

# LOCAL RECOVERY PLAN



Shire of Gnowangerup  
2019

# The Shire of Gnowangerup Recovery Plan

Recovery Coordinator:

Vin Fordham Lamont  
Deputy Chief Executive Officer  
Shire of Gnowangerup  
Tel: 08 9827 1007  
Email: [vin.fordhamlamont@gnowangerup.wa.gov.au](mailto:vin.fordhamlamont@gnowangerup.wa.gov.au)

Deputy Recovery Coordinator:

Lex Martin  
Shire of Gnowangerup Councillor  
Mobile: xxxxx  
Email: xxxxxx

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## Distribution Matrix

The following matrix has been developed to identify the level of access persons in the Distribution List has to each of the documents found below:

	Level 1 Access		Level 2 Access	
	Version	Folder	Version	Folder
<b>Local Emergency Management Arrangements</b>	FV	A4	RV	SB
<b>Emergency Welfare Centre's Register</b>	FV	A4	RV	SB
<b>Local Recovery Management Plan</b>	FV	A4	RV	SB
<b>Emergency Contacts Register</b>	FV	A4	NP	NP
<b>Resources</b>	FV	A4	NP	NP
<b>Critical Infrastructure List</b>	FV	A4	Np	NP

- A4: A4 4D Ring Insert Binder – (Single Sided)  
 SB: A4 Spiral Bound Document – (Duplex)  
 FV: Full Version  
 RV: Restricted Version – (Removal of private contact information)  
 NP: Not for Public Access

## Distribution List

Shire of Gnowangerup		Access Level	No of Copies
<b>Chief Executive Officer</b>		Level 1	1
<b>Deputy Chief Executive Officer</b>	(LEMC)	Level 1	1
<b>Works Manager</b>	(LEMC)	Level 1	1
<b>Corporate Support Officer (LEMC Administration)</b>	(LEMC)	Level 1	1
<b>Chief Fire Control officer</b>	(LEMC)	Level 1	1
<b>Volunteer Bush Fire Brigade Stations</b>		Level 1	3
<b>Public Libraries – Gnowangerup &amp; Ongerup</b>		Level 2	2
<b>Reception</b>		Level 2	1
<b>Local Emergency Management Committee</b>			
<b>LEMC Chairperson – Shire President</b>	(LEMC)	Level 1	1
<b>OIC – Gnowangerup Police Station – Local Emergency Coordinator</b>	(LEMC)	Level 1	1
<b>State Emergency Service – Gnowangerup – Unit Manager</b>	(LEMC)	Level 1	1
<b>St John Ambulance – Gnowangerup</b>	(LEMC)	Level 1	1
<b>Department of Communities - Albany</b>	(LEMC)	Level 1	1
<b>DFES Great Southern Regional Office - Albany</b>	(LEMC)	Level 1	1
<b>Gnowangerup District High School</b>	(LEMC)	Level 1	1
<b>Borden Primary School</b>	(LEMC)	Level 1	1
<b>Ongerup Primary School</b>	(LEMC)	Level 1	1
<b>Department of Biodiversity, Conservation &amp; Attractions - Stirling Ranges</b>	(LEMC)	Level 1	1
<b>Gnowangerup Health Services (Hospital)</b>	(LEMC)	Level 1	1
<b>DFES District Emergency Management Advisor</b>	(LEMC)	Level 1	1
<b>Other</b>			
<b>DEMC – Great Southern District</b>		Level 2	1
<b>SEMC - Secretary</b>		Level 2	1
<b>TOTAL</b>			<b>25</b>

## Amendment Record

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

Feedback can include:

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

To forward feedback copy the relevant section, mark the proposed changes and forward it to:

Deputy Chief Executive Officer  
Shire of Gnowangerup  
28 Yougenup Road  
GNOWANGERUP WA 6335

or alternatively email to: [gnpshire@gnowangerup.wa.gov.au](mailto:gnpshire@gnowangerup.wa.gov.au)

Any suggestions and/or comments will be referred to the LEMC for consideration. Amendments

No.	Amendment Date	Amendment Details	Amended By
1.	March 2000	Document Review	LEMC
2.	July 2001	Document Review	LEMC
3.	October 2010	Document Review	LEMC
4.	December 2012	Document Review	LEMC
5.	May 2014	Document Review	LEMC
6.	June 2017	Document Review	LEMC
7.	May 2019	Major Review	LEMC
8.			
9.			
10.			

# 1. PART ONE – INTRODUCTION

## 1.1. Recovery

The Shire of Gnowangerup Local Recovery Plan has been prepared by the Shire of Gnowangerup 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 Gnowangerup's Local Emergency Management Arrangements (LEMA).

## 1.2. Authority of Preparation

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.

## 1.3. Objectives

The objectives of the Plan are to:

- Describe the roles, responsibilities, available resources and procedures for the management of recovery from emergencies for the Shire of Gnowangerup;
- Establish a basis for the coordination of recovery activities at the local level;
- Promote effective liaison between all Hazard Management Agencies (HMA), emergency services and supporting agencies, which may become involved in recovery;
- Provide a framework for recovery operations;
- Ensure the plan complies with State Emergency Management Arrangements;
- Ensure community engagement throughout the recovery management.

## 1.4. Scope

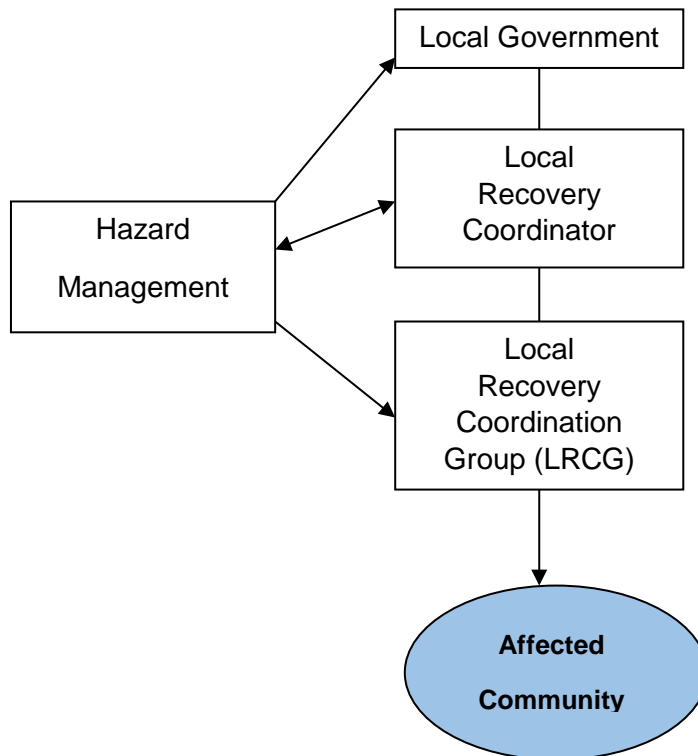
The scope of this recovery plan is limited to and includes:

- The geographical boundaries of the Shire of Gnowangerup;
- Local Emergency Management Arrangements;
- Existing legislation, plans and Local Laws;
- Statutory or agreed responsibilities;
- Relevant Shire of Gnowangerup supporting documents and plans; and
- Involvement of the affected community in recovery management.

