Shire of Merredin

Local Emergency Management Arrangements

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AUTHORITY

These arrangements have been produced and issued in compliance with s(41)(1) and (2) of the **Emergency Management Act 2005** ('the Act'), endorsed by the Shire of Merredin Local Emergency Management Committee (LEMC) and Council, the District Emergency Management Committee (DEMC) and State Emergency Management Committee (SEMC).

These arrangements have been developed by personnel within the Shire of Merredin and by the Local Emergency Management Committee. Consultation has been sought from the wider community.

These arrangements should be read in conjunction with the Emergency Management Act 2005 and the State Emergency Management Plans (WESTPLAN), State Hazard Plans (SHP), State Emergency Management Policy Statements and the Department of Communities' Local Emergency Management Plan for the Provision of Welfare Support.

Endorsed by:

_____   _____

Phil Van Der Merwe   Date
Chairperson, Merredin LEMC

_____   _____

Mark McKenzie
President Shire of Merredin   Date
Resolution Number: 82854

Document Review   _____
Date

3

AMENDMENT HISTORY

No.	Date	Amendment Details	By
1			
2			
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4			
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Suggestions and Comments from the Community and Stakeholders can help improve these arrangements and subsequent amendments.

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

The Chairperson
Local Emergency Management Committee
Shire of Merredin
PO Box 42
Merredin WA 6415

Or email to: **admin@merredin.wa.gov.au**

The Chairperson will refer any correspondence to the LEMC for consideration and/or approval. Amendments promulgated are to be certified in this document when updated.

DISTRIBUTION LIST

Organisation	No. Copies

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Contents

SECTION ONE

Introduction

GLOSSARY OF TERMS

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

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

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

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

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

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

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

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

Emergency: The occurrence or imminent occurrence of a hazard which is of such a nature or magnitude that is requires a significant and coordinated response

Emergency Coordination Centre: A facility established to coordinate and organise emergency

provision of services.

Emergency Management: The management of the adverse effects of an emergency including

    (a) prevention: the mitigation or prevention of the probability of the occurrence of, and the potential adverse effects of, an emergency.

    (b) Preparedness: preparation for response to an emergency

    (c) Response: the combating of the effects of an emergency, provision of emergency assistance for casualties, reduction of further damage and help to speed up the recovery process.

    (d) Recovery: the support of emergency affected communities in the reconstruction and restoration of physical infrastructure, the environment and community, psychosocial and economic wellbeing.

Emergency Management Agency: A hazard management agency (HMA), a combat agency or a support organisation.

Hazard: An event, situation or condition that is capable of causing or resulting in loss of life, prejudice to the safety, or harm to the health of persons or animals; or destruct of; or damage to property or any part of the environment and is defined in the *Emergency Management Act 2005* or prescribed in the *Emergency Management Regulations 2006.*

Hazard Management Agency (HMA): A public authority, or other person, prescribed by the *Emergency Management Regulations 2006* to be a hazard management agency for emergency management, or an aspect of emergency management, of a hazard for a part of the whole of that State.

Incident: the occurrence or imminent occurrence of a hazard.

Incident Controller: The person designated by the Controlling Agency, to be responsible for the overall management and control of an incident within an incident area and the tasking of agencies in accordance with the needs of the situation. (Note: Agencies may use different terminology, however, the function remains the same).

Incident Support Group: A group of agency/organisation liaison officers convened by the Incident Controller to provide agency specific expert advice and support in relation to operational response to the emergency.

Local Emergency Coordinator: The person appointed by the State Emergency Coordinator to provide advice and support to their local emergency management committee in the development and maintenance of emergency management arrangements, assist hazard management agencies in the provision of a coordinated response during an emergency in the district and carry out other emergency management functions under the direction of the State Emergency Coordinator.
Local Emergency Management Committee: A committee established under Section 38 of the

Emergency Management Act 2005.

Operational Area: The area defined by the Operational Area Manager for which they have overall responsibility for the strategic management of an emergency. This area may include one or more Incident Areas.

Preparedness: Preparation for response to an emergency.

Prevention: The mitigation or preventing of the probability of the occurrence of, and the potential adverse effects of, an emergency.

Public Authority: An agency as defined in the *Public Sector Management Act 1994;*

- A body, corporate or unincorporated that is established or continued for a public purpose by the State, regardless of the way it is established;
- A local government or regional local government;
- The Police Force of Western Australia;
- A member or officer of a body referred to in one of the above; or
- A person or body prescribed (or of a class prescribed) by the regulations as a public authority for the purposes of this definition

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

Response: The combatting of the effects of an emergency, provision of emergency assistance for casualties, reduction of further damage, and help to speed recovery.

Risk: A concept used to describe the likelihood of harmful consequences arising from the interaction of hazards, communities and the environment.

- The chance of something happening that will have an impact upon objectives. It is measured in terms of consequences and likelihood;
- A measure of harm, taking into account the consequences of an event and its likelihood. For example, if may be expressed as the likelihood of death to an exposed individual over a given period; and
- Expected losses (of lives, persons injured, property damaged, and economic activity disrupted) due to a particular hazard for a given area and reference period. Based on mathematical calculations, risk in the product of hazard and vulnerability.

Standard Operating Procedure: A set of directions detailing what actions could be taken, as well as how, when, by whom and why, for specific events or tasks.

State Emergency Management Committee: A committee established under Section 13 of the *Emergency Management Act 2005.*

Vulnerability: The characteristics and circumstances of a community, system or asset that make it susceptible to the damaging effects of a hazard. There are many aspects of vulnerability, arising from various physical, social, economic and environmental factors that vary within a community and over time.

Welfare: The provision of immediate and continuing care of emergency affected persons who may be threatened, distressed, disadvantaged, homeless or evacuated; and, the maintenance of health, well-being and prosperity of such persons with all available community resources until their rehabilitation is achieved.

DOCUMENT AVAILABILITY:

A copy of this document is available on the Shire of Merredin website **www.merredin.gov.wa.au**

A print copy of this document (public version) will be made available to the public at the Shire of Merredin administration building at Corners of King & Barrack Streets Merredin.

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

GENERAL ACRONYMS USED IN THESE ARRANGEMENTS:

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

DISCLAIMER

The Shire of Merredin makes no representations about the suitability of the information contained in this document or any material related to this document for any purpose. The document is provided with no warranty of any kind to the extent permitted by law. The Shire of Merredin hereby disclaims all warranties and conditions with regard to this information, including all implied warranties and conditions of merchantability, fitness for particular purpose, title and non-infringement. In no event shall the Shire of Merredin be liable for any special, indirect or consequential damages resulting from the loss of use, data or profits, whether in an action of contract, negligence or other tortuous action, arising out of or in connection with the use of information available in this document. The document or material related to this document could include technical inaccuracies or typographical errors.

AIM

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

PURPOSE

To set out;

- The Shire of Merredin's policies for emergency management
- The roles and responsibilities for public authorities and other persons involved in emergency management
- Provisions about the coordination of the emergency operations by performed by the public authorities and other persons
- Description of emergencies likely to occur within the Shire of Merredin
- Strategies and priorities for emergency management in the district
- Other matters about emergency management in the Shire of Merredin that the Shire of Merredin considers appropriate

SCOPE

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

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

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

AREA COVERED

The Shire of Merredin is located in the Central Wheatbelt, approximately 260kms east of Perth. The Shire covers 3,296 square kilometres with a population of approximately 3,365 people. The Shire of Merredin borders on the Shires of Nungarin, Westonia, Narembeen, Bruce Rock and Kellerberrin.

EXERCISING, REVIEWING AND REPORTING

Exercising

Exercising is the simulation of emergency management events, through discussion or actual deployment of personnel, in order: to train personnel; to review/test the planning process or other procedures; to identify needs and/or weaknesses; to demonstrate capabilities; and to practice people in working together. The different types of exercises include Discussion, Field, Table Top

and Tactical Exercise without Troops.

Testing and Exercising is important for a number of reasons, including ensuring that the Emergency Management Arrangements are workable, current and effective, as well as ensuring that individuals and organisations remain aware of what is required of them during an emergency response situation.

The Merredin Local Emergency Management Committee exercises its arrangements once a year as per State Emergency Management Policy 4.8 and State Emergency Management Plan 4.7.

Hazard Management Agencies are responsible to exercise their response to an incident but this could be incorporated into a LEMC exercise.

In alignment with section 4.7 of the State Emergency Management Plan, an exercise report should be developed as soon as practical at the completion of the exercise and sent to the Wheatbelt DEMC executive officer for tabling at the next meeting of the DEMC.

Exercises are also reported on annually as part of the Annual and Preparedness Capability Survey which is submitted to the Department of Fire and Emergency Services to form the Preparedness Report for the Minister of Emergency Services.

Reviewing

An entire review of the emergency management arrangements should be undertaken every five years.

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

The Contacts and Resources list should be reviewed and updated as needed but at a minimum quarterly.

Reporting

The annual LEMC Report should be submitted to the District Emergency Management Committee (DEMC) in conjunction with the preparedness Capability Survey as directed each year by the SEMC.

LOCAL ROLES AND RESPONSIBILITIES

Local Role	Description of Responsibilities
Local Government	The responsibilities of the Shire of Merredin are defined in s36 of the Emergency Management Act 2005 It is a function of a local government – a) subject to this Act, to ensure that effective local emergency management arrangements are prepared and maintained for its district; and b) to manage recovery following an emergency affecting the community in its district; and c) to perform other functions given to the local government under this Act
Local Emergency Coordinator	The responsibilities of the LEC are defined in s37(4) of the *Emergency Management Act 2005* 4) The Local Emergency Coordinator for a local government district has the following functions – a) to provide advice and support to the local emergency management committee for the district in the development and maintenance of emergency management arrangements for the district; b) to assist hazard management agencies in the provision of a coordinated response during an emergency in the district; c) to carry out other emergency management activities in accordance with the directions of the State Emergency Coordinator
Local Recovery Coordinator	To ensure the development and maintenance of effective recovery management arrangements for the local government. In conjunction with the local recovery committee to implement a post incident recovery action plan and manage the recovery phase of the incident.
Local Government Welfare Liaison	During an evacuation assist Dept. Communities by providing advice information and resources
Local Government Liaison Officer (to ISG/IMT)	During a major emergency the liaison officer attended ISG meetings to represent the local government, provides local government knowledge input and provides details contained in the LEMA.

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

LEMC ROLES AND RESPONSIBILITIES

The Shire of Merredin has established a Local Emergency Management Committee (LEMC) as per section 38(1) of the *Emergency Management Act 2005* to oversee, plan and test the local emergency management arrangements.

The LEMC is not an operational committee but rather the organisation established by the local government to assist in the development of local emergency management arrangements for its district.

The LEMC includes representatives from agencies, organisations and community groups that are relevant to the identified risks and emergency management arrangements for the community. The LEMC membership must include at least one local government representative and the Local Emergency Coordinator. The term of appointment of LEMC members shall be determined by the local government in consultation with the parent organisation of the members.

The Merredin LEMC meets quarterly, generally on the first Thursday of every February, April, August, and October.

LEMC Role	Description of Responsibilities
LEMC Chair	Provide leadership and support to the LEMC to ensure effective meetings and high levels of emergency management planning and preparedness for the local government district is undertaken.
LEMC Executive Officer	Provide executive support to the LEMC by: Provide secretariat support including: • Meeting agenda; • Minutes and action lists; • Correspondence; • Maintain committee membership contact register Coordinate the development and submission of committee documents in accordance with legislative and policy requirements including: • Annual Report • Annual Business Plan • Maintain Local Emergency Management Arrangements; Facilitate the provision of relevant emergency management advice to the Chair and committee as required; and • Participate as a member of sub-committees and working groups as required

LEMC MEMBERSHIP

Organisation	Position	Organisation	Position
Shire of Merredin	Shire President	DFES	DO Natural Hazards
Shire of Merredin	Shire Councillor	DFES	AO Central Wheatbelt
Shire of Merredin	CEO	Merredin VFRS	Captain
Shire of Merredin	Deputy CEO	Merredin VFRS	Lieutenant
Shire of Merredin	Executive Manager of Development Services	Merredin Bushfire Services	CBFCO
Shire of Merredin	Executive Manager of Engineering Services	Merredin Bushfire Services	Deputy CBFCO
Shire of Merredin	Emergency Services Officer	Merredin SES	Local Manager
WAPOL	OIC	Merredin Hospital	Operations Manager
WAPOL	Shift Supervisor	Merredin Hospital	Health Services Manager
WAPOL	Shift Supervisor	St John Ambulance, Merredin	Community Paramedic Wheatbelt East
Department of Communities	District Emergency Services Officer	St John Ambulance, Merredin	Station Manager
Department of Communities	Team Leader	DBCA – Parks and Wildlife	Regional Manager
Department of Communities	Housing Division	DPIRD	Site Manager
Department of Communities			

LEMC SUPPORT GROUP MEMBERSHIP

Organisation	Position	Organisation	Position
Shire of Merredin	Construction Supervisor	**Primary Health Eastern Wheatbelt**	Manager Eastern Wheatbelt Region
Shire of Merredin	Town Maintenance Supervisor	**Main Roads WA**	Regional Manager
Merredin College	Principal	**Main Roads WA**	
St Mary's School	Principal	**CBH**	Merredin Zone OHS Advisor
Merredin Residential College	Manager	**Merredin Community Resource**	Manager
Merredin Residential College	Senior Supervisor	**Merredin Regional Community &**	Centre Manager
Water Corporation	Operations Manager	**Merredin IGA**	Retail Operations Manager
Western Power	Field Services Coordinator	**DFES**	District Emergency Management Advisor

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

AGENCY ROLES AND RESPONSIBILITIES

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

Agency Roles	Description of Responsibilities:
Controlling Agency	A Controlling Agency is an agency nominated to control the response activities to a specified type of emergency. The function of a Controlling Agency is to; • Undertake all responsibilities as prescribed in Agency specific legislation for Prevention and Preparedness • Control all aspects of the response to an incident • During Recovery the Controlling Agency will ensure effective transition to recovery
Hazard Management Agency	A HMA is to be a public authority or other person who or which, because of that agency's functions under any written law or specialised knowledge, expertise and resources, is responsible for emergency management, or the prescribed emergency management aspect, in the area prescribed of the hazard for which it is prescribed" A HMA's function is to: • Undertake responsibilities where prescribed for these aspects • Appointment of Hazard Management Officers • Declare/Revoke Emergency Situation • Coordinate the development of the Westplan for that hazard • Ensure effective transition to recovery by Local Government
Combat Agency	A combat agency as prescribed under Subsection (1) of the Emergency Management Act 2005 is to be a public authority or other person who or which, because of that agency's functions under any written law or specialised knowledge, expertise and resources, is responsible for performing an emergency management activity prescribed by the regulations in relation to that agency.
Support Organisation	A Public authority or other person who or which, because of the agency's functions under any written law or specialised knowledge, expertise and resources is responsible for providing support functions in relation to that agency.

