CITY OF Armadale

**LOCAL EMERGENCY MANAGEMENT ARRANGEMENTS**



# LOCAL RECOVERY PLAN

## 2024

# Contents

| LOCAL RECOVERY PLAN APPENDIX GUIDE (COLOUR TAB COORDINATED) | | |
|---|---|---|
| 1. Local Recovery Group Structure | 5. Rec. Actions Checklist | 9. Local Recovery Plan Action Items |
| 2. Roles & Responsibilities | 6. Operational Recovery Plan | 10. Local Recovery Group Report template |
| 3. Rec. Communications Plan | 7. Recovery Coord. Centre & One Stop Shop guide | 11. Post Incident Analysis template |
| 4. Recovery Operational Sequence + Recovery RACI Matrix (Responsible Accountable Consulted & Informed) | 8. Higher Risk Persons & Group Plan + Health/ Welfare Guidelines | 12. Conflict Resolution Guide |

# 1 ADMINISTRATION

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

| No | Details of Amendment | Date | Initials |
|----|----------------------|------|----------|
| 1 | Original Document | April 2018 | Manager of Ranger & Emergency Services |
| 2 | Revised Document | March 2021 | Emergency Management Coordinator |
| 3 | Full Review | November 2024 | Emergency Management Lead |
| 4 | | | |
| 5 | | | |

# 1.2    Endorsement of Armadale Local Recovery Plan

These Local Emergency Management Arrangements have been produced and issued under the authority of s 41(1) of the *Emergency Management Act 2005*, endorsed by the City of Armadale (City) and have been tabled with the District Emergency Management Committee.
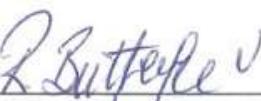
_R Butterfle_      Date _9.7.25_

**Chair Local Emergency Management Committee**
City of Armadale
Mayor Ruth Butterfield

Paul THORNTON 9017
Senior Sergeant
Armadale Police Station

Date _10/7/25._

**Local Emergency Coordinator**
Armadale Police
Officer in Charge

Date _9/6/25_

**A/Chief Executive Officer**
City of Armadale
Paul Sanders

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

## 1.3　Acronyms

| | |
|---|---|
| **(The) Act** | *Emergency Management Act 2005* (WA) |
| **ARC** | Australian Red Cross |
| **CA** | Controlling Agency |
| **CEO** | Chief Executive Officer |
| **City** | Refers to City of Armadale |
| **Communities** | Department for Communities |
| **DFES** | Department of Fire and Emergency Services |
| **DRFAWA** | Disaster Recovery Funding Arrangements - Western Australia |
| **DEMC** | District Emergency Management Committee |
| **ERM** | Emergency Risk Management |
| **HMA** | Hazard Management Agency |
| **IC** | Incident Controller |
| **IS** | Impact Statement |
| **ISG** | Incident Support Group |
| **LEC** | Local Emergency Coordinator |
| **LECC** | Local Evacuation Centre Coordinator |
| **LEMC** | Local Emergency Management Committee |
| **LGLO** | Local Government Liaison Officer (Relief and Support) |
| **LEMA** | Local Emergency Management Arrangements |
| **LRC** | Local Recovery Coordinator |
| **LRG** | Local Recovery Group |
| **LRP** | Local Recovery Plan (this document) |
| **OIC** | Officer in Charge |
| **ORP** | Operational Recovery Plan |
| **SEMC** | State Emergency Management Committee |
| **SEMP** | State Emergency Management Policy |
| **SES** | State Emergency Services |

## 1.4    Document Availability

Members of the public can view a copy of the Local Recovery Plan (LRP) on City of Armadale' website. Physical copies are available for inspection, during office hours, at City of Armadale Administration Office.

## 1.5    Feedback

Feedback on this Plan is invited and can include:

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

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

Chief Executive Officer
City of Armadale
Locked Bag 2
ARMADALE WA 6992
Ph: (08) 9394 5000
Email: info@armadale.wa.gov.au

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

# 1.6 Distribution

*Full Unrestricted Version*

| Full Unrestricted Version | |
|---|---|
| **City of Armadale** | **# Copies** |
| Chief Executive Officer | 1 |
| Mayor – Local Emergency Management Committee Chairperson | 1 |
| Executive Director Community Services – Local Recovery Coordinator | 1 |
| Ranger & Emergency Service Department | 7 |
| Chief Bush Fire Control Officer | 1 |
| **Local Emergency Management Committee** | |
| WA Police, Officer in Charge Armadale Police Station – Local Emergency Coordinator | 1 |
| WA Police, Emergency Management Branch | 1 |
| Department of Fire and Emergency Services – South East Metro Office | 1 |
| Department of Fire and Emergency Services – DEMA | 2 |
| State Emergency Services Armadale – Unit Manager | 1 |
| Armadale Health Services – Coordinator of Emergency Management | 1 |
| Department of Biodiversity, Conservation and Attractions – Regional Fire Coordinator | 1 |
| Department of Communities Metro East – Senior District Emergency Services Officer | 1 |
| Department of Primary Industries and Regional Development | 1 |
| Western Power | 1 |
| Water Corporation | 1 |
| ATCO Gas | 1 |
| **Other** | |
| District Emergency Management Committee – East Metropolitan | 3 |
| City of Cockburn – Chief Executive Officer | 1 |
| City of Gosnells – Chief Executive Officer | 1 |
| City of Kalamunda – Chief Executive Officer | 1 |
| City of Kwinana – Chief Executive Officer | 1 |
| Shire of Beverley – Chief Executive Officer | 1 |
| Shire of Serpentine-Jarrahdale – Chief Executive Officer | 1 |
| Shire of Wandering – Chief Executive Officer | 1 |
| Shire of York – Chief Executive Officer | 1 |
| St John Ambulance Western Australia | 1 |
| Salvation Army (Emergency Services) WA | 1 |
| Australian Red Cross | 1 |
| Country Women's Association (CWA) Armadale | 1 |

| | |
|---|---|
| Bedfordale Volunteer Bushfire Brigade and Captain | 2 |
| Roleystone Volunteer Fire & Rescue Services and Captain | 2 |
| Roleystone-Karragullen Volunteer Bushfire Brigade and Captain | 2 |

### *Restricted version*

| Public Access | |
|---|---|
| Main Administration Reception | 2 |
| Public Libraries | |
|    o   Armadale Library | 1 |
|    o   Kelmscott Library | 1 |
|    o   Seville Grove Library | 1 |
|    o   Piara Waters Library | 1 |
| City of Armadale Website: info@armadale.wa.gov.au | 1 |

# 1.7 Related Documents, Agreements & Understandings, Special Considerations

## 1.7.1 Related Documents

The Local Recovery Plan (LRP) is consistent with State Emergency Management Policies and State Emergency Management Plans and should be read in conjunction with the City of Armadale Local Emergency Management Planning and Arrangements.

Details are held at the City of Armadale Administration Office at:

City of Armadale
7 Orchard Avenue
ARMADALE WA 6112
Email: info@armadale.wa.gov.au

## 1.7.2 Agreements and Understanding (TBC)

An informal partnering agreement is in place between government agencies to provide mutual aid for recovery during emergencies and post-incident recovery.

| City of Kwinana | Shire of Serpentine-Jarrahdale |
|---|---|
| City of Fremantle | City of Mandurah |
| City of Melville | City of Cockburn |
| City of Rockingham | Shire of Waroona |
| Shire of Murray | City of Armadale |

These parties are referred to as the "Partnering Agencies and Organisations" and agree to assist by providing additional resources for managing recovery during emergencies and post-incident recovery.

# 2 RECOVERY

## 2.1 Overview

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

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

City of Armadale recognises disaster recovery is more than simply replacing what has been destroyed and rehabilitating those affected.

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

For this reason, City of Armadale and its Local Recovery Group (LRG) adopt the National Principles of Disaster Recovery while also aligning these to strong recovery values when engaged in recovery activities.

## 2.2 Authority

This LRP has been prepared in accordance with the Act and endorsed by the City of Armadale LEMC and City of Armadale Council. The Plan is tabled for noting with the District Emergency Management Committee (DEMC) and State Emergency Management Committee (SEMC).

## 2.3 Purpose

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

# 2.4    Armadale Recovery Principles

The City of Armadale Local Recovery Plan (LRP) and its Local Recovery Group (LRG) will be aligned to all aspects of recovery, incorporating the **Australian National Disaster Recovery Principles** that are considered central to successful recovery, being:

### Understanding the CONTEXT

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

### Recognising COMPLEXITY

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

### Using COMMUNITY-LED approaches

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

### COORDINATING all activities

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

### COMMUNICATING effectively

The City of Armadale understands the imperative of effective communication for successful recovery and will ensure the Recovery Communications Plan (see Appendix 3) is activated to ensure community and partners are always informed and heard.

### Building CAPACITY

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

# 2.5    Armadale Recovery Values

The City of Armadale will apply sound disaster recovery **Values** to all activities by:

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

## 2.5.1    City of Armadale Corporate Values

The City of Armadale organisational values align closely with Armadale Recovery Values and will ensure these values are applied to Community Disaster Recovery efforts:

*    **We Care**
*    **We are Better Together**
*    **We Learn and Grow**
*    **We Seize Today, Shape Tomorrow**

# 2.6    Community Development in Recovery

Community development is a process that empowers individuals and groups within a community to collectively identify and address their needs, challenges, and aspirations. This method is particularly valuable in recovery, highlighting the essential role of City of Armadale Community Development Officers (CDOs).

CDO's are skilled professionals in engaging residents, coordinating community initiatives, advocating for vulnerable populations, and fostering capacity building. Their expertise and knowledge uniquely position them to support and advise in recovery planning.

**Key opportunities for Community Development Officers in recovery include:**

Providing opportunities for disaster-affected people to 'have their say' and enable people to have power to influence (when they may feel powerless following the impact of emergency)

Working 'with' people rather than 'doing things to' or 'for' them

Supporting people to come to terms with their different life circumstances and move forward into a new, changed reality, which may provide new adaptive socioeconomic and disaster preparedness opportunities

*Source*: [Community Recovery – Handbook 2](#) (Australia Disaster Resilience)

# 2.7 Threats & Considerations

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

| Risk | Season |
|---|---|
| **Bush Fire Season** | November – April |
| **Storm Season** | May – October |
| **Flooding Event** | Riverine Flooding<br>Downpour Flash Flooding |
| **Public Events (Influx of People):**<br>o Australia Day Fireworks – Minnawarra Park<br>o Concert Series – Araluen Botanic Park<br>o Anzac Day Ceremony – Memorial Park<br>o Spring Time – Araluen Botanic Park<br>o Highland Gathering – Minnawarra Park<br>o WA State Rowing Championships – Champion Lakes Regatta Centre<br>o Kelmscott Annual Show – Rushton Park<br>o Carols by Candlelight & Parade | January<br>January/ February<br>April<br>August/ September<br>September/ October<br>September<br><br>October<br>December |
| **Road Transport (Accident and/or Closure)**<br>o Albany Highway<br>o Brookton Highway<br>o South Western Highway<br>o Tonkin Highway<br>o Armadale Road | <br>All Year<br>All Year<br>All Year<br>All Year<br>All Year |
| **Bio Security & Health Hazards** | All Year |

# 2.8 Scope

This LRP is limited to the boundaries of the City of Armadale. It details the recovery plan for the community and will <u>not detail how individual organisations will conduct recovery activities within their core business areas.</u>

The LRP is a support plan to the City of Armadale Local Emergency Management Plans and Arrangements. The Plan is a guide to managing recovery at a local level.

# 2.9    Geographic Location

The area covered by this Plan is the geographic area covered by the City of Armadale (*the City*) under the Local Government Act (1995). The City occupies 560 square kilometres (km) in Perth's South East, 30 km from Perth CBD.

The City of Armadale includes 19 Suburbs and localities being:

| | | |
|---|---|---|
| Armadale | Forrestdale | Lesley |
| Ashendon | Harrisdale | Mt Nasura |
| Bedfordale | Haynes | Mt Richon |
| Brookdale | Hilbert | Piara Waters |
| Camillo | Karragullen | Roleystone |
| Champion Lakes | Kelmscott | Seville Grove |
| Doobarda | | Wungong |
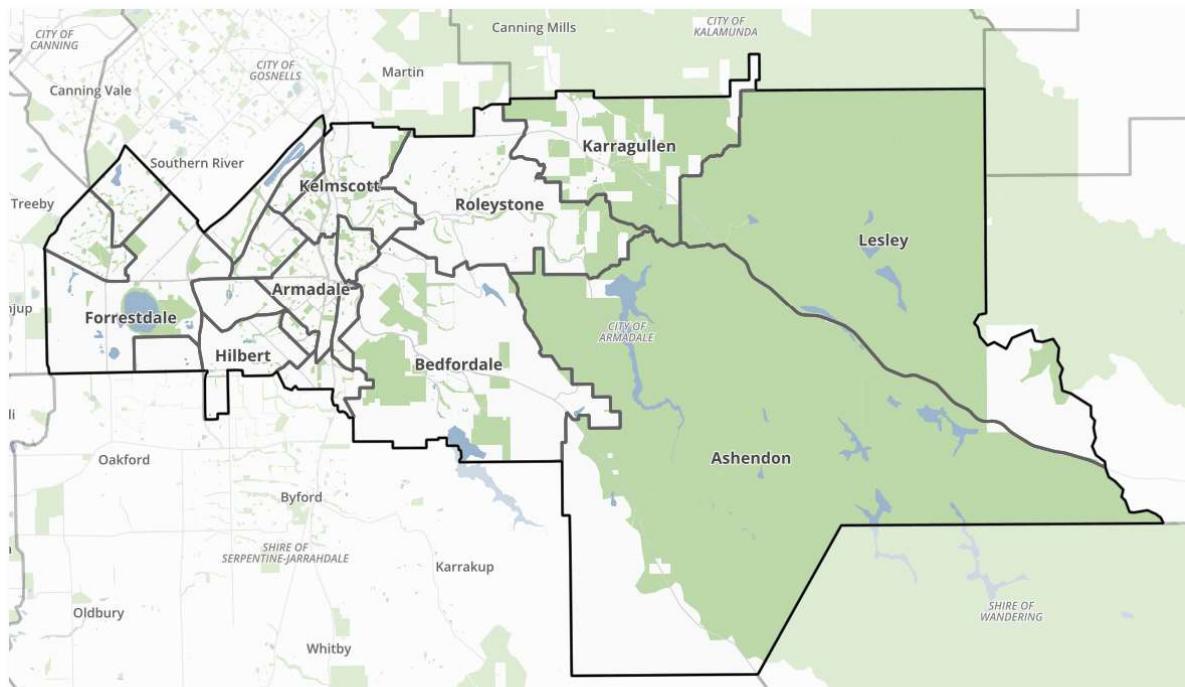


*Figure 1. Map of the City of Armadale Suburbs*

# ACTIVATION & ACTIONS

## 3.1 Activation of Recovery

City of Armadale at the outset of a recognised emergency will ensure the Local Recovery Coordinator (LRC) are alerted and are in attendance and part of the Incident Support Group (ISG). The City of Armadale CEO, on advice from HMA/CA and LRC will activate the Local Recovery Plan. Assistance required for recovery will be assessed by:

| Incident Support Group | HMA/ CA Incident Controller |
|---|---|
| Local Emergency Coord. | City CEO/ City LRC |

The Local Recovery Group (LRG) Chairman, together with the Local Recovery Coordinator (LRC), on activation of the Local Recovery Plan (LRP) will alert and inform the LRG members responsible for activating and implementing the recovery processes for the City of Armadale.

