

CITY OF MANDURAH

ES 02

Local Emergency Management Arrangements 2024 Local Recovery Plan

Authority

The Local Recovery Plan Emergency Management Arrangements have been prepared in accordance with s. 41(4) of the [Emergency Management Act 2005](#) (WA) and forms part of the City of Mandurah Emergency Management Plans and Arrangements. They have been endorsed by the Mandurah LEMC and approved by the City of Mandurah. The Local Recovery Plan has been tabled for noting with the Metropolitan District Emergency Management Committee and State Emergency Management Committee.

A draft copy of this plan was distributed to the District Emergency Management Committee – Metropolitan for comment and feedback during the drafting of the plan.

_____ Date: _____

Name
Chairperson Local Emergency Management Committee
City of Mandurah

_____ Date: _____

Casey Mihovilovich
Chief Executive Officer
City of Mandurah

Disclaimer: The Local Emergency Management Arrangements have been produced by the City of Mandurah in good faith and are derived from sources believed to be reliable and accurate at the time of publication. Nevertheless, the reliability and accuracy of information cannot be guaranteed, and the City of Mandurah expressly disclaims any liability for any act or omission done or not done in reliance of the information and for any consequences whether direct or indirect arising from such occasion.

Table of Contents

| | |
|---|-----------|
| Authority | 1 |
| Amendment Record | 4 |
| Distribution | 5 |
| Glossary of Terms and Acronyms..... | 5 |
| 1. Introduction | 6 |
| 1.1 Community Consultation | 6 |
| 1.2 Document Availability | 6 |
| 1.3 Purpose..... | 6 |
| 1.4 Objectives | 6 |
| 1.5 Scope | 6 |
| 2. Related Documents, Agreements and Understandings | 7 |
| 2.1 LEMA and Associated Documents..... | 7 |
| 2.2 Valuable Reference Documents | 7 |
| 2.3 Agreements, Understanding & Commitments..... | 7 |
| 3. Recovery Management | 8 |
| 3.1 Overview | 8 |
| 3.2 Recovery Management Principles | 8 |
| 3.3 Recovery Management Concepts..... | 8 |
| 3.4 Recovery Management Functional Areas | 9 |
| 3.4.1 Social, Health and Community..... | 9 |
| 3.4.2 Economic..... | 9 |
| 3.4.3 Natural Environment..... | 9 |
| 3.4.4 Built Environment | 9 |
| 4. Resources and Facilities | 10 |
| 4.1 Local Recovery Coordination Centre | 10 |
| 4.2 One Stop Shop..... | 10 |
| 4.3 Staff considerations..... | 11 |
| 4.4 Financial Arrangements | 11 |
| 4.4.1 Internal Funding | 11 |
| 4.4.2 External Funding | 12 |
| 4.5 Disaster Recovery Funding Arrangements WA | 12 |
| 4.6 Services Australia (Centrelink)..... | 13 |
| 4.7 Public Appeals – Lord Mayor’s Distress Relief Fund (LMDRF) | 13 |
| 4.8 Managing Donated Goods, Services and Spontaneous Volunteers | 14 |
| 4.8.1 Donation of Physical Goods..... | 14 |
| 4.8.2 Donation of Service and Labour..... | 14 |
| 4.8.3 Spontaneous Volunteers | 14 |
| 4.8.4 Non-Government Organisations (NGO) Assistance..... | 14 |
| 5. Roles and Responsibilities | 15 |
| 5.1 Local Government Roles and Responsibilities..... | 15 |
| 5.2 Local Recovery Coordinator..... | 15 |
| 5.2.1 Local Recovery Coordinator Functions | 15 |