RELATED DOCUMENTS AND ARRANGEMENTS

Local Emergency Management Policies

As per section 41(2)(a) of the *Emergency Management Act 2005,* the local emergency management arrangements need to specify "the local government policies for emergency management". The Shire of Merredin has the following emergency management policies in place:

Policy Name	Policy Objective
4.2 Bush Fire Control	To provide clear guidelines for bushfire control and to comply with the Bush Fire Act 1954
3.12 Purchasing Policy clauses 1.4.2 Table of Purchasing Thresholds and Expenses and 1.4.3 Emergency Purchases	To ensure emergency response efforts are not unduly hampered by normal purchasing procedure.

Existing Plans and Arrangements

Document	Owner	Location
Risk Register	Shire of Merredin	Shire of Merredin
Air Crash	WAPOL	Merredin Police Station
Land Search	WAPOL	Merredin Police Station
Road Crash	WAPOL	Merredin Police Station
Terrorism	WAPOL	Merredin Police Station
Local Welfare Plan	Dept. Communities	Shire of Merredin, Dept. Communities
MOU Emergency Management Arrangements – Wheatbelt East Local Government Authorities	WEROC – Shires of Bruce Rock, Kellerberrin, Merredin, Westonia and Yilgarn	Shire of Merredin

COMMUNITY CONSULTATION

The community of Merredin was consulted in the compilation of these arrangements via notice on our website **www.merredin.gov.wa.au**, advertisement in the local paper/newsletter and through utilisation of the Shire of Merredin Facebook page.

COMMUNITY INVOLVEMENT

As a result of the advertising mentioned under 'Community Consultation' – no submissions were received from the public.

COMMUNITY AWARENESS

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

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SECTION TWO

Co-ordination of Emergencies

AUSTRALASIAN INTER-SERVICE INCIDENT MANAGEMENT SYSTEM (AIIMS)

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

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

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

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

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

The five key principles of AIIMS are:

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

The eight possible functions of AIIMS are:

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

INCIDENT MANAGEMENT TEAM (IMT)

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

INCIDENT SUPPORT GROUP (ISG)

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

TRIGGERS FOR AN ISG

An ISG is triggered when the incident is a "Level 2" or higher and when multiple agencies need to be coordinated.

Classification of Incidents:

Level	Description	Local Response Required
Level One	Usually resolved through local or initial response resources	Provide support to resolve the incident at the local level
Level Two	Require deployment of resources beyond initial response, functional sections established due to complexity	Provide support to resolve the incident at a local level, provide a Local Government Liaison Officer to the ISG. Make facilities available to the HMA as evacuation centres.
Level Three	Complexity may require divisions for effective management to be established, usually involves delegation of all functions	Provide support to resolve the incident at a local level, provide Local Government Liaison Officers to the ISG and /or OASG. Make facilities available to the HMA as evacuation centres.

MEMBERSHIP OF AN ISG

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

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

FREQUENCY OF MEETINGS

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

LOCATIONS OF ISG MEETINGS

Location of ISG meetings will be determined by the Incident Controller but should not be held in the midst of the incident, nor should they be held at the same location as meetings of the incident management team.

The following locations can be used for ISG meetings:

Facility	Address
Shire of Merredin Administration Building	Corner of King and Barrack Streets, Merredin
Merredin SES Unit	7 Benson Road, Merredin
Merredin Police Station (small group)	22 Mitchell Street, Merredin
Merredin VFRS Station	4 Mitchell Street, Merredin
Merredin Community Resource Centre	110 Barrack Street, Merredin

For a list of contacts in order to open these locations for ISG meetings, please refer to **INCIDENT SUPPORT GROUPS MEETING LOCATIONS AND CONTACTS** in the Contacts and Resources Section.

FINANCIAL ARRANGEMENTS

The Shire of Merredin is committed to expending such necessary funds within its current budgetary constraints as required to ensure the safety of its residents and visitors. The Chief Executive Officer should be approached immediately if an emergency event requiring resourcing by the Shire of Merredin occurs to ensure the desired level of support is achieved.
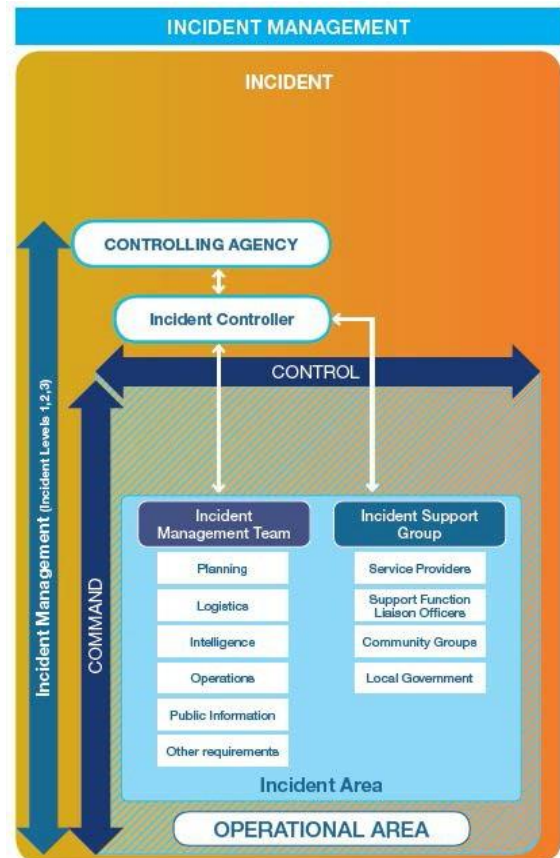
Figure 1: A diagram illustrating Incident Management

SECTION THREE

Risk

RISK MANAGEMENT

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

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

SPECIAL CONSIDERATIONS

Location

- The Great Eastern Highway and the east-west railway bisects the shire and the Merredin townsite
- Relative isolation of the townsites in the shire

Seasonal events

- Increased bushfire risk in the summer months
- Population decrease during January, to the extent that a significant number of businesses operate reduced hours
- Potentially fewer volunteer emergency responders available at a high risk period
- Increase of heavy traffic on minor roads during seeding (April – June) and harvest (October – December)
- Restricted access to gravel roads during times of high rainfall

Community events

- Several large community events each year resulting in influx of visitors from outside of Merredin and congregations of large numbers in concentrated spaces

CRITICAL INFRASTRUCTURE

The following assets/infrastructure are located within the Shire of Merredin:

Power

Water

- Perth – Kalgoorlie pipeline

Railway

- Main East-West Railway Line

Communications

- Communication towers

Essential service buildings

- Merredin Hospital
- Merredin College
- St Mary's School

- Merredin Residential College
- Merredin Police Station
- Merredin Volunteer Fire & Rescue Station
- St John Ambulance, Merredin Sub-centre
- Merredin IGA

RISK REGISTER

The Merredin LEMC has undertaken extensive risk assessment work as part of the State Risk project – local level.

A summary of the risk register is included as below:

Local Emergency Management Hazard Register

The following key hazards (risk events) in this Local Emergency Management Hazard Register are listed in alphabetical order by the Shire's selected State Emergency Management Hazards and Scenarios priorities, and then by Risk Level (i.e., Extreme, High, Medium or Low).

ID	VULNERABLE ELEMENT	KEY HAZARD / RISK EVENT	CONSEQUENCE	LIKELIHOOD	RISK LEVEL	HAZARD MANAGEMENT AGENCY	PRE-EVENT TREATMENT ACTION	KEY ALERT MECHANISMS	POST-EVENT TREATMENT ACTION
**ANIMAL AND PLANT HAZARDS AND SCENARIOS CATEGORY**									
A01	Environment	Widespread dieback destroying plants and bushlands.	Catastrophic	Rare	High	Department of Primary Industries and Regional Development (DPRI).	• Presence of DPRI Emergency Response information, plans and procedures. • Inspections of containers, goods and parcels. • Reporting of unusual weeds or pests.	• Public BAM Act 2007 reportable plant disease or pest notification. • Government determination of plant or bushland damage.	• Activate DPRI Response Procedure using the specific National Action Plans.
A02	Environment	Lack of weed management control on private properties.	Catastrophic	Rare	High	Department of Primary Industries and Regional Development (DPRI).	• Presence of DPRI Emergency Response information, plans and procedures. • Site weed management plans. • Reporting of unusual weeds.	• Public BAM Act 2007 reportable plant disease or pest notification. • Government determination of plant or bushland damage.	• Activate DPRI Response Procedure using the specific National Action Plans.
A03	Environment	Infectious disease outbreak amongst commercial livestock.	Major	Rare	High	Department of Primary Industries and Regional Development (DPRI).	• Presence of DPRI Emergency Response information, plans and procedures. • Education through the Farm Biosecurity website. • Livestock health checks, including pre-transport inspections. • Controlled culling.	• Public BAM Act 2007 reportable animal disease or pest notification. • Government determination of animal disease or pest notification.	• Activate DPRI Response Procedure using the specific National Action Plans.

ID	VULNERABLE ELEMENT	KEY HAZARD / RISK EVENT	CONSEQUENCE	LIKELIHOOD	RISK LEVEL	HAZARD MANAGEMENT AGENCY	PRE-EVENT TREATMENT ACTION	KEY ALERT MECHANISMS	POST-EVENT TREATMENT ACTION
					**ANIMAL AND PLANT HAZARDS AND SCENARIOS CATEGORY**				
A04	Environment	Spread of diseases from wild animal pests (e.g., wild rabbits, wild dogs, foxes, feral pigs and other vertebrate pests).	Major	Very Rare	Medium	Department of Primary Industries and Regional Development (DPRI).	Presence of the DPRI Emergency Response information, plans and procedures. Education through the Farm Biosecurity website. Fencing installation and maintenance. Controlled culling.	Public BAM Act 2007 reportable animal disease or pest notification. Government determination of animal disease or pest notification.	Activate the DPRI Response Procedure using the specific National Action Plans.
A05	Environment	Loss of livestock from wild animal pest attacks (e.g., wild rabbits, wild dogs, foxes, feral pigs and other vertebrate pests).	Minor	Very Rare	Very Low	Department of Primary Industries and Regional Development (DPRI).	Presence of the DPRI Emergency Response information, plans and procedures. Education through the Farm Biosecurity website. Fencing installation and maintenance. Controlled culling.	Public BAM Act 2007 reportable animal disease or pest notification. Government determination of animal disease or pest notification.	Activate the DPRI Response Procedure using the specific National Action Plans.
					**ELECTRICITY SUPPLY DISRUPTION HAZARDS AND SCENARIOS CATEGORY**				
E01	Social Setting	Loss of critical electrical infrastructure that leads to loss of power for more than 2 days.	Major	Likely	Extreme	Western Power.	Presence of the Western Power Emergency Response information, plans and procedures.	Alerts from Western Power monitoring systems. Alerts from public reporting. Alerts from government determination.	Activate the Western Power Response Procedure. Activate the Shire managed written manual update notifications placed at all government facilities.

ID	VULNERABLE ELEMENT	KEY HAZARD / RISK EVENT	CONSEQUENCE	LIKELIHOOD	RISK LEVEL	HAZARD MANAGEMENT AGENCY	PRE-EVENT TREATMENT ACTION	KEY ALERT MECHANISMS	POST-EVENT TREATMENT ACTION
FIRE (BUSHFIRE AND INFRASTRUCTURE) HAZARDS AND SCENARIOS CATEGORY									
F01	People	Widespread bush fires destroying loss of human life.	Catastrophic	Unlikely	Extreme	Department of Fire and Emergency Services (DFES).	• Presence of the WAPOL Emergency Response information, plans and procedures. • The WAPOL predetermined road reroutes. • Shire Evaluation Plan. • Commercial and private property evacuation plans.	• Alerts from the public reporting of fires. • Alerts from government determination of fires.	• Activate the DFES Response Procedure, with WAPOL notification and traffic management assistance. • Activate the Shire Evacuation Plan (where required).
F02	Economy	Fire destroying commercial buildings and infrastructure, impacting commercial operations.	Major	Likely	Extreme	Department of Fire and Emergency Services (DFES).	• Presence of the DFES Emergency Response information, plans and procedures. • Building evacuation management plans. • The WAPOL predetermined road reroutes.	• Alerts from the fire panel monitoring system(s). • Alerts from government determination of fires. • Alerts from the public reporting of fires.	• Activate the DFES Response Procedure, with WAPOL notification and traffic management assistance.