## 3.1.1 Emergency Management Phases

There are four phases of emergency management known as Preparedness, Prevention (or mitigation), Response and Recovery (PPRR). These are not distinct linear segments independent of each other but can overlap and run concurrently. As illustrated in Figure 2, recovery starts at response and is the process of adjusting to the new normal after an emergency.
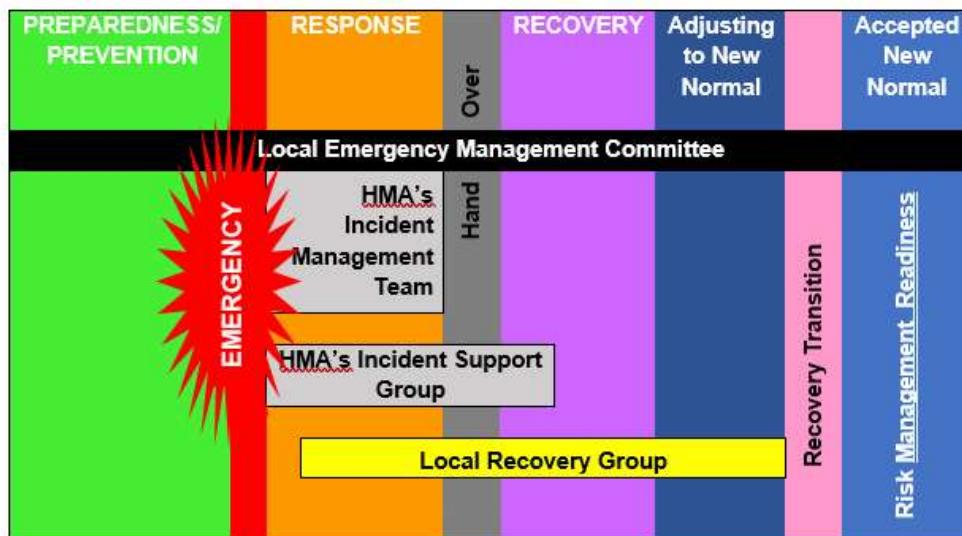


*Figure 1: Phases of Emergency Management (PPRR)*

## 3.1.2    Stages of Recovery

After a disaster event an affected community needs to face a new reality and embark on their journey of recovery. Successful recovery is responsive and flexible, engaging communities and empowering them to move forward. The City of Armadale understands accompanying a community through all the phases of disaster recovery requires a long-term commitment.

*Figure 2: Effect of Disaster on Ongoing Community Development and Interface with Relief and Recovery*

*Source*: https://knowledge.aidr.org.au/resources/handbook-community-recovery/ Community Recovery – Handbook 2 (Australia Disaster Resilience)
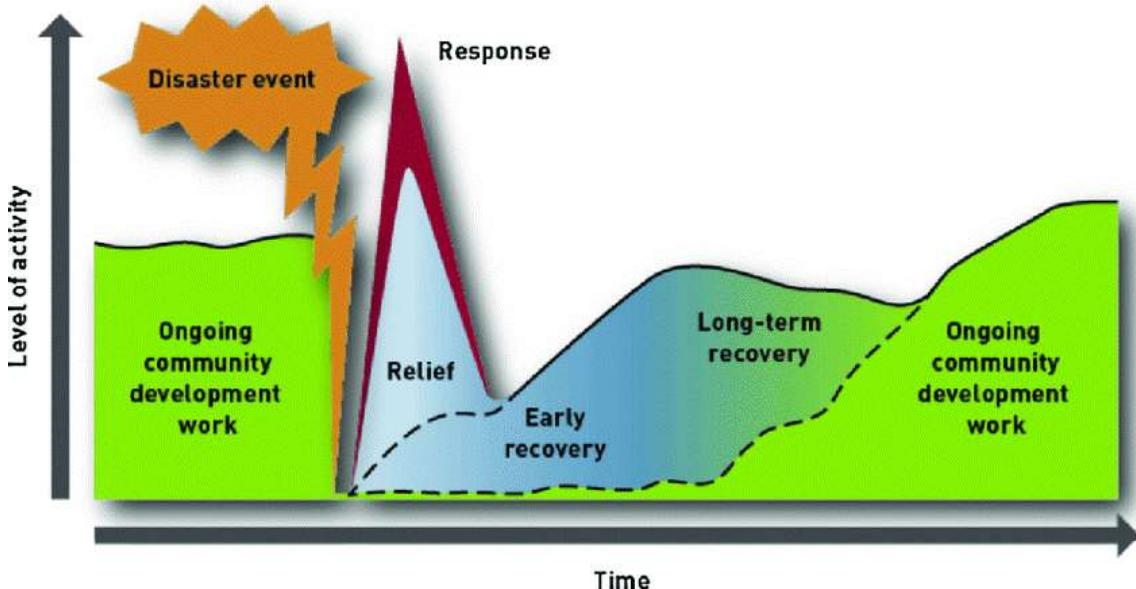


## >>> ACTION

> **HAZZARD MANAGEMENT AGENCY/CONTROLLING AGENCY, AND LOCAL RECOVERY COORDINATOR CONSULTS AND ADVISES CITY CEO OF RECOVERY ACTIVATION.**

> **ASSESSMENT OF ASSISTANCE IS DETERMINED.**

> **LOCAL RECOVERY PLAN IS ACTIVATED.**
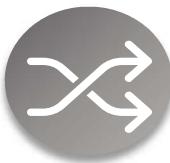
# 3.2　Response to Recovery Responsibilities

The City of Armadale will initiate the LRP while response activities are still in progress, as key decisions during the response phase are likely to directly influence and shape recovery. Regardless of response engagement, as soon as possible the LRG will be assembled so it can be briefed on the emergency incident and to detail contingencies.

This will allow for a smooth transition from response to recovery. The LRG also represents the community (advocates) to advise on priorities and impacts.

**THE LOCAL RECOVERY GROUP WILL:**

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

Handover of event management from response to recovery from the HMA/CA to the City of Armadale shall be formalised in line with HMA/CA responsibilities and procedures.

An Impact Statement (IS) is a key element of the handover process, and the HMA/CA is responsible for delivering this to City of Armadale CEO.

The CEO has discretion accepting this handover of responsibility and can take advice from LRC and LRG, in consultation with HMA/CA. Acceptance should not occur unless the CEO and the LRC and LRG are fully aware of the extent of the effects on the community and are willing to take on the responsibilities.

## ACTION

- RECOVERY INITIATED WHILE RESPONSE STILL IN PROGRESS.
- LOCAL RECOVERY COORDINATOR TO ATTEND INCIDENT SUPPORT GROUP MEETINGS AND LIAISE WITH INCIDENT CONTROLLER.
- LOCAL RECOVERY GROUP CONVENED AND BRIEFED ON INCIDENT ENSURING COORDINATED RECOVERY RECOMMENDATIONS.
- CEO TO SIGN OFF RESPONSE TO RECOVERY HANDOVER WITH HAZARD MANAGEMENT AGENCY/CONTROLLING AGENCY ON COMPLETION OF IS PROVIDING AN ACCEPTABLE AND AGREEABLE STANDARD.
- CEO TO SIGN OFF RESPONSE TO RECOVERY HANDOVER WITH HAZARD MANAGEMENT AGENCY/CONTROLLING AGENCY IMPACT STATEMENT COMPLETED.

# 3.3 Impact Statement & Needs Assessment

## 3.3.1 Impact Statement (IS)

The event CA will complete an IS in consultation with the ISG. It will contain a detailed description of the impact on the affected community and provides the LRC and the LRG with an assessment of impacts to assist in establishing recovery priorities of recovery of individuals, community and infrastructure. The Impact Statement will be completed as recommended in the State Emergency Management Procedure 5.4.

The State Recovery Team has developed a Impact Statement Template and Impact Statement Guide to assist Controlling Agencies in Level 2 or 3 incidents where there are impacts requiring recovery activities.

## 3.3.2 Needs Assessment

A **Needs Assessment** of the affected area should be completed as early as possible. Requirements of affected community will change over time and **NEEDS** reassessed periodically.

| Physical Needs | Food, Water, shelter | Breathable air | CoA community What else? |
|---|---|---|---|
| Psychological Needs | Psychological first aid | Support, bonding | CoA community What else? |
| Societal Needs | Infrastucture, power, drainage | Phone, shops, industry, transport | CoA community What else? |
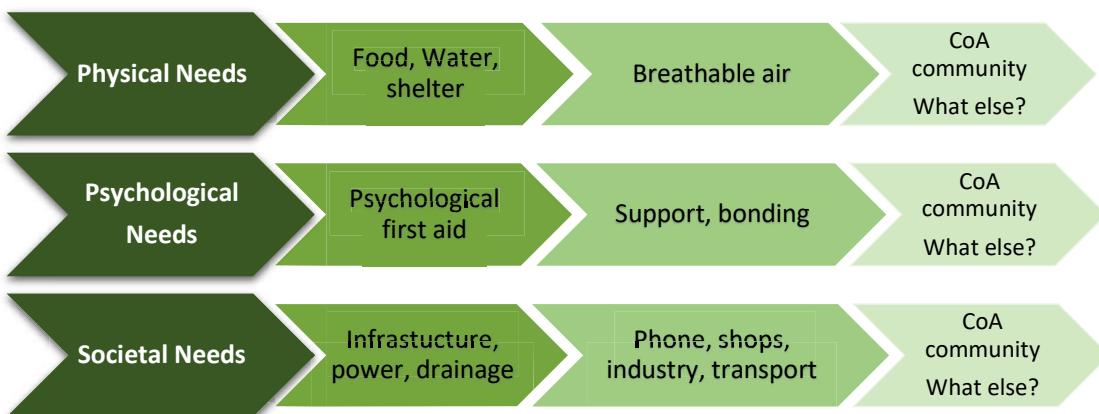
**NEEDS:**

Broadly be defined as:

| | |
|---|---|
| What has been affected? | Require contact for further information? |
| What information is needed? | Best contact details? |
| What assistance is required? | Information on assistance for neighbours? |

### 3.3.3    Needs Outreach:

Involves visiting people in their homes or temporary accommodation to provide access to core recovery information and services. Consider trained volunteers from Australian Red Cross (ARC) partner with the City of Armadale and other identifiable volunteers who speak directly to affected individuals to determine their requirements:

> **Establishes contact ASAP with the affected**

> **Captures data to assist the LRG prioritise allocation of**

> **Provides opportunity to share critical information with affected community**

A template form for Outreach Needs Assessment can be found at:
Within *Recovery Communications Plan - Appendix 3 – Attachment 3*

## 3.3.4    Sources of Information - Impact & Needs Assessment

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

| |
|---|
| HMA/CA |
| Insurance assessors |
| Business associations (Chamber of Commerce) |
| City Building Surveyors, Engineers and Environmental Health Officers and Rangers |
| Emergency Relief and Support agencies – identifying persons in need of immediate assistance |
| Australian Red Cross (ARC) has systems to register individuals presenting at Evacuation Centres and resources to assist in outreach activities and will be activated by HMA/CA |

## ►►► ACTION

- ➢ RECOVERY INITIATED WHILE RESPONSE STILL IN PROGRESS.
- ➢ LOCAL RECOVERY COORDINATOR TO ATTEND INCIDENT SUPPORT GROUP MEETINGS AND LIAISE WITH INCIDENT CONTROLLER.
- ➢ LOCAL RECOVERY GROUP GATHERED AND BRIEFED ENSURING RECOVERY BEGINS.
- ➢ CEO TO SIGN OFF RESPONSE TO RECOVERY HANDOVER WITH HAZARD MANAGEMENT AGENCY/CONTROLLING AGENCY IMPACT STATEMENT PROVIDED.
- ➢ RECOVERY INITIATED WHILE RESPONSE STILL IN PROGRESS.
- ➢ LOCAL RECOVERY GROUP OUTREACH NEEDS ASSESSMENT WILL BE CARRIED OUT ASAP, WHEN SAFE, AFTER EVENT.
- ➢ AUSTRALIA RED CROSS CONTACTED ASAP AND OTHER RELIEF AGENCIES AS NECESSARY TO ESTABLISH PARTNERSHIP IN RECOVERY ACTIVITIES. SEE SECTION 8.

# 3.4 Operational Recovery Plan

Where significant reconstruction and restoration is required, the LRC/LRG should prepare an Operational Recovery Plan (ORP).

The ORP shall provide a full description and extent of community damage, both physical and human, and detail plans for restoration and reconstruction including community and development activities. See **Appendix 6** for an ORP template.