| | | |
|-----------|---|-----------|
| 5.3 | Local Recovery Coordination Group | 16 |
| 5.3.1 | Local Recovery Coordination Group Functions | 16 |
| 5.3.2 | LRCG Spokesperson | 17 |
| 5.3.3 | LRCG Chairperson | 17 |
| 5.4 | Local Recovery Coordination Group Sub-Committees | 18 |
| 5.5 | Local Recovery Structure | 18 |
| 5.6 | External Agency Roles and Responsibilities | 18 |
| 5.7 | State Government Involvement..... | 19 |
| 5.7.1 | State Recovery Coordinator / State Recovery Controller..... | 19 |
| 5.8 | State Recovery Coordination Group | 19 |
| 6. | Activations and Actions | 20 |
| 6.1 | Transitions from Response to Recovery | 20 |
| 6.2 | Activation of Recovery | 21 |
| 6.3 | Impact Statement and Needs Assessment | 21 |
| 6.3.1 | Impact Statement | 21 |
| 6.3.2 | Needs Assessment | 22 |
| 6.4 | Operational Recovery Plan | 22 |
| 6.5 | Managed Withdrawal | 22 |
| 7. | Communications | 23 |
| 7.1 | Recovery Spokesperson | 23 |
| 7.2 | Community Meetings | 23 |
| 8. | Stand Down and Evaluation | 24 |
| 8.1 | Debriefing | 24 |
| 8.2 | Evaluation | 24 |
| 9. | Appendices | 25 |

Amendment Record

| Version # | Type (Minor, Major) | Amendment (Reasoning) | Reviewer | Approval Date and Reference | Date Document In force | Date Document Ceased |
|-----------|---------------------|--|----------|-----------------------------|------------------------|----------------------|
| 1 | Major | | | 2015 | | 19/06/2023 |
| 2 | Minor | Rebranding and Review | AB/KW | 11/2021 | 11/2021 | 19/06/2023 |
| 3 | Minor | Administrative & content updates in accordance with recommendations of the Crisis Governance Audit | MG | /2023 | /2023 | |
| 4 | Major | Review and development Update of legislative terminology Insertion of Disclaimer | DW/BI | 7/2024 | | |

Audited

| Version # | Audit Date | Audit Scope | Auditor | Audit Document |
|-----------|------------|---|-----------|---|
| 1.0 | Sep 2021 | <ol style="list-style-type: none"> the contents of the Local Emergency Management Plan (LEMP), including the General Plan, Local Recovery Plan and Vulnerable Communities Plan the contents of the Mandurah Pandemic Plan, including whether available documentation evidence the management structure, decisions and oversight during the pandemic reflects the contents of this plan whether the decision-making processes, the Delegations Register and financial authorisations supported the response to the extent that can be evidenced through the documentation provided effectiveness of emergency communications for internal / external stakeholders to the extent that can be evidenced through the documentation provided | Risk West |  COM LEMA review report_E FINAL.pdf Link here: https://mandurah.t1cloud.com/T1Default/CiAnywhere/Web/MANDURAH/ECMCore/Rendition/Get?docsetId=321343&renditionType=pdf&suite=ECM |

Feedback and comments from the community and stakeholders help to improve the accuracy and effectiveness of these arrangements.

Feedback can be forwarded to:

City of Mandurah Local Emergency Management Committee
 City of Mandurah
 PO Box 210
 Mandurah WA 6210
 Or via email to: council@mandurah.wa.gov.au

Any feedback or comments will be referred to the LEMC for consideration. All amendments must be approved by the LEMC and entered in the Amendment Record.

Distribution

| Organisation | Officer/Department | Electronic |
|------------------|--|--------------------|
| City of Mandurah | All Staff via Emergency Management Intranet access | Restricted Version |
| | Community Website | Public Version |
| | Emergency Management Section (Activation Kit) | Hard Copy |
| | Mandurah Aquatic & Recreation centre (MARC) (Activation Kit) | Hard Copy |
| | Halls Head Recreation Centre (Activation Kit) | Hard Copy |
| Mandurah LEMC | All members | Restricted Version |

Updates will be shared with the Mandurah Local Emergency Management Committee (LEMC), Executive Leadership Team (ELT) and City of Mandurah Management Team (COMMT) as deemed necessary.

Glossary of Terms and Acronyms

Terminology used throughout this document shall have the meaning as prescribed in either Section 3 of the [Emergency Management Act 2005](#) (the Act) or as defined in the [State Emergency Management \(EM\) Glossary](#).

Refer to [Appendix 1](#) for the list of acronyms used within this document.

