges that show the organisation they working for
- ✓ Beware of and monitor the health and safety issues, paying particular attention to staff stress and security for the staff and building
- ✓ Establish a process for regular operational staff briefing and debriefing

## Recovery Events:

RC Staff will likely attend a wide range of recovery events that are located at the RC or within the impacted area.

Natural community desire will be to have social gatherings for their demographics, for example farmers will want to gather with other farmers.

Recovery activities will need to flex with the community's recovery as people's circumstances change. See Recovery short, medium and long term.

To assist in the management of recovery events see the attached 'Local Government Recovery Event Planning Template'.



## Closing of the Recovery Centre (RC):

The following should be considered in the running of RC;

- ✓ The RC will become an important point of community focus and solidarity. It is not unusual for the centre to open for months or even years
- ✓ Liaise with key stakeholders to establish the appropriate time for the RC to be closed and report to LRG
- ✓ Communicate well in advance with the community that the centre will be closed and on what date
- ✓ Ensure all people who have used the centre are contacted and notified of how they can access services in the future
- ✓ Consider a public function to thank all involved or have an official closing ceremony
- ✓ Consider an article in the local newspaper about the closing of the centre, what its purpose was, what it accomplished, services provided to the community
- ✓ Sync closure of recovery centre with formal cessation of recovery with community celebration.

# ATTACHMENT 1

## *The recovery timeline: short, medium and long term*

### **Short-term recovery (where we've been)**

Short-term recovery is also called relief. The aim of relief is to address and support the immediate needs of individuals, businesses and the community affected by the event. Relief often happens while essential services are still being restored to the level where response agencies are no longer required to maintain them.

Relief agencies will usually undertake some form of impact assessment to get a clear idea of the extent of the impacts. This includes understanding the geographical extent of the impacts (i.e. how big), the human impacts (i.e. who is affected and are there casualties), the property and infrastructure impacts (i.e. what is damaged or destroyed), and the environmental impacts (i.e. are there threats to health and sanitation).

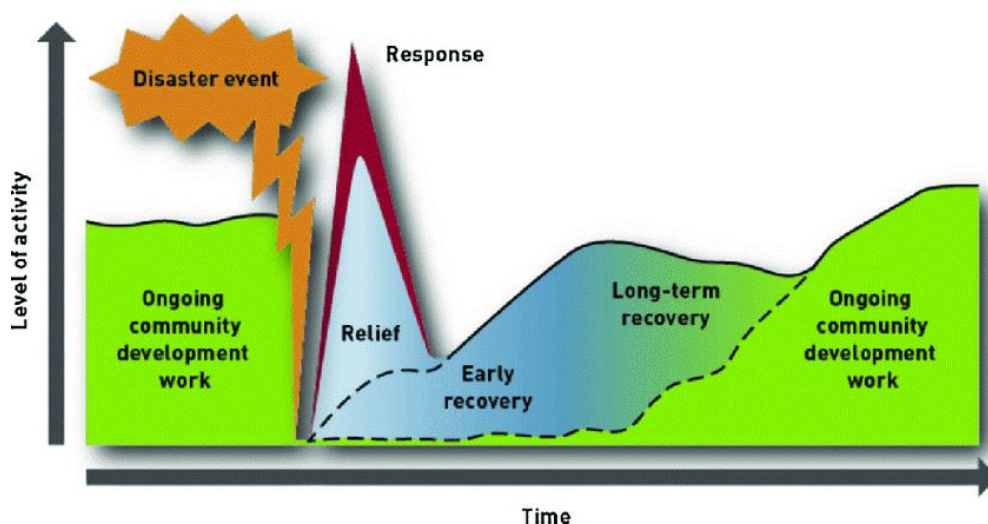
### **Medium-term recovery (where we are now)**

The transition from short-term recovery to medium-term recovery happens when response agencies are 'stood down'. Medium-term recovery continues the coordinated process that was established during relief. Affected communities continue to be supported in terms of emotional, social and physical support. During this phase, critical physical infrastructure will be rebuilt, and the restoration of the economy and of the environment will begin.

### **Long-term recovery (where we're heading)**

Recovery can continue for a very long time after an event: often it will take years. The role of the agencies and recovery groups continues to be critically important over these years, and it is best to plan for long-term recovery properly ahead of time, which is why we want to make this long term recovery strategy with you.