## 2. PART TWO: ROLES AND RESPONSIBILITIES

### 2.1. Recovery Structures

The structure of the Local Recovery Coordination Group should be dynamic, as the composition and roles within the group will change depending upon the disaster recovery. During the response phase of the incident, the following structure is typically adopted, until the incident transitions from Response to Recovery.

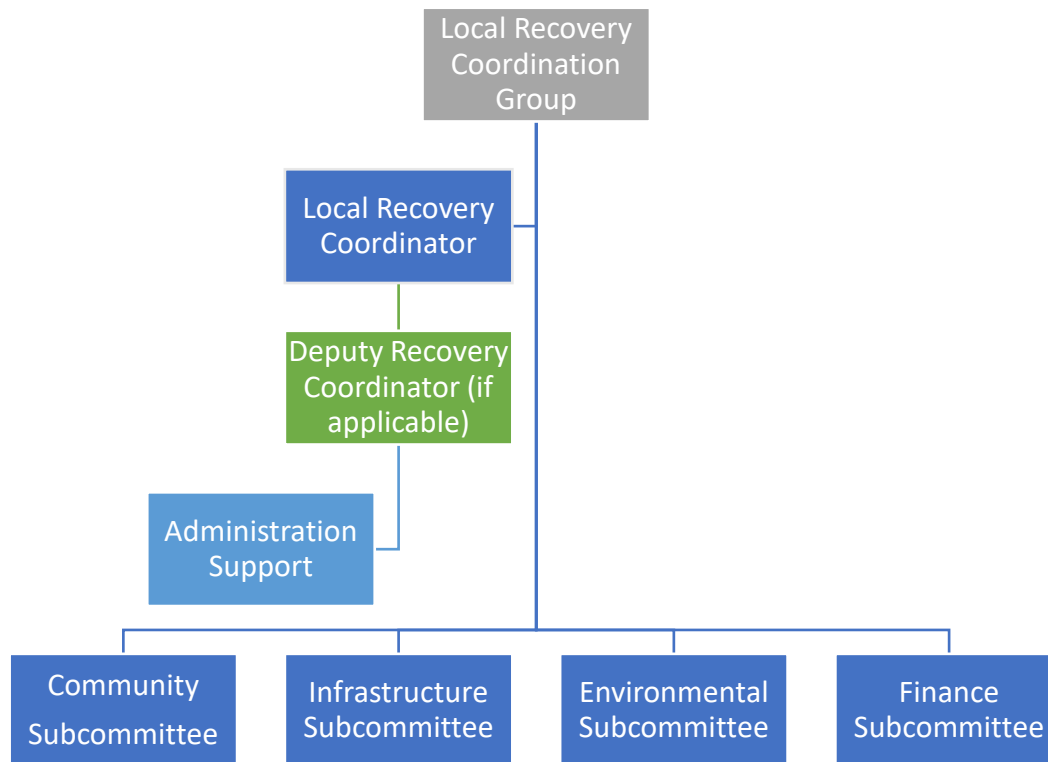


**Figure 1: Response phase Recovery Management Structure**

This structure sees the coordination and communication between the Hazard Management Agency (HMA) / Controlling Agency (CA), and the local government authority, including the Local Recovery Coordinator being included in the HMA/CA incident Support Group briefings and meetings.

During the recovery phase, this structure will change depending upon the disaster, which will largely dictate the required recovery actions i.e. a significant infrastructure subcommittee and associated functions may not be required for a bushfire that only affects pastoral land owners or nature reserve land.





**Figure 2: Simple Recovery Phase Recovery Management Structure**

The above diagram illustrates a basic Recovery Committee structure, which can be utilised dependent upon complexity and impact of the disaster. Guidance for individual subcommittee functions is also available within this plan. These structures can be scaled up or back as the situation dictates.

## 2.2. Local Recovery Coordinator

The Deputy Chief Executive Officer has been appointed as the Local Recovery Coordinator (LRC) by the Shire of Gnowangerup in accordance with the *Emergency Management Act 2005*. S 41(4). Should the Deputy Chief Executive Officer not be available, then the roll will be filled by a Shire Councillor, nominated to be the deputy LRC.

### **Role**

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

### **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 where appropriate;
- 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 Mayor/Shire President and Chief Executive Officer (CEO) on the requirement to convene the 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, strategies and policies determined by the LRCG;

- Monitor the progress of recovery and provide periodic reports to the LRCG and State Recovery Coordination Group, if established;
- Liaise with the State Recovery Coordinator on issues where State level support is required or where there are problems with services from government agencies locally;
- Facilitate the acquisition and appropriate application of the resources necessary to ensure an effective recovery;
- 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 arrangements; and
- 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* as provided by SEMC. Please see [Appendix 4](#)

### 2.3. 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.

Checklists for both the Local Recovery Coordinator and the Local Recovery Coordination Group are available as “**LOCAL RECOVERY COORDINATOR/COORDINATION GROUP CHECKLIST**” - [Appendix 4](#)