1. Introduction

1.1 Community Consultation

This Local Recovery Plan has been developed by the City of Mandurah in consultation with the Local Emergency Management Committee (LEMC) and local community. The LEMC membership includes representatives of agencies, organisations, community groups and subject matter experts.

1.2 Document Availability

Copies of the Local Recovery Plan shall be distributed as per the [Distribution List](#). Public copies are available for inspection free of charge during office hours at:

- City of Mandurah Administration building - 3 Peel Street, Mandurah.

Alternatively, this Plan can also be available online as a public version at www.mandurah.wa.gov.au

1.3 Purpose

The purpose of the Local Recovery Plan (LRP) is to describe the arrangements and processes for effectively managing recovery at a local level, including accountability and responsibility.

It is recognised that where a community experiences a significant emergency there is a need to supplement the personal, family and community structure which have been disrupted.

1.4 Objectives

The objective of the Plan is to:

- Describe the roles, responsibilities, available resources and procedures for the management of recovery from emergencies for the City of Mandurah,
- Provide a framework for recovery operations and the implementation of appropriate recovery activities,
- Promote effective liaison between HMA's, emergency services and supporting agencies, which may become involved in recovery,
- Improve resilience of the relevant communities, and
- Ensure that lessons learnt through the recovery process are captured and available for future recovery processes.

1.5 Scope

This LRP is limited to the municipal boundaries of the City of Mandurah and outlines the local recovery arrangements for this community. This Plan is a support plan to the City of Mandurah Local Emergency Management Arrangements and is a guide to recovery management at the local level.

2. Related Documents, Agreements and Understandings

The City of Mandurah Local Recovery Plan (LRP) is consistent with State Emergency Management Policies and State Emergency Management Plans. This LRP is to be read in conjunction with and alignment to the City's Local Emergency Management Arrangements.

2.1 LEMA and Associated Documents

- General Plan
- Vulnerable Communities Plan
- Animal Welfare Plan
- Pandemic Plan
- Business Continuity Plan
- Local Emergency Relief and Support Plan – Peel (Dept of Communities)
- Crisis Communication Plan
- Local Recovery Resource Register

2.2 Valuable Reference Documents

- [Local Recovery Guidelines](#) (SEMC)
- [Communicating in Recovery Guidelines](#) (SEMC)
- [Communicating in Recovery Guide](#) (Australian Red Cross)
- [DRFAWA Activation Process Fact Sheet](#)
- [Preliminary Event Notification Form](#)

2.3 Agreements, Understanding & Commitments

The City of Mandurah is party to a [Local Government Memorandum of Understanding \(MoU\)](#) (see **Appendix 2**) with the following Local Governments in relation to the provision of additional resources in emergency management:

- City of Rockingham
- Shire of Murray
- Shire of Waroona
- Shire of Serpentine – Jarrahdale

The MoU is required to renewed by 1st December 2025, with the provision for additional local governments to be added.

3. Recovery Management

3.1 Overview

Recovery is defined in the *Emergency Management Act 2005 (WA)*, as ‘the support of emergency affected communities in the reconstruction and restoration of physical infrastructure, the environment and community psychosocial and economic wellbeing’. The role of recovery is the legislated responsibility of Local Government (s.36 the Act), it is a function of the LG to manage recovery following an emergency affecting the community in its district.

Local Government, being the closest form of Government to local communities, are best to lead, manage and coordinate community recovery during and following an emergency event. This responsibility is undertaken in close cooperation with or directly supported by State Government departments, supporting agencies, community members, community groups, and community service organisations.

