SHIRE OF NORTHAM

LOCAL EMERGENCY MANAGEMENT ARRANGEMENTS
&
RECOVERY PLAN

Shire of Northam

An Australian Government Initiative

Working Together to Manage Emergencies
This project funded through the
Local Grants Scheme

PREFACE

Ownership, approval and control

	Name	Title	Signature	Date
Owner				
Approved by				
Document controller and review authority				

Record of amendments

Proposals for the amendment or addition to these arrangements should be forwarded to the Chair of the Northam Local Emergency Management Committee (LEMC).

Amendment		Details of amendment	Amended by
No.	**Date**		***initial/date**

NOTE - *The person receiving the amendments should be responsible for replacing the pages as appropriate and also for completing the amendment record.

Amendment process

These Local Emergency Management Arrangements (LEMA) are subject to strict quality control guidelines. The following process must be followed when making amendments:

• The Document Controller conducts the technical review and recommends amendments to the LEMA
• The Document Controller updates master copies and reissues amended page/s, together with this page recording the amendments
• The Document Owner authorises the amendments
• The amended LEMA pages must include the new version number and amendment date in the footer.

Structure of manual

This LEMA has seven parts:

• Part 1 - Management
• Part 2 - Planning
• Part 3 - Response
• Part 4 - Communications and Stakeholder Management
• Part 5 - Recovery
• Part 6 - Emergency Contacts Directories
• Part 7 - Testing, Exercising and Reviewing the Arrangements.

The LEMA also contains appendices, located at the end of Parts 2, 3, 4 and 5 and includes checklists and records examples, designed to assist both the LEMC and the Local Recovery Coordination Committee (LRCC) members in their duties.

Distribution list

Organisation	Location		
		NUMBER	**SIG**

Distribution List

The distribution list is included to enable amendments to be distributed at later dates.
Copies of arrangements should be distributed to at least:

• Those involved in the document development
• Stakeholder and LEMC agencies and organisations
• Other relevant local governments (adjoining)
• Local Libraries
• Related committees
• District Emergency Management Committees

- State Emergency Management Committee (Secretary) – including an electronic copy
- The office of the local government.

Consider distribution by email and/or on CD-ROM and placing the arrangements on the Shire's Website.

Glossary

AIIMS	Australasian Inter-service Incident Management System. A common management framework for organisations working in emergency management roles. The AIIMS approach ensures effective and efficient control of an incident.
CEM	Crisis and Emergency Management.
DEMC	A District Emergency Management Committee is established for each emergency management district. The committees are chaired by Police District Officers, as District Emergency Coordinator, with a FESA Regional Director as Deputy Chair. Executive Officer support is provided by FESA Managers nominated by FESA Chief Executive Officer.
Disaster	An occurrence of a catastrophe with natural, technological or human causes that has resulted in severe property damage, deaths and/or multiple injuries.
Duty Card	There are specific duty cards for all roles within the LEMC. These detail key activities to be undertaken by each appointment holder before an incident as well as during and after an incident.
Emergency Management	Actions undertaken to manage physical incidents which threaten life, the environment, and property. Emergency Management incorporates both the operations response to the emergency and the supporting staff functions such as legal, insurance, external affairs, human resources and security.
Emergency Response	Actions taken at the site of a physical incident to preserve life, the environment and property. Emergency response incorporates the actions of the LEMC and those of all authorities and agencies involved.
ERM	Emergency Risk Management. ERM is a systematic process that produces a range of measures that, on implementation, contribute to the safety and wellbeing of communities and the environment. This process considers the likely effect of hazardous events and the measures by which they can be minimised.
Evacuation	Organised, phased and supervised dispersal of people from dangerous or potentially dangerous areas.
FESA	Fire and Emergency Services Authority.
Functional Management	An AIIMS principle which relates to the utilisation of four functions to manage an incident. The four functions are control, planning, operations and services.
Hazard	A situation or condition with potential for loss or harm to the community or the environment.
HMA	A Hazard Management Agency is an organisation which, because of its legislative responsibility or specialised knowledge, expertise and resources is responsible for ensuring that emergency management activities pertaining to the prevention of, preparedness for, response to and recovery from a specific hazard are undertaken. Such organisations are either designated by legislation or detailed in state emergency management plans.

Local Emergency Coordinator	The Local Emergency Coordinator is the Officer in Charge of each Police subdistrict , as appointed by the State Emergency Coordinator (the Commissioner of Police) for the local government district in which they are situated. The Local Emergency Coordinator provides advice and supports to its LEMC in the development and maintenance of local emergency management arrangements, assists HMAs in the provision of a coordinated response during an emergence in the district, and carries out other emergency management arrangements directed by the State Emergency Coordinator.
LEMA	Local Emergency Management Arrangements.
LEMC	One or more Local Emergency Management Committees are established by the local government for the district, based on local government boundaries. The committee is chaired by a nominee of the local government, and the Local Emergency Coordinator, whose jurisdiction covers the local government area concerned, is a member. The LEMC is established by the local government to ensure that local emergency management arrangements are written and placed into effect for its district.
LRCC	Local Recovery Co-ordination Committee. The Organisation that manages the incident, on behalf of the Shire and the local community.
Incident	An unplanned event that has the potential to threaten life, the environment or property. If not controlled, an incident can escalate to an emergency and/or crisis.
Incident Response	The physical response to an incident. For example, the actions directly associated with fire fighting.
Incident Management Group	Is chaired by the HMA appointed Incident Manager and is convened to assist in the provision of a coordinated multi-agency response to an Incident. A senior representative from all relevant response and support agencies should be part of this group.
Incident Management Team (IMT)	Is the management team of the relevant HMA for a particular incident. Other agencies may also convene there own IMT.
Issue	A matter in dispute that requires management attention. An issue not handled well may develop into an emergency or crisis situation.
Management by Objectives	An AIIMS principle relating to the process of consultative management where the IMT Leader, in consultation with the IMT, determines the desired outcomes of an incident. These incident objectives are then communicated to everyone involved, ensuring that all incident personnel are working towards the one set of objectives.
PCR	Post-crisis Review.
Prevention	Prevention includes the identification of hazards, the assessment of threats to life and property, and ensuring protective measures are in place to reduce threats.
Preparation	Preparedness includes arrangements or plans to deal with an emergency and its effects.
Recovery	The long-term activities beyond the initial crisis period and emergency response phase of disaster operations. During recovery, the focus is on returning all systems in the community to a normal status or to reconstitute these systems to a less vulnerable condition.
Response	The execution of duties and services in order to preserve and protect life, property and the environment.
Risk	A concept used to describe the likelihood of harmful consequences, arising from the interaction of hazards, communities and the environment.
SITREP	Situation Report
Span of Control	An AIIMS principle which relates to the number of groups or individuals one person can successfully supervise. Under this principle, a supervisor can effectively manage, monitor and evaluate up to five reporting groups or individuals.

Contents

PART 1: MANAGEMENT

1.1   Authority

The authority to plan in Western Australia is prescribed by the Emergency Management Act 2005. The Emergency Management Arrangements detailed in this guide have been prepared and endorsed by the Northam LEMC. These arrangements are approved by the Shire of Northam and have been tabled with and endorsed by the Wheatbelt District Emergency Management Committee.

1.2   Area Covered

The district of Northam is 56km east of the Perth metropolitan area just over the Darling Range. The district is roughly rectangular, encompassing another 57km east of Perth and approximately 25km from north to south. The district covers 1,425km2 and has a population of approximately 10600. A map detailing the boundaries of the district is attached at Appendix 1A

The following assets/infrastructure are included in this area:

• Northam town centre
• Satellite town locations
• Northam Regional Hospital
• Perth/Kalgoorlie Rail Line
• Perth/Kalgoorlie water pipeline
• CBH bulk grain facility
• Northam Aerodrome
• Muresk Institute of Agriculture (Curtin University)
• TAFE (Northam Campus)
• Northam Residential College
• Northam Senior High School
• Northam Primary School
• West Northam Primary School
• Northam Residential College.

1.3   Purpose

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

• The Shire of Northam's policies for emergency management
• The roles and responsibilities of public authorities and other persons involved in emergency management in the district
• Procedures for the coordination of emergency management operations and activities
• A description of emergencies that could occur in the Shire of Northam
• Strategies and priorities for emergency management in the Shire of Northam.

1.4   Scope

This manual applies to all areas encompassed within the established boundaries of the Shire of Northam, covering the areas where the Shire of Northam provides support to HMAs and other agencies in an emergency. This document comprises details on the Shire of Northam's capacity to provide resources to support the effective management of emergencies.

The Shire of Northam's responsibilities in recovery operations and the restoration of services and facilities within the community are also detailed in this document. These arrangements will guide the response to a local emergency. An emergency that graduates beyond this level will require management at a regional or state level.

1.5   Local Emergency Management Policies

Agreements, Understandings and Commitments
The Shire of Northam has agreements with other organisations to assist one another in an emergency. These Memorandums of Understanding [MOUs] exist between the Shire of Northam and the following:

• Fire and Emergency Services Authority (FESA)
• Avon Region Organisation of Council – including the Shires of:
  o York
  o Toodyay
  o Goomalling
  o Dowerin
  o Northam.

1.6   Additional Support

• St John Ambulance
• Northam Hospital
• WA Police Service
• Dept for Child Protection.

1.7   Special Considerations

Special consideration must be given to key local community events and activities that will affect the response to an emergency in the Shire of Northam. Such events and activities include:

Community events:
• Avon Descent
• Avon River festival
• Motorcycle festival.

Community activities:
• School, TAFE and University holidays
• Harvest (high fire danger).

1.8   Resources

The HMA is responsible for the determination of resources required for the hazards for which they have responsibility. Local government resources should be identified and listed in a local government Asset Register. In the event of an emergency, these resources may be made available upon request.

1.9   Roles and Responsibilities

The descriptions and responsibilities for the Local Emergency Coordinator, the LEMC and the LEMC Chairman are set out in Act. They are as follows:

Local Emergency Coordinator

The Local Emergency Coordinator is appointed by the WA Commissioner of Police and is based on local government districts. The Officer in Charge of each WA Police Service (WAPS) subdistrict has been appointed as a Local Emergency Coordinator in the local government district which contains the WAPS subdistrict. There may be more than one Local Emergency Coordinator in each local government district.

The Local Emergency Coordinator's role includes:

• Provision of advice and support to the LEMC for the district in the development and maintenance of emergency management arrangements for the district;
• Assisting hazard management agencies in the provision of a coordinated response during an emergency in the district
• Carrying out other emergency management activities under the direction of the State Emergency Coordinator.

Chairman

If the Local Emergency Coordinator has not been appointed as the Chairman for the LEMC, one will be appointed by the Shire of Northam. LEMC position holders can be found in Part 6 of these arrangements.

Local Emergency Management Committee

LEMCs are based on local government boundaries. However, two or more local governments may unite for the purposes of emergency management. There may also be more than one LEMC in one local government area; in these cases the local government will stipulate the areas in which each committee is to exercise its functions. The Chairman of the LEMC is appointed by the local government.

The role of the LEMC is to:

• Advise and assist the local government in establishing local emergency management arrangements for the district
• Liaise with public authorities and other persons in the development, review and testing of the local emergency management arrangements; and
• Carry out other emergency management activities as directed by SEMC or prescribed by regulations.

1.10 References

These arrangements have been compiled with reference to and should be used in conjunction with the following documents:

• Northam Bush Fire Response Plan
• Northam Flood Response Plan
• Shire of Northam – Bushfire Policies
• Shire of Northam asset register
• Western Australian Management Plan for Pandemic Influenza (WAMPPI)
• Wheatbelt Pandemic Influenza Management Plan
• State Emergency Management Policies
• State Emergency Management Plans (WESPLANS)
• Northam SES Welfare Operational Plan