## ACTION

> **LOCAL RECOVERY GROUP/LOCAL RECOVERY COORDINATOR TO PREPARE OPERATIONAL RECOVERY PLAN WHERE SIGNIFICANT RECONSTRUCTION AND RESTORATION IS REQUIRED.**

# 3.5 Long-Term Recovery Strategy

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

The Long-Term Recovery Strategy should be developed to achieve holistic, enduring recovery for individuals, families and communities. The economic environment should be considered along with infrastructure and natural environment and the effects an emergency has had, and to build resilience for future emergencies.

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

## ACTION

> **CITY OF ARMADALE TO DEVELOP A COLLABORATIVE, COMPREHENSIVE AND INCLUSIVE LONG-TERM COMMUNITY RECOVERY STRATEGY, WHICH MAY INCLUDE ANY CHANGES IN COMMUNITY NEEDS AND FURTHER OUTREACH ACTIVITIES.**

> **CITY OF ARMADALE TO IDENTIFY POTENTIAL PARTNERSHIPS WITH EXISTING COMMUNITY ORGANISATIONS AND SERVICES AND ASCERTAIN THEIR CAPACITY TO SUPPORT RECOVERY PROCESS IN THE MEDIUM AND LONG TERM.**

## 3.6    Managed Withdrawal

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

## ACTION

> THE CITY OF ARMADALE WILL COMMUNICATE VIA THE LOCAL RECOVERY GROUP SUB-COMMITTEES WHEN RELEVANT SERVICE PROVIDERS AND AGENCIES WILL BE WITHDRAWING SERVICES FROM THE AFFECTED AREA.

> LRG TO IDENTIFY RECOVERY PROGRAMS THAT WILL 'PHASE DOWN', 'PHASE OUT' OR BE 'HANDED OVER' TO THE COMMUNITY TO CONTINUE.

# 4 OPERATIONAL RECOVERY MANAGEMENT
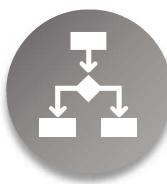
## 4.1 Management Structure

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

## 4.2 Local Recovery Group (LRG)

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

## 4.2.2 Membership

| | |
|---|---|
| **Chairperson** | CEO |
| **Local Recovery Coord.** | LRG Representative, as appointed by the CEO |
| **Executive Officer** | CEO or nominated Senior Officer |
| **LEMC members** | LEMC – members are required |
| **State Government** | Relevant government agencies /statutory authorities to nominate their representatives depending on incident type. Recommended:<br>➢ HMA/CA (initially)<br>➢ Dept. of Fire and Emergency Services (initially)<br>➢ WA Police (initially)<br>➢ Dept. Biodiversity Conservation & Attractions<br>➢ Department of Communities<br>➢ Lifelines<br>➢ Main Roads WA<br>➢ St John Ambulance Service (initially)<br>➢ Dept. of Health<br>➢ WA Dept. of Primary Industries and Regional Development<br>➢ Insurance Council of Australia |
| **Non-Government Orgs.** | ARC, local service clubs, aged care, schools, others as required |
| **Identified Community Members** | To be identified depending on event and location |

## 4.2.3    Functions

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

# 4.3    Community Involvement – Cultural & Diversity Inclusiveness

The City of Armadale is a diverse and inclusive region with strong history, culture and identity. During recovery, including priorities, strategies and decision-making, the City will strive to involve the affected community's values and differences.

Key stakeholders and delegates will be chosen from the community to ensure broad representation. These delegates may be included on relevant LRG sub-committees, depending on the emergency's nature and effect. All community members are encouraged to be actively involved in their own and shared recovery. To assist community efforts, formal recovery agencies will provide structured support, communications and coordination.
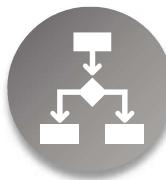
# 4.4    Local Recovery Group Sub Committees

Depending on the size of an emergency, sub-committees may be established to assist LRC by addressing a specific component of the recovery process. Each sub-committee will report its activities, through its nominated Chair, to LRG. For a full list of functions of various sub-committees see **Appendix 1.**

# 4.5 State Government Involvement

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

## 4.5.1 State Recovery Coordinator/State Recovery Controller

The State Recovery Coordinator (SRC) supports a whole of government approach and coordinates the maintenance of the State recovery arrangements and plans, through the SEMC recovery sub-committee.
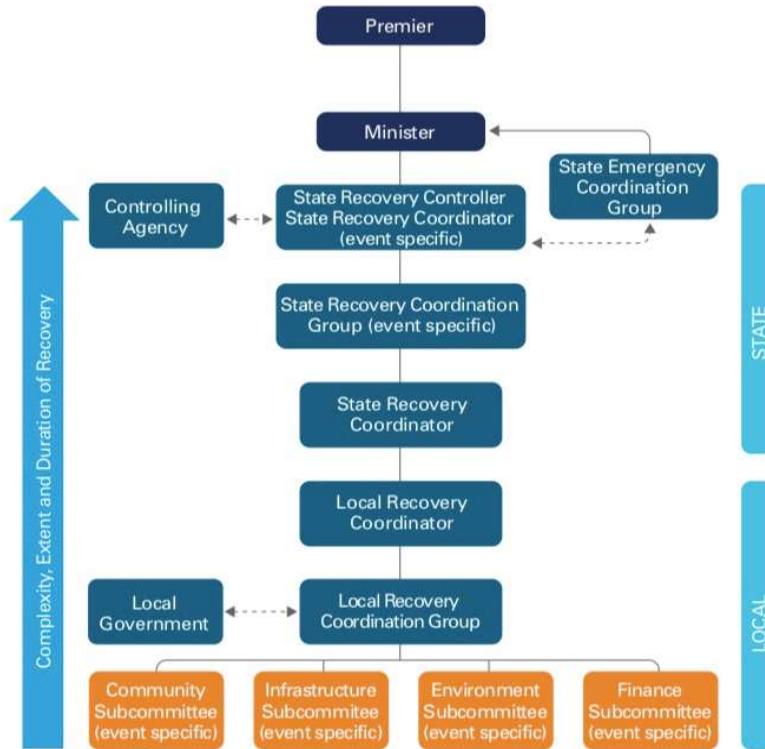


*Figure 3: State Government Coordination Structure*

The SRC supports the operation of State level recovery coordination through the State Recovery Coordination Group (SRCG).

The Premier appoints the **SRC,** this is done when an emergency affects several communities, is ongoing, requires State level assistance to resolve issues and needs a regional coordination approach.

## 4.5.2 State Recovery Coordination Group

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

# ACTION

> **ARMADALE WILL ESTABLISH AN LOCAL RECOVERY GROUP MANAGEMENT STRUCTURE RELEVANT TO EVENT SIZE AND COMPLEXITY.**

> **LOCAL RECOVERY GROUP WILL ESTABLISH MEMBERSHIP FROM CITY OF ARMADALE STAFF, SUPPORTING AGENCIES AND COMMUNITY MEMBERS.**

> **LOCAL RECOVERY GROUP WILL OPERATE WITHIN RECOGNISED FUNCTIONS AND RELEVANT SUB-COMMITTEE STRUCTURE.**

> **LOCAL RECOVERY GROUP WILL ACTIVELY ENCOURAGE AND INVITE COMMUNITY PARTICIPATION WITHIN T LOCAL RECOVERY GROUP.**

> **LOCAL RECOVERY GROUP WILL ACTIVELY ENGAGE WITH STATE GOVERNMENT TO MAXIMISE RECOVERY RESOURCES AND SYNERGIES BETWEEN LOCAL AND STATE RECOVERY ACTIVITIES.**

# **FINANCIAL MANAGEMENT**

5

## **5.1     Financial Management**

### **5.1.1     Insurance**

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

## **5.1.2     Financial Records**

The City of Armadale will assign records/invoices of costs associated with an emergency to specific cost centres. This ensures accurate records associated with the recovery process, are easily identifiable and accessible at any time.

## **5.1.3     Internal Finance**

**Responsibilities for expending City of Armadale funds.**

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

## **》》》 ACTION**

> ➢ ALL INVOICING AND COSTS RELATED WITH THE EMERGENCY IS ALLOCATED AGAINST EMERGENCY COST CENTRES.
> ➢ CEO AND/OR NOMINATED SENIOR OFFICER HAVE AUTHORITY TO EXPEND FUNDS ON EMERGENCY EVENT.

# 5.2 Financial Assistance

## The State Emergency Management Policy

State Emergency Management Policy (SEMP) Section 5.12 outlines the responsibility of the HMA/CA to meet costs associated with an emergency.

## Financial Assistance in Recovery

The owner has primary responsibility for safeguarding and restoring public and private assets affected by an emergency. Government recognises that communities and individuals do not always have resources to provide for their own recovery and financial assistance is available in some circumstances. Information on these relief arrangements can be found in the State Emergency Management Plan for State Level Recovery Coordination (**Section 6.10**).

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

[Disaster Recovery Funding Arrangements-Western Australia](#) (DRFAWA) is an arrangement between the State and Commonwealth. It provides certain measures to support relief and recovery efforts following a disaster deemed 'eligible'.

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

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

Please refer to the [DRFAWA Activation Process Factsheet](#) for further information.

Once the emergency has been determined as a large-scale costly event, City of Armadale shall immediately contact the WA State Administrator of DRFAWA.

DRFAWA Officers can be contacted via:

| | |
|---|---|
| Email: | drfawa@dfes.wa.gov.au |
| Phone: | 1800 920 659 |
| Website: | Recovery Funding - Department of Fire and Emergency Services (dfes.wa.gov.au) |

## 5.2.2    Centrelink

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

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

## »» ACTION

> ON ADVICE AN EMERGENCY IS AN ELIGIBLE EVENT AND SIGNIFICANT RESOURCES HAVE BEEN EXPENDED LOCAL RECOVERY COORDINATOR WILL DIRECT CITY OF ARMADALE TO CONTACT DISASTER RECOVERY FUNDING ARRANGEMENTS WESTERN AUSTRALIA OFFICERS FOR ADVICE AND GUIDANCE.
> IN AN ELIGIBLE MAJOR DISASTER, LOCAL RECOVERY COORDINATOR WILL ASSIST AFFECTED INDIVIDUALS CONNECT WITH CENTRELINK FOR ASSISTANCE PAYMENTS.
> FOR SIGNIFICANT EMERGENCY EVENTS, IMMEDIATELY BEGIN TO TRACK COSTS IN CASE CLAIMS CAN BE PRESENTED TO DISASTER RECOVERY FUNDING ARRANGEMENTS WESTERN AUSTRALIA.

# APPEALS, DONATIONS & VOLUNTEERS

## 6.1    Appeals and Donations

### 6.1.1   Lord Mayors Distress Relief Fund

City of Armadale will advise and direct the distribution of monetary donations through the Lord Mayor's Distress Relief Fund (LMDRF). The LMDRF primary focus is to:

| | |
|---|---|
| Provide aid to Western Australian victims of disastrous events | Primarily focus on the relief of individuals' distress and hardship |
| Operates under specific guidelines and policy | Works closely with the Armadale LRG, ensuring local issues are considered before deciding on a disbursement plan |

LRG authenticates applications and provides recommendations to LMDRF for financial assistance to be disbursed.

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

## 6.1.2    Donations of goods

*At every opportunity, donations of physical goods should be discouraged*.

This is due to significant difficulties when managing physical items. Cash donations are easier to manage and provide the opportunity to use local services, which in turn assists with the recovery of local businesses.

View the National Guidelines for Managing Donated Goods for best practice management.

## 6.1.3    Donations of Cash

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

## 6.1.4    Non-Government Organisations (NGO) Assistance

NGOs may offer assistance by way of emergency relief funds, shelter or supplies. Where possible all offers or requests should be coordinated through the LRG to avoid duplication and confusion. **Refer Section 7 for further details.**

## 6.1.5    Donations of Service and Labour

The City, or its LRG, will coordinate donations of services/labour to assist with recovery.

**Refer Section 7 for further details.**

### ⟫ ACTION

- ➢ **On advice of eligibility following a disaster, Local Recovery Coordinator will direct City Officers to contact Lord Mayors Disaster Relief Fund for advice and guidance.**
- ➢ **Spokesperson to advise that Armadale will not accept donations of goods.**
- ➢ **All financial donations will be direct through the Lord Mayors Disaster Relief Fund.**
- ➢ **Offers of assistance will be directed to Local Recovery Group.**

# EMERGENCY RELIEF & SUPPORT ORGANISATIONS & SPONTANEOUS VOLUNTEERS

**Not for profit** Emergency Relief and Support agencies that could/would be accessed are:

## 7.1    Australian Red Cross

The Australian Red Cross has over `100 years' experience of dealing with people in crisis. A wide range of helpful resources can be found on the Australian Red Cross website to help communities prepare for, respond to and recover from disasters.  ARC is activated through the WA State Support Plan and supports Communities including conducting 'Register, Find, Reunite' of impacted persons.

## 7.2    Disaster Relief Australia

Disaster Relief Australia (DRA) unites the skills and experiences of Aust. Defence Force veterans, emergency responders and motivated civilians to deploy Disaster Relief Teams throughout Australia. DRA operates nationally at disaster relief and recovery operations. When deployed, DRA integrates into existing emergency management arrangements.

DRA can operate independently or as part of an integrated task force offering capabilities and services:

| | |
|---|---|
| Work order management | Home repairs |
| Spontaneous volunteer management | Route clearance and property access |
| Incident management | Medical/health support to impacted communities |
| Damage and impact assessments | Aerial damage assessment and mapping |
| Debris management and restoring access | Resilience and capacity building |
| Logistics management & humanitarian aid ||

For further information on how DRA can support and enhance community recovery activities for local governments, following an emergency, contact Annette Turner Duggan, Disaster Relief Team Manager WA, at Annette.Turner-Duggan@disasterreliefaus.org or 0411 252 388.

## 7.3. Rapid Relief Team

Rapid Relief Team (RRT) delivers hope and relief to people across the globe. Whether it be fire, flood or humanitarian need, RRT expands their support services to meet the need at hand. Their mission is to serve people with care and compassion in their time of need.
Contact details action.au@rrtglobal.org  website address https://www.rrtglobal.org

## 7.4 Salvation Army

At the invitation of Local Government, the Salvation Army Recovery Team provides essential assistance, including financial hardship aid, material support, chaplaincy services and helps navigate referral pathways.