ID	VULNERABLE ELEMENT	KEY HAZARD / RISK EVENT	CONSEQUENCE	LIKELIHOOD	RISK LEVEL	HAZARD MANAGEMENT AGENCY	PRE-EVENT TREATMENT ACTION	KEY ALERT MECHANISMS	POST-EVENT TREATMENT ACTION
	FIRE (BUSHFIRE AND INFRASTRUCTURE) HAZARDS AND SCENARIOS CATEGORY								
F03	Social Setting	Fires destroying hospital and medical infrastructure.	Catastrophic	Rare	High	Department of Fire and Emergency Services (DFES).	• Presence of the DFES Emergency Response information, plans and procedures. • The Merredin Hospital building evacuation management plans. • The WAPOL predetermined road reroutes.	• Alerts from fire panel monitoring system. • Alerts from the hospital and / or government determination of fires. • Alerts from the public reporting of fires.	• Activate the DFES Response Procedure, with WAPOL traffic manageme nt assistance. • Activate DoH Evacuation Response Procedure.
F04	Public Administration	Fires destroying essential service government buildings and/or infrastructure.	Major	Rare	High	Department of Fire and Emergency Services (DFES).	• Presence of the DFES Emergency Response information, plans and procedures. • Government building evacuation management plans. • The WAPOL predetermined road reroutes. • Availability of the Library site as an emergency backup facility.	• Alerts from fire panel monitoring system. • Alerts from government determination of fires. • Alerts from the public reporting of fires.	• Activate the DFES Response Procedure. • Activate the Shire establishm ent of Library backup operational site (where required).

ID	VULNERABLE ELEMENT	KEY HAZARD / RISK EVENT	CONSEQUENCE	LIKELIHOOD	RISK LEVEL	HAZARD MANAGEMENT AGENCY	PRE-EVENT TREATMENT ACTION	KEY ALERT MECHANISMS	POST-EVENT TREATMENT ACTION
over all	FIRE (BUSHFIRE AND INFRASTRUCTURE) HAZARDS AND SCENARIOS CATEGORY								
F05	Economy	Widespread bushfire(s) destroying loss of livestock.	Moderate	Unlikely	High	Shire of Merredin (Shire).	• Presence of the DFES Emergency Response information, plans and procedures. • Shire Evaluation Plan. • Commercial and private property evacuation plans. • The WAPOL predetermined road reroutes.	• Alerts from the public reporting of fires. • Alerts from government determination of fires.	• Activate the DFES Response Procedure, with WAPOL notification and traffic management assistance. • Activate the Shire Evacuation Plan (where required).
F06	Environment	Fires caused by faulty or failing electrical power poles or lines.	Minor	Almost Certain	Medium	Department of Fire and Emergency Services (DFES).	• Presence of the DFES Emergency Response information, plans and procedures. • Western Power monitoring failure notification.	• Alerts from government determination of fires. • Alerts from the public reporting of fires.	• Activate the DFES Response Procedure. • Activate Western Power onsite maintenance team.

ID	VULNERABLE ELEMENT	KEY HAZARD / RISK EVENT	CONSEQUENCE	LIKELIHOOD	RISK LEVEL	HAZARD MANAGEMENT AGENCY	PRE-EVENT TREATMENT ACTION	KEY ALERT MECHANISMS	POST-EVENT TREATMENT ACTION
HAZMAT HAZARDS AND SCENARIOS CATEGORY									
H01	Environment	Chemical or gas explosions, spills or fires.	Major	Likely	Extreme	Department of Fire and Emergency Services (DFES).	• Presence of the DFES Emergency Response information, plans and procedures. • Vehicle-placed chemical signage. • The WAPOL predetermined road reroutes.	• Alerts from the public reporting of road incidents or accidents. • Alerts from government determination of road incidents or accidents.	• Activate the DFES Response Procedure, with WAPOL notification and traffic management assistance (where required).
H02	Social Setting	Widespread bushfires destroying dwellings.	Major	Likely	Extreme	Department of Fire and Emergency Services (DFES).	• Presence of the DFES Emergency Response information, plans and procedures. • Shire Evaluation Plan. • Commercial and private property evacuation plans. • WAPOL predetermined road reroutes.	• Alerts from public reporting of fires. • Alerts from government determination of fires.	• Activate the DFES Response Procedure, with WAPOL notification and traffic management assistance (where required). • Activate Shire Evacuation Plan (where required).

ID	VULNERABLE ELEMENT	KEY HAZARD / RISK EVENT	CONSEQUENCE	LIKELIHOOD	RISK LEVEL	HAZARD MANAGEMENT AGENCY	PRE-EVENT TREATMENT ACTION	KEY ALERT MECHANISMS	POST-EVENT TREATMENT ACTION
HAZMAT HAZARDS AND SCENARIOS CATEGORY
H03	Environment	Inappropriate hazardous waste management or dumping.	Catastrophic	Extremely Rare	High	Department of Fire and Emergency Services (DFES).	• Presence of the DFES Emergency Response information, plans and procedures.	• Public reporting of inappropriate waste dumping. • Government determination of inappropriate waste dumping and issues.	• Activate the DFES Response Procedure.
H04	Social Setting	Chemical contamination of major public water supply infrastructure.	Catastrophic	Extremely Rare	High	Department of Fire and Emergency Services (DFES).	• Presence of the DFES Emergency Response information, plans and procedures. • Presence of the Water Corporation Emergency Response information plans and procedures. • The Water Corporation monitoring and testing of water quality. • Security implemented to protect supply infrastructure.	• Alerts from the public reporting of contamination. • Alerts from government determination of contamination and issues.	• Activate the DFES Response Procedure, with the Water Corporation assistance. • Report any suspected crime to WAPOL. • Activate Water Corporation Response Procedure.
H05	Environment	Commercial or private site chemical spills causing contamination or fires (e.g., fertilisers, pesticides etc).	Catastrophic	Rare	High	Department of Fire and Emergency Services (DFES).	• Presence of DFES Emergency Response information, plans and procedures. • Hazmat Material Safety Data Sheets (MSDS) accompanying chemical storage.	• Alerts from the public or commercial reporting of chemical spills or fires. • Government determination of chemical spills or fires.	• Activate the DFES Response Procedure.

ID	VULNERABLE ELEMENT	KEY HAZARD / RISK EVENT	CONSEQUENCE	LIKELIHOOD	RISK LEVEL	HAZARD MANAGEMENT AGENCY	PRE-EVENT TREATMENT ACTION	KEY ALERT MECHANISMS	POST-EVENT TREATMENT ACTION
HAZMAT HAZARDS AND SCENARIOS CATEGORY									
H06	Environment	Chemical contamination of major public waterways.	Major	Unlikely	High	Department of Fire and Emergency Services (DFES).	• Presence of the DFES Emergency Response information, plans and procedures.	• Alerts from the public reporting of illegal chemical dumping. • Alerts from government testing of public waterways and determination of issues.	• Activate the DFES Response Procedure. • Report any suspected crime to WAPOL.
HUMAN (PEOPLE) EPIDEMIC HAZARDS AND SCENARIOS CATEGORY									
P01	Social Setting	Operational medical facilities overloaded and care quality diminished from epidemic driven overuse.	Catastrophic	Likely	Extreme	Department of Health WA (DoH).	• Presence of DoH Emergency Response information, plans and procedures. • Availability of the Library site as an overflow emergency care site.	• Alert from State Government. • Alert from public admission levels. • Alert from infectious diseases and related conditions notification.	• Activate DoH Response Procedure. • Activate Shire volunteers (where appropriate). • Shire may need to activate the Library premises as an emergency care overflow site.

ID	VULNERABLE ELEMENT	KEY HAZARD / RISK EVENT	CONSEQUENCE	LIKELIHOOD	RISK LEVEL	HAZARD MANAGEMENT AGENCY	PRE-EVENT TREATMENT ACTION	KEY ALERT MECHANISMS	POST-EVENT TREATMENT ACTION
HUMAN EPIDEMIC HAZARDS AND SCENARIOS CATEGORY

ID	VULNERABLE ELEMENT	KEY HAZARD / RISK EVENT	CONSEQUENCE	LIKELIHOOD	RISK LEVEL	HAZARD MANAGEMENT AGENCY	PRE-EVENT TREATMENT ACTION	KEY ALERT MECHANISMS	POST-EVENT TREATMENT ACTION
HUMAN EPIDEMIC HAZARDS AND SCENARIOS CATEGORY									
P02	Social Setting	Inability to manage a community epidemic situation from a healthcare facility and staffing capability perspective.	Catastrophic	Likely	Extreme	Department of Health WA (DoH).	• Presence of the DoH Emergency Response information, plans and procedures. • Presence of healthcare facilities emergency plans. • Availability of the Library site as an overflow emergency care site.	• Alert from infectious diseases and related conditions notification. • Alert to the DoH from healthcare facilities. • Alert from public admission levels.	• Activate the DoH Response Procedure. Activate Shire volunteers (where appropriate). • Activate the State Emergency Service or Volunteer Fire and Rescue Service assistance (where appropriate). • Shire may need to activate the Library premises as an emergency care overflow site.
P03	Social Setting	Epidemic breakout within a medical, healthcare or aged care facility.	Catastrophic	Likely	Extreme	Department of Health WA (DoH).	• Presence of the DoH Emergency Response information, plans and procedures. • Availability of the Library site as an emergency care overflow site.	• Alert from the infectious diseases and related conditions notification. • Alert to the DoH from healthcare facilities.	• Activate the DoH Response Procedure, with DFES and WAPOL assistance to isolate site. • Shire may need to activate the Library premises as an emergency care site.

ID	VULNERABLE ELEMENT	KEY HAZARD / RISK EVENT	CONSEQUENCE	LIKELIHOOD	RISK LEVEL	HAZARD MANAGEMENT AGENCY	PRE-EVENT TREATMENT ACTION	KEY ALERT MECHANISMS	POST-EVENT TREATMENT ACTION
HUMAN EPIDEMIC HAZARDS AND SCENARIOS CATEGORY									
P04	People	Loss of life from an epidemic.	Catastrophic	Likely	Extreme	Department of Health WA (DoH).	• Presence of the DoH Emergency Response information, plans and procedures.	• Alert from the hospital of infectious diseases and related conditions notification.	• Activate the DoH Response Procedure, with DFES and WAPOL assistance to isolate site.
P05	Economy	Loss of tourism from an epidemic outbreak.	Catastrophic	Likely	Extreme	Shire of Merredin (Shire).	• Presence of the State Emergency Response information, plans and procedures.	• Specific entity application(s) for Federal or State support grants.	• Progress specific entity application(s) for Federal or State support grants.
P06	Economy	Loss of commercial activities and revenue from a significant epidemic outbreak.	Catastrophic	Likely	Extreme	Shire of Merredin (Shire).	• Presence of the State Emergency Response information, plans and procedures.	• Specific entity application(s) for Federal or State support grants.	• Progress specific entity application(s) for Federal or State support grants.

ID	VULNERABLE ELEMENT	KEY HAZARD / RISK EVENT	CONSEQUENCE	LIKELIHOOD	RISK LEVEL	HAZARD MANAGEMENT AGENCY	PRE-EVENT TREATMENT ACTION	KEY ALERT MECHANISMS	POST-EVENT TREATMENT ACTION
	LIQUID FUEL HAZARDS AND SCENARIOS CATEGORY								
L01	Social Setting	No fuel supply across the State.	Major	Likely	Extreme	Shire of Merredin (Shire).	• Presence of the DoH Emergency Response information, plans and procedures. • The Merredin Hospital has 72 hour generator backup system in place.	• Alerts from the State Government. • Alerts from media.	• Transfer the emergency response to the WA State Government. • Activate the Shire facilitated written manual update notifications placed at all fuelling facilities.
L02	Public Administration	Loss of power causing no fuel supply in the Shire for more than 2 days, affecting government services.	Moderate	Extremely Rare	Low	Western Power.	• Presence of the Western Power Emergency Response information, plans and procedures. • Position of multiple fuelling sites, including in other regions. • The Merredin Hospital has 72 hour generator backup systems in place.	• Alert of loss of power from Western Power network control centre.	• Activate Western Power Response Procedure. • Activate Merredin Hospital Backup Power Procedure. • Activate Shire managed written manual update notifications placed at all government facilities.
	RAIL CRASH HAZARDS AND SCENARIOS CATEGORY								
R01	People	Rail accident that leads to loss of life.	Catastrophic	Unlikely	Extreme	Western Australia Police Force (WAPOL).	• Presence of the WAPOL Emergency Response information, plans and procedures. • Presence of rail emergency procedures for the operators.	• Alerts from the public reporting of fatality. • Alerts from government determination of facility.	• Activate the WAPOL Response Procedure, with any required support from DFES. • Activate rail operator plans.

ID	VULNERABLE ELEMENT	KEY HAZARD / RISK EVENT	CONSEQUENCE	LIKELIHOOD	RISK LEVEL	HAZARD MANAGEMENT AGENCY	PRE-EVENT TREATMENT ACTION	KEY ALERT MECHANISMS	POST-EVENT TREATMENT ACTION
RAIL CRASH HAZARDS AND SCENARIOS CATEGORY
R02	Environment	Rail accidents leading to major contamination of the environment.	Catastrophic	Unlikely	Extreme	Western Australia Police Force (WAPOL).	• Presence of the WAPOL Emergency Response information, plans and procedures. • Presence of rail emergency procedures for the operators.	• Alerts from private rail operators. • Alerts from the public reporting. • Alerts from government determination.	• Activate the WAPOL Response Procedure, with any required support from DFES.
R03	Environment	Rail incident or accident that leads to bushfire(s).	Minor	Likely	Medium	Western Australia Police Force (WAPOL).	• Presence of the WAPOL Emergency Response information, plans and procedures. • Presence of rail emergency procedures for the operators.	• Alerts from public reporting of fires. • Alerts from government determination of fires.	• Activate the WAPOL Response Procedure, with any required support from DFES.
R04	Economy	Rail incident or accident that leads to loss of livestock or commercial product.	Minor	Likely	Low	Western Australia Police Force (WAPOL).	• Presence of the WAPOL Emergency Response information, plans and procedures. • Presence of rail emergency procedures for the operators.	• Alerts from commercial entity or public reporting of loss. • Alerts from government determination of loss.	• Activate the WAPOL Response Procedure, with any required support from DFES.
R05	Social Setting	Rail accident that impacts on the rail operations beyond 4 days.	Minor	Unlikely	Low	Western Australia Police Force (WAPOL).	• Presence of the WAPOL Emergency Response information, plans and procedures. • Presence of the Department of Transport Emergency Response information, plans and procedures.	• Alerts from the public reporting. • Alerts from government determination. • Alerts from Department of Transport operations.	• Transfer response to Department of Transport for alternate transport to or from Perth.

