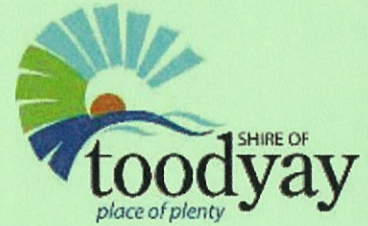


# Local Emergency Management Committee



## MINUTES

of the meeting held on 11 May 2016 at 5.00 pm  
in the Shire of Toodyay Council Chambers  
15 Fiennes Street, Toodyay WA 6566

### Preface

When the CEO approves these Minutes for distribution they are in essence "Unaccepted" until the following Local Emergency Management Committee Meeting, where the Minutes will be accepted as circulated subject to any amendments made by the members of the Committee.

The "Accepted" Minutes are then signed off by the Chairperson.

Attachments that formed part of the Agenda, in addition to those tabled at the Meeting are incorporated into a separate attachment to these Minutes.

### Unaccepted Minutes

These minutes were approved for distribution on 12 May 2016.

Stan Scott  
**CHIEF EXECUTIVE OFFICER**

### Accepted Minutes

These minutes were accepted at a meeting held on 10.8.2016

Signed: David R Dow

*Note: The Chairperson at the meeting at which the minutes were accepted is the person who signs above.*



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.....  
**ATTACHMENTS** *with separate index follows Item 13.*  
.....

# Local Emergency Management Committee



## MINUTES

### 1. MEETING OPENING

Cr Dow, Chairperson, declared the meeting open at 5.04 pm.

#### Members

Cr D Dow	Shire President
Sgt W Conder	Police Officer in Charge - Toodyay
Cr K Wood	Council Member, Shire of Toodyay
Cr T Chitty	Council Member, Shire of Toodyay
Mr S Scott	Chief Executive Officer
Mr L Vidovich	Local Recovery Coordinator
Mrs N Rodger	Deputy Local Recovery Coordinator
Mr C Stewart	Chief Bushfire Control Officer (CBFCO)
Mrs J Spadaccini	Department for Child Protection and Family Support

#### Staff

Mr G Warburton	Reserves Management Officer (for CESM)
Mrs M Rebane	Executive Assistant

#### Visitors

Mr John Lane	WALGA
--------------	-------

#### Apologies

Mr R Koch	Community Emergency Services Manager
Mrs T McKenzie	Silver Chain Representative
Mr M Bowen	DFES District Manager (Avon)
Mr C Wroth	St John Ambulance Representative

### 2. TABLING OF MINUTES FROM PREVIOUS MEETING

#### 2.1 Local Emergency Management Committee Meeting held on 10 February 2016

#### OFFICER'S RECOMMENDATION/MOTION

**MOVED** C Stewart

**SECONDED** Cr Chitty

That the Minutes of the Local Emergency Management Committee Meeting held on 10 February 2016 be accepted as circulated.

**MOTION CARRIED**

**3. BUSINESS ARISING FROM MINUTES**

**3.1 Matters arising from previous minutes**

Nil.

**3.2 Review of the Status Report (Action List)**

Nil.

**4. CORRESPONDENCE**

**4.1 Inward Correspondence**

**4.1.1 LEMA Review**

The CEO provided an overview. Mr Lane was introduced to the meeting. Mr Lane provided information in relation to the LEMA Review Process.

**4.1.2 Local Government clusters for Work in emergency management (committee feedback)**

The CEO advised comments are required in regard to this report. Mr Lane provided information in regard to a collaboration that has been *ongoing healthily (and been cost-effective) since 2008.*

*Mr Lane advised that WALGA is in the process of putting out a discussion paper regarding how the clusters would work.*

*Clarification was sought in relation to the process of allocating DFES resources and the value of clusters that may support a second level response system during an emergency.*

**4.1.3 Main Roads WA Representative – LEMC Membership Review**

The CEO advised that he would write to Main Roads in response to their correspondence, inviting a representative from Main Roads to be on the LEMC.

**4.2 Outward Correspondence**

Nil.

**5. STANDING ITEMS TO BE CONSIDERED AT EACH MEETING**

**5.1 Update of Contacts (committee and emergency)**

Discussed above.

**5.2 Any ISG Activations/ or incidents - debrief. *Nil.***

Nil.

**5.3 Any LEMC exercise held – reports and/or debrief**

Nil.

**5.4 Training – future dates**

CEO: Exercise coming up on 8 June 2016 coordinated by another Agency (Maylands Police Centre).

**5.5 Funding – NDRP or other (e.g. community safety grants)**

Mitigation Grant received by the Shire to undertake relevant projects.

**6. DOCUMENTATION (to be considered at meetings where appropriate)**

**6.1 LEMC Meeting and Exercise Schedule**

Nil.

**6.2 Exercise Report**

Nil.

**6.3 Business Plan to be developed, reviewed, adopted?**

Nil.

**6.4 Annual Report due?**

Nil.

**7. PROJECT PROGRESS REPORT**

**7.1 Community Engagement – Morangup (AWARE Program)**

Well attended. Response good.

**7.2 Vulnerable Persons Project**

CEO provided overview of the DFES Project.



**8. AGENCY UPDATES**

**8.1 Department for Child Protection and Family Support**

Evacuation Centre Training to be held in Northam on 5 July 2016 that will involve all local governments linked to the Northam District.

**8.2 Hazard Reduction Burns**

The Department of Parks and Wildlife are planning

**8.3 Bejoording Easements**

Signage being organised at present following approval from Landgate.

**9. PRESENTATIONS OR EXERCISES**

**9.1 Department for Child Protection and Family Support**

Local Emergency Management Plan for the provision of Welfare Support tabled at 6.02 pm.

*Jo Spadaccini provided an overview of the plan.*

**MOTION**

**MOVED** C Stewart

**SECONDED** Cr Wood

That the Local Emergency Management Plan for the provision of Welfare Support be accepted as circulated.

**MOTION CARRIED**

**10. LEMA AND RECOVERY PLAN REVIEW**

Working with WALGA to update LEMA.

**11. GENERAL BUSINESS**

Through Moondyne Festivities the Morangup SES Brigade promoted themselves to the public and since then their public profile has received a good response.

**12. CONFIRMATION OF NEXT MEETING**

The next meeting is scheduled for 10 August 2016, commencing at 5.00 pm.

**13. CLOSURE OF MEETING**

The Chairperson declared the meeting closed at 6.15 pm.





# **ATTACHMENTS**

to Minutes of the

**Local Emergency  
Management  
Committee Meeting**

**11 May 2016**



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### **3. Business Arising from Minutes**

---

- 3.2 Review of the Status Report (Action List) 1

### **4. Correspondence**

---

#### **4.1 LEMA Review**

Attachments:

- |                                  |    |
|----------------------------------|----|
| 1. Correspondence from DEMC; and | 3  |
| 2. Draft LEMA;                   | 5  |
| 3. Guide and Model from SEMC.    | 77 |

#### **4.2 Local Government clusters for Work in emergency management (committee feedback)**

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- |  |     |
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| 1. Proposal letter;  | 133 |
| 2. Collaborative Emergency Management - Costs and benefits for Local Government; and | 135 |
| 3. Map LEMC Clusters.  | 170 |

#### **4.3 Main Roads WA Representative – LEMC Membership Review**

Attachment:

- |                                   |     |
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| 1. Correspondence from Main Roads | 171 |
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### **9. Presentations or Exercises**

---

#### **9.1 Department for Child Protection and Family Support**

Confidential tabled document:

- |   |     |
|---|-----|
| 1. Local Emergency Management Plan for the provision of Welfare Support was tabled at 6.02 pm | 173 |
|---|-----|





# STATUS REPORT

## Local Emergency Management Committee

Including Recommendations made to Council, Action List and Completed items

Recommendations to Council					
Meeting Date	Item	Title/Description of Item	Resp. Officer	Proposed / Notes / Actions to be taken	Deadline
11/05/2016 LEMC	N/A	There were no recommendations made to Council at this meeting.	CESM	N/A	N/A

ACTION LIST (responses provided regarding other matters)				
Meeting Date	Item	Title/Description of Item	Resp. Officer	Status / Action / Notes or Comment
11/05/2016	4.1.1	LEMA REVIEW	CESM	Contacts list to be tabled at every LEMC Meeting to ensure it is still current.
11/05/2016	4.1.1	LEMA REVIEW	CESM	Comments invited about the document presented to the meeting in the May 2016 agenda to be sent through to the CESM at CESM@toodyay.wa.gov.au who will then email them to John Lane at JLane@walga.asn.au.
11/05/2016	9	Presentations or exercises  <i>Local Emergency Management Plan for the provision of Welfare Support</i>	CESM	Send updates required to be made to this plan through to the CESM at CESM@toodyay.wa.gov.au who will then email them to Jo Spadaccini at Joanne.Spadaccini@cpfs.wa.gov.au  Contacts area of this plan to be presented at each LEMC to ensure the numbers are accurate.  Standard spreadsheet of alterations be sent through to Jo Spadaccini from CESM.



# STATUS REPORT

## Local Emergency Management Committee

Including Recommendations made to Council, Action List and Completed items

<b>COMPLETED RECOMMENDATIONS (to Council) and ACTIONS completed.</b>					
<b>Meeting Date</b>	<b>Item</b>	<b>Title/Description of Item</b>	<b>Resp. Officer</b>	<b>Status / Action / Notes</b>	<b>RESOLUTION NO.</b>
11.02.16 LEMC	4.1.1	Wheatbelt Northam Local Welfare Plan	CESM	The LEMC note receipt of the Wheatbelt Northam Local Welfare Plan and note errors in the document that require correction. A copy of the Shire of Toodyay Contacts list is to be provided to Joanne Spadaccini.	Completed
11.02.16 LEMC	5.2	Any ISG Activations/ or incidents - debrief.	CESM	Discussion at BFAC for monthly debrief to be held for Brigades. Follow up on this – should just be held as required. Nothing needed to be discussed at recent BFAC. Report from the CBFCO. Debrief to be held over. Document – changes requested tabled for SOP's. Discussion – foreshadowed	Completed
12/08/15 LEMC	11.5	<b>Committee Members</b>	CEO	<p>The Committee is to hold a training session on the role and function of the LEMC at the November meeting and letters are to be sent to all members advising of the training and the need for attendance.</p> <p><b>Action:</b> The CEO will write to all committee members advising that the next LEMC meeting will include a training session on the role and function of the LEMC and attendance is required.</p> <p>Mark Bowen provided a presentation at the November LEMC on the role of LEMC.</p>	Completed

Facsimile: (08) 9622 5178  
Telephone: (08) 9690 2313

Executive Officer  
79 Newcastle Street  
NORTHAM WA 6401

Mr Stan Scott,  
Chief Executive Officer  
Shire of Toodyay  
PO Box 96  
TOODYAY WA 6566

22 March 2016

Dear Stan,

**Re: Local Emergency Management Arrangements (LEMA) review due September 2016.**

The Wheatbelt District Emergency Management Committee (DEMC) has oversight across the status of Emergency Management at the local level, and assist where they can to ensure preparedness across the district remains as high as possible.

It has come to the DEMC's attention that the Shire of Toodyay's LEMA is due for review in 2016, with the newly reviewed document due to be tabled at SEMC by September 2016.

In an effort to assist you in this review, we attach the newly enhanced state wide LEMA model which can be used as a guide as you undertake the review. If you need any further assistance, please don't hesitate to contact our District EM Advisor, Yvette Grigg who will be happy to attend Toodyay, and meet with yourself and/or Robert Koch to outline the process.

The Shire of Toodyay's continued efforts in emergency management, including holding regular LEMC meetings, developing exercises and actioning outcomes from these and post incident reports have been noted at the DEMC. Your sustained work in this space greatly assists the continual improvement of preparedness levels not only in Toodyay but across the district.

Please don't hesitate to contact Yvette Grigg if you require any further assistance or advice in emergency management matters.

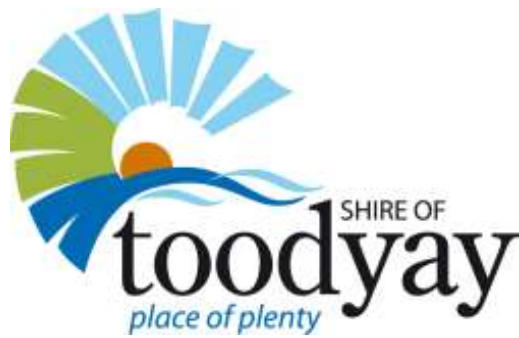


Yours faithfully,



Superintendent Peter Halliday,  
District Superintendent - Wheatbelt District Police Office  
Chair - Wheatbelt District Emergency Management Committee

cc: Robert Koch



# Local Emergency Management Arrangements 2016 DRAFT

LEMC endorsement date: [Click here to enter a date.](#)

Full review required: 2021

Maintained by: Executive Officer to LEMC

Shire of Toodyay

Tel: 08 9574 2258

Fax: 08 9574 2158

Website: [www.toodyay.wa.gov.au](http://www.toodyay.wa.gov.au)

Email: [records@toodyay.wa.gov.au](mailto:records@toodyay.wa.gov.au)

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## Certificate of Approval

The Shire of Toodyay Local Emergency management Arrangements (LEMA) has been prepared by the Shire of Toodyay Local Emergency Management Committee to address the Shire's legislative responsibility under Section 36 and Section 41 of the Emergency Management Act 2005 and the Emergency Management Regulations 2006. The LEMA forms one part of a suite of documents collectively referred to as the Local Emergency Management Arrangements (LEMA).

The following documents are support plans and together with this plan will be known as the Shire of Toodyay Local Emergency Management Arrangements:

- Local Recovery Arrangements
- Risk Register and Treatment Schedule
- Contacts Directory
- Resources Register
- Local Emergency Management Arrangements for the Provision of Welfare Support (Department of Child Protection and Family Support), known as the CPFS Local Welfare Plan.

In accordance with State Emergency Management Policy 2.5 and ADP5, this plan has been endorsed and noted by the following entities:

Shire of Toodyay Local Emergency Committee - Endorsement

Shire of Toodyay Council - Endorsement

Wheatbelt District Emergency Management Committee - Noting

State Emergency Management Committee - Noting.

### **Shire of Toodyay Local Emergency Management Committee**

\_\_\_\_\_  
**Chairperson**

**Date:** [Click here to enter a date.](#)

### **Shire of Toodyay Council**

\_\_\_\_\_  
**Shire President**

**Date:** [Click here to enter a date.](#)

## Version Control

Document Title	Shire of Toodyay Local Emergency Management Arrangements 2016
Document Status	Consultation Draft Version 0.01
Electronic Document Name / Versions	
Date Finalised	
Date of Review	
Authors	
Project Manager	



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## Amendment Record

Suggestions and comments from the community and stakeholders can help improve the document.

Feedback can include:

- What you do or do not like about the document;
- Unclear or incorrect expression;
- Out of date information or practices;
- Inadequacies;
- Errors, omissions or suggested improvements.

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

Chairperson

Local Emergency Management Committee

PO Box 96

TOODYAY WA 6566

The Chairperson will refer any correspondence to the LEMC for consideration and or approval.

Amendments promulgated are to be certified in the below table when updated.

AMMENDMENT		DETAILS OF AMENDMENT	AMENDED BY	Document Version
NUMBER	DATE		NAME	

## Distribution List

Official copies of this document are distributed in pdf format only and are provided electronically to the organisations and individuals named below. Members of the public wishing to obtain a copy of this document can do so by application the Shire of Toodyay through the following email address: Hard copy versions of this document may not be accurate.

Copies provided to	No. of copies
<b>Shire of Toodyay</b>	
Shire President (Chair LEMC)	1
Chief Executive Officer	1
Shire of Toodyay Public Library	1
<b>LEMC membership</b>	
OIC Toodyay Police Station	1
Toodyay Volunteer Fire and Rescue	1
Toodyay Chief Bushfire Control Officer	1
Toodyay St John Ambulance sub-station	1
Toodyay Medical Centre	1
Toodyay District High School	1
Toodyay Telecentre	1
<b>Other Local Governments</b>	
Shire of Northam	1
Shire of Goomalling	1
Shire of Victoria Plains	1
City of Swan	1
Shire of Mundaring	1
<b>Other committees</b>	
Wheatbelt DEMC	1
State Emergency Management Committee	1

## PART 1 – Introduction

### Authority

This plan has been prepared and endorsed by the Shire of Toodyay LEMC. They have been presented and endorsed by the Shire of Toodyay Council in compliance to the *Emergency Management Act 2005* s41. The plan has been tabled for information and comment with the Wheatbelt DEMC.

### Endorsement Date

This plan was endorsed by the Shire of Toodyay LEMC on: [Click here to enter a date.](#)

### Area Covered

The Shire of Toodyay Local Emergency management Arrangements has been prepared for the area Gazetted as the Shire of Toodyay Local Government District. The Shire of Toodyay, bordering the north eastern edge of the Perth metropolitan area, spans an area of 1683 square kilometres. The Shire of Toodyay represents the localities of Bejoording, Bindoon Military Training Area, Coondle, Culham, Dewars Pool, Dumbarton, Hoddy's Well, Julimar, Moondyne, Morangup, Nunile, Toodyay, Wattening and West Toodyay.

### Profile

The Shire of Toodyay is made up of pockets of bushland and open parkland with terrain ranging from gently sloping to steep rocky inclines of varied aspects in the western area of the Shire, typical of the Darling Scarp, with the eastern portion of the Shire being of a similar nature with a higher ratio of parkland and a reduction in the general gradient and undulation as it becomes typical of the Wheatbelt and broad acre farming.

There are a significant number of bushland reserves within the Shire including the Avon Valley National Park and the Julimar Forest. In addition to this there are substantial pockets of privately owned bushland that are known to contain significant fuel loading.

### Key assets and infrastructure

#### Power

Two lines from Northam service the town

#### Water – pipe lines

(from Northam on spur line), 2 reservoirs and pumps;

Water – pipe line to West Toodyay;

#### Sewage treatment;

The existing Rural Residential (previously known as Special Rural) developments in the Shire are located on the Yalanbee, Leaver, Kokerby, Pindalup, Steep Rocky Hills and York land units.

#### Communications

Telephone exchanges;

Seven Communication towers;

#### Railway

Main East-West Railway Line;

Miling Railway Line; and

### **Bridges**

West Toodyay Bridge across the Avon River Julimar Road.

Main railway bridge crossing the Avon River off Railway Road.

### **Waste Transfer Station**

Railway Road, West Toodyay. General refuse and hazardous waste

Refer to [ANNEX B: Key Assets and Infrastructure map](#)

## **Purpose**

The purpose of this plan is to document:

1. The Shire of Toodyay preparedness and capacity to support the effective management of an emergency that may impact on the local community;
2. The roles and responsibilities of public authorities and other agencies/stakeholders involved in emergency management in the Shire of Toodyay district;
3. A list of natural and technological hazards that may impact the local community;
4. Strategies and priorities for emergency management in the local government district; and
5. Other matters about emergency management in the local government district that the local government considers appropriate

## **Scope**

The scope of this Plan is to ensure that appropriate strategies are in place to minimise the adverse effects on the community and ensure the best possible outcomes are delivered for the community in the long term.

In the case of the Shire of Toodyay, the plans and arrangements perform a multi-faceted role in protecting the health, welfare, environment and economic well-being of the community. Consequently similar plans may require differentiated levels prioritisation in the process compared with other assets.

To ensure the best possible outcomes for the Shire of Toodyay, key stakeholders and community, a comprehensive understanding of the hazards, community, environment and the interaction between consequences and resilience of the community are required.

The scope of this plan is limited to and includes:

- The geographical boundaries of the Shire of Toodyay;
- Existing Legislation, Plans and Local Laws;
- Statutory or agreed responsibilities;
- Support to and interface with other emergency management plans and agreements.

## **Existing Plans and supporting documents**

To enable integrated and coordinated delivery of emergency management support within the Shire of Toodyay, this plan is consistent with State Emergency Management Policies (SEMP) and State Emergency Management Plans (Westplans). The flow chart in [Annex C](#) indicates the relationship between State plans and legislation, the Local Emergency management Arrangements and other

supporting plans and documents that together become the emergency management arrangements for the Shire of Toodyay.

### State plans and policy

SEMC Policy Statements guiding Local Government, and WestPlans and Support Plans, can be viewed on the SEMC website [www.semc.wa.gov.au](http://www.semc.wa.gov.au)

### Local Arrangements

The following documents form the local emergency management arrangements for the Shire of Toodyay:

- Local Emergency Management Arrangements;
- Local Recovery Plan;
- Emergency Contact & Resources Directory;
- Risk Register and Treatment Schedule;
- Bushfire Management Plan;
- Bindoon Military Training Area Fire Management Plan;
- Community Events Risk management Plan;
- Local Emergency Management Arrangements for the Provision of Welfare Support – CPFS Local Welfare Plan (Department of Child Protection and family Support);

### Agreements, Understandings and Commitments

Parties to the Agreement	Summary of the Agreement
Shire of Toodyay, Shire of Goomalling and DFES	MOU for the position of Community Emergency Services Manager (CESM) shared between the two Shires. The MOU is in place for three years until 2017.

### Finance Arrangements

State Emergency Management Policy (SEMP 4.2) outlines the responsibilities for funding during multi-agency emergencies. While recognizing the provisions of [SEMP 4.2](#), the Shire of Toodyay is committed to expending such necessary funds within its current budgetary constraints as required to ensure the safety of its residents and visitors. The Chief Executive Officer should be approached immediately an emergency event requiring resourcing by the Shire of Toodyay occurs to ensure the desired level of support is achieved.

### Local Government Responsibilities

#### Local Emergency Management Committee

Under Section 38 of the Act a local government is to establish one or more local emergency management committees for the local government district. The functions of a LEMC are described in [SEMP 2.5](#).

## Local government emergency management planning

[Section 41](#) of the Emergency Management Act 2005 sets out the responsibilities of local government to prepare local emergency management arrangements for its district.

## Hazard Management Agency Responsibilities

The role of Hazard Management Agencies (HMA) is described in Sections 4 and 5 of the Emergency Management Act 2005.

## Public Information

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

Once a formal transition from response to recovery has been agreed between the HMA and Local Government, local government will assume responsibility for disseminating public information to the affected community in accordance to the provisions of the [Local Government Act 1995](#) Section 2.8 and 5.4 (1)(f). **Refer to the Local Recovery Plan for guidance.**

## Local Emergency Operations Centres

The local EOC for an emergency will be designated by the HMA “Incident Manager”. Where the HMA requests an alternate location for the EOC or where the primary location is non-operational, the following facilities are available if deemed appropriate for use:

### Primary Emergency Operations Centre (Response)

	Toodyay Co-location Centre - Stirling Terrace, Toodyay			
	Contact	Name	Phone	Mobile
OPERATIONS CENTRE	1st Contact	CESM	9574 2258	0458 042 104
	2nd Contact	Ian MacGregor	9574 2083	0418 926 083
	3rd Contact	Shire Ranger	9574 4555	0429 107 945

### Alternative Emergency Operations Centres (Response/Recovery)

	Shire of Toodyay Office - 15 Fiennes Street, Toodyay			
	Contact	Name	Phone	Mobile
OPERATIONS & RECOVERY	1st Contact	Les Vidovich	9574 2719	0458 581 088
	2nd Contact	CESM	9574 2258	0458 042 104
	3rd Contact	Shire Ranger	9574 4555	0429 107 945



	Morangup Fire Station and Community Hall – Wallaby Way, Morangup			
	Contact	Name	Phone	Mobile
OPERATIONS & RECOVERY	1st Contact	CESM	9574 2258	0458 042 104
	2nd Contact	Craig Stewart	9574 2037	0448 284 258
	3rd Contact	Shire Ranger	9574 4555	0429 107 945

## PART 2 – Planning

### Local Emergency Coordinator (LEC)

Under the *Emergency Management Act 2005* section 37, the LEC is appointed by the State Emergency Coordinator and is based in the Local Government district. At the local level the LEC has responsibility for providing advice and support to the LEMC in the development and maintenance of EM arrangements, and assisting the Hazard Management Agency in the provision of a coordinated multi-agency response during an emergency in the district.

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**The Local Emergency Coordinator for the local government district is the Officer in Charge Toodyay Police Station.**

### Local Emergency Management Committee (LEMC)

The Shire of Toodyay has established an LEMC to plan, administer and test this plan and other plans and documents that make up the local emergency management arrangements.

Membership of the LEMC is representative of the agencies, community groups, non-government organisations and other persons having been identified as possessing relevant emergency management knowledge or the agency or group they represent may have a role in resolving emergency events. For a complete list of LEMC member agencies refer to [Annex H](#).

### LEMC Functions and responsibilities:

The LEMC should follow a meeting and business cycle as recommended in Appendix 1 of ADP-5 Emergency management in Local Government. For direct reference to the schedule refer to [Annex I](#).

### LEMC Executive

<b>Chair</b>	Shire President
<b>Deputy Chair</b>	OIC Toodyay Police Station
<b>Executive Officer</b>	Shire of Toodyay officer

### Risk Register & Treatment Schedule

The LEMC has embarked upon a continual review process to systematically identify and analyse natural and technological hazards likely to impact of the Shire of Toodyay local government district and neighbouring local government areas. Initial identification processes of the hazards most likely to have an impact has been completed and those identified hazards form the basis for this plan. Those hazards are listed at [Annex F](#). Risk analysis will be undertaken as an ongoing process of the LEMC based on the AS/NZS ISO 31,000:2009 Risk Management Standard and processes outlined in the National Emergency Risk Assessment Guide. The LEMC will monitor and review its risk registers and assign appropriate risk management strategies.

## PART 3 – Response

### Emergency Management Structure and Response levels

The Shire of Toodyay Emergency Management Arrangements is consistent with the *Emergency Management Act 2005* and the *Emergency Management Regulations 2006*, State Policy and plans as appropriate to local governments. When an emergency event occurs (storm, earthquake or other incident) the HMA will make an assessment of the severity or likely impact of the event and make an informed assessment of the level to be assigned as identified in the chart below. Local response refers to the level of support required by the event level assigned. The Shire is committed to providing the appropriate level of support as is required by the Hazard Management Agency where reasonably practicable.

Event Level	Local Response
<b>Level 1</b>  (No significant issues, single agency response, minimal community impact)	Provide such assistance as may be required to support the resolution of an incident at the local level including: <ul style="list-style-type: none"><li>• Personnel</li><li>• Equipment</li><li>• Local knowledge and advice</li></ul>
<b>Level 2</b>  (Multi agency response, protracted duration, requires coordination of multi-agency resources, medium impact, may be declared an Emergency Situation)	Provide such assistance as may be required to support the resolution of an incident at the local level including: <ul style="list-style-type: none"><li>• Personnel</li><li>• Equipment</li><li>• Local knowledge and advice</li></ul> Where an ISG is formed: <ul style="list-style-type: none"><li>• Provide a Local Government Liaison Officer.</li><li>• Make available to the HMA local facilities designated in this plan as evacuation centres.</li></ul>
<b>Level 3</b>  (Requires significant multi-agency response, significant impact on community, declaration of Emergency Situation or State of Emergency)	Provide such assistance as may be required to support the resolution of an incident at the local level including: <ul style="list-style-type: none"><li>• Personnel</li><li>• Equipment</li><li>• Local knowledge and advice</li></ul> Where an ISG or OASG is formed: <ul style="list-style-type: none"><li>• Provide Local Government Liaison Officers.</li><li>• Make available to the HMA local facilities designated in this plan as evacuation centres.</li></ul>

### Emergency actions

Emergency events such as severe storms and cyclones have a lead time where the local government will receive warnings in the form of weather alerts or cyclone watch information from a number of sources. Other emergencies such as bush fires and earthquakes are rapid onset emergencies leaving little time for pre-planning. The local government officers responsible for emergency management will need to ensure that the local government reacts to emergencies in a timely and purposeful way.

To ensure a timely response to any of the hazards identified in [Annex F](#), local or district contact details for HMA, Combat and Supporting Agency are listed below:

### **HMA Combat and Support Agency Contact Details**

<b>AGENCY NAME</b>	<b>LOCAL CONTACT NUMBER</b>
Department of Fire and Emergency Services	Northam Office 9690 2300
Parks & Wildlife	Northam Office 9621 3400
Department for Child Protection & Family Services	Northam Office 9621 0400
WA Police	Toodyay 9574 9555

HMA, Controlling and Support Agencies may require resources held by the local government and assistance to manage the emergency. The Shire is committed to providing assistance/support if the required resources are available.

### **Local Government Involvement in Response**

The Shire of Toodyay will ensure that all staff members who have a designated role in emergency management receive adequate training to equip them for the role they are designated to undertake in an emergency situation.

Depending upon the incident, the Shire of Toodyay will provide a Local Government Liaison Officer (LGLO) to attend the Incident Support Group (ISG) should one be called and to attend all subsequent meetings. The LGLO designated to attend will hold managerial status and be able to provide expert knowledge relevant to the incident.

### **Shire of Toodyay Incident Management**

The successful resolution of any incident whether internal or external affecting the Shire of Toodyay is of paramount importance and must be responded to and resolved in a coordinated way. Senior personnel within the Shire of Toodyay must take responsibility for ensuring the Shire's response to an emergency event is coordinated and informed.

## Responsibilities

- Ensuring planning and preparation for emergencies is undertaken;
- Implementing procedures that assist the community and emergency services deal with incidents;
- Ensuring that all personnel with emergency planning and preparation, response and recovery responsibilities are properly trained in their role;
- Reporting any matters likely to impact the Shire's systems and resources;
- Keep appropriate records of incidents that have occurred to ensure continual improvement of the Shire's emergency response capability.

## Incident Support Group (ISG)

The ISG consists of a group of agency/organisation liaison officers, including the designated Emergency Coordinator, convened and chaired by a person appointed by the Controlling Agency to provide agency specific expert advice and support in relation to the response to an incident. The Incident Support Group's main function is to coordinate resources to assist the Incident Management Team/s responsible for direct combat of the emergency. The makeup and duties of the ISG are established and described in [SEMP 4.1](#).

The Shire of Toodyay Liaison Officer will attend all meetings of the ISG as '**liaison officer**' and represent the local government on the Incident Support Group upon the request of the appointed Incident Controller.