The Salvos can provide financial counselling and case management. The Salvos have been and continue to be deeply committed to being there for the long haul, to help people rebuild their lives and livelihoods.  Contact for local Salvation Army services at **13 52 58**.

## 7.5 Managing Spontaneous Volunteers

*Emergency Volunteer WA,* (managed by Volunteering WA), is the peak body for volunteering in Western Australia.  Their role is to connect people to community groups who need help outside of formal frontline emergency services roles.

Volunteering WA is a member of the State Emergency Relief and Support Committee (SERSC).

During times of crisis, Volunteering WA is activated by DFES and Department of Communities to support the community by recruiting volunteers and directing offers of gratuitous support from the community.

**For more information and registration contact at: emergency.volunteer.org.au**

### *Individual*

Spontaneous volunteers may emerge offering support and assistance to the affected community. LRG will determine the process to deal with spontaneous volunteers and if support agencies are available to assist managing volunteers.

Volunteers attached to organisations and service clubs should be covered under the Work Health Safety Act 2020 and, therefore, have work health and safety duties.
For more information refer to the Work health and safety for volunteer organisations guide.

# ⟫ **ACTION**

> - **LOCAL RECOVERY GROUP WILL REFER MANAGING THE VOLUNTEERS TO LOCAL SERVICE CLUBS AND SUPPORT ORGANISATIONS.**
> - **LOCAL RECOVERY COORDINATOR AND LOCAL RECOVERY GROUP WILL GIVE CONSIDERATION TO REQUESTING EXTERNAL ORGANISATION ASSISTANCE .**

# FACILITIES & RESOURCES

## 8.1 Hazard Management Agency Response Resources

The HMA is responsible for certain resources and should determine which are required to combat the hazards.

## 8.2 City Contacts Resources & Assets Registers

The 'City of Armadale Emergency Contacts and Resources Directory' can be found in Armadale' Local Emergency Management Arrangements. This document is reviewed and updated quarterly at each LEMC meeting and contains:

**CONTACT NAMES AND DETAILS (BUSINESS/AFTER HOURS), AND RESOURCES AND SERVICE PROVIDERS.**

## 8.3 Recovery Centre Facilities

### Recovery Centre and One-Stop-Shop

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

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

The following locations have been identified as a suitable RC:

| Location | Address | Available Resources |
|----------|---------|---------------------|
| **Armadale Town Hall** | Cnr Jull and Church Street, Armadale | Internet, Meeting rooms, Telephone service Back-up power, Data points, Office equipment, Bathrooms, Catering |
| **John Dunn Pavilion** | 1363 Third Avenue, Kelmscott | Internet, Meeting rooms, Telephone service, Back-up power, Data points, Office equipment, Bathrooms, Two-way radios, Catering |

Depending on the incident's severity, the OSS may be established to provide a central location for the public to receive assistance from all the relevant agencies in the short term.

The OSS should be located as close as possible to the affected community area. Often the nominated evacuation centre may make a natural transition into the OSS. Where this option is not viable, other facilities should be considered in consultation with the Department of Communities and other relevant stakeholders.

Guidelines for establishing the RC and OSS can be viewed at **Appendix 7.**

## ⟫ ACTION

> ➢ **LOCAL RECOVERY COORDINATOR/LOCAL RECOVERY GROUP TO DETERMINE LOCATION FOR RECOVERY CENTRE AND ESTABLISH AS SOON AS POSSIBLE.**
> ➢ **ONE-STOP SHOP TO BE ESTABLISHED IMMEDIATELY FOLLOWING EVENT AND LOCATED APPROPRIATELY.**

# 8.4    City and Recovery Staff

## 8.4.1    Staff considerations

The City of Armadale must continue to fulfil its critical service obligations to the community while considering the demands of recovery operations on staff to ensure continuity of regular business processes.

The City of Armadale Human Resources will ensure appropriate provisions are considered for staff involved in:
➢ any out of regular hours work when engaged in recovery operations
➢ any adjustments to standard rostered working conditions/hours/timetables are considered in councils work place agreements.

Recovery operations can be complex and lengthy and depending on the nature of the event, some recovery services may be required for months or years, which may require additional staff being employed.

## 8.4.2    Staffing levels

If there is a large-scale emergency, the City must ensure availability of adequate staff and, if necessary, employ additional staff. If appropriate, forward a request for assistance to the LRG for consideration. (**See LEMA - General Plan - Appendix 12- MOU's).**

## 8.4.3    Stress and fatigue

Throughout the recovery process, senior staff must consider and monitor fatigue, stress and pressure on staff; make allowances for any staff members who live in the affected community and have been personally touched by the situation. City of Armadale Human Resources Officers should consider additional support for staff, depending on the disaster's nature and impact.

Senior staff should access the City's current Employee Assistance Programs for employee assistance as necessary.

## 8.4.4   Staff communication

Regularly brief staff and keep them up to date with all activities and recovery progress. Display situation reports in a prominent position within the workplace.

As staff interact with community members every day, they can relate the City of Armadale's and LRG's current extensive activities and actions.

The City of Armadale will arrange a formal debriefing for all staff as they transition from recovery back to normal duties.

## ⟫ ACTION

> - CITY STAFF TO BE REGULARLY BRIEFED ON CURRENT SITUATION AND ACTIVITIES WITHIN RECOVERY.
> - STRESS AND FATIGUE OF CITY STAFF TO BE MONITORED AND ASSISTANCE PROVIDED WHERE APPROPRIATE.
> - ASAP, DETERMINE INCREASE IN STAFFING LEVEL TO MEET DEMANDS (REFER 1.7.3.).
> - CITY HUMAN RESOURSES TO CONSIDER APPROPRIATE PROVISIONS FOR STAFF OUT OF HOURS WORK AND ALTERED REGULAR ROSTERED WORK HOURS WHEN ENGAGED IN RECOVERY.

# 9 ROLES & RESPONSIBILITIES

## 9.1 Local Emergency Management Committee

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

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

## 9.2 Local Recovery Coordinator

The City of Armadale LRC has been appointed in accordance with the *Emergency Management Act 2005*, Section 41(4).

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

## 9.3 Local Recovery Group

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

LRG is formed from LEMC members responsible for specific recovery and restoration tasks, support organisations, non-government organisations and significant community representatives.

## 9.4 City Roles & Responsibilities

A comprehensive list of the LRC's duties, roles and responsibilities for disaster recovery and identified City staff can be viewed at **Appendix 2.**

# 9.5 External Agencies Recovery Roles and Responsibilities

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

## 9.5.1 Dept. of Communities

The [State Emergency Management Plan](#), section 5.5.4, states Communities has the primary responsibility for coordinating the provision of Emergency Relief & Support services across six functional domains:

- Emergency Acomodation
- Emergency Food
- Emergency Clothing & Personal Requisites
- Personal Support Services
- Registration and reunification
- Financial assistance

Communities has a major role and primary responsibilities ensuring the [State Support Plan for ERS services](#) are enacted.

## 9.5.2 Higher Risk Persons and Groups,
### (Vulnerable, Disadvantaged and Disabilities).

The City of Armadale has a diverse range of community members at Higher Risk. These could be the vulnerable, disadvantaged and persons with disabilities. The City of Armadale will strive to ensure inclusion of this group of community members being well considered in recovery efforts.

All community members at Higher Risk, are encouraged to have a Person-Centred Emergency Prepared Plan in place. More information around P-CEP can be found at: https://collaborating4inclusion.org/pcep/pcep-tools/

**Further information, including identifying the range of organisations working with City of Armadale's Higher Risk community members, can be found Appendix 8.**

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

## ≫ ACTION

> - **ALL CITY STAFF COULD BE ENGAGED IN VARIOUS STAGES OF DISASTER RECOVERY.**
> - **SPECIFIC CITY STAFF IDENTIFIED IN THIS PLAN SHOULD BE FAMILIAR WITH THE ROLES AND RESPONSIBILITIES INVOLVED WITH DISASTER RECOVERY.**
> - **EXTERNAL AGENCIES SHOULD BE ENGAGED AND USED WHEREVER POSSIBLE.**
> - **COMMUNITIES HAVE SIGNIFICANT LEAD ROLE IN EMERGENCY RELIEF AND SUPPORT**
> - **HIGHER RISK PERSONS & GROUPS WILL BE A PRIME FOCUS AREA TO BE CONSIDERED WORKING WITH RESPONSIBLE PARTNERING AGENCIES.**

# COMMUNICATIONS

Recovery communication is the practice of sending, gathering, managing, evaluating, and disseminating information.

<span style="background-color: red; color: white;">In an emergency and during the response phase, the HMA/CA manages communications.</span>

The HMA/CA officially hands responsibility for communication to the local government leading the recovery complete with the IS, as the transfer of event management to recovery is conducted. The local government coordinates the recovery of the affected community, including communications.

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

## 10.1 Recovery Communications Plan

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

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

## 10.2 Spokesperson/s

During recovery, the City of Armadale's spokesperson will be the Mayor and/or CEO. The CEO may delegate authority for specific person/s to act as a spokesperson.

## ACTION

> - **THE RECOVERY COMMUNICATIONS PLAN WILL BE USED TO PROVIDE GUIDANCE IN PUBLIC INFORMATION AND COMMUNICATIONS.**
> - **FOR FURTHER GUIDANCE REFER COMMUNICATION IN RECOVERY GUIDELINES HTTPS://WWW.WA.GOV.AU/GOVERNMENT/DOCUMENT-COLLECTIONS/EMERGENCY-MANAGEMENT-GUIDELINES**

# STAND DOWN

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

## 11.1   Debriefing

The City of Armadale officer responsible for Human Resources will instigate a formal debriefing session(s) for all staff and through the Employee Assistance Program (EAP) as required, whilst the City transitions from recovery back to its normal duties.

## 11.2   Evaluation

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

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

See **Appendix 11** Post-Incident Analysis, and **Appendix 10** Local Recovery Group Standard Reporting Update.

## ACTION

> - A FORMAL POST RECOVERY ANALYSIS WILL BE HELD FOR LOCAL RECOVERY GROUP FOR EVALUATION AND APPLICATION OF LESSONS LEARNT (SEE APPENDIX 11).
> - A FORMAL DEBRIEF WILL BE HELD FOR CITY STAFF FOR EVALUATION AND APPLICATION OF LESSONS LEARNT.
> - ASSISTANCE WILL BE MADE AVAILABLE THROUGH EMPLOYEE ASSISTANCE PROGRAM FOR ANY STAFF WORKING IN THE RECOVERY PROCESS.
> - FORMAL REPORT COMPILED BY LOCAL RECOVERY COORDINATOR FOR COUNCIL AND STATE RECOVERY COORDINATOR.

# 12 ▸ APPENDIX

**Appendix 1**    Local Recovery Group Management Structure & Functions

**Appendix 2**    Recovery Roles and Responsibilities – City of Armadale Staff

**Appendix 3**    Recovery Communications Plan

**Appendix 4**    (a)  Recovery Operational Sequence Guide/Checklist

                  (b)  Recovery Responsibility Matrix and Recovery Actions Flow Chart

**Appendix 5**    Recovery Actions Checklist

**Appendix 6**    Operational Recovery Plan

**Appendix 7**    Local Recovery Centre & Event Guidelines

**Appendix 8**    (a)  Higher Risk Persons & Groups Plan

                  (b)  Emergency Relief and Support and Health Services

**Appendix 9**    Local Recovery Plan - Action Items

**Appendix 10**    Local Recovery Group - Standard Recovery Report

**Appendix 11**    Post Incident Analysis – Emergency and Recovery Management

**Appendix 12**    Conflict Resolution Guide

**Appendix 1** Local Recovery Group Management Structure & Functions

**Appendix 2** Recovery Roles and Responsibilities – City of Armadale Staff

**Appendix 3** Recovery Communications Plan

**Appendix 4** (a) Recovery Operational Sequence Guide/Checklist
(b) Recovery Responsibility Matrix and Recovery Actions Flow Chart

**Appendix 5** Recovery Actions Checklist

**Appendix 6** Operational Recovery Plan

**Appendix 7** Local Recovery Centre & Event Guidelines

**Appendix 8** (a) Higher Risk Persons & Groups Plan
(b) Emergency Relief and Support and Health Services

**Appendix 9** Local Recovery Plan - Action Items

**Appendix 10** Local Recovery Group - Standard Recovery Report

**Appendix 11** Post Incident Analysis – Emergency and Recovery Management

**Appendix 12** Conflict Resolution Guide

# Appendix 1

## *Local Recovery Group Management Structure and Functions*

### 1.1    Initial Recovery Management Structure during Response phase

```
        Local Government
              ↕
Hazard      Local Recovery
Management  Coordinator
Agency
              ↕
        Local Recovery Group
              ↓
        Affected Community
```

### 1.2    Partial Recovery Management Structure – Initial

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

```
              Local Recovery Group

Community & Personal        Restoration &
Support Sub-Committee  ↔    Reconstruction
                            Sub-Committee
```