PART 1 APPENDICES

APPENDIX 1A – SHIRE OF NORTHAM MAP
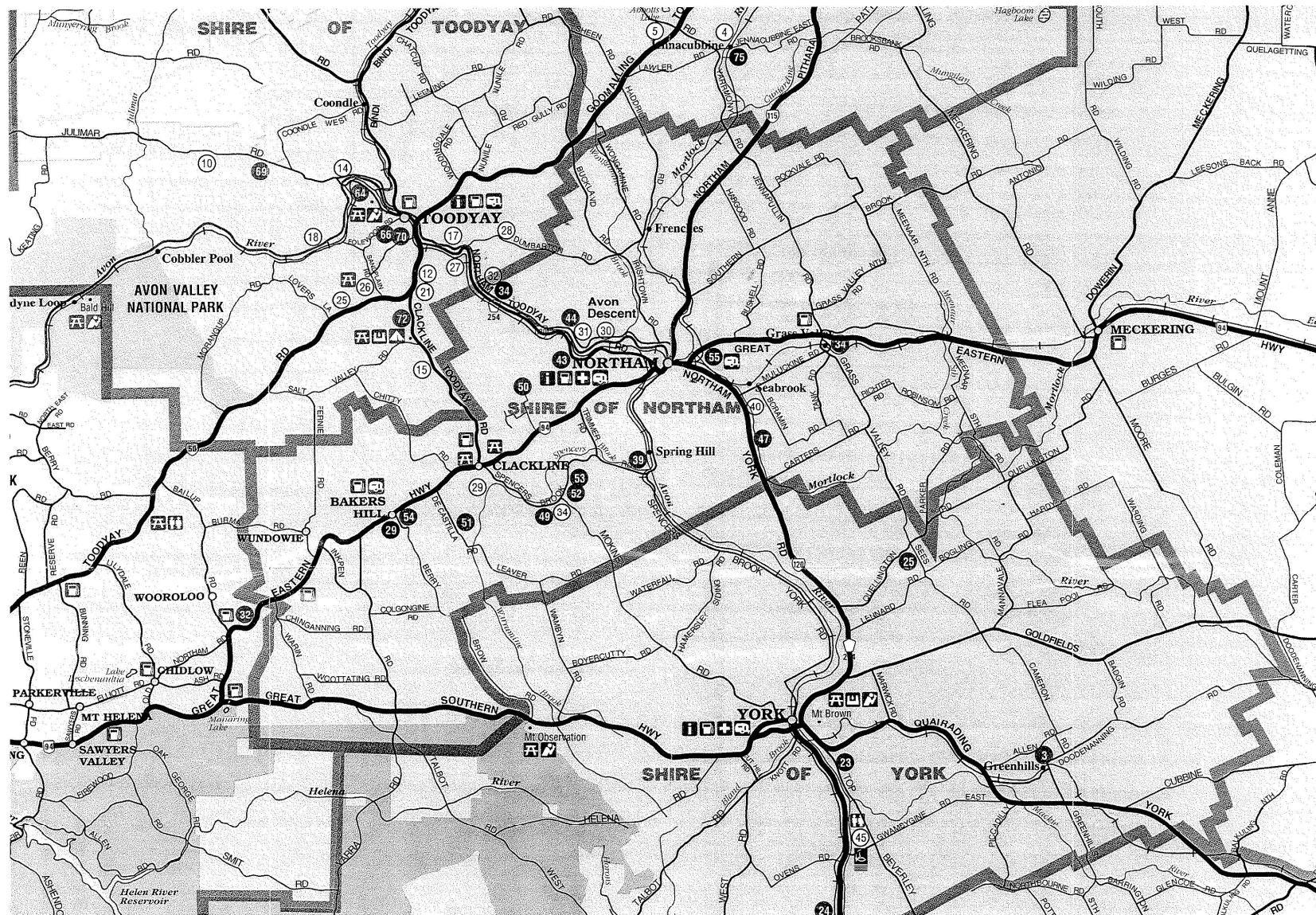
PART 2: PLANNING

2.1 Local Emergency Management Committee

The Shire of Northam has established a LEMC to oversee, plan and test the local emergency management arrangements. The LEMC includes representatives from agencies, organisations and community groups relevant to the identified community risks and emergency management arrangements.

The LEMC membership must include at least one local government representative and the identified 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 as determined by the local government in consultation with the parent organisation of the members.

A LEMC is to consist of either a) council members, employees and other persons; b) council members and other persons; or c) employees and other persons. The LEMC should be comprised of:

• A Chairman, as appointed by the Shire of Northam
• A Local Emergency Coordinator, as appointed by the State Emergency Coordinator
• A local government representative
• Representatives from local Emergency Management Agencies in the Shire of Northam
• Any other representatives as determined by the Shire of Northam (e.g. community champions).

Secretariat and administration support will be provided by the Shire of Northam.

2.2 Emergency Risk Management (ERM)

In order to determine the emergences that are likely to occur in its district, the Shire of Northam should undertake a risk assessment of the area utilising ERM models based on the Australian / New Zealand Standard for Risk Management 4360:2004.

2.3 Testing During the Planning Process

Exercising and testing during the planning process is essential to ensure that the arrangements are workable and effective. A 12 or 18 month review, training and testing cycle should be designed. This is to include reviews of current plans and procedures, training to relevant parties and then testing through either desktop or mock exercises.

Exercising the arrangements during the planning process 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, each other
• Help educate the community about local arrangements and programs
• Allow participating agencies an opportunity of testing 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.

Some examples of exercises include:

• A phone tree recall exercise
• Opening and closing procedures for evacuation centres or any facilities that might be operating in an emergency
• Coordination centre operation

- Locating and activating resources
- Desktop or mock exercises.

2.4   Local Recovery Coordination Committee (LRCC)

The LEMC is not an operational Committee but rather the organisation established by the local government to ensure that local emergency management arrangements are written and placed into effect for its district. The role of the LRCC on the other hand is to coordinate and support local management of the recovery process within the community subsequent to a major emergency in accordance with State emergency management policy and the Local Recovery Plan. The LRCC will be discussed in greater detail in part Part 5 - Recovery.

2.5   Recovery Coordination Centre (RCC) Management

A recovery coordination centre is a facility for the central coordination of resources and information for the recovery process. The LRCC will operate this facility and it is the focus of the community emergency response and recovery process. Pre-planning requires that the location of RCCs be clearly identified.

2.5.1   Locations and layout
The primary location of the RCC is the Shire of Northam offices.
The secondary location of the RCC will be decided at the time of the incident if the primary location is unavailable.

It is important to note that the Hazard Management Agency for any particular incident or event will establish an Emergency Coordination Centre or Incident Control Centre. It is therefore likely that agencies will establish the ECC/ICC in a location that is deemed most suitable for the particular HMA.

2.5.2   Facilities and equipment
The RCC needs to be equipped with essential information technology systems and equipment to support the LRCC in making timely decisions. Refer to the RCC Equipment Checklist (Appendix 2C) for a list of recommended equipment requirements.

2.5.3   Status boards
During a crisis, a great deal of information will be gathered by the LRCC. In order to accurately capture, display and record this information, standardised status boards are used. These can be used as electronic copies, displayed on projectors or as hard copy status boards posted in the appropriate planning areas of the RCC.

It is the responsibility of each functional group to inform the RCC Coordinator as new information becomes known so that he can then update the relevant status board.

Status boards should be reviewed as part of the regular update briefings and used as the primary source of incident planning information.

Refer to Appendix 2D for mock-ups of the LRCC status boards.

2.5.4   Management
The RCC Coordinator is charged with the management of the RCC. This responsibility commences well before the occurrence of an emergency. The RCC Coordinator is responsible for ensuring that the RCC and ancillary locations are stocked with the appropriate collateral. Additionally, the RCC Coordinator should monitor the serviceability of IT equipment, communications systems and room amenity systems.

Upon activation of the LRCC, the RCC Coordinator is to coordinate staff to setup the RCC and ancillary locations for the LRCC. This will be expedited by forewarning individual holders of identified equipment to be seconded to the LRCC, with a direction for where the equipment is to be delivered on notification.

Throughout the period of emergency response, the RCC will need to be managed. The scope of these management duties may include:

• Preparation and coordination of briefings and meetings
• Maintenance of an effective working environment
• Ensuring that only necessary personnel are in the RCC
• Security (of information, access and equipment).

Finally, on standing down the LRCC, the RCC Coordinator is responsible for refurbishing all LRCC locations to their normal state and refurbishing all pre-prepared materials for use in a future event.

2.6   Initial Response

When the Local Recovery Coordinator receives an emergency call, they will conduct the emergency actions and record these on the Emergency Activation Log (Appendix 2E).

The success of the Local Recovery Coordination Committee (LRCC) response will be determined by the way they manage information and how they conceive and execute plans.

The LRCC must ensure that clear and unambiguous directions are given to LRCC Sub-committees and that decision making rationale is systematic and supported by the available facts.

2.7   Planning

It is essential that the LRCC utilises a single planning process that allows a set of circumstances to be examined and a logical decision made. A suggested planning and decision–making cycle is illustrated below.

Step 1: Confirm the situation
Step 2: Identify information gaps

Step 7: Develop plan
Step 8: Implement plan

Step 3: Establish what has to be done
Step 4: Consider options

Step 5: Analyse these options
Step 6: Choose a plan of action
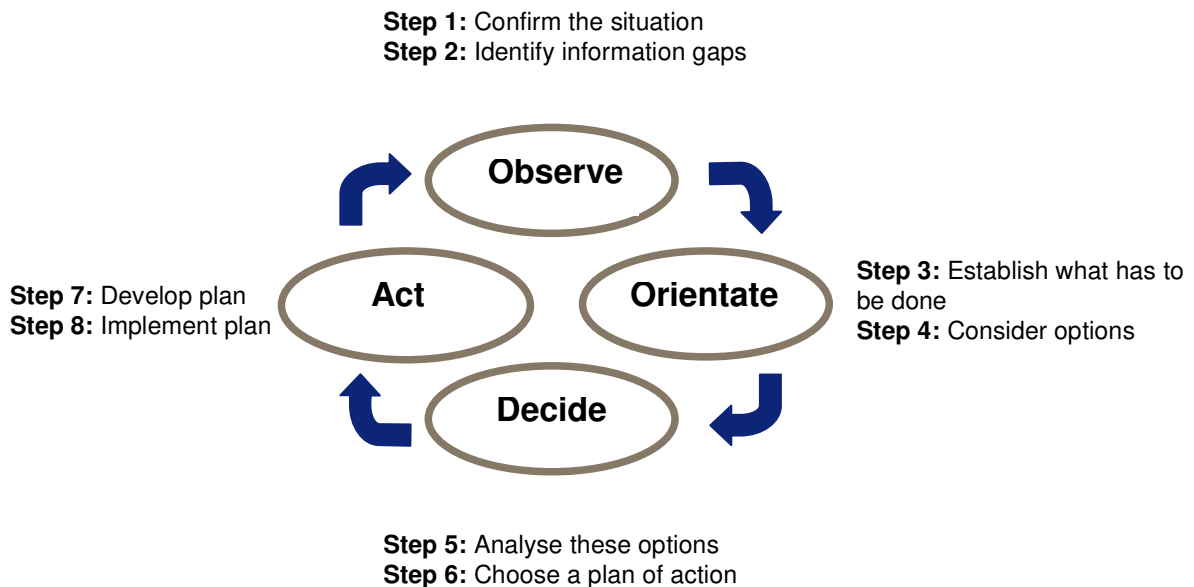
2.8   Awareness

Situational awareness can be described as how accurately an organisation's understanding of its current environment reflects reality. A clear and accurate appreciation of the situation is the basis of effective planning and decision making.

The four critical factors in improving situational awareness are:

• Time Analysis. Time determines the level of detail to which the LRCC can plan. It must weigh up the desired degree of perfection in planning against the urgency to act and keep the situation under control. The time plan is one of the most important early decisions made by the LRCC.
• Emergency Circumstances. While it is preferable to have a thorough understanding of the emergency's circumstances, no assumed information should be used in planning. This is particularly important for stakeholder communication and reputation management.
• Capabilities and Resources. A detailed and accurate knowledge of the Shires capabilities and resources will give the LRCC greater options for minimising impact and ensuring both reputation protection and continuity
• Priority Stakeholders. In an emergency, all stakeholders may consider themselves a priority. Resources will rarely be sufficient to deal with them all equally so stakeholder priority must be determined by the LRCC.

2.8.1   Team update briefs
Team updates are used to keep all LRCC members informed of the evolving situation, the progress of the response and recovery activities and to coordinate the priorities for the next planning period. These updates should be held as regularly as the situation requires and follow the same format to ensure familiarity and brevity for the team members. For a guide on the LRCC initial brief refer to the Initial Team Briefing Guide at Appendix 2F.

A guide to team update briefings is attached at Appendix 2G.

2.8.2   Situation updates
Between the LRCC, the Local Recovery Coordinator and the LRCC Sub-committees, situation update briefs will need to be given to inform all members of new or evolving situations. The LRCC itself will also need to update other government organisations, stakeholders and responding emergency services. This information needs to be provided in a logical, brief and systematic format and normally this update will be provided after the LRCC has held its own briefing. This information will then be summarised with a focus on:

• What has changed since the last update
• What is being done
• What is planned
• The LRCC's assessment of the situation.

A form for Situation Reports (SitReps) is attached at Appendix 2H.

2.9   Rotation

The management of some incidents may extend over prolonged periods of time requiring LRCC members to be rested and rotated to avoid fatigue. It is the responsibility of the LRCC management to monitor team members and rotate them with suitable replacements. It is essential that each replacement team member receives a thorough hand-over brief from the incumbent prior to commencing their new role.

2.10 LRCC Structure

The LRCC can expand or contract as the emergency management process requires. When forming the LRCC, the LRCC Leader will organise the team based on the nature, location and severity of the event as well as considering the availability of designated members. The LRCC Leader will also ensure that the LRCC has the technical expertise and operational knowledge required to respond to the situation. Refer to Appendix 2I for the LRCC structure.

2.11 Key appointments

A list of key LRCC appointment holders is attached at Appendix 2J. In addition to LRCC members knowing and understanding their primary and alternate roles and responsibilities, it is important that they are familiar with other roles and responsibilities, as they may be required to fulfil these roles at any time (particularly during the early stages of activation).
During the emergency response, each team member must record their actions in an Individual Log (attached at Appendix 2K).

2.12 Standing Down the LRCC

On determining that emergency response should end, the LRCC Chairman will stand down the LRCC. In their place, a recovery team may be required to take control of any recovery effort. On standing down the LRCC, the LRCC Leader should detail the work achieved and the intent for the way forward. The Deputy/LRC is responsible for any administrative arrangements to support the return to normal community environment.

2.13 Post Crisis Review

Once an incident is over, it is important to capture all relevant information to ensure that the lessons learnt are understood and shared across the organisation. At each level of the organisation and for each phase of the incident, these lessons must be captured in a post-crisis review (PCR).