#### 2.4. Controlling Agency Hazard Management Agency

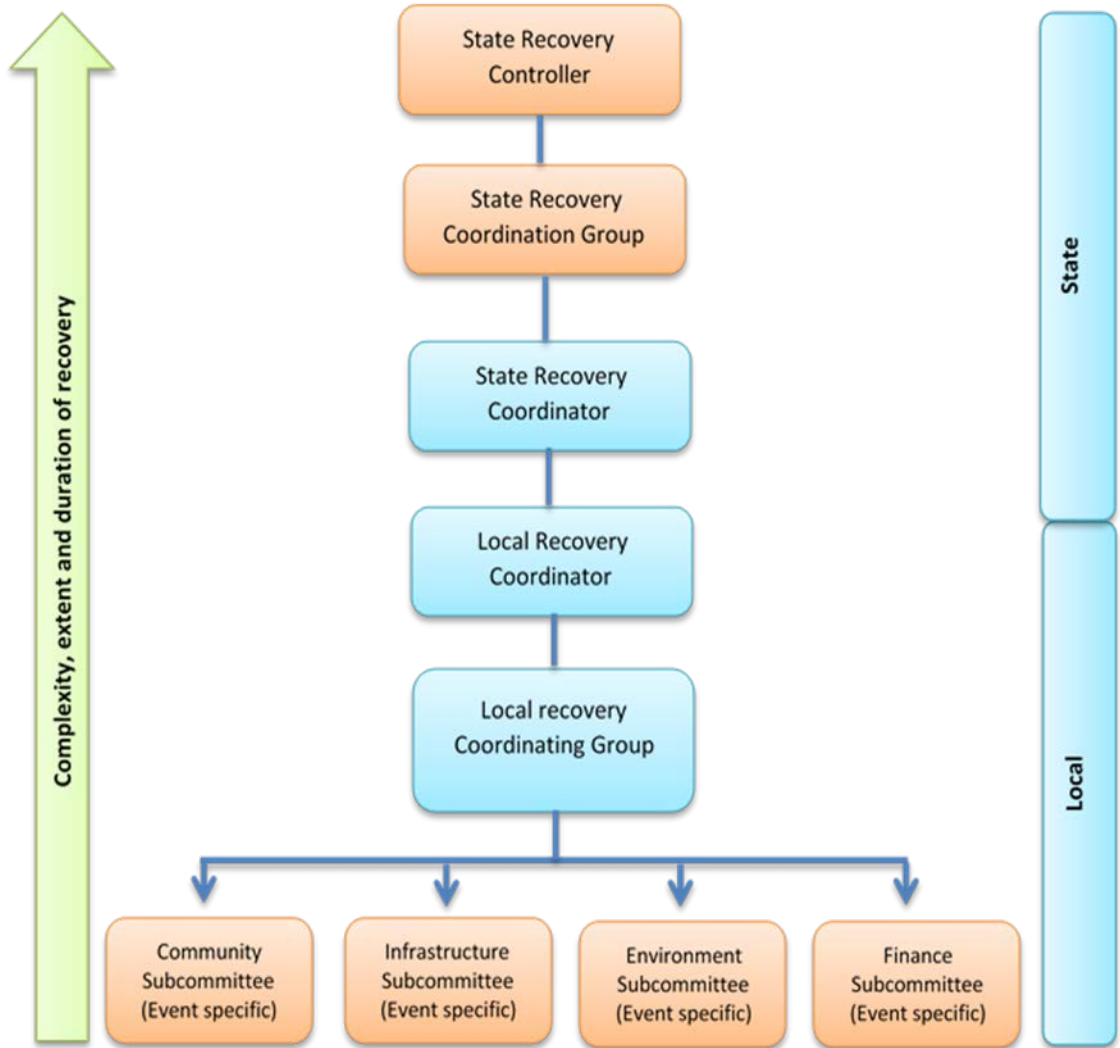
The Controlling Agency/ HMA with the responsibility for the response to an emergency will initiate recovery activity during the response to that emergency. To facilitate recovery, the Controlling Agency/ HMA will:

- 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).

#### 2.5. 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. PART THREE: COMMENCEMENT OF RECOVERY

#### 3.1. 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.

#### 3.2. 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.

#### 3.3. 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:*

(Function – recovery planning, activation of plan, support Local recovery coordinator to manage the recovery process. The core group is usually made up of local government elected members and administration staff)

<b>Position</b>	<b>Primary</b>	<b>Alternate</b>
<b>Chair</b>	Shire President	Shire Deputy President
<b>Local Recovery Coordinator</b>	Deputy Chief Executive Officer	
<b>Deputy Recovery Coordinator</b>	Shire Councillor	
<b>Administrative Support</b>	Corporate Services Officer	Executive Assistant

<b>Communications Officer</b>		
<b>Any other LG officers as required ie financial /officer/Manager of Works</b>		

*Co-opted members:*

(Function – these members would be co-opted as required to provide agency specific or expert advice and resources to assist the recovery process.)

<b>Hazard Management Agency or controlling Agency</b>	DFES, Police
<b>Essential services</b>	Telstra, Water Corp, Main Roads, Western Power
<b>Welfare agencies</b>	DC, Red Cross, Salvation Army, local welfare services
<b>Financial services</b>	Centre link, Development commissions, Insurance providers, Chamber of Commerce
<b>Dept. of Health</b>	
<b>Dep.t of Education</b>	
<b>Dept. of Transport</b>	
<b>Dept. of Food and Agriculture</b>	
<b>Dept. of Biodiversity Conservation and Attractions</b>	
<b>WA Police</b>	
<b>St John Ambulance</b>	
<b>Community Groups or representatives.</b>	
<b>CALD group representatives</b>	
<b>Non-Government Organisations</b>	

*Subcommittees:*

(Function – 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

## SUB COMMITTEES – OBJECTIVES

Committee	Objectives
Community (or Social) Subcommittee Objectives	<ul style="list-style-type: none"> <li>• To provide advice and guidance to assist in the restoration and strengthening of community well-being post the event</li> <li>• To facilitate understanding on the needs of the impacted community in relation to community wellbeing</li> <li>• 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</li> <li>• 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</li> <li>• To ensure the affected community is informed and involved in the recovery processes so actions and programs match their needs.</li> </ul>
Environment (or Natural) Subcommittee Objectives	<ul style="list-style-type: none"> <li>• To provide advice and guidance to assist in the restoration of the natural environment post the event</li> <li>• To facilitate understanding of the needs of the impacted community in relation to environmental restoration</li> <li>• 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</li> <li>• 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.</li> </ul>
Infrastructure (or Built) Subcommittee Objectives	<ul style="list-style-type: none"> <li>• Assist in assessing requirements for the restoration of services and facilities in conjunction with the responsible agencies where appropriate</li> <li>• To provide advice and assist in the coordination of the restoration of infrastructure assets and essential services damaged or destroyed during the emergency</li> <li>• To assess and recommend priority infrastructure projects to assist with the recovery process in the immediate and short, medium and long term.</li> </ul>
Finance (or Economic) Subcommittee Objectives	<p>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.</p> <ul style="list-style-type: none"> <li>• The development of eligibility criteria and procedures by which payments from the LMDRF will be made to affected individuals which: <ul style="list-style-type: none"> <li>○ ensure the principles of equity, fairness, simplicity and transparency apply</li> <li>○ ensure the procedures developed are straightforward and not onerous to individuals seeking assistance</li> <li>○ recognise the extent of loss suffered by individuals</li> <li>○ complement other forms of relief and assistance provided by government and the private sector;</li> <li>○ recognise immediate, short, medium and longer term needs of affected individuals</li> <li>○ ensure the privacy of individuals is protected at all times.</li> </ul> </li> <li>• Facilitate the disbursement of financial donations from the corporate sector to affected individuals, where practical.</li> </ul>

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

### 3.5. Activation of This Plan

The decision to activate the Local Recovery Plan will be made by the Chair of LRCG or the LRC. Once the plan has been agreed to be activated, the LRC & LRCG become responsible for implementation of the plan.



### 3.6. Operational Recovery Planning

The Operational Recovery Plan provides the strategic direction and details actions required to facilitate a successful recovery. When the LRCG is activated, the group should develop an operational recovery plan to guide its functions during the first meeting. The operational recovery plan should include assessment and recovery requirements, organisational management, operational aspects and administrative arrangements.

The first LRCG meeting should be within 12 hours of disaster impact as short term planning should start simultaneously alongside response operations.