The role of the nominated Liaison Officer is to liaise with the Incident Controller (HMA) and is described in [Annex D](#)

## Community Evacuation

Circumstances may arise where there may be the need to partially or totally evacuate or relocate the population of a particular area or areas within the Shire of Toodyay.

Evacuation can be either:

**Controlled** - This refers to either a recommended or directed evacuation, where a HMA/Controlling Agency is undertaking specific activity to manage the withdrawal of people from an area at risk or subject to the effects of a hazard.

**Directed** - A HMA/Controlling Agency may issue a direction for people and/or animals to evacuate/be evacuated with which they are obliged to comply in circumstances where it is believed there is an imminent and real threat to life should they remain.

**Recommended** - A controlled evacuation whereby a HMA/Controlling Agency provides advice to members of a community that they evacuate, when the Incident Controller believes this represents the best option to mitigate the effects of an emergency on a community, based on the agency's risk assessment at that time, but where the risk is not perceived as extreme/imminent.

All evacuations shall be managed in accordance with:

- [SEMP 4.7 Community Evacuation](#)
- [Western Australia Community Evacuation in Emergencies Guide.](#)

## Evacuation Management

The decision to evacuate during an emergency rests with the Incident Controller appointed by the HMA/ Controlling Agency. The Act allows the Hazard Management Officer or an authorised officer to direct the evacuation and removal of persons or animals from the emergency area or any part of the emergency area only during an emergency situation or state of emergency as outlined in Section 67 of the Act. In all other circumstances a HMA can only recommend that evacuation take place.

When evacuation or relocation is being considered, the Hazard Management or Controlling Agency will consult with the Department for Child Protection and Family Support to support an informed decision on evacuation and its management.

A decision on the need for evacuation will be made by the HMA. Evacuation will occur in a planned and safe manner. Local police will be requested to assist in the evacuation process.

Shire of Toodyay Community Evacuation Plan (Under development)

## Media Management and Public Information

Communities threatened or impacted by emergencies have an urgent and vital need for information and direction relevant to their personal circumstances. There is the need for adequate, timely and accurate information that enables the community members to take appropriate actions to safeguard life and property. The provision of this information is the responsibility of the HMA. It is likely that individual agencies will want to issue media releases for their areas of responsibility (e.g. Water Corporation on water issues, Western Power on power issues, etc.) however, the release times, issues identified and content shall be coordinated through the ISG to avoid conflicting messages being given to the public.

## Public Warning Systems

The hazard management Agency controlling the response to the emergency will direct the release of public information via various sources and tools as listed below:

**SEWS:** - Standard Emergency Warning Signal. This is an electronic signal transmitted via radio immediately preceding an “Emergency Warning Message”.

**Emergency Alert:** - A telephone based warning system which can capture all telephones within a specific geographic area.

**Emergency warning messages:** - Verbal messages transmitted by the electronic media.

## Vulnerable Groups

Vulnerable groups may include the sick, elderly, children, Aboriginal people, culturally and linguistically diverse (CALD) people, FIFO workers and tourists. In addition town based organisations catering for the most vulnerable in the community must come under consideration. For a comprehensive list of these community based vulnerable groups refer to [Annex G](#)

## Community Evacuation Organisations and Responsibilities

Agency / Task	Responsible person / position / agency
<b>HMA/Controlling Agency</b>	<ul style="list-style-type: none"> <li>• Management of the emergency incident</li> <li>• Warning messages to the affected community</li> <li>• Decisions affecting the evacuation of locations likely to be impacted by the emergency</li> <li>• The decision to evacuate a community or portions thereof</li> <li>• Evacuation route planning and traffic management</li> <li>• Road closures during emergencies</li> <li>• Identification of evacuation centres</li> <li>• Return of the evacuated community</li> </ul>
<b>WA Police</b>	<ul style="list-style-type: none"> <li>• Assist with evacuating the affected community</li> <li>• Assist with traffic management</li> </ul>
<b>Shire of Toodyay</b>	<ul style="list-style-type: none"> <li>• Liaise with Incident Controller</li> <li>• Participate in ISG and provide local support</li> <li>• Where an identified evacuation centre is a building owned and operated by the Shire of Toodyay, provide a liaison officer to support the CPFS</li> </ul>
<b>Department for Child Protection &amp; Family Support and Shire of Toodyay</b>	<ul style="list-style-type: none"> <li>• Identify appropriate evacuation centres in consultation with Incident Controller and Local Government</li> <li>• Receive evacuees and coordinate the provision of welfare for evacuees</li> </ul>
<b>Property security</b>	WA Police
<b>Traffic management</b>	<p>WA Police initially</p> <p>Traffic contractors as appointed by MRWA or the Shire of Toodyay</p>



<b>Welfare</b>	Department of Child Protection and family Support (CPFS), and The Shire of Toodyay
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## Evacuation Centres

Local government buildings suitable for use as evacuation centres have been identified and listed in this plan in the event an incident occurs.

The following table details the welfare centres owned by the Shire of Toodyay available and deemed suitable for the purpose. The 'number of persons' figure indicates the number of evacuees that could comfortably sleep in the welfare centre and the registered building capacity has been used to identify the number of people either sitting or sleeping.

The CPFS will activate the Local Welfare Plan should the need for activation of a welfare centre be deemed necessary by the Incident Controller (IC). The Local Government Liaison Officer (LGLO) dispatched to the Emergency Operations Centre will arrange for the opening of an Evacuation Centre when requested to do so by the IC and/or CPFS.

Building Name	Site Address	Capacity Seated	Capacity Sleeping	Contact details
Toodyay Community	79 Stirling Terrace, Toodyay	140	70	Toodyay Visitor Centre 9574 5357
Morangup Community Hall	Wallaby Way Morangup	210	100	Kathy Pearson - 9572 9003 or 9572 9556
Race Course	Click here to enter text.			Click here to enter text.
Toodyay Memorial Hall	Click here to enter text.			Click here to enter text.

The above local government owned building has been identified by the Shire of Toodyay as a suitably constructed and equipped evacuation centre for use in emergencies meeting the requirements for sheltering of persons for up to 24 hours.

For other welfare centres refer to the CPFS Local Emergency management Arrangements for the Provision of Welfare Support.

**Note: CPFS is to be contacted whenever an evacuation is considered as the Department has responsibility for the provision of welfare services to evacuees and management of registration and inquiry services using the Red Cross 'Register. Find. Reunite' system and associated forms which can be located at <https://register.redcross.org.au>**

CPFS Local Welfare Plan contains details of all local government controlled Welfare Centres. Shire

## **Welfare Support**

CPFS is responsible for to coordination of welfare support services and undertakes the provision of services to support the physical and psychological needs of a community affected by an emergency”. This includes the functional areas of personal services, emergency accommodation, financial assistance, registration and inquiry services, emergency clothing, and personal requisites.

## **Provision of Welfare Support**

The following State plans and supporting plans apply

- [Westplan Welfare](#)
- [Westplan Registration and Reunification](#)

The provision of welfare services shall be based on a two-tier response; local resources (Local Welfare Coordinator) followed by State support (State Welfare Coordinator).

## **Department for Child Protection and Family Support**

### **Local Welfare Coordinator (CPFS):**

CPFS shall appoint a Local Welfare Coordinator who will liaise with the Shire of Toodyay Local Welfare Liaison Officer, if one has been appointed by the Shire of Toodyay, and coordinate the provision of resources detailed in the abovementioned support plans

### **Local Government Welfare Liaison Officer:**

The Shire of Toodyay will provide an officer to be Liaison/support between CPFS and the local government where a welfare centre has been established within the local government district. The duties to be performed by the Local Government Welfare Officer are described in [Annex E:](#)

## **PART 4 – Recovery**

### **Introduction**

#### **Authority**

The local recovery plan has been prepared in accordance with the requirements of the *Emergency Management Act 2005* [s.41 (4)] and State Emergency Management Policy 2.5 and forms part of the Shire of Toodyay Local Emergency Management Arrangements.

#### **Area Covered**

The Shire of Toodyay Local Recovery Plan has been prepared for the area Gazetted as the Shire of Toodyay Local Government District.

#### **Purpose**

The purpose of this plan is to describe the arrangements for effectively managing recovery at the local level, including accountability and responsibility.

#### **Objectives**

The objectives of this plan are to:

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

#### **Scope**

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

### **Related documents and arrangements**

The following documents are related to this plan

- Shire of Toodyay Local Emergency Management Arrangements
- Shire of Toodyay Resources & Contacts Register
- Shire of Toodyay Asset Management Plan;
- Local Emergency Management Plan for the Provision of Welfare Support (Department of Child Protection and Family Support), known as the CPFS Local Welfare Plan.

#### **Local Government**

The Shire of Toodyay is required by State legislation Section 41 (4) Emergency Management Act 2005) to ensure that a Local Recovery Plan is prepared for its local government district within the local emergency management arrangements. This includes the identification of a Local Recovery

Coordinator and other persons who may be called upon to act in that capacity upon the unavailability of the nominated Local Recovery Coordinator.

## State plans and policy

The following documents relate to this plan:

Document Title	Document Owner
<a href="#">State Emergency Management Plan for Recovery Coordination</a>	SEMC
<a href="#">State Emergency Management Plan for the Provision of Welfare Support</a> (Westplan Welfare)	SEMC
<a href="#">SEMP 4.2 Funding for Emergencies</a>	SEMC
<a href="#">SEMP 4.9 Australian Government Physical Assistance</a>	SEMC
State Emergency Management Procedures <a href="#">OP-19 Management of Public Fundraising and Donations</a>	SEMC
Western Australia Natural Disaster Relief and Recovery Arrangements (WANDRRA) <a href="#">Guide for Local Government</a>	Dept. of the Premier and Cabinet
<a href="#">Lord Mayor's Distress Relief Fund</a>	LMDRF Board

## Local Recovery Resources

The Local Recovery Coordinator for the Shire of Toodyay is responsible for determining the resources required for recovery activities in consultation with the Hazard Management Agency and Support Organisations. The Shire of Toodyay resources are identified in the Resources Register. The Local Recovery Coordinator (LRC) is responsible for coordinating the effective provision of activities, resources and services for the Shire of Toodyay should an emergency occur.

The internal and external local resources available and contact details for recovery have been identified and are included in [Annex K](#).

## Financial arrangements

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

The Shire of Toodyay has arrangements in place to insure its assets. Assets are recorded and managed through the Roman II Asset Management System. The Shire of Toodyay has in place an Asset Management Plan.

The Executive Manager Engineering Services will be involved early in the recovery process.

Through the Western Australian Natural Disaster Relief and Recovery Arrangements (WANDRRA) the State Government provides a range of relief measures to assist communities recover from an eligible natural event. The Shire of Toodyay will make claims for recovery activities where they are deemed eligible under WANDRRA. More information regarding WANDRRA is available from the Department

of Premier and Cabinet web page - link -

<http://www.dpc.wa.gov.au/DPCFunctions/ReliefAndRecovery/Pages/Default.aspx> .

The Department of the Premier and Cabinet, as the State Administrator, may activate WANDRRA for an eligible event if the estimated cost to the State of eligible measures is anticipated to exceed the Small Disaster Criterion (currently set at \$240,000).

Wherever possible, State Government resources and services will be provided in accordance with a public authority's existing statutory and contractual responsibilities, policies or plans.

Any recommendations for the implementation of assistance measures outside existing policies must be submitted to the Premier for consideration.

## **Financial preparation**

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

- Understanding and treating risks to the community through an appropriate risk management process;
- Ensuring assets are recorded, maintained and adequately insured where possible;
- Establishing a cash reserve for the purpose where it is considered appropriate for the level of risk;
- Understanding the use of [section 6.8\(1\) \(b\) or \(c\)](#) of the Local Government Act 1995. Under this section, expenditure not included in the annual budget can be authorised in advance by an absolute majority decision of the Council, or by the mayor or president in an emergency and then reported to the next ordinary meeting of the Council;
- Understanding the use of section 6.11(2) of the Local Government Act 1995 to utilise a cash reserve established for another purpose, subject to one month's public notice being given of the use for another purpose. Local Government Financial Management Regulations 1996 – regulation 18(a) provides an exemption for giving local public notice to change the use of money in a reserve where the mayor or president has authorised expenditure in an emergency. This would still require a formal decision of the Council before money can be accessed.
- Understanding the use of section 6.20(2) of the Local Government Act 1995 to borrow funds, subject to one month's local public notice of the proposal and exercising of the power to borrow by an absolute majority decision of the Council;
- Ensuring an understanding of the types of assistance that may be available under the Western Australian Natural Disaster Relief and Recovery Arrangements (WANDRRA), and what may be required of local government in order to gain access to this potential assistance.
- Understanding the need to manage cash flow requirements by making use of the option of submitting progressive claims for reimbursement from WANDRRA, or Main Roads WA.

## Managing Donations

Organisations wishing to establish public appeals for cash donations should use the Lord Mayors Distress Relief Fund managed by the City of Perth, as detailed in SEMC Procedure OP-19 – Managing of Public Fundraising and Donations.

**NOTE: Appeals for donations of physical items such as food and furniture should be discouraged unless specifically requested through the Local Recovery Coordination Group. In all instances cash donations should be encouraged with prospective donors directed to the Lord Mayor’s Distress Relief Fund.**

(Refer to [Annex Q](#) for suggested media release relating to donation of goods)

## Roles and responsibilities

The roles and responsibilities of those involved in recovery management are outlined below:

### Local Recovery Coordinator

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

LRCG Position	Primary	Alternate
<b>LRCG Chair</b>	Click here to enter text.	Click here to enter text.
<b>Local Recovery Coordinator</b>	Click here to enter text.	Click here to enter text.
<b>Communication Officer</b>	Click here to enter text.	Click here to enter text.
<b>Scribe</b>	Click here to enter text.	Click here to enter text.

The Local Recovery Coordinator is responsible for the development and implementation of the recovery management arrangements for the local government. The functions of the LRC are explained in [Annex J](#)

### Local Recovery Coordinating Group (LRCG)

The Local Recovery Coordinating Group (LRCG) comprises a core membership comprising local government managers, HMA personnel, personnel representing supporting organisations and community representatives. The LRCG is responsible for the overall coordination of community recovery following an emergency event. The LRCG may, depending upon the scale and type of event, form subcommittees with specific responsibilities each reporting to the LRCG. The makeup of the LRCG or any respective subcommittees will be determined by the scale of the event. The LRCG and subcommittees will change over time.

- The LRCG must be driven by the Operational Recovery Plan. Refer to [Annex O](#).
- For suggested composition of the LRCG and subcommittees refer to [Annex L](#)
- For suggested roles of the LRCG Subcommittees refer to [Annex M](#)
- For suggested LRCG Subcommittee Terms of Reference refer to [Annex N](#)

### **Controlling Agency/ Hazard Management Agency**

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

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

### **Determination of level of state involvement**

#### **State Recovery Coordinator**

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

#### **Assessment and Operational Recovery Planning**

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

Depending upon the extent of the restoration and reconstruction required, the Local Recovery Coordinator and Local Recovery Coordinating Group should develop a specific Operational Recovery Management Plan setting out the recovery process to be implemented. For an Operational Recovery Plan template refer to [Annex O](#).

## **PART 5 – Testing, Exercising and Reviewing**

### **Testing and Exercising**

Paragraph 27 of [ADP-5 Emergency Management for Local Government](#) directs that the local government will ensure the local arrangements are exercised at least annually in either of the following formats:

- Discussion (Seminars, Workshops, Desktops)
- Functional (Drills or game style)
- Field or Full Deployment (large scale)

The benefits of testing these arrangements include:

- Determining the effectiveness of the arrangements;
  - Bringing together all relevant people to promote knowledge of and confidence in the arrangements and individuals;
  - Providing the opportunity to promote the arrangements and educate the community;
  - Providing the opportunity for testing participating agencies operational procedures and skills in simulated emergency conditions while testing the ability of agencies to work together on common tasks;
  - Improving the arrangements in accordance with the results of exercise debriefings.
- It should be remembered that as the primary role of local government in emergency management is 'recovery', programs that exercise recovery activities and preparedness are to be foremost.

### **Schedule of Exercises**

The LEMC shall undertake to conduct at least one multi-agency exercise per year, though a minimum of one exercise per year will be conducted as required by SEMP 2.5 in accordance with the provisions of [ADP-5 Emergency Management for Local Government](#) report forwarded the District Emergency Management Committee (DEMC) in the prescribed format.

These exercises may be conducted and reviewed by an independent facilitator and/or panel of appropriately qualified people. The review will include the conduct of a multi-agency debrief and the production of a report to the committee with recommendations for areas of possible improvement to these arrangements.

Exercises may take various forms and should be developed under the guidance of a trained exercise management practitioner. Exercise Formats include:

- Discussion Exercise:
- Orientation exercise
- Agency presentation
- Hypothetical/tabletop exercise
- Functional Exercise



Where possible the community should be encouraged to participate in or observe the exercise.

### **Review of this plan**

The Local Emergency Management Arrangements will be reviewed on a continual basis and particularly where they have been activated for any reason. The plan will at a minimum be reviewed at least every five (5) years.

The Executive Officer of the LEMC is responsible for ensuring the review of the plan occurs.

## ANNEX A: Glossary of Terms and Acronyms

**CONTROLLING AGENCY** - The term “Controlling Agency” is used to refer to an agency nominated (through legislation or by agreement with the HMA) to control the response activities to an incident. A Controlling Agency may not be the prescribed HMA but a HMA will always be a Controlling Agency. The Controlling Agency appoints an Incident Controller and may appoint an Operational Area Manager for strategic management of a Level 3 emergency. (Source SEMC Secretariat website HMA Structure).

**DISTRICT EMERGENCY MANAGEMENT COMMITTEE**- is responsible for assisting in the establishment and maintenance of effective emergency management arrangements for the district for which it is constituted and has such other functions as are prescribed by the Regulations.

**EMERGENCY**- an event, actual or imminent, which endangers or threatens to endanger life, property or the environment, and which is beyond the resources of a single organisation or which requires the coordination of a number of significant emergency management activities.

**EMERGENCY MANAGEMENT** - Emergency Management means the management of the adverse effects of an emergency including –

1. Prevention – the mitigation or prevention of the probability of the occurrence of, and the potential adverse effects of, an emergency;
2. Preparedness – preparation for response to an emergency;
3. Response – the combatting of the effects of an emergency, provision of emergency assistance for casualties, reduction of further damage, and help to speed recovery; and
4. Recovery – the support of emergency affected communities in the reconstruction and restoration of physical infrastructure, the environment and community, psychosocial and economic wellbeing.

**EMERGENCY RISK MANAGEMENT** – Coordinated activities of an organisation or a government to direct and control risk.

The risk management process includes the activities of:

- Communication and consultation
- Establishing the context
- Risk assessment which includes
  - Risk identification
  - Risk analysis
  - Risk evaluation
- Risk treatment
- Monitoring and review

(Ref. National Emergency Risk Assessment Guidelines AEM Manual Series Handbook 10)

**HAZARD** – a situation or condition with potential of for loss or harm the community or the environment.

**HAZARD MANAGEMENT AGENCY** - Hazard Management Agency (HMA)- prescribed given their functions under written law or because of their specialised knowledge, expertise and resources in

respect of a particular hazard. HMAs will nearly always be responsible for leading a response to an emergency in relation to the type of hazard for which they are prescribed.

The term 'HMA' is used in the context of identifying the agency responsible for specific actions as detailed within the EM Act.

**INCIDENT** – an emergency, which impacts upon a localized community or geographical area but not requiring the coordination and significant multi-agency emergency management activities at a district or State level.

**INCIDENT CONTROLLER** – The person appointed by a Hazard Management Agency or Controlling Agency to manage the response effort.

**LOCAL EMERGENCY MANAGEMENT ARRANGEMENTS** – refers to this document and may also be referred to as 'these arrangements' or 'local arrangements'.

**LOCAL EMERGENCY MANAGEMENT COMMITTEE** – established by the local government and consists of a chairperson and other members appointed by the relevant local government with the Shire President/Mayor or person appointed by the Local Government as the chairperson of the committee. Functions of the Local Emergency Management Committee to advise the and assist the local government in ensuring that local emergency management arrangements are established for its district, to liaise with public authorities and other persons in the development, review and testing of local emergency management arrangements, and to carry out other emergency management activities as prescribed by the regulations and directed by the SEMC.

**RECOVERY** - includes all activities to support affected communities in the reconstruction of physical infrastructure and restoration of emotional, social, economic and physical wellbeing.

**RISK** – The effect of uncertainty on objectives.

**RISK MANAGEMENT** – Coordinated activities to direct and control an organisation (or government) with regard to risk. (Adapted from ISO Guide 73:2009 Risk Management Vocabulary)

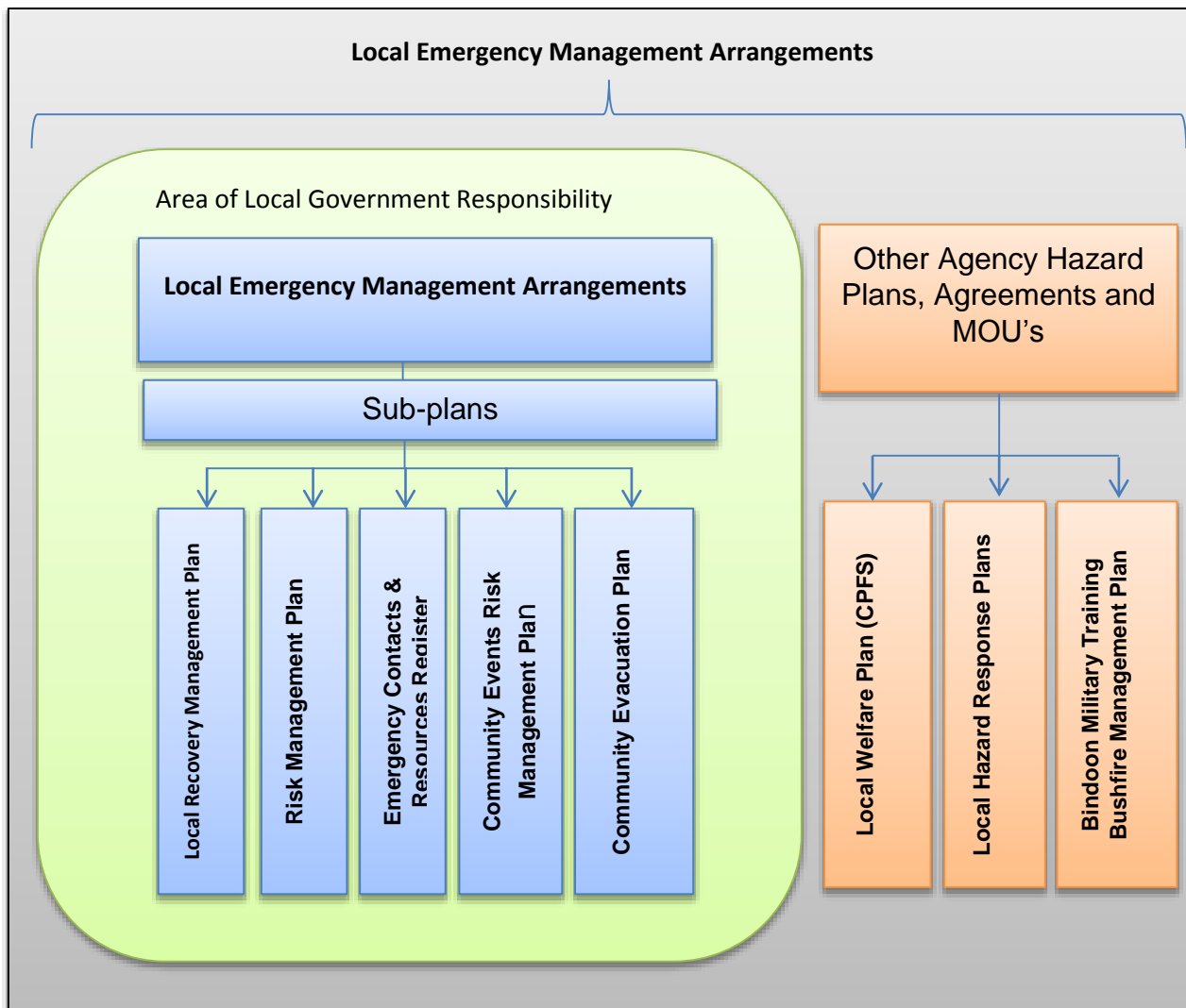
## **ACCRONYMS USED IN THESE ARRANGEMENTS**

<b>CEO:</b>	Chief Executive Officer
<b>CEMO:</b>	Community Emergency Management Officer
<b>CPFS:</b>	Department for Child Protection and Family Support
<b>DEMC:</b>	District Emergency Management Committee
<b>DFES:</b>	Department of Fire and Emergency Services
<b>LEC:</b>	Local Emergency Coordinator
<b>IC:</b>	Incident Controller
<b>IMT:</b>	Incident Management Team
<b>ISG:</b>	Incident Support Group
<b>LEMC:</b>	Local Emergency Management Committee
<b>LGA:</b>	Local Government Authority
<b>LGLO:</b>	Local Government Liaison Officer
<b>LGWLO:</b>	Local Government Welfare Liaison Officer
<b>LRC:</b>	Local Recovery Coordinator

<b>LRCG:</b>	Local Recovery Coordinating Group
<b>OASG:</b>	Operations Area Support Group
<b>OIC:</b>	Officer in Charge
<b>SEMC:</b>	State Emergency Management Committee
<b>SEMCS:</b>	State Emergency management Committee Secretariat
<b>SEMP:</b>	State Emergency Management Policy
<b>SES:</b>	State Emergency Service
<b>WAP:</b>	Western Australia Police

## **ANNEX B: Key Assets and Infrastructure**

## ANNEX C: State and Local Emergency Management Arrangements



## **ANNEX D: Local Government Liaison Officer (LGLO)**

### **Role and Responsibilities**

The Shire of Toodyay will provide a Local Government Liaison Officer on every occasion that an Incident Support Group (ISG) is formed by the Hazard Management Agency (HMA) or the Controlling Agency (CA). It is essential for the successful determination of the response to any emergency that the LGLO be available to advise the Incident Controller (IC) and provide local resources where required. The specific roles and responsibilities of the LGLO are explained below:

#### **Role**

The LGLO is essentially an officer of the local government holding either a managerial or executive position within the local government and be capable of making operational decisions and committing the resources of the local government.

#### **Key Responsibilities**

SEMP 4.1 Operational Management sets out the structure and responsibilities of the Incident Support Group (ISG). The ISG is headed by the Incident Controller (IC) nominated by the Hazard management Agency (HMA) or the Controlling Agency to manage the response to the emergency. The ISG consists of liaison officers from local organisations involved in the incident.

The key responsibilities of the LGLO are to:

- Make contact with the HMA or Controlling Agency Incident Controller;
- Represent the local government at all ISG meetings;
- Provide the IC with timely information on local issues and key factors affecting response activities;
- Provide the IC with a copy of the Local Emergency Management Arrangements;
- Identify vulnerable groups within the local government area;
- Provide information relating to community evacuation, welfare centres and community safe places.
- Coordinate local government resources;
- Gather information required to formulate an impact assessment of local government assets (bridges, roads, public buildings etc.);
- Coordinate the transition from response to recovery on behalf of the local government in partnership with the Local Recovery Coordinator.

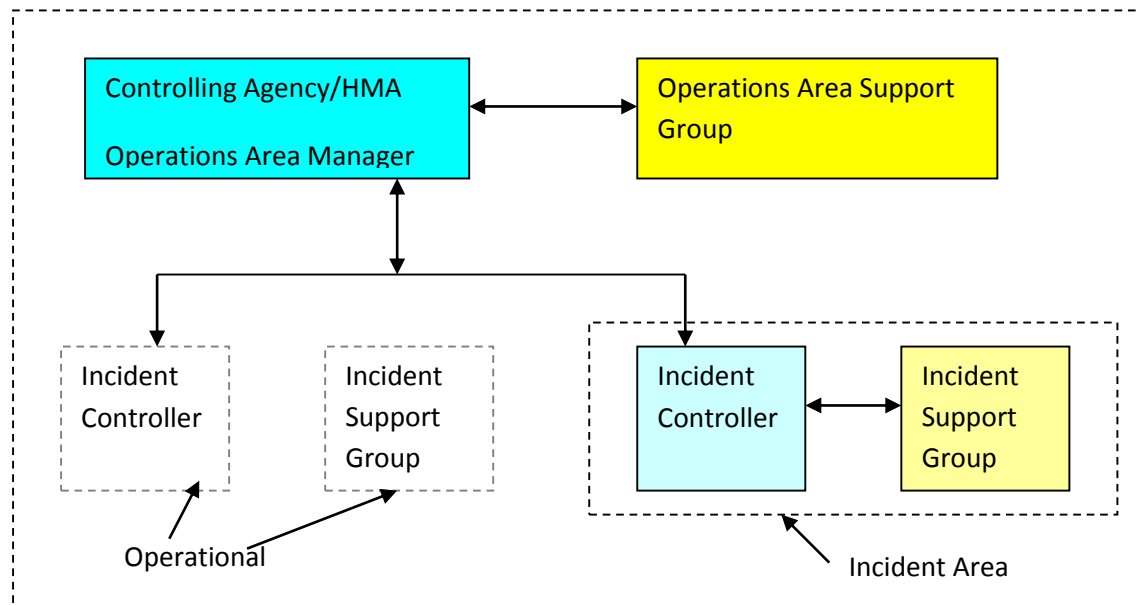
#### **Reporting to the ISG (LGLO)**

The LGLO is responsible for providing the following information to the ISG:

- Local government response activities;
- Local government impact assessment (if known)
- Local government resource status;
- Significant issues.

## Responsibilities of the IC

- The IC of the HMA or Controlling Agency will provide the following information:
- A current situation report;
- Outcomes of the previous meeting (if not the first meeting);
- Details of significant issues;
- Assistance required;
- Record of outcomes of the meeting;
- Details of the next scheduled meeting.



**Figure 1: Multi agency support structure**



## **ANNEX E: Local Government Welfare Officer (LGWLO)**

### **Roles and Responsibilities**

The Local Welfare Plan for the Provision of Welfare Support (Local Welfare Plan) will be activated by the CPFS where welfare support is required for the community. The support plan designates that the local government will provide a liaison/support officer at welfare centres activated as a result of an emergency.