It is important that all lessons learnt are captured at the earliest opportunity after an incident. The recommended process for this is the 'Sustain, Improve, Fix and Who' methodology. 'Sustain' refers to those issues identified that were handled well and need to be sustained in future events. 'Improve' refers to those issues that were managed poorly and need to be improved. 'Fix' means the potential solutions for the areas requiring improvement and 'Who' identifies the person or group that has responsibility for this in the action plan. A post emergency review guide is at Appendix 2L.

PART 2 – APPENDICES

Appendix 2A - Risk Register

Hazards (Sources of Risk)	Planning Priority
Fire Rural	1
Earthquake	2
Flood	3
Severe Storm, Tempest	4
Transport Emergencies [Road Rail and Air]	5
Hazardous Materials Emergencies	6
Industrial Accident / Rescue	7
Fire Urban	8
Search and Rescue	9
Building collapse [USAR]	10
Bridge Collapse	11
Epidemic – Human	12
Exotic Disease- Animal and Plant	13
Infrastructure Failure [Power Communications Water]	14
Terrorism / C.B.R.	15
Radioactive Materials Emergencies	16
Aeronautical Accident	17

Appendix 2B - RCC Layout

EXISTING VERANDAH

EXISTING CUPBOARD

DISABLED

F

M

(MEDIA CENTRE/ FAMILY LIAISON ROOMS ALOCATED AS REQUIRED)

COUNCIL CHAMBER

VISITORS AND COUNCILLORS ANTE ROOM

SAFE

CLNR

RECOVERY COORD. CENTRE (RCC)

KITCHEN

COUNTER
①
3

CEO OFFICE
①
1

CEO SECRETARY
①
2

RECEPTION

ENTRY PORCH
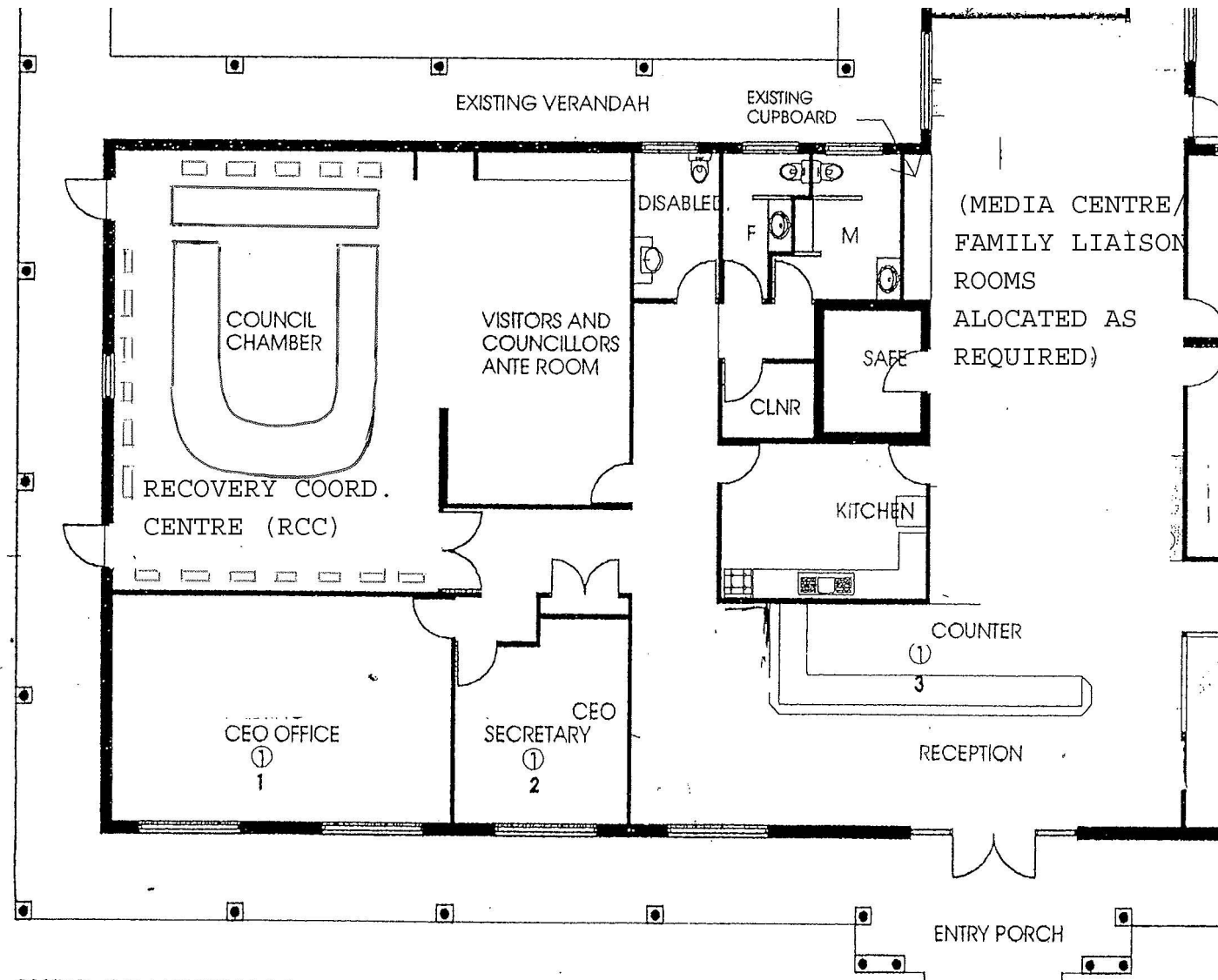
Appendix 2C - RCC Equipment Checklist

Suggested items for RCC

- Communications:
  - Land line phones
  - Mobile phones
  - Extra mobile phone batteries, with chargers
  - Two-way radios, extra batteries and chargers
  - Internet/intranet access points
  - Dedicated e-mail address
  - Fax Machine (2 – in/out), Copier, Computer(s), Printer, Projection unit, Projection screen
  - Digital camera
  - Digital video camera
  - Clock
  - AM/FM radio
  - Tape recorder
- TV with reception and with VCR and DVD, preferably with pay TV news available
- LRCC Status boards – either large hard copy, or electronic if sufficient projectors and PCs are available
- Extension cords and power boards
- General office supplies:
  - Paper, pencils and pens
  - Files and folders
  - In/out baskets
  - Flip charts
  - Markers
  - Masking tape
- Storage/filing containers
- Supply of forms (activity log sheets and telephone message pads)
- Reference material:
  - Phone book (site, corporate, white/yellow pages)
  - Manuals
  - Applicable contingency plans (ie. state, federal)
  - Incident related maps, charts, drawings etc.
  - Tables and chairs
- Rubbish bins, shredders and classified waste bags
- Food and drink supplies
- Torches.

RCC set-up guide

The first person to arrive at the RCC should commence setting-up the room (until the RCC Coordinator arrives). To set-up the RCC, the following must be done:

- Open and clear the room
- Set-up relevant maps and photographs
- Locate and lay-out copies of the Emergency Management Arrangements and relevant references
- Ensure that computers, printers, fax machines and data projectors are switched on and logged-on
- Ensure that status boards are set-up, cleaned and ready for use
- Ensure an adequate supply of stationery is available

Inform the LRCC Chairman/Leader and Deputy that the RCC is now functional.

Appendix 2D - LRCC Status Boards

Status Board 1   Situation board   Last updated:

Location:		INCIDENT REPORT STATUS:		HMA:
Description:				HMA POC: Contact Details: Combat Agency 1: POC: Contact Details: Combat Agency 2: POC Contact Details:
Time of incident:	Time HMA activated:	Time HMA arrived at scene:		

INFORMATION REQUIREMENTS	RESPONSIBLE	DUE	COMPLETED	TASKS	PRIORITY	RESPONSIBLE	DUE	COMPLETED
			♣					♣
			♣					♣
			♣					♣
			♣					♣
			♣					♣
			♣					♣
			♣					♣
			♣					♣
			♣					♣
			♣					♣
			♣					♣
			♣					♣
			♣					♣
			♣					♣
			♣					♣
			♣					♣
			♣					♣

Objectives		
Objectives (in priority order):		

IMPACTS (CURRENT AND POTENTIAL)		
Issue:	Impact:	Remarks:

Casualties (fatalities/injuries/missing persons)								
Name	Organisation	Condition	Verified	Current location	Responsible Combat Agency	Next of kin notified	Next of kin support	Remarks

resources			
Resource required	Source	Status	Remarks

Status Board 5   Key activities and timing   Last updated:

key activities and timing		
Activity	Time	Remarks
Next update from HMA		
Next LRCC brief		
Next shift rotation		
Media activities		
Visits/arrivals		
Community briefing		

Appendix 2E - Emergency Activation Log

Serial No:_____

Notification taken by:	Time:
Notification provided by:	

QUESTIONS	DETAILS			
What is the nature of the emergency? Number of people involved? What happened? Where? When? Assistance requested?				
Are all personnel accounted for?	Yes / No			
What are the injuries and damage? Injuries				
Fatalities				
Equipment damage				
HMA Contact Details?	Agency: POC: Contact Details:			

Have these state emergency services been notified	Contacted		Onsite	
	Yes	No	Yes	No
FESA				
Western Australian Ambulance Service				
Western Australian Police Service				
Ranger Services				
Who else is in attendance at the emergency scene?				

Have these people been notified?	Contacted		Onsite	
	Yes	No	Yes	No
President				
LRC				
Shire of Northam offices				

Has the LRCC Chair activated the LRCC? When are staff to meet at the RCC?	Time:		Time:	
Who else has been notified or is aware of the situation?				
What continuing hazards exist?				
Is the situation escalating? How?	Yes / No			
Site or area evacuated	Yes / No			
Has there been any media involvement? If so, what?	Yes / No			

Appendix 2F - Initial Team Briefing Guide

The first formal meeting of the LRCC should be held as soon as possible after the team has been activated. This key briefing will set the initial focus of the LRCC. The primary outcomes of this briefing are that all key members of the LRCC will understand the situation, an initial response plan will be mapped out, and initial group tasks will be allocated by the LRCC Leader.

STEP	ELEMENTS	WHO	OUTPUT
SITUATIONAL AWARENESS (Who, What, Where, When and Why)	When did the incident occur? Who was involved? Where has the incident occurred? What has occurred? Why did this occur? Nature of incident/issue Containment of incident Current level of site response Current level of emergency response Resources and assets activated Activities planned What assistance is required Initial indications of the cause Does this threat still remain	LRCC Chair, Response Manager	Common understanding across LRCC
LRCC INTENT	What is the focus of the LRCC actions?	LRCC Chair	Team direction set
PRIORITIES	Priority objectives Priority actions Priority stakeholders Emergency Information Requirements (EIRs)	LRCC Chair LRCC Deputy	Initial response plan scoped and planning focus confirmed
TASKS	Confirm tasks allocated so far Assign tasks to each group manager	LRCC Chair	Organisational needs identified (personnel, etc)
RESOURCES	Currently committed to the incident Additional resources required	All	Administration and logistics
QUESTIONS	Questions Confirmatory questions for the meeting	All	Clarification
TIMINGS	Critical known timings Initial response timeline Next meeting	LRCC Chair LRCC Deputy	LRCC coordination

Appendix 2G - Team Update Briefing Guide

This brief provides the framework for each LRCC meeting.

Focus	Element	Who
What has changed? (Consider how the situation has changed since the last report)	Update on incident/issue LRCC update LRCC update	LRCC Chair LRC
What's been done? (Consider personnel, assets, environment, business continuity and reputation)	Key actions over preceding period LRCC Sub Committee updates	
What's going to be done? (Consider personnel, assets, environment, business continuity and reputation)	Response activities planned Other group activities planned LRCC Chairs guidance	
Priority issues	Identify critical operational and business issues Prioritise issues Allocated tasks	
Information required	Identify critical information requirements Allocate responsibility for seeking this information	

Appendix 2H - Situation Reports

From: To: Date: Time:

SITREP	
What has changed? (Consider how the situation has changed since the last report)	
What's been done? (Consider personnel, assets, environment, business continuity and reputation)	
What's going to be done? (Consider personnel, assets, environment, business continuity and reputation)	
Priority issues	
Information required	