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

**Deputy Chair**
*Chief Executive Officer*

**Chair**
*Mayor*

**Spokesperson**
*Mayor*

*HMA Advisor*
**and/or**
*DFES District Emergency Management Advisor*

**Local Recovery Coordinator**
*Executive Director Community Services*

**Communications**
*Manager Communications & Engagement*

*Recovery Support*
*Admin Staff*
*as required*

| **Community & Wellbeing Sub-Committee** | **Built & Infrastructure Sub-Committee** | **Economic & Financial Sub-Committee** | **Natural Environment Sub-Committee** |
|---|---|---|---|
| *Chair – Cr Hetherington* <br> *D. Chair – Cr Thomas* | *Chair – Cr Busby* <br> *D. Chair – Cr Jorgensen* | *Chair – Cr Jorgensen* <br> *D. Chair – Cr Busby* | *Chair – Dr. Wielinga* <br> *D. Chair – Cr Stoneham* |
| *Manager Community Development* <br><br> *Examples:* <br> ♦ Manager Health Services <br> ♦ Manager Recreation Services <br> ♦ Community Development Lead <br> ♦ Aboriginal Development Lead <br> ♦ Major Events & Arts Lead <br> ♦ Australian Red Cross <br> ♦ Salvation Army <br> ♦ Department of Communities <br> ♦ CaLD Communities Representative | *Technical Services* <br><br> *Examples:* <br> ♦ Head of Service Delivery <br> ♦ Manager Asset Lifecycle <br> ♦ Manager Design <br> ♦ Building Services Manager <br> ♦ Western Power <br> ♦ Telstra <br> ♦ ATCO Gas <br> ♦ Main Roads | *Executive Director Corporate Services* <br><br> *Examples:* <br> ♦ Executive Manager Corporate Finance <br> ♦ Manager Economic Development & Advocacy <br> ♦ Tourism Development Coordinator <br> ♦ Chamber Commerce & Industry | *Head of Environment & Sustainability* <br><br> *Examples:* <br> ♦ Coordinator Environment <br> ♦ Coordinator Parks Operations <br> ♦ Coordinator Parks Development <br> ♦ Department of Biodiversity, Conservation and Attractions <br> ♦ Department of Primary Industries and Regional Development <br> ♦ Environmental Groups |
| *Specific Issues Working Groups* <br> *e.g.* <br> ➤ *Communications* <br> ➤ *Donations* <br> ➤ *Recovery Events* <br> ➤ *Health & Wellbeing* <br> ➤ *Anniversaries* | *Specific Issues Working Groups* <br> *e.g.* <br> ➤ *Bridges* <br> ➤ *Roads* <br> ➤ *Transport Routes* <br> ➤ *Essential Services* | *Specific Issues Working Groups* <br> *e.g.* <br> ➤ *Business Impacts* <br> ➤ *Tourism* <br> ➤ *Donated Funds $* <br> ➤ *LMDRF Categories* | *Specific Issues Working Groups* <br> *e.g.* <br> ➤ *Bushlands* <br> ➤ *Pasture lands* <br> ➤ *Waterways* <br> ➤ *Wildlife* |

## 1.4 Local Recovery Group Sub-Committee Functions

### Social Community Wellbeing Sub-Committee

**Functions:**

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

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

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

Assesses and recommends medium and long-term priority areas to City of Armadale for consideration to assist with restoration and strengthening of community wellbeing

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

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

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

### Built Infrastructure Sub-Committee

**Functions:**

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

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

Reports progress of restoration and reconstruction process to the Armadale Recovery Group

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

## Finance Economics Sub-Committee

**Functions:**

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

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

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

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

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

## Natural Environment Sub-Committee

**Functions:**

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

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

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

Assesses and recommends medium and long-term priority areas to the City of Armadale for consideration assisting in the restoration of the natural environment in medium to long- term

# Appendix 2

## *Recovery Roles & Responsibilities – City of Armadale Staff*

### LOCAL RECOVERY COORDINATOR

**Executive Director Community Services**

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

## CHAIRPERSON

**Local Recovery Group – City CEO**

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

## CHAIRPERSON

**Local Emergency Management Committee – Mayor**

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

## RECOVERY SUPPORT OFFICER

**Manager Customer Experience and Knowledge**

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

## CITY OF ARMADALE LIAISON OFFICER

**Emergency Management Lead**

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

## RECOVERY CENTRE COORDINATOR (RCC)

**Emergency Management Lead**

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

## RECOVERY COMMUNICATIONS COORDINATOR

**Manager Communications and Engagement**

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

## SAFETY OFFICER

**Health, Safety & Wellbeing Lead**

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

## INFORMATION TECHNOLOGY SUPPORT OFFICER

**Manager Information and Communications Technology**

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

## COMMUNITY SERVICES COORDINATOR

**Community Development Lead**

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

## CHILDREN AND FAMILY SERVICES COORDINATOR

**Community Development Lead**

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

## ENGINEER OPERATIONS AND LOGISTICS

**Head of Service Delivery**

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

## FIELD COORDINATOR SUPERVISORS

**Head of Service Delivery**

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

## FINANCIAL RECOVERY COORDINATOR

**Financial Operations Lead**

- ✓ Acquires, distributes and accounts for funds
- ✓ Liaises with the LRG to identify financial implications of emergency event
- ✓ Committees established to manage donations, appeals, etc.
- ✓ Keeps records of all costs as a result of the emergency (cost centre to track $)
- ✓ Liaises with Communities to gain access of potential emergency funding
- ✓ Liaises with State Officers after declaration made that activates the DRFAWA fund
- ✓ Acts as representative to ensure appropriate recuperation of funds spent

## ARMADALE EMERGENCY RESOURCE OFFICERS

**Manager Ranger & Emergency Services**

- ✓ Assists Local Recovery Coordinator (LRC) as required

## ECONOMIC RECOVERY COORDINATOR

**Manager Economic Development and Advocacy**

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

## WASTE SERVICES OFFICER

**Resource Recovery Services Lead**

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

## HEALTH RISK ADVISOR

**Manager Health Services**

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

## SUPERVISOR BUILDING MAINTENANCE

**Building Services Manager**

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

## BUILDING STRUCTURAL OFFICER

**Building Services Manager**

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

## BUSINESS RISK MANAGEMENT OFFICER

Risk Advisor

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

## SUPERVISOR PARKS MAINTENANCE

**Coordinator Parks Operations**

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

**Appendix 3**

# RECOVERY COMMUNICATIONS PLAN

# Contents

| Document Control | | | | |
|---|---|---|---|---|
| **Issue** | **Rev.** | **Date** | **Author** | **Reviewed** |
| Draft for comment | | Nov 2024 | LRW | 2024 |
| | | | | |
| | | | | |

# 1 VISION

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

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

# 2 MISSION

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

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

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

# 3 BACKGROUND

*Brief outline of details of emergency event.*

# 4 COMMUNICATION OBJECTIVES

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

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

| Primary Target Audience | Description | Actions When/Where |
|---|---|---|
| **Disaster affected community members** | Reach those who have been directly affected and may be seeking assistance. Consider outreach and using this database. | Provide recovery contacts and key information to aid decisions via outreach. Authority's website to be kept updated with recovery information. |
| **Displaced persons** | Displaced persons need to remain contactable. Use a variety of networks to reach people. | Maintain master database of affected persons. Agencies to share information to build a clear picture of where people are and their contacts. |
| **Community - City of Armadale** | Reach those who like to be kept up-to-date on local news and happenings. Use existing community networks so all requests for support and assistance can be provided. | • Authority's Website <br> • Recovery Newsletter <br> • Local Paper <br> • Community Radio <br> • TV Interviews <br> • Community Events <br> • Group Gatekeeper Networks |
| **Recovery agency partners** | Ensure a coordinated effort and that all messages provided to the community are consistent. | All messages coordinated through Local Recovery Coordinator's office. |
| **Pastoral and outlying community** | Reach any rural community that may not have visited recovery centres or attended community meetings and may not know help is available. | Outreach conducted at interval: <br> • Immediately after impact <br> • 6 monthly follow up <br> • 12 monthly follow up <br> Ensure special issue of Recovery News attached to rates notices. Consider phone outreach. |
| **Affected businesses and their employees** | Maintain communication with affected businesses. Provide information and assistance so businesses can continue to operate and employ staff. | Liaise with affected businesses. Engage key support agencies that aid the business community and ensure communication is encouraged. |

| Primary Target Audience | Description | Actions When/Where |
|---|---|---|
| **Community City of Armadale** | Reach those who may want to donate cash, supplies/materials or labour. | Official Authority media releases.<br>Website kept updated with latest recovery information.<br>Engage radio and TV to keep the recovery of community positive and transparent. |
| **State and Federal Government** | Keep governments informed of Authority's challenges to enlist appropriate assistance. | Ensure key strategies and actions undertaken are communicated to State/Fed. Gov't agencies to ensure common objectives and goals are met and a united front is projected for recovery. |
| **City's staff and elected Councillors** | Provide information about the challenges to enlist appropriate solutions and provide actions. | Staff newsletter/Intranet information on what is 'happening' in recovery.<br>Customer service information sheet for incoming enquiries.<br>Recovery information is a regular Council agenda item. |
| **Local Recovery Group and Sub-Committees** | Provide information to the following committees:<br>▪ Finance<br>▪ Social Wellbeing<br>▪ Infrastructure<br>▪ Natural Environment | Maintain spreadsheet database of all sub-committee meetings highlighting actions, time schedules, responsibilities and outcomes, which are available across four sub-committees. |

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

| Secondary Target Audience | Description | Actions When/Where |
|---|---|---|
| **Media commentators** | Provide information to:<br>▪ Authorised State and regional newspapers<br>▪ State and local radio<br>▪ State and local television. | Weekly newspaper updates.<br>Monthly radio interviews updates.<br>Encourage good news recovery stories for TV/Radio.<br>Community events.<br>Develop and manage an agreed reporting rhythm. |

| Business community | Keep the business community informed. | Form working groups of affected businesses so they are hubs to distribute information. |
| WA community | Keep the wider community informed. | Encourage wider syndication of good news stories and media releases. |

# 6  KEY MESSAGES

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

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

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

# 7 ACTIONS

| Key Stakeholders | Proposed Consultation/Communication | Medium |
|---|---|---|
| **Community** | Community consultation via a range of mediums to reach appropriate members.<br><br>Using existing community networks and information conduits to engage and inform.<br><br>Recovery Community Meetings. Recovery Newsletter.<br><br>Authority website. | Face-to-face via Recovery Centre. Community Development team as needed.<br><br>Weekly first month switching to fortnightly/monthly.<br><br>Further outreach as needed to maintain contact and get to persons that don't have other forms of communication. |
| **City members** | Implement updates via City meetings, email newsletters. | Weekly, via 'FYI' newsletter |
| **Authority staff internal and operational** | Updates regarding actions and ongoing issues. | Messages disseminated through senior staff via weekly meetings. Agency updates via CEO. |
| **Media** | City segment updates in local papers. Regular interviews with local radio stations. | Locally read newspaper and possibly West Australian. |
| **City of Armadale** | Develop and use a protocol to ensure that all information is vetted, factual, suitably endorsed for release. | LRC, CEO, Communications Officer. |

# RISK MANAGEMENT

| Risk | Action/Mitigation |
|---|---|
| **Information overload** | ✓ Ensure information is fresh, different and interesting, e.g. consider news items found about other affected communities and their recovery.<br>✓ Ensure all information presented addresses a community need, thus minimising superfluous information. |
| **Material poorly designed and ineffective in communicating key messages** | ✓ Design material so it is clear, easy to use and written in appropriate language for the chosen audience. |
| **Material and information too late or too infrequent** | ✓ Have weekly or fortnightly deadlines. |
| **Other agencies sending mixed messages** | ✓ Make sure all agencies are aligned and messages are consistent. |

# COMMUNICATION AIDE-MEMOIRE

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

## 10 ► COMMUNICATIONS PLAN REVIEW

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

## 11 ► COMMUNICATIONS BUDGET

To be determined when actions have been confirmed

# 11 ATTACHMENTS

**Attachment 1**:      Recovery Communications Planning Guide

**Attachment 2**:      (a)  Ask a Question      (b)  Make a Statement

**Attachment 3**:      Outreach Needs Assessment and Initial Contact Form

**Attachment 4**:      Recovery Community Meetings Guidelines

*Attachment 1 - Recovery Communications Planning Guide*

# Recovery Communications Planning Template

*Recovery Communications Planning Checklist*

| Action | Y/N | Responsible Person |
|---|---|---|
| **Communications Governance** | | |
| Lead spokesperson selected/advised | | |
| Message media chosen | | |
| Liaison with CA PIO made | | |
| Message rhythm/frequency decided | | |
| Recovery Message Board locations established | | |
| Internal staff messaging in place | | |
| Outgoing community messaging in place | | |
| Channels for incoming community messages to be received in place | | |
| Communication links with agencies devised | | |
| | | |
| **Messaging** | | |
| Regular message format developed | | |
| Recovery branding devised and used | | |
| Physical donations/goods messaging devised and promoted in all messaging | | |
| Spontaneous volunteer management messaging devised and promoted in all messaging (as required) | | |
| | | |
| **Community Outreach Program** | | |
| Format and content devised | | |
| Received information management format devised | | |
| Ongoing information access portal/media devised and established | | |
| | | |

# Community Message Talking Points

*Spokesperson*  _____  *Position*  _____

**Message timing**

To be delivered at: _____  AM ☐  PM ☐

Media channel/s: _____

*Target audience:*  Internal staff ☐

Community group/s  _____

_____

Agency/s  _____

*Message Body*

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

**1 *What we know***

**2 *What we do not yet know***

**3 *What we are doing***

**4 *What we want you to do***

**Reiterate main and salient points**
*Next message will be available at:* _____

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

Printed on GREEN paper

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

Printed on GREEN paper ✂------------------------------------------------------------------------------------------

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

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

Printed on YELLOW paper

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

Printed on YELLOW paper    ✂--------------------------------------------------------------------------------------------

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

# *Attachment 3 – Outreach Impact and Needs Assessment*

CITY OF Armadale

Date: _____ TEAM No: _____

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

## PROPERTY DETAILS

**Property Location (Lot No, Street Name, Area):**

| | | **Nearest Cross Road:** | |
|---|---|---|---|

**Property Owner/Occupant Name:**

| | **How would you like to be contacted?** | | **Your preferred time?** |
|---|---|---|---|
| ☐ | Phone: | ☐ | **Morning** (7am – 12noon) |
| ☐ | Email: | ☐ | **Afternoon** (12noon – 5pm) |
| ☐ | Post: | ☐ | **Evening** (After 5pm) |

| **PROPERTY NEEDS** any needs identified | Please provide information on detail for |
|---|---|
| ☐ House destroyed/uninhabitable | |
| ☐ House damaged | |
| ☐ Outbuildings destroyed  Total: _____ | |
| ☐ Rebuilding assistance | |
| ☐ Asbestos/Possible asbestos | |
| ☐ Water supply affected | |
| ☐ Vehicle destroyed/damaged | |
| ☐ Animals lost/injured | |
| ☐ Utility services affected | |
| ☐ Fencing destroyed/damaged | |
| ☐ Environmental clean-up required | |
| ☐ Other  (Please provide details) _____ | |

| **INFORMATION NEEDS** | **OTHER ASSISTANCE REQUIRED** |
|---|---|
| ☐ Rubbish collection/Disposal information | ☐ Council Services TYPE: |
| ☐ Recovery Information/Newsletter | ☐ Referral to Agency WHO: |
| ☐ Financial/Grant assistance | ☐ Other (provide details): |
| ☐ Counselling/Wellbeing check | |

| **Would you like someone to contact you?** |
|---|
| ☐ Immediately    ☐ Within the week    ☐ In the future |

# Community Recovery Meeting

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

## Unity at Community Meetings – Together we stand

✓ Let's keep the right thing at the centre: let's do the very best we can for our recovery as a community

✓ Together we are better and stronger: let's keep the spirit of community strong (and your City of Armadale workers are part of that community)

✓ Treat each other with dignity and respect: everyone's concerns matter and are equally important

✓ Keep it as civil as you possibly can: abusive language is not acceptable and is not helpful

✓ Listen respectfully to each other and try to understand the other's point of view

✓ Only one person to speak at a time… we can only hear one person at a time

✓ Say what you need, and what you need to know

✓ Constructive suggestions are welcomed… everyone can be part of the problem-solving process

✓ It is OK to leave the room at any point. We have Councillors here who can help you if you feel overwhelmed

# Community Disaster Recovery - Responsibility Matrix and Recovery Actions Flow Chart - Annexure 4(b)



**1.** Significant incident occurs within CoA local rea

**2. Considering Community Impacts** Community situation indicates need to form a Local Recovery Group.

**Y**

**3. LRG** Local Recovery Group formed.

**4.** Has an ISG been formed?

**N**

**6. Request ISG formation**

**Y**

**5. Response & Recovery Cooperation** Ensure coordination between Response & Recovery, through provision to ISG of suitably delegated Officer from Recovery Group.