The Shire of Toodyay will provide a Local Government Welfare Liaison Officer (LGWLO) who will liaise between the local government and the CPFS Local Welfare Coordinator (LWC).

#### **Duties of the LGWLO**

- Report to the CPFS Local Welfare Coordinator;
- Where a local government owned building has been identified as a Welfare Centre, advise local groups booked to use the centre have been notified and their planned activities cancelled or moved to another location;
- Facilitate access to the Welfare Centre by the CPFS;
- Facilitate the setup of the building;
- Organise cleaning and building maintenance requirements for the centre through the Shire of Toodyay ;
- Liaise with all key support agencies located at the building to ensure all needs where possible are met;
- Liaise with and assist organisations present at the centre as requested by the Local Welfare Coordinator;
- Manage vehicle access and general traffic/parking issues and request support if required;
- Coordinate and source additional resources (tables, chairs, paper, computers) as requested by the LWC;
- Assist the LWC in managing conflict at the centre;
- Identify and organise personnel and additional resources through the Local Recovery Coordinator as required;
- Attend all necessary briefings as requested by the LWC;
- Keep a log of activities conducted at the Welfare Centre;
- Carry out other duties as requested by the LWC.

## ANNEX F: Hazards identified

Hazard	HMA	State Plans	Local Plan
Air crash	Commissioner of Police	<a href="#">Westplan Air Crash</a>	Toodyay Police Local Response Plan for Air crash
Animal & Plant Biosecurity	Agriculture Director General	<a href="#">Westplan Animal &amp; Plant Biosecurity</a>	Shire of Toodyay Local Recovery Plan
Earthquake	Fire & Emergency Services Commissioner	<a href="#">Westplan Earthquake</a>	Local Government Building License and construction requirements Shire of Toodyay Local Recovery Plan
Bushfire	Fire & Emergency Services Commissioner	<a href="#">Westplan Fire</a>	Shire of Toodyay Bushfire Management Plan Bindoon Military Training Area Fire Management Plan (Dept. of Defence) Shire of Toodyay Local Recovery Plan
Flood	Fire & Emergency Services Commissioner	<a href="#">Westplan Flood</a>	Shire of Toodyay Local Recovery Plan
HAZMAT	Fire & Emergency Services Commissioner	<a href="#">Westplan HAZMAT</a>	Shire of Toodyay Local Recovery Plan
Human Epidemic	State Human Epidemic Controller Dept. of Health	<a href="#">Westplan Human Epidemic</a>	Dept. of Health Regional Plan Shire of Toodyay Business Continuity Plan Shire of Toodyay Local Recovery Plan
Storm	Fire & Emergency Services Commissioner	<a href="#">Westplan Storm</a>	Shire of Toodyay Local Recovery Plan

The following table (Figure 1) identifies the impact and likelihood level of hazards identified through the risk management process.

The placement of hazards on the matrix is based on an average assessment of consequence and likelihood across all risk statements. It is provided as an indicator only and must not be relied upon in isolation to make assessments of the risks to the community posed by the listed hazards. All hazard assessments are based on worst case scenario.

**Figure 2: Hazard Matrix (To be updated following risk assessment)**

Likelihood	Consequence level				
	Insignificant	Minor	Moderate	Major	Catastrophic
Almost certain					
Likely					
Unlikely					
Rare					
Very rare					
Extremely rare					

- Extreme Risk
- High Risk
- Medium Risk
- Low Risk
- Very Low Risk

## ANNEX G: Vulnerable groups

### Public and private Schools/Child Care Centres

Organisation	Site Address	Contact Details	No. of Persons	Evacuation Plan in place
Toodyay District High School	Drummond St, East Toodyay	Principal 9574 2296	570	Yes
Toodyay Day Care Centre	2 Settlers Ridge, Toodyay WA 6566	(08) 9574 2922		Yes

### Medical/Health Care Facilities

Organisation	Site Address	Contact Details	No. of Persons	Evacuation Plan in place
Butterly Cottages		Jo Sutton 9574 2698	24	Yes
Silver Chain	Various	9574 2873	Current information relating to individuals	N/A

### Accommodation Facilities

Organisation	Site Address	Contact Details	Capacity	Evacuation Plan in place
Toodyay Holiday Park & Chalets	188 Racecourse Rd, Toodyay	9574 2612		
Boshacks Bed & Breakfast	Wattening Spring Rd, Bolgart	0408 005 621 0408 005 628	100	
Black Wattle Retreat	Lot 3, Black Wattle Rd, Toodyay	9574 4086 0438 745 853		

Freemasons Hotel	125 Stirling Terrace, Toodyay	9574 2201 0427 742 248	33	
Victoria Hotel	116 Stirling Terrace, Toodyay	9574 2206 0400 280 985	25	
Avalon Homestead	406 Julimar Rd, West Toodyay	9574 5050 0408 099 181	32	
Toodyay Tavern	86 Stirling Terrace, Toodyay	9574 2250 0427 088 885	20	
Pecan Hill B&B	99 Beaufort West Toodyay			
Amber Spring Gardens B&B	270 Harders Chitty Road, West Toodyay	9574 5540		
Ipswich View Homestead	Lot 45 Folewood Road, Toodyay	9574 4038		
The Limes Orchard & Farm Stay	57 Clarkson St N, West Toodyay	9574 4810		
Black Wattle Retreat	Lot 3, Black Wattle Rd, Toodyay	9574 4086		

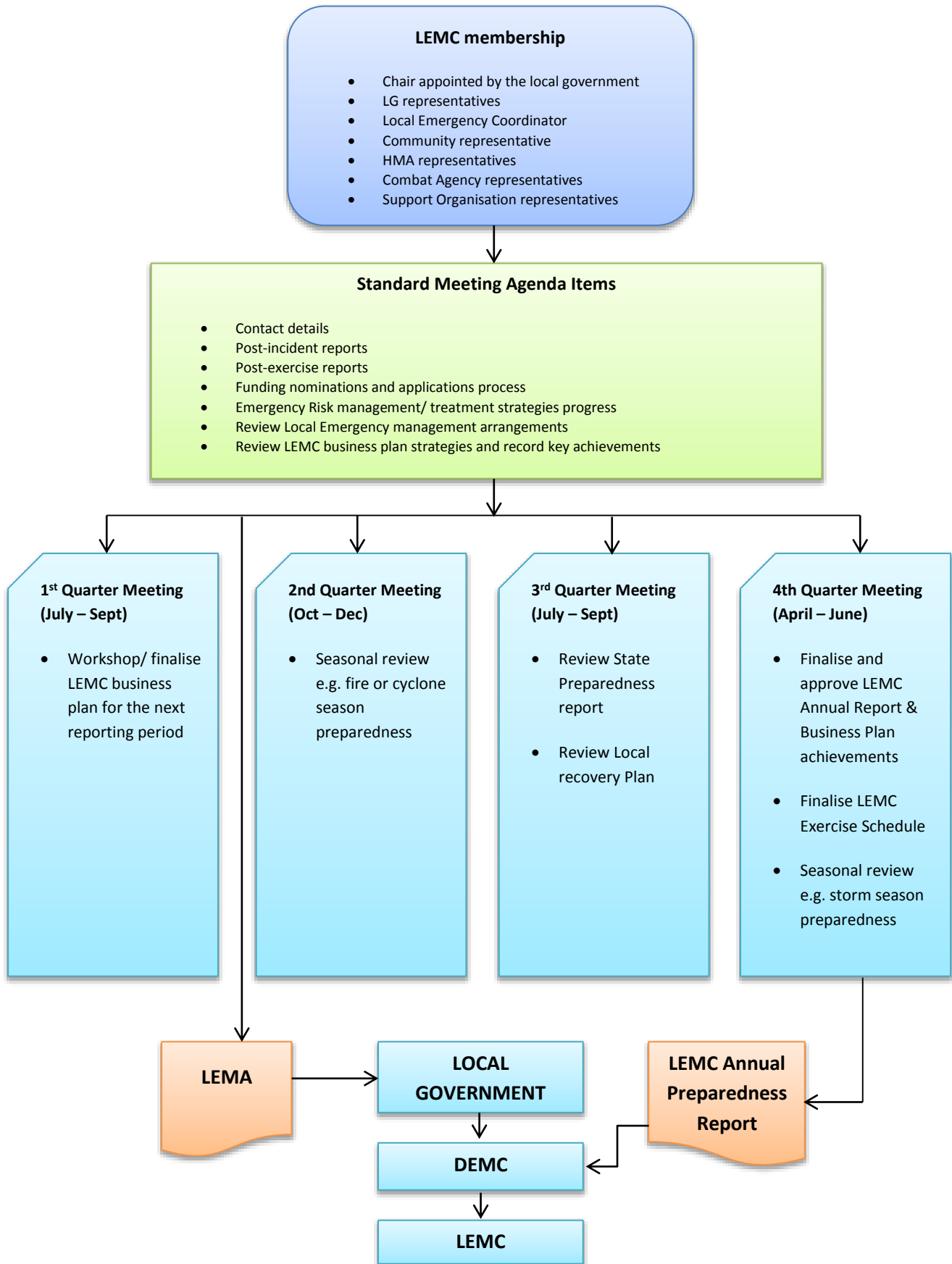
#### Tourist venues

Organisation	Site Address	Contact Details	No. of Persons	Evacuation Plan in place
Avon Valley National Park Julimar Forest		Mundaring Ranger 9290 6100	Various	
Hoddywell Archery Park	1027 Clackline-Toodyay Rd, Toodyay	9574 2410		

## ANNEX H: LEMC Members

Agency	Position
<b>Shire of Toodyay</b>	
	Shire President (LEMC Chair)
	Chief Executive Officer
	Community Emergency Services Officer
	Elected Member
	Local Recovery Coordinator
	Chief Bushfire Control Officer
<b>WA Police</b>	Officer in Charge Toodyay Police (Deputy Chair)
<b>Department of Fire and Emergency Services</b>	Manager Avon District Office
	Representative Toodyay Volunteer Fire & Rescue
<b>Department for Child Protection &amp; family Support</b>	Team Leader
<b>St John Ambulance</b>	Representative Toodyay/Bolgart Depots
<b>Toodyay District High School</b>	Representative
<b>Toodyay Medical Centre</b>	Representative

## ANNEX I – Suggested LEMC meeting and business cycle



## **ANNEX J: SUGGESTED ROLE AND FUNCTIONS OF THE LOCAL RECOVERY COORDINATOR**

### **Role**

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

### **Functions**

- Ensure the Local Recovery Plan is established;
- Liaise with the Controlling Agency, including attending the Incident Support Group and Operations Area Support Group meetings where appropriate;
- Assess the community recovery requirements for each event, in conjunction with the HMA, Local Emergency Coordinator (LEC) and other responsible agencies;
- Provide advice to the Mayor/Shire President and Chief Executive Officer (CEO) on the requirement to convene the Local Recovery Coordinating Group (LRCG) and provide advice to the LRCG if convened;
- Ensure the functions of the Executive Officer are undertaken for the Local Recovery Coordinating Group;
- Assess for the LRCG requirements for the restoration of services and facilities with the assistance of the responsible agencies where appropriate;
- Determine the resources required for the recovery process in consultation with the Local Recovery Coordinating Group;
- Coordinate local level recovery activities for a particular event, in accordance with plans, strategies and policies determined by the LRCG;
- Monitor the progress of recovery and provide periodic reports to the Local Recovery Coordinating Group and State Recovery Coordinating Group, if established;
- Liaise with the State Recovery Coordinator on issues where State level support is required or where there are problems with services from government agencies locally;
- Facilitate the acquisition and appropriate application of the resources necessary to ensure an effective recovery;
- Ensure the recovery activities are consistent with the principles of community Engagement;



- Arrange for the conduct of an operational debriefing of all participating agencies and organisations as soon as possible after cessation of the arrangements; and
- Arrange for an evaluation of the effectiveness of the recovery activities in relation to the recovery plan, within 12 months of the emergency.

Source: [Local Recovery Guidelines](#)

**For a full description of local government recovery activities refer to the Shire of Toodyay Local Recovery Plan.**

## ANNEX K: Internal and external local recovery resources

Department	Management area	Capability
<b>Executive</b>	Chief Executive Officer	<ul style="list-style-type: none"> <li>• Corporate responsibility</li> <li>• Link to Council</li> <li>• Alternate Chair LRCG</li> <li>• Approval of media releases</li> </ul>
	Shire President	<ul style="list-style-type: none"> <li>• Chair Local Recovery Coordination Group</li> <li>• Address public meetings</li> <li>• Authorise media releases</li> </ul>
	Manager Corporate Services	<ul style="list-style-type: none"> <li>• Financial management and accounting practices</li> <li>• Management of corporate reporting systems</li> <li>• Management of Shire information technology systems.</li> <li>• Matters relating to Human Resources &amp; Industrial Relations.</li> </ul>
	Manager Community Development	<ul style="list-style-type: none"> <li>• Responsible for the management of the following: <ul style="list-style-type: none"> <li>• Library &amp; Visitor Centre</li> <li>• Community Events</li> <li>• Sport &amp; Recreation</li> <li>• Administration Support Officer/Youth</li> </ul> </li> <li>• Corporate Business Plan and related plans and strategies.</li> <li>• Responsible for the management of the Visitor Centre operations/services</li> <li>• engage with community organisations, committees and groups</li> <li>• Manage the promotion of shire community programs/events marketing and communication.</li> <li>• Responsible for Recreations Services</li> <li>• Responsible for the volunteers in the role of Volunteer Coordinator</li> <li>• Responsible for the management of event services/operations</li> <li>• Responsible for the management of Youth/Inclusion program</li> </ul>

	Manager Planning & Development	<ul style="list-style-type: none"> <li>• Asset information</li> <li>• Engineering advice</li> <li>• Damage reporting Roman II Asset Management</li> <li>• GIS support</li> <li>• Parks and reserves management</li> <li>• Equipment allocation for recovery support</li> </ul>
	Manager Works & Services	<ul style="list-style-type: none"> <li>• Asset information</li> <li>• Engineering advice</li> <li>• Damage reporting</li> <li>• Parks and reserves management</li> <li>• Equipment allocation for recovery support</li> <li>• Building safety audits</li> <li>• Environmental &amp; waste management advice</li> </ul>

### Supporting organisations

Organisation	Responsible area	Capability	Contact details
<b>Australian Red Cross</b>	State Manager Emergency Services	<ul style="list-style-type: none"> <li>• Community recovery support</li> <li>• Recovery advice</li> <li>• Community outreach</li> <li>• Personal support</li> </ul>	
<b>Department for Child protection &amp; Family Support</b>	District Community Support Officer	<ul style="list-style-type: none"> <li>• Provide a representative to the RC if required and available.</li> <li>• Coordinate emergency welfare services as part of the recovery process (Westplan Recovery).</li> <li>• Manage the provision of the Personal Hardship and Distress</li> </ul>	

		Measures under the WANDRRA if activated.	
<b>Department of Parks &amp; Wildlife</b>		<ul style="list-style-type: none"> <li>Wildlife information and support</li> <li>Environmental advice</li> </ul>	
<b>Disability Services Commission</b>		<ul style="list-style-type: none"> <li>Community support resources for persons with disabilities</li> </ul>	
<b>Local Government Insurance Services (LGIS)</b>	District representative	<ul style="list-style-type: none"> <li>Insurance and risk management advice</li> </ul>	
<b>Department of the Premier &amp; Cabinet</b>	WANDRRA Manager	<ul style="list-style-type: none"> <li>WANDRRA advice and support</li> </ul>	
	State Recovery Coordinator	<ul style="list-style-type: none"> <li>State recovery advice</li> <li>Coordination of State resources</li> </ul>	
<b>Mental Health Services WA</b>	Local Coordinator	<ul style="list-style-type: none"> <li>Mental health services for the community</li> <li>Community help programs</li> </ul>	
<b>State Emergency Management Committee Secretariat</b>	Community Emergency Management Officer	<ul style="list-style-type: none"> <li>Recovery support and advice</li> </ul>	
<b>Water Corporation</b>	Local Manager	<ul style="list-style-type: none"> <li>Water restoration and service advice</li> </ul>	
<b>Western Power</b>	Local Manager	<ul style="list-style-type: none"> <li>Power restoration and service advice</li> </ul>	

## ANNEX L: Suggested composition Local Recovery Coordinating Group and subcommittees

### Suggested LRCG composition (Event specific)

Agency Represented	Title	Number of reps
Shire of Toodyay	Chair LRCG	1
	LRC	1
	Chief Executive Officer	1
	Deputy Chief Executive Officer	1
	Executive Manager Corporate Services	1
	Executive Manager Engineering Services	1
	Executive Manager Development Services	1
Hazard Management Agency/s	Incident Controller or Regional Manager	2
Department for Child Protection and Family Support	Local Team Leader and/ or District Emergency Services Officer	1
Australian Red Cross	State Manager Emergency Services	1
SEMC Secretariat	Community Emergency Management Officer	1
Department of the Premier and Cabinet	State Recovery Coordinator	1
	WANDRRA Officer	1
Department of Human Services	Local Centre Link Manager	1
Community	Affected community representative or elected member	As required

### LRCG- Finance Subcommittee (Event specific) Role statement contained in [Annex F](#)

Agency Represented	Title	Number of reps
Shire of Toodyay	Chair – Executive Manager Corporate Services	1
	Minute taker	1
	Finance/Administration Officer	1
Department of the Premier and Cabinet	WANDRRA Officer	1
Department of Human Service	Local Centre Link manager	1

**LRCG – Infrastructure Subcommittee (Event specific)**

Agency Represented	Title	Number of reps
Shire of Toodyay	Chair –Executive Manager	1
	Engineering Services Minute taker	1
Department of the Premier and Cabinet	WANDRRA Officer	1
Local Government Insurance Services (LGIS)	District representative	1
Water Corporation	District Manager	1
Western Power	District Manager	1
Main Roads WA	Regional Manager	1

**LRCG- Environment Subcommittee (Event specific)**

Agency Represented	Title	Number of reps
Shire of Toodyay	Chair – Executive Manager	1
	Development Services Minute taker	1
	Environmental Health Officer	1
Department of Environment & Regulation (DER)	District officer	1

**LRCG – Community Subcommittee (Event specific)**

Agency Represented	Title	Number of reps
Shire of Toodyay	Chair – Deputy CEO	1
	Minute taker	1
Australian Red Cross	Local or district officer	1
Affected community	Local representatives as required	As required

## **ANNEX M: Suggested recovery subcommittee roles**

### **Community Subcommittee**

#### **Objectives**

- Provide advice and guidance to assist in the restoration and strengthening of community well-being post event.
- Facilitate understanding of the needs of the impacted community in relation to community well-being.
- Assess and recommend priority areas, projects, and events to assist with the recovery process in the immediate and short-term regarding the restoration and strengthening of community well-being.
- Assess and recommend medium and long-term priority areas to the local government for consideration to assist in the restoration and strengthening of community well-being.
- Ensure the affected community is informed and involved in the recovery process so actions and programs match their needs.

### **Environment Subcommittee**

#### **Objectives**

- Provide advice and guidance to assist in the restoration of the natural environment post event.
- Facilitate understanding of the needs of the impacted community in relation to environmental restoration.
- Assess and recommend priority areas, projects and community education to assist the recovery process in the immediate and short-term regarding the restoration of the environment including weed management and impacts on wildlife.
- Assess and recommend medium and long-term priority areas to the local government for consideration to assist in the restoration of the natural environment.

### **Infrastructure Subcommittee**

#### **Objectives**

- Assist in assessing requirements for the restoration of services and facilities in conjunction with the responsible agencies where appropriate.
- Provide advice and assist in the coordination of the restoration of infrastructure assets and essential services damaged or destroyed during the emergency.
- Assess and recommend priority infrastructure projects to assist with the recovery process in the immediate short-term and medium long-term.

## **Finance Subcommittee**

### **Role**

To make recommendations to the Lord Mayor's Distress Relief Fund (LMDRF) on the orderly and equitable disbursement of donations and offers of assistance to individuals having suffered personal loss and hardship as a result of the event.

### **Functions**

- Development of eligibility criteria and procedures by which payments from the LMDRF will be made to affected individuals which:
  - ensure the principles of equity, fairness, simplicity and transparency apply;
  - ensure the procedures developed are straightforward and not onerous to individuals seeking assistance;
  - recognise the extent of loss suffered by individuals;
  - complement other forms of relief and assistance provided by government and the private sector;
  - recognise immediate, short, medium and longer term needs of affected individuals;
  - ensure the privacy of individuals is protected at all times;
- Facilitate the disbursement of financial donations from the corporate sector to affected individuals, where practical.

### **Sample of eligibility criteria and levels of financial assistance**

*(Criteria used by the Shire of Mundaring for the Parkerville -Stoneville-Mt Helena fire 12 January 2014)*

#### **Owners/Owner occupiers**

For owners/owner occupiers of properties impacted by the event, there are three levels of LMDRF grant assistance available as follows:

**Level One** – Shall apply to those instances where the house/ house and contents have been totally destroyed.

**Level Two** – shall apply in those instances where the house/house and contents have been damaged but the house remains habitable.

**Level Three** – shall apply in those instances where there has been other property damage/loss, e.g. shed, shed contents, pergolas, outdoor furniture etc.

#### **Occupiers**

For occupiers (those renting) of properties impacted by the event, there are two levels of LMDRF grant assistance available as follows:



**Level Four** – shall apply in those instances where the house contents have been totally destroyed as a consequence of the house being totally destroyed.

**Level Five-** shall apply in those instances where there has been partial damage/loss of house contents and other personal effects.

## ANNEX N: Suggested Terms of Reference

### COMMUNITY SUBCOMMITTEE

#### Terms of Reference

##### Background

The [Click here to enter text](#). Local Recovery Coordinating Group has convened several subcommittees to assist in the coordination of recovery tasks as required. These subcommittees include:

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

Key functions of these committees it to provide advice to assist the effected community towards re-establishing economic, social, environmental, emotional and physical well-being.

##### Membership

Name	Representing

##### Chairperson

- Chair all scheduled meetings of the subcommittee
- Report to the Recovery Coordinating Group on the activities of the subcommittee.

##### Local Government Staff

- Operational implementation and decision making as per normal Local Government approval processes.
- Provide administrative support to the subcommittee.

##### Agency Representative

- Advice, information and support specific to the agency role.

## Community Member

- Provide a linkage between the community and the subcommittee
- Receive guidance and perspective from the community

## **Objectives of Community Sub Committee**

The primary objectives of the Community Subcommittee will include:

- To provide advice and guidance to assist in the restoration and strengthening of community well-being post [Click here to enter text.](#);
- To facilitate understanding on the needs of the impacted community in relation to community wellbeing;
- To assess and recommend priority areas, projects, and events to assist with the bushfire recovery process in the immediate and short-term regarding the restoration and strengthening of community wellbeing;
- To assess and recommend medium and long term priority areas to the [Click here to enter text.](#) Local Recovery Coordinating Group for consideration to assist in the restoration and strengthening of community wellbeing.

## **Conduct of Meetings**

- The quorum for a meeting of the Subcommittee will be at least 50% of the number of the membership.
- When decisions of the Subcommittee cannot be determined by general consensus, then the decision will be made by a simple majority of the members present.
- If a member of the Subcommittee has a ***financial interest*** in any matter before the Subcommittee, that member shall before discussion on the matter, disclose to the meeting their interest and leave the meeting:

***A person has a financial interest in a matter if it is reasonable to expect that the matter will, if dealt with by the subcommittee in a particular way, result in a financial gain, loss, benefit or detriment for the person.***

- If a member of the Subcommittee has an ***impartiality interest*** in any matter before the Committee, that member shall before discussion on the matter, disclose to the meeting their interest but may remain in the meeting to participate in the consideration and decision on the matter.

***Impartiality interest means an interest that could, or could reasonably be perceived to, adversely affect the impartiality of the person having the interest and includes an interest arising from kinship, friendship or membership of an association.***

- Other matters arising concerning the orderly and proper conduct of meetings of the Subcommittee shall be determined by either the majority of members present **or if that's not possible then by the Chairperson whose decision will be final.**
- The Subcommittee does not have any powers of delegation.

- All meetings of the Subcommittee will be conducted on the basis of a written Agenda and Minutes – the [Click here to enter text.](#) will provide this secretarial support.
- Meetings of the Subcommittee are not open to the public.
- 

### **Reporting**

The [Click here to enter text.](#) Local Recovery Coordinating Group may, from time to time, direct the Community Subcommittee to provide to them, reports and other information as specified in the direction.

### **Probity**

The Community Subcommittee acknowledges that the [Click here to enter text.](#) is responsible for post action reporting and that the deliberations of this committee will be subject to scrutiny as part of that report.

These Terms of Reference may, from time to time, be amended by agreement of the [Click here to enter text.](#) Local Recovery Co-ordinating Group.

### **Termination of the Community Sub Committee**

Termination of the Subcommittee shall occur at the direction of the [Click here to enter text.](#) Local Recovery Coordinating Group. Termination of any membership within the Subcommittee shall be at the direction of the members within the Subcommittee by consensus.

## ENVIRONMENT SUB COMMITTEE

### Terms of Reference

#### Background

The Click here to enter text. Local Recovery Coordinating Group has convened several subcommittees to assist in the coordination of recovery tasks as required. These subcommittees include:

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

Key functions of these committees it to provide advice to assist the effected community towards re-establishing economic, social, environmental, emotional and physical well-being.

#### Membership

Name	Representing

#### Chairperson

- Chair all scheduled meetings of the subcommittee
- Report to the Recovery Coordinating Group on the activities of the subcommittee.

#### Local Government Staff

- Operational implementation and decision making as per normal Local Government approval processes.
- Provide administrative support to the subcommittee.

#### Agency Representative

- Advice, information and support specific to the agency role.

#### Community Representative

- Link to community. Receive guidance and perspective from the community.

## Objectives of Environment Subcommittee

- To provide advice and guidance in the immediate and long term treatment and restoration of affected areas of the community and surrounding environment;
- To provide advice and guidance to assist in the restoration of the natural environment post event;
- Facilitate the understanding of the needs of the impacted community in relation to environmental restoration;
- To assess and recommend priority areas, projects and community education to assist with the recovery process in the immediate and short-term regarding the restoration of the environment including weed management and impacts on wildlife
- To assess and recommend medium and long term priority areas to the [Click here to enter text](#). Local Recovery Coordinating Group for consideration to assist in the restoration of the natural environment in the medium to long term.

## Conduct of Meetings

- The quorum for a meeting of the Subcommittee will be at least 50% of the number of the membership.
- When decisions of the subcommittee cannot be determined by general consensus, then the decision will be made by a simple majority of the members present.
- If a member of the Subcommittee has a **financial interest** in any matter before the Subcommittee, that member shall before discussion on the matter, disclose to the meeting their interest and leave the meeting:

*A person has a **financial interest** in a matter if it is reasonable to expect that the matter will, if dealt with by the subcommittee in a particular way, result in a financial gain, loss, benefit or detriment for the person.*

- If a member of the Subcommittee has an **impartiality interest** in any matter before the Committee, that member shall before discussion on the matter, disclose to the meeting their interest but may remain in the meeting to participate in the consideration and decision on the matter.

***Impartiality interest** means an interest that could, or could reasonably be perceived to, adversely affect the impartiality of the person having the interest and includes an interest arising from kinship, friendship or membership of an association.*

- Other matters arising concerning the orderly and proper conduct of meetings of the Subcommittee shall be determined by either the majority of members present **or if that's not possible then by the Chairperson whose decision will be final.**
- The Subcommittee does not have any powers of delegation.
- All meetings of the Subcommittee will be conducted on the basis of a written Agenda and Minutes – the [Click here to enter text](#).will provide this secretarial support.
- Meetings of the Subcommittee are not open to the public.

**Reporting**

The [Click here to enter text.](#) Local Recovery Coordinating Group may, from time to time, direct the Environment Subcommittee to provide to them, reports and other information as specified in the direction.

**Probity**

The Environment Subcommittee acknowledges that the [Click here to enter text.](#) is responsible for post action reporting and that the deliberations of this committee will be subject to scrutiny as part of that report.

These Terms of Reference may, from time to time, be amended by agreement of the [Click here to enter text.](#) Local Recovery Co-ordinating Group.

**Termination of the Environment Sub Committee**

Termination of the subcommittee shall occur at the direction of the [Click here to enter text.](#) Local Recovery Coordinating Group. Termination of any membership within the subcommittee shall be at the direction of the members within the subcommittee by consensus.

## FINANCE SUB COMMITTEE

### Terms of Reference

#### Background

The Click here to enter text. Local Recovery Coordinating Group has convened several subcommittees to assist in the coordination of recovery tasks as required. These subcommittees include:

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

Key functions of these committees it to provide advice to assist the effected community towards re-establishing economic, social, environmental, emotional and physical well-being.

#### Membership

Name	Representing

#### Chairperson

- Chair all scheduled meetings of the subcommittee
- Report to the Recovery Coordinating Group on the activities of the subcommittee.

#### Local Government Staff

- Operational implementation and decision making as per normal Local Government approval processes.
- Provide administrative support to the subcommittee.

#### Agency Representative

- Advice, information and support specific to the agency role.



## Objectives of Finance Sub Committee

The primary objective of the Finance Subcommittee is to assess and make recommendations to the Local Recovery Coordinating Group on the disbursement of donations made for individuals having suffered personal loss and hardship as a result of the bushfires which occurred on [Click here to enter text.](#) in the [Click here to enter text.](#)

It should be noted that the Subcommittee has no direct access to donated funds or goods/services. The collection and management of monies, goods and services donated, does not form part of the Subcommittee's role. **This includes any relevant legal, financial or taxation laws that may be applicable.**

The Finance Subcommittee has been established to make recommendations to the Lord Mayor's Distress Relief Fund on the orderly and equitable disbursement of donations and offers of assistance to individuals having suffered personal loss and hardship as a result of the bushfire which occurred on the [Click here to enter text.](#)

The primary role of the Finance Subcommittee will include:

- **With regard to the Lord Mayor's Distress Relief Fund (LMDRF), the development of** eligibility criteria and procedures by which payments from the fund will be made to affected individuals; and
- With regard to donations of support and assistance from the corporate sector, assist and where practical, facilitate the disbursement of their donations to affected individuals.