ID	VULNERABLE ELEMENT	KEY HAZARD / RISK EVENT	CONSEQUENCE	LIKELIHOOD	RISK LEVEL	HAZARD MANAGEMENT AGENCY	PRE-EVENT TREATMENT ACTION	KEY ALERT MECHANISMS	POST-EVENT TREATMENT ACTION
	**ROAD CRASH HAZARDS AND SCENARIOS CATEGORY**								
O01	People	Fatality due to road accident.	Catastrophic	Almost Certain	Extreme	Western Australia Police Force (WAPOL).	• Presence of the WAPOL Emergency Response information, plans and procedures.	• Alerts from the public reporting. • Alerts from government determination.	• Activate the WAPOL Response Procedure.
O02	Environment	Road accidents that cause bushfire(s).	Minor	Almost Certain	Medium	Western Australia Police Force (WAPOL) for road; and then fires to Department of Fire and Emergency Services (DFES).	• Presence of the WAPOL Emergency Response information, plans and procedures.	• Alerts from the public reporting. • Alerts from government determination.	• Activate the WAPOL Response Procedure for road, with assistance from DFES. • Activate DFES Response Procedure for fires.
O03	Social Setting	Road accidents that lead to blockages of main roadways greater than one day duration.	Minor	Likely	Medium	Western Australia Police Force (WAPOL).	• Presence of the WAPOL Emergency Response information, plans and procedures. • The WAPOL predetermined road reroutes.	• Alerts from the public reporting. • Alerts from government determination.	• Activate WAPOL Response Procedure, with any required support from DFES. • Activate traffic reroute plans.
O04	Public Administration	Road accidents that damage or destroy key public infrastructure (e.g., pipeline).	Moderate	Unlikely	Medium	Western Australia Police Force (WAPOL) for road; and then fires to Department of Fire and Emergency Services (DFES).	• Presence of the WAPOL Emergency Response information, plans and procedures. • Presence of the DFES Emergency Response information, plans and procedures	• Alerts from government monitoring systems. • Alerts from the public reporting. • Alerts from government determination.	• Activate the WAPOL Response Procedure for road, with assistance from DFES. • Activate the Water Corporation Response Procedure for infrastructure remedy.

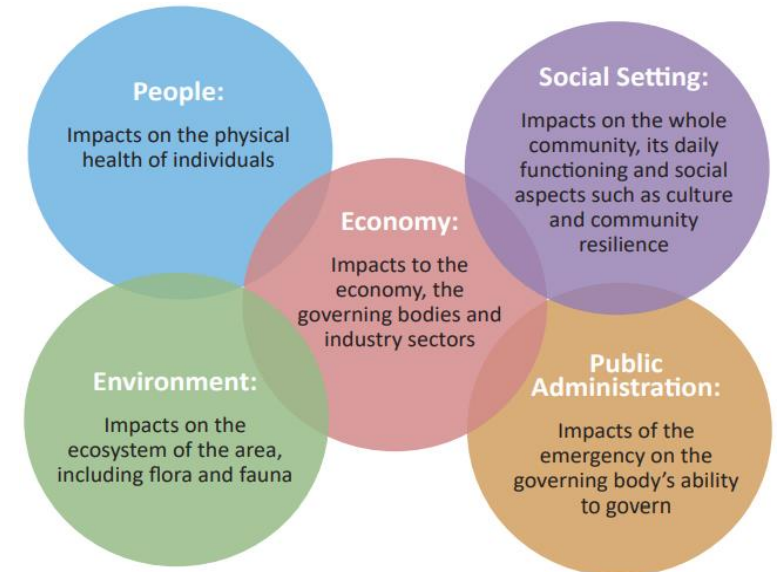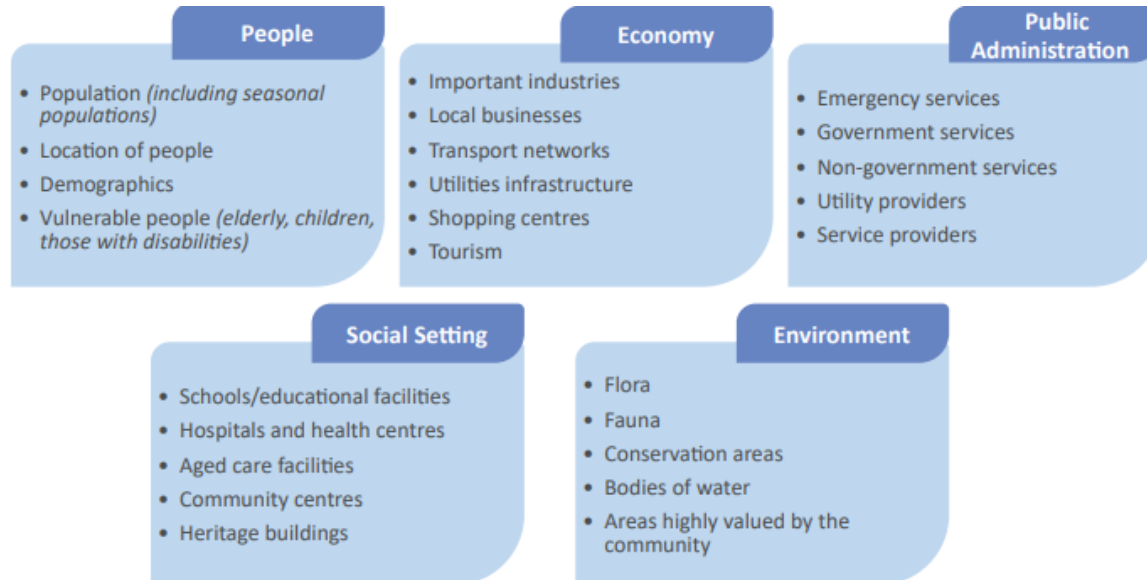| ID	VULNERABLE ELEMENT	KEY HAZARD / RISK EVENT	CONSEQUENCE	LIKELIHOOD	RISK LEVEL	HAZARD MANAGEMENT AGENCY	PRE-EVENT TREATMENT ACTION	KEY ALERT MECHANISMS	POST-EVENT TREATMENT ACTION
STORM HAZARDS AND SCENARIOS CATEGORY
S01	Social Setting	Loss of mains electricity from storm.	Major	Likely	Extreme	Western Power.	• Presence of the Western Power Emergency Response information, plans and procedures.	• Alert of loss of power from the Western Power network control centre. • Alerts from government determination of fires. • Alerts from the public reporting of fires.	• Activate the Western Power Response Procedure. • Approach the DFES or Shire for temporary alternate supplies (where required).
S02	People	Loss of life due to storm.	Catastrophic	Rare	High	Department of Fire and Emergency Services (DFES).	• Presence of the DFES Emergency Response information, plans and procedures.	• Alerts from the public reporting. • Alerts from government determination.	• Activate the DFES Response Procedure.
S03	Public Administration	Storm damage to government buildings that causes inoccupancy.	Major	Likely	High	Department of Fire and Emergency Services (DFES).	• Presence of the DFES Emergency Response information, plans and procedures. • Availability of the Library site as an emergency government operational site.	• Alerts from government determination. • Alerts from the public reporting.	• Activate the DFES Response Procedure. • Shire may need to activate the Library premises as an emergency government operations area.

ID	VULNERABLE ELEMENT	KEY HAZARD / RISK EVENT	CONSEQUENCE	LIKELIHOOD	RISK LEVEL	HAZARD MANAGEMENT AGENCY	PRE-EVENT TREATMENT ACTION	KEY ALERT MECHANISMS	POST-EVENT TREATMENT ACTION
STORM HAZARDS AND SCENARIOS CATEGORY										
S04	Economy	Storm damage to commercial dwellings (e.g., IGA) that causes inoccupancy.	Major	Likely	High	Department of Fire and Emergency Services (DFES).	• Presence of the DFES Emergency Response information, plans and procedures. • Availability of the Library site as an emergency accommodation location.	• Alerts from the public reporting. • Alerts from government determination.	• Activate the DFES Response Procedure. • Shire may need to activate the Library premises as an emergency accommodation site.
S05	People	Storm damage to residential dwellings that cause significant inoccupancy.	Moderate	Rare	Medium	Department of Fire and Emergency Services (DFES).	• Presence of the DFES Emergency Response information, plans and procedures.	• Alerts from the public reporting. • Alerts from government determination.	• Activate the DFES Response Procedure. • Shire may need to activate the Library premises as an emergency accommodation area.

State Vulnerable Elements within a Community

The 'State Emergency Management – A Strategic Framework for Emergency Management in Western Australia'[1] document sets out five vulnerable elements within a community that was used in categorising the Hazard Register that are explained below.

People
- Population *(including seasonal populations)*
- Location of people
- Demographics
- Vulnerable people *(elderly, children, those with disabilities)*

Economy
- Important industries
- Local businesses
- Transport networks
- Utilities infrastructure
- Shopping centres
- Tourism

Public Administration
- Emergency services
- Government services
- Non-government services
- Utility providers
- Service providers

Social Setting
- Schools/educational facilities
- Hospitals and health centres
- Aged care facilities
- Community centres
- Heritage buildings

Environment
- Flora
- Fauna
- Conservation areas
- Bodies of water
- Areas highly valued by the community

People: Impacts on the physical health of individuals

Economy: Impacts to the economy, the governing bodies and industry sectors

Social Setting: Impacts on the whole community, its daily functioning and social aspects such as culture and community resilience

Environment: Impacts on the ecosystem of the area, including flora and fauna

Public Administration: Impacts of the emergency on the governing body's ability to govern

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[1] Source: https://semc.wa.gov.au/emergency-management/procedures/Documents/ERMProcedures.pdf

State and Shire Priority Areas

The 'State Emergency Management – A Strategic Framework for Emergency Management in Western Australia'[2] document sets out key priority areas for emergency management plans.

Air Crash	Land Search	Fire (Bushfire and Structural)	Rail Crash
Animal or Plant: Pests or Diseases	Liquid Fuel Supply Disruption	Flood	Road Crash
Biological Substance	Marine Search	Gas Supply Disruption	Space Re-entry Debris
Chemical Substance	Marine Oil Pollution	Heatwave	Storm
Collapse (cliff/landform and building)	Marine Transport Emergency	Hostile Act	Terrorism
Cyclone	Other Substance (HAZMAT)	Human Epidemic	Tsunami
Earthquake	Radiation: Nuclear Powered Warships	Radiological Substance	Electricity Supply Disruption

The Shire of Merredin established the relative priority areas for their region that the Register concentrated on (in alphabetical order) comprised:

1. Animal of Plant: Pests of Diseases
2. Electricity Supply Disruption
3. Fire
4. Human Epidemic
5. Hazmat (included Biological and Chemical Substances)
6. Liquid Fuel Supply Disruption
7. Rail Crash
8. Road Crash
9. Storm

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[2] *Source: https://semc.wa.gov.au/emergency-management/procedures/Documents/ERMProcedures.pdf*

Consequence Definitions

The classification of the Consequence ratings used the *'State Emergency Management – A Strategic Framework for Emergency Management in Western Australia'*[3] definitions shown below.

	Insignificant	Minor	Moderate	Major	Catastrophic
People					
Mortality	Not Applicable	At least 1 death in 10,000,000 people	At least 1 death in 1,000,000 people	At least 1 death in 100,000 people	At least 1 death in 10,000 people
Injuries/ Illness	1 in 1,000,000 people *seriously* injured or any *minor* injuries	1 in 10,000,000 people critically injured with long-term or permanent incapacitation or 1 in 1,000,000 people *seriously* injured	1 in 1,000,000 people *critically* injured with long-term or permanent incapacitation or 1 in 100,000 people *seriously* injured	1 in 100,000 people critically injured with long-term or permanent incapacitation or 1 in 10,000 people *seriously* injured	1 in 10,000 people critically injured with long-term or permanent incapacitation or 1 in 1000 people *seriously* injured
Economy					
Loss in economic activity and/or asset value	Decline of economic activity and/or loss of asset value less than 0.004% of gross area product	Decline of economic activity and/or loss of asset value greater than 0.004% of gross area product	Decline of economic activity and/or loss of asset value greater than 0.04% of gross area product	Decline of economic activity and/or loss of asset value greater than 0.4% of gross area product	Decline of economic activity and/or loss of asset value greater than 4% of gross area product
Impact on important industry	Inconsequential business sector disruption	Significant industry or business sector is impacted by the emergency event, resulting in short-term (i.e. less than one year) profit reductions	Significant industry or business sector is significantly impacted by the emergency event, resulting in medium-term (i.e. more than one year) profit reductions	Significant structural adjustment required by identified industry to respond and recover from emergency event	Failure of a significant industry or sector
Environment					
Loss of species and/or landscapes	No damage to ecosystems at any level	• *Minor* damage to ecosystem/species of state significance • *Significant* damage to ecosystem/species of district/local significance	• *Minor* damage to ecosystem/species of national significance • *Significant* damage to ecosystem/species of state significance • *Severe* damage to ecosystem/species of district/local significance	• *Significant* damage to ecosystem/species of national significance • *Severe* damage to ecosystem/species of state significance • *Permanent* destruction to ecosystem/species of district/local significance	*Permanent* destruction to ecosystem/species of national, state and district/local significance
Loss of community environmental value	Inconsequential damage to item of interest	Minor damage to item of interest	Significant damage to item of interest	Severe damage to item of interest	Permanent destruction to item of interest
Public Administration					
Governance Functions	Governing bodies' delivery of core functions is unaffected or within normal parameters	Governing bodies encounter limited reduction in delivery of core functions	• Governing bodies encounter significant reduction in the delivery of core functions • Governing bodies are required to divert some available resources to deliver core functions or seek external assistance to deliver some of their core functions	• Governing bodies encounter severe reduction in the delivery of core functions • Governing bodies are required to divert a significant amount of available resources to deliver core functions or seek external assistance to deliver the majority of their core functions	Governing bodies are unable to deliver their core functions
Social Setting					
Community wellbeing	• Community social fabric is disrupted • Existing resources sufficient to return the community to normal function • No permanent dispersal	• Community social fabric is damaged • Some external resources required to return the community to normal function • No permanent dispersal	• Community social fabric is broken • Significant external resources required to return the community to normal function • Some permanent dispersal	• Community social fabric is significantly broken • Extraordinary external resources are required to return the community to functioning effectively • Significant permanent dispersal	• Community social fabric is irreparably broken • Community ceases to function effectively, breaks down • Community disperses in its entirety
Community services	Inconsequential / short term impacts	Isolated / temporary reductions	Ongoing reductions	Reduced quality of life	Community unable to support itself
Culturally important objects	Minor damage to objects of cultural significance	Damage to objects of identified cultural significance	Damage or localised widespread damage to objects of identified cultural significance	Widespread damage or localised permanent loss of objects of identified cultural significance	Widespread and permanent loss of objects of identified cultural significance
Culturally important activities	Minor delay to a culturally important community event	Delay to or reduced scope of a culturally important community event	Delay to a major culturally important community event	Temporary cancellation or significant delay to a major culturally important community event	Permanent cancellation of a major culturally important community activity

9 Adapted from National Emergency Risk Assessment Guidelines (NERAG) 2015.

Likelihood Definitions

The classification of the Likelihood ratings used the 'State Emergency Management – A Strategic Framework for Emergency Management in Western Australia'[4] definitions shown below based on the 2015 National Emergency Risk Assessment Guidelines (NERAG) model.