The following sources and agencies are involved in undertaking impact assessment encompassing the functional areas of recovery (i.e. social, infrastructural, economic and environmental disruption /or damage)

- Hazard Management Agencies;
- Welfare agencies – to identify persons in need of immediate assistance;
- Local government surveyors, engineers, environmental health officers, waste/sanitation, and finance staff; and
- Insurance assessors.

A framework for the development of the **Operational Recovery Plan** is included at [Appendix 5](#).

### 3.7. Welfare and Health Services

Welfare is the delegated responsibility of the Department of Communities. The LRCG will work closely with the local office for Department of Communities in accordance with following plans:

- State Health Emergency Response Plan
- State Emergency Welfare Plan

## 4. PART FOUR: RESOURCES

The Local Recovery Coordinator (LRC) is responsible for the determination of resources required for recovery activities based on the [Comprehensive Impact Assessment](#). This determination is made with the Local Recovery Coordination Group (LRCG) and support organisations, during the initial stages of the recovery process.

The Shire of Gnowangerup resources are noted in **Appendix A of the Shire's LEMA: Shire of Gnowangerup Resources**. A copy of the resources available is also included at [Appendix 2](#) of this plan. If the LRCG is convened, the LRC will continue to assess requirements for the restoration of services and facilities including determination of the resources required for the recovery process, including the wellbeing and communication/information needs of the community. The LRCG will source and coordinate external and internal resources, including the provision of the staff.

It is also noteworthy that the communities' needs will change throughout the recovery cycle, and as such, the distribution of resources to address community impacts will need to be flexible as information continues to become available.

### 4.1. Local Government Staff

Once the LRCG has been activated, all staffing matters will be coordinated by the LRC including rostering of staff, attendance monitoring (time sheets), Occupational Health & Safety, etc. Staff may be involved in the operation of the Recovery Coordination Centre, Recovery Information Centre, assessment of building and environmental conditions, and clean-up activities.

### 4.2. Local Volunteer Coordination

Where possible, all offers of / requests for, volunteer assistance with recovery activities should be coordinated through the LRCG. Spontaneous volunteers are a valuable, flexible resource that could be used to support existing volunteers and personnel to take up more active responsibilities in aiding with recovery operations. Local volunteers usually have more familiarity with the local community, local area, and understanding of available resources.

Care must be taken however, to ensure that volunteer efforts are organised to ensure that the needs of those affected are the primary consideration and that activities of volunteers do not negatively impact on the community or other recovery efforts.

To support this coordination, the LRCG should make every effort to ensure that volunteers are registered and tasked appropriately. To assist with the registration process, a spontaneous volunteer registration form is included in [Appendix 3](#). This form is only required for volunteers not currently registered with an agency, for example volunteer firefighters and SES volunteers, who will continue to be managed by their respective agencies.

### 4.3. Local Recovery Coordination Centre

It may be necessary to establish a Recovery Coordination Centre if extensive recovery activities are likely to be carried out. The purpose of the Centre is to coordinate the recovery process undertaken by various agencies in terms of resources, information and tasks.

All agencies are responsible for ensuring representatives from their agency are in place for the length of the recovery operations.

The Local Recovery Coordination Centre will be located at the Shire of Gnowangerup Administration Office; if this location is unavailable or deemed unsuitable the LRC will designate an alternative location as soon as possible and publicise the location and contact numbers after it has been relocated.

#### 4.4. Recovery Information Centre (RIC)

A Recovery Information Centre will be established when required by the LRCG. The purpose of the Centre is to provide information and advice to the community on the progress of recovery, special arrangements and services. A recovery information centre is also designed to centralise the delivery of Local, State and Commonwealth government and non-government services to people affected by a disaster.

The Recovery Information Centre may or may not be co-located with the Local Recovery Coordination Centre, depending on the size and complexity of the disaster. It may be appropriate to establish the Recovery Information Centre at the local welfare centre to provide easy access for the affected community. The location and contact details of the Centre should be circulated to the community when it has been established.

All LRCG agencies are required to ensure an agency representative is in place at the RIC throughout recovery as dictated by the needs of the community and LRCG. The local government will provide a help desk to assist the community members on where to direct their enquiries.

#### 4.5. 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 Gnowangerup 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).

##### 4.5.1. Financial Preparation:

The Shire of Gnowangerup 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 mayor or 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 an exemption for giving local public notice to change the use of money in a reserve where the mayor or 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.
- 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.

#### 4.5.2. Managing Donations:

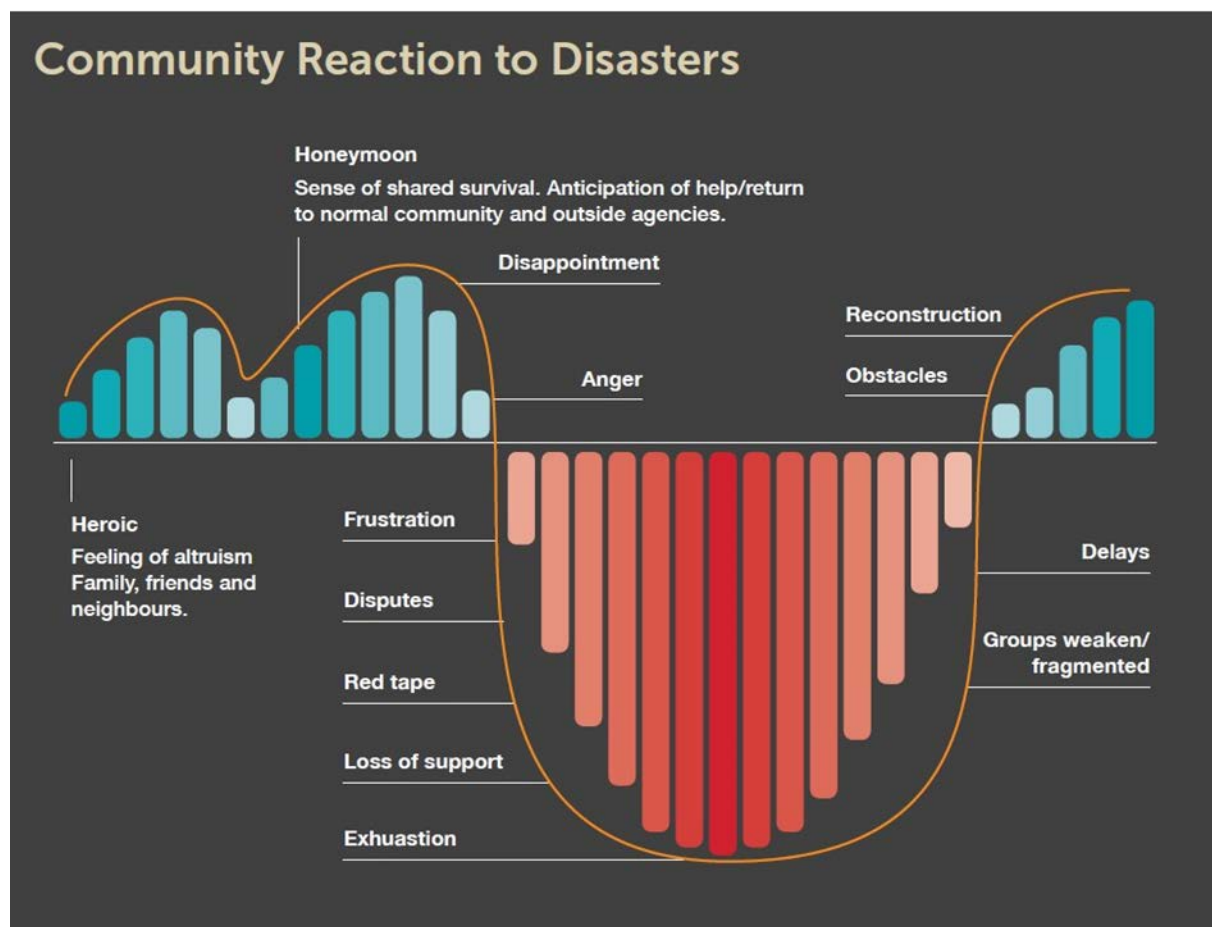
Organisations wishing to establish public appeals for cash donations should use the Lord Mayors Distress Relief Fund managed by the City of Perth, as detailed in the [State EM Recovery Procedure1– Management of Public Fundraising and donations](#). NOTE: Appeals for donations of physical items such as 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. PART FIVE: 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 below diagram 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.