**7. Influencing Response and Recovery activities**

**N**

**8. Monitor and Review Recovery**

**9. Capture Lessons Learned**

**10. – Improve LG community Recovery capacity**

# Community Disaster Recovery - Responsibility Matrix and Recovery Actions Flow Chart - Annexure 4(b)

## Community Recovery Process Flowchart



**1.0** Significant incident occurs within CoA local rea

**2 - LRG**
**2.1** IC requests formation of LRCG

*Or*

**2.2** LRC notes that incident impacts exceed community capacity to cope.

Is LRG formed? — Y / N

**3 - LRG**
**3.1** 1st meeting conducted, minutes produced.
**3.2** Operational Recovery Plan tabled & developed.
**3.3** Recovery Communications Plan tabled & developed, implemented, media officer coopted.
**3.4** Recovery brand, comms rhythms developed with dedicated media developed.
**3.5** LRG composition finalised to best manage identified community impacts.

**4** Is ISG formed? — Y / N

**6 - Request** initiation of an ISG.

**6.1** Request denied.

**5 – Effective synergies between LRG & ISG**
**5.1** Ensure suitably delegated LG/Recovery-specific officer appointed to ISG.
**5.2** Ensure inter-group reporting protocols are developed & officer attends all ISG & LRG meetings to represent LG & community interests.

**7 - Influencing Response & Recovery activities, to facilitate effective community Recovery.**
**7.1** Regularly communicate with IC/IMT to understand, influence & advise on community Recovery imperatives/strategies. Ensure synergies with LRG activities.
**7.2** Develop, maintain & report on Recovery Plan objectives, progress & challenges. Maintain currency of LRP.
**7.3** Where appropriate, influence response activities to best enable an effective & timely community Recovery.

**8 - Monitor & Review**
Maintain situational over-sight of community w/- Recovery status & be prepared to influence activity to remediate any challenges noted.

**9 - Capture Lesson learned**
Capture lessons learned (throughout Recovery journey) & report to LG/LEMC/Council to best enable continuous improvements within community, LEMA & LG Recovery Plan.

**10 – Improve LG community Recovery capacity**
**10.1** Ensure lessons learned are presented to LRC, LEMC & Council.
**10.2** Ensure recommendations for improvement result in changes to LRP, LEMA, or Council Policy as indicated.
**10.3** Test resultant changes for efficacy, make any required changes & then communicate outcomes.

LRG — LEMC — Council — DEMC/SEMC

**Process Flow Descriptors**
— Process flow path
— Information flow for reporting/continuous improvement
– – Informal reporting pathways

# Community Disaster Recovery - Responsibility Matrix and Recovery Actions Flow Chart - Annexure 4(b)
## Community Recovery – RACI Matrix

| Serial | Incident | LRC | LRG | Mayor/Pres/CEO | Incident Controller | Local Emergency Coordinator | Community |
|---|---|---|---|---|---|---|---|
| 1 | **Significant incident occurs within City of Armadale (CoA) local area** | | | | | | |
| 2 | **Local Recovery Group (LRG) triggers reached** | R | | A | C | C | I |
| 2.1 | IC requests establishment of LRG    or | C | I | C | A | C | I |
| 2.2 | Community impacts noted to exist, likely to affect normal community functioning | A | I | C | C | C | |
| 3 | **LRG called together to meet** | R | R | A | I | I | I |
| 3.1 | Minutes produced and circulated to all stakeholders within this Matrix | A | C | C | I | I | I |
| 3.2 | Operational Recovery Plan (ORP) templates tabled and ORP development commenced | A | C | C | I | I | |
| 3.3 | Operational Communications Plan (OCP) templates tabled and development implemented – LG communications officer coopted to manage community comms plan. | R | C | A | I | I | C |
| 3.4 | Recovery brand developed, communications rhythms decided and dedicated media published. | R | C | A | C | I | I |
| 3.5 | Recovery Committee composition finalized w/- community impacts | R | C | A | C | C | |
| 3.6 | Ensure that community impact and needs assessment research begins. | A | R | C | I | I | C |
| 4 | **Consider benefit of an Incident Support Group (ISG) to Community Recovery** | AR | C | C | C | C | |
| 5 | **ISG formed** | C | I | C | AR | C | |
| 5.1 | Ensure delegation of suitably enabled LG/Recovery officer to represent Community Recovery effort | C | C | A | C | C | |
| 5.2 | Ensure inter-group reporting protocols are developed & officer attends all ISG & LRG meetings to represent LG & community interests. | | | | | | |
| 6 | **If ISG is desired to improve coordination (but not established), seek ISG formation to provide nexus between Response & Recovery activities.** | A | C | C | C | C | C |
| 6.1 | If request to establish an ISG is denied, ensure sufficient representation of community needs exists at IMT, to influence a positive community Recovery. | R | C | A | C | C | C |
| 7 | **Influence activities (Response & Recovery) to ensure effective community Recovery.** | R | C | A | R | C | C |
| 7.1 | Regularly communicate with IC/IMT to understand, influence and advise on Community Recovery imperatives/strategies. | A | C | C | C | C | C |
| 7.2 | Develop, maintain & report on Recovery Plan objectives, progress & challenges. Maintain currency of LRP. | A | C | C | C | C | C |
| 7.3 | Where appropriate, influence response activities to best enable an effective & timely community Recovery. | R | C | A | C | C | C |
| 8 | **Maintain situational over-sight of community w/- Recovery status & be prepared to influence activity to remediate any challenges noted.** | A | C | C | C | C | C |
| 9 | **Capture lessons learned (throughout Recovery Journey) & report to LG/LEMC/Council to best enable continuous improvements within community, LEMA & LG Recovery Plan.** | A | C | C | | | C |
| 10 | **Improve LG community Recovery capacity** | | | | | | |
| 10.1 | Ensure lessons learned are presented to LRC, LEMC & Council. | A | C | C | | | |
| 10.2 | Ensure recommendations for improvement result in changes to LRP, LEMA, or Council Policy, as indicated. | A | C | C | | | I |
| 10.3 | Test resultant changes for efficacy, make any required changes & then communicate outcomes. | A | C | C | | | I |

**Note** - Risks identified:
1. .

| Code | | Definition |
|---|---|---|
| R | Responsible for action/initiation | Executes the task |
| A | Accountable to ensure outcomes | Owns outcomes – determines criteria for decisions |
| C | Consulted | Prior to & during execution |
| I | Informed | Prior to & post event |
| RA | Responsible & Accountable | |

**Plan-it Consulting**
planitwaconsulting@gmail.com

# Appendix 4(a)

## *Recovery Operational Sequence Guide/Checklist*

| Situation | Organisation/Action |
|---|---|
| **ALERT**<br><br>**(Transition)**<br><br>Advice of an emergency with potential to require local coordination of recovery activities | **HMA/CONTROLLING AGENCY**<br><br>➢ Ensure Local Emergency Coordinator (LEC) and affected City of Armadale(s) are advised of extent of potential recovery support requirements.<br>➢ State EM Policy -<br>*6.2.1 – The Controlling Agency is responsible for the coordination of an assessment of all impacts relating to the four recovery environments (social, built, economic and natural) prior to cessation of the response, including a risk assessment and treatment plan to provide for safe community access to the affected area. Where required, an Impact Statement must be completed, prior to the transfer of responsibility for management of recovery to the City of Armadale(s) affected area.*<br>*6.2.2 – The relevant Controlling Agency with responsibility for the response to an emergency must initiate a range of recovery activities during the response to that emergency, as detailed in the State EM Plan (section 6.4).*<br>➢ Include Local Recovery Coordinators/ City of Armadale's in briefings/Incident Support Group (ISG).<br><br>**CITY OF ARMADALE**<br><br>➢ Establish liaison with Local Recovery Coordinator (LRC)/Local Recovery Group chairperson and appropriate core members considering requirement for local level coordination of recovery support.<br>➢ Advise and liaise with LRG members. |
| **ACTIVATION**<br><br>Requirement for local level coordination of recovery identified/requested | **CITY OF ARMADALE**<br><br>➢ When requested by, or on the advice of, the HMA or ISG, convene LRG and where required, establish a management structure.<br><br>**LRC**<br><br>➢ Arrange for conduct of on-site assessment, if appropriate.<br>➢ Maintain links with affected organisations to identify and coordinate the provision of recovery support. |
| **STAND DOWN**<br><br>On completion of local recovery activities. | **CITY OF ARMADALE/LRC**<br><br>➢ Ensure handover of responsibility for ongoing recovery activities to a managing agency.<br>➢ Advise LEC (informal) and LRG members of stand-down.<br>➢ Conduct debrief/post operations review and prepare report to the LEMC, with copies to the DEMC, the HMA and the Chair SEMC and Chair SEMC Community Resilience and Recovery Sub-Committee (SEMC).<br>➢ Manage the implementation of post operations report recommendations and revision of Local Recovery Plan as required. |

# Appendix 5

## Recovery Action Checklist

**Checklist: Recovery actions for Local Recovery Group and Local Recovery Coordinator**

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

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

| Category | Action | | |
|---|---|---|---|
| | Establish One-Stop-Shop and Recovery Centres providing advice, information and assistance to community during the recovery period | | |
| | Enact Recovery Communication Plan for sharing information and enabling listening | | |
| | Use intelligence/planning information from the response operation and ensure LRC is liaising with HMA through response | | |
| | Confirm the total area of impact for determination of survey focus | | |
| | Set out the immediate information needs: infrastructure problems and status, damage impact and patterns, and welfare issues | | |
| Impact and Needs Assessment | Link with parallel data-gathering work | | |
| | Identify and close information gaps (establish the "big picture"). | | |
| | Assess the financial and insurance requirements of affected parties | | |
| | Gather evidence to support requests for government assistance | | |
| | Ensure all relevant information is strictly confidential to avoid use for commercial gain | | |
| | Establish and define the purpose of inspection/assessment and expected outcomes | | |
| | Consistently apply agreed criteria (requiring a common understanding by the people undertaking the survey process) | | |
| | Collect, interpret and analyse data | | |
| Inspections and Needs Assessments – Technical | Establish a method/process to determine the type of information needed for this recovery operation:<br>• How and who will gather the information (single survey)<br>• How information will be shared<br>• How information will be processed and analysed<br>• How the data will be verified (accuracy, currency and relevance) | | |
| | Manage the process to minimise calling back | | |
| | Coordinate, select and brief staff | | |
| | Maintain confidentiality and privacy of assessment data | | |
| Data Management | Allocate responsibility for data management tasks ensuring proper process of relevant data transfer | | |
| | Use templates/spreadsheets for impact assessment and for tracking assistance provided | | |

CITY OF Armadale

| Category | Action |
|---|---|
| State Government Involvement | Establish robust relationships with key regional government agency representatives, and appoint them to appropriate LRG Sub-Committees and RCC, as required |
| | Instigate liaison with DPIRD Officers for the recovery claim process |
| | Attend ASAP to requests for information from government agencies |
| Public Information | Ensure spokesperson available (CEO, delegated) to speak with the media |
| | Manage public information in accordance with Recovery Communication Plan |
| | Identify priority information needs |
| | Monitor social media, and media and counter misinformation |
| | Establish a mechanism for receiving expert technical advice from lifeline groups |
| | Monitor and assist rehabilitation of critical infrastructure |
| | Prioritise recovery assistance in line with community needs |
| | Prioritise public health to restore health services and infrastructure |
| Rehabilitation and Assistance | Assist and liaise with businesses to re-establish and reopen |
| | Restore community and cultural infrastructure (including education facilities) |
| | Restore basic community amenities for meetings and entertainment |
| | Facilitate emergency financial assistance through the Department for Communities (Communities) |
| | Be aware of need to adjust capital works and maintenance programs |
| Implementation of Risk Management Measures | While doing the hazard analysis:<br>• Identify essential services and facilities in high-risk areas<br>• Consider the restoration betterment options for essential services |
| | Identify betterment options based on research and consultation |
| | Undertake urgent hazard reassessment based on new (event) information and relate to the City's Emergency Risk Management Plan |
| Financial | Review financial strategies including use of Budget line items for tracking all recovery expenses |

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

# Appendix 6

*Operational Recovery Plan Template*

## Operational Recovery Plan

**Emergency Event:**     *(Type and location)*

_____

_____

_____

**Date of Emergency:** _____

**HMA/CA INCIDENT LEVEL:** _____ **DECLARED AS:** _____

## Section 1

**Introduction:**

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

## Section 2

**Assessment of Recovery Requirements:**

| | |
|---|---|
| **Details of loss and damage** | Residential, commercial and industrial buildings, transport, essential services (including state and local government infrastructure). Your primary Impact Statement (IS) from HMA will give you an initial overview. This can be added to when subsequent reports are made. |
| **Estimates of costs of damage** | You may get indications from IS. Further indications could be from insurance agencies, also lifeline infrastructure may assist assessment. |
| **Temporary accommodation requirements** | Include details of evacuation centres opened, displaced persons, need for temporary accommodation, relocating displaced persons. |
| **Additional personnel requirements (general and specialist)** | It is imperative that you enlist as much help as you can in the initial stages. This may be specialist assistance or simply manpower to cope with the increased workloads. |

| Human services (personal and psychological support) requirements | On completion of Outreach Individual Needs Assessment, you would have initial contact with your affected community ascertaining what physical and psychological resources are required in the immediate, short and medium term, understanding the impact on community. |
|---|---|
| Health issues | Medical/Health personnel and City EHOs will assess any significant issues (water, food spoilage, medical supplies or medivac). |

## Section 3

**Organisational Aspects:**

Details the composition, structure and reporting lines of the groups, sub-committees and working groups set up to manage the recovery process.