NERAG likelihood term	Overall likelihood level
Almost certain	63% per year or more
Likely	10 - <63% per year
Unlikely	1 - <10% per year
Rare	0.1 - <1% per year
Very rare	0.01 - <0.1% per year
Extremely rare	<0.01% per year

Risk Level Definitions

The classification of the Risk Level uses the Risk Matrix taken from the 'State Emergency Management – A Strategic Framework for Emergency Management in Western Australia'[4] as shown below.

Likelihood	Consequence level				
	Insignificant	Minor	Moderate	Major	Catastrophic
Almost Certain	Medium	Medium	High	Extreme	Extreme
Likely	Low	Medium	High	Extreme	Extreme
Unlikely	Low	Low	Medium	High	Extreme
Rare	Very low	Low	Medium	High	High
Very Rare	Very low	Very low	Low	Medium	High
Extremely rare	Very low	Very low	Low	Medium	High

Emergencies Likely to Occur / Hazards Register

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

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[4] Source: https://semc.wa.gov.au/emergency-management/procedures/Documents/ERMProcedures.pdf

Hazard	Controlling Agency	HMA	Local Combat Role	Local Support Role	State Hazard Plan	Local plan
Electricity Supply Disruption	Public Utilities Office	Public Utilities Office	Western Power	Western Power	Energy Supply Disruption	
Fire (Bush, outside gazetted town boundary)	Shire of Merredin	Department of Fire and Emergency Services	Shire of Merredin Bush Fire Brigades	LG staff	Fire 2019	SOPs, Bushfire Operating Procedures
Fire (Bush, within gazetted town boundary)	Department of Fire and Emergency Services	Department of Fire and Emergency Services	Merredin VFRS	Shire of Merredin Bush Fire Brigades	Fire 2019	DFES SOPs
Fire (structure)	Department of Fire and Emergency Services	Department of Fire and Emergency Services	Merredin VFRS	WA Police, St John Ambulance, LG staff and Bush Fire Brigades	Fire 2019	DFES SOPs
Fire (vehicle)	Department of Fire and Emergency Services	Department of Fire and Emergency Services	Merredin VFRS	WA Police, St John Ambulance		DFES SOPs
Flood	Department of Fire and Emergency Services	Department of Fire and Emergency Services	Merredin SES	Merredin VFRS, LG staff, WA Police, St John Ambulance	Flood 2016	DFES SOPs
Missing persons / land search	WA Police Force	WA Police Force	Merredin Police	Merredin SES, St John Ambulance	Search and Rescue Emergencies 2019	SOPs
Pandemic	Department of Health	Department of Health	Health Services	St John Ambulance, Kununoppin Hospital, Northam Hospital	Human Epidemic 2016	SOPs

Rail crash	Department of Fire and Emergency Services	Department of Fire and Emergency Services	Merredin VFRS	WA Police, St John Ambulance	Crash Emergency 2018	DFES SOPs
Road crash	WA Police Force	WA Police Force	Merredin VFRS	St John Ambulance, Merredin Hospital	Crash Emergency 2018	DFES SOPs
Storm	Department of Fire and Emergency Services	Department of Fire and Emergency Services	Merredin SES,	Merredin VFRS, WA Police	Storm 2016	DFES SOPs

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SECTION FOUR

Evacuation

EVACUATION

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

The Shire of Merredin and its LEMC is dedicated to ensuring pre-emergency evacuation planning is carried out so that, if an emergency were to occur, the risks associated with evacuation can be mitigated.

The overall responsibility for a community evacuation rests with the Controlling Agency. The decision to evacuate rests with the Incident Controller who is appointed by the Hazard Management Agency or Controlling Agency.

When an evacuation is being considered, the Hazard Management Agency or Controlling Agency is to consult with the Shire of Merredin and the Department of Communities.

TYPES OF EVACUATION

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

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

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

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

THE FIVE STAGES OF EVACUATION

Decision → Warning → Withdrawal → Shelter → Return

Stage One: Decision – Making the decision that evacuation is necessary

Things to Consider: Legislative powers, risk management, resource requirements.

Reasons to/not to evacuate must be recorded.

Stage Two: Warning – Telling people of the need to go

Part of the LEMC's planning process is to identify available communication methods for public information.

Stage Three: Withdrawal – Getting people out

Self-evacuation, recommended evacuation or directed evacuation?

Controlling Agency should, as far as is practicable, ensure the security of the area that has been evacuated and of the remaining persons and property – assistance with this may be sought from WAPOL, local government and security and/or traffic management contractors.

Stage Four: Shelter – Where people can go and providing support

Where a Controlling Agency establishes one or more evacuation centres, they must take reasonable steps to ensure that evacuees are properly received and supported via welfare agencies and/or the local government. Department of Communities will coordinate the provision of welfare support for evacuated persons.

Stage Five: Return – Allowing people back and supporting their return

In most circumstances the return of the affected community is the responsibility of the Controlling Agency that determined the need for an evacuation in the first place. In instances where the impacts of a hazard have had lasting effects, the incident may have been handed over to a Recovery Coordinator and/or Recovery Committee at the State or Local level.

A relevant person will need to ensure that an appropriate assessment has been carried out to confirm that the area is safe and possible to return to. The return may be executed in stages as the operational plan should consider issues such as community safety, restoration of essential services and provision of welfare support services.

HMA/CONTROLLING AGENCY CHECKLIST

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

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

EVACUATION (WELFARE) CENTRES

FACILITY	CAPACITY	ADDRESS	CONTACT
Merredin Regional Community & Leisure Centre	500 (seated) 200 (sleeping)	Bates Street, Merredin	MRCLC manager – 9041 3033 Shire of Merredin CEO* – 9041 1611

* For mobile contacts refer to Section 8 Contacts and Resources Register (restricted document)

EVACUATION TO OTHER LOCAL GOVERNMENT AREAS

The Shire of Merredin and its LEMC have planned for the instance in which evacuation to the local centre is impossible. Agreements have been reached with surrounding Shires for the provision of facilities to serve as evacuation centres if required.

* For mobile contacts refer to Section 8 Contacts and Resources Register (restricted document)

Shire of Merredin

FACILITY	CAPACITY	ADDRESS	CONTACT
Burracoppin Association Sports Pavilion Centre	Not yet assessed	Burracoppin NW Road, Burracoppin	Shire of Merredin CEO* – 9041 1611
Directions: 23km travelling west along the Great Eastern Highway **Alternative route:** ****Please note: the alternative route is predominantly via unsealed roads. If the primary route is not an option, an evacuation centre in an alternative location should be considered.** 300m travelling north along Chandler-Merredin Road 9km travelling east along Goldfields Road 550m travelling north along Booran N Road (immediately after rail crossing) 5km travelling east on Goldfields Road 60m travelling south west on Great Eastern Highway 6.5km travelling east on Goldfields Road 1.5km travelling north on White Street			
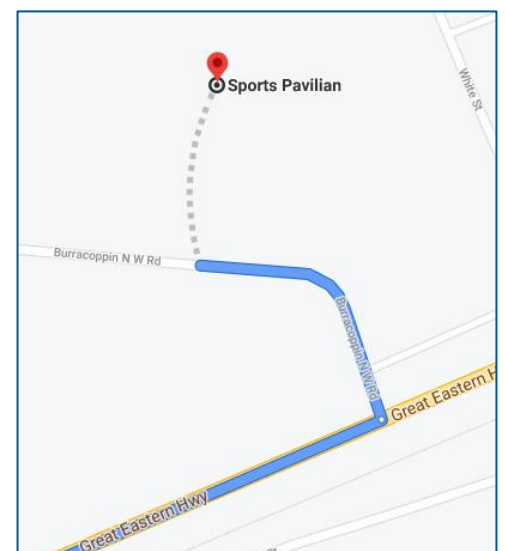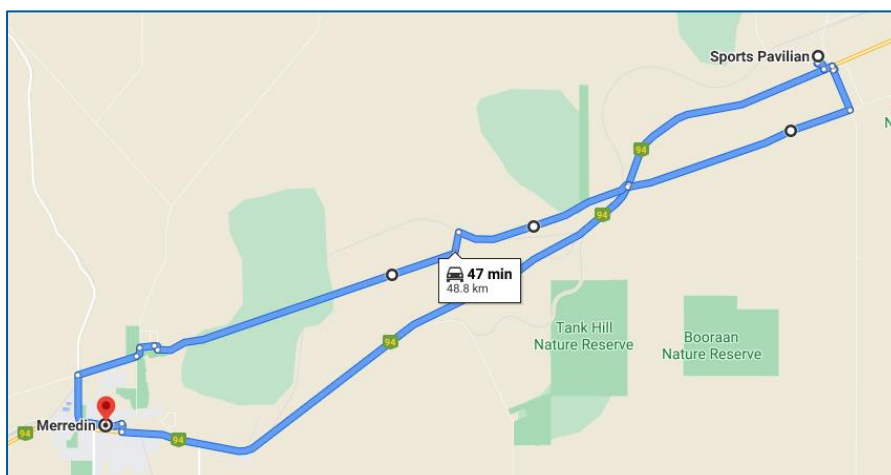
FACILITY	CAPACITY	ADDRESS	CONTACT
Muntadgin Hall	Subject to assessment	Wogarl-Muntadgin Road, Muntadgin	Shire of Merredin CEO* – 9041 1611

Directions: 2km travelling west along the Great Eastern Highway
29km south/south east along the Merredin-Narembeen Road
19km east along Brissenden Road
1km south along Crossland Street

Alternative route: 5km travelling south along Bruce Rock-Merredin Road
22km south along Totadgin Hall Road
10km east along Belka E Road
19km east along Brissenden Road
1km south along Crossland Street

Shire of Bruce Rock:

FACILITY	CAPACITY	ADDRESS	CONTACT
Bruce Rock District Club	Unknown	59 Dunstall Street, Bruce Rock	Shire of Bruce Rock CEO* – 9061 1377 Bruce Rock Club – 9061 1386
Directions: 45km travelling south along the Bruce Rock-Merredin Road **Alternative route:** 29km travelling west on Great Eastern Highway 2km south on Southcott Road 2km east then south on Goodier Road 5.5km east on Korbrelkulling Road 27km south on Hines Hill Road 4km south on Bruce Rock-Merredin Road			

Shire of Nungarin:

FACILITY	CAPACITY	ADDRESS	CONTACT
Nungarin Recreation Centre	Unknown	112 Danberrin Road, Nungarin	Shire of Nungarin CEO* – 9046 5006

Directions: 40km travelling north along the Merredin-Nungarin Road
1.5km west on Benson Avenue

Alternative route: 10km travelling west on Great Eastern Highway
28km north on Nangeenan N Road
4km west on Baird Road
10km north on Danberrin Road
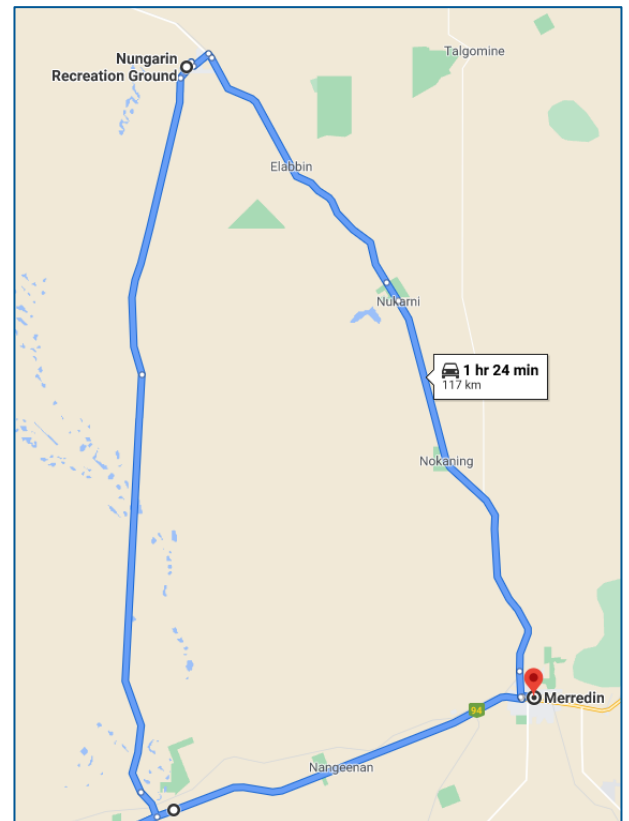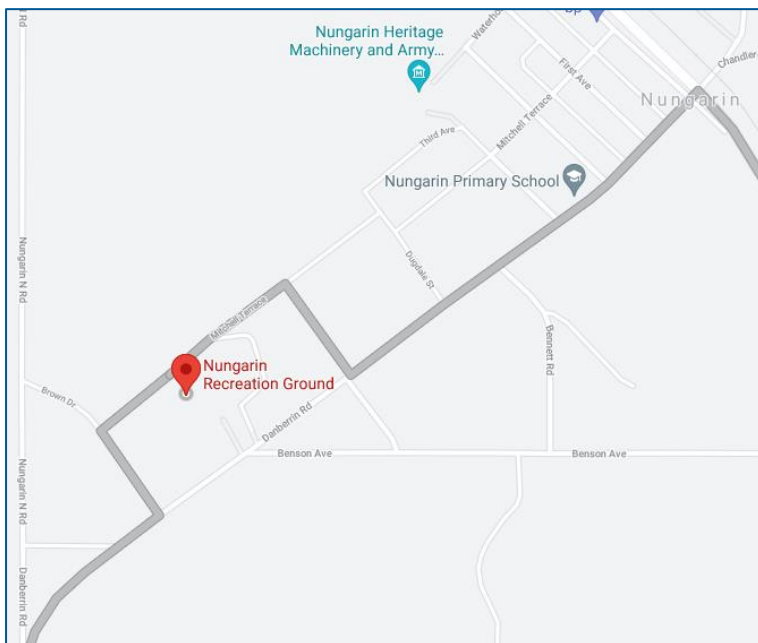
Shire of Narembeen:

FACILITY	CAPACITY	ADDRESS	CONTACT
Narembeen Recreation Centre	Unknown	112 Danberrin Road, Nungarin	Shire of Narembeen CEO* – 9064 7308 Narembeen Club – 9064 8373

Directions: 2km travelling east along the Great Eastern Highway
67km south on Merredin-Narembeen Road

Alternative route: 45km travelling south along the Bruce Rock-Merredin Road to Bruce Rock
37km south east on Bruce Rock-Narembeen Road
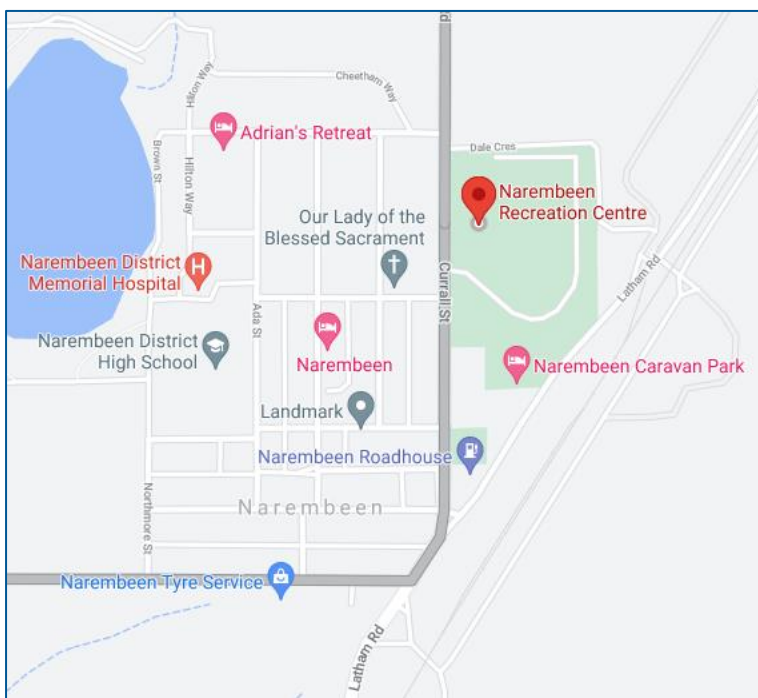
SPECIAL NEEDS GROUPS

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

EVACUATION OF ANIMALS

Assistance animals are welcomed at all welfare centres.

During an evacuation, community members are encouraged to look after and house their pets with family and friends wherever possible. For a list of evacuation and temporary housing locations for pets, please refer to the **ANIMAL WELFARE** within the Contacts and Resources section.

MAPS

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

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SECTION FIVE

Welfare

LOCAL EMERGENCY MANAGEMENT PLAN FOR THE PROVISION OF WELFARE SUPPORT

The Department of Communities has the role of managing welfare. The Shire of Merredin falls under the Merredin district of the Department of Communities. They have developed a Local Emergency Management Plan for the Provision of Welfare Support, which aims to prescribe the arrangements for the provision of welfare support services during emergencies. The plan is available from the Shire of Merredin and/or the Department of Communities. The plan contains private contact details of key personnel and is not for public distribution.

LOCAL WELFARE COORDINATOR

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

LOCAL WELFARE LIAISON OFFICER

The Local Welfare Liaison Officer is appointed by the local government to coordinate welfare response during emergencies and to liaise with the Local Welfare Coordinator. This role will provide assistance to the Local Welfare Coordinator, including the management of emergency evacuation centres such as building opening, closing, security and maintenance.

The Shire of Merredin appointed Local Welfare Liaison officer is CEO Lisa Clack.

REGISTER.FIND.REUNITE

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

WELFARE CENTRES

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

EVACUATION/WELFARE CENTRES

FACILITY	CAPACITY	ADDRESS	CONTACT
Merredin Regional Community & Leisure Centre	500 seated 200 sleeping	Bates Street, Merredin	MRCLC manager* – 9041 3033 Shire of Merredin CEO* – 9041 3033

* For mobile contacts refer to Section 8 Contacts and Resources Register (restricted document)

Functional areas of Welfare Coordination include;

- Emergency accommodation
- Emergency catering
- Emergency clothing and personal requisites
- Personal support services
- Registration and reunification
- Financial assistance

Opening and Coordination of Welfare Evacuation Centres

The Department of Communities (Communities) has legislated responsibility under WA Emergency Management Arrangements for the coordination and provision of services to evacuated community members during and after an emergency/disaster.

In many cases this will require the opening of a Welfare Evacuation Centre (Evacuation Centre) to provide evacuees with a safe place to relocate to, until they are able to return home or find alternative safe places.

There is a provision under WA Emergency Management Arrangements for the Local Government in the area affected by the emergency/disaster to take the lead role in the coordination and operation of the Evacuation Centre, until such time as Communities are able to arrive at the centre and assume responsibility for coordination and service provision.

The Controlling Agency, together with the Local Government and Department of Communities will determine when and where the opening of an evacuation centre may be required. If not present, the Dept of Communities should be contacted immediately and advised of the decision to stand up the evacuation centre.

Local government staff or LEMC members may be asked to open a Welfare Centre and manage it until Department of Communities staff arrive. A Guide and Checklist has been provided by the Department of Communities to assist with process.

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

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

SHIRE EMERGENCY ACTIVATION KITS

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

- Shire of Merredin Administration Office
- Recreation Centre

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

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SECTION SIX

The Shire of Merredin

Recovery Plan

The Shire of Merredin Recovery Plan

Recovery Coordinator: CEO

                                     *Insert mobile number when known

Deputy Recovery Coordinator: EMES

                                 0429 683 645

Endorsed at LEMC: *Date*

Endorsed at Council: *Date and resolution number*

1. INTRODUCTION

Recovery

The Shire of Merredin Local Recovery Plan has been prepared by the Shire of Merredin Local Emergency Management Committee to reflect the capacity of the Shire and to address the Shire's legislative responsibility under Section 36(b) and Section 41(4) of the Emergency Management Act 2005 and the Emergency Management Regulations 2006.

This recovery plan forms part of the Shire of Merredin's Local Emergency Management Arrangements (LEMA).

Authority

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

Objectives:

The objectives of this plan are to:

- Describe the roles, responsibilities, available resources and procedures for the management of recovery from emergencies for the Shire of Merredin;
- Establish a basis for the coordination of recovery activities at the local level;
- To promote effective liaison between all Hazard Management Agencies (HMA), emergency services and supporting agencies, which may become involved in recovery management;
- Provide a framework for recovery operations for the Shire of Merredin.

Scope:

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

2. ROLES AND RESPONSIBILITIES

Local Recovery Coordinator

The Local Recovery Coordinator (LRC) is responsible for the development and implementation of the recovery management arrangements for the local government.

The Shire of Merredin has appointed officers and key personnel to lead the community recovery process in accordance with the requirements of the Emergency Management Act, Section 41(4). The Shire of Merredin may appoint more than one person to the position of LRC by appointing and training more than one person to undertake the role of the LRC, coverage is assured in the event the primary appointee is unavailable when an emergency occurs.

Role

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

Functions

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

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

Local Recovery Coordination Group (LRCG)

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

Role

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

Functions

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

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

Controlling Agency/Hazard Management Agency

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

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

State Recovery Coordinator

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

Recovery Structure State and Local
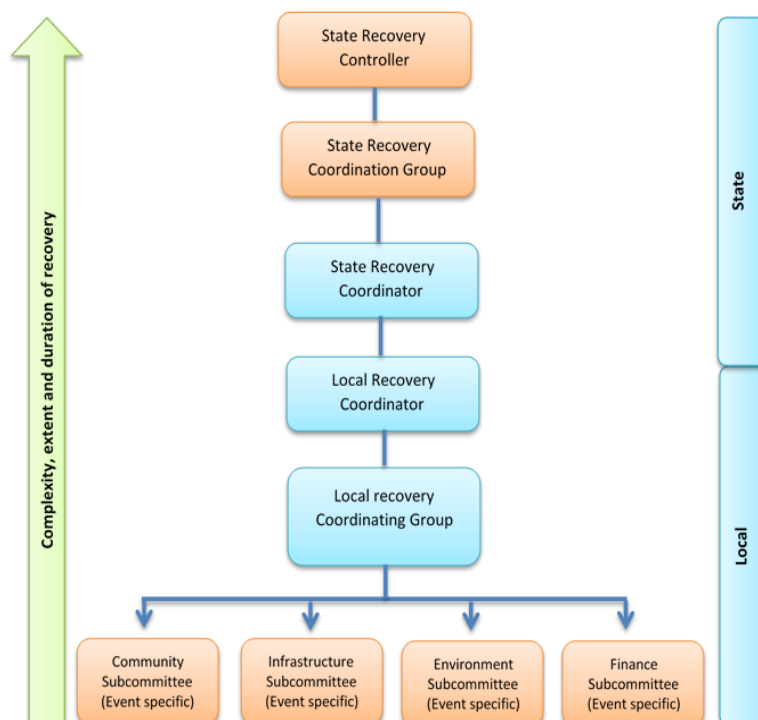
3. COMMENCEMENT OF RECOVERY

Local Recovery Coordinator:

The immediate involvement of the Local Recovery Coordinator (LRC) in any Incident Support Group (ISG) will ensure that recovery starts while response activities are still in progress, and key decisions taken during the response phase are able to be influenced with a view to recovery. The LRC may also attend the Incident Management Team (IMT) as an observer for further situational awareness.

The LRC shall:

- Align response and recovery priorities
- Connect with key agencies
- Understand key impacts and tasks. Have input into the development of the Impact statement that will be used when the incident is transferred from response to recovery.
- Identify recovery requirements and priorities as early as possible.
- Establish a Local Recovery Committee, and any sub committees as required.

The Controlling Agency:

The Controlling Agency with responsibility for the response to an emergency will initiate recovery activity during the response to that emergency. To facilitate recovery it will;

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

Local Recovery Coordination Group:

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

Core Recovery Group

The core group is usually made up of local government elected members and administration staff, and the primary functions are recovery planning, activation of the plan and supporting the Local Recovery Coordinator to manage the recovery process.

POSITION	PRIMARY	ALTERNATE
Chair	President	Deputy President
Local Recovery Co-ordinator	CEO	Deputy CEO
Deputy Recovery	Executive Manager of Engineering Services	
Administrative Support	Administrative Support Officer	Internal FCO
Communications Officer	Media & Communications Officer	Deputy CEO
Any other LG officers as required ie financial officer/works manager	Shire of Merredin staff appointment	Shire of Merredin staff appointment

Co-opted members

The following members may be co-opted as required to provide agency specific or expert advice and resources to assist the recovery process.

FUNCTION	AGENCY
HMA or Controlling Agency	DFES, Police, Local Government, Parks & Wildlife
Essential services	Telstra, Water Corp, Western Power, Main Roads
Welfare agencies	Department of Communities
Financial services	Centrelink
Health services	Department of Health, Merredin Hospital, St John Ambulance
Community groups or representatives	Merredin CRC, Merredin Men's Shed, local CWAs, Wheatbelt Business Network

Subcommittees

Sub committees may be formed to assist the recovery process by considering specific priority areas.

Core priority areas that may require the formation of a subcommittee include;

- Finance Subcommittee
- Infrastructure Subcommittee
- Community Subcommittee
- Environmental Subcommittee

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

Priorities for Recovery

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

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

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

The Shire of Merredin aligns its priorities for recovery to the National Principles for Disaster Recovery.

While all the principles are equally critical to ensure effective recovery, understanding the local and broader content and recognising complexity is foundational.

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

Assessment and Operational Recovery Planning

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

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

4. RESOURCES

Recovery Resources

The Local Recovery Coordinator for the Shire of Merredin is responsible for determining the resources required for recovery activities in consultation with the Controlling Agency/Hazard Management Agency and Support Organisations.

The Shire of Merredin resources are identified in the **Contacts and Resources** Register. The Local Recovery Coordinator (LRC) is responsible for coordinating the effective provision of activities, resources and services for the Shire of Merredin should an emergency occur.

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

Centre Name	Address	Contacts.
Shire of Merredin Administration Building	Corner of King and Bates Streets, Merredin	Shire of Merredin CEO*
Merredin SES Unit	7 Benson Road, Merredin	Merredin Local Manager*
Merredin Police Station (small group)	22 Mitchell Street, Merredin	Merredin OIC WAPOL*
Merredin VFRS Station	4 Mitchell Street, Merredin	Captain, Merredin VFRS*
Merredin Community Resource Centre	110 Barrack Street, Merredin	Merredin CRC Co-ordinator*

* For mobile contacts refer to Section 8 Contacts and Resources Register (restricted document)

Financial Arrangements

The primary responsibility for safeguarding and restoring public and private assets affected by an emergency rests with the asset owner, who needs to understand the level of risk and have appropriate mitigation strategies in place.