## 6. PART SIX: 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. PART SEVEN: 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.



## 8. PART EIGHT: COMMUNICATION

Regardless of the hazard and who the controlling agency is, it should be expected that the community will turn to the local government for assistance, information and advice, particularly in the recovery phase of an event. The demand for information from the community will often be well beyond what is available, and many will not have a clear idea of what information is required.

It is the responsibility of LRCG to develop an effective communication plan for recovery, specific to the event. Throughout the recovery process, local government is to maintain an on-going dialogue with the affected community and share information with all other stakeholders and partners in the recovery process.

This section provides Information on the establishment of a Recovery Communications Unit to support the LRCG. This unit is then responsible for the development and implementation of a Recovery Communication Plan. Provided in the appendices are templates and checklists which may be used in the development of the communication plan, and also for specific topics of the plan such as media briefings, community meetings and situation updates.

### 8.1. Effective Communication in Recovery

The effective management of communication following an emergency or disaster can be used to promote and hasten community recovery. It provides an opportunity for the community to have its issues and concerns addressed in the recovery process.

#### **Communication - the how**

Communication methods include:

- community meetings;
- pamphlets/flyers/brochures;
- print newsletters;
- noticeboards;
- word of mouth;
- posters/billboards;
- face to face;
- email newsletters;
- websites;
- local newspapers;
- text messaging;
- social media;
- radio and television;
- video communication

#### **Communication—the who**

In considering information gathering, processing and distribution channels, it is necessary to take account of who needs information and whose role it is to provide information. It is relatively easy to identify two broad groups that need information:

- the affected community and
- those working towards community recovery

The individuals, groups and organisations included in those groups are innumerable; however, special mention needs to be made of the information needs of:

- Indigenous and culturally and linguistically diverse communities, people with disabilities and seniors, and isolated and vulnerable people;
- elected representatives; and
- the media.

### **Communication—the what**

The broad categories of information that needs to be communicated (perhaps in different ways at different times) in the recovery process are covered by the following questions:

- What has happened in the community?
- What areas have been affected and how have they been affected?
- What do the community see as issues and priorities?
- What is recovery likely to involve?
- What plans are in place for the wellbeing of the community?
- What services and resources are available for recovery of the community?
- What information will assist the community to achieve recovery?

### **Communication—the where**

Information can be provided at a range of settings, including:

- any place where people spontaneously or normally congregate;
- disaster sites (if it is safe to do so) such as mass-casualty events, train or aeroplane crashes, bridge or tunnel collapse etc.;
- Reception or assembly points (airports, evacuation holding locations in central business districts, hospitals etc.);
- Overseas repatriation centres (airports etc.);
- relief, recovery centres/one stop shops, which can be used for the short, medium or long term— these services provide the opportunity for face-to-face information provision, as well as a central repository for up-to-date newsletters and agency specific information such as fact sheets, posters and leaflets; outreach programs;
- community information forums, or neighbourhood or community meetings— these can include congregations of sporting, spiritual, recreational and school groups;
- community events (street/neighbourhood barbeques, memorials, anniversary events, social occasions); and
- through a central website with links to relevant government and non-government service information — websites can establish email networks and use pre-existing community groups' databases. Note: using community groups' databases for email contact has privacy law issues.

In addition to information regarding services available to individuals, there is a need for broader information regarding community activities. The distribution of such information is an important part of supporting the community.

## **8.2. Communication Roles and Responsibilities**

The scale of the recovery communication unit will depend on the demands of the event at hand. All of the following functions may be carried out by the Recovery Communications Coordinator, or each may be delegated out to individual persons. For significant events, each function may be established as a unit, with a functional leader managing the unit and reporting to the Recovery Communications Coordinator.

### 8.2.1. Recovery Communications Coordinator

The Recovery Communications Coordinator leads and manages the recovery communications work and team. The role should be part of, or have access to, the senior management or executive team; be included in the Local Recovery Coordination Group and relevant subcommittees; and report to the Local Recovery Coordinator. They also have the following responsibilities:

- Lead recovery communications team;
- Establish resourcing requirements for the recovery communications team including rosters and additional staffing support;
- Ensure resource requirements take into account fatigue management issues that may arise;
- Keep abreast of all communications related to the emergency (from its outset) from the HMA and other sources;
- Provide support to the Local Recovery Coordinator;
- Advise the Local Recovery Coordinator on any additional resource requirements for communications;
- Ensure timely briefing and debriefing for team members is completed;
- Develop a Recovery Communications Plan;
- Develop and coordinate time critical recovery messaging for the community; and
- Coordinate and prioritise recovery messaging for the local government.

### 8.2.2. Community Liaison

The community liaison function undertakes direct liaison with key community groups. This includes obtaining and providing information and messages received to and from the affected community via the recovery centre, telephone line, SMS system and any other methods. This function can have a direct link to the Community Liaison Unit within the Hazard Management Agency (if utilised by the HMA) and the Community Development/ Engagement team or officer with the local government. The Community Liaison Unit has the following responsibilities:

- Gather, coordinate and maintain community contact lists;
- Maintain liaison through various channels such as the recovery centre, telephone line and SMS system;
- Coordinate key information analysis from the Community Liaison Unit (where available) and the local government community development/engagement team or officer;
- Coordinate public information messaging and gathering at community events such as public meetings;
- Contribute to key recovery messaging using intelligence gathered from community liaison activities and provide to the LRCG;
- Provide input to the Recovery Communications Plan; and
- Be part of briefing and debriefing with team members.