Details the inter-agency relationships and responsibilities.

Details the roles, key tasks and responsibilities of the various groups/committees and those appointed to various positions including the Local Recovery Coordinator.

## Section 4

**Operational Aspects:**

| Details resources available and required | Give list of resources deployed and confer with the LRG network for future resources. |
|---|---|
| Redevelopment Plans (includes mitigation proposals for betterment) | This could be inappropriate in the early stages, however, should be part of the Long-Term Recovery Strategy in future reporting. |
| Reconstruction restoration programme and priorities | Detail agencies engaged in their specialist fields and estimates for re-establishing lifelines, waste, and restoration. |
| Includes programs and strategies of government agencies to restore essential services | Consider betterment when engaged in rebuilding. |
| Includes the local government program for community services restoration | Local events, meetings, coffee get togethers, recreation, breakfast BBQs, etc. |
| Financial arrangements | Assistance programs DRFAWA, insurance, public appeals, LMDRF, and physical and monetary donations. |
| Public information dissemination | From the Communication Plan outline what and how your communication is being staged. |

**Administrative Arrangements:**

| Administration of recovery funding | General financial issues. |
|---|---|
| Public appeals policy and administration | Including policies and strategies for office and living accommodation, furniture and equipment details for additional temporary personnel. |
| Information management processes | How is the management and recording process being undertaken. |
| Reporting rhythm | Who, when and how is the reporting being undertaken. |

## Section 5

**Conclusion:**

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

**Signed by:**    _____

*Chairperson Local Recovery Group or Local Recovery Coordinator*

**Date:**    _____

# Appendix 7

## *Local Recovery Centre (LRC) & Event Guidelines*

### Aim

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

### Objectives

The objectives of a Recovery Centre are;

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

### Location:

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

### Building Features:

Specific features to consider in a potential building include;

- ✓ The building needs to be accessible for disabled persons
- ✓ A reception area and a comfortable place for people to wait

- ✓ Large rooms that will be suitable for office space
- ✓ An interview room for appointments with individuals and families
- ✓ Public toilets
- ✓ A multipurpose function room that has the capacity for meetings and events
- ✓ Storage such as a shed for storing 'new' donated items
- ✓ Kitchen suitable for catering for small events and acting as a staff room
- ✓ Ensure adequate parking is available

## Set-up Considerations

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

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

## Steps to Establish Recovery Centre:

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

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

## Record Keeping:

The Emergency Management Act 2005 allows information to be shared between State Agencies and the City of Armadale.

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

- ✓ Property address
- ✓ Is it destroyed or damaged
- ✓ Owner contacts (including email, mobile number)
- ✓ Renters contacts (if rental or Dept of Communities)
- ✓ Insured or uninsured
- ✓ Received Centrelink Immediate Payment
- ✓ Received assistance from Department of Communities
- ✓ Applied for LMDRF
- ✓ Email collection for Newsletter and other important information
- ✓ Received Outreach from Australian Red Cross

## Management of Recovery Centre (RC):

The following should be considered in the running of RC;

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

## Recovery Events:

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

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

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

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

## Closing of the Recovery Centre (RC):

The following should be considered in the running of RC;

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

## ATTACHMENT 1

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

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

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

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

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

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

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

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

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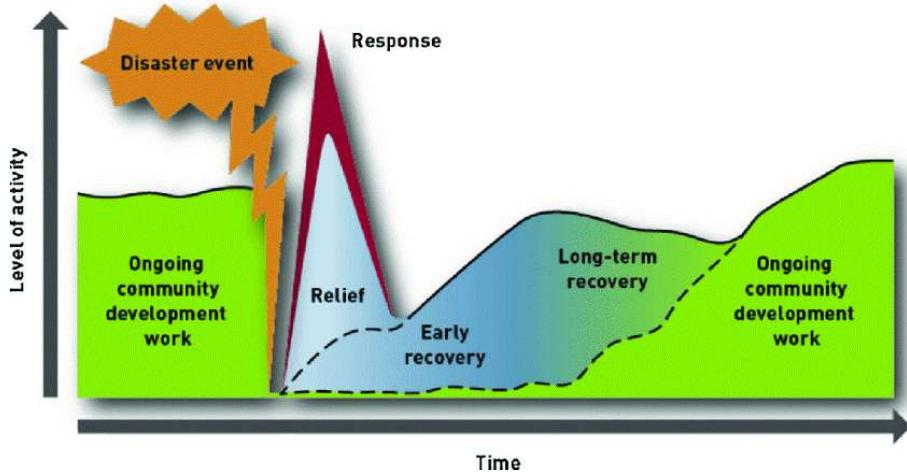
# City of Armadale Recovery Event Planning Template

CITY OF Armadale

| ACTION | DESCRIPTION | GOALS |
|---|---|---|
| | | |

| | |
|---|---|
| COMMUNITY SUPPORT: | |
| WHERE HAS CONCEPT / IDEA COME FROM: | |
| STAKEHOLDERS: Who owns the action? | |
| OTHER INVOLVEMENT: Who is needed? | |
| RESOURCES: | |
| COSTS: | |
| SPONSORS / FUNDING BODIES: | |

| | | | | | |
|---|---|---|---|---|---|
| HEALTH & WELLBEING RISK: | ☐ High | ☐ Medium | ☐ Low | SUPPORT REQUIRED: | ☐ City Staff ☐ Wellbeing ☐ Other: _____ |
| ENVIRONMENTAL RISK: | ☐ High | ☐ Medium | ☐ Low | SUPPORT REQUIRED: | ☐ City Staff ☐ Other: _____ |

| | |
|---|---|
| CATEGORY: | ☐ Needs Assessment ☐ Communication ☐ Event ☐ Donations ☐ Wellbeing |
| RECOVERY VALUE: | ☐ High ☐ Moderate ☐ Low ☐ Community Interest |
| PRIORITY / TIMELINE: | ☐ High / Urgent ☐ Important ☐ Medium / Medium Term ☐ Lower / Long Term |
| DIFFICULTY: | ☐ Straightforward ☐ Effort Required ☐ Long Term / Complex |
| OBJECTIVES: | ☐ Promote health & wellbeing ☐ Increase / Enhance understanding of community needs ☐ Provide information / enhance communication ☐ Support Community Recovery through long term programs and projects |
| EVALUATION: | |

**Appendix 8(a)**



# HIGHER RISK PERSONS & GROUPS PLAN

# Contents

# 1. ADMINISTRATION

## 1.1 Acronyms

| | |
|---|---|
| **CALD** | Culturally and Linguistically Diverse |
| **'the City'** | City of Armadale |
| **CoA** | City of Armadale |
| **DFES** | Department of Fire and Emergency Services |
| **HRPG** | Higher Risk Persons and Groups |
| **HACC** | Home and Community Care |
| **IL** | Independent Living |
| **LEMA** | Local Emergency Management Arrangements |
| **LEMC** | Local Emergency Management Committee |
| **MOU** | Memorandum of Understanding |
| **IC** | Incident Controller |
| **ICC** | Incident Control Centre |
| **HMA** | Hazard Management Agency |
| **IMT** | Incident Management Team |
| **RAC** | Residential Aged Care |

## 1.2 Amendment Record

| Amendment No | Amendment Date | Details | Amended by |
|---|---|---|---|
| 1 | Nov. 2024 | Initial draft developed Sub plan for LRP | L. Winter |
| 2 | | | |
| 3 | | | |
| 4 | | | |

# 2. DEFINING - HIGHER RISK PERSONS & GROUPS (HRPG)

Higher Risk Persons and Groups (HRPG) within the overall population have a higher risk degree of demographic or socioeconomic vulnerability, rendering them more likely to be adversely affected by disaster. They can be defined by the characteristics of a person or group that affect their capacity to anticipate, cope with, resist, and recover from the impact of a disaster (natural or non-natural).

A definition that could be considered for "Higher Risk " persons and groups is:
***Having concerns with Communication, Medical, Independence, Supervision, and Transportation services and homelessness.***

## 2.1 Influencing Factors: HRPG

### 2.1.1 Socioeconomic Status

Includes employment, income, housing (e.g. homelessness) and education level. People with lower socioeconomic status are more likely to lack resources needed to follow instructions on emergency preparedness. They might be unable to stockpile food, for example, or not have the ability to evacuate.

### 2.1.2 Age

The old and the young are particularly vulnerable during emergencies. Older adults are more likely to have medical problems that put them at an increased risk during a disaster. They might have limited sight, hearing, cognitive ability and physical strength.

Young children are also more at risk. They have yet to develop the resources, knowledge, or understanding to effectively cope with disaster, and they are more susceptible to injury and disease. Young children are also more vulnerable when they are separated from their parents or guardians, for example, at school or in day-care.

### 2.1.3 Visitors

Tourists or people visiting the area may be unaware of possible hazards and potentially be unprepared if an emergency occurs. Majority of travellers will be unfamiliar with the local area.

### 2.1.4 Culturally and Linguistically Diverse (CaLD)

People with limited English proficiency have a limited ability to read, speak, or write in English. These groups might/may have trouble understanding emergency directives if language barriers are not addressed when developing emergency alert messages.

Race and ethnicity contribute to social vulnerabilities and are tied to issues of socioeconomic status. Social and economic marginalisation contributes to the vulnerability of these groups.

## 2.2 Medical Issues and Disability

Persons with a disability include those with a cognitive, physical, or sensory impairment that limits a major life activity. People with physical impairments might include those with limited sight, hearing, or mobility or those who are dependent on electric power to operate medical equipment. For many people with medical conditions and disabilities, their ability to hear, understand, or respond to a warning is impaired. This category also includes individuals with access and functional needs.

## 2.3 City of Armadale
## Higher Risk Persons & Groups (HRPG):

### 2.3.1 Childcare Facilities and Schools

CoA engage and work with Childcare facilities and schools groups and their networks how?

### 2.3.2 Living with Disabilities

CoA engage and work with Disability services groups and their networks how?

### 2.3.3 Residential Aged Care (RAC) and Independent Living (IL) facilities

CoA community engagement and work with these groups and their networks how?

### 2.3.4 Culturally and Linguistically Diverse (CALD) groups

CoA engage and work with CALD groups and their networks how?

# 3. INTRODUCTION

## 3.1 Aim

To define emergency management arrangements relating to the evacuation, emergency relief and support and care of Higher Risk Persons and Groups (HRPG) and related support networks, before, during and after emergencies throughout the City of Armadale (hereby referred to as 'the City').

## 3.2 Objectives

Detail actions, roles and responsibilities for prevention, preparedness, response and recovery arrangements within the City for higher risk communities.

Identify emergency management arrangements between all stakeholders and networks in response and recovery from an emergency within the City for higher risk communities.

Provide an interface to enable integration with other emergency plans within the City and State.

Provide a reference for all higher risk communities and their networks required to respond and recover from emergencies within the City.

## 3.3 Scope

This Plan covers the Armadale Local Emergency Management Arrangements that apply to responders and Higher Risk Persons and Groups (HRPG) and their networks that may become involved with managing and responding and recovering from emergencies within the City of Armadale.

## 3.4 Related Documents

This Plan forms part of the Armadale Local Emergency Management Arrangements (LEMAs) and should be read in conjunction with these plans and their related support documents. They also interface with other hazard specific, emergency management and recovery plans at local, district and state levels.

## 3.5 Plan Responsibilities

The City is responsible for developing, implementing and revising this Plan in consultation with key stakeholders, combat agencies and other support organisations in accordance with the related Emergency Management and other related Legislation.

# 4. EMERGENCY MANAGEMENT FOR HIGHER RISK PERSONS & GROUPS (HRPG)

## 4.1 Planning

In accordance with the Western Australian Community Evacuation in Emergencies Guideline, *Local Emergency Management Plans are to include information which will assist the Controlling Agency in the operational planning process. This includes having specific arrangements in place for Higher Risk Persons and Groups,* such as unaccompanied children, schools, aged care facilities, caravan and holiday parks, persons with disabilities, and culturally and linguistically diverse communities (CALD), disadvantaged (e.g. homelessness).

## 4.2 Higher Risk

Higher Risk (social vulnerability) is defined by the characteristics of a person or group that affect *their capacity to anticipate, cope with, resist and recover from effect of a disaster and emergencies.*

Commonly accepted categories include: socioeconomic status, age, race and ethnicity, English language proficiency, medical issues and disabilities and the disadvantage (homelessness).

## 4.3 Higher Risk Persons & Groups in Emergency Management Cycle

### 4.3.1 Prevention

Developing specialised HRPG Plan for community members.