Through the Disaster Recovery Funding Arrangements – WA (DFRA-WA), the State Government provides a range of relief measures to assist communities in recovering from an eligible natural event. The Shire of Merredin will make claims for recovery activities where they are deemed eligible under DFRA.

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

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

Financial Preparation

The Shire of Merredin will take the following actions to ensure they are prepared financially to undertake recovery activities should the need arise. These actions include:

- Understanding and treating risks to the community through an appropriate risk management process;

- Ensuring assets are recorded, maintained and adequately insured where possible;

- Establishing a cash reserve for the purpose where it is considered appropriate for the level of risk;

- Understanding the use of section 6.8(1) (b) or (c) of the Local Government Act 1995. Under this section, expenditure not included in the annual budget can be authorised in advance by an absolute majority decision of the Council, or by the Shire President in an emergency and then reported to the next ordinary meeting of the Council;

- Understanding the use of section 6.11(2) of the Local Government Act 1995 to utilise a cash reserve established for another purpose, subject to one month's public notice being given of the use for another purpose. Local Government Financial Management Regulations 1996– regulation 18(a) provides and exemption for giving local public notice to change the use of money in a reserve where the Shire President has authorised expenditure in an emergency. This would still require a formal decision of the Council before money can be accessed;

- Understanding the use of section 6.20(2) of the Local Government Act 1995 to borrow funds, subject to one month's local public notice of the proposal and exercising of the power to borrow by an absolute majority decision of the Council;

- Ensuring an understanding of the types of assistance that may be available under the Disaster Recovery Funding Arrangements- WA (DRFA-WA), and what may be required of local government in order to gain access to this potential assistance; and

- Understanding the need to manage cash flow requirements by making use of the option of submitting progressive claims for reimbursement from DRFA, or Main Roads WA.

Managing Donations

Organisations wishing to establish public appeals for cash donations should use the Lord Mayors Distress Relief Fund managed by the City of Perth, as detailed in the State EM Recovery Procedure1– Management of Public Fundraising and donations. NOTE: Appeals for donations of physical items such as food and furniture should be discouraged unless specifically requested by the Local Recovery Coordination Group. In all instances cash donations should be encouraged with prospective donors directed to the Lord Mayor's Distress Relief Fund.
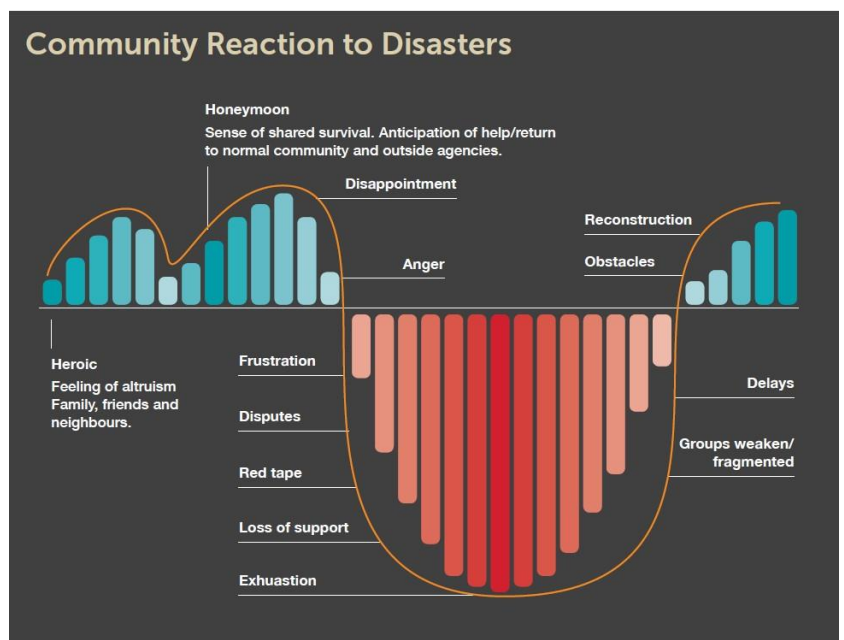
5. COMMUNITY REACTIONS

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

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

The diagram to the right illustrates the four-stage cycle of emotions that people are likely to experience after being impacted by an emergency. This process is indicative only. It should not be read as a sequential process, but as a guide to help anticipate predictable challenges in the recovery stage.

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

Community Reaction to Disasters

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

Disappointment

Reconstruction

Obstacles

Anger

Heroic
Feeling of altruism Family, friends and neighbours.

Frustration

Delays

Disputes

Groups weaken/ fragmented

Red tape

Loss of support

Exhuastion

6. THE NATIONAL PRINCIPLES FOR DISASTER RECOVERY

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

Successful recovery relies on:

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

Understanding the context - Successful recovery is based on an understanding of the community context. Recovery should:

- appreciate the risks faced by communities;
- acknowledge existing strengths and capacity, including past experiences;
- be culturally sensitive and free from discrimination;
- recognise and respect differences; and
- support those who may be more vulnerable; such as people with disabilities, the elderly, children and those directly affected

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

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

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

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

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

The complete National Principles for Disaster recovery can be found at
https://knowledge.aidr.org.au/resources/national-principles-disaster-recovery/

7. ACTIONS AND STRATEGIES

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

Activities:

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

Strategies:
Community Involvement Strategies

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

- Empower the community as quickly as possible

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

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

Accountability Strategies
- Ensure the affected community is involved in the allocation and distribution of material and financial resources
- Assist the community in ensuring there is accountability in the use of resources

Strategies for Grants, Loans and Gifts
- Ensure there is community involvement in determining criteria
- Communicate entitlement criteria for financial support & grants immediately
- Alterations to criteria must be communicated clearly to the community
- Consider non-English speaking groups in designing information for grants
- Maintain confidentiality

Strategies to Maintain Family Cohesion
- Keep families together during evacuation and resettlement
- Ensure all policies and processes support the family's ability to recover

APPENDIX 6A: SUB COMMITTEES – OBJECTIVES

COMMITTEE	OBJECTIVES
Community (or Social) Subcommittee Objectives	• To provide advice and guidance to assist in the restoration and strengthening of community wellbeing post event; • To facilitate understanding on the needs of the impacted community in relation to community wellbeing; • To assess and recommend priority areas, projects and events to assist with the recovery process in the immediate and short-term regarding the restoration and strengthening of community wellbeing; • To assess and recommend medium and long term priority areas to the local government for consideration to assist in the restoration and strengthening of community wellbeing; and • To ensure the affected community is informed and involved in the recovery processes so actions and programs match their needs.
Environment (or Natural) Subcommittee Objectives	• To provide advice and guidance to assist in the restoration of the natural environment post event; • To facilitate understanding of the needs of the impacted community in relation to environmental restoration; • To assess and recommend priority areas, projects and community education to assist with the recovery process in the immediate and short-term regarding the restoration of the environment including weed management and impacts on wildlife; and • To assess and recommend medium and long term priority areas to the local government for consideration to assist in the restoration of the natural environment in the medium to long term.
Infrastructure (or Built) Subcommittee Objectives	• Assist in assessing requirements for the restoration of services and facilities in conjunction with the responsible agencies, where appropriate; • To provide advice and assist in the coordination of the restoration of infrastructure assets and essential services damaged or destroyed during the emergency; and • To assess and recommend priority infrastructure projects to assist with the recovery process in the immediate and short, medium and long term.

| Finance (or Economic) Subcommittee Objectives | • The development of eligibility criteria and procedures by which payments from the LMDRF will be made to affected individuals which:
   o Ensure the principles of equity, fairness, simplicity and transparency apply;
   o Ensure the procedures developed are straightforward and not onerous to individuals seeking assistance;
   o Recognise the extent of loss suffered by individuals;
   o Complement other forms of relief and assistance provided by government and the private sector;
   o Recognise immediate, short, medium and longer term needs of affected individuals;
   o Ensure the privacy of individuals at all times.
• Facilitate the disbursement of financial donations from the corporate sector to affected individuals, where practical; and
• To make recommendations to the Lord Mayor's Distress Relief Fund (LMDRF) on the orderly and equitable disbursement of donations and offers of assistance to individuals having suffered personal loss and hardship as a result of the event. |

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

AIDE MEMOIRE

LOCAL RECOVERY COORDINATOR

LOCAL LEVEL RECOVERY ARRANGEMENTS

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

Nomination and role of a Local Recovery Coordinator

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

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

Local Recovery Coordinator functions during Response

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

Local Recovery Coordinator functions during Recovery

- In consultation with the DA, assess the LRCG requirements and resources for the restoration of services and facilities planned with assistance of responsible agencies
- monitor the progress of recovery and provide periodic reports to LRCG that includes: fatigue

management (self/others); and communications are accurate, timely and planned

- in conjunction with the local government, ensure that any State-level recovery coordination operates only to ensure that the affected community has equitable and appropriate access to available resources
- ensure recovery projects that support the social, built, economic and natural recovery environments are community-led and targeted to best support affected communities
- provide a central point of communication and coordination for the wide range of recovery related services and projects being progressed outside of the LRCG
- make appropriate recommendations, based on lessons learnt, to the Local Emergency Management Committee to improve the community's recovery preparedness.
- arrange for the conduct of an operational debriefing of all participating agencies and organisations as soon as possible after cessation of the recovery arrangements
- arrange for an evaluation of the effectiveness of the recovery activities in relation to the Local Recovery Plan, which should be reviewed within 12 months of the emergency
- ensure the Local Recovery Plan is practical and easily accessible by community/public.

Local Recovery Coordination Group – role and functions

The LRCG is the strategic decision-making body for recovery. Key functions are:

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

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

- understand the **context**
- recognise **complexity**
- use **community-led** approaches
- **coordinate** all activities
- **communicate** effectively
- recognise and build **capacity**

Effective recovery communication and community engagement

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

LOCAL RECOVERY COORDINATOR/COORDINATION GROUP CHECKLIST

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

TASK DESCRIPTION	COMPLETE
Within 12-24 hours	
Contact and alert key local/agency contacts, including Incident Controller and DA.	
Liaise with Controlling Agency (CA) and participate (or nominate the Local Government Liaison Officer or CEO) in the Incident Support Group and/or Operations Area Support Group.	
Identify special needs and vulnerable people such as youth, the aged, the disabled, Aboriginal people, culturally and linguistically diverse (CaLD) people, and isolated and transient people.	
Consider fatigue management for self and recovery staff (contact EM agencies for advice/support).	
Consider what support is required, such as resources to maintain records of events and actions.	
Brief media on the recovery, ensuring accurate and consistent messaging (use the local government's media arrangements, or seek advice and support from recovery agencies).	
Within 48 hours	
LRC to ensure receipt of the initial impact assessment from the CA.	
LRC and local government to determine the need to convene a LRCG and brief members.	
In conjunction with the State Recovery Coordinator, the LRC and local government are to participate in the determination of the level of State involvement in the recovery effort.	
Meet with agencies involved with recovery operations to determine priority actions.	
Develop and implement an event specific Communication Plan, including public information, appointment of a spokesperson and the local government's internal communication processes.	
Manage offers of assistance, volunteers and donated money. Liaise with the City of Perth's Lord Mayor's Distress and Relief Fund (LMDRF), if activated, on eligible criteria and procedures for payments to affected individuals. The procedures commence through the local government. Refer the *State EM Local Recovery Guidelines, Appendix Seven* for the criteria and procedures.	
Activate outreach programme to meet immediate needs and determine ongoing needs. Consider the need for specialist counselling, material aid, accommodation, financial assistance and social, recreational and domestic facilities (liaise with the Department of Communities).	
Report on likely costs and impact of recovery activities and establish a system for recording all recovery expenditure (such as keeping all receipts and providing	

timesheets for paid labour).	
Consider setting up a call centre with prepared responses for frequently asked questions (FAQ). Place the collated FAQs on the local government's website or link for the disaster event and/or printed materials, as appropriate (choose suitable medium/a for various audiences).	
Within 1 week	
Participate in consultation for completion of Comprehensive Impact Assessment by the CA.	
Establish LRCG subcommittees, if needed, based on the 4 environments: social, built, economic and natural, and determine functions and membership. Refer to the *State EM Local Recovery Guidelines, Appendix Seven: Sample Recovery Subcommittee Role Statements.*	
Depending on extent of the damage, the LRC and LRCG should develop an Operational Recovery Plan which determines the objectives, recovery requirements, governance arrangements, resources and priorities that is specific to the event. Refer to the *State EM Local Recovery Guidelines, Appendix Six: Operational Recovery Plan Template.*	
If the event has been proclaimed an eligible natural disaster under the *Disaster Recovery Funding Arrangements – WA*, be aware of process requirements for eligible assistance measures.	
Liaise with DA and recovery agencies to coordinate local management of recovery process.	
Within 1 to 12 months (or longer term recovery)	
Promote community engagement in recovery planning including involvement in the development of the Local Recovery Plan, which may also improve confidence in recovery and generate a sense of ownership for the Plan, as well as increasing recovery awareness.	
Ensure the completed Local Recovery Plan clearly identifies recovery and operational arrangements such as any agreements made between local governments or emergency management; roles; responsibilities; and records of all recovery expenditure and resources used.	
Determine longer term recovery strategies that include psychosocial support.	
Debrief recovery agencies and staff.	
Implement transitioning to mainstream services in consultation with the local government or the State Recovery Coordinator, if applicable.	
Evaluate effectiveness of recovery within 12 months of the emergency, including: • lessons identified and implementation of projects/plans/training to address the lessons; and • developing recovery strategies/programmes/training and education, in consultation with the community, that strengthens community preparedness and resilience for future events.	
Recovery communication and community engagement – throughout the recovery effort	