One of the key aims of long-term recovery should be to help the community become more resilient and more independent of agency support. This is why community-driven recovery is so important: it enables us to begin as we mean to continue: with community leading the way and with agencies in the supporting role.



## ATTACHMENT 2

### Local Government Recovery Event Planning Template

ACTION	DESCRIPTION	GOALS	Y/N
<b>COMMUNITY SUPPORT:</b>			
<b>WHERE HAS CONCEPT IDEA COME FROM:</b>			
<b>STAKEHOLDERS:</b> Who owns the action?			
<b>OTHER INVOLVEMENT:</b> Who is needed?			
<b>RESOURCES:</b>			
<b>COSTS:</b>			
<b>SPONSORS / FUNDING BODIES:</b>			
<b>HEALTH &amp; WELLBEING RISK:</b> <input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low	<b>SUPPORT REQUIRED:</b> <input type="checkbox"/> Shire Staff <input type="checkbox"/> Wellbeing <input type="checkbox"/> Other: _____		
<b>ENVIRONMENTAL RISK:</b> <input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low	<b>SUPPORT REQUIRED:</b> <input type="checkbox"/> Shire Staff <input type="checkbox"/> Other: _____		
<b>CATEGORY:</b>	<input type="checkbox"/> Needs Assessment <input type="checkbox"/> Communication <input type="checkbox"/> Event <input type="checkbox"/> Donations <input type="checkbox"/> Wellbeing		
<b>RECOVERY VALUE:</b>	<input type="checkbox"/> High <input type="checkbox"/> Moderate <input type="checkbox"/> Low <input type="checkbox"/> Community Interest		
<b>PRIORITY / TIMELINE:</b>	<input type="checkbox"/> High / Urgent <input type="checkbox"/> Important <input type="checkbox"/> Medium / Medium Term <input type="checkbox"/> Lower / Long Term		
<b>DIFFICULTY:</b>	<input type="checkbox"/> Straightforward <input type="checkbox"/> Effort Required <input type="checkbox"/> Long Term / Complex		
<b>OBJECTIVES:</b>	<input type="checkbox"/> Promote health & wellbeing <input type="checkbox"/> Increase / Enhance understanding of community needs <input type="checkbox"/> Provide information / enhance communication <input type="checkbox"/> Support Community Recovery through long term programs and projects		
<b>EVALUATION:</b>			



## Appendix 8

### ***Welfare and Health Services***

Relief activities meet the immediate food, shelter and security requirements of those affected by the emergency. Whereas recovery activities provide information, resources, personal support and community infrastructure necessary for individuals and communities to achieve self-sufficiency and sustain independent functioning. In some instances, these activities may continue for months or even years.

The following link provides related support plans and detailed information:

<https://www.semc.wa.gov.au/emergency-management/plans/state-support-plans>

The Shire of Shark Bay ***Local Welfare Emergency Management Support Plan*** provides local contingencies for Health and Welfare.

#### **Principles:**

The recovery principles of health and wellbeing after emergencies are:

Response and recovery actions actively support individuals, families and businesses

Health and Wellbeing sub-committee (HaW) encourages community to participate in community recovery decision-making

The overall needs assessment of individuals and families is evaluated as early as possible

Personal support strategies are integral to overall recovery management process

Measures are taken to mitigate the affects of future emergencies on community

Recovery programs be coordinated to support and enhance community

#### **Strategies:**

Strategies to implement the principles of Health and Welfare recovery following an emergency are shown in ***conceptual***, ***management*** and ***service delivery*** classifications. They are proposed as examples, rather than as an exclusive listing of strategies that might be invoked in all circumstances.



## Conceptual:

Encourage emergency service agencies to implement procedures relating to personal support services (e.g. identify potential welfare needs)

Support and promote individuals, families and businesses of the affected community

Support and promote community improvements

Purchase replacement goods and services locally via local businesses and trades people wherever practical

Maintain the integrity of local community groups and experts and their capabilities

Build on existing organisations and networks through activating available systems within the community

Encourage support of local community groups and experts

Encourage agencies to employ local residents

Source government grants, distribution of appeal funds and charitable payments to assist with supporting needs of individuals and families during the recovery process

Avoid duplication of services and identify gaps

## Management:

Identify all aspects of Health and Welfare that may be required

Establish liaison between Health and Welfare groups, community and government agencies in the community

Establish Health and Welfare Sub-Committee representatives from Health and Wellbeing groups, the community and government agencies