Appendix 2I - LRCC Structure

SHIRE COUNCIL

LEMC

LRCC

SHIRE COUNCIL RESOURCES

HMA & LEC

SPECIALIST ADVISORS TO LRCC
ENVIRONMENTAL   WORKS/UTILITIES   WELFARE   HEALTH
COMMUNICATIONS   FINANCE/INSURANCE
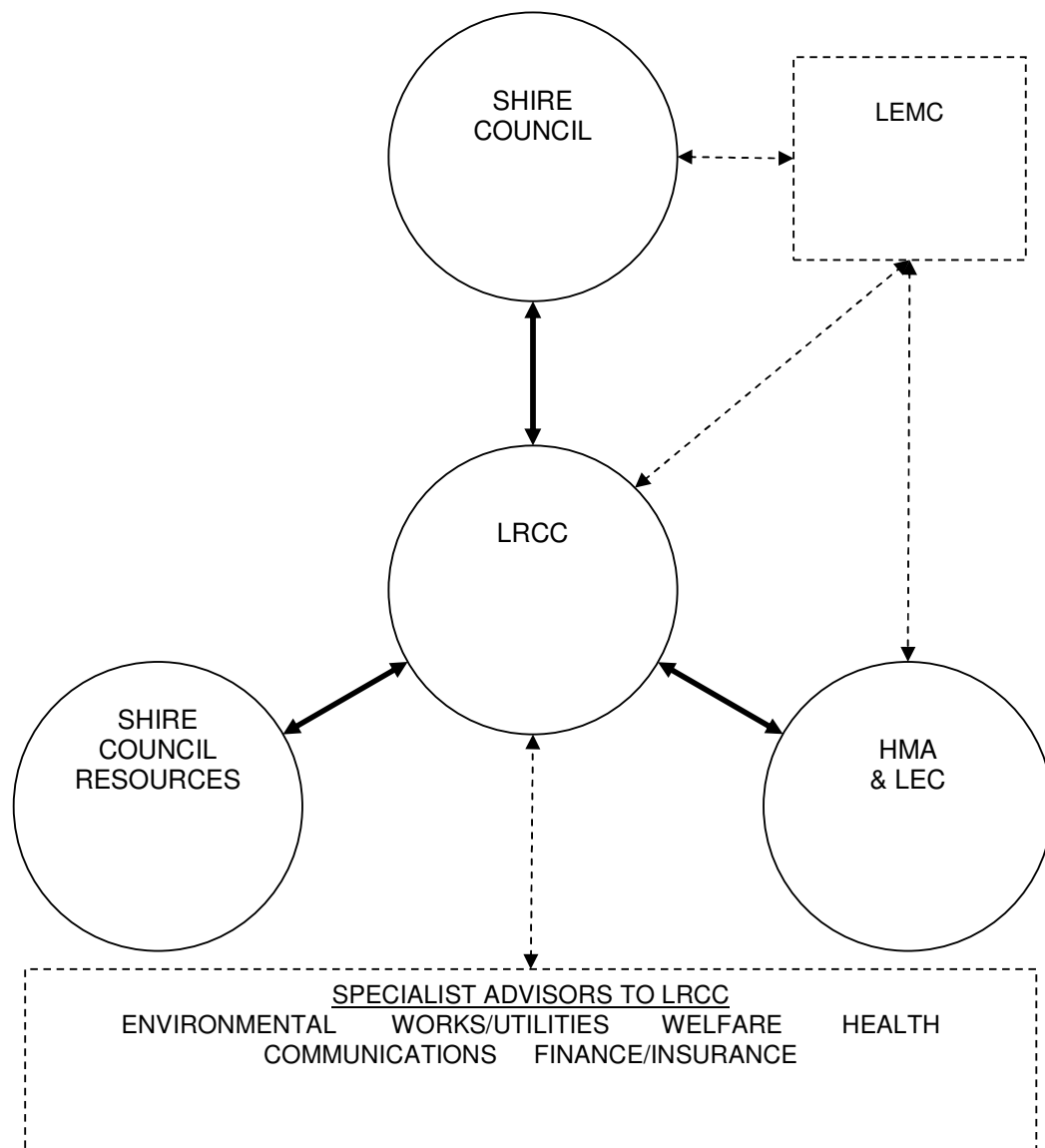
Appendix 2J - LRCC Appointment List

LRCC Position	Primary	Alternate
Chair	Shire of Northam President	Shire of Northam Deputy President
LRC/XO	Shire of Northam CEO	Shire of Northam Deputy CEO
Deputy	Shire of Northam Deputy CEO	Shire of Northam – Mgr Health & Building
RCC Coordinator	Shire of Northam – Mgr Health & Building	To be appointed by LRCC Chair
Communication Officer	Shire of Northam Staff	Shire of Northam Staff
Scribe	Shire of Northam Staff	Shire of Northam Staff

Appendix 2K - Individual Action Log

Serial No:_____

NAME	ROLE	DATE

TIME	ACTIVITY/EVENT

Appendix 2L - Post-Crisis Review Guide

	SUSTAIN	IMPROVE	FIX	WHO + WHEN
Explanation	(LRCC actions and decisions that were done well and need to be maintained)	(LRCC actions and decisions that were not well done and need to be improved)	(The solution to the 'improve' point raised)	Who is responsible for 'fixing' this and by what date?
Sustain example	Passage of information in and out of the LRCC was accurate and prompt due to: Regular SitReps Regular team briefings			
Improve/Fix Who/When example		The LRCC's understanding of media operations was poor	Conduct media training for key personnel More actively engage these stakeholders throughout the crisis response	Communications Advisor

Appendix 2M - Post Emergency Debrief Form

Date:	Time start:	Time finish:
Employee:		
De-briefing Officer:		
Role or involvement in emergency:		
Medical check-up conducted: **Yes / No** **Date:** **Time:** **Contact:**		
Further treatment required: **Yes / No** **Date:** **Time:** **Contact:**		
Counselling: **Offered / Arranged / Conducted** **Date:** **Time:** **Contact:**		
Name of support person to be contacted (next-of-kin, family/friend): **Phone:**		
Issues / concerns:		
Question: **Answer:**		
Signed (Employee):		**Date:**
Signed (Debriefing Officer):		**Date:**
For review by: **Reviewed: Yes / No**		**Date:**
Comment/action:		

PART 3: RESPONSE

3.1 Risks

The Emergency Risk Management (ERM) process forms the foundation of a community's local emergency management arrangements, as it identifies the risks in the local community.

A community's ability to cope with the impact of emergencies will depend largely on whether the local government has prepared plans and arrangements for its district, along with the relevant HMAs plans. Local Plans for the Shire of Northam exist in the following areas:

Table 2: Hazards, Responsible HMAs, and Appropriate Local and State Plans

Threat	HMA	Local HMA	District HMA	Westplan	Local Plan
Fire rural	Shire of Northam	Yes	Yes	Wildfire	Yes
Fire urban	FESA-FRS	Yes	Yes	Urban Fire	Yes
HAZMAT	FESA-FRS	Yes	Yes	Hazmat	Yes
Industrial accident/rescue	FESA-FRS	Yes	Yes		Yes
C.B.R.	FESA-FRS	Yes	Yes	Hazmat	Yes
Radioactive emergencies:	FESA-FRS	Yes	Yes		Yes
Severe storm Cyclone	FESA-SES	Yes	Yes	Storm Cyclone	No No
Land Search and rescue:	Police	Yes	Yes	Land S&R	Yes
Earthquake	FESA-SES	Yes	Yes	Earthquake	No
Flood	FESA-SES	Yes	Yes	Flood	Yes
Bridge collapse	FESA-F&R	Yes	Yes		
Transport Emergencies: Road Rail Air	Police Westrail Police	Yes Yes Yes	Yes Yes Yes	Road crash Air crash	Yes Yes Yes
Epidemic	Health Dept	Yes	Yes	Human epidemic	Yes
Exotic disease	Dept of Agriculture	Yes	Yes	Exotic animal disease	Yes
Aeronautical accident	Police	Yes	Yes	Space debris	Yes
Infrastructure failure: Power Water Communications	Western Power Water Corp Telstra	Yes Yes Yes	Yes Yes Yes		Yes Yes Yes

HMAs and combat agencies might require local government resources and assistance in emergency events and the local government must be committed to providing that assistance/support where possible. It is recommended that a resource inventory be produced listing local government, HMAs, combat agencies, support and welfare organisations resources.

3.2   Evacuation

Evacuation is a risk management strategy which may need to be implemented, particularly in regards to cyclones, flooding and bush fires.

The decision to evacuate will be based on an assessment of the nature and extent of the hazard, the anticipated speed of onset, the number and category of people to be evacuated, evacuation priorities and the availability of resources. These considerations should focus on providing all the needs of those being evacuated to ensure their safety and on-going welfare. The HMA will make decisions on evacuation and ensure that community members have appropriate information to make an informed decision as to whether to stay or go during an emergency.

Under section 67 of the Act a hazard management officer or authorised officer during an emergency situation or state of emergency may do all or any of the following:

• Direct or by direction prohibit the movement of persons, animals and vehicles within, into, out of or around an emergency area or any part of the emergency area
• Direct the evacuation and removal of persons or animals from the emergency area or any part of the emergency area
• Close any road, access route or area of water in or leading to the emergency area.

All plans should have an evacuation section detailing broad arrangements for evacuation. The section should be written in conjunction with State Emergency Management Policy No. 4.7 Emergency Evacuation and the State Welfare Emergency Management Support Plan (Westplan – Welfare). The planning and provision of emergency welfare services at the local level must be consistent with, as far as possible, the policy and concepts of Westplan – Welfare. If local governments nominate their own Welfare Coordinators or Welfare Liaison Officers the Local Welfare Coordinators referred to in Westplan - Welfare will have a support coordinator role.

Evacuation is an important part of the emergency management process. Essentially the management of evacuation is the responsibility of the hazard management agency in charge of the event; however it is the responsibility of local governments to ensure the provision of facilities for use as welfare centres in an emergency. Hence it is important that local governments identify and document the resources and facilities that can assist and cope with evacuees.

Involve community representatives in the planning process so they are aware of and informed about what they might face, and possible options. Community members should have an understanding of the local community's evacuation principles and procedures. Community awareness and education are critical to the successful implementation of an evacuation plan. You will also need to consider how the larger community will learn of this plan. For example via the local media (paper, radio), letterbox drops, community notice boards, television crawlers (messages drawn across the screen) and public meetings.

You may need to remind your community to make evacuation arrangements for their companion animals (pets) and livestock. Special need items such as contact lenses and solution, prescription medications, eye glasses, as well important documents, small possessions and children's favourite toys should be considered in household evacuation plans.

3.3   Evacuation Planning Principles

Depending on the risk, the need for long or short-term evacuation and immediate or planned evacuation may be necessary. The general policy of the State's emergency management organisation is that:

• As far as is possible, community members should be involved in the decision to stay or evacuate when threatened by an emergency; and

- The decision to evacuate will only be made by an HMA or an authorised officer when the members of the community at risk do not have the capability to make an informed decision or when it is evident that loss of life or injury is imminent
- In consultation with the community and the Department for Community Development (DCD), the HMA is responsible for ensuring arrangements are in place for the care of evacuees until such time as they can return.

See State Emergency Management Policy No. 4.7 Emergency Evacuation for more detailed evacuation planning principles. Refer to Appendix 3A for a Demographic table

The demographics table at Appendix 3A is an example of the type of information required on populations at risk in the area. It may be necessary to collect and store this information in a computerised database.

Schools, hospitals, nursing homes, child care facilities etc. should each have separate emergency evacuation plans, which show where their populations will assemble for transportation. It is important that this information is captured for an overall understanding of where people will be congregating in an emergency.

An example of an evacuation matrix and relocation centres has been provided as Appendix 3B.

3.4   Evacuation Matrix

The purpose of a matrix is to outline the length of time and number of people the facilities and resources in the local government area can facilitate. A list of potential Evacuation Centres with estimated people numbers and durations is provided at Appendix 3B

3.5   Evacuation Routes and Maps

The evacuation portion of the local emergency management arrangements should provide for:

- Assembly points for evacuees;
- Evacuation routes;
- Traffic control points;
- Vehicles or other means of evacuation; and
- Alternate assembly points and evacuation routes in the event that the primary routes are blocked is a useful backup.

Consider possible choke points on the evacuation routes and some means of clearing blockages.
Be mindful that depending on the emergency and location, routes are likely to be variable
Matrices and maps may be suitably placed as appendices.

3.5.1   Other literature which may assist in this area
- Australian Emergency Management Manual 11 - Evacuation Planning

3.5.2   Training programs which may assist in this area
- Emergency Coordination Centre Management
- Undertake Emergency Planning
- Emergency Management for Local Government

PART 3 – APPENDICES

Appendix 3A - Demographic Details

The following table records the number of people and their demographic groups expected to be in each area of the Shire of Northam.

Categories	Geographical Areas				
	Town CBD North of River	Town CBD South of River	West Corridor	East Corridor	Central Corridor
Adults	2176	2515	1455	544	754
Secondary School age	719	202	Nil	Nil	Nil
Primary School age	145	671	198	Nil	Nil
Pre-school age	23	35	68	Nil	Nil
Hospital Patients	40	Nil	Nil	Nil	Nil
Residents Home for the Aged	Nil	83	8	Nil	Nil
Total Population by area	**3203**	**3506**	**1729**	**544**	**754**

Vulnerable Groups

Name	Description	Address
Bethavon Aged Hostel	Aged Hostel	107 Duke St Northam
Avon Valley Residency	Aged Hostel	47-57 Burgoyne St Northam
Northam Residential College	Youth Hostel	Inkpen St Northam

Appendix 3B - Evacuation Matrix

The purpose of a matrix is to outline the length of time and number of people the facilities and resources within the Shire of Northam can accommodate. For more detail, refer to the DCP Evacuation Plan.

Bert Hawke Pavillion

Duration / People	0-8 Hours	8 Hours to 1 Day	1-3 Days	3-7 Days	1 Week +
1-10	YES	YES	YES	NO	NO
10-100	YES	YES	NO	NO	NO
100-500	YES	NO	NO	NO	NO
500+	YES	NO	NO	NO	NO

Northam Recreational Centre

Duration / People	0-8 Hours	8 Hours to 1 Day	1-3 Days	3-7 Days	1 Week +
1-10	YES	YES	YES	YES	NO
10-100	YES	YES	YES	YES	NO
100-500	YES	NO	NO	NO	NO
500+	YES	NO	NO	NO	NO

Northam Residential College

Duration / People	0-8 Hours	8 Hours to 1 Day	1-3 Days	3-7 Days	1 Week +
1-10	YES	YES	YES	YES	YES
10-100	YES	YES	YES	YES	YES
100-500	YES	YES	YES	YES	YES
500+	YES	NO	NO	NO	NO

Clackline Community Hall

Duration / People	0-8 Hours	8 Hours to 1 Day	1-3 Days	3-7 Days	1 Week +
1-10	YES	YES	YES	NO	NO
10-100	YES	YES	NO	NO	NO
100-500	NO	NO	NO	NO	NO
500+	NO	NO	NO	NO	NO

Northam Army Camp

Duration People	0-8 Hours	8 Hours to 1 Day	1-3 Days	3-7 Days	1 Week +
1-10	YES	YES	YES	YES	YES
10-100	YES	YES	YES	YES	YES
100-500	YES	YES	YES	YES	YES
500+	YES	YES	YES	YES	YES

NB: This venue may not be available.