In developing the eligibility criteria and procedures pertaining to the LMDRF, the Finance Subcommittee will endeavour to:

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

**The Finance Sub Committee will need access to funding information provided to individuals by other agencies to assist with the above assessments.**

## Conduct of Meetings

- The quorum for a meeting of the Subcommittee will be at least 50% of the number of the membership.
- When decisions of the Subcommittee cannot be determined by general consensus, then the decision will be made by a simple majority of the members present.
- If a member of the Subcommittee has a ***financial interest*** in any matter before the Subcommittee, that member shall before discussion on the matter, disclose to the meeting their interest and leave the meeting:

*A person has a **financial interest** in a matter if it is reasonable to expect that the matter will, if dealt with by the subcommittee in a particular way, result in a financial gain, loss, benefit or detriment for the person.*

- If a member of the Subcommittee has an ***impartiality interest*** in any matter before the Committee, that member shall before discussion on the matter, disclose to the meeting their interest but may remain in the meeting to participate in the consideration and decision on the matter.

***Impartiality interest** means an interest that could, or could reasonably be perceived to, adversely affect the impartiality of the person having the interest and includes an interest arising from kinship, friendship or membership of an association.*

- Other matters arising concerning the orderly and proper conduct of meetings of the Subcommittee shall be determined by either the majority of members present **or if that's not possible then by** the Chairperson whose decision will be final.
- The Subcommittee does not have any powers of delegation.
- All meetings of the Subcommittee will be conducted on the basis of a written Agenda and Minutes – the [Click here to enter text.](#) will provide this secretarial support.
- Meetings of the Subcommittee are not open to the public.

## Reporting

The [Click here to enter text.](#) Local Recovery Coordinating Group may, from time to time, direct the Finance Subcommittee to provide to them, reports and other information as specified in the direction.

## Probity

The Finance Subcommittee acknowledges that the [Click here to enter text.](#) is responsible for post action reporting and that the deliberations of this committee will be subject to scrutiny as part of that report.

These Terms of Reference may, from time to time, be amended by agreement of the [Click here to enter text.](#) Local Recovery Co-ordinating Group.

## Termination of the Community Sub Committee

Termination of the Subcommittee shall occur at the direction of the [Click here to enter text.](#) Local Recovery Coordinating Group. Termination of any membership within the

subcommittee shall be at the direction of the members within the subcommittee by consensus.

## INFRASTRUCTURE SUB COMMITTEE

### Terms of Reference

#### Background

The Click here to enter text. Local Recovery Coordinating Group has convened several subcommittees to assist in the coordination of recovery tasks as required. These subcommittees include:

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

Key functions of these committees it to provide advice to assist the effected community towards re-establishing economic, social, environmental, emotional and physical well-being.

#### Membership

Name	Representing

#### Chairperson

- Chair all scheduled meetings of the subcommittee
- Report to the Recovery Coordinating Group on the activities of the subcommittee.

#### Local Government Staff

- Operational implementation and decision making as per normal Local Government approval processes.
- Provide administrative support to the subcommittee.

#### Agency Representative

- Advice, information and support specific to the agency role.

## Community Member

- Provide a linkage between the community and the subcommittee
- Receive guidance and perspective from the community

## **Objectives of Infrastructure Subcommittee**

The primary objectives of the Infrastructure Subcommittee will include:

- Assess the requirement for the restoration of services and facilities to the affected community;
- Provide advice and assistance for the coordination of the restoration of Local Government and State infrastructure lost or damaged;
- To assess and recommend priority infrastructure projects to assist with the recovery process in the immediate, short and long-term; and
- Identify opportunities for application of betterment to rebuilding of infrastructure specifically local roads, bridges and culverts.

## **Conduct of Meetings**

- The quorum for a meeting of the subcommittee will be at least 50% of the number of the membership.
- When decisions of the subcommittee cannot be determined by general consensus, then the decision will be made by a simple majority of the members present.
- If a member of the subcommittee has a **financial interest** in any matter before the Subcommittee, that member shall before discussion on the matter, disclose to the meeting their interest and leave the meeting:

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- The Subcommittee does not have any powers of delegation.

- All meetings of the subcommittee will be conducted on the basis of a written Agenda and Minutes – the [Click here to enter text.](#) will provide this secretarial support.
- Meetings of the Subcommittee are not open to the public.

### **Reporting**

The [Click here to enter text.](#) Local Recovery Coordinating Group may, from time to time, direct the Infrastructure Subcommittee to provide to them, reports and other information as specified in the direction.

### **Probity**

The Infrastructure Subcommittee acknowledges that the [Click here to enter text.](#) is responsible for post action reporting and that the deliberations of this committee will be subject to scrutiny as part of that report.

These Terms of Reference may, from time to time, be amended by agreement of the [Click here to enter text.](#) Local Recovery Co-ordinating Group.

### **Termination of the Infrastructure Subcommittee**

Termination of the subcommittee shall occur at the direction of the [Click here to enter text.](#) Local Recovery Coordinating Group. Termination of any membership within the subcommittee shall be at the direction of the members within the subcommittee by consensus.

## **ANNEX O: Operational Recovery Plan template**

# **Shire of Toodyay Operational Recovery Plan**

**Emergency Type and location:**

**Date emergency occurred:**

### **Section 1 – Introduction**

**Incident description**

**Purpose of this plan**

**Authority**

### **Section 2 – Assessment of recovery requirements**

**Details of loss and damage:**

**Residential:**

**Commercial:**

**Industrial:**

**Transport:**

**Essential Services:** *(include State and local government infrastructure)*

**Estimates of damage costs:**

**Temporary accommodation requirements:** *(includes evacuation centres)*

**Additional personnel requirements:**

**Human services:** *(personal and psychological support requirements)*

**Other health issues:**

### **Section 3 – Organisational Aspects**

**Details of the composition, structure and reporting lines of the groups/committees and subcommittees set up to manage the recovery process:**

**Details of inter-agency relationships and responsibilities:**

**Details of roles, key tasks and responsibilities of various groups/committees and those appointed to various positions including Recovery Coordinator:**

### **Section 4 – Operational Aspects**

**Resources available:**

**Resources required:**

**Redevelopment plans:** *(includes mitigation proposals)*



**Reconstruction restoration program and priorities:** *(Includes estimated timeframes, the programs and strategies of government agencies to restore essential services, plans for mitigation against future impacts. Include local government program for community services restoration.)*

**Financial arrangements:** *(Assistance programs (NDRRA), insurance, public appeals and donations)*

**Public information dissemination** *(Key messages, methods of distribution)*

## **Section 5 – Administrative arrangements**

**Administration of recovery funding:** *(Include other financial issues)*

**Public appeals policy and administration** *(includes policies and strategies for office and living accommodation, furniture and equipment details for additional temporary personnel)*

## **Section 6 – Conclusion**

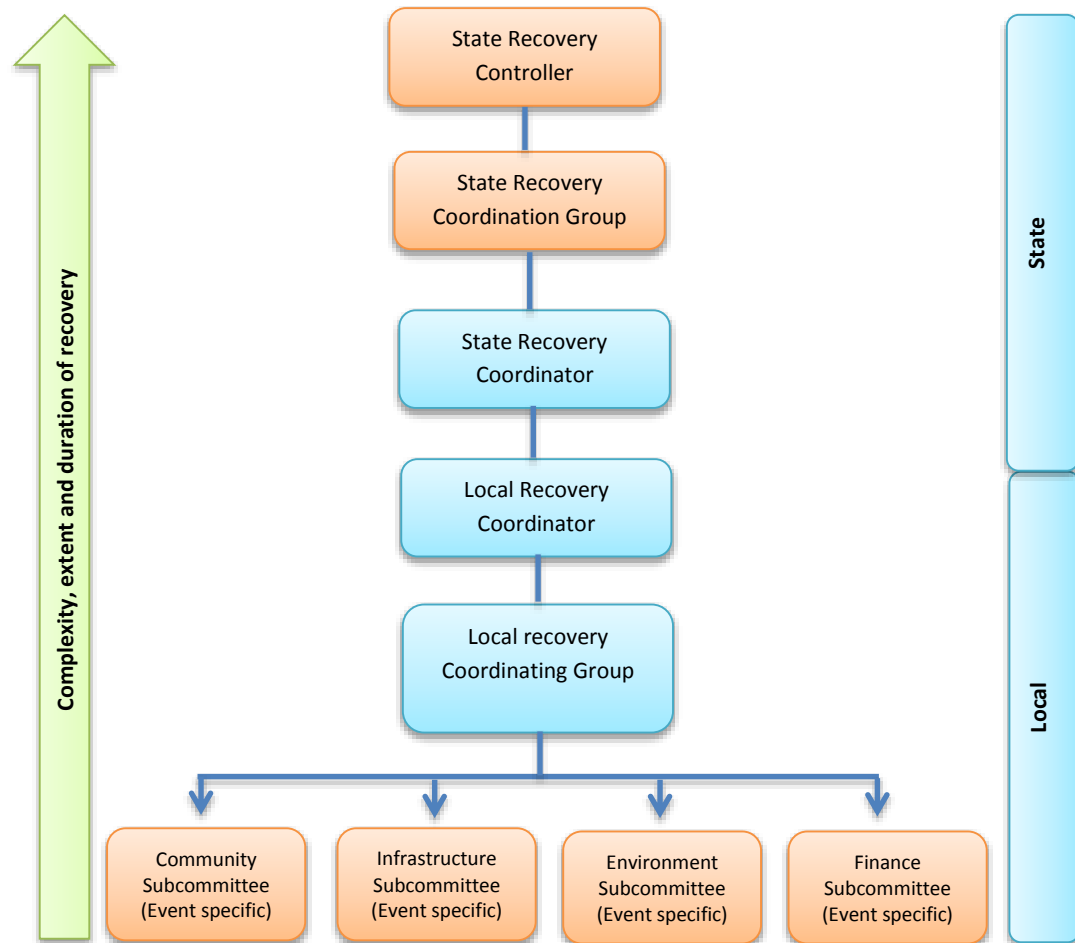
*(Summarises goals, priorities and timetable of the plan).*

Endorsed by

**Chair, Local Recovery Coordinating Group**

**Dated:**

## ANNEX P: Potential Recovery Governance Structures



## **ANNEX Q: (Suggested) MEDIA RELEASE - DONATIONS**

### **Donations in time of disaster**

Recovery of the community following an emergency event is the legislative responsibility of local government and as such we are anxious to ensure that we ensure the best possible outcome for our citizens affected by an emergency event or disaster.

In times of disaster, Western Australians have proved in the past to be extremely generous. Monetary donations have always and will continue to be the preferred means of providing assistance for affected persons. These donation not only provide the affected persons with the ability to make choices that best fit their situation but will also support local suppliers and merchants whose business would likewise benefit when we shop local.

The donation of any goods is strongly discouraged and should the need for specific items arise, this need will be broadcast in the normal way.

We strongly urge the public to find out what may be required before committing to donating goods. These donations often cause an unnecessary financial and storage burden for your local government as has been demonstrated following other national disasters.

The best way to assist those in need is through your generous donation of money and this is best achieved through the Lord Mayor's Disaster Relief Fund of WA, or through agencies such as the Australian Red Cross. These avenues for cash donations will be widely advertised so watch the media.

Thank you for your generous support.

Choose an item.

[Click here to enter text.](#)

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# Local Emergency Management Arrangements Guide and model



VERSION <4.0/2016>

ENDORSED BY <SEMC Secretariat, Regional Services>

ENDORSED ON <17/03/2016>

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## About the guide

### Foreword

Western Australia is subject to a variety of hazards that have the potential to cause loss of life and/or damage and destruction. These hazards result from events of both natural and man-made origin. The [Emergency Management Act 2005](#) (the EM Act) formalises Western Australia's emergency management arrangements.

Under the EM Act, local governments are required to have local emergency management arrangements. Local governments are the closest level of government to their communities and have access to specialised knowledge about the local environment and demographic features of their communities. Effective local emergency management arrangements enhance the community's resilience and preparedness for emergencies through strategies that apply prevention/mitigation, preparedness, response and recovery measures.

In addition to ensuring that effective local emergency management arrangements are prepared and maintained and managing recovery following an emergency in its district, each local government is required to establish and maintain a local emergency management committee (LEMC). The LEMC is to provide advice and guidance to the local government relating to the development, maintenance and testing of their local emergency management arrangements.

State Emergency Management Committee (SEMC)  
20 Southport Street, West Leederville WA 6007  
Telephone: 61 8 9482 1700  
Email: [semc.secretariat@semc.wa.gov.au](mailto:semc.secretariat@semc.wa.gov.au)  
Web: [www.semc.wa.gov.au](http://www.semc.wa.gov.au)  
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## How to use this guide

The purpose of this guide is to provide a resource to assist local government and local emergency management committees to meet their obligations under the Act and develop compliant, effective and contemporary emergency management arrangements based on best practice principles.

The guide has principally been developed for local government because local government is responsible for the administration of local emergency management committees. The guide recognises that:

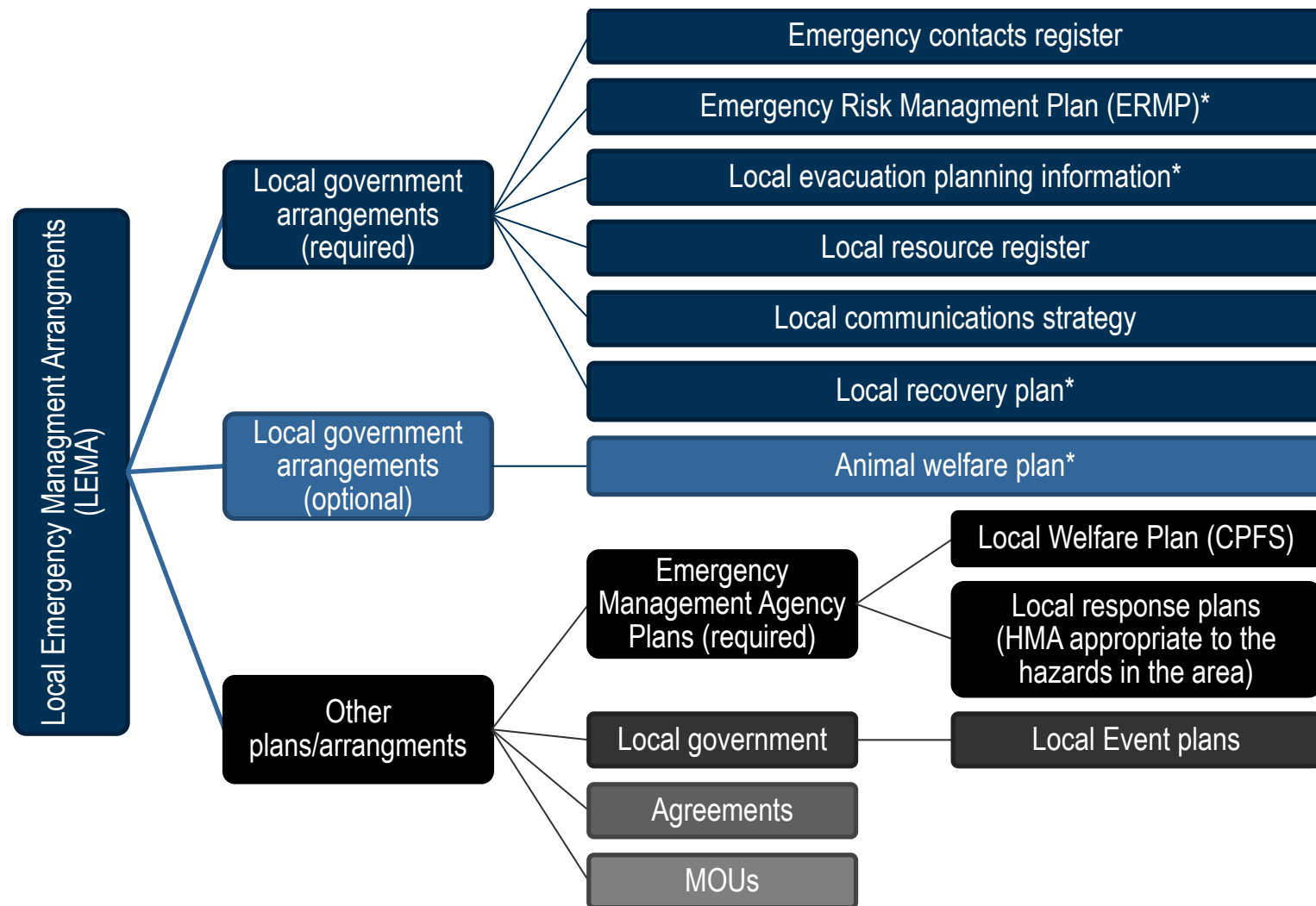
- local governments have legislated and non-legislated roles and functions within their community, both related and un-related to emergency management;
- a range of agencies and organisations are members of the LEMCs and it is the partnership arrangements that support and develop community resilience;
- the activities of the LEMC are important to develop community resilience.

This guide provides a summary of the actions you need to take to comply with the *Emergency Management Act 2005*, State Emergency Management Policies and Plans, procedures and other guidelines. While the guide provides best practice principles, you will need to tailor the final document to the needs of your local government. You may include any additional information that will enable your local government to support the community in times of emergency.

## About local emergency management arrangements

The term *Local Emergency Management Arrangements (LEMA)* refers to the collection of all of the emergency management documentation, systems, processes, agreements and memorandums of understanding which affect the local government district. The LEMA are the overarching document and associated sub-plans which the local government is responsible for developing, maintaining and testing.

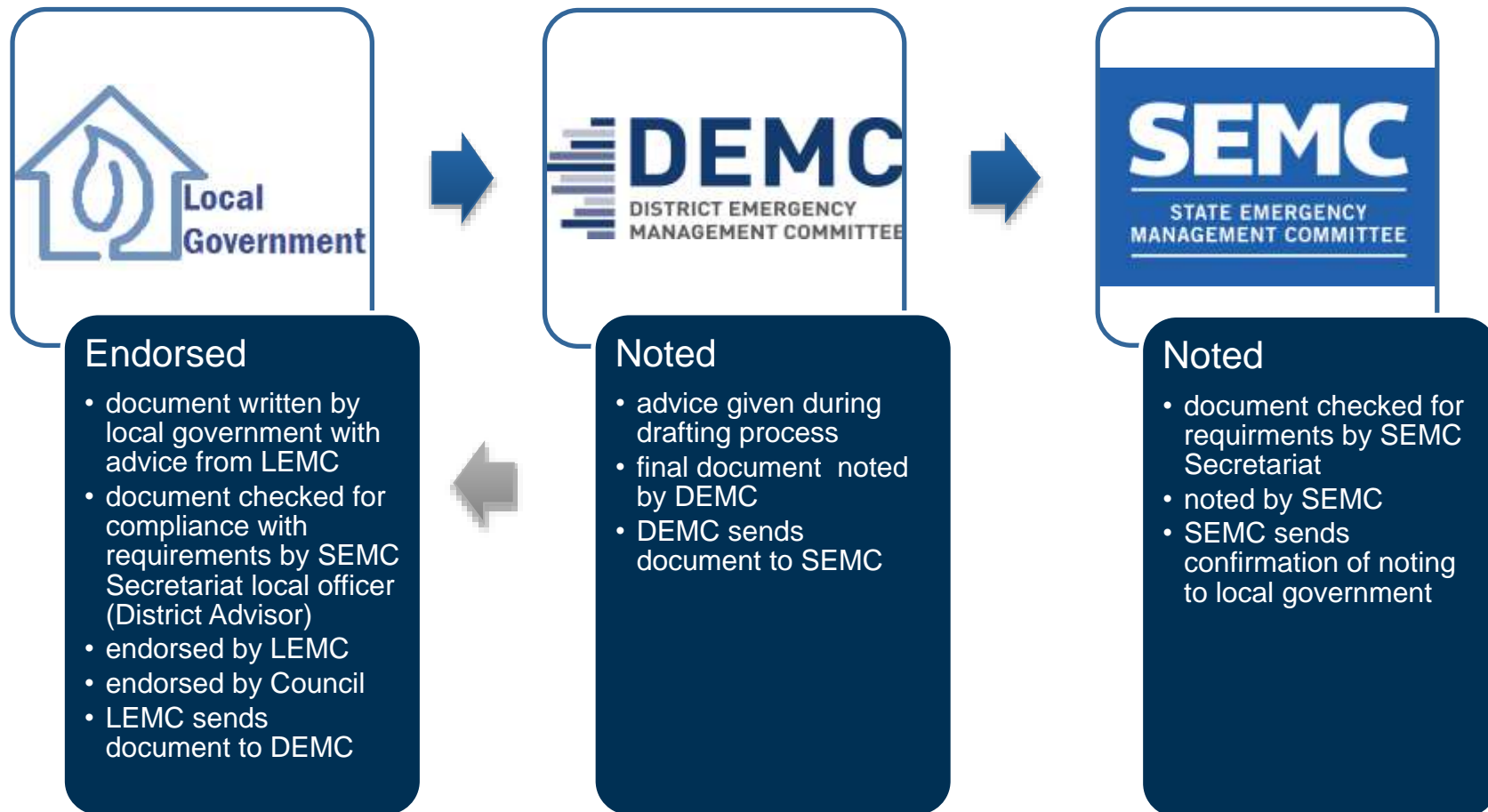
Whilst this document is structured as a main document with appendices, you may like to think about using a more modular design with 'take-away' sections for use in certain situations. Refer to figure 1 for a suggested design for a modular LEMA.



**Figure 1: LEMA structure.** This diagram represents the comprehensive nature of EM planning.  
(Items marked with \* have links to resources that may assist when developing this section of the LEMA.)

## Approval process

The LEMA should be drafted by the local government after consultation from a broad range of stakeholders, including DEMC members. The suite of documents must be endorsed by the LEMC and local government then noted by the relevant DEMC and the SEMC before the local government is deemed consistent with the requirements of the legislation and policy. Refer to figure 2 for the approval process.



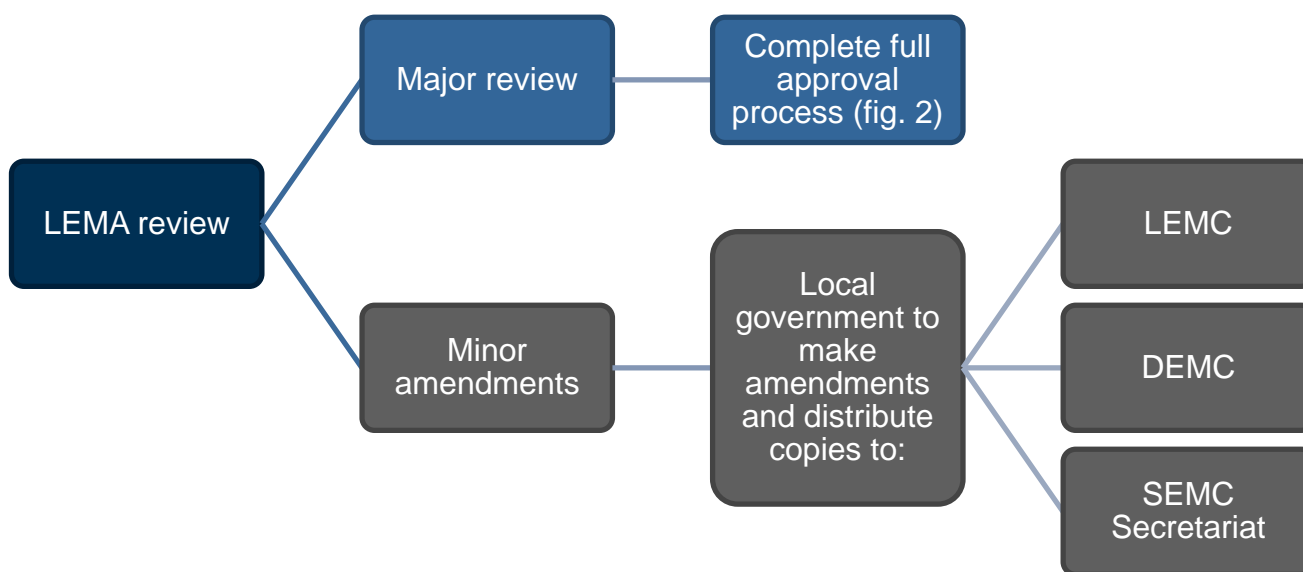
**Figure 2: Approval process for LEMA (refer SEMC Emergency Management Procedure – Local Emergency Management Arrangements [ADP4])**

## Review process

LEMA must be reviewed regularly. The LEMA should be reviewed:

- after an event or incident that requires the activation of an ISG or significant recovery coordination
- after training or drills that exercise the arrangements
- every five (5) years
- any other time the local government considers appropriate.

The review might be a 'light touch' or statement of fact change with minor amendments, or there may be major updates required. Refer to figure 3 for the review process



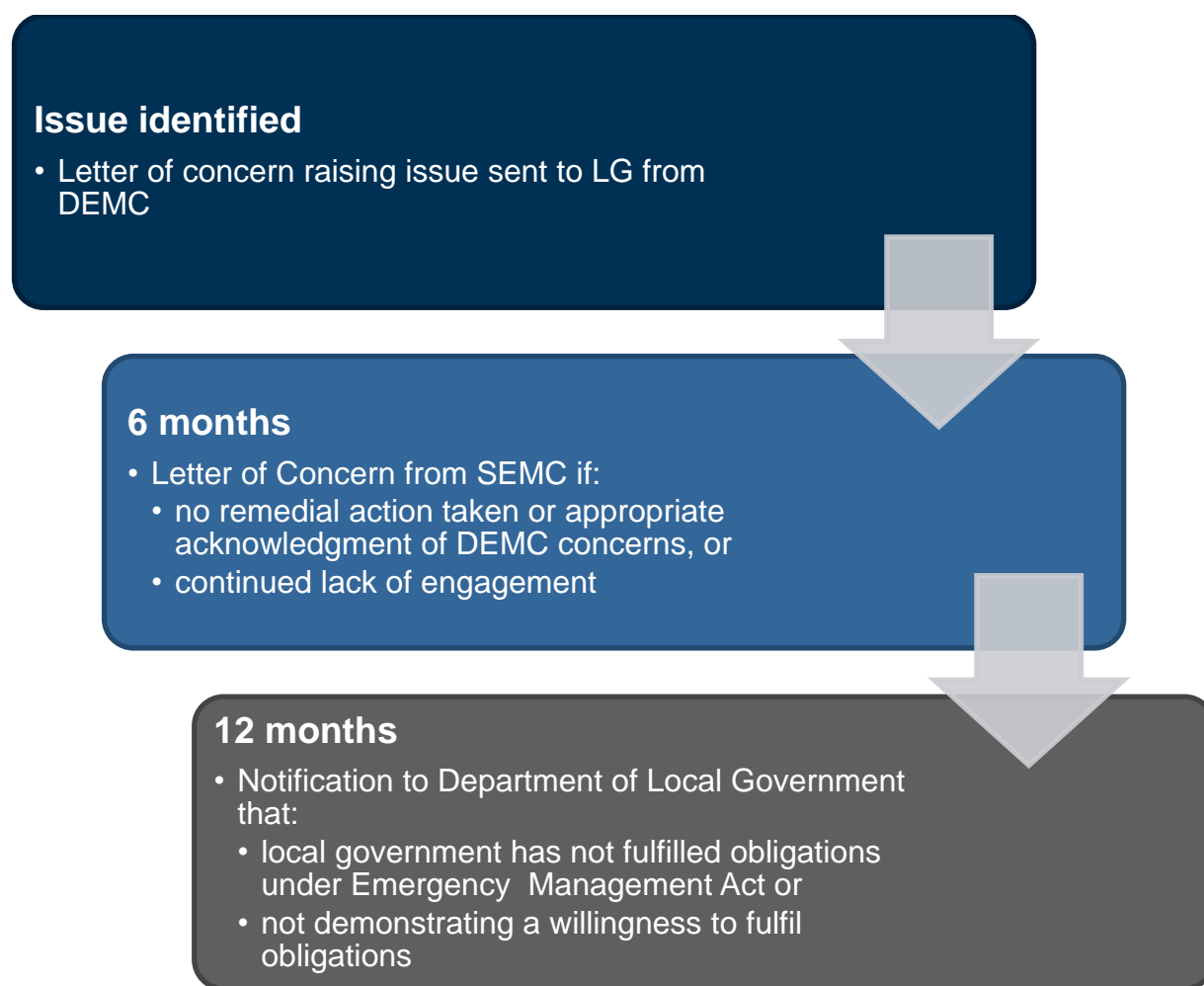
**Figure 3: Review process for LEMA (refer SEMC Emergency Management Procedure – Local Emergency Management Arrangements [ADP5])**

## Non-completion or non-adherence by local government

The State Emergency Management Committee acknowledges the legislative requirement for local government to have appropriate local emergency management arrangements established for their district.

SEMC have established a non-compliance process to address instance where a local government is not fulfilling its obligations under the EM Act. Issues which may cause the non-completion or non-adherence process (refer Figure 4) to be implemented include the following

- LEMA not been developed or reviewed in a timely fashion
- LEMA is not consistent with policy, for example does not include a recovery plan
- apparent lack of engagement by local government



**Figure 4: Non-completion or non-adherence process**

# Local Emergency Management Arrangements Model

---



Local Government Logo

<LOCAL GOVERNMENT>

## Local emergency management arrangements

These arrangements have been produced and issued under the authority of S. 41(1) of the [Emergency Management Act 2005](#), endorsed by the <update> Local Emergency Management Committee and the Council of the <Local government>. The Arrangements have been tabled for noting with the <update> District Emergency Management Committee and State Emergency Management Committee

---

Chair

<Insert LEMC Name>

---

Date

---

Endorsed by Council

<Insert resolution number>

---

Date

## Table of contents

Insert your table of contents here.



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## Glossary of terms

For additional information in regards to the Glossary of terms, refer to the current Emergency Management Glossary for Western Australia.

**COMBAT AGENCY:** A public authority, or other person, may be prescribed by the regulations to be a Combat Agency who or which, because of the agency's functions under any written law or specialized knowledge, expertise and resources, is responsible for performing an emergency management activity prescribed by the regulations in relation to that agency [s.6(2) of the EM Act].