Provide community with information about recovery process and resources available through the Health and Welfare Sub-Committee via Communication Plan processes

Ensure community participation in the Health and Welfare Sub-Committee

Conduct inter-agency briefings and feedback sessions on effectiveness and progress of welfare recovery process

Identify gaps in Health and Welfare services for consideration in risk management processes

Develop risk management assessments aimed at minimising future Health and Wellbeing requirements



## Service Delivery:

Ensure service delivery personnel is aware of the range of services available and appropriate referral processes

Ensure service delivery personnel is aware of the local welfare circumstances pre and post-emergency

Ensure service delivery personnel has good interpersonal skills and understanding of the local community

Provide HaW services in a timely, fair, equitable and flexible manner; ensure services and/or information is coordinated and provided by a variety of means

Ensure availability and accessibility to Health and Welfare and recovery information and services



## Appendix 9

### **Local Recovery Plan – Action Items**

#### **Activation of Recovery**

- Approached by HMA/CA IC to initiate
- LRC advises the Shire's CEO of recovery activation
- Assessment of assistance determined
- LRP is implemented

#### **Response to Recovery transition of event Responsibilities**

- Recovery initiated while response still in progress
- LRC to attend ISG meetings and liaison with Incident Controller
- LRG gathered and briefed ensuring coordinated transition
- CEO to sign off response to recovery handover with HMA/CA with Impact Statement developed and agreed by CA IC

#### **Impact Statement and Needs Assessment**

- Recovery initiated while response still in progress
- LRC to attend ISG meetings and liaise with Incident Controller
- LRG gathered and briefed ensuring coordinated transition
- CEO to sign off response to recovery handover with HMA/CA. Impact Statement is provided
- LRG Outreach Needs Assessment will be carried out ASAP, when safe, after event
- Aust. Red Cross contacted ASAP to establish agreed partnership in recovery activities

#### **Operational Recovery Plan**

- LRC to prepare Operational Recovery Plan where significant reconstruction and restoration is required

#### **Strategic Long-Term Recovery Plan**

- The Shire to develop a collaborative, comprehensive and inclusive long-term recovery strategy for the community, including objectives and timelines

#### **Managed Withdrawal**

- The Shire will communicate via the LRG sub-committees when relevant service providers and agencies will be withdrawing services from the affected area
- The Shire to identify potential partnerships with existing community organisations and services and ascertain their capacity to support the recovery process in the medium and long-term
- LRG to identify recovery programs that will 'phase down', 'phase out' or be 'handed over' to the community to continue

## Establishing LRG Management Structure

- The Shire will establish the LRG management structure relevant to event size and complexity
- LRG will establish membership from Shire staff, supporting agencies and community members
- LRG will operate within recognised functions and relevant sub-committee structure
- LRG will actively encourage and invite community participation within the LRG
- LRG will actively engage with State Government to maximise recovery resources

## Financial Management

- All invoicing and costs associated with the emergency event to be allocated against the Shire's emergency event cost centre
- On advice emergency is an eligible event and significant resources have been expended, LRC will direct the Shire to contact DRFAWA Officers (DFES) for advice and guidance
- CEO and/or nominated senior officer have authority to expend funds on emergency event
- In an eligible major disaster LRC will assist affected individuals connect with Centrelink for assistance payments

## Appeals and Donations

- On advice of eligibility following a disaster, LRC will direct the Shire officers to LMDRF for advice and guidance
- Spokesperson will advise that the Shire **will not** accept donations of goods
- All financial donations will be direct through the LMDRF
- Offers of assistance will be directed to LRG

## Spontaneous Volunteers

- The Shire's LRG will refer spontaneous volunteers to local service clubs and support agencies to manage

## Recovery Coordination Centre and One-Stop-Shop

- LRC/LRG to determine location for Recovery Centre and establish as soon as possible
- One-Stop-Shop to be established immediately following event and located appropriately

## STAFF – Shire of Shark Bay

- Shire staff to be regularly briefed on current situation and activities within recovery
- Stress and fatigue of Shire staff to be monitored and assisted where appropriate
- As soon as possible determine staffing level increase to meet demands (refer 1.7.3.)