Wundowie Community Hall

Duration People	0-8 Hours	8 Hours to 1 Day	1-3 Days	3-7 Days	1 Week +
1-10	YES	YES	NO	NO	NO
10-100	YES	NO	NO	NO	NO
100-500	YES	NO	NO	NO	NO
500+	YES	NO	NO	NO	NO

Bakers Hill Sports Pavilion

Duration People	0-8 Hours	8 Hours to 1 Day	1-3 Days	3-7 Days	1 Week +
1-10	YES	YES	YES	NO	NO
10-100	YES	YES	YES	NO	NO
100-500	YES	NO	NO	NO	NO
500+	YES	NO	NO	NO	NO

Irish Town Community Hall

Duration People	0-8 Hours	8 Hours to 1 Day	1-3 Days	3-7 Days	1 Week +
1-10	YES	YES	NO	NO	NO
10-100	YES	YES	NO	NO	NO
100-500	YES	NO	NO	NO	NO
500+	NO	NO	NO	NO	NO

Grass Valley Community Hall

Duration People	0-8 Hours	8 Hours to 1 Day	1-3 Days	3-7 Days	1 Week +
1-10	YES	YES	NO	NO	NO
10-100	YES	YES	NO	NO	NO
100-500	YES	NO	NO	NO	NO
500+	NO	NO	NO	NO	NO

Muresk Institute

Duration People	0-8 Hours	8 Hours to 1 Day	1-3 Days	3-7 Days	1 Week +
1-10	YES	YES	YES	YES	YES
10-100	YES	YES	YES	YES	YES
100-500	YES	YES	NO	NO	NO
500+	NO	NO	NO	NO	NO

Spring Hill Camp School

Duration People	0-8 Hours	8 Hours to 1 Day	1-3 Days	3-7 Days	1 Week +
1-10	YES	YES	YES	YES	YES
10-100	YES	YES	YES	YES	YES
100-500	YES	NO	NO	NO	NO
500+	NO	NO	NO	NO	NO

Note: This matrix is not to be used to determine if the event is local, divisional, regional or state.

Important
In the event of an evacuation the Department for Child Protection (DCP) needs to be contacted as the Department has responsibility for the provision of welfare services (food, clothing, emergency accommodation, financial assistance, personal support) to evacuees and management of registration and inquiry services using the National Registration and Inquiry system and forms.
If reciprocal agreements regarding evacuation facilities have been made with other local governments, this must also be documented with the above information.

PART 4: COMMUNICATION AND STAKEHOLDER MANAGEMENT

4.1   Communication Policy

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

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

4.2   Communication Principles

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

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

4.3   Stakeholder Communication

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

Both internal and external communications will be directed by the strategy, which will ensure alignment with the LRCC response objectives and with the Shire of Northam's communications policy. A well managed and coordinated response will ensure the following occurs:

- Stakeholders are arranged in order of priority and addressed accordingly
- Communication is facilitated only by those authorised to do so
- Information released is confirmed and accurate
- Communication is regular, consistent and takes into account sensitivities.

4.4   Communication Materials

In a crisis, a communication strategy should be developed to ensure that all communication efforts are aligned with emergency response objectives, Shire of Northam policies and the principles outlined above. The strategy will also guide the use of the communication tools listed below. Samples of these tools are located in the Part 4 appendices, as indicated.

- Key messages (Appendix 4D)
- Media release (Appendix 4E)
- Media holding statement (Appendix 4F).

Other means for keeping stakeholders updated on the situation may include:

- In-person meetings with key stakeholders
- Media conferences
- Phone/letter/email updates
- Website updates
- Community meetings
- Setting up next-of-kin rooms and media rooms.

4.4.1   KEY MESSAGES

Central to the communication response, key messages are developed specifically for the situation. They are a simple way of ensuring that communication is consistent and accurate. As research shows that people usually remember three points from any given communication, three key messages should be developed. In some instances, more than one set of key messages will be prepared to address different stakeholder interests and viewpoints. Their coordination and use will be the responsibility of the LRCC.

To avoid the messages being merely claims, they must be completely supported by facts. The document should be updated as more information or facts become known. Messages that are approved by the LRCC will form the basis of all communication with stakeholders and will be incorporated when the communications materials listed above.

The key messages document is strictly for internal use only and should never be given directly to stakeholders. It should not include any confidential or potentially compromising statements. It is important that legal advice is sought on issues which may have legal and/or commercial sensitivities before information is released.

A guide to developing key messages is provided at Appendix 4D.

4.4.2   QUESTION AND ANSWERS (Q&A)

The Q&As document will also be prepared by the LRCC and are not intended for external release. The approved key messages will form the basis of the Q&As document, which will focus on communicating the Shire's messages in interviews.

Q&As can be used by the approved spokesperson to prepare for media interviews and can also be used by any employee receiving enquiries. The document is a guide to providing appropriate answers to questions that are likely to be asked by the media and other stakeholders.

For media conferences and interviews, familiarity with both the Q&As and the key messages will enable spokespeople to maintain control of the agenda and discussions.

4.5   Managing the Media

During a crisis information used in the communication response must be controlled. The approvals/sign off procedure must be adhered to so that all facts are accurate and that their release is authorised. The LRC is responsible for enforcing this procedure, which is as follows:

- Facts will be verified internally through update briefings within the LRCC. Information is never to be assumed
- The LRCC will draft documents for release to external stakeholders
- The LRC must confirm all incident-related facts

• LRCC Chair will coordinate final sign-off from the CEO prior to document release.

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

• Shire of Northam – CEO
• Shire President
• Incident relevant elected representative.

They must have the updated facts and be both available and prepared to manage media relations. This will involve responding to media enquiries and speaking on behalf of The Shire of Northam at media briefings or conferences.

4.6   Contacts
Emergency Contacts

Contact	Phone/Fax	Email	Address
State Emergency Service (FESA)	FESA Communication Centre 1300 1300 39		
Fire Service (FESA)	FESA Communication Centre 000		
Western Australian Police	WAPOL Communication Centre 000		
Ambulance (St Johns)	Ambulance Operations Centre 000		
FESA - Northam	Ph: 9690 2300 Fax: 9622 5178		79 Newcastle Road, Northam 6401
LEMC arrangements Secretary SEMC	(08) 9323 9335		
Policy Advice Manager Policy & Planning	(08) 9323 9599		
Funding Programs Manager Mitigation	(08) 9323 9580		
Training & Development: Manager Training & Development	(08) 9323 9418		
Western Australia Police (For Emergency Coordinators): Emergency Management Coordination Unit (EMCU)	Ph: (08) 9222 1750 Fax: (08) 9222 1489		
FESA	Ph: (08) 9323 9300 Fax: (08) 9323 9462	Email: fesa@fesa.wa.gov.au Web: www.fesa.wa.gov.au/internet	
Northam Police Station	08 9622 4260		Gairdner Street, Northam 6401

All enquiries and visitors relating to the emergency must be recorded in the communication log sheet (Appendix 4G). The log sheet will be used by the LRCC to monitor stakeholder communications and ensure that follow up actions are made.

It is crucial that all employees are aware of the procedure for handling enquiries and know how to appropriately direct calls and visitors. This procedure is outlined in the LRCC guide to handling enquiries and visitors (Appendix 4A).

4.6.1   General Enquiries

Frontline employees from outside the LRCC must be prepared to receive enquiries from a range of stakeholders. The Shire of Northam's Communications Advisor will ensure that they are provided with a script based on the key messages and a copy of the prepared Q&As and must brief them on the communication policies. Other than approved spokespeople, no employee is authorised to make comment to any stakeholder beyond the scope of the script and these documents. If the enquiry requires further information or comment, the caller or visitor must be transferred as follows:

• Media enquiries - Communications Advisor
• Family enquiries - Human Resources Officer
• Government enquiries - Communications Advisor
• All other enquiries - Pass on to relevant person or Communications Advisor will direct.

If unable to make the transfer, the Telephone Message Sheet (Appendix 4H) needs to be filled out so that the call can be returned as soon as possible.

In brief, the procedure for frontline employees in handling enquiries is:

• Inform the person that you are not an authorised spokesperson and cannot provide comment or detailed information
• Correctly take a message including the nature of the enquiry and the deadline (if any)
• Ensure that the appropriate person receives the message and returns the call
• Log the enquiry in the Communication Log Sheet.

Handling enquiries from concerned relatives and friends
Enquiries from concerned relatives and friends must be directed to the Human Resources Officer. At all times, you should:

• Establish the caller/visitor's relationship
• Demonstrate care and listen to their concerns
• Remain calm
• Provide reassurance that all necessary actions are being undertaken to manage the situation (this will be guided by the script and Q&As documents)
• If you receive an enquiry about someone who is injured, deceased or unaccounted for, you must ensure the Human Resources Advisor or the Communications Advisor is advised as soon as possible.

In case of an injured, missing or deceased employee, the procedure for notifying their family members must be adhered to. For more detail on this procedure, refer to Section 4.7.

Handling media enquiries

All media enquiries are to be transferred to the Communications Advisor. Shire of Northam employees are not permitted to make comments to the media or to say "no comment". The correct response to media enquiries is:

> **"I am not authorised to comment. I will pass your enquiry onto a Shire of Northam spokesperson. If you provide me with your details, I will ensure they return your call as soon as possible"**

For more details on media management, please refer to Section 4.8.

4.6.2   Handling government enquiries

Depending on the scale of the incident, government personnel may be asked to comment on it by the media. For this reason, other government stakeholders must be kept updated on the facts of the situation. Enquiries from other government departments should be directed to and logged by the Communications Advisor.

Depending on the nature of the enquiry, the profile of the department or the person calling, the enquiry may need to be managed at a senior level.

4.7 Next-of-Kin Management

If the person being enquired about is injured, deceased or unaccounted for, the Human Resources Officer will take the enquirer's name and details, then advise that a Shire of Northam representative will contact them as soon as possible. The Human Resources Advisor will then ensure that the notification process is followed, coordinating the involvement of senior managers and the police as needed.

4.7.1   Notifying Next-of-Kin of a missing or injured person

Notifying next –of-kin of a missing or injured person should be a Police led task. For incidents involving significant numbers of injured, the Shire of Northam may be required to provide the Police with administrative support.

4.7.2   Notifying Next-of-Kin of a death

Death notifications must be made by the police. Again, the Shire may be asked to assist with administration

4.7.3   Next-of-Kin Room

In an emergency, the LRCC may coordinate a next-of-kin room to be set up if required. This will be set up within the Shire of Northam offices. The purpose of the next-of-kin room is to give direct family members of any injured, missing or deceased persons, a place where they can receive support and information.

Any information, news and updates must be provided by a senior Police Officer.

Refer to Appendix 4I for Guidelines on establishing a next-of-kin room.

4.8 Media Policy

This policy governs the actions of all Shire of Northam employees when dealing with the media. Its purpose is to ensure a professional and consistent approach to external communications, through the maintenance of positive media relationships.

To build positive media relations, all employees must remember the following:

• Media representatives are to be treated with courtesy and respect at all times
• All media calls are to be returned within one hour
• Only authorised spokespeople may provide comment to the media. All other employees are to respond as suggested in Section 4.6.

The correct procedures for the management of media enquiries include:

• Any employee receiving a media enquiry must transfer the enquirer to the Communications Advisor with the LRCC
• The details of all media calls are to be recorded on the Communication Log Sheet
• The Communications Advisor will liaise with LRCC to determine what follow up actions are necessary
• No employee, contractor or spokesperson is to use the phrase "No Comment" when talking to the media
• No employee or spokesperson is to give "off the record" or "in confidence" information
• All media releases and holding statements must go through the approvals process prior to release, with final sign off from the CEO or LRCC Chair.
• Anything communicated to the media must be consistent with other internal and external communication.

This media policy must be circulated to all Shire of Northam employees and contractors.

4.9 Establishing a Media Centre

When an incident is ongoing or attracting significant media attention, it may be necessary to set up a media centre. This will be located at the Shire of Northam offices and serve as a place for media personnel to visit for information.

As for a media conference (refer to Section 4.11), the room must be equipped with internet access, telephones, refreshments and seating. If a media centre is set up, the Communications Advisor will coordinate for media information kits to be put together and made available in the media centre. The information kits would contain fact sheets and any other relevant materials such as maps or frequently asked questions sheets.

Media personnel must be greeted by an appropriate person, who will record their names, organisation names and their contact details on a visitor register. However, only authorised spokespeople may comment to the media regarding the incident.

4.10 Briefing Media Spokespeople

In an emergency, the Communications Advisor will assist spokespeople in preparing for media interviews and briefings. It is essential that spokespeople are familiar with the key messages and Q&As documents and have updated facts on the emergency response effort.