A Combat Agency undertakes response tasks at the request of the Controlling Agency in accordance with their legislative responsibilities or specialised knowledge.

**COMMUNITY EMERGENCY RISK MANAGEMENT:** See RISK MANAGEMENT.

**COMPREHENSIVE APPROACH:** The development of emergency and disaster arrangements to embrace the aspects of prevention, preparedness, response, and recovery (PPRR). PPRR are aspects of emergency management, not sequential phases. Syn. 'disaster cycle', 'disaster phases' and 'PPRR'

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

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

**CONTROLLING AGENCY:** An agency nominated to control the response activities to a specified type of emergency.

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

**DISTRICT:** means an area of the State that is declared to be a district under section 2.1 Local Government Act 1995.

**EMERGENCY:** An event, actual or imminent, which endangers or threatens to endanger life, property or the environment, and which requires a significant and coordinated response.

**EMERGENCY MANAGEMENT:** The management of the adverse effects of an emergency including:

- Prevention – the mitigation or prevention of the probability of the occurrence of and the potential adverse effects of an emergency.
- Preparedness – preparation for response to an emergency
- Response – the combating of the effects of an emergency, provision of emergency assistance for casualties, reduction of further damage and help to speed recovery and
- Recovery – the support of emergency affected communities in the reconstruction and restoration of physical infrastructure, the environment and community, psychosocial and economic wellbeing.

**EMERGENCY MANAGEMENT AGENCY:** A hazard management agency (HMA), a combat agency or a support organisation as prescribed under the provisions of the Emergency Management Act 2005.

**EMERGENCY RISK MANAGEMENT:** A systematic process that produces a range of measures which contribute to the well-being of communities and the environment.

**ESSENTIAL SERVICES:** The public facilities and systems that provide basic life support services such as water, energy, sanitation, communications and transportation. Systems or networks that provide services on which the well-being of the community depends.

**HAZARD:**

- a cyclone, earthquake, flood, storm, tsunami or other natural event
- a fire
- a road, rail or air crash
- a plague or an epidemic
- a terrorist act as defined in The Criminal Code section 100.1 set out in the Schedule to the Criminal Code 1995 of the Commonwealth

- any other event, situation or condition that is capable of causing or resulting in loss of life, prejudice to the safety or harm to the health of persons or animals or
- destruction of or damage to property or any part of the environment and is prescribed by Emergency Management Regulations 2006

**HAZARD MANAGEMENT AGENCY (HMA):** A public authority or other person, prescribed by regulations because of that agency's functions under any written law or because of its specialised knowledge, expertise and resources, to be responsible for the emergency management or an aspect of emergency management of a hazard for a part or the whole of the State.

**INCIDENT:** An event, accidentally or deliberately caused, which requires a response from one or more of the statutory emergency response agencies.

**INCIDENT SUPPORT GROUP (ISG):** A group of agency/organisation liaison officers convened and chaired by the Incident Controller to provide agency specific expert advice and support in relation to operational response to the incident.

**LOCAL EMERGENCY COORDINATOR (LEC):** That person designated by the Commissioner of Police to be the Local Emergency Coordinator with responsibility for ensuring that the roles and functions of the respective Local Emergency Management Committee are performed, and assisting the Hazard Management Agency in the provision of a coordinated multi-agency response during Incidents and Operations.

**LOCAL EMERGENCY MANAGEMENT COMMITTEE (LEMC):** Means a committee established under section 38 of the Emergency Management Act 2005

**MUNICIPALITY:** Means the district of the local government.

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

**PREVENTION:** Regulatory and physical measures to ensure that emergencies are prevented, or their effects mitigated. Measures to eliminate or reduce the incidence or severity of emergencies. See also COMPREHENSIVE APPROACH.

**PREPAREDNESS:** Arrangements to ensure that, should an emergency occur, all those resources and services which are needed to cope with the effects can be efficiently mobilised and deployed. Measures to ensure that, should an emergency occur, communities, resources and services are capable of coping with the effects. See also COMPREHENSIVE APPROACH.

**RESPONSE:** Actions taken in anticipation of, during, and immediately after an emergency to ensure that its effects are minimised and that people affected are given immediate relief and support. Measures taken in anticipation of, during and immediately after an emergency to ensure its effects are minimised. See also COMPREHENSIVE APPROACH.

**RECOVERY:** The coordinated process of supporting emergency-affected communities in reconstruction of the physical infrastructure and restoration of emotional, social, economic and physical well-being. See also COMPREHENSIVE APPROACH.

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

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

**RISK MANAGEMENT:** The systematic application of management policies, procedures and practices to the tasks of identifying, analysing, evaluating, treating and monitoring risk.

**RISK REGISTER:** A register of the risks within the local government, identified through the Community Emergency Risk Management process.

**RISK STATEMENT:** A statement identifying the hazard, element at risk and source of risk.

**SUPPORT ORGANISATION:** A public authority or other person who or which, because of the agency's functions under any written law or specialized knowledge, expertise and resources is responsible for providing support functions in relation to that agency.

**TREATMENT OPTIONS:** A range of options identified through the emergency risk management process, to select appropriate strategies' which minimize the potential harm to the community.

**VULNERABILITY:** The degree of susceptibility and resilience of the community and environment to hazards. \*The degree of loss to a given element at risk or set of

such elements resulting from the occurrence of a phenomenon of a given magnitude and expressed on a scale of 0 (no damage) to 1 (total loss).

**WELFARE CENTRE:** Location where temporary accommodation is actually available for emergency affected persons containing the usual amenities necessary for living and other welfare services as appropriate.

## General acronyms used in these arrangements

<b>BFS</b>	Bush Fire Service
<b>CEO</b>	Chief Executive Officer
<b>CPFS</b>	Department for Child protection and Family Support
<b>P&amp;W</b>	Department of Parks and Wildlife
<b>DEMC</b>	District Emergency Management Committee
<b>ECC</b>	Emergency Coordination Centre
<b>DFES</b>	Department of Fire and Emergency Services
<b>FRS</b>	Fire and Rescue Service
<b>HMA</b>	Hazard Management Agency
<b>ISG</b>	Incident Support Group
<b>LEC</b>	Local Emergency Coordinator
<b>LEMA</b>	Local Emergency Management Arrangements
<b>LEMC</b>	Local Emergency Management Committee
<b>LRC</b>	Local Recovery Coordinator
<b>LRCC</b>	Local Recovery Coordinating Committee
<b>SEC</b>	State Emergency Coordinator
<b>SEMC</b>	State Emergency Management Committee
<b>SES</b>	State Emergency Service
<b>SEWS</b>	Standard Emergency Warning Signal
<b>SOP</b>	Standard Operating Procedures



## Part One – Introduction

### Community consultation

Briefly document the local community consultation process during the development of the arrangements.

Consultation with the community should be inclusive (where appropriate) of specific sectors of the community including but not limited to, Special needs groups, Indigenous or CALD groups, and industry representatives.

### Document availability

Include a statement advising that copies of arrangements are available at the local government offices (include physical address) free of charge during office hours. Arrangements must be available in written and electronic format.

For example:

Copies of these arrangements shall be distributed to the following and shall be free of charge during office hours:

- Shire's Administration Office Address
- Shire's Website (insert link)

### Area covered

Provide general information regarding the geographic area that the local emergency management arrangements cover. You may like to include a [map as an appendix](#)  
Appendix 7:

### Aim

Include a statement that covers the aim of the local government for these arrangements.

### Purpose

The purpose of these emergency management arrangements is to set out:

- a) the local government's policies for emergency management;
- b) the roles and responsibilities of public authorities and other persons involved in emergency management in the local government district;
- c) provisions about the coordination of emergency operations and activities relating to emergency management performed by the persons mentioned in paragraph b);
- d) a description of emergencies that are likely to occur in the local government district;

- e) strategies and priorities for emergency management in the local government district;
- f) other matters about emergency management in the local government district prescribed by the regulations; and
- g) other matters about emergency management in the local government district the local government considers appropriate. (s.41(2) of the Act).

## Scope

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

Furthermore:

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

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

## Related documents & arrangements

### Local Emergency Management Policies

Document any local government emergency management policies here.

Local government policies for emergency management refer to any policies which are unique to that local government area for example, bylaws or operational policies.

### Existing plans & arrangements

Any relevant plans and arrangements that exist for the area should be listed for reference purposes. These could include specific hazard plans, special events plans, public building evacuation plans, Hospital and School Emergency Management Plans and Emergency Risk Management plans and so on.

Ensure details include the ownership, location and currency or extinction dates for these plans.

## Local Plans

**Table 1: Local plans**

Document	Owner	Location	Date

## Agreements, understandings & commitments

Record any agreements between your local government and other local governments, organisations or industries in relation to the provision of assistance during times of need.

**Table 2: Agreements, understandings and commitments**

Parties to the Agreement		Summary of the Agreement	Special Considerations

## Special considerations

Document any specific factors that need to be identified such as;

- Major influxes of tourists
- Large public events
- Seasonal conditions eh Bushfires, cyclones

*A sample table can be found at Appendix 10: Special considerations*

## Resources

Resources should be captured and included in the resources register. When developing your list of resources consider not only LEMC member agency resources but also community, industry and commercial resources that may be available. Consider resources in support of welfare and recovery, in addition to response.

Consider highlighting any resource deficiencies and logistical issues such as time taken to mobilise resources to remote locations or the limited access to local resources.

- Process for accessing a grader owned by a local government if it is committed elsewhere or an operator is unavailable.
- Resources may need to be sought from outside the local government area – for example machinery available on pastoral stations.

Consider incorporating resource owners within your contacts

**Table 3: Resource contacts**

Resource	Company	Contacts
Buses	XYZ Bus Hire	9987 6543 Bill Jones (Manager)
Graders	ABC Machinery Hire	9789 4563 Rozálie Zarubová (Owner)

A sample can be found at Appendix 4: Resources

## Roles & Responsibilities

### Local roles and responsibilities

Detail the specific roles and responsibilities for officers in the local government area. Add any localised roles and responsibilities in addition to the ones suggested below.

**Table 4: Local roles and responsibilities**

Local role	Description of responsibilities
Local government	The responsibilities of the <local government> are defined in s.36 of <a href="#">The Act</a> .
Local emergency coordinator	The responsibilities of the LEC are defined in s.36 of <a href="#">The Act</a>
Local recovery coordinator	To ensure the development and maintenance of effective recovery management arrangements for the local government. In conjunction with the local recovery committee to implement a post incident recovery action plan and manage the recovery phase of the incident.
LG welfare liaison officer	During an evacuation where a local government facility is utilised by CPFS provide advice, information and resources regarding the operation of the facility.
LG liaison officer (to the ISG/IMT)	During a major emergency the liaison officer attends ISG meetings to represent the local government, provides local

Local role	Description of responsibilities
	knowledge input and provides details contained in the LEMA.
Local government – Incident management	<ul style="list-style-type: none"> <li>• Ensure planning and preparation for emergencies is undertaken</li> <li>• Implementing procedures that assist the community and emergency services deal with incidents</li> <li>• Ensuring that all personnel with emergency planning and preparation, response and recovery responsibilities are properly trained in their role</li> <li>• Keep appropriate records of incidents that have occurred to ensure continual improvement of the Shires' emergency response capability.</li> <li>• Liaise with the incident controller (provide liaison officer)</li> <li>• Participate in the ISG and provide local support</li> <li>• Where an identified evacuation centre is a building owned and operated by the local government, provide a liaison officer to support the CPFS.</li> </ul>

### LEMC roles and responsibilities

The <Local Government> has established a Local Emergency Management Committee (LEMC) under section 38(1) of the [Emergency Management Act 2005](#) to oversee, plan and test the local emergency management arrangements.

The LEMC includes representatives from agencies, organisations and community groups that are relevant to the identified risks and emergency management arrangements for the community.

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

The LEMC plays a vital role in assisting our communities become more prepared for major emergencies by

- Developing, enhancing and testing preparedness planning from a multi-agency perspective having local knowledge of hazards, demographic and geographic issues, they provide advice to Hazard Management Agencies to develop effective localised hazard plans

- providing a multi-agency forum to analyse and treat local risk
- providing a forum for multi-agency stakeholders to share issues and learnings to ensure continuous improvement

The LEMC membership must include at least one local government representative and the Local Emergency Coordinator. Relevant government agencies and other statutory authorities will nominate their representatives to be members of the LEMC.

The term of appointment of LEMC members shall be determined by the local government in consultation with the parent organisation of the members.

Local role	Description of responsibilities
LEMC Chair	Provide leadership and support to the LEMC to ensure effective meetings and high levels of emergency management planning and preparedness for the local government district is undertaken.
LEMC Executive Officer	Provide executive support to the LEMC by: <ul style="list-style-type: none"> <li>• Provide secretariat support including:               <ul style="list-style-type: none"> <li>○ Meeting agenda;</li> <li>○ Minutes and action lists;</li> <li>○ Correspondence;</li> <li>○ Maintain committee membership contact register;</li> </ul> </li> <li>• Coordinate the development and submission of committee documents in accordance with legislative and policy requirements including;               <ul style="list-style-type: none"> <li>○ Annual Report;</li> <li>○ Annual Business Plan;</li> <li>○ Maintain Local Emergency Management Arrangements;</li> </ul> </li> <li>• Facilitate the provision of relevant emergency management advice to the Chair and committee as required; and</li> <li>• Participate as a member of sub-committees and working groups as required;</li> </ul>

## Agency roles and responsibilities

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

Agency roles	Description of responsibilities
Controlling Agency	<p>A Controlling Agency is an agency nominated to control the response activities to a specified type of emergency.</p> <p>The function of a Controlling Agency is to;</p> <ul style="list-style-type: none"> <li>• undertake all responsibilities as prescribed in Agency specific legislation for Prevention and Preparedness.</li> <li>• control all aspects of the response to an incident.</li> </ul> <p>During Recovery the Controlling Agency will ensure effective transition to recovery</p>
Hazard Management Agency	<p>A hazard management agency is 'to be a public authority or other person who or which, because of that agency's functions under any written law or specialised knowledge, expertise and resources, is responsible for emergency management, or the prescribed emergency management aspect, in the area prescribed of the hazard for which it is prescribed.' [EM Act 2005 s4]</p> <p>The HMAs are prescribed in the <a href="#">Emergency Management Regulations 2006</a>.</p> <p>Their function is to:</p> <ul style="list-style-type: none"> <li>• Undertake responsibilities where prescribed for these aspects [EM Regulations]</li> <li>• Appointment of Hazard Management Officers [s55 Act]</li> <li>• Declare / Revoke Emergency Situation [s 50 &amp; 53 Act]</li> <li>• Coordinate the development of the Westplan for that hazard [SEMP 2.2]</li> <li>• Ensure effective transition to recovery by Local Government</li> </ul>
Combat Agency	<p>A combat agency as prescribed under subsection (1) of the Emergency Management Act 2005 is to be a public authority or other person who or which, because of the agency's functions under any written law or specialised knowledge, expertise and resources, is responsible for performing an</p>

Agency roles	Description of responsibilities
	emergency management activity prescribed by the regulations in relation to that agency.
Support Organisation	A Public authority or other person who or which, because of the agency's functions under any written law or specialised knowledge, expertise and resources is responsible for providing support functions in relation to that agency. (EMWA Glossary Version:2011)



## Part Two – Managing Risk

### Emergency Risk Management

Risk Management is a critical component of the emergency management process. Building a sound understanding of the hazards and risks likely to impact the community enable local governments and LEMCs to work together to implement treatments. This process helps to build the capacity and resilience of the community and organisations which enable them to better prepare for, respond to and recover from a major emergency. The process and mandate for local governments to undertake risk management is detailed in [State Emergency Management Policy 2.9 'Management of Emergency Risks'](#)

The SEMC has developed a number of tools to assist local governments to undertake the risk assessment process. The tools are available on the SEMC website at [Risk Assessment Tools and Information](#).

On completion of the risk assessment process you will the final [risk register](#) complete with the treatment strategies required and an outline of the risk assessment process undertaken.

Describe the current status of your Emergency risk Management process. This should include date completed or any plans to conduct a review.

Include a current risk register consider attaching as an appendix to this set of arrangements.

If you have recently conducted the ERM process, one of the outputs should have identified critical infrastructure in your community and its vulnerability to hazards. The critical infrastructure should be captured. Sample provided at Appendix 1: Critical Infrastructure

### Description of emergencies likely to occur

Complete the following table of emergencies that are likely to occur within the local government area. These should be derived from the local emergency risk management process.

**Table 5: Description of emergencies likely to occur in local area**

Hazard	Controlling Agency	HMA	Local Combat Role	Local Support Role	WESTPLAN	Local Plan (Date)

These arrangements are based on the premise that the Controlling Agency is responsible for the above risks and will develop, test and review appropriate emergency management plans for their hazard.

### **Emergency management strategies and priorities**

Once you understand the risks in your local area, document the priorities you have for addressing these risks and the strategies or treatments that you intend to apply.

**Table 6: Local EM strategies and priorities**

Priority	Strategy

## Part Three – Coordination of emergency operations

It is recognised that the HMAs and combat agencies may require local government resources and assistance in emergency management. The <local government> is committed to providing assistance/support if the required resources are available through the Incident Support Group when and if formed.

### Incident Support Group (ISG)

The ISG is convened by the HMA or the Local Emergency Coordinator in consultation with the HMA to assist in the overall coordination of services and information during a major incident. Coordination is achieved through clear identification of priorities by agencies sharing information and resources.

The role of the ISG is to provide support to the incident management team. The ISG is a group of people represented by the different agencies who may have involvement in the incident.

### Triggers for an ISG

The triggers for an incident support group are defined in [State Emergency Management Policy 4.1 'Incident Management'](#). These are;

- a) where an incident is designated as “Level 2” or higher;
- b) multiple agencies need to be coordinated.

### Membership of an ISG

The Incident Support Group is made up of agencies representatives that provide support to the Controlling Agency. Emergency Management Agencies may be called on to be liaison officers on the Incident Support Group.

The recovery coordinator should be a member of the ISG from the onset, to ensure consistency of information flow, situational awareness and handover to recovery.

The representation on this group may change regularly depending upon the nature of the incident, agencies involved and the consequences caused by the emergency.

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

### Frequency of Meetings

The frequency of meetings will be determined by the Incident Controller and will generally depend on the nature and complexity of the incident. As a minimum, there should be at least one meeting per incident. Coordination is achieved through clear identification of priorities and objectives by agencies sharing information and resources.

## Location of ISG Meetings

The Incident Support Group meets during an emergency and provides a focal point for a coordinated approach. The following table identifies suitable locations where they can meet within the District.

*Identify suitable locations, and provide details of contacts who may be asked to open these sites. Complete the table at Appendix 9: Incident Support Group meeting locations*

## Media management and public information

Communities threatened or impacted by emergencies have an urgent and vital need for information and direction. Such communities require adequate, timely information and instructions in order to be aware of the emergency and to take appropriate actions to safeguard life and property. **The provision of this information is the responsibility of the HMA.**

## Public warning systems

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

### Local Systems

Do you have any local systems in place, such as;

- basic SMS or pager, what is the extent of this service, what are its benefits and limitations
- Community notice boards
- Public Information Phone Lines
- Websites

Include the contact details for media outlets such as all local radio stations, newspapers & TV media.

*Complete the table at Appendix 11: Local public warning systems with the required detail.*

## Finance arrangements

[State Emergency Management Policy \(SEMP 4.2\)](#) outlines the responsibilities for funding during multi-agency emergencies. While recognising the provisions of [SEMP 4.2](#), the < local government > is committed to expending such necessary funds within its current budgetary constraints as required to ensure the safety of its residents and visitors. The Chief Executive Officer should be approached immediately an emergency

event requiring resourcing by the < *local government* > occurs to ensure the desired level of support is achieved.

## Part Four – Evacuation and welfare

### Evacuation

Comprehensive emergency management planning should involve planning for community evacuations. Although the actual act of evacuating a community is the responsibility of the HMA, the local government with the assistance of their LEMC have clear responsibilities to undertake pre emergency evacuation planning. A comprehensive evacuation plan is of considerable value to all agencies with a role in evacuation and can be very effective in assisting the controlling agency to make timely and informed decisions.

Consideration also needs to be given to receiving evacuees from other local governments.

To assist with emergency evacuation planning SEMC has endorsed the [Western Australian Community Evacuation in Emergencies Guide](#) which has a section on pre emergency evacuation planning for local governments and LEMCs and dot point items for consideration.

### Special needs groups

This section should list an ‘at risk’ groups within your community. The purpose behind this is so that a Controlling Agency that is planning evacuation will be able to identify locations which require special attention or resources.

Examples may be;

- schools
- nursing homes
- child care centres
- Hospitals
- Caravan parks & camp grounds
- Persons with disabilities
- CALD community

Each section of the section of the community mentioned above should have their own evacuation arrangements, however you may need to confirm this with them.

*Develop a table containing a list of special needs groups. Include physical location, contacts, size and whether current evacuation plans exist. Example attached at Appendix 2: Special needs groups*

## Routes & maps

This section provides a map of the locality and identifies any issues and local land marks. (See Appendix 7: Map of the District).

*Consider naming or highlighting any all-weather roads or roads subject to impact by a hazard and specific areas such as RFDS strips marked out on roads.*

## Welfare

The Department for Child Protection and Family Support (CPFS) has the role of managing welfare. CPFS may have developed a local Welfare Emergency Management Plan for your Local Government area.

*If a plan is in place include it as an attachment to your Arrangements.*

### Local Welfare Coordinator

The Local Welfare Coordinator is appointed by the CPFS District Director to

- a) Establish, chair and manage the activities of the Local Welfare Emergency Committee (LWEC), where determined appropriate by the District Director;
- b) Prepare, promulgate, test and maintain the Local Welfare Plans;
- c) Represent the department and the emergency welfare function on the Local Emergency Management Committee and Local Recovery Committee;
- d) Establish and maintain the Local Welfare Emergency Coordination Centre;
- e) Ensure personnel and organisations are trained and exercised in their welfare responsibilities;
- f) Coordinate the provision of emergency welfare services during response and recovery phases of an emergency; and
- g) Represent the department on the Incident Management Group when required

*Identify and list the names in the contact lists. (This individual will be appointed by CPFS)*

### Local Welfare Liaison Officer

The Local Welfare Liaison Officer is nominated by the Local Government to coordinate welfare response during emergencies and liaise with the Local Welfare Coordinator.

Local Government should appoint a liaison officer. This role will provide assistance to the Local Welfare Centre, including the management of emergency evacuation centres such as building opening, closing, security and maintenance.

It is important to identify the initial arrangements for welfare to occur, particularly in remote areas, where it may take some time for CPFS to arrive.

*Identify and list the names in the contact list*

### **Register.Find.Reunite**

When a large scale emergency occurs and people are evacuated or become displaced, one of the areas CPFS has responsibility for is recording who has been displaced and placing the information onto a National Register. This primarily allows friends or relatives to locate each other. Because of the nature of the work involved CPFS have reciprocal arrangements with the Red Cross to assist with the registration process.

*Identify if a Red Cross unit operates in your community and if they are able to conduct the registration process.*

### **Animals (including assistance animals)**

*This section should detail how animals would be dealt with during evacuation.*

### **Welfare centres**

**Appendix 1: *Welfare centres need to be identified and details example is attached at Appendix 5:***





## Part Five – Recovery

Managing recovery is a legislated function of local government and the Local Recovery Management Plan is a compulsory sub-plan of the LEMA. To support the development of the recovery plan the SEMC has endorsed the [Local Recovery Guidelines](#). The Guidelines will assist local governments to undertake the recovery planning process.

*Once you have completed your Local Recovery Plan, insert the document into these arrangements.*

### **Local recovery coordinator**

Local governments are required to nominate a local recovery coordinator.

Local Recovery Coordinators are to advise and assist local government and coordinate local recovery activities as outlined in SEMP 4.4 - Recovery Coordination.

*Identify and list the names in the contact list*

## Part Six – Exercising, reviewing and reporting

### The aim of exercising

Testing and exercising is essential to ensure that emergency management arrangements are workable and effective. Testing and exercising is important to ensure individuals and organisations remain aware of what is required of them during an emergency response situation.

The exercising of a HMA's response to an incident is a HMA responsibility however it could be incorporated into the LEMC exercise.

Exercising the emergency management arrangements will allow the LEMC to:

- Test the effectiveness of the local arrangements
- Bring together members of emergency management agencies and give them knowledge of, and confidence in, their roles and responsibilities
- Help educate the community about local arrangements and programs
- Allow participating agencies an opportunity to test their operational procedures and skills in simulated emergency conditions
- Test the ability of separate agencies to work together on common tasks, and to assess effectiveness of co-ordination between them.

### Frequency of exercises

Policy No 2.5 – [Emergency Management for Local Government](#), and Policy 3.1 [Exercise Management](#) requires the LEMC to exercise their arrangements on at least an annual basis.

### Types of exercises

Some examples of exercises types include:

- Desktop/Discussion
- A phone tree recall exercise
- Opening and closing procedures for evacuation centres or any facilities that might be operating in an emergency
- Operating procedures of an Emergency Coordination Centre
- Locating and activating resources on the Emergency Resources Register

## Reporting of exercises

Each LEMC reports their exercise schedule to the relevant DEMC by the 1st May each year for inclusion in the DEMC report to the Exercise Management Advisory Group (EMAG).

Once the exercises have been completed, post exercise reports should be forwarded to the DEMC to be included in reporting for the SEMC annual report.

## Review of local emergency management arrangements

The Local Emergency Management Arrangements (LEMA) shall be reviewed in accordance with Policy No 2.5 – [Emergency Management for Local Government](#) and amended or replaced whenever the local government considers it appropriate (s.42 of the EM Act).

According to SEMC Policy No 2.5 – [Emergency Management for Local Government](#), the LEMA (including recovery plans) are to be reviewed and amended as follows:

- contact lists are reviewed and updated quarterly;
- **a review is conducted after training that exercises the arrangements;**
- an entire review is undertaken every five (5) years, as risks might vary due to climate, environment and population changes; and
- circumstances may require more frequent reviews.

## Review of Local Emergency Management Committee Positions

The <local government> in consultation with the parent organisation of members shall determine the term and composition of LEMC positions.

## Review of resources register

The Executive Officer shall have the resources register checked and updated on an annual basis, ongoing amendments occur at each LEMC meeting.

## Annual reporting

The annual report of the LEMC is to be completed and submitted to the DEMC within 2 weeks of the end of the financial year for which the annual report is prepared. The LEMC is required to submit a signed hard copy of the annual report to the Executive Officer of the DEMC.

The information provided by the LEMC annual report is collated into the SEMC and SEMC Secretariat Annual Report which is tabled in Parliament.

The SEMC issue the annual report template.

## Part Seven – Appendices

### Appendix 2: Critical Infrastructure

Item	Location	Description	Owner	Contact Details	Community Impact Description
Bridge	Bow St, 2km west of Main St	Road bridge over river	Shire of Timbuktu	9870 6543	Loss of access to sections of the community
Radio Repeater Station	Eagle Hill, View Tce	Radio Repeater Tower for WAERN, WA Pol, CB		9870 6543	Loss of emergency services communication

The above table should be modified and adapted to local government requirements; engagement with the LEMC may determine other items.

- Utilities
  - Power
  - Water
  - Phone (towers, exchanges)
  - Gas
  - Sewage
- Transport
  - Road
  - Rail
  - Bridges
  - Ports/marine
- Communication
  - Radio – commercial & private/closed network
  - Television

### Appendix 3: Special needs groups

Name	Description	Address	Contact 1	Contact 2	No People	Have they got an evacuation plan? Who manages the plan? Has a copy been provided to the LEMC?
Mt Nameless Primary	Primary School	123 Sesame St, Nameless WA	Mr B. Bird, Principle 987 6543	Ms O. Grouch Deputy Principle 987 6542	53 student 6 staff	

## Appendix 4: Risk Register Schedule

If you have used the SEMC Risk Register it is a large spreadsheet. It will not fit as an appendix. Provide a link to the Risk Register and a summary of the risks

## Appendix 5: Resources

E.G. Shire, Other Agencies, Pastoralists etc.

[Name of Shire]

Resources Schedule

Name of organisation

Plant and equipment resources

Location:		
Contact/s		Mob:

Item description	Number of items



## Appendix 7: Welfare centre information

Remove this appendix if you have CPFS Local Welfare Plan

	Details
Establishment/Facility:	
Physical Address	
General Description of the Complex	
Site Limitations	
Telephone No	
Fax No	
Email Address	

### Contacts

Name	Position	Work Contact	A/Hrs Contact

**INSERT PHOTO OF COMPLEX**

### Access Details

	Details
Keys	
Alarm	
Security	
Universal Access	

### Accommodation numbers

As per Health Regulations

	Details
Sitting / Standing	
Sleeping	
Duration	

### Ablution amenities

Item	Yes/No	Notes
<b><u>Male amenities:</u></b>		
Toilets		
Urinal		
Shower		
Hand basins		
<b><u>Female amenities:</u></b>		
Toilets		
Shower		
Hand basin		
<b><u>Disabled amenities:</u></b>		
Toilet		

Hand basin		
Showers		
<b><u>Parent's amenities:</u></b>		
Showers		
Baby change table		
Hand basin		

### General amenities

Item	Yes/No	Notes
<b><u>Kitchen facilities:</u></b>		
Stoves (types)		
Refrigeration		
<b><u>Dining facilities:</u></b>		
Tables		
Chairs		
Cutlery and crockery		
<b><u>General facilities:</u></b>		
Rooms		
RCD protected		
Power points		
Generator		

Item	Yes/No	Notes
Fire equipment		
Air conditioning (type)		
Heating		
Ceiling fans		
Lighting (internal)		
Lighting (external)		
Telephone lines		
Internet access		
Water cooler		
Hot water system (type)		
Bins		
Septic sewerage		
<b><u>Amenities areas:</u></b>		
Enclosed covered areas		
Outside children's play area		
Recreation rooms		
Barbeques		
Conference rooms		
Meeting rooms		
Swimming pool		

Item	Yes/No	Notes
Oval		
Netball/basketball court		
Tennis court		
<b><u>External facilities:</u></b>		
Power outlets		
Water		
Parking		
Area for tents		
Toilets		
Caravan/articulated vehicles		
<b>Other:</b>		
Mobile phone coverage		
Storage		
Pet friendly		
Main electrical board location		
Water stop cock location		
Surrounded by bush		
Built on a flood plain		
Positioned on coast		

Item	Yes/No	Notes
Site access		
Timeframe before pump out of septic		

## **Appendix 8: Map of the District**

## Appendix 9: Contacts

**Note:** When developing your contact lists also consider contacts outside the LEMC such as Pastoral Station owners who may need to be contacted during an emergency but may not sit on the LEMC.