### 8.2.3. Stakeholder Engagement

The stakeholder engagement function coordinates with key agency, organisation and local government stakeholders and keeps them informed, engaged and involved. The stakeholders may be assisting directly as a member agency of the LRCG or relevant subcommittee, or outside of this arrangement supporting recovery activities within the affected community. The stakeholder engagement unit has the following responsibilities:

- Coordinate and maintain key stakeholder contacts;
- Ensure information flow is coordinated from all agencies and organisations in and out of the local government;
- Ensure relevant organisations who are integral to the recovery effort are represented at appropriate times on the LRCG;

- Contribute to key recovery messaging using intelligence gathered from liaison with stakeholders;
- Provide input to the Recovery Communications Plan; and
- Be part of briefing and debriefing with team members.

#### 8.2.4. Media Liaison

The media liaison function has direct contact with media stakeholders and supports key messaging in recovery. The media liaison function has the following responsibilities:

- Coordinate and maintain media contact list;
- Coordinate media opportunities for the local government with the media;
- Brief local government spokesperson before and after media interviews and conferences;
- Contribute to key recovery messaging using intelligence gained from liaison with the key media contacts;
- Provide input to the Recovery Communications Plan; and
- Be part of briefing and debriefing with team members.

#### 8.2.5. Social Media

The social media function provides expertise in social media applications that may be utilised by the local government in communicating with the affected community during recovery. This function requires the use of social media to gather intelligence and to provide up to date information and engage with the community. The social media function has the following responsibilities:

- Coordinate and maintain social media platforms utilised by the local government to engage with the community;
- Monitor community led social media sites to gather intelligence to contribute to recovery decisions by the LRCG;
- Contribute to key recovery messaging using intelligence gathered from social media platforms;
- Provide input to the Recovery Communications Plan; and
- Be part of briefing and debriefing with team members. .

#### 8.2.6. Internal Communications

The internal communications function coordinates information and messaging about what is happening in recovery to keep staff within the local government informed. Internal reporting mechanisms are used as appropriate, to support staff dealing with the affected community in a face-to-face, customer service and on the ground environment on a daily basis. The internal communications function has the following responsibilities:

- Coordinate and maintain information to staff on relevant platforms utilised by the local government for internal communications;
- Contribute to key recovery messaging using intelligence gathered from staff members who have direct liaison with the community;
- Provide input to the Recovery Communications Plan; and
- Be part of briefing and debriefing with team members.

### 8.2.7. Publications

The publications function is to develop, produce and maintain key documentation used in recovery to support communications within the affected community. The publications function has the following responsibilities:

- Develop, produce and maintain documents to support the local government's recovery activities;
- Ensure key recovery messages are included in the recovery documents produced;
- Provide input to and document the Recovery Communications Plan; and
- Be part of briefing and debriefing with team members.

### 8.2.8. Ministerial Liaison

The ministerial liaison function supports the role of the State Recovery Coordinator to ensure coordination and consistent messaging between the relevant ministers, local government and the affected community. It supports dealings with the local government and contact with the Department of Local Government, Sport and Cultural Industries, Department of the Premier and Cabinet, Premier, Ministers, Ministerial Advisers, Members of Parliament and local members. The Ministerial Liaison has the following responsibilities:

- Coordinate and maintain ministerial contact lists;
- Maintain liaison with relevant departments, Ministers and Ministerial Advisers;
- In conjunction with the State and Local Recovery Coordinators, coordinate ministerial visits to the affected community and community venues;
- Contribute to key recovery messaging by gathering intelligence from Ministers and local members who have direct contact with the community; and
- Provide input to the Recovery Communications Plan.

## 9. PART 9: EXERCISING AND REVIEWING

### 9.1. Reviewing

Testing and exercising are essential to ensure that the arrangements are workable and effective. The Local Recovery Plan is to be reviewed in accordance with the State EM Policy, and amended and replaced whenever the local government considers it appropriate (*Emergency Management Act, 2005* s 42).

According to State EM Policy, LEMA (including a Local Recovery Plan) are to be reviewed and amended as follows:

- contact lists are reviewed and updated quarterly;
- a review is conducted after an event or incident in which the local recovery plan was implemented;
- a review is conducted after training that exercises the arrangements; and
- an entire review is undertaken every five years, as risks might vary due to climate, environment and population changes.

Circumstances may require more frequent reviews.

### 9.2. Exercising

Local Emergency Management Committees are to develop appropriate exercise plans and schedules to test local arrangements including Local Recovery Plan. Refer to *Emergency Management Act, 2005* s 39 and State [EM Policy – State Emergency Management Exercises](#) for further information on conduct of exercise.

Exercising the arrangements during the planning process will allow the LRC & LRCG to:

- test the functionality and effectiveness of the local arrangements;
- bring together members of emergency management agencies and give them knowledge of, and confidence in, each other;
- help educate the community about local arrangements and programs thus providing them with confidence in their local government and emergency management agencies;
- allow participating agencies an opportunity of testing their operational procedures and skills in simulated emergency conditions; and
- test the ability of separate agencies to work together on common tasks, and to assess effectiveness of co-ordination between them.

The management of an exercise is a systematic process involving planning, documenting, conducting, evaluating and validating.

### 9.3. Evaluation of Recovery

It is the responsibility of the LRC to monitor the progress of recovery and provide periodic reports to the LRCG, DEMC, District Advisor, State Recovery Coordinator and State Recovery Coordination Group, if established. The evaluation of recovery activities is essential to maximise lessons learned and identify where improvements can be made. An evaluation of the effectiveness of the recovery activities in relation to the recovery plan should be conducted within 12 months of the disaster.

The evaluation can involve:

- Community and stakeholder surveys
- Interviews
- Workshops
- Assessment of key project outcomes

## APPENDIX 1: CONTACT LIST

### Shire of Gnowangerup Emergency Contact List

**STRICTLY CONFIDENTIAL**

**NOT FOR PUBLIC DISTRIBUTION**

The following contact details are provided for emergency use only and should not be disclosed under any circumstances without expressed consent having obtained

**INTENTIONALLY BLANK**  
**Confidential information**  
**Not for Public Release**



**APPENDIX 2: RESOURCES**  
**Shire of Gnowangerup Resource List**

**STRICTLY CONFIDENTIAL**

**NOT FOR PUBLIC DISTRIBUTION**

The following resource details are provided for emergency use only and should not be disclosed under any circumstances without expressed consent having obtained

**INTENTIONALLY BLANK**  
**Confidential information**  
**Not for Public Release**

APPENDIX 3: SPONTANEOUS VOLUNTEER REGISTRATION FORM

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# Volunteer Application Form