3.2 Recovery Management Principles

This Plan and its Local Recovery Coordination Group (LRCG) will consider all aspects of recovery, incorporating the [National Principles for Disaster Recovery](#):

- Understanding the context
- Recognise complexity
- Use community-led approaches
- Coordinate all activities
- Communicate effectively
- Recognise and build capacity

3.3 Recovery Management Concepts

Underpinning the recovery management principles are a number of concepts that provide the basis for effective recovery management, such as:

- Community involvement in all aspects of the recovery process,
- Management at the local level,
- Affected area/community approach to allow active participation in their own recovery,
- Differing effects/needs for different communities/individuals to ensure services are provided in a timely, fair and equitable manner,
- Empowering individuals and communities,
- Minimum intervention,
- Recognition of resourcefulness and maximising the use of local resources, groups and individuals,
- Planned/timely withdrawal,
- Accountability, flexibility, adaptability and responsiveness to meet the changing needs of the community over time,
- Integration of services to maximise the use of existing administrative and management structures e.g. the local formal and informal networks of care and support arrangements, and
- Co-ordination to ensure state and regional strategies complement local recovery initiatives rather than replacing them.

3.4 Recovery Management Functional Areas

There are four key functional areas that require co-ordination of plans to be implemented as part of the recovery process on the various needs of the community. These are Social, Economic, Natural and Built Environments, as expanded on below.

3.4.1 Social, Health and Community

The impact that an emergency may have on the health and well-being of individuals and the community, which includes the provision of:

- Health and medical
- Community development
- Family and personal support
- Temporary accommodation

3.4.2 Economic

The economic impact that an emergency may have on individuals and communities in an affected area. The economic impact of an emergency is often hidden, and may need a detailed assessment to determine immediate and long-term effects and which may include:

- Infrastructure
- Transport
- Communication
- Essential services
- Tourism

3.4.3 Natural Environment

The natural environmental impacts that an emergency may have on a geographic area, and which may include:

- Air and water quality
- Public land
- Flora and fauna
- Ecosystems
- Waste pollution management

3.4.4 Built Environment

The impact that an emergency may have on physical infrastructure. Infrastructure assists individuals and the community with their daily lives and forms an important part of community identity and can also impact on the local economy and which may include:

- Agriculture
- Retail/manufacturing industry
- Employment
- Small business
- Transport and roads

4. Resources and Facilities

The Hazard Management Agency (HMA) is responsible for the determination of resources required to combat the hazards for which they have responsibility. The City of Mandurah resources are identified in the LEMA – General Plan.

4.1 Local Recovery Coordination Centre

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

The Mandurah Local Recovery Coordination Centre will initially be located in the Tuckey Room at the City of Mandurah Council Chambers and Civic Centre, 85 Mandurah Terrace, Mandurah. Where this location is unsuitable, the Local Recovery Coordinator (LRC) will be responsible for nominating an alternate location and publicise the location and contact numbers.

4.2 One Stop Shop

The ‘One Stop’ Recovery Centre model is an effected method of providing the affected community with access to information, progress of recovery and assistance from relevant recovery service providers at a central point if a significant event occurs.

Depending on the extent of the incident, a one stop shop may be established by the Local Recovery Coordination Group (LRCG) to provide a central location for the public to receive assistance from all the relevant agencies.

The one stop shop is to be located as close as possible to the affected community area and consultation with the Department of Communities and other relevant stakeholders may be required to determine the most suitable site. Often the nominated evacuation centre may make a natural transition into the one stop shop. Where this option is not viable other facilities for consideration could include (but are not limited to):

| Name | Location |
|--|---------------------------------------|
| City of Mandurah Administration Office | 3 Peel Street, Mandurah |
| Mandurah Aquatic & Recreation Centre | 303 Pinjarra Road, Mandurah |
| Halls Head Recreation Centre | 42 Honeysuckle Ramble, Halls Head |
| Mandurah Library | 331 Pinjarra Road, Mandurah |
| Falcon Library & Community Centre | Cobblers Road & Flavia Street, Falcon |

4.3 Staff considerations

As a consequence of an emergency, additional staff may be required to ensure that the City of Mandurah continues to fulfil its obligations to the community. Consideration needs to be taken for the demands of recovery operations as well as the continuity of regular business processes.

Staffing needs should be assessed as soon as possible to ensure adequate resources are available. The extent of the recovery operations should not be underestimated as recovery can be a lengthy process. Depending on the nature of the event, some services may be required for months or even years to follow.

Senior staff are to consider the impact of fatigue, stress and pressure on personnel. As staff members often live and work in the same community, it is possible that they have also been personally impacted by the disaster. All City of Mandurah staff have ready access to employee assistance programs.