Preparation for a media interview should include:

- A verbal rehearsal of the Q&As beforehand
- Practice using transitional phrases in response to difficult, intrusive or insulting questions. Some transitional phrases, to be followed by a key message are:
  - "The important issue here is…"
  - "What I do know is that…"
  - "What I can tell you is…"
- Practice integrating key messages into answers
- Practice concise answers, particularly for television and radio interviews
- Reminder of the following interview guidelines:
  - Avoid becoming emotional
  - Be cooperative but firm in correcting errors
  - Admit, without apology, if you don't know an answer
  - Never answer a hypothetical question Use simplistic rather than technical terms
  - Pause before answering questions.

Tips for television interviews
- If possible, choose a site where the Shire of Northam signage is visible
- Ensure the chosen location is clean, easily accessible for journalists and camera operators and is distanced from main work areas so employee conversations are not overheard
- Don't begin the interview until you have prepared (as above)
- Look at the interviewer, not the camera
- Don't question the interviewer
- Don't be drawn into an argument
- Act as if the camera is on at all times and remember that everything you say is on the record
- Avoid loud clothing and ensure that your appearance is neat
- Where there are numerous cameras and journalists asking questions at the same time, try to select the questions you can easily answer
- Never walk away, act aggressively or put your hand in front of a camera.

Tips for radio interviews
Radio stations often want to record an interview rather than await a media release. Radio media usually require frequent updates. When being interviewed for the radio, remember:

- You do not have to take the call/interview immediately. Obtain contact details and an indication of interview content. Take time to prepare before returning the call
- Keep answers brief to fit radio news segments
- If being interviewed over the phone, ask if the conversation is being recorded
- Find out at the start of the call if the interview is live-to-air.

Tips for print media interviews
Print media may seek a photo opportunity as well as an interview.

If they are taking the photograph on-site, ensure that the location is appropriate, following the same tips for television interviews. Be aware that more detail and information will probably be used by print media. It is also possible that more than one journalist from the same organisation is covering the story.

4.11 Conducting a Media Conference

When an emergency attracts substantial media interest, it may be necessary to hold a media conference to deliver an official statement and accurate answers. This will help to avoid speculation and to build positive media relations throughout the emergency response. A guide to conducting a media conference is attached at Appendix 4J.

The location should be chosen carefully as for a television interview and the spokesperson should be fully prepared. All relevant media personnel should be invited as early as possible and provided with a media kit, which may contain:

• A holding statement or media release
• Fact sheets
• A frequently asked questions & answers document.

4.12 Media Monitoring

The media can have a powerful influence on public perception of an organisation at any time, particularly during an emergency. It is therefore important to remain aware of what information the media is sharing with the public and the tone in which it is delivered. During and after an emergency, a crucial part of media management is the monitoring of all media coverage.

It is the responsibility of the Communications Advisor to:

• File all relevant media clippings and news segments as they arise
• Log any inaccuracies in the media and report them to the LRCC
• Follow-up media with correct information if necessary
• Maintain a chronological file of all media coverage for the PCR.

PART 4 – APPENDICES

4A - LRCC Guide to Handling Enquiries and Visitors
4B - Communications Debrief Log
4C - Stakeholder Assessment Tool
4D - Key Messages (sample)
4E - Guide to Writing a Media Release
4F - Media Holding Statement (sample)
4G - Communication Log
4H - Telephone Message Sheet
4I - Establishing a Next-of-Kin Room
4J - Conducting a Media Conference

Appendix 4A - LRCC Guide to Handling Enquiries and Visitors

Next-of-kin enquiries/visitors
- Listen carefully and politely
- Do not deny or confirm a person's condition or status
- Inform the person that you are not an authorised spokesperson and are not in a position to provide detailed information
- Inform the Human Resources Officer about the visitor or transfer the caller to them
- If you cannot transfer the caller, tell them someone will call them back as soon as possible. Use the Telephone Message Sheet and ensure the call is returned promptly.

Media and Government enquiries/visitors
- Inform the person that you are not an authorised spokesperson and are not in a position to comment or provide detailed information
- Do not say "no comment". If you are pressed for information, use a response such as:

> **"I am not authorised to comment. I will pass your enquiry onto a Shire of Northam spokesperson. If you provide me with your details, I will ensure they return your call as soon as possible"**

- Inform the Communications Advisor about the visitor or transfer the call to them
- If you cannot transfer the call, ask for the nature of enquiry, noting the details and media deadline on a Telephone Message Sheet. Arrange for the call to be returned.

General enquiries
- Inform the person that you are not an authorised spokesperson, and as such, you are not in a position to comment or provide detailed information
- Try to transfer the call immediately to the relevant person
- If you cannot transfer the call, note the details on the Telephone Message Sheet and arrange for the call to be returned
- If appropriate arrange for someone to escort the visitor and find them a suitable place to wait.

Appendix 4B - Communication Debrief Log

Stakeholder	Issue (brief details)	Follow- up Action Plan	
		Action/s Required	Completed √

Appendix 4C - Stakeholder Assessment Tool

Stakeholder	Priority (number)	Regularity of contact required	Date and time of contact (signed by person responsible)	Contact's name
Shire of Northam employees				
Committees				
Local residents				
Community / Lobby Groups				
WorkSafe				
LIST LOCAL BUSINESSES / INFRASTRUCTURE AS RELEVANT				

Stakeholder	Priority (number)	Regularity of contact required	Date and time of contact (signed by person responsible)	Contact's name
Emergency Assistance				
Ambulance Services				
Fire Brigade				
Local / State Police				
State Emergency Services				
Doctors Surgeries				
Local Hospitals / Medical centres				
Government				
State Government Departments				
Local Government Association				
Government representatives (state and federal)				
Insurers				
Media				
Local media – Print				
Local media – Radio and Television				
State media – Print				
State media – Radio and Television				
National media – Print				
National media – Radio and Television				

Appendix 4D - Developing Key Messages
SAMPLE ONLY

Key message 1:
Our primary concern continues to be the wellbeing of the people in our community

- Express sympathy on behalf of the Shire of Northam to all affected by the incident
- The Shire of Northam, together with <insert relevant organisations> are doing everything possible to care for the families/employees/communities impacted
- Financial support provided
- Counselling support provided
- The Shire's immediate priority will continue to be to support affected employees/families/communities
- Family visits, community debriefs and other actions taken.
- Next stages - what is known.

Key message 2:
All efforts are being focused on containing and controlling the incident, reducing further impacts.

- Evacuation process, if undertaken
- Secured areas / road closures
- Assessment of damage to area/infrastructure
- Actions being taken to manage incident
- Investigations being undertaken or planned
- Businesses closed / re-opening
- Known facts of incident and its effects.

Key message 3:
Shire of Northam is cooperating in investigations of <insert relevant> to avoid reoccurrence of the incident

- There will be a full investigation into the incident and we will provide whatever assistance we can to investigators
- The review will be headed by <insert name and organisation>
- Our review will focus on operational and emergency response issues
- The results are expected to be released <insert timeframe>
- Our priority is to avoid reoccurrence of the incident and reduction of impacts on <insert relevant stakeholders>
- Timeframe for specific information to be confirmed and released
- Describe next steps - positives for the Shire's future.

# Appendix 4E - Guide to Writing a Media Release

Media Release (1 page)   **Attn: <insert name of media contact>**
Time: <insert time>
Date: <insert date>

Headline

Structuring a media release:
• What do you want to say? Try and summarise it in one short statement before you start to expand or develop your ideas.
• Ask yourself what is the most important information for the intended audience and prioritise this
• Write only about the confirmed facts
• Write short sentences. Ideally don't have more than two sentences to a paragraph
• Provide as much Contact information as possible, at the end of the release
• Ensure that you answer the Five Golden Rules: (who, what, where, when, why?)
• Use the 'pyramid' approach to writing your release:
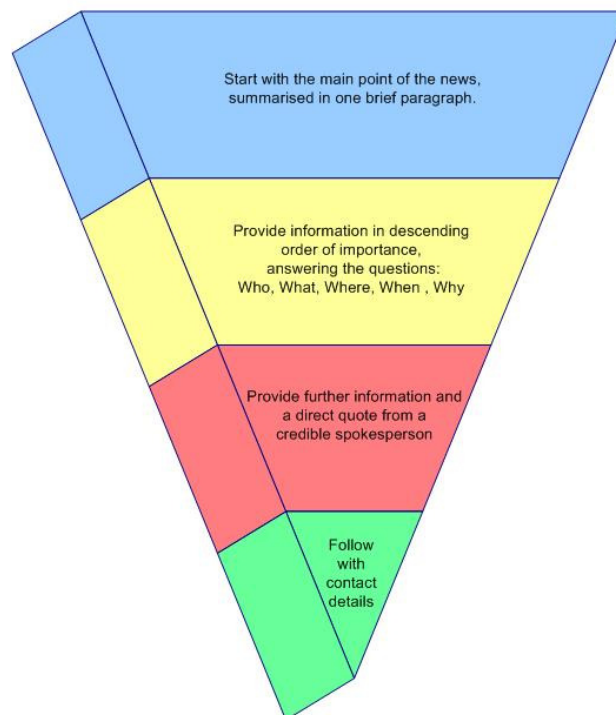
Style and language:
• Make sure the first sentence release is effective, as this is most important.
• Avoid excessive use of adjectives, keep language simple
• Include a quote from a person, identifying the person by name and title and putting the comments in quotation marks
• Finally, ensure that the release undergoes a proof and edit and that sign off authority is obtained.

Appendix 4F - Media Holding Statement (sample)

MEDIA STATEMENT

Released: <DATE>

BUSHFIRE INCIDENT UPDATE

The Shire of Northam confirms that bushfires have spread through the town of XX, causing damage to X local businesses.

Our primary concern continues to be the safety and wellbeing of people living and working in the area.

At this point we can confirm that our focus has been to evacuate personnel and contain the fire within all affected areas.

At this time, our thoughts are with the residents and business owners in the town.

We hope to be in a position to release further information <Specify time frame>.

For further information, please contact:

<name>
Shire of Northam - CEO
Ph: <direct line>
Mob: <insert number>
Email: <insert email>

Appendix 4G - Communication Log Sheet

Date	Time	Name/Organisation	Summary	Action required	Action complete (✓)

Appendix 4H - Telephone Message Sheet

Serial No;_____

TELEPHONE MESSAGE:		
YOUR NAME:	DATE:	TIME:
CALLER'S NAME:	CALLER'S EMAIL:	
CALLER'S TELEPHONE NUMBER:	CALLER'S FAX NUMBER:	
CALLER'S ORGANISATION/AFFILIATION:		
REFFERRED TO:		
MESSAGE/NOTES:	ACTION REQUIRED:	DEADLINE:

FOR HANDLING BY:

❏ LRC   ❏ HMA
_____
❏ Communications Advisor   ❏
_____
❏ Human Resources Officer   ❏
_____

Appendix 4I - Establishing a Next-of-Kin Room

NEXT-OF-KIN ROOM EQUIPMENT/REQUIREMENTS	✔
A quiet room away from traffic and the media	
Next-of-kin are not visible to the media and are not in a position to overhear conversations from employees or senior management	
Located in close proximity to amenities such as bathrooms	
At least two dedicated phone lines and a fax machine	
Sufficient and comfortable seating	
Tissues	
Rubbish bin	
Computer (laptops) with internet and a printer	
Stationery	
TV, radio and current newspapers	
List of appropriate Shire of Northam contacts	
Tea and coffee-making facilities (or close access to these)	
Access to a counsellor	
Regular updates (in person) on the situation and what information is being released to the media	

Appendix 4J - Conducting a Media Conference

Suggested media conference room layout:
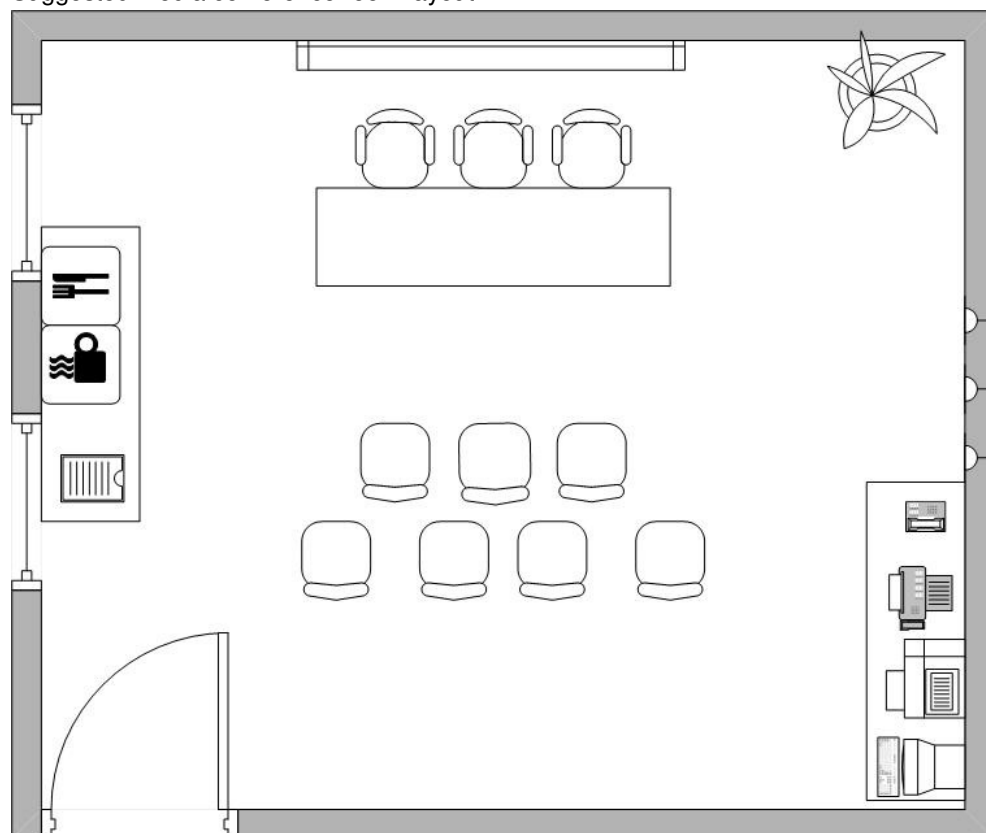
EQUIPMENT/REQUIREMENTS	✓
Large desk or lectern and microphone at the front of the room, where spokespeople would be seated (to enable radio media to prop up their microphones if necessary)	
Sufficient desks/seating for spokespeople, journalists, camera operators and sound/microphone technicians	
Computers (laptops) with internet and email access, and a printer	
TV, VCR player or projector with screen, particularly if the spokesperson wishes to show video footage or other graphic material.	
At least two dedicated phone lines	
Power points and extension cords	
Fax machine, including fax stream facility	
Shire of Northam's banner or signage on the wall (i.e. this could be used as a backdrop for television media interviews)	
Copies of Shire of Northam media kits	
Small tape recorder and tape (may be useful to record media conferences)	
Refreshments, water and tea and coffee-making facilities (or close access to these)	
Located in close proximity to amenities such as bathrooms, to avoid media walking extensively through the offices	
Stationery and name badges	
Signage and maps to direct media to the venue.	