### 4.3.2 Preparedness

Create evacuation contingencies for higher risk community members.

Conduct outreach and engagement.

Determine additional resource requirements.

Consider evacuation facilities, transport and special requirements.

### 4.3.3      Response

Consider resource allocations in emergencies.

Provide target data for Incident Management Team use.

Prioritise response efforts for higher risk communities.

Customise communication efforts.

### 4.3.4      Recovery

Determine resource allocation.

Identify higher risk sub populations that are least resilient.

Track recovery and any on-going problems.

# 4.4      Organisational Roles and Responsibilities

Organisations with responsibilities identified under this Plan are listed in the following table. Participating organisations will be required to provide assistance under this Plan in the event of an emergency, which will, or may, affect higher risk persons and groups, directly or indirectly.

| Agency / The Shire | Roles / Responsibility |
|---|---|
| Department of Fire and Emergency Services (DFES) | ➢ Hazard Management<br>➢ Evacuation decisions and coordination<br>➢ Support Agency |
| Department of Communities | ➢ Evacuation centres<br>➢ Emergency Relief and Support Plan<br>➢ Financial assistance to affected persons<br>➢ Displaced persons |
| Western Australia Police (WAPOL) | ➢ Hazard Management<br>➢ Traffic Management<br>➢ Investigation and enforcement<br>➢ Alerts and evacuation execution |
| Disability Services | ➢ Client contact database<br>➢ Identification of specialist requirements |
| City of Armadale | ➢ Support Agency<br>➢ Information Technology<br>➢ Facilities resources |

# 5.     COMMUNICATIONS

The communications plan must accommodate the needs of HRPG to provide concise instructions before, during, and after a disaster.

## 5.1     Considerations and Strategies – Higher Risk Persons & Groups (HRPG)

| |
|---|
| Use short sentences and plain language to allow for easy translation of materials. Consider using a sixth-grade reading level or lower. |
| Provide written materials in bilingual or multi-lingual format. |
| Include visual aids such as pictures and maps to reinforce key messages. |
| Repeat key information. |
| Include directions and phone numbers. |
| Use large fonts. |
| Identify preferred communication methods (face-to-face, phone, word-of-mouth), and develop messages accordingly. |
| Identify preferred media through which messages are delivered. Is it the local newspaper, radio station, or local clubs and religious organisations? |
| Consider working with media and communications specialists. |

# 6. RESPONSE

## 6.1 Responsibility in Response

The Hazard Management Agency/Control Agency Incident Controller is responsible for activating this Plan and to determine the extent of the response and the requirement to evacuate HRPG.

The City of Armadale will advise the Incident Controller (IC) of this Plan and suggest appointing a **Higher Risk Persons & Groups Coordinator (HRPGC)** to oversee the plan.

## 6.2 Notification and Communications

The Incident Management Team (IMT) and the **HRPGC** will determine and activate the notification of the response and an appropriate communications plan.

## 6.3 Levels of Response

The IMT and **HRPGC** will determine the level of response and implement the response action plan.

# 7.  EVACUATION

## 7.1    General Considerations

Deciding which HRPG's may need to be moved, where they will be taken and how they will be transported are important considerations when preparing for any evacuation.

A plan should detail arrangements and establish procedures for moving people to safe and secure facilities away from danger zones during a threat.

If HRPG do not possess their own transport, they should make prior alternative arrangements with neighbours, their organisation and other network organisations.

Identification is important in the case of aged and infirm or children during an evacuation.  Carers and those with responsibility must ensure they can list, account for, and identify all persons in their care.

Records should be kept verifying persons and physical status. Methods may involve identification tags, photographs, and documentation.

Establish a procedure to assist any persons requiring specialised medical attention and mobility assistance, i.e., those most at risk, during emergency.

## 7.2    HRPG: Evacuation Planning Considerations

Availability of safe evacuation routes, considering:

| ➢  surrounding vegetation | ➢  fire fuel loadings | ➢  topography |
|---|---|---|
| ➢  watercourses | ➢  possibility of road closures | |

Proximity of and anticipated response times by local emergency agencies

Time required to vacate the property, including time to transport

Owners' need for backup power supply should the mains power fail, especially night evacuation

Owners' requirements for effective internal and external emergency communications

Any need for additional assistance for care and attention in an emergency

## 7.3    Arrangements for Assistance

Arrangements and requests for assistance will be made to the IMT and coordinated through the HRPGC.

### 7.3.1    Evacuation and Relocation Readiness

Suggestions for readiness actions for HRPG for emergency use:

| Torch, radio and spare batteries | First-aid items (discuss with your organisation) |
|---|---|
| Mobile phone and contact phone numbers | Personal medicine grab and go containers |
| Mobility aids readiness | Suitable clothing and carry bag |
| Family and support group/organisation details | Personal precious items |

### 7.3.2　Assistance to Evacuate

Carers and responsible organisations need to notify emergency agencies early with following details:

| | |
|---|---|
| Location of HRPG's | Contact details of HRPG's |
| Understand and relay needs for physical assistance | Alternative contact information |

# 7.4 Incident Management Team Responsibilities

The IMT's roles and responsibilities are to determine the need for evacuation taking into consideration:

| | |
|---|---|
| The threats, hazards and risks | Assess and determine transport routes |
| The predicted path of the threat | Determine the evacuation points |
| Determine what is at risk | Communicate the HRPG Plan and intentions at earliest possible time to persons and groups identified in this Plan |
| Assess practicality of a large-scale evacuation during a response | Ensure accurate records are kept of persons relocated in an emergency |

### 7.4.1　HRPG Responsibilities

Higher risk persons and their carer organisations are responsible for:

| |
|---|
| Making the decision to stay or evacuate early, before the property is directly affected by the incident |
| Implementing the required aspects of the personal and organisational evacuation plan |
| Ensuring that all higher risk persons are identifiable |

# 7.5　City of Armadale Responsibilities

The City of Armadale is responsible for preparing, planning for and to determine and document evacuation considerations:

| |
|---|
| The threats, hazards and risks |
| The predicted threat or hazard behaviour |
| Determine what is at risk |
| Assess and assist the practicality of a large-scale evacuation during a response |
| Assess and assist determine transport routes |
| Determine and document the evacuation points |
| Identify and document safe havens, locations, and facilities |
| Identify and document required and available resources, needed to enable structured and safe evacuation of HRPG's from areas under threat |

# 7.6　Financial Arrangements for Response

The IMT will coordinate all financial arrangements at the Emergency Coordination Centre. Record and document all matters relating to the financial management and arrangements relating to HRPG.

# 8 RECOVERY

## 8.1 Responsibility for Recovery

The IC will determine the 'recovery phase' on completion of the 'response phase' and complete the Impact Assessment ready for handover to the City CEO and Local Recovery Coordinator (LRC).

The City of Armadale LRC and the Armadale  Local Recovery Group are responsible for implementing the 'recovery phase' of an incident.

## 8.2 Transition to Recovery

The IC needs to declare the area safe prior to approving or supporting the movement of affected people back to an incident affected property.

# 9. HIGHER RISK PERSONS & GROUPS DIRECTORY & CONTACTS

| Name | Address | Contact | No. Persons | 1.Have they got an evacuation Plan 2.Responsibility for plan |
|------|---------|---------|-------------|---------------------------------------------------------------|
|      |         |         |             |                                                               |
|      |         |         |             |                                                               |
|      |         |         |             |                                                               |
|      |         |         |             |                                                               |
|      |         |         |             |                                                               |
|      |         |         |             |                                                               |

# Appendix 8(b)

## *Emergency Relief and Support and Health Services*

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

The following link provides related support plans and detailed information:
*Emergency Management Support Plans*

The City of Armadale *Local Emergency Relief and Support Plan* provides local contingencies for health, emergency relief and support are to work in conjunction with State Agencies and other Non-Profit Organisations.

## Principles:

The recovery principles of health and wellbeing after emergencies are:

Response and recovery actions actively support individuals, families and businesses

Community and Wellbeing Sub-committee encourages community to participate in community recovery decision-making

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

Personal support strategies are integral to overall recovery management process

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

Recovery programs be coordinated to support and enhance community

## Strategies:

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

## Conceptual:

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

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

Support and promote community improvements

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

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

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

Encourage support of local community groups and experts

Encourage agencies to employ local residents

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

Avoid duplication of services and identify gaps

## Management:

Identify all aspects of community and wellbeing that may be required

Establish liaison between community and wellbeing groups, community and government agencies in the community

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

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

Ensure community participation in the Community and Wellbeing Sub-Committee

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

Identify gaps in Community and Wellbeing services for consideration in risk management processes

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

## Service Delivery:

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

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

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

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

Ensure availability and accessibility to community and wellbeing and recovery information and services

# Appendix 9

## *Local Recovery Plan – Action Items*

### Activation of Recovery

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

### Response to Recovery transition of event responsibilities

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

### Impact Statement and Needs Assessment

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

### Operational Recovery Plan

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

### Strategic Long-Term Recovery Plan

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

## Managed Withdrawal

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

## Establishing LRG Management Structure

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

## Financial Management

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

## Appeals and Donations

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

## Spontaneous Volunteers

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

## Recovery Coordination Centre and One-Stop-Shop

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

## Staff – City of Armadale

➤ City staff to be regularly briefed on current situation and activities within recovery
➤ Stress and fatigue of City staff to be monitored and assisted where appropriate
➤ As soon as possible determine staffing level increase to meet demands

## City of Armadale Staff – Recovery Roles and Responsibilities

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

## Disaster Event Recovery Communication Plan

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

## Debriefing and Evaluation

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

# Appendix 10

## *Local Recovery Group Standard Reporting*

## LOCAL RECOVERY GROUP – RECOVERY REPORT

*<Insert Emergency Situation Here>*

**City of Armadale Recovery Group**
Report No: …………

To: Chair Person, SRG/State Recovery Coordinator

### Situation Update:

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

### Proposed Activities:

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

### Special Assistance:

### Requirements:

Includes support from other agencies, LRG intervention with priorities.

### Financial Issues:

May include support from LRG for additional funding from Treasury.

### Recommendations:

**Name & Signature:** _____

**Position:** _____

**Date:** _____

# Appendix 11

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

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

# Appendix 12

## Principles Of Conflict Resolution

### 1. Think Before Reacting

The tendency in a conflict situation is to react immediately. After all, if we do not react we may lose our opportunity. To resolve conflict successfully it is important to **think** before we react–consider the options, weigh the possibilities. The same reaction is not appropriate for every conflict.
*Principles and Values – P1, P3, P5, V1, V2, V3*

### 2. Listen Actively

*Listening is the most important part of communication*. If we do not hear what the other parties are communicating we cannot resolve a conflict. Active listening means not only listening to what another person is saying with words, but also to what is said by intonation and body language. The active listening process also involves letting the speaker know that they have been heard. For example, "What I heard you say is……", in other words, paraphrase and confirm understandings.
*Principles and Values – P1, P4, V1, V2, V4*

### 3. Assure a Fair Process

The process for resolving a conflict is often as critical as the conflict itself. It is important to assure that the resolution methods chosen, as well as the process for affecting that method is **fair to all parties** to the conflict. Even the perception of unfairness can destroy the chances of a resolution.
*Principles and Values – P2, P3, P4, V2, V3*

### 4. Attack the Problem

Conflict can be very emotional. When emotions are high it is much easier to begin attacking the person on the other side, than it is to solve the problem. The only way conflicts get resolved is when we **attack the problem and not each other**. What is the problem that lies behind the emotion? Focus on what are the causes of the conflict, not the symptoms?
*Principles and Values – P2, P4, P5, V1, V2, V3*

## 5. Accept Responsibility

Every conflict can have many sides and there is enough responsibility for everyone. Attempting to place blame only creates resentment and anger that heightens any existing conflict. In order to resolve a conflict, we must be prepared to **accept our share of the responsibility** and eliminate the concept of blame.
*Principles and Values – P2, P5, V1, V2, V5*

## 6. Use Direct Communication

Say what we mean and mean what we say. Avoid hiding the ball by talking around a problem. The best way to accomplish this is to use "I-Messages". With an ***"I-Message"*** we *express our own wants, needs or concerns to the listener*. "I-Messages" are clear and non-threatening way of telling others what we want and how we feel. A ***"you-message"*** blames or criticizes the listener. It suggests that the person is at fault.
*Principles and Values – P5, V2, V4*

## 7. Look for Interests

Positions are usually easy to understand because we are taught to verbalize what we want. However, if we are going to resolve conflict successfully we must uncover why we want something and what is really important about the issue in conflict. Remember to look for the ***true interests of the all the parties*** to the conflict.
*Principles and Values – P2, P3, V2, V3,*

## 8. Focus on the Future

In order to understand the conflict, it is important to understand the dynamics of the relationship including the history of the relationship. However, in order to resolve the conflict, we must focus on the future. ***What do we want to do differently tomorrow***?
*Principles and Values – P2, P6, V5, V6*

## 9. Options for Mutual Gain

Look for ways to assure that we are all better off tomorrow than we are today. Our gain at the expense of someone else only prolongs conflict and prevents resolution.
*Principles and Values – P2, P3, P5, V1, V2, V3*

## 10. Timeframes for consideration

Be prepared to preface any planning discussions with the likely requirement for staged planning. Some things can be resolved in the short term, while some matters may need more careful planning and decision making, into the median and longer terms.  Not all matters can or should be decided immediately.  Manage that expectation and provide examples of why this may be important (i.e., Marysville Recreation Centre)
*Principles and Values – P3, P4, P5, V1, V2, V5*

## Recovery Principles and Values alignment

| P | Recovery Principles |
|---|---|
| P1 | Context |
| P2 | Complexity |
| P3 | Community-Led |
| P4 | Coordination |
| P5 | Communication |
| P6 | Capacity Building (Resilience) |
| | |
| **V** | **Recovery Values** |
| V1 | Do No Harm |
| V2 | Leadership |
| V3 | Collaboration |
| V4 | Empowering |
| V5 | Act quickly, plan for long term (long term recovery strategy) |
| V6 | Transition (Exit) |
| V7 | Capture Lessons (debrief) |