All staff should be regularly briefed and kept up to date with the recovery progress. Staff communicate with a broad range of community members on a daily basis, so can confidently understand and relate the extensive activities and actions the City and its LRCG are currently engaged in. Situation Reports should be posted prominently within the workplace and all actions should be integrated with the actions of the City's Business Continuity Plan and decisions of the Business Continuity Management Team.

4.4 Financial Arrangements

The primary responsibility for safeguarding and restoring public and private assets affected by an emergency, rests with the owner. Additional support for communities and individuals may be available through defined State or Commonwealth government assistance schemes. It is important to note that such assistance is not provided as an alternative to commercial insurance or other mitigation strategies.

The City has arrangements in place to insure their assets under the Local Government Insurance Scheme (LGIS).

4.4.1 Internal Funding

The City has an account structure that supports the centralised recording of emergency expenditure associated with response and recovery management which supports accurate recording of all impacts associated with an emergency event;

Materials: 162000-4410-1366-61001

Contracts: 162000-4410-1366-61129

The following are key considerations relating to procurement in an emergency:

- Tenders are not required as part of the state of emergency. The City's own contracts should be used wherever possible. Reviews of existing contracts should be undertaken in conjunction with the Procurement and Contracts Team,

- Many of the City's works contracts make provision for services that are required urgently or out of hours,
- Where no existing contractual arrangement exists, the supply may be obtained from any supplier capable of providing the emergency requirements, with due consideration to the City's commitment to achieve value for money,
- The City may utilise WALGA preferred suppliers, State or Federal Panels and this process should be undertaken in consultation with the Procurement and Contracts team,
- In an emergency, appropriate Procurement Policy and Procedure should be followed wherever possible. If time is critical, consultation should be undertaken with the Procurement and Contracts team to discuss options to speed up the commencement of the service provision,
- "Emergency" Purchases/Procurements (within budget) – must be approved by the Mayor and the CEO under delegation and reported to the next available Council Meeting,
- Wavers for the requirement of quotes may be sought in accordance with Procurement Policy and Procedure,
- "Emergency" Purchases/Procurements (not included in budget) – Section 6.8(1)(c) of the *Local Government Act 1995* applies. Expenditure must be authorised in advance by the Mayor,
- Tenders are not required to be called for the expenditure of municipal funds approved by the Mayor in an emergency (s.6.6 LG Act),
- The CEO has the authority to approve each purchase, at their discretion for amounts over \$250,000 under delegated authority, DA-CPM 04. Expenditure once incurred (regardless of value) must be reported at the next Council Meeting,
- The supply of goods or services should preferably not commence before the supplier has received a purchase order. This may be reconsidered in an emergency, and
- Tenders are not required to be called for the expenditure of municipal funds approved by the Mayor in an emergency (s.6.6 LG Act).

Key Supporting Documents:

- Australian Government – Department of Finance - Preferred Supplier Contracts
- City of Mandurah Full Delegated Authority Listing
- City of Mandurah Procurement Policy
- City Mandurah Procurement of Goods and Services Procedure
- City of Mandurah Register of Delegated Authority
- WALGA Preferred Supplier Program (PSP)
- WA State Government - Department of Finance - Common Use Agreements (CUA's)

4.4.2 External Funding

The [State EM Policy 6 – "Recovery"](#) and [State EM Plan 6.10 – "Financial Assistance"](#) outlines the States recovery funding arrangements. Relief programs include:

- [Disaster Recovery Funding Arrangements Western Australia \(DRFAWA\)](#)
- [Services Australia \(Centrelink\)](#)
- [Public Appeals – Lord Mayor's Distress Relief Fund \(LMDRF\)](#)

4.5 Disaster Recovery Funding Arrangements WA

For a disaster to be considered eligible for Disaster Recovery Funding Arrangements Western Australia (DRFAWA) funding, the event must be a naturally occurring, rapid onset event caused by anyone, or a combination of, the following natural hazards: bushfire; cyclone; earthquake; flood; landslide; meteorite strike; storm; storm surge; tornado or tsunami.