Effective recovery communication addresses, at a minimum: • the how: community meetings, printed materials, noticeboards, websites, social media, etc; • the who: wide variety of groups, including special needs groups; • the what: what has happened, what are the issues, what services/information are available; and • the where: provide information any place where people spontaneously/normally congregate.	
Set up relief, recovery centres/one stop shops that provide the community access to all recovery services for the short, medium or long term. These services provide the opportunity for face to face information and resources, as well as a central repository for up to date local, community and agency specific information, outreach programmes, etc.	
Arrange community initiatives, or accommodate and support community-led initiatives, such as: • community information forums, or neighbourhood or community meetings which can include congregations of sporting, spiritual, recreational and school groups; • community or social events, street/neighbourhood barbeques, memorials, anniversaries; • a central website with links to relevant government and non-government service information; establish email networks; and the provision of social media.	
Plan and implement a Community Engagement Strategy, using the following as a basic guide: • establish a target audience: consider demographics, groups and networks; • determine matters to be communicated: what information is needed from the community and what information is needed to be provided to the community; • methods of communication: consider appropriate methods/media for various audiences.	
Establish, or support, community briefings, meetings and information in the recovery context that provide: • clarification of the emergency event (Controlling Agency); • advice on services available (recovery agencies); • input into development of management strategies (local government and recovery agencies); • advice to affected individuals on how to manage their own recovery, including the provision of public health information and psychosocial support (local government, specialist advisors, and government agencies such as the Department of Communities).	
Arrange community meetings and recovery information forums, with clear objectives and purpose, which help in providing information, gathering concerns, dispelling rumour, correcting misconceptions, and raising the profile of the recovery effort. For public meetings, consider: • the patronage, agenda, process of conducting the meeting, speakers, subject matter;	

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

APPENDIX 6C: OPERATIONAL RECOVERY PLAN TEMPLATE

SHIRE OF MERREDIN **OPERATIONAL RECOVERY PLAN**	
Emergency type and location:	
Date emergency occurred:	
SECTION 1 – INTRODUCTION	
Incident description:	
Purpose of this plan:	
Authority:	
SECTION 2 – ASSESSMENT OF RECOVERY REQUIREMENTS	
Details of loss and damage (Refer Comprehensive Impact Assessment):	
Residential:	
Commercial:	
Industrial:	
Transport:	
Essential services:	*Including State and Local Government infrastructure*
Estimates of damage costs:	
Temporary accommodation requirements:	*Including evacuation centres*
Additional personnel requirements:	
Human services:	*Personal and psychological support requirements*
Other health issues:	

SECTION 3 – ORGANISATIONAL ASPECTS

Details of the composition, structure and reporting lines of the groups/committees and subcommittees set up to manage the recovery process:	
Details of inter-agency relationships and responsibilities:	
Details of roles, key tasks and responsibilities of various groups/committees and those appointed to various positions including Recovery Coordinator:	

SECTION 4 – OPERATIONAL ASPECTS

Resources available:	
Resources required:	
Redevelopment plans:	*Includes mitigation proposals*
Reconstruction restoration programme and priorities:	*Includes estimated timeframes, the programmes and strategies of government agencies to restore essential services, plans for mitigation against future impacts. Include local government programme for community services restoration*
Financial arrangements:	*Assistance programmes (DFRA-WA), insurance, public appeals and donations*
Public information dissemination:	*Key messages, methods of distribution*

SECTION 5 – ADMINISTRATIVE ARRANGEMENTS

Administration of recovery funding:	*Include other financial issues*
Public appeals policy and administration:	*Includes policies and strategies for office and living accommodation, furniture and equipment details for additional temporary personnel*

SECTION 6 – CONCLUSION

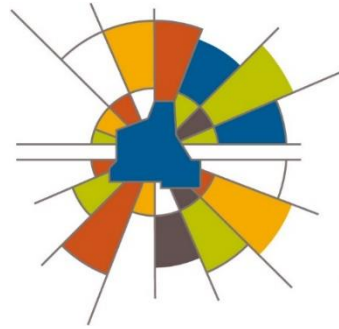| |
|---|
| *Summarises goals, priorities and timetable of the plan* |

Endorsed by
Chair **Local Recovery Coordinating Group**
Date:

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SECTION SEVEN

Communications Plan

Communicating with an affected community is a vital part of all stages of emergency management. When threatened or impacted by an emergency, community members have an urgent need for information and direction. The provision of this information is the responsibility of the Hazard Management Agency.

When communicating with an affected community, special considerations should be given to children and youth; elderly people; people with disabilities; medically reliant persons; Aboriginal people; people who are isolated or transient; and people with Culturally and Linguistically Diverse backgrounds. A list of Groups/ Business to coordinate the contact with Vulnerable People, please refer to the **VULNERABLE PEOPLE CONTACT GROUPS** within the Contacts and Resources section.

It is likely that individual agencies will want to issue media releases for their areas of responsibility (e.g. Water Corporate on water issues, Western Power on power issues, etc.) however the release times, issues identified and content shall be coordinated through the ISG to avoid conflicting messages being given to the public.

All Council (Local Government) media contact must be directed to the Shire President or Chief Executive Officer.

COMMUNICATION POLICY

Management of communication in a crisis is critical. This section has been created to guide the Shire of Merredin in approaching crisis communication in a way that is structured, well-coordinated and effective.

During a crisis, this response will be led by the Local Response Coordinator (LRC) with assistance from Key members of the Local Recovery Coordination Committee (LRCC). In the management of media relations, the Local Recovery Coordination (LRCC) must seek direction from the Hazard Management Agency and the Shire of Merredin CEO and/or Shire President.

COMMUNICATION PRINCIPLES

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

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

STAKEHOLDER COMMUNICATION

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

Both internal and external communications will be directed by the strategy, which will ensure alignment with the Local Recovery Coordination (LRCC) response objectives and with the Shire of Merredin's communications policy.

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

- Communication is facilitated only by those authorised to do so
- Information released is confirmed and accurate
- Communication is regular, consistent and takes into account sensitivities.

Communicating in the prevention stage:

Prevention is defined as "the mitigation or prevention of the probability of the occurrence of, and the potential adverse effect of, an emergency". The Shire of Merredin employs several practices in order to aid the prevention of emergencies and these are communicated to the public. One example is the Firebreak Order distributed to the public every year, requiring firebreaks to be installed and properties to be clear of fire-hazardous materials by 31 October each year.

Communicating in the preparedness stage:

Preparedness is defined as "the preparation for response to an emergency".

Through increasing community preparedness, Emergency Management Agencies can educate stakeholders, networks and communities on potential emergency risks, impacts, and personal responsibility, therefore promoting community resilience. By doing so an EMA can:

- Raise awareness in high-risk areas about the importance of planning and preparing (i.e. for cyclones, floods and bushfires);
- Raise personal awareness of risks and the need for adequate insurance;
- Increase adoption of preparedness measures and appropriate response behaviours in high-risk areas;
- Increase understanding of how to prevent, prepare for, respond to and recover from the hazards particular communities will face.

Public warning systems

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

Local System

- Shire of Merredin SMS notification system (currently predominantly used for roadworks, Harvest bans and Total Fire bans)
- Shire of Merredin Harvest Ban/Fire and Emergencies Hotline 9041 2999
- Notice Boards
  - Shire of Merredin notice board
  - Merredin Central Wheatbelt Visitor Centre notice board
  - Shire notice board next to Westpac bank
  - Temporary notice boards may be erected in easy-to-access locations during emergencies
  - Information would also be publicly displayed at any evacuation centres that were opened as a result of the emergency
- Shire social media accounts:
  - Shire of Merredin Facebook page
  - Central Wheatbelt Visitor Centre Facebook page
  - Shire of Merredin Twitter account
  - Shire of Merredin Instagram account
- Shire of Merredin website
- Shire of Merredin e-newsletter
- Triple M Wheatbelt radio (1098 AM)
- ABC Midwest and Wheatbelt (531 AM)

State Systems

During a major emergency you can also find information on;

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

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

DFES Public Information

www.emergency.wa.gov.au (for information on emergencies)

www.dfes.wa.gov.au (for general information)

13 3337 (13DFES) (for emergency information only)

1300 657 209 (recorded information line).

Local Radio

ABC Radio Geraldton – 531

08 9923 4111

ABC Radio Perth – 730

08 9220 2700

harvestbans@abc.net.au

Triple M Northam – 1098

08 9622 2777

wa@triplem.com.au

State Alert

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

- Recorded voice – Landline and mobile, and/or
- Text – mobile telephone, email and RRS feed.

  StateAlert is also available for use by external HMAs for situations where lives may be in danger. All requests for StateAlert messaging will be evaluated to ensure the need is commensurate with both the definition of Emergency and that the proposed release of StateAlert is classed as a 'life threatening' incident.

COMMUNICATING IN THE RESPONSE STAGE:

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

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

COMMUNICATING IN THE RECOVERY STAGE:

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

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

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

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

Status Update

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

Talking Points

The talking points are developed from information contained within the status updates.

The talking points provide key messages to be used by the spokesperson and all members of the Shire who are in contact with affected community and general public. Talking points can be used for all communication methods such as the newsletter, community meetings etc.

Social Media Applications

Social media can be used effectively as an engagement tool with the community in the event of an emergency and recovery. The Shire is committed to regular use of social media, including monitoring and reliable updating.

Media Release

Media releases can provide a vital way of providing instant information that can be picked up by the local newspaper or radio station. The designated local government spokesperson must be used in the media release. Consider co-branded media releases that relate to a specific stakeholder in the early stages of the response to recovery phase.

Community Meetings

Community meetings are essential in response and recovery as it is important to address the community in a face-to-face setting early on, to earn the trust and respect of the affected community and engage in meaningful dialogue. Community meetings may involve many state government agencies such as the Hazard Management Agency, along with local government and community organisation representatives. It is important that the Master of Ceremony and spokesperson are delegated by the local government.

Notice Boards

A central notice board at a key location in the community can be used to provide information in recovery. This may be a location already being used or one that is decided that is best placed for the emergency and recovery effort.

- The information must be general, local and provide people with call to actions such as contact numbers and places to go for additional information.
- The notice board may also be used to gain feedback directly from the community, if required.

Media Conference

A media conference can be utilised if there is public and media interest after the emergency and can be used to get specific messages across the media, general public and the community.

- A media conference should be managed by the Media Liaison function located within the Recovery Communications team.
- The announcement will need to be prepared, the spokesperson chosen and briefed and the time of the conference chosen to suit relevant media deadline

Letterbox drop

Information can reliably be conveyed to residents via a Merredin Post Office letterbox drop, delivered to every letterbox and PO Box in the Shire.

Community Newsletter

A community newsletter that is printed or emailed is a simple and easy method of communication in recovery.

Newspaper Article

A newspaper article may be picked up by the newspaper from the media release that has been issued, the local government may be given a regular space each week to address the issues in recovery for the community or be able to place paid advertising within the newspaper.

Recovery Communications Plan

A recovery communications plan details the local government's strategy on communication and consultation with the affected community in recovery.

A copy of a basic communications plan template can be found at **Appendix 7A**.

Managing the Media

During a crisis information used in the communication response must be controlled. The approvals/sign off procedure must be adhered to so that all facts are accurate and that their

release is authorised. The Local Response Coordinator (LRC) is responsible for enforcing this procedure, which is as follows:

- Facts will be verified internally through update briefings within the Local Recovery Coordination Committee (LRCC). Information is never to be assumed
- The Local Recovery Coordination Committee (LRCC) will draft documents for release to external stakeholders
- The Local Response Coordinator (LRC) must confirm all incident-related facts
- Local Recovery Coordination Committee (LRCC) Chair will coordinate final sign-off from the CEO prior to document release.

Having one authorised spokesperson during a crisis ensures that communication with the media and audiences is consistent, transparent and controlled. Designated spokespeople may include:

- Shire of Merredin – CEO
- Shire President
- Incident relevant elected representative

They must have the updated facts and be both available and prepared to manage media relations.

It is crucial that all employees are aware of the procedure for handling enquiries and know how to appropriately direct calls and visitors.

General Enquiries

Frontline employees from outside the Local Recovery Coordination Committee (LRCC) must be prepared to receive enquiries from a range of stakeholders. The Shire of Merredin's Media & Communication Officer will ensure that they are provided with a script based on the key messages and a copy of the prepared Q&As and must brief them on the communication policies. Other than approved spokespeople, no employee is authorised to make comment to any stakeholder beyond the scope of the script and these documents.

- No employee or spokesperson is to give "off the record" or "in confidence" information
- All media releases and holding statements must go through the approvals process prior to release, with final sign off from the CEO or Local Recovery Coordination Committee (LRCC) Chair.

APPENDIX 7A: RECOVERY COMMUNICATIONS PLAN TEMPLATE

SHIRE OF MERREDIN RECOVERY COMMUNICATION PLAN
RECOVERY VISION FOR THE AFFECTED COMMUNITY
VISION
MISSION
Mission of the recovery communications plan
Why?
Who?
What?
When?
Where?
How?
BACKGROUND
Brief detailed description of the emergency events
COMMUNICATION OBJECTIVES
Clear, measurable and achievable objectives. No more than five.

KEY TARGET AUDIENCE

Who are the key community members that are being targeted and how is this being done? Who is responsible for the communication method and by when?

Target Audience	
Descriptions	
Actions	
Who	
By when	

KEY MESSAGES

What are the current key messages and how are they being distributed, to whom?

Message	
Method	
Who	

ACTIONS

What communications are being undertaken to which stakeholder group and how is this being done?
Who has responsibility and how often will they be distributed and/or updated?

Stakeholder group	
Communication	
Method	
Who	
Frequency	

MONITOR AND EVALUATE

How is each communication method being monitored and evaluated for effectiveness? How often will they be monitored and evaluated?

Method	
Monitor and evaluate	

Frequency	

COMMUNICATIONS BUDGET

How much money has been allocated to be spent on each communication method? Keeping up to date records of how much is being spent against the budget is essential.

Method	
Amount allocated	
Amount spend	

COMMUNICATIONS PLAN REVIEW

Who is responsible for monitoring the complete recovery communications plan, what date was it reviewed and what were the major changes that were made?

By whom	
Date	
Major changes	

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SHIRE OF MERREDIN

INNOVATING THE WHEATBELT

SECTION EIGHT

Contacts and Resources Register

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