Name	Organisation	Address	Phone	Mobile	Email	Fax



## Appendix 10: Incident Support Group meeting locations

### Location one

#### Address:

Consider listing facilities available.

	Name	Phone	Phone
1 <sup>st</sup> Contact			
2 <sup>nd</sup> Contact			

### Location two

#### Address:

	Name	Phone	Phone
1 <sup>st</sup> Contact			
2 <sup>nd</sup> Contact			

## Appendix 11: Special considerations

Description	Time of Year	Impact / No of People
E.g. Post-harvest season	December – February	Reduced number of volunteers available within the community
E.g. Big Annual Concert	June each year	Influx of approx. 2000 visitors to the Shire.

## Appendix 12: Local public warning systems

Description	Contact Person	Contact Number
E.g. Shire Bushfire SMS System	Shire CEO	987 6543
E.g. Public Notice Board – Big Street Mall		

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Facsimile: (08) 9622 5178  
Telephone: (08) 9690 2313

Executive Officer  
79 Newcastle Street  
NORTHAM WA 6401

To All LEMC Executive Officers

31 March 2016

Hello all,

**Re: Possible Local Government clusters for work in emergency management .**

At the February 2016 meeting of the Wheatbelt DEMC, a discussion workshop was held in regard to ideas on how the DEMC could better support and work with the LEMCs within in its district.

The main idea discussed was the clustering of LEMCs for Emergency Management (EM) development opportunities and activities. Exercises, workshops and mini conferences that would otherwise be impossible on an individual local government basis could be arranged much more easily. Local Governments and LEMCs also gain the obvious benefit of networking and enforcing cross boundary arrangements.

Recent policy reviews have reflected the current focus on being less prescriptive and more flexible, taking a more scalable approach to local governments who vary greatly in population, size and risk levels. This means that multi local government, cross boundary EM activities may contribute to emergency management obligations at the local level.

I need to be clear, this does not mean that local government's overall emergency management responsibilities will change, they still need to individually have a functional LEMC, a current LEMA and recovery plan. However joint EM activities can be used to contribute to your individual EM requirements. For example, a joint LG/LEMC exercise if participated in fully by all attendees will meet an individual LEMCs requirement to exercise for that financial year.

As discussed at the DEMC, it is envisaged that some of these joint "cluster" exercises and other activities would be more comprehensive than current activities tend to be. It is the DEMC's intention that district agencies would be able to provide more assistance and participation which is hoped will generate not only more interest, but more significant and beneficial outcomes.

In the near future, work will begin on the mechanics of how to roll out the local level phase of the state risk project. Workshopping risk in the clusters as described is one

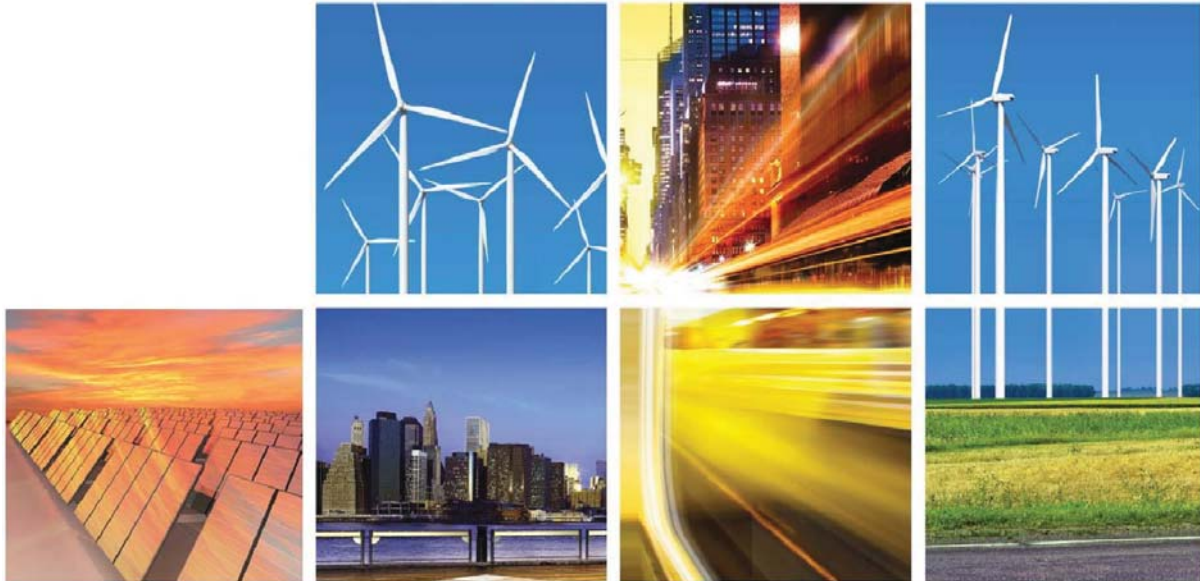
possibility currently being considered. This would be an excellent opportunity to trial this proposal.

Please find attached a map depicting suggested clusters. They have been developed with existing synergies in mind, for example joint LEMCs, shared CESMs and even a shared CEO. The intent is that if they are used, it would be with a great deal of flexibility.

I would be very interested to hear any comments you and your LEMCs may have in regard to this suggestion, and if you have any concerns or queries, please don't hesitate to call.

Yours faithfully,

Yvette Grigg,  
SEMC District EM Advisor  
Executive Officer - Wheatbelt District Emergency Management Committee



# Report

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## Collaborative Emergency Management

### *Costs and benefits for Local Government*

**Municipal Association of Victoria and  
Department of Environment, Land, Water and Planning**

October 2015

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## Version Control

Version	Date	Author(s)	Project Director
DRAFT	10/07/2015	Christophe Brulliard	Christophe Brulliard
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## Executive Summary

This report reviews and outlines the costs and benefits of collaborative approaches to Emergency Management (EM) from the perspective of Local Governments. This is based on a financial cost-benefit analysis of the Northern Victorian EM Cluster Pilot and on a qualitative analysis of the Wimmera EM collaboration and the Eastern Metropolitan Councils Emergency Management Partnership.

**The main driver for collaboration between councils appears to be the need to do more with less.** This includes:

- An interest in efficiency – avoiding duplication between councils in planning and preparing for emergencies.
- An interest in effectiveness – a recognition that this collaboration can leverage their often scarce resources and skills to create meaningful improvements in planning for and managing emergencies.

Key differences between collaborative approaches to EM and councils working independently are:

- **Coordination of the collaboration:** collaborative approaches need some sort of coordination of their activities. This can occur internally, or through a dedicated coordinator. Coordination represents the key additional cost of collaboration over working independently—both for the coordinator and for the additional time required for discussion and agreement among councils.
- **Planning and other documentation:** much of the documentation in planning for emergencies requires similar materials and thinking. Councils can share document production to either produce sub-regional documents, more consistent documents, or templates for tailoring to local conditions.
- **Training and other support:** neighbouring councils can form a network through which they can share expertise, skills and resources.
- **EM response, relief and recovery support:** standalone councils can draw on assistance from central agencies and other councils under agreements organised by MAV. When collaborating with neighbours, resource-sharing agreements and procedures can be in place prior to emergencies.
- **Representation:** councils working collaboratively can be represented jointly at forums.

In turn, the key benefits from collaboration relate to:

- **Avoided duplication** in: 1) developing and updating documents; 2) being represented jointly on relevant forums.
- **Better plans**, realised through having access to a broader pool of expertise across a group of councils as well as through having more resources (on a council by council basis) to put into the breadth and detail of plans.
- **Consistency and depth of resources:** standardised processes, documentation and the experience of working together helps partner councils support each other more effectively in emergencies as they are familiar with each other's processes. This additional pool of capacity should also help reduce "burn out" in an emergency.
- **Consistency and communication with agencies:** reducing the burden on agencies in their planning and improving overall collaboration between councils and agencies.
- **Councils having a unified voice** in their representations at State and regional levels.
- **Support for EM staff**, who have a broader network of people with whom they can ask questions of, share experiences with or call on for support. This has implications for the ability of councils to retain and share knowledge and expertise.

Ultimately, and most importantly, these benefits should **contribute to better outcomes for the community** during and after emergencies.

A reasonably narrow assessment of the financial costs and benefits of administering a collaboration suggests the Northern Victorian EM Cluster Pilot was likely to yield between a \$2,250 benefit and \$14,000 cost per annum.

This effectively cost-neutral result takes into account the additional costs of managing the collaboration and the administrative savings from reduced duplication. It does not take into account any of the additional, unquantifiable benefits to councils, other organisations or the community through the improvements to planning, preparation and communication.

**Key success factors for collaboration between councils appear to include:**

- Interest in and a commitment to collaboration - collaboration emerges from a strong recognition of a need for mutual support.
- Trust from strong interpersonal relationships is essential, as well as a willingness to share information and material freely without thinking of reciprocity.
- Dedicated and enthused EM staff, together with a high-level desire for better outcomes for the community – there may be some administrative savings from collaboration, but the vast majority of the benefits accrue to the community through improvements in quality of EM planning and preparation.
- A facilitator or dedicated coordinator is essential to maintaining momentum.

**Other relevant lessons from existing collaborations are that:**

- It takes time to build trust relationships and shared understanding between participating members. Hence there is an initial set-up time investment (i.e. cost) required before a collaboration becomes operational.
- The optimal size for collaboration is determined mainly by geography, as councils need to be close enough to allow frequent meetings and travel between locations to lend assistance in case of an emergency.
- The longest running of the three case studies specifically highlighted the value of:
  - explicitly focusing on the greater good of the community as the ultimate outcome (as above)—making sure that egos and self-interest are “left at the door”
  - having clear conflict resolution mechanism accepted by all
  - having a commitment to ongoing improvement and changing the structure to match evolving needs.

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# 1 Introduction

## 1.1 Overview

Local Governments throughout Victoria, alongside specialised Emergency Management (EM) agencies, have had to manage a range of dramatic emergency incidents in the last decade. This has put Local Governments' capabilities in this field to the test and has led to a number of regulatory changes at the State level.

In this evolving space, a range of councils have begun collaborating with their neighbours around various aspects of the EM cycle (planning, response, relief and recovery). The broad aim of these initiatives has been to increase EM capacity and capabilities, particularly in regional areas. While broad-reaching and potentially significant, these improvements come at a cost to the councils involved.

This report reviews the various costs and benefits of collaborative approaches to EM. This includes a financial cost-benefit analysis of the Northern Victorian EM Cluster Pilot, for which external support is due to cease in September 2015.

## 1.2 Objectives, scope and structure of this report

This report was commissioned by the Municipal Association of Victoria (MAV) and the Victorian Department of Environment, Land, Water and Planning (DELWP). It draws from and builds on an aligned evaluation of the Northern Victorian EM Cluster Pilot, the results of which are detailed in a separate report.

The overarching objectives of this report are to:

- capture the broad costs and benefits of collaborative approaches to emergency management in local government
- help inform council staff's decision making around Emergency Management collaborations.

In turn, the scope of the report is to:

- Document how collaborative approaches to EM in council can differ from standalone approaches, drawing on three cases across Victoria (the Northern Victorian Emergency Management Cluster Pilot Project, the Eastern Metropolitan Collaboration and the Wimmera EM Collaboration).
- Identify and document the general benefits and costs of these sorts of collaborations, as well as lessons learned and factors for success.
- Provide a detailed review of the benefits and costs for the Northern Victorian Emergency Management Cluster Pilot Project, with particular focus on the financial benefits and costs to participating councils.

The remainder of this report is structured as such:

- a summary of the methodology and data sources used in generating this report
- an overview of the three cases of EM collaboration, together with a summary of how collaborative approaches to EM can differ from EM done by standalone councils
- a conceptual map of the costs and benefits to councils from taking a collaborative approach to EM, together with a summary of lessons drawn from the three cases
- a detailed analysis of the costs and benefits of the EM Cluster Pilot in broad terms, followed by a specific assessment of the financial costs and benefits to participating councils.

## 2 Methodology

Our approach in this project was broadly to:

- **Review three cases of collaborative EM** to identify costs, benefits, challenges and enablers to effective EM across councils. The purpose of this component was to establish general conditions, lessons and benefits/costs that could be expected from collaborative approaches.
- **Examine one of these collaborations in more detail** (the EM Cluster Pilot). This involved identifying and documenting the specific costs and benefits for that collaboration, including the quantifiable financial costs and benefits.

In reviewing the benefits and costs in each case, it was important to consider how those benefits and costs differed from what would have been required otherwise—i.e. how did the collaboration differ from the status quo (or the ‘base case’ or counterfactual). These comparisons are detailed at various points throughout this report to identify just how collaborative efforts differ from EM done in isolation.

We collected data through:

- **Reviewing key documents across the cases**, particularly for the EM Cluster Pilot. This included project plans, business cases, governance structures, report, etc. (see Appendix A).
- **Semi-structured interviews with 21 key stakeholders** (Table 1).

These data were analysed and integrated into a draft report. Preliminary results were presented to EM Cluster Pilot stakeholders and the resulting input and suggestions used to refine the final report.

*Table 1. Stakeholders interviewed for this project.*

Stakeholder group	Description	Number
EM Cluster Pilot	EM Coordinators (4), Cluster Manager, council Directors and CEOs (6)	11
Wimmera	Collaboration Project Coordinator	1
Eastern Metro	4 council stakeholders across 3 participating councils	4
EM and other agencies	Representatives from: <ul style="list-style-type: none"> <li>• MAV (Manager, EM Policy)</li> <li>• DHHS (EM Manager, Northern Region)</li> <li>• VicPol (Regional Emergency Management Response Coordinator of Loddon Mallee)</li> <li>• EMV (EM Planning Facilitator)</li> <li>• SES (Manager Regional Operations-Emergency Management   North West Region (Loddon Mallee))</li> </ul>	5

## 3 Collaboration in Emergency Management

### 3.1 Drivers of collaboration in EM

Councils' EM obligations have been shifting and changing over the past decade, most notably since the Victorian Bushfire Royal Commission that followed the Black Saturday fires of February 2009. The trend in this evolving process has been a rising set of expectations about the level and quality of emergency planning and preparation within councils. There has thus been a need for greater EM capability and capacity within councils across the State.

To address this need, various councils around Victoria have begun to work in planning for and responding to emergencies. These collaborations include:

- the eastern metropolitan region collaboration project involving ten councils in Melbourne's east
- the north-west Metropolitan Relief and Recovery Project, which involves 14 local governments in the CBD and northern and western suburbs of Melbourne
- the Wimmera Emergency Management Cluster Program, with four local governments in the western district of regional Victoria
- the southern metropolitan region collaboration
- Municipal Emergency Management Enhancement Groups (MEMEGs) operating at the state and regional level.

These collaborations are in addition to more informal collaborations between councils, such as those councils that share EM staff under the Municipal Emergency Resourcing Program.

Interviews across the EM Cluster Pilot, the Wimmera EM Cluster and the Eastern Metro Collaboration indicated that the key drivers underpinning collaboration appear to be, essentially, **doing more with less** (i.e. improving cost-effectiveness). This includes:

- **An interest in efficiency** – avoiding duplication between councils in planning and preparing for emergencies; “that’s where there’ll be benefit and there will be significant cost savings” (council interviewee).
- **An interest in effectiveness** – a recognition that collaboration between councils can leverage often scarce resources and skills, leading to better management of emergencies. As one executive-level interviewee noted, “emergency management obviously stretched us here in past events. We know that we can’t do it alone so the cluster approach has potential value”.

This interest in cost-effectiveness is unsurprising given both the heightened expectations about how council should be performing in emergencies (noted earlier), as well as the increasingly tight budgets available to local government. Interviewees also noted that despite the obligations on and expectations of councils in this space, there is a strong perception among some councils that EM is ‘non-core business’. This can make it difficult, especially for smaller councils, to adequately resource EM planning and operations.

With these high-level drivers in mind, the following sub-sections outlines three cases of collaborative EM in more detail. We then contrast these collaborative efforts with ‘stand-alone’ approaches to EM, before unpacking the various benefits, costs and lessons from these collaborations in Section 4.

### 3.2 Cases of collaborative EM examined here

#### 3.2.1 EM Cluster Pilot (Northern Victoria)

**The EM Cluster Pilot** initially brought together four neighbouring councils: Loddon Shire, City of Greater Bendigo, Shire of Campaspe and Mount Alexander Shire. In August 2015, Central Goldfields Shire also joined the cluster.

The pilot itself commenced in March 2013 and is expected to conclude in October 2015. A Shared Local Government Emergency Management Services Memorandum of Understanding (the EM Cluster MOU) was developed to facilitate the EM Cluster and was last updated in December 2014.

**Funding** for the EM Cluster Pilot was provided through:

- The commonwealth Natural Disaster and Resilience Grants Scheme (NDRGS), which funded project operations and a project manager.
- In-kind funding of project operations by participant councils.
- Indirect support through the state-based Municipal Emergency Resourcing Program (MERP), which whole- or part-funded Emergency Management Coordinator (EMC) roles in participating councils.

**The objectives** of the EM Cluster Pilot were to:

- Build community resilience through standardised emergency management planning processes relating to prevention, preparedness, response, relief and recovery.
- Establish a consistent emergency management risk assessment process.
- Adopt an agreed framework and associated terms for the sharing of human and capital resources between participating Councils.
- Seek and act on opportunities to avoid duplication, reduce costs and improve the efficiency and effectiveness of emergency management activities.

In working towards these objectives, the EM Cluster Pilot project team expect to deliver:

- A formal agreement for cooperation in emergency management between the municipalities that is efficient, effective and sustainable without external funding.
- A cluster Municipal Emergency Management Plan, sub-plans and planning processes
- Shared risk assessment process
- Standard operating procedures, guidelines, facility standards and role descriptions for municipal readiness, response, relief and recovery activities.
- Standard contact lists.
- Shared training and exercising strategies and guidelines.
- Shared communication and engagement strategies.
- Sharing of resources and EM roles.

**In terms of governance**, overall responsibility for the EM Cluster Pilot resides with the Project Control Board (PCB), also referred to as the Emergency Management Board in some documentation, consisting of the four participant council CEOs (Figure 1). The Pilot Project Manager reports directly to the PCB with input from the Senior Reference Group (SRG), comprised of the responsible director from each participant council.

The Pilot Project Manager oversees works undertaken by four workgroups, chaired by each council's Emergency Management Coordinator and focusing on one of the four elements of emergency management (Rankin, M., 2015):

- Prevention - City of Greater Bendigo.
- Response – Loddon Shire Council.
- Relief – Mt Alexander Shire Council.
- Recovery – Campaspe Shire Council.

A representation of the governance model, valid for the EM Cluster Pilot and subsequently proposed Northern Victorian Cluster (Shared Local Government Emergency Management Services), and as presented in the EM Cluster MOU (EMC Pilot Councils, 2014) is provided below.



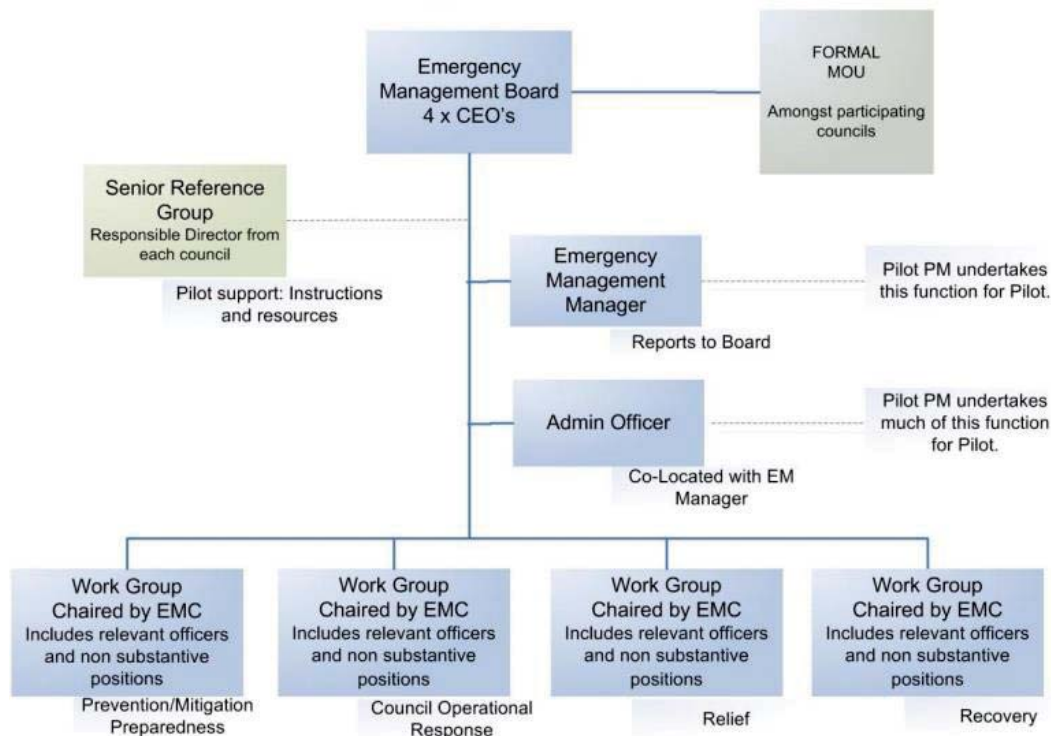


Figure 1. Shared ownership collaboration model (adapted from EM Cluster Pilot MOU).

### 3.2.2 Wimmera EM Collaboration

The **Wimmera EM Collaboration** began in August 2011 and involves four councils in the north west of Victoria:

- Horsham Rural City Council
- West Wimmera Shire Council
- Yarriambiack Shire Council
- Hindmarsh Shire Council

The collaboration was initiated on receipt of **funding** for two separate roles:

- state-based MERP funding, which was allocated to a shared EM Coordinator position (originally an EM Fire Coordinator role)
- NDRGS funding, which supported a EM Project Officer position.

All four councils matched the NDRGS funding 1:1. While the funding and positions were secured separately, they have, since the start of their tenure, worked together to coordinate EM across the four councils.

The **objectives** of this coordinated effort and of the collaboration were to:

- To promote, facilitate and advocate for continuous improvement in emergency Management across Horsham Rural city Council, Hindmarsh Shire, Yarriambiack and West Wimmera Shire.
- To oversee the implementation of standardised processes for the sharing of common services, resources and planning activities across the four local government areas" (Wimmera EM Evaluation Report, 2014).

The EM Collaboration team and the partner councils first began working towards these objectives through a thorough audit of EM documentation across the councils. Since then, the collaboration has worked towards developing a shared understanding across the councils of the objectives of emergency management, councils' roles and responsibilities in relation to EM and a standardised approach to practices, procedures and documentation.



One of the key principles of the collaboration has been to support the work done within councils—“the doing remains with [council] staff” (Wimmera Emergency Management Program 2011-2014, p.1). This model seeks to provide support, advice and mutual assistance but not an out-sourcing of councils’ responsibilities. In some cases, the collaboration can act as a shared resource, as a research facility or as a representative at regional or state forums.

The collaboration’s **governance structure** is outlined in Figure 2. The Wimmera EM Steering Group oversees the project, facilitating communication between the councils and identifying and guiding activities that address the collaboration’s objectives. The Steering Group comprises individuals that are also involved in the Working Group, thus providing a direct and natural link between the two groups (the “overseers” and the “doers”). The EM Working Groups operate in each of the partner councils. They are responsible for most of the operational elements of the collaboration—i.e. coordinating and standardising EM practices and procedures.

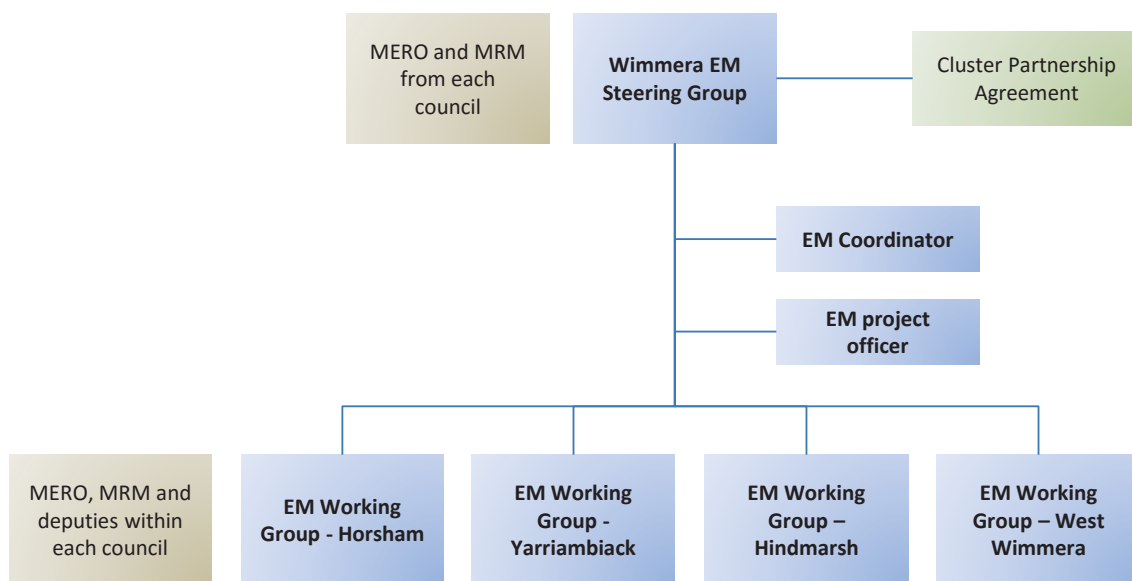


Figure 2. Structure of Wimmera EM Cluster based on information in the Cluster Partnership Agreement and interviews.

### 3.2.3 Eastern Metropolitan Councils Emergency Management Partnership

The **Eastern Metropolitan Councils Emergency Management Partnership** brings together eight urban and interface councils from Melbourne’s outer east:

- Boroondara City Council
- Knox City Council
- Manningham City Council
- Maroondah City Council
- Monash City Council
- Nillumbik Shire Council
- Whitehorse City Council
- Yarra Ranges Council.

The partnership has been in operation for over six years, being established in the wake of the 2009 bushfires. This links with one of the key drivers for the collaboration—the value of and need for councils to support

each other during extended emergencies. It is **funded internally** through financial and in-kind contributions of partner councils. Statewide MERP funding indirectly supports these contributions.

The overall vision of the collaboration is “Excellence in emergency management arrangements in Eastern Metropolitan Councils” (Strategic Plan 2014). **Six goals**, also articulated in the strategic plan, align with this vision:

- Working with others - We will effectively collaborate amongst Councils, with existing partners and any new groups identified.
- Advocating for the region – We will advocate on relevant emergency management matters.
- Building capacity – We will seek appropriate funding and resources as enablers to support to the Partnership.
- Improving our common ways of working - We will continue to seek a consistency of approach (where relevant) amongst the participating Councils in the planning and delivery of emergency management
- Strengthening communities – We will encourage and support our communities in activities that increase disaster resilience.
- Building capability – We will further our emergency management capability through training, exercises and other forms of professional development.

Each of these goals forms the basis of a Working Group as part of the overall **governance structure** of the partnership (Figure 3). The Partnerships group essentially steers the activities. EM Coordinators or equivalent roles within each council sit in the Partnership Group and recruit appropriate participants in the working groups, depending on the topics.

The Regional Administrative team supports this through organising and facilitating meetings, documentation and finances; a role that rotates annually among the participating councils.

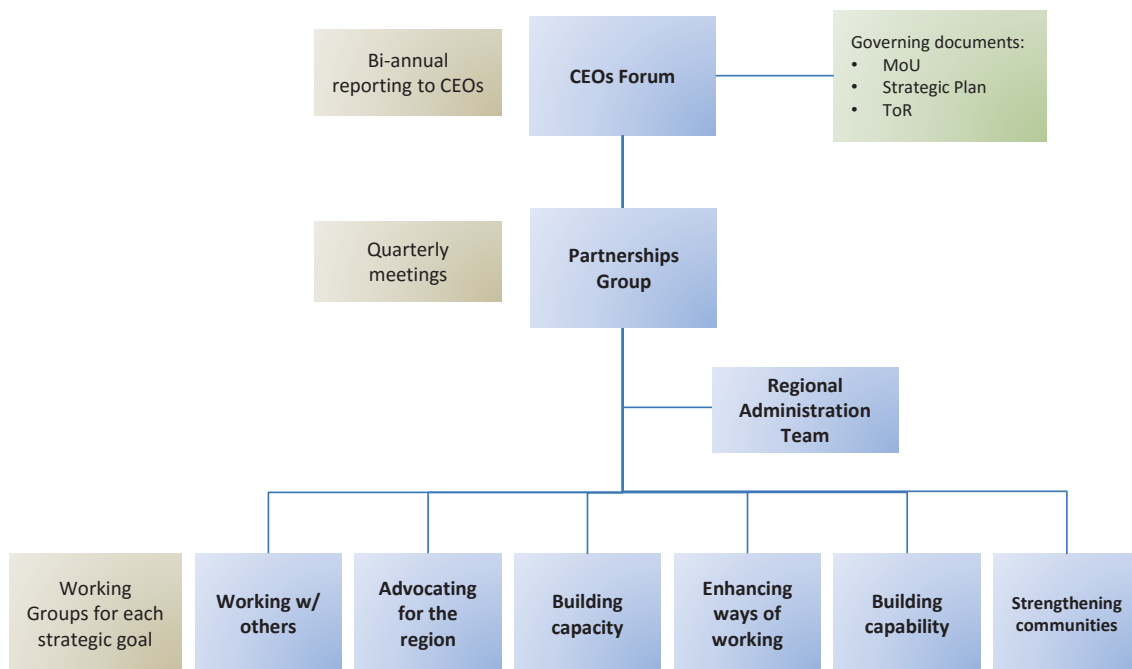


Figure 3. Structure of Easter Metro EM Partnership based on Terms of Reference (2014).