DRFAWA guidelines, templates and fact sheets are available on the [DFES website](https://www.dfes.wa.gov.au/recovery-funding).
<https://www.dfes.wa.gov.au/recovery-funding>

The below criteria must be met prior to activation of an eligible disaster, including:

- the event to be one or a combination of the 10 natural disasters or a terrorist act,
- the requirement for a coordinated multi-agency response, and
- the State's expenditure to exceed the Small Disaster Criterion of \$240,000.

Once all three criteria have been met, a recommendation is submitted to the Fire and Emergency Services Commissioner to activate DRFAWA. Once endorsed, a public notification of DRFAWA activation is issued by DFES.

Enquiries can be made to the DRFAWA Administrators via:

- email: drfawa@dfes.wa.gov.au or
- phone: +61 8 9395 9973 or +61 8 9395 9341.

For further information about DRFAWA funding go to www.dfes.wa.gov.au/recovery

To assist with the calculation of disaster costs, and therefore whether the incident will be eligible for DRFAWA funding, each department within the City of Mandurah is to have a designated account to direct all incident related expenses to and provide appropriate reports.

4.6 Services Australia (Centrelink)

When a major disaster has significantly affected individuals and families, the Australian Government may provide the Disaster Recovery Payment, a one-off, non-means tested recovery payment to eligible adults and children. For more information, visit <https://www.servicesaustralia.gov.au/natural-disaster>

4.7 Public Appeals – Lord Mayor's Distress Relief Fund (LMDRF)

Any request to initiate a public fundraising appeal shall be directed to the Lord Mayor's Distress Relief Fund. All cash donations resulting from public appeals should also be directed to the LMDRF, as detailed in [State EM Procedure 5.1 – "Management of Public Fundraising and Donations"](#). Calls for public donations to assist with any emergency should be initiated by the Board of the LMDRF. Such calls may be either on the initiative of the Board itself or by the Board in consultation with any Government or statutory body. The commencement of an appeal fund does not override the statutory obligations, on the part of various government agencies, to provide welfare, relief and reconstruction assistance to those affected by emergencies.

Further information on the LMDRF can be found at <https://appealswa.org.au/>

4.8 Managing Donated Goods, Services and Spontaneous Volunteers

4.8.1 Donation of Physical Goods

Where possible, donations of goods should be discouraged as they are difficult to manage. Cash donations provide the opportunity to utilise local services which in turn assists with the recovery of local businesses. Monetary donations will be referred to the [Lord Mayors Distress Relief Fund](#) if established.

4.8.2 Donation of Service and Labour

Any donations of services or labour to assist with the recovery process will be considered by the affected local government or, if established, the Local Recovery Coordination Group. The “*Offers of Assistance Form*” can be viewed in the Local Recovery Resource Register (LRRR).

4.8.3 Spontaneous Volunteers

The City of Mandurah supports the community being involved in the recovery process and acknowledges that many community members may hold valuable skills that can be utilised. There are likely to be two types of volunteers:

- Those already affiliated with a specific organisation (e.g. SES, Red Cross, BFB), and
- Members of the community who offer their services after the event has occurred.

Existing volunteers will be utilised under the structure of their specific organisation.

The LRCG may assist with the coordination and tasking of volunteer agencies, however the management of these volunteers will remain solely with their respective organisation. All spontaneous volunteers will be directed to the [Peel Volunteer Resource Centre](#) or [Volunteering WA](#).

It is important to note that volunteers are covered under the *Work Health Safety Act 2020* and therefore have work health and safety duties. For more information refer to the [Work Health and Safety for volunteer organisations guide](#).

4.8.4 Non-Government Organisations (NGO) Assistance

NGO's may offer assistance by way of emergency relief funds, shelter or supplies. Where possible all offers, or requests should be coordinated through the LRCG to avoid duplication of effort and confusion.