## **Shire of Shark Bay Staff – Recovery Roles and Responsibilities**

- All Shire staff could be engaged in various stages of disaster recovery
- Specific Shire staff identified in this Plan should be very familiar with the roles and responsibilities involved with disaster recovery
- External agencies are to be engaged and used wherever possible

## **Disaster Event Recovery Communication Plan**

- The Recovery Communication Plan will provide guidance when distributing public information and communications

## **Debriefing and Evaluation**

- The LRG will hold a formal Post Incident Analysis to evaluate the process and apply lessons learnt
- A formal debrief will be held for Shire staff to evaluate the process and apply lessons learnt
- Assistance will be made available through EAP for any staff working in the recovery process
- LRC will compile a formal report for Council and State Recovery Coordinator
- LRP amended (as required) to incorporate lessons learned for continuous improvement

Unavallable



## Appendix 11(a)

# Local Emergency Management Committee Extraordinary Meeting Agenda <Insert Event Name>

Date:

Time:

Venue:

Attendance Name and Organisation:

Name	Organisation	Name	Organisation

No	ITEM	Reporting
	Welcome and apologies	Chair
1	Insert event name- Current Situation	From Sitrep or lead agency
2	Other Agency Reports	Agency leads
3	Communications employed	HMA lead, others as required
4	Priorities, further action	Chair
5	Other items as required	
6	Other items as required	
9	Other business.	As required
10	Next meeting: time and date	Chair



## Appendix 11(b)

### *Post Incident Analysis – Emergency and Recovery Management*

ISSUE	COMMENT	RECOMMENDATIONS
Was notification/mobilisation satisfactory/appropriate?		
Was the Management/Administration structure effective?		
Reporting relationships clear? (Did you know who to report to?)		
Was the transition from Response Phase to Recovery Phase clearly established?		
Were Recovery Objectives/Actions clearly defined?		
Were Recovery Arrangements useful or require review/upgrade?		
<b>Inter-agency liaison</b> Any issues working/liasing with other organisations?		
<b>Emergency Management - Recovery Support Arrangements</b> Are relevant Agency/Organisation arrangements established/current?		



# Appendix 10

## Local Recovery Group Standard Reporting

### LOCAL RECOVERY GROUP – RECOVERY REPORT

<Insert Emergency Situation Here>

#### Shire of Shark Bay Recovery Group

Report No: .....

To: Chairman, SRG/State Recovery Coordinator

#### Situation Update:

Should include: full damage report (once only) and estimated amount in dollars, work in progress including estimated completion dates, details of difficulties or problems being experienced.

#### Proposed Activities:

Should include plans and strategies for resumption of normal services (where appropriate), plans for mitigation works, dates of commencement and completion of reconstruction works, possible disruption of activities of other agencies.

#### Special Assistance:

#### Requirements:

Includes support from other agencies, LRG intervention with priorities.

#### Financial Issues:

May include support from LRG for additional funding from Treasury.

#### Recommendations:

Name & Signature: \_\_\_\_\_

Position: \_\_\_\_\_

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



## Appendix 11(d)

# Situation Report

## Shire of Shark Bay INCIDENT SUPPORT GROUP MEETING

Event		
<b>Sitrep No:</b>	<b>Date:</b>	<b>Time period:</b>
<b>Distribution:</b>		
<ul style="list-style-type: none"><li>• President, Deputy President, Councilors</li><li>• CEO &amp; Executive team</li><li>• Managers</li><li>• Local Emergency Management Committee &amp; Local Recovery Group</li><li>• Other organisations as necessary</li></ul> <p>Council can determine who receives the SITREPs based on relationships and need.</p>		

### Situation summary

- What has happened, where and when
- Overview of immediate effects from the impact of the event
- Estimate of the problem – size, scope, area, access, numbers involved including any secondary hazards
- Work health and safety (WHS) summary, casualties

### Actions taken

- Brief reporting of actions completed – for the period covered by the sitrep
- Who and what is involved, location of site control/s,
- Activities undertaken by engaged resources
- Impact statistics, numbers of properties affected/visited, number of personnel by agency

### Actions to be completed

- Brief reporting of scheduled/planned/proposed actions – for the period covered by the sitrep
- Assessment of effects of operations conducted to date
- Future intentions & resources required, i.e. where operation expects to be by next sitrep

### Issue(s)

- Present brief description of issue/s that are known/reasonably expected to arise before the next sitrep is issued e.g. a shortage of a given resource, significant WHS issues

### Approval

<b>Prepared by:</b>		<b>Signature</b>	<b>Date:</b>	<b>Time:</b>
<b>Approved by:</b>		<b>Signature</b>	<b>Date:</b>	<b>Time:</b>