## Contact Information

<b>Name</b>	
<b>Address</b>	
<b>Phone/Mobile</b>	
<b>E-mail Address</b>	

## Availability

- |   |   |
|---|---|
| <input type="checkbox"/> Weekday mornings   | <input type="checkbox"/> Weekend mornings   |
| <input type="checkbox"/> Weekday afternoons | <input type="checkbox"/> Weekend afternoons |
| <input type="checkbox"/> Weekday evenings   | <input type="checkbox"/> Weekend evenings   |

## Interests

Tell us in which area are you interested in volunteering

- |   |   |
|---|---|
| <input type="checkbox"/> Administration | <input type="checkbox"/> Deliveries             |
| <input type="checkbox"/> Events         | <input type="checkbox"/> Phone bank             |
| <input type="checkbox"/> Field work     | <input type="checkbox"/> Volunteer coordination |

## Special Skills or Qualifications

Summarise special skills and qualifications you have acquired from employment, previous volunteer work, or through other activities:

## Emergency Contact Information

<b>Name</b>	
<b>Relationship</b>	
<b>Address</b>	
<b>Phone/Mobile</b>	
<b>E-mail Address</b>	

## Agreement and Signature

*By submitting this application, I affirm that the facts set forth in it are true and complete. I understand that if I am accepted as a volunteer, any false statements, omissions, or other misrepresentations made by me on this application may result in my immediate dismissal.*

<b>Name</b>	
<b>Signature</b>	
<b>Date</b>	

## APPENDIX 4: AIDE DE MEMOIRE

### **Local Recovery Coordinator Local-Level Recovery Arrangements Checklists**

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## **AIDE MEMOIRE**

### **LOCAL RECOVERY COORDINATOR**

### **LOCAL-LEVEL RECOVERY ARRANGEMENTS**

**Additional information on the Local Recovery Coordinator can be found in the [EM Act, 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 Mayor, 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 <b>context</b>       | • <b>coordinate</b> all activities    |
| • recognise <b>complexity</b>         | • <b>communicate</b> effectively      |
| • use <b>community-led</b> approaches | • recognise and build <b>capacity</b> |

### **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**.

For further information on the Aide Memoire, refer to the:

**State EM Local Recovery Guidelines, Part 3 “Managing Recovery”**, found on the SEMC website:

<https://www.semc.wa.gov.au/Documents/Resources/LegislationPolicyPlansProcedureandGuidelines/Guidelines/LocalRecoveryGuideline.pdf>

## 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 to the <i>State EM Local Recovery Guidelines, Appendix Seven</i> for the criteria and procedures.	
Activate outreach program 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/s 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 <i>State EM Local Recovery Guidelines, Appendix Seven: Sample Recovery Subcommittee Role Statements</i> .	
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 <i>State EM Local Recovery Guidelines, Appendix Six: Operational Recovery Plan Template</i> .	
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.	
Task Description	Complete



Within 1 to 12 months (or longer-term recovery) cont.	
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: <ul style="list-style-type: none"> <li>• lessons identified and implementation of projects/plans/training to address the lessons</li> <li>• developing recovery strategies/programs/training and education, in consultation with the community, that strengthens community preparedness and resilience for future events.</li> </ul>	
Recovery communication and community engagement – throughout the recovery effort	
Effective recovery communication addresses, at a minimum: <ul style="list-style-type: none"> <li>• the how: community meetings, printed materials, noticeboards, websites, social media, etc.</li> <li>• the who: wide variety of groups, including special needs groups</li> <li>• the what: what has happened, what are the issues, what services/information are available</li> <li>• the where: provide information any place where people spontaneously/normally congregate.</li> </ul>	
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 programs, etc.	
Arrange community initiatives, or accommodate and support community-led initiatives, such as: <ul style="list-style-type: none"> <li>• community information forums, or neighbourhood or community meetings which can include congregations of sporting, spiritual, recreational and school groups</li> <li>• community or social events, street/neighbourhood barbeques, memorials, anniversaries</li> <li>• a central website with links to relevant government and non-government service information; establish email networks; and the provision of social media.</li> </ul>	
Plan and implement a Community Engagement Strategy, using the following as a basic guide: <ul style="list-style-type: none"> <li>• establish a target audience: consider demographics, groups and networks</li> <li>• determine matters to be communicated: what information is needed <i>from</i> the community and what information is needed to be provided <i>to</i> the community</li> <li>• methods of communication: consider appropriate methods/mediums for various audiences.</li> </ul>	
Establish, or support, community briefings, meetings and information in the recovery context that provide: <ul style="list-style-type: none"> <li>• clarification of the emergency event (Controlling Agency)</li> <li>• advice on services available (recovery agencies)</li> <li>• input into development of management strategies (local government and recovery agencies)</li> <li>• advice to affected individuals on how to manage their own recovery, including the provision of public health information and psychosocial support (local government, specialist advisers, and government agencies such as the Department of Communities).</li> </ul>	
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: <ul style="list-style-type: none"> <li>• the patronage, agenda, process of conducting the meeting, speakers, subject matter, complaint process, strategies to deal with, and follow up, concerns or complaints</li> <li>• have representatives from EM disciplines to give factual information</li> <li>• psychosocial issues</li> <li>• appropriate communication strategies for special needs and vulnerable people and groups.</li> </ul>	

## APPENDIX 5: OPERATIONAL RECOVERY PLAN GUIDELINE

### OPERATIONAL RECOVERY PLAN

(Suggested composition/layout following a major emergency)

(Name of Community) Operational Recovery Group

Operational Recovery Plan

Emergency:

Date of Emergency:

#### Section 1: Introduction

- Background on the nature of the emergency or incident
- Aim or purpose of the plan
- Authority for plan

#### Section 2: Assessment of Recovery Requirements

- Details of loss and damage to residential, commercial and industrial buildings, transport, essential services (including State and Local Government infrastructure)
- Estimates of costs of damage
- Temporary accommodation requirements (includes details of evacuation centres)
- Additional personnel requirements (general and specialist)
- Human services (personal and psychological support) requirements
- Other health issues

#### Section 3: Organisational Aspects

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

#### Section 4: Operational Aspects

- Details resources available and required
- Redevelopment Plans (includes mitigation proposals)
- Reconstruction restoration programme and priorities, (including estimated timeframes)
- Includes programs and strategies of government agencies to restore essential services and policies for mitigation against future emergencies
- Includes the local government program for community services restoration
- Financial arrangements (assistance programs (NDRRA), insurance, public appeals and donations
- Public information dissemination.

## **Section 5: Administrative Arrangements**

- Administration of recovery funding and other general financial issues
- Public appeals policy and administration (including policies and strategies for office and living accommodation, furniture and equipment details for additional temporary personnel).

## **Section 6: Conclusion**

Summarises: goals, priorities and timetable of plan

Signed by:

Chair, Local Recovery Coordination Group

Date:

## APPENDIX 6: COMMUNICATIONS TEMPLATES

The following templates are designed to assist the recovery communications unit with developing a recovery communications plan and community messaging and updates. Where appropriate, two of each template is provided, one with example content and a second which is blank to allow for specific messaging to be developed.