### 3.3 Collaborative versus standalone models of EM

The three examples of collaborative EM above point to the variety in how such collaborations are formed and structured. In all cases, however, **the participating councils share elements of EM planning and preparation and have arrangements for sharing resources during the response, relief and recovery phases of emergencies.**

Key points of difference between these collaborative approaches to EM and cases in which councils work independently relate to

- **Coordination of the collaboration:** collaborative approaches need some sort of coordination of their activities. This can occur internally using staff from the participating councils (such as on a rotational basis), or through a dedicated coordinator. Coordination represents the key additional cost of collaboration over working independently—both for the coordinator and for the additional time required for discussion and agreement among councils.
- **Planning and other documentation:** much of the documentation in planning and preparing for emergencies requires similar material and thinking. Councils can share document production to either produce sub-regional documents, more consistent documents or documents templates that are tailored to local conditions.
- **Training and other support:** neighbouring councils form a network through which they can share expertise, skills and resources that, in cases where councils are ‘standalone’, may have to be sourced externally. This includes collaborations having the opportunity to train people internally or to organise joint exercises so that staff are familiar with processes and locations in neighbouring councils.
- **EM response, relief and recovery support:** standalone councils can draw on assistance from central agencies and other councils under agreements organised by MAV. When collaborating with neighbours, resource-sharing agreements and procedures can be in place prior to emergencies and councils can call on resources from other councils with the confidence that they will be familiar with their processes and the local conditions.
- **Representation:** councils working collaboratively can be represented jointly at various EM forums and meetings, both at State and regional levels.

These differences entail a range of both costs and benefits, which are outlined in the next section.

## 4 Benefits, costs and lessons from collaborative EM

### 4.1 Conceptual map of costs and benefits to different stakeholders

Given the above section deals with how collaborative approaches to EM differ from standalone approaches, this section outlines the relative benefits, costs and lessons from such an approach. Again, the key point of comparison is how collaborative approaches differ from the base case or the status quo (i.e. councils working independently).

Figure 4 below maps out the benefits and costs of a typical collaborative arrangement. These are the generic costs and benefits that have emerged across the Wimmera, EM Cluster Pilot and Eastern Metro EM Partnership cases (see Section 3.2).

**Costs** are essentially the time needed for staff to collaborate—i.e. attending steering group meetings, workgroup meetings, corresponding with other partners and so on. All three cases also had some sort of costs of administering and coordinating the collaboration—either by an administrative team or a separate coordinator/manager role. Together with the operational costs of these activities (largely transport), these costs are additional to what would be required if councils were working independently.

**Benefits** are categorised according to stakeholder group:

- participating councils
- state-level government/organisations
- EM agencies/charities
- the community.

In turn, these benefits are also organised according to whether they are:

- **Administrative.** The principal benefit here is the cost savings to councils because of the reduced time: 1) developing and updating documents that are largely similar between councils (e.g. MEM Plans and sub-plans, Standard Operating Procedures); 2) being represented jointly on forums that are relevant across all the councils.
- **Operational.** For councils, this relates largely to the ability of partners to rely on each other during extended emergencies, drawing of a broader pool of staff from across the collaboration.
- **Risk management.** Again, the principal benefit here is to councils reducing their risks of inadequately dealing with an emergency (either in the planning, response, relief or recovery phases).

Ultimately, and most importantly, **collaborative approaches should contribute to better outcomes for the community** during and after emergencies. This is expected to happen through three main mechanisms:

- **Better plans:** Collaboration allows partners to draw on a broader pool of experience and expertise across the participating councils. Efficiencies in document production should also mean that, on a council-by-council basis, more resources are put into EM plans and sub-plans. The result is improvements in the comprehensiveness (e.g. the breadth of sub-plans) and quality of planning and preparation. In turn, these improvements in planning and preparation should lead to improved response to and recovery from emergencies.
- **Consistency and depth of resources:** Collaboration promotes consistency in documentation and in training. This promotes a shared understanding among participating councils of each other's circumstances and clarity around their procedures. During emergencies, this will mean there is a pool of support for councils to draw on—support that is familiar with and understands the needs of that council's EM operations. This should result in smoother management of emergencies and a lower impact on councils' business-as-usual activities.
- **Consistency and communication with agencies:** the shared, consistent planning among collaborating councils results in improved communication with EM agencies. As one agency interviewee noted "it is not just about the quality of what councils do but sometimes it's about consistency". This consistency

and communication reduces the burden on agencies in planning and preparing for emergencies, but should also result in more effective communication between councils and agencies during emergencies.

Outside of the overarching benefits to the community and potential for reduced administrative duplication, one key benefit of collaboration is **the importance of the councils having a unified voice**. Two of the three cases suggested this to be of key strategic value in discussions about EM at state or regional levels. It is also something that flows through to time savings on behalf of state and regional-level agencies and organisations as less time is needed for engaging with multiple individual councils.

There are also benefits to the staff involved in EM roles. Collaboration provides these staff with **a broader network of people with whom they can ask questions of, share experiences with or call on for support**. Given these roles tend to be relatively isolated within councils, this broader base of support was noted by in all three cases to be an important motivating factor for staff. This has implications not only for the quality of EM (noted above), but the wellbeing of staff and, potentially, their retention in those roles (in turn, leading to savings in training costs and the benefits accumulated experience).

Two further benefits not captured in Figure 4, but apparent in at least one of the cases, were:

- Improved understanding of councils' EM obligations –operational and executive-level staff noted the effort of and cross-council learnings from the collaboration helped to clarify council's obligations in this space, one noting "[we] have discovered all the things that we have to do ... [it's] been a success just for that".
- Improved understanding of and trust in partner councils. The working relationships forged through the EM collaboration, again at both an operational and executive level, were noted to have led to collaboration and knowledge sharing in other areas of council operations.

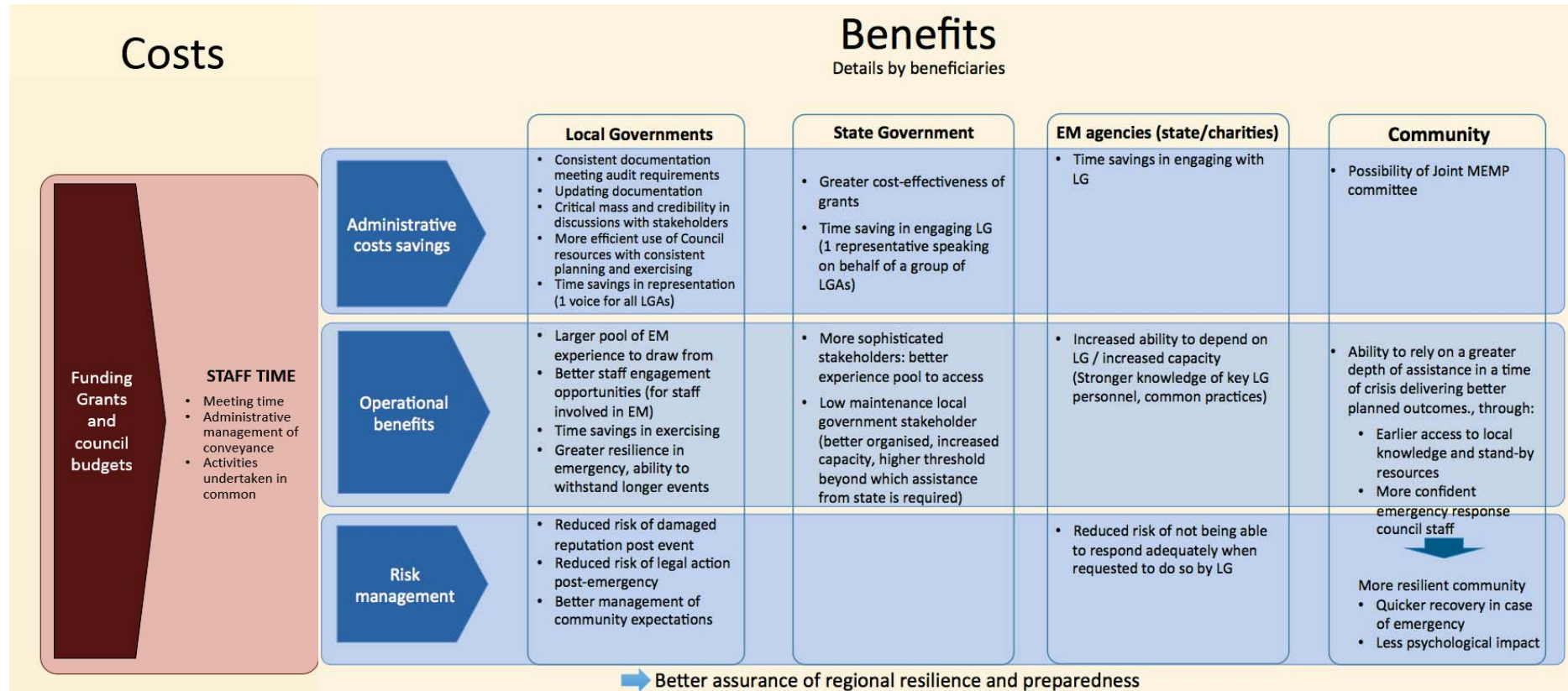


Figure 4. Benefits and costs of EM collaborative approaches – in general

## 4.2 Understanding what makes a collaboration work

This section deals with two interrelated issues:

- the conditions for successful EM collaboration, including when they are most appropriate and beneficial
- potential strategies to overcome barriers and manage risks.

In terms of the **conditions for success**, key findings from the three cases are:

- **Interest in and a commitment to collaboration.** Collaboration cannot be ‘forced’ upon its members. Rather, it appears to need those members to embrace the concept and take the initiative. This only happens where participants can see the benefits and rationale of the approach. However, even when participants have a clear vision of how collaboration can benefit them, coming to a shared vision and common expectations among a group can take time. In this context, stakeholders from all three cases of collaboration emphasised the importance of executive-level staff buying-in to the concept.
- **A willingness to share.** The costs of collaboration are reasonably predictable, while the benefits across a group may vary substantially, depending on the size of councils and the emergencies they experience. Stakeholders from one collaboration explicitly noted the importance of accepting that costs and benefits may not be equal across members and that this should not hamper cooperative efforts.
- **Trust.** Building working relationships and trust between members was seen as a critical, but time-consuming step in each of the three cases. Trust underpins the shared expectations and goals (see points above and below) needed for collaboration to occur. Importantly, it also frees up participants to discuss, negotiate and come to agreement without needing every detail to be formalised—resource sharing in Wimmera, for example, was noted to be based on “goodwill”. Once established, this trust allows faster or more efficient progress to be made—something that was evident in the EM Cluster Pilot. The balance, of course, is that trust exists between people and people move on. All of the cases here did formalise their arrangements to some extent in Memorandums of Understanding or Agreements between councils.
- **A shared desire for better outcomes for the community.** While there may be some administrative savings from collaboration (see Section 5 below), the vast majority of the benefits accrue to the community through improvements in the quality of EM planning and preparation. These improvements should, in turn, flow through to reduced impacts on the community during and after emergencies. All groups had this as a shared ‘end goal’. Observations of negotiations of a proposed expansion of one collaboration highlighted how important it is to have this as the focus—focusing on cost-savings alone risks eroding a willingness to share and the common interest and working relationships on which these collaborations depend.
- **Having a facilitator or dedicated coordinator.** This was apparent across all of the cases, with stakeholders in each emphasising the importance of having someone—either administratively or strategically—driving the collaboration forward. Having such an ‘energy centre’ is also an observation from the broader academic literature on cooperation and collaboration in small groups. This coordinator does not necessarily do the work, but facilitates interaction, drives the process and acts as a knowledge hub and sounding board. A change to a proactive coordinator for the EM Cluster Pilot, for example, appeared to spur action and make substantial progress.
- **Dedicated and enthused EM staff.** All of the cases were about local government delivering on their EM responsibilities, accessing a pool of knowledge as assistance. As noted earlier for the Wimmera collaboration, “the doing remains with [council] staff”. None of the collaborations were about delegation, except in the case of joint representation at meetings. For this reason, the personality and motivation of key staff—MEROs, MRMs and other EM staff, whom cluster organisations are essentially



supporting—is key to the success of collaborations; they are the ones doing the work. In the absence of such staff—as observed during a gap in staffing in the EM Cluster Pilot—progress of the entire collaboration can falter.

**There are also a range of characteristics that may have implications for how collaborations are managed. However, the link between these characteristics and the benefits to flow from collaboration are not clear** and preclude definitive conclusions. They are, nevertheless, worth highlighting and considering. Characteristics include:

- Number of collaborators.** The three cases here had groups ranging from four to eight members. Other collaborations around Victoria range up to 14 members (the North West Metropolitan Relief and Recovery project). The more councils involved, the more that economies of scale can be harnessed (reducing the marginal financial costs of administration) and the greater the pool of experience and expertise on which to draw. However, as groups become larger they also become unwieldy, with additional time required for discussion and agreement. Larger numbers also means a broader geographical spread, which can impinge on resource sharing benefits during emergencies.
 

The maximum size of a collaboration would thus depend on the tasks involved. For example, keeping abreast of regulatory changes at the State level might be able to be done by a relatively larger group. For the activities done as part of the cases here, the group sizes appeared to be a good balance between being worthwhile and being manageable. Interviewees from Eastern Metropolitan EM Partnership suggested that eight councils was the maximum they would recommend in their circumstances.
- Diversity of collaborators.** Diversity among collaborators brings with it potential advantages and disadvantages. On the one hand, councils with grossly different capacities and capabilities raise potential issues in agreeing to equitable cost- and resource-sharing. Diversity in council risk profiles also has the potential to also skew the perceived costs and benefits of collaboration. However, stakeholders in one collaboration noted that diversity in risk profiles means that councils are less likely to be impacted by the same event, meaning the collaboration would be more able to provide support. They also noted that diversity helps bring different experiences and expertise to the group.
- Size of collaborating councils.** The Victorian Emergency Management Reform White Paper suggests that collaboration “has principal advantages for ‘small’ councils in pooling resources and expertise”. However, this does not mean that ‘larger’ councils may not also benefit from collaboration. Even within municipalities with regional centres, EM teams are still relatively small. City of Greater Bendigo, for example, has only two dedicated EM staff spread over less than two fulltime positions. This means that there are still clear benefits to sharing knowledge and resources among a broader group of EM stakeholders—having this support network was noted to be a key outcome of collaboration in all three cases.

Looking across the case studies of collaboration here, a range of **potential strategies emerge for overcoming the challenges and risks of EM collaborations:**

- Acknowledging that it will take time to develop the trust, working relationships and shared vision that are important for collaborations to be effective. This is particularly important in the early stages of a collaboration when the tangible outputs may be relatively meagre.
- As the early stages of collaboration require time and energy and higher levels of coordination, external funding support can be advantageous in ‘kick-starting’ a collaboration and getting over this period of high transaction costs. This should not come at the expense, however, of participants having a clear commitment to collaboration, including funding it in the long-term.



- There are advantages in sharing and reducing the duplication of documents. However, local content remains crucial and many of the advantages of collaboration are realised through the consistency of documents, if not the outright replication.
- The longest running of the three case studies highlighted key approaches they have found effective in managing their collaborative activities over time:
  - explicitly focusing on the greater good of the community as the ultimate outcome (as above)—making sure that egos and self-interest are “left at the door”
  - there is a clear conflict resolution mechanism accepted by all
  - there is a commitment to ongoing improvement and changing the structure to match evolving needs.
- Avoiding burn out of operational staff (MEROs, MRMs and other staff) through rotational arrangements and ensuring these people know that they have a pool of expertise they can readily access in case of an emergency. As an interviewee from the Wimmera region noted, “one of the biggest benefits [of the collaboration] is that these isolated part-time individuals have a network to talk to”.
- Stakeholders from all three case studies noted that the streamlining of documentation or processes across councils required an enabling environment to be created by state agencies and regulation. There has been uncertainty in relation to legislative changes, for example in relation to combined CERA processes and combined MEMP for groups of councils. Greater clarity here would provide councils with a clearer framework for guiding the scope of their collaborative activities and the potential benefits therein.
- When collaborations have the opportunity to expand, it is important for the partners to ensure that a new member council ‘fits in’ with the existing collaborative culture. This includes buying into the objectives set for the collaboration and being ready to adopt the same working ethics. It is also important to emphasise that involvement means contributing to, as well as leveraging from, existing processes, recognising that the new member may bring in knowledge and experience that is valuable for the whole group.

## 5 Cost-benefit analysis of the EM Cluster Pilot

### 5.1 Overview

Sections 3 and 4 above provide a high-level review of collaborative approaches to EM. The section below complements this by presenting a more detailed analysis of the costs and benefits of one of the cases of collaboration—the Northern Victoria EM Cluster Pilot. This includes:

- Comparing the **activities done under the EM Cluster Pilot** as compared to what would have happened had each of the councils worked in isolation.
- Mapping out **how these activities are expected to flow through to various benefits**, which is then expanded in a more **detailed conceptual diagram of the costs and benefits** to various stakeholders at different stages of the EM process (planning, response, relief and recovery).
- Analysing the **quantifiable financial costs and benefits** to councils from the collaboration. This is distinct from the complete set of costs and benefits above and deals only with those financial costs/benefits that can be readily and reliably estimated. In this way it provides a highly conservative estimate of the net costs to councils of running the cluster, without taking into account the range of broader benefits.
- a **summary of the overall costs and benefits** in the contexts of EM.

### 5.2 EM under the Cluster Pilot versus councils working independently

Table 2 (below) compares the activities done under the EM Cluster Pilot with how EM would have occurred without collaboration—i.e. if the councils were working independently. Looking across the elements of Table 2, key points to note are:

- There is no change to the legislated EM roles within councils (MEROs, MRMs, etc.), though the way in which these roles are organised varies between councils. Similarly, all councils have EM Coordinators, though the tenure of these positions (on-going versus contract) also varies.
- The EM Cluster Pilot currently has a dedicated, fulltime coordinator. With an extensive background in EM, the coordinator works across the councils to organise and support collaborative EM processes (meetings, development of shared documents, etc.). The coordinator position is currently funded externally. At the time of this report, EM Cluster members were negotiating how to fund the position internally into the future—likely at a 0.5 FTE to reflect an expected decrease in workload.
- One of the key areas of collaboration is in shared document production, though as noted, there are arrange of other opportunities that have yet to be realised, including the potential for joint training and exercises.
- Another key area that the cluster has established is agreement about how they can share resources during an emergency. The consistency in documentation and their understanding of each other's regions also provides confidence that this support will work smoothly and effectively.
- Similarly, EM staff within each of the participating councils are now part of a broader network of people working in EM, opening opportunities for sharing knowledge and expertise.

Note that Table 2 (below) systematically compares all elements of EM to ensure that any cost and benefit is identified and can be qualitatively explored or quantified in the next sections.

Collaborating in this way entails a range of costs and benefits for member councils and other stakeholders. These are detailed in the following section.

Table 2. Comparison between how the EM Cluster Pilot councils operated under the pilot and how they would have operated working independently.

EM element	Approach to EM	
	Councils working independently	EM Cluster Pilot
EM legislated functions	Each council has EM roles assigned to specific people, as per legislative requirements (MERO, MRM, MFPO; not typically occupied by EM specialists). Organisation varies among council, e.g.: Campaspe has roster of 5 MEROs and 5 MRMs, other typically have one MERO and MRM, each with a deputy.	Same as if councils were working independently
EM coordination	Campaspe and City of Greater Bendigo have permanent positions for experienced EM coordinators. Mount Alexander and Loddon rely essentially on MERP funding to fill in these positions	Same as if councils were working independently
Coordinator for the collaboration	N/A	Separately funded as part of the EM Cluster Pilot (1 FTE position). Proposed to reduce the role to 0.5 FTE for the ongoing management of the Cluster, to be funded by participating councils
EM planning documentation (MEMP, CERA, etc.)	Each council needs to assign time and responsibilities for developing and / or maintaining these documents and incorporate legislative changes as they arise.	Document development and updates are undertaken collaboratively, with a common core document and appendices (e.g. 80% of the document).
MEMP Committees	MEMP Committees are organised at the local level.	MEMP Committees remain local at the moment, but there is an opportunity for merging MEMP committees into one as agencies are essentially operating on a regional basis.
Legislative requirements audits	Audits on a council by council basis (by the SES, etc.). Opportunity for moving to a single audit for the Cluster participants, subject to regulatory approval.	Same as if councils were working independently
Staff training	Training is offered to staff (for a small fee) by EM agencies, each council organising time for their own staff	Opportunity to train people jointly and increase number of training sessions internal to the cluster, using available expertise
Operationalisation of MEMP	Exercises and plan implementation is the responsibility of each council. Each council participates at exercises organised by EM agencies	Opportunity to organise joint exercises more often and to ensure that staff is familiar with processes and locations in neighbouring councils.
EM response, relief and recovery support	Each council draws on its own resources and can call for assistance from central agencies and from other councils state-wide (under assistance agreements organised by MAV)	Councils can call on resources from other councils involved in the collaboration with the confidence that they will be familiar with their processes and the local conditions.
Representation / advocacy	Each council represents itself	Councils have a common position and can have single representation at various meetings and forums
Supporting networks	Councils may have access to MEMEGs, informal collaboration networks and have the support of MAV as a provider of knowledge and assistance relevant to all councils	Same as if councils were working independently
	N/A	Councils can rely on each other's support to carry out all their functions through the EM cycle (planning, response, relief, recovery)

### 5.3 Costs and benefits of the EM Cluster Pilot

Figure 5 below summarises the key inputs to and activities of the EM Cluster Pilot, linking them to the expected outputs and outcomes. In turn, Figure 6 details the range of benefits the EM Cluster Pilot is expected to deliver.

As with the more general review of collaborative approaches in Section 4.1, the benefits of collaboration through the EM Cluster Pilot should be realised not just by participating councils. Benefits should also be realised by state-level organisations, regional-level agencies and the broader community (Figure 6).

**The quantifiable financial costs and benefits** for councils are examined in more detail in Section 5.4. Importantly, the only area where financial benefits can be reliably estimated is in:

- **Reduced duplication of effort** in documentation and in representation of councils at EM planning forums/meetings (see Section 5.4).

Beyond these quantifiable financial benefits, there are also a range of **broader benefits to councils** from the EM Cluster Pilot. These reflect much of the earlier discussion of the costs and benefits to be expected of collaborations in general (Section 4.1):

- **Improvements in plan consistency and quality** due to the efficiencies in document production across the group and the broader pool of expertise available. As documents and processes are improved, the risk of non-compliance is reduced and time required to deal with audit recommendation is consequently reduced.
- **Greater ability to inform and influence state level EM discussions** by speaking as “one voice” with greater weight and credibility (by virtue of greater representability and ability to deal with more strategic issues).
- **Improvements to staff capability**, flowing from the networks of expertise and support that the collaboration makes available. The training and development effort across the cluster can also be increased at no additional cost using internal resources (in addition to booking time with relevant agencies for formally recognised training).
- **Improvements to staff wellbeing** through the support networks available and their ability to deal with emergencies. This is crucial to reducing the stress these staff members are subjected to, leading to less burn out or potential psychological trauma. From a financial benefits perspective, a saving of five days absence represents around \$2,500 per MRM/MERO.
- **Knowledge retention**: although this has not been tested, the EM Cluster Pilot was considered by some interviewees to be more resilient to changes in personnel, as staff will be less likely to change at the same time, allowing knowledge to be transferred to new staff as they join the group.
- **An increase in the capacity to respond to longer emergencies** (beyond the first “shift”), with the confidence that people called in to help are familiar with the processes to apply and the local context. This can increase the efficiency of the response and the effectiveness of the relief and recovery. Time saving benefits cannot be readily quantified, but the time input from MEROs and MRMs in time of emergency is a good proxy, and can be estimated at \$500 per day per MRM/MERO.

Again, as noted in Section 4.1, **these benefits flow through to the community**, who, during emergencies, benefit from improvements in response (through better planning and links with EM agencies), relief and recovery.

Interviews with councils and agencies suggest **the principal benefits of the EM Cluster for EM agencies** are both:

- Administrative:
  - Coordinated and joint training can save time.
  - Smaller number of participants in meeting and consistent messages from local government reduce discussion time at coordination / engagement meetings.
  - Reduced number of MEMP committees, risk analysis and audits (if approved) would save time.
  - Joint exercises can save time (but would most likely increase effectiveness or the exercise)
- Operational:
  - Better trained and prepared EM staff leads to more effective communication.
  - More consistent plans and procedures leads to more effective communication and coordination between councils and agencies.

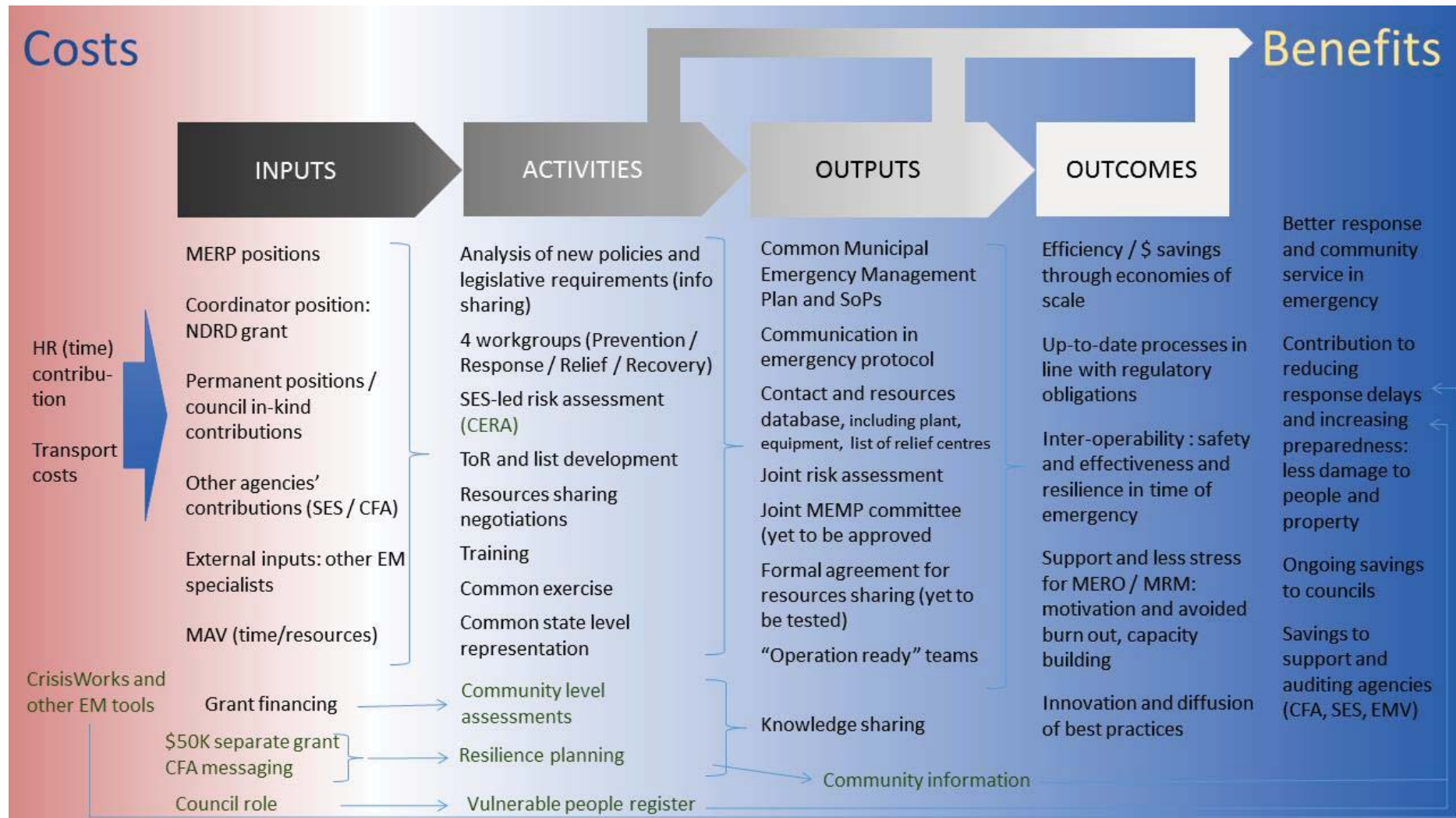


Figure 5. Logic map showing the links between the EM Cluster inputs (costs), its activities and the expected outputs and outcomes from those activities.



COSTS		BENEFITS			
Stakeholders					
	State-level bodies	Preparation	Response	Relief	Recovery
	MAV in-kind Funding NDRGS Funding MERP Funding (indirect)	<div> <div>Time savings for State-level staff due to knowledge sharing amongst cluster councils.</div> <div>Cluster allows for more effective interpretation of State-level guidance at the local level.</div> </div>		<div>Time savings due to lesser reliance on State-level bodies providing relief coordination.</div>	
	In-kind Funding Salaries Travel costs	<div> <div>Time savings in documentation preparation, audit, updates, training, risk assessments and engaging with stakeholders.</div> <div>Higher quality and consistent documentation preparation, updates, training, risk assessments and engaging with stakeholders.</div> <div>Sharing of knowledge and an increased awareness of neighbour's capacities and resources.</div> <div>Potential for aggregated representation in higher level fora.</div> </div>	<div> <div>Consistent training, MEMPs and SoPs and a greater pool of experienced, trained staff will improve inter-operability, leading to faster, smoother activities and shift transitions for MEROs and MRMs in long-duration incidents. Staff sharing will also allow councils to better continue with core business activities. Future EMLO role should further improve response activities.</div> <div>Reduced MERO and MRM and burn-out during/following large incidents.               <ul style="list-style-type: none"> <li>- Improved staff mental health.</li> <li>- Reduced time securing new volunteers.</li> <li>- Reduced lost time.</li> </ul> </div> <div>Complementary approach between municipalities, accounting for different capacities and resources. Allowing for optimal response, relief and recovery solutions through shared resources.</div> <div>Consistent council messages in interactions with response, relief and recovery agencies.</div> </div>		
	Cluster councils Bendigo Campaspe Loddon Mt. Alexander				
	Regional partners/agencies SES CFA VicPol DHHS Red Cross EMV SA DELWP AV	<div> <div>Time savings through more consistent, centralised liaison with councils.</div> <div>More effective, consistent and exploratory exercises.</div> </div>	<div> <div>Fast, in depth access to local knowledge through consistent interactions with MEROs.</div> <div>More efficient, effective collaboration with MEROs.</div> </div>	<div> <div>Fast, in depth access to local knowledge, allowing for better leveraging of council resources to provide relief and recovery services.</div> <div>More efficient, effective collaboration with MRMs.</div> </div>	
	Community Individuals Businesses Organisations	<div> <div>More efficient, effective use of rates &amp; taxes.</div> </div>	<div> <div>Faster, more directed responses by agencies in emergency situations.</div> <div>Improved public safety during incidents. Greater confidence in councils</div> <div>Potential reductions in financial and material losses.</div> </div>	<div> <div>Faster access to relief services</div> <div>Higher quality, more consistent, directed relief services. Greater confidence in councils</div> </div>	<div> <div>Faster recovery for individuals and community groups.</div> <div>Faster return to business as usual.</div> <div>Faster return of council services to normal levels.</div> </div>
KEY:					
		<div>COST - Quantifiable</div>	<div>BENEFIT - Quantifiable</div>	<div>BENEFIT - Not quantifiable</div>	<div>BENEFIT - Collaboration</div>
				<div>BENEFIT - Time savings</div>	<div>BENEFIT - Quality</div>

Figure 6. Summary of the costs and benefits of the EM Cluster Pilot.