PART 5: RECOVERY PLAN

5.1 The Recovery Process

Local governments are required to include a Recovery Plan in their Local Emergency Management Arrangements, which are detailed in Westplan – Recovery.

5.1.1 Agreements

Local governments may find that making agreements with other local governments or organisations improves their ability to access or provide appropriate resources specific to recovery in times of need for their community. The Local Recovery Plan provides an appropriate place for these agreements to be recorded.

5.1.2 Exercises & Review

To ensure that the Local Recovery Plan and Agreements continue to be relevant it is recommended that they are regularly exercised and reviewed. Exercises are essential to ensure that the Emergency Management Plans and arrangements are functional and effective. They should be used to train people, to evaluate planning processes and to identify needs. They bring together members of emergency management agencies and provide them with knowledge of and confidence in each other. They also provide a vehicle for the local community to be made aware of and informed about the local emergency management arrangements and programs, thus providing them with confidence in their local government and emergency management agencies.

The management of an exercise is a systematic process involving planning, documenting, conducting, evaluating and validating. Types of exercises are varied and suit different considerations. Training in exercise management prior to embarking on any type of exercise ensures a relevant and effective exercise program. See the section on Training and Advice.

5.1.3 Marketing and Acceptance

Your community will turn to the local government and recognised emergency service providers in the area in times of emergency. It is important that the community knows about the local recovery arrangements and understands where they should go for assistance if they have been affected by an emergency.

Therefore, in addition to consulting the community in the development of the Local Recovery Plan, it should be made available to all the organisations with responsibilities under the Plan and to the community it serves.

Consider securing local media coverage of the approval of the Local Recovery Plan and use that opportunity to build public understanding and support of the recovery process.

5.1.4 Emergency Public Information

Communities affected by an emergency require adequate, timely information and instructions to facilitate their return to normally functioning.

The provision of this information and direction is an integral part of the recovery process and forms part of the emergency public information function.

To maintain consistencies with state level emergency public information planning see WESTPLAN – Public Information. (www.fesa.wa.gov.au go to EM Policies and Plans.) A detailed communications plan for the Shire of Northam is located at Part 4 to this manual.

5.1.5 Authorisation/Endorsement

The Local Recovery Plan should be endorsed by the LEMC, approved by the Shire of Northam and tabled with the DEMC. Should the DEMC find that changes to the document would enhance its effectiveness they may make recommendations to the LEMC. Tabling the Plan with the DEMC ensures compliance with State emergency management policy. This may also provide for exchange of information between Local Governments through the DEMC. This exchange may provide for best practice emergency management arrangements in the district.

The Local Recovery Plan, as approved by the respective local government, is to be tabled before the SEMC to confirm compliance by the local government with the requirements of the *Emergency Management Act 2005* [s.41(4)]. The Plan should be forwarded electronically to secretarySEMC@fesa.wa.gov.au.

References

Further information to assist with the preparation of your Local Recovery Plan can be obtained from the following documents:

- Australian Emergency Manual – Recovery (Manual 10) available from the Emergency Management Australia website – www.ema.gov.au (go to Publications ➟ Australian Emergency Manual Series ➟ Recovery); and
- Westplan – Recovery, (see Part titled 'Local Recovery') available on the FESA website – www.fesa.wa.gov.au (go to State emergency management ➟ Policy & planning ➟ State plans).

5.2   Management

5.2.1 Authority
This Recovery Plan has been prepared in accordance with the requirements of the *Emergency Management Act 2005* [s.41(4)] as part of the Shire of Northam Local Emergency Management Arrangements and endorsed by the Shire if Northam Local Emergency Management Committee. The Plan was approved by the Shire of Northam and has been tabled for information and comment by the Wheatbelt District Emergency Management Committee.

5.2.2 Date
The Recovery Plan is current as at June 2008. It is recommended that it be reviewed every 12 months.

5.2.3 Area Covered
The district of Northam is 56km east of the Perth metropolitan area just over the Darling Range. The district is roughly rectangular; encompassing another 57km east of Perth and approximately 25km from north to south. The district covers 1,425km^2 and has a population of approximately 10600.

5.2.4 Aim
The aim of this document is to detail the community's recovery management arrangements that may be implemented following an emergency to restore, as quickly as possible, the quality of life in an affected community, so that they can continue to function as part of the wider community.

5.2.5 Objectives
The objectives of the Shire of Northam Recovery Plan are:

- Establish the organisation and procedures for the management of recovery from emergencies in the Shire of Northam
- Identify the roles and responsibilities of participating organisations/agencies
- Establish a basis for the coordination of recovery for the community.

5.2.6 Scope
The scope of these recovery arrangements is limited to the boundaries of the Shire of Northam. 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. HMA standard operating procedures will be covered in their individual HM Plans.

5.2.7 Title
The title of this plan is the "Shire of Northam Recovery Plan".

5.2.8 Resources
The Local Recovery Coordinator is responsible for determining the resources required for recovery activities in consultation with the Hazard Management Agency and Support Organisations. Local Government resources should be identified in a "Local Government Asset Register". (*This may be included as an appendix to your local emergency management arrangements.)*

The Local Recovery Coordinator (LRC) is responsible for coordinating the effective provision of resources and services to avoid duplication of effort.

5.2.9 Financial Arrangements
The Department for Child Protection is the agency that is responsible for providing initial financial support to dislocated and effected community members. They can also provide guidance on the establishment of public appeals and accessing other forms of financial support associated with the recovery of effected communities.

The financial considerations in support of the response efforts are the responsibility of the Hazard Management Agency that is leading the response.

Further information can also be obtained from the Emergency Management section of the FESA website at: http://www.fesa.wa.gov.au/internet/default.aspx?MenuID=281

5.2.10 Local Recovery Coordinating Committee (LRCC) Role
To coordinate and support local management of the recovery processes within the community subsequent to a major emergency in accordance with State emergency management policy and the Local Recovery Plan.

Responsibilities

The LRCC is responsible for:

• Appointment of key positions within the committee and, when established, the sub-committees *(e.g. Local Recovery Coordinator, Media Liaison Officer, sub-group chairpersons etc.)*
• Establishing sub-committees as required.

Assessing requirements for recovery activities relating to the Psychological, Social, Infrastructure, Physical, Health, Environmental, and Economic wellbeing of the community with the assistance of the responsible agencies where appropriate.

• Developing a strategic plan for the coordination of the recovery process for the event that:

  – Takes account of the local government long term planning and goals;
  – Includes an assessment of the recovery needs and determines which recovery functions are still required;
  – Develops a timetable and identifies responsibilities for completing the major functions;
  – Considers the needs of youth, the aged, and the disabled and culturally and linguistically diverse people;
  – Allows full community participation and access; and
  – Allows for the monitoring of the progress of recovery.
• Facilitating the provision of services, public information, and information exchange and resource acquisition.
• Negotiating the most effective use of available resources including the support of State and Commonwealth agencies.
• Monitoring the progress of recovery, and receive periodic reports from recovery agencies.
• Ensuring a coordinated multi agency approach to community recovery.
• Making appropriate recommendations, based on lessons learnt, to the LEMC to improve the community's recovery preparedness.

<u>Reconstruction/Restoration Group (local)</u>

Responsibilities

- Assess requirements for the restoration of services and facilities with the assistance of the responsible agencies where appropriate
- Assess the restoration process and the reconstruction policies and programmes and facilitate the reconstruction plans where required
- Report regularly the progress of the restoration and reconstruction process to the LRCC Executive Group
- Make recommendations to the LRCC Executive Group for financial and other assistance as required.

<u>Community and Personal Support Sub-committee (local)</u>

Responsibilities

- Assess the requirement for personal support services in the short, medium and long term
- Facilitate resources (both human and financial) as required to complement /assist existing local services
- Monitor the progress of the local personal service providers and receive regular progress reports from agencies involved
- Make recommendations to the LRCC for additional personal services as required.

5.3   Local Recovery Arrangements

5.3.1   Introduction

This part of the arrangements details issues that apply where an event is assessed as being of sufficient magnitude to require the Local Recovery Coordinating Committee to be involved in the recovery process.
As required by the *Emergency Management Act 2005* and consistent with the community recovery concepts detailed at Section 1.4 above, local government is responsible for managing recovery within its local government district. Therefore the Shire of Northam will be responsible for management of the recovery process within the local government district.

Where the level of recovery is beyond the capacity of the local Community, State Level Support shall be requested as outlined in state recovery arrangements (Westplan Recovery).

5.3.2   Organisation

The Local Recovery Coordinating Committee (LRCC) will preferably be chaired by the Shire President or their nominee and have relevant community leaders as its members, including appropriate State Government Agency representatives. Where a LRCC is established, a core group of key stakeholders will be represented on the committee and supported by other organisations seconded as required. The membership of the LRCC is dynamic and will change with the needs of the community at various stages during the recovery process.

Where a LRCC is established to manage the local recovery process, the following structure will be implemented as appropriate to the situation.

Executive:

- Chairperson (If not Shire President, then preferably another elected member or the CEO)
- Local Recovery Coordinator (Shire of Northam Manager, Health & Building)
- Secretary (Shire of Northam administrative staff)

Recommended Core Membership:

• Shire of Northam elected representatives
• Shire of Northam staff
• Hazard Management Agency
• Health Dept/Local Health Office
• Dept for Child Protection
• WA Police Service

Other potential members could include:

• Local community service clubs (eg. Lions, Rotary)
• Church groups
• Parents and Citizens' groups
• Silver Chain

A possible LRCC Subcommittee and potential members structure is shown at Appendix 5B

5.3.3   Contacts Register

A detailed list of key contacts can be found at part 6 of these arrangements.

5.3.4   Transition from Response

Recovery activities should commence immediately following the impact of an event whilst response activities are still in progress. Key decisions and activities undertaken during the response may directly influence and shape the recovery process.

To ensure that appropriate recovery activities are initiated as soon as possible after the impact of the event, the HMA Incident Manager is to ensure that the Local Recovery Coordinator is notified of the event and is included as a member of the Incident Management Group (IMG).

During the response many of the agencies with recovery roles are heavily committed, therefore the inclusion of the Local Recovery Coordinator on the IMG will ensure:

• the alignment of response and recovery priorities;
• liaison with the key agencies;
• an awareness of the key impacts and tasks; and
• identification of the recovery requirements and priorities as early as possible.

5.3.5   Local Response/Recovery Coordination Interface

Response and recovery activities will overlap and may compete for the same limited resources. Such instances should normally be resolved through negotiation between the Hazard Management Agency's Incident Manager (IM), Local Recovery Coordinator and the Local Emergency Coordinator. However, where an agreement cannot be achieved, preference is to be given to the response requirements.

5.3.6   Activation

The decision to activate this Plan will be made by the Shire President on the advice of the Local Recovery Coordinator as a result of an assessment of the assistance needed for recovery made by either:

• The Incident Management Group
• Consultation between the Hazard Management Agency (HMA) Incident Manager (IM) and the Local Emergency Coordinator

• The Shire of Northam Council.

Activation of the Plan is the responsibility of the Chair, LRCC.

An activation flow chart demonstrating the activation process is included at Appendix 5A.

5.3.7 Impact 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. Impact assessment should not interfere with response operations. Access to the affected area may be restricted by the HMA until it is determined to be safe to enter.

Sources that may assist in the collection of impact assessment data include the:

- Hazard Management Agency;
- Welfare agencies – to identify persons in need of immediate assistance;
- Local government building inspectors and engineers;
- Insurance assessors;
- Business associations, eg local chamber of commerce

5.3.8 Welfare and Health Services

Relief activities are directed at meeting the immediate food, shelter and security requirements of those affected by the incident or disaster. Recovery activities are directed at providing the information, resources, personal support and community infrastructure necessary for individuals and communities to achieve self-sufficiency and sustain independent functioning. In some instances, these activities may continue for months or even years.

5.3.9 Infrastructure

The restoration/reconstruction of essential services, e.g. roads, transport, water, sewage, electricity, gas and waste disposal, will remain the responsibility of the agencies with existing responsibility for the provision of those services, each of which should have a Business Continuity Plan (BCP) in place.