These templates are NOT designed for public distribution; they are to provide assistance to staff members in developing their messaging for the public, as well as status updates for the LRCG.

## RECOVERY COMMUNICATIONS PLAN TEMPLATE

### Vision

Recovery aims and goals for the affected community. This can be copied off the Recovery Plan

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### Mission

Purpose of the recovery communications plan

<b>Why?</b>	
<b>Who?</b>	
<b>What?</b>	
<b>When?</b>	
<b>Where?</b>	
<b>How?</b>	

### Background

Brief detailed description of the emergency events

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## Communications Objectives

Clear, measurable and achievable objectives. No more than five

1.)

2.)

3.)

4.)

5.)

## 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?

<b>Target Audience</b>	
<b>Descriptions</b>	
<b>Actions</b>	
<b>Who</b>	
<b>By When</b>	

## Key Messages

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

<b>Message</b>	
<b>Method</b>	
<b>Who</b>	

## Actions

What communications are being undertaken to which stakeholder group and how is this being done?

Who has the responsibility and how often will they be distributed and/or updated?

<b>Stakeholder Group</b>	
<b>Communication</b>	
<b>Method</b>	
<b>Who</b>	
<b>Frequency</b>	

## Monitor and Evaluate

How is each communication method monitored and evaluated for effectiveness?

How often will they be monitored and evaluated?

<b>Method</b>	
<b>Monitor and Evaluate</b>	
<b>Frequency</b>	

## 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.

<b>Method</b>	
<b>Amount allocated</b>	
<b>Amount spent/ Date</b>	

## Communication 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?

<b>By whom</b>	
<b>Date</b>	
<b>Major changes</b>	



## RECOVERY STATUS UPDATE - TEMPLATE

### Summary

Incident Date	Incident Description	Update Prepared By

### Status Summary

Activity Underway	% Complete	Due Date	Assigned to	Notes

### Risk and Issue History

Risk or Issue	Assigned to	Date

### Notes, Conclusions and Recommendations

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## TALKING POINT - EXAMPLE

Incident Date	Incident Description	Update Prepared By

### Key Points

In this section, summarise the latest key Talking Points. This could be a mix of new important information and older information that is still important or continuous. Where possible limit this to 5-6 points, but don't leave something critical out just to save space.

### Latest Points

In this section you can provide further background information that is in an easy read bullet point form. You may wish to use sub-headings such as "Personal Support", "Infrastructure", "Utilities", "Roads", or other relevant themes based on your recovery priorities. You may also choose to use the "FAQ" format if there are specific matters of high public interest.

*For example:*

#### Personal Support:

- Residents who are experiencing difficulties should contact the Shire's Rate Officer to discuss the postponement of rate payments.
- The \*insert agency\* are offering short term care available to parents who need to attend to property repair matters.

#### Infrastructure:

- The Shire's maintenance crews have been tasked to focus on community centre infrastructure first, including Shire Offices, Library and Primary School.
- The repaired centres will be used as multi-purpose facilities while other infrastructure including the Swimming Pool and Community Park are repaired.

### FAQs

Consider collating FAQs to ensure the answer is consistent each time; any new information or changes can also be included here.

*For example:*

Q: Is it true the Shire has diverted work crews from the aged care facility to work on the council building?

A: The aged care facility is being repaired by commercial contractors as one of the first priorities, and due to the exposed dangers at the site the Contractor has requested only their staff remain there. Council crews that were due to work there have been diverted to other urgent works matters.

### Conclusion and Notes

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## TALKING POINT - TEMPLATE

Incident Date	Incident Description	Update Prepared By

### Key Points

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1)

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2)

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3)

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4)

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5)

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### Latest Points

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### FAQs

Consider collating FAQs to ensure the answer is consistent each time; any new information or changes can also be included here.

Q:
A:
Q:
A:
Q:
A:

### Conclusion and Notes

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## COMMUNITY MEETING CHECKLIST

### BEFORE

- Determine the Master of Ceremony (MC) and local government spokesperson. This may be the same person or different, depending on the local government and the community.
- Ensure key speakers from the Hazard Management Agency (HMA), combat agencies, support organisations and local government are included, invited, allowed to contribute to the agenda and briefed.
- Invite relevant Community Liaison Unit from the HMA to attend meeting to support the community with their information needs during the response phase.
- Select an easy, central and significant location for the community meeting.
- Prepare a clear agenda using talking points, time frames and input from all agencies.
- Determine a question and answer feedback option for community members during and after the meeting.
- Advise and notify community members of the meeting details including location, time and agenda.
- Organise audio visual requirements, parking, seating, catering, record of attendance and feedback capture.
- Test all audio equipment, electrical outlets and sound system. Consider filming the speakers to be hosted on the local government website, if appropriate.
- Brief and prepare local government spokesperson by practising answers.
- Plan for the presence of media at the meeting.

### DURING

- MC to communicate agenda to the audience and introduce speakers. Agenda is used as a structure for the meeting but allow for other issues at the end of the meeting to be discussed.
- MC to review previous community meetings including any issues and updates that need to be communicated. MC to advise when the next meeting will be or how often the meetings will continue for.
- Determine community members preferred communication methods. Consider using a voting system with dots/stickers/post it notes on the walls to get a clear picture of preferred methods.
- Assign a person who will take notes, action issues and advise the recommended completion or action time to the community. Advise how these will be distributed or communicated after the community meeting.
- Ensure all speakers adhere to the Giuliani method of information communication which includes information to the community that is:
  - What we know;
  - What we don't know;
  - What we are doing; and
  - What we want you to do.

Allow questions from the community using a roaming microphone.

MC to thank attendees and advise of availability of refreshments after the conclusion of the meeting.

## AFTER

- Ensure speakers are available for further discussion or any contact details available or point of reference for further information.
- Ensure the Department of Communities and other support agencies, such as Australian Red Cross are attending the community meeting to provide psychological well-being to community members if required.
- Provide follow up ways to gather information for any audience members that were unable to ask questions during the meeting.
- Upload recording of the meeting to the local government website or provide a summary of the information presented.

## MEDIA CONFERENCE CHECKLIST

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 deadlines.

### BEFORE

- Consider the news cycle timings.
- Make a media invitation list and send invite via email.
- Select an easy access location for the media conference.
- Arrange for parking and catering requirements (only if remote and needed).
- Arrange seating so all media have clear access to the spokesperson – if this is a small event, media can be standing.
- Position local government logo on the podium or behind the spokesperson – if this is a small conference, a podium and the logo may not be needed.
- Test all audio equipment, electrical outlets and sound system.
- Brief and prepare local government spokesperson by practising answers.

### THE DAY OF AND DURING

- Greet media and show them where to set up.
- Prepare and distribute any information to give to the media.
- Arrange catering (only if needed).
- Start exactly on time.
- Introduce local government spokesperson or they introduce themselves.
- Ensure cut off time is adhered to, including time for questions.
- Thank the media for their attendance