Cost Benefit Analysis - Emergency Management Cluster Pilot Project

## 5.4 Quantifiable financial costs and benefits to participating councils

### 5.4.1 Content and approach

The quantifiable financial costs and benefits to councils of the EM Cluster Pilot are a small piece in the overall matrix of outcomes from the collaboration (Figure 7). They are significant, however, in that they are one of the key numbers that resource-constrained and budget-conscious councils may have to provide context to potential investment in this area.

**The key quantifiable financial benefits from the EM Cluster are the time savings from document production and joint representation** (see Figure 6). There are other benefits that are technically ‘financial’, but because we have not been able to quantify them robustly, we have, instead, discussed them in Section 5.3 above.<sup>1</sup>

**The result below is thus a small window into the direct, recurring financial costs/benefits of the approach, on top of which the additional benefits of collaboration (Section 5.3) can be added).**

The analysis, presented below, has two key elements:

- an assessment of the annual financial costs (including in-kind support) of running the EM Cluster each year
- an assessment of the net financial benefits from the EM Cluster, specifically relating to:
  - time savings from joint document production
  - time savings from joint representation at meetings.

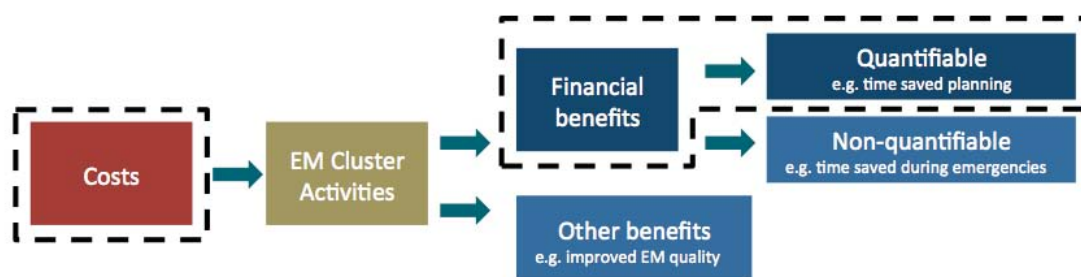


Figure 7. Elements that this section assesses (within the dashed squares) in the context of the broader benefits from the EM Cluster (see Section 5.3).

### 5.4.2 Recurring Costs (yearly basis)

The cost of running the Cluster has been estimated by participating councils and is detailed in Table 3 below.

It is important to note for this analysis that the estimates are for the annual costs/benefits for the EM Cluster into the future. They do not consider the establishment costs (i.e. those incurred during the pilot phase). The ongoing costs are expected to be lower because less time will be required to:

- Explain and present the cluster to stakeholders (it was estimated that this took up to 30% of the coordinator’s time during the Pilot).
- Coordinate meetings and plan for deliverables (administration of joint tasks), once key documents are finalised by the four workgroups.

<sup>1</sup> These unquantifiable financial benefits require assumptions as to the nature, probability and magnitude of emergency events, which is beyond the scope of this assessment.



- Work on MoU and “structuring” document, once these have been agreed upon by participating councils.

The following tasks are however expected to remain the same as during the pilot phase:

- Management of joint projects (e.g. Contact database).
- Information gathering and distribution, in particular in relation to legislative changes: it is expected that these changes will eventually become less frequent, but in the short- to medium-term (3-5 years), more changes are expected.
- Knowledge management and retention, ensuring resilience of learnings and progress made.
- Governance: costs follow up and reporting to SRG and PCB.

Finally, some tasks are likely to take more prominence:

- Representation of the EM Cluster councils at regional and state EM meetings.
- Coordination of exercises and other joint activities.

The full list of Cluster EM Manager’s proposed tasks and responsibility is provided in Appendix B.

Overall, the costs summarised in Table 3 are considered adequate to ensure enough commitment and availability of the coordinator and enough secretarial support.

It should be however noted that salary costs will depend on the level of experience of staff employed. We have not attempted to question this for the EM Coordinator, though present a more- and less-conservative estimate for the administration officer.

*Table 3. EM Cluster management costs. Note the overall cost per annum shows a range, based on a more- and less-conservative estimate of the costs of the administration officer.*

Cost description	Estimated budget (p.a.)	Possible variations / Comments
Emergency Management Coordinator (0.5 FTE - Salary plus on costs)	\$50,000	Standard cost deemed adequate based on current EM Manager’s advice. There have been suggestions that the role could be reduced to 0.2FTEs (1 day / week). Our opinion is that the 0.2FTE would significantly hamper the EM Manager’s ability to represent the cluster and coordinate special projects and would therefore curtail some of the anticipated benefits.
0.15 FTE admin. officer	\$15,000	Cost of admin officer is likely to be significantly less than EM Manager, probably by 30% (this would bring this item to \$10,000).
Ancillary costs: contractors, vehicle, IT	\$10,000	The capacity to commission external contractors will be limited by this budget and is likely to require ad hoc funding.
<b>Total cluster cost per annum</b>	<b>\$70,000-75,000</b>	

In addition to the resources solely dedicated to the management of the cluster, the time input of EM coordinators and other resources within each council when undertaking cluster-related activities is also considered as a cost (Table 4).

Importantly, only differential costs should be considered, i.e. time inputs into cluster activities should be netted off against time saved thanks to cluster deliverables being undertaken jointly under the cluster. For clarity, this time saving has been presented under the “benefit” section below.

Table 4. EM Cluster participation costs (in kind council resources costs)

Cost description	Estimated budget (p.a.)	Possible variations / Comments
Council based EM resources (for all councils)	\$120,000	Standard cost deemed adequate based on current EM Manager’s advice. It is our view that, while 0.3 FTE (EM coordination role) per council may be required to carry out joint cluster activities when developing new documentation or organising major exercise, it is likely to be less once the cluster’s structures and documentations are all in place. We do not however propose to revise down this number, as it is our opinion that this cost is effectively offset by the benefits received back from the cluster (see below - benefits).
MERO, MRM, other council roles 0.8 FTE	\$0	We consider that MEROs, MRMs and other council participants’ roles in EM can be enhanced through cluster activities. This may require additional time away from BAU activities for these people, but this should not be considered as additional costs.
<b>Total cluster management cost per annum</b>	<b>\$120,000</b>	

### 5.4.3 Recurring Benefits (yearly basis)

Ongoing financial benefits for councils from participating in the Cluster (Table 5) can be primary linked to time savings by staff in relation to:

- Reduced workload required to achieve compliance, as some of the **work is undertaken collectively** through workgroups.
- Time savings from **delegation of tasks and representation role to EM Cluster coordinator** for specific tasks, in particular project management of joint projects (e.g. contract databases, information management), coordination of training / exercises (when those are organised jointly) and representation of Cluster councils at regional and state meetings.

Estimating ongoing time savings from these activities is complex, as activities are bound to vary significantly over time. In addition, the capacity of the EM Cluster manager to take on representation and project management activities will greatly depend on his / her level of experience and comfort with the specific nature of the tasks (and their complexity).

Obviously, costs (presented in the sub-section above) and benefits (presented here) are intimately linked: if EM resources in each council input less time into cluster-based activities, they may still get benefits from the work of others, but overall the benefits will decrease proportionally. Similarly, if the EM manager’s time allocation for the cluster is reduced, then corresponding benefits will decrease. The table below therefore only present a possible scenario for the production of benefits aligned with the input assumed based on the costs listed above.

Also note that benefits would increase if more councils were involved.

Table 5. EM Cluster estimated financial benefits.

Benefit description	Estimate (p.a.)	Assumptions / Comments
Time saving for council based EM resources from collective work (workgroup participation, other joint activities)	\$120,000 - \$180,000	Assumes 2-3 hours "benefit" for 1 hour input The assumed input is: 0.3 FTE (see Table 4), less the time needed for non-productive meetings etc. (0.15 FTE) = 0.15 input into productive collective work.
Time saving for council based EM resources from delegation of responsibilities to EM manager	\$19,000	Assumes that the EM manager can represent council at 16 meetings a year (i.e. avoiding 16 meetings for each councils), assumes half a day to a day for each meeting, including transport (see additional explanation below)
<b>Total estimated benefit per annum</b>	<b>\$139,000 - \$199,000</b>	

Note the estimated benefit for time savings from collective work shows a range, based on a more- and less-conservative set of assumptions.

Additional assumptions underpinning the numbers provided above are provided in Appendix C.

Table 6 below summarises these costs and benefits with the result being the cluster yielding between a \$9,000 benefit per annum and a \$56,000 cost.

Table 6. Summary of estimated EM Cluster benefits and costs under less- and more-conservative assumptions (see above).

Description (all costs and benefits are per annum for 4 councils)	Less-conservative estimate (p.a.)	More-conservative estimate (p.a.)
<b>Costs</b>		
<i>Costs - Cluster management</i>	\$70,000	\$75,000
<i>Costs - Council based EM resources (0.3 FTEs per council)</i>	\$120,000	\$120,000
<b>sub-total (costs)</b>	<b>\$190,000</b>	<b>\$195,000</b>
<b>Benefits</b>		
<i>From collective work</i>	\$180,000	\$120,000
<i>From delegation to EM manager</i>	\$19,000	\$19,000
<b>sub-total (benefits)</b>	<b>\$199,000</b>	<b>\$139,000</b>
<b>Net result</b>	<b>\$9,000 benefit</b>	<b>\$56,000 cost</b>

## 5.5 Summary of the costs and benefits of the EM Cluster Pilot in the context of EM

As outlined in Sections 5.2 to 5.4 above, there are a broad range of benefits from the EM Cluster for participating councils, agencies and the community.

Section 5.4 deals specifically with the quantifiable financial costs and benefits of the collaboration; the costs relating to having an EM Cluster Coordinator and the time invested by EM staff, the benefits relating to time saved in producing documents and attending meetings. When offset against each other, the overall outcome is that the EM Cluster:

- costs each council \$14,000 per annum (under more conservative assumptions)
- provides a net benefit to each councils of \$2,250 per annum (under less conservative assumptions).

Importantly, these net figures do not account for the broad range of other benefits delivered by the EM Collaboration (Figure 8). These non-quantifiable financial and other benefits are detailed in Section 5.3.

**At their core, these benefits relate having better EM planning and preparation, which, in turn, will benefit the community through a better response to and recovery from future emergencies.**

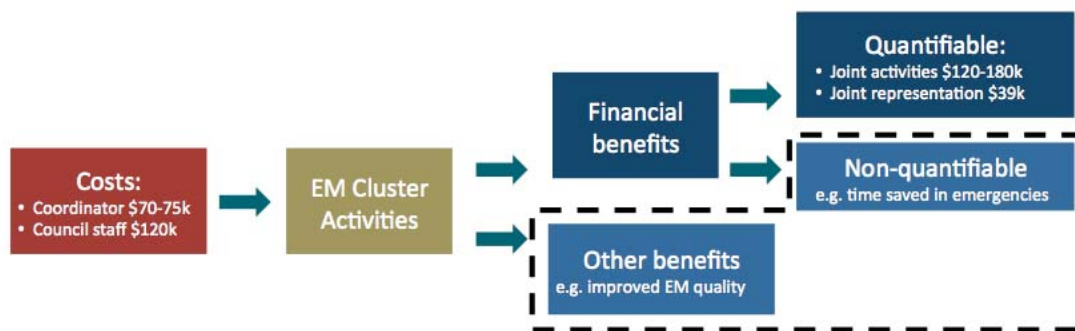


Figure 8. Financial costs and benefits as compared to the other benefits expected to flow from the EM Cluster (those within the dashed lines, detailed in Section 5.3).

The final point in this review of the costs and benefits of collaboration is to put these costs and benefits in context with the risks from various emergencies. Based on Community Emergency Risk Management documents, Table 7 shows the range of risks that are rated as high or extreme within the four EM Cluster councils. Importantly, in all cases, councils had also rated these risks as ‘almost certain’.

The very high likelihood and consequences of these emergencies indicates just how significant a threat various emergencies are within municipalities. This points, in turn, to the substantial potential for collaboration to provide meaningful benefits.

Collaborative approaches are expected to reduce the long-term consequences of these risks through improved planning and through improved response, relief and recovery efforts (as discussed for each type of risk in Table 7). Given the frequency and magnitude of the risks, even small improvements in any of the emergency planning and management elements above has the potential for significant flow on benefits.

Thus, even with the more conservative assumptions in Section 5.5, **the net financial cost to councils of collaborations such as the EM Cluster should be seen as a marginal cost with the potential to deliver substantial long-term benefits to councils, communities and other stakeholders.**

Table 7. EM risks assessment by councils. In terms of likelihood, all have been rated as “almost certain” by those councils

Risk ranked as high / extreme by councils	No of councils <sup>2</sup>	Possible benefits of collaboration (in addition to enhanced planning)
Wildfire	4	A fire can go on for several days and threat can remain high long after the main fire is under control. Relief and recovery for affected communities can be very long lasting. This is a major area where inter-council support can provide benefit.
Storm	3	Depending on the type of storm, the impact can be similar to that of a flood, although damages can be more diversified. They can also tax councils’ EM resources quite dramatically and assistance is beneficial.
Road crashes	3	These are likely to be frequent, but also likely to be within the coping capacity of a single council (dramatic consequence but limited in time and in space), without needing to draw on other councils.
Drought	2	The consequences of a drought take longer to eventuate than other emergencies, but are long lasting, requiring specific relief and recovery measures. Access to a pool of knowledge could be beneficial.
Flood	2	As for wildfires, consequences of floods can be dramatic, costly and the relief and recovery effort is likely to be beyond the resources of one single council. Collaboration can therefore be invaluable.
Fire (structures)	1	Such emergencies are usually managed locally without much difficulty. Only in case of a dramatic fire affecting communities (such as the 2014 mine fire in Morwell) is collaboration between councils likely to have a significant impact
Human disease (pandemic)	1	While considered as “almost certain” by only one council, consequences could be catastrophic and create unknown / difficult to manage situations for councils. The ability to call on neighbouring councils for support (to relocate vulnerable people for example) could be very valuable.

<sup>2</sup> Number of councils reporting the risk under these categories. This risk is considered by other councils, but with a lower ranking.

## 6 Appendix A: reviewed documents

Our team reviewed and analysed a range of documents related to the EM Cluster Pilot, including documents available through the EM Cluster Pilot's online document repository ('Basecamp').

Documents included:

- DELWP. (2015). Request for Quotation and Project Specification - Evaluation of the Emergency Management Cluster Pilot Project for Councils and the Municipal Emergency Resourcing Program. DELWP.
- EMC Pilot Councils. (2014). Shared Local Government Emergency Management Services - Memorandum of Understanding. Campaspe, Bendigo, Loddon & Mount Alexander.
- EMC Pilot Councils. (2015). Shared Local Government Emergency Management Services - Northern Victorian Cluster - Business Case DRAFT V4.1.
- EMC Pilot Councils. (2015). Shared Local Government Emergency Management Services - Northern Victorian Cluster - Framework.
- EMC Pilot Councils. (2015). Shared Local Government Emergency Management Services - Northern Victorian Cluster - Implementation Plan.
- EMC Pilot Councils. (2015). Agency Meeting 16/3/15.
- MAV. (2013). Project Management Plan - Emergency Management Cluster Pilot Project for Councils V1.9. MAV.
- MAV. (2014). Municipal Association of Victoria - Submission to the Productivity Commission inquiry into natural disaster funding arrangements.
- MEMEG & MAV. (2015). Local Government Emergency Management Handbook. The Victorian Government. Cite:
  - Parliament of Victoria. (1958). The Country Fire Authority Act. Parliament of Victoria.
  - Parliament of Victoria. (1986). Emergency Management Act. Parliament of Victoria.
  - Parliament of Victoria. (2010). 2009 Victorian Bushfires Royal Commission. Parliament of Victoria.
- Rankin, M. (2015). Cluster Emergency Management Discussion Paper - Confirmation of Work Packages.
- Victorian Government. (2011). Review of the 201-11 Flood Warnings & Response. Melbourne: Victorian Government.

In addition, the following documents have been reviewed in relation to the Wimmera collaboration:

- Wimmera Cluster (2014): Wimmera Emergency Management Cluster Program (presentation package)
- Development Impacts Pty Ltd (2014): Wimmera Emergency Management Cluster Program, Measuring for Results – Final report
- Wimmera Emergency Management – Cluster Partnership Agreement (Draft – undated)

The following documents have been reviewed in relation to the Eastern Metropolitan collaboration:

- EMC EMP (2014): Presentation to Eastern CEOs
- EMC EMP group (October 2014 V4): MOU 2014
- EMC EMP group (2014): TOR
- EMC EMP (July 2014): Strategic Plan
- Application to the Australian Community Safety Awards (2010)
- Eastern Metro Region (2014?): Local Government Achievements in Emergency Management

## 7 Appendix B: EM Cluster responsibilities

The following proposed responsibilities have been extracted from the “Business Case Cluster EM V5” document (Draft).

### **Emergency Management Coordinator Tasks and Accountabilities:**

- Manage the Municipal Emergency Management Planning process, including the maintenance and distribution of contact lists and databases
- Identify sufficient resources to fill all the required emergency response, relief, recovery and resilience roles within the cluster
- Coordinate the training and development of staff to fill emergency roles, ensuring there is sufficient but not excess capacity for an extended emergency
- Coordinate the development and implementation of staff rosters for cluster activities
- Coordinate the activities of workgroups, defined in the governance arrangements in the four key areas of coordination: preparedness, response, relief and recovery
- Coordinate delivery of information on changes in legislation and policy development.
- Develop and maintain standard operating procedures, forms and position descriptions for response, relief, recovery and resilience.
- Manage document storage and availability through EM Knowledge and other appropriate portals.
- Continue to seek efficiencies in emergency management delivery by streamlining resources, processes and facilities
- Represent cluster councils at state, regional and sub-regional forums and seasonal briefings
- Provide cluster councils with feedback on their internal EM activities and up-to-date information on best practice emergency management.

### **EM Responsibilities Remaining with Councils:**

- Community engagement and consultation on emergency management planning additional to levels required for development of the Cluster MEMP
- Development of municipal or community resilience plans
- Development of community protection plans
- EM roles within council e.g. MERO, MRM, Recovery Centre Manager, Relief Centre Manager, MECC manager,
- Disaster Assistance grant applications
- Community Recovery Committees
- Engagement with local agencies and organisations on emergency preparedness.



## 8 Appendix C: Assumptions underpinning the Benefit Cost Analysis of recurring benefits

### Assumptions for work done collectively:

Common activities undertaken through the workgroups has been significant over the last six months of 2014/15 financial year as the workgroups were producing documents. It is difficult to predict the ongoing workload that can be undertaken by these workgroups on behalf of the cluster participants as the cluster moves into the next phase. However, based on interviews across council staff, we assume the following rule would adequately account for the input/benefit relationship for work undertaken jointly:

- For each hour input into the workgroup within the cluster, the EM Coordinators (or, if not them, MEROs etc.) gain four hours in overall benefit: one from their own efforts, and three from the efforts of the other three councils in the workgroup.
- However, they still need to spend the time integrating some of the knowledge / benefit, or tailoring those documents to their own needs:
  - Conservatively, we assume this equates to half of the overall effort (two hours)
  - More optimistically, we estimate this equates to 25% of the overall effort (one hour)<sup>3</sup>
- The result is a benefit of:
  - two hours for every one hour invested (conservatively)
  - three hours for every one hour invested (optimistically).

In terms of time invested: Table 4 indicates the overall time spent by council EM staff in the Cluster is approximately 0.3FTE. Interviews suggest approximately half of this time is dedicated to non-productive Cluster activities (meetings, communication or coordination that would not have occurred without the cluster). The other half (0.15FTE per council), is invested in productive, collaborative work that benefits the group. This equates to:

- $0.15 \text{ FTE} \times 2 = 0.3 \text{ FTE benefit (conservatively)} = \sim \$30,000 \times 4 \text{ councils} = \$120,000$
- $0.15 \text{ FTE} \times 3 = 0.45 \text{ FT benefit (optimistically)} = \sim \$45,000 \times 4 \text{ councils} = \$180,000$

### Assumptions for delegation of responsibility to EM Cluster coordinator:

When a joint representation can be organised for the four councils in the cluster, local EM coordinators' time can be saved. Based on interviews and conservative estimates, this might involve:

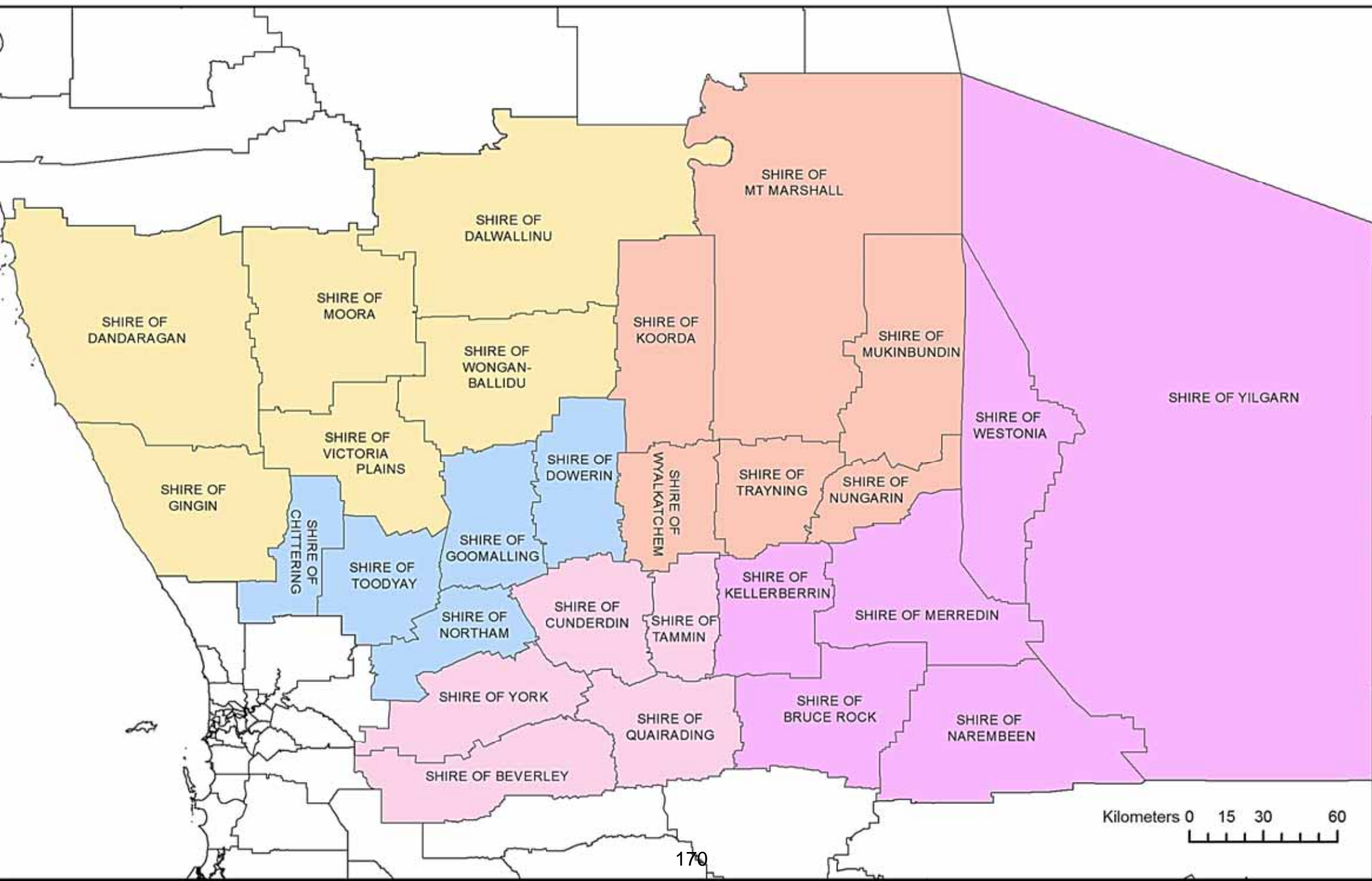
- 16 meetings a year is based on the assumption that 4 agencies (EMV, SES, CFA, Red Cross) organise 4 planning meeting a year either at regional or state levels, to which each council is invited, but where a joint representation is possible.
- For each meeting, time saved is assumed to be ½ day for 75% of the meetings, assuming they are organised regionally, and 1 day for 25% of the meetings, assuming they take place in Melbourne or another location requiring significant travel time.

<sup>3</sup> For example: each council invests ten hours producing four different documents they can all share. Overall each council is getting forty hours of work from this investment. However, each of the documents needs to be tailored to local needs. Conservatively, this might take as much as five hours per document, equating to half the overall effort (20 hours). Optimistically, it may take only 25%, or 2.5 hours per document (10 hours overall). Importantly, this 'optimistic' case remains a reasonably conservative assumption.



- This translates into a time involvement of 10 days for the EM Cluster Coordinator and a corresponding time saving for each of the 4 EM coordinators (or other representatives from councils).
- Assuming a full time equivalent of 210 working days a year (excluding holidays), 10 days represent a saving of 4.75% of a FTE for each council, or 0.19 FTEs for the 4 councils.

# Wheatbelt Emergency Management District





Enquiries: Elizabeth Davies  
Our Ref: 12/5149

21 April 2016

Local Emergency Management Officer  
Shire of Toodyay  
PO Box 96  
TOODYAY WA 6566

SHIRE OF TOODYAY	
Record Number:	ICR37725
27 APR 2016	
Officer / Dept:	Gov / MWS / CESM
File Number:	FIR27 / FIR36

Dear Local Emergency Management Officer,

### **MAIN ROADS WA – WHEATBELT REGION – INCIDENT RESPONSE CONTACT DOCUMENT**

To improve communication with stakeholders for incident management, Main Roads WA, Wheatbelt Region has produced an incident response contact document which shows who to contact regarding incidents on State and Federal Roads.

Main Roads WA, Wheatbelt Region aims to ensure attendance at Local Emergency Management Committees meetings where specific input is needed from the organisation. Please ensure all agendas are forwarded to [wheatbelt@mainroads.wa.gov.au](mailto:wheatbelt@mainroads.wa.gov.au) and appropriate representation will be arranged.

Main Roads WA send out traffic notifications by email to inform stakeholders of incidents and updates. Please let us know if any committee members would like to be added to the distribution list.

To ensure we have the most up to date contact information for the Local Government and committee members please send any relevant contact details, including after-hours contact details to [wheatbelt@mainroads.wa.gov.au](mailto:wheatbelt@mainroads.wa.gov.au).

Yours sincerely

Elizabeth Davies  
**Stakeholder Engagement Manager, Wheatbelt Region**

Enc. Wheatbelt Region Incident Response Contact Document

MAIN ROADS WESTERN AUSTRALIA

# Wheatbelt Region Incident Response

**138 138**  
24 Hour Line

Main Roads deploys a specially trained work crew on federal and state roads in the Wheatbelt region to maintain traffic flow caused by incidents. This also reduces the likelihood of follow on incidents and provides a safer working environment for emergency services. Main Roads also keeps the public informed of incidents through its website and traffic broadcasts to the media and interested stakeholders.

**For assistance, please consider if the incident is closer to Narrogin or Northam office:**

## NORTHAM OFFICE

Brad Jarvis, Works Manager  
0407 020 986 (Work: 8am-4.30pm)  
Narrogin Duty Officer  
0409 500 184 (A/h: 4.30pm -8am)



## NARROGIN OFFICE

Jeffrey Paice, Works Manager  
0433 577 024 (Work: 8am-4.30pm)  
Narrogin Duty Officer  
0408 310 898 (A/h: 4.30pm -8am)



## INCIDENT MANAGER

Gren Putland  
0409 113 011 (Work: 8am-4.30pm)



**mainroads**  
WESTERN AUSTRALIA







GOVERNMENT OF  
WESTERN AUSTRALIA

# LOCAL EMERGENCY MANAGEMENT PLAN FOR THE PROVISION OF WELFARE SUPPORT

## Northam District

(includes Shires of Beverley, Cunderdin, Dowerin, Goomalling,  
Northam Quairading, Tammin, Toodyay and York)

(Updated December 2015)

PREPARED BY

The Department for Child Protection and Family Support

TABLED AT THE

LOCAL EMERGENCY MANAGEMENT COMMITTEE on (Refer next page)



**THIS PLAN CAN BE ACTIVATED FOR HAZARDS DEFINED UNDER  
WESTPLANS E.G. WESTPLAN - CYCLONE, WESTPLAN – FIRE.**

**TO ACTIVATE THIS PLAN CALL THE DEPARTMENT FOR CHILD  
PROTECTION AND FAMILY SUPPORT'S LOCAL OFFICE ON – 08 9621  
0400, AND AFTER HOURS CRISIS CARE ON 9223 1111 Metro or  
1800 199 008 Country**