The LRCC is responsible for recommending priorities and ensuring work is completed.

5.3.10 State Level Assistance

State level assistance to community recovery will normally be provided by a range of State government agencies through direct representation on the LRCC.

5.3.11 Operational Recovery Plan

(Suggested composition/layout following a major emergency)

The Shire of Northam has prepared local recovery arrangements that encompass all of the elements of WESTPLAN - RECOVERY as a general recovery management plan. However, following a major emergency where substantial damage has occurred to residential, commercial and government buildings and other community infrastructure, and where significant reconstruction and restoration is required, an operational recovery plan should be prepared by the LRCC.

The operational recovery plan should provide a full description of the extent of the damage, both physical and human, and detail plans for restoration and reconstruction of the affected community.

Each operational recovery plan will be different depending upon the nature of the emergency and the severity of the destruction and disruption. However, the following is a guide to those elements that should be included, although it is not intended to be prescriptive.

PART 5 – APPENDICES

Appendix 5A – Activation Flowchart

Local Recovery - Activation Flowchart

ESCALATION

Escalation may occur if an incident occurs over a large area or if there are multiple incident sites

Liaise with SRCC and appropriate Support Organisations

Response operations complete. HMA stand down

SRCC assume coordinating responsiblility

Event escalates

ACTIVATION

MAJOR INCIDENT OCCURS OR IS IMMINENT

HMA advises LRC. LRC participates in IMG briefings

LRCC convenes

Conduct on-site assessment

Convene Reconstruction/ Community Support Committees as appropriate

Prepare and Present the Recovery Plan

Coordinate the provision of recovery support

Response operations complete. HMA stand down

LRCC assume coordinating responsibility

ALERT

HMA advises LRC. LRC participates in IMG briefings

LRCC Chair and core members consider possible recovery requirements

HMA identifies/requests local recovery coordination

AN INCIDENT OCCURS OR IS IMMINENT

STAND DOWN

Handover ongoing activities to a managing agency

Conduct debriefs and Post Operations Review (POR)

Provide report to LEMC (cc DEMC, SEMC and HMA)

LEMC manage implementation of POR recommendations

LEMC to amend Emergency Management Arrangements as necessary.

TERMINOLOGY
HMA – Hazard Management Agency
LRC – Local Recovery Coordinator
LRCC – Local Recovery Coordination Committee
IMG – Incident Management Group
SRCC – State Recovery Coordination Committee
LEMC – Local Emergency Management Committee
DEMC – District Emergency Management Committee
SEMC – State Emergency Management Committee

APPENDIX 5B – POSSIBLE LRCC SUB COMMITTEE STRUCTURE AND MEMBERS

Local Recovery Coordination Committee

Chair
Deputy
Local Recovery Coordinator
Communications Officer
RC Coordinator
Scribe

Health & Welfare	Economic & Business	Community & Social	Environment	Infrastructure
Example sub-committee members: Dept. of Child Protection Dept. of Health Envir. Health – Shire Silver Chain GP Counselling Mental Health	**Example sub-committee members:** Chamber of Commerce Insurance Small Business Centre Development Centre Centre Link	**Example sub-committee members:** Community Development – Shire Tourist Bureau Salvation Army RSL Rotary Club Apex Club CWA Senior Citizens	**Example sub-committee members:** Dept. Environment & Conservation Ag Department GeoCatch *CALM*	**Example sub-committee members:** Infrastructure Development – Shire Western Power Alinta Gas Telstra HomesWest Water Corp

PART 6: EMERGENCY CONTACTS DIRECTORIES

6.1 Emergency Contacts Directories

HAZARD	HAZARD MANAGEMENT AGENCY	PHONE
Fire Rural	NORTHAM BUSH FIRE SERVICE	Shire Office 089622 6100
Severe Storm [Tempest Cyclone]	FESA SES	13 25 00
Flood	FESA SES	13 25 00
Earthquake	FESA SES	13 25 00
Transport Emergencies Road Rail Air	 WA POLICE SERVICE WEST RAIL WA POLICE SERVICE	Northam Office 089622 4260 Regional Office 089622 4632 After Hours 089622 4627 Northam Office 089622 4260
Hazardous Materials Emergencies	FESA FIRE & RESCUE	Regional Office 089690 2300
Industrial Accident / Rescue	FESA FIRE & RESCUE	Regional Office 089690 2300
Fire Urban	FESA FIRE & RESCUE	Regional Office 089690 2300
Search and Rescue	WA POLICE SERVICE	Northam Office 089622 4260
Building collapse [USAR]	FESA FIRE & RESCUE	Regional Office 089690 2300
Bridge Collapse	FESA FIRE & RESCUE	Regional Office 089690 2300
Epidemic – Human	HEALTH DEPARTMENT	Regional Office 089622 4350
Exotic Disease- Animal and Plant	DEPT. OF AGRICULTURE	Regional Office 089690 2000
Infrastructure Failure: Power Water Communications	 WESTERN POWER WATER CORPORATION TELSTRA	Regional Office 089622 7769 Regional Office 089622 4853 Regional Office 089622 4466 24 Hours 1800 064505
Terrorism	WA POLICE SERVICE	Northam Office 089622 4260
Radioactive Materials Emergencies	HEALTH DEPARTMENT	Regional Office 089622 4350
Aeronautical Accident	WA POLICE SERVICE	Northam Office 089622 4260

6.2 Shire of Northam LEMC members

NAME1	NAME2	TITLE	ORGANISATION	PHONE	AFTER HOURS	FAX	MOBILE	EMAIL
Bert	Llewellyn	Chair Person	Shire of Northam	9573 6395		9573 6395		llewb@westnet.com.au
Phil	STEVEN	Mgr Environmental Health & Building	Shire of Northam	9622 6135		9622 1910	0407 385 419	mgrhealth@northam.wa.gov.au
Darren	ANDREWS	Snr Ranger & Fire Management Officer	Shire of Northam	9574 4555			0428 895 965	rangerservices@toodyay.wa.gov.au
Pete	McLEAN	Officer in Charge	Northam Police Station	9622 4274		9622 3501		pete.mclean@police.wa.gov.au
Linton	MINCHERTON	District Manager	FESA	9690 2300		9622 5178	0429 922 062	lmincherton@fesa.wa.gov.au
Julie	BROWN	Local Manager	SES				0407 112 436	ndses@bigpond.com
Jason	JENKE	Environmental Health Officer	Shire of Northam	9622 6131		9622 1910	0400 950 654	health@northam.wa.gov.au
Deborah	CHADWICK	Snr Field Officer	DCD	9622 0170			0427 999 915	deborah.chadwick@dcd.wa.gov.au
Steven	DOUGLAS	VFAS (Divisional Manager)	St John Ambulance	9622 5864		9622 5042	0419 867 583	steven.douglas@health.wa.gov.au
George	Tiedtke	Unplanned Maintenance Coordinator	Western Power	9622 7769			0419 196 218	george.tiedtke@westernpower.com.au
Jennifer	LEE	Mgr of Clinical Services	Northam Hospital	9690 1315		9690 1317	0407631373	Jennifer.A.Lee@health.wa.gov.au
Steve	BORDAS	Officer in Charge	Wundowie Police					steve.bordas@police.wa.gov.au
Pete	HEWAT	Stn Manager	St John Ambulance					northamparamedics@westnet.com.au
Drew	RICHARDSON	Asst. Stn Manager		9622 1624		622 1624	0439 913 473	northamparamedics@westnet.com.au
Alan	KIETZMANN	District Manager	DEC	9622 8940		9622 8947	0427 777 886	Alan.Kietzmann@dec.wa.gov.au
Terry	BROOKS	Snr Natural Resource Mgt Officer	DoW	9690 2623		9622 7155	0409 880 159	terry.brooks@water.wa.gov.au
Harry	Lauk	Snr Land Conservation Officer	Department of Agriculture	9690 2000		9622 1902		hlauk@agric.wa.gov.au
Chadd	HUNT	Mgr Planning & Development(Executive Officer)	Shire of Northam	9622 6120		9622 1910		mgrplanning@northam.wa.gov.au
Yvette	Grigg	A/CEMO	FESA	9690 2313		9622 5178		yvette.grigg@fesa.wa.gov.au
Anne	Foyer	Public Health Nurse	Wheatbelt Public Health			96225752	0439827313	anne.foyer@health.wa.gov.au
Ulo	Ramjantsev	Shire Councilor	SON	9574 0086			0432 720 144	youanmi@aapt.net.au
Jeanne	Lawler	Customer Service Officer	Main Roads	9622 3767				jeanne.lawler@mainroads.wa.gov.au

6.3 Shire of Northam LRCC Members

ORGANISATION	TITLE	NAME1	NAME2	PHONE	AFTER HOURS	FAX	MOBILE	EMAIL
Shire of Northam	CEO	vacant		9622 6100		9622 1910	0419 927 123	ceo@northamshire.wa.gov.au
Shire of Northam	Mgr Environmental Health & Building	Phil	Steven	9622 6135		9622 3952	0407 385 419	health@northamshire.wa.gov.au
Shire of Northam	President	Steven	Pollard	9622 6100		9622 3952	0429 685 631	spollard@aapt.net.au
Shire of Northam	Mgr Planning & Development	Chadd	Hunt	9622 6120		9622 1910	0437 609 120	mgrpd@northamtown.wa.gov.au
Shire of Northam	Environmental Health Officer	Jason	Jenke	9622 6131		9622 1910	0400 950 654	health@northamtown.wa.gov.au
Shire of Northam	Building Surveyor	Hayley	Fegan	9622 6119		9622 1910	0417 992 802	building@northamtown.wa.gov.au
Shire of Northam	Works Co-ordinator	Max	Thorbjornsen	9622 2282		9621 1576	0407 779 426	worksop@northamtown.wa.gov.au
Shire of Northam	Mrg Works & Services	Ron	Van Welie	9622 6127		9621 1910	0419 945 721	mgrworks@northam.wa.gov.au

PART 7: TESTING, EXERCISING AND REVIEWING THE ARRANGEMENTS

7.1   Training and Exercising

Testing the local emergency management arrangements is as important as writing them. The arrangements are intended to be a blueprint for the Shire of Northam's response to and recovery from a major occurrence and it must be verified for accuracy and functionality. The benefits of testing include:

• Determining the effectiveness of the Shire of Northam's arrangements;
• Bringing together all relevant people and giving them knowledge of and confidence in each other;
• Providing the opportunity to promote the arrangements and educate the community;
• Providing an opportunity for testing participating agencies operational procedures and skills in simulated emergency conditions while testing the ability of the agencies to work together on common tasks; and
• Improving the arrangements in accordance with results found from debriefing the testing.

Testing of local arrangements will require selection of an appropriate style of exercise. The aim and outcomes of the exercise will help you determine the most appropriate style or styles needed. You should not restrict yourself to only one style of exercise, in fact, building progressive exercise programs or using several different styles is often useful.
Discussion exercises include orientation exercises, agency presentations, hypothetical and syndicate progressive exercises. Discussion exercises are low cost and usually involve few players.

Functional exercises are closely related to discussion exercises, but normally take place in an operational environment and require participants to actually perform the functions of their roles. They are commonly known as tabletop exercises.

Field exercises involve the deployment of personnel to a simulated incident or emergency. Field exercises can often follow a series of discussion or functional exercises.
Issues in testing, exercising and reviewing the arrangements include:

• How often is your community going to test the arrangements? (e.g. annually)
• What form of testing/exercising will your community undertake?
• Is there anyone in the community that is trained in exercise management?
• If not, can someone be brought in to run an exercise or is training readily available for community members?

It will be useful to invite representatives from the District Emergency Management Committee (DEMC) and retain details of the exercises undertaken, in particular for annual reporting to the DEMC. The appointed LEMC Executive Officer is the preferred record keeper.

The Shire of Northam has developed an annual training and testing cycle focused on building its emergency management capabilities. Lessons learnt from emergency exercises will be documented and incorporated into revisions of the Emergency Management Arrangements.

Individual training
All LRCC personnel should understand the CEM procedures and be trained in their individual roles. Steps in building individual readiness include:

• Induction training
• Emergency activation training twice a year, involving all personnel
• LRC training
• Frontline employee training for reception staff
• Next-of-kin management training for Human Resources staff
• Role specific training for all LRCC members
• Media training for all approved spokespeople.

Team training

Team training is essential in ensuring crisis preparedness. All members of the LRCC are required to attend the training programs and participate in exercises. By doing so, team members:

- Become familiar with The Shire of Northam's policies and Emergency Management Arrangements
- Learn about CEM procedures
- Satisfy the requirements of the Shire of Northam
- Meet the expectations of potentially impacted stakeholders
- Develop an understanding of how the teams work together
- Improve competence in roles and skills.

Team training will include:

- Rehearsal exercises
- Team coaching sessions.

Organisation training

Full-scale emergency response exercises are scheduled and conducted regularly, involving external response organisations and other stakeholders. These exercises include:

- Desktop exercises
- Mock exercises.

7.2   Reviewing

As stipulated in *State Emergency Management Policy No. 2.5 Emergency Management in Local Government Districts,* the local emergency management arrangements are to be reviewed as follows:

- Contact lists are reviewed and updated quarterly;
- After an event or incident in which the local emergency management arrangements were used;
- After training that exercises the arrangements; and
- As risks might vary due to climatic, environment and population changes, an entire review is to be conducted every five years.