5. Roles and Responsibilities

5.1 Local Government Roles and Responsibilities

The role of the City of Mandurah is to:

- Manage recovery following an emergency affecting the community in its district (s.36(b) the Act),
- Ensure that an LRP for its district is prepared, maintained and tested (s.41(4) the Act),
- Identify and appoint Local Recovery Coordinator/s,
- Determine the establishment of a LRCG when appropriate and establish the groups roles and responsibilities in line with the SEMC Local Recovery Guidelines,
- Coordinate local level recovery activities via the LRC in conjunction with the LRCG and in accordance with plans, strategies and policies that it determines, and
- Consider the potential membership of a LRCG prior to emergencies occurring.

5.2 Local Recovery Coordinator

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

The CEO has the authority to appoint recovery coordination roles, with the following in place:

- Local Recovery Coordinator - Director Built and Natural Environment
- Deputy Local Recovery Coordinator – Executive Manager Built Environment
- An alternate LRC may be appointed depending on the scale and nature of recovery

Refer to **LEMA General Plan - LEMC Contacts** for contact details of the LRC and Deputy LRC. In addition, a list of potential stakeholders within the recovery domains are maintained in the LEMA General Plan.

5.2.1 Local Recovery Coordinator Functions

The functions of the LRC are:

- Ensure the Local Recovery Plan is established,
- Liaise with the Controlling Agency, including attending the ISG and Operations Area Support Group meetings where appropriate,
- Assess the community recovery requirements for each event, in conjunction with the HMA, LEC and other responsible agencies,
- Provide advice to the Mayor and the CEO on the requirement to convene the LRCG and to provide to the LRCG if convened,
- Ensure the functions of the Executive Officer are undertaken for the LRCG,
- Assess the LRCG requirements for the restoration of services and facilities with the assistance of the responsible agencies where appropriate,
- Determine the resources required for the recovery process in consultation with the LRCG,
- Coordinate local level recovery activities for a particular event, in accordance with plans, strategies and policies determined by the LRCG,
- Monitor the progress of recovery and provide periodic reports to the State Recovery Coordination Group, if established,
- Liaise with the State Recovery Coordinator on issues where state level support is required or where there are problems with services from government agencies locally,

- Facilitate the acquisition and appropriate allocation of the resources necessary to ensure an effective recovery,
- Ensure the recovery activities are consistent with the principles of community engagement,
- Arrange for the conduct of an operational debriefing of all participating agencies and organisations as soon as possible after cessation of the arrangements, and
- Arrange for an evaluation of the effectiveness of the recovery activities in relation to the recovery plan, with 12 months of the emergency.

The above can be read in conjunction with the [Aide Memoire – Local Recovery Coordinator](#) in **Appendix 3a** and the [Local Recovery Coordinator Profile and Checklist](#).

The [LRC Action Checklist](#) in **Appendix 3b** is provided as a guidance for the LRC and lists possible actions to be taken by the LRC within 48 hours, one week, and 12 months.

5.3 Local Recovery Coordination Group

The role of the Local Recovery Coordination Group (LRCG) is to coordinate and support the local recovery processes within the community. The LRCG comprises of the core membership listed below, plus additional personnel depending on the type and scale of the event and the community affected. The LRCG may be convened by the CEO and/or the LRC.

The composition of the group is as follows:

| Executive | Core Members | Co-opted Members |
|--|---|--|
| Chairperson (CEO) | Hazard Management Agency/s | Public Utilities (power, gas, water) |
| Spokesperson (Mayor or Deputy Mayor) | Local Government Officers | Main Roads WA |
| Local Recovery Coordinator (Executive Officer) | Department of Communities Australian Red Cross | Department of Biodiversity, Conservation and Attractions |
| Local Emergency Coordinator (OIC Police) | Department of Health | Chamber of Commerce |
| Chairperson (LEMC) | Community Representative/s | |
| Community representatives as required and may include agencies, groups and individuals representing the social, health and community, economic, built and natural environments relevant to the emergency as identified by the LRC. | | |

5.3.1 Local Recovery Coordination Group Functions

The functions of the LRCG are:

- Establishing sub-committees as required,
- Assessing requirements, based on the impact assessment, for recovery activities relating to the social, built, economic and natural wellbeing of the community with the assistance of the responsible agencies where appropriate,
- Developing an operational plan for the coordination of the recovery process for the event that:
 - Takes into account the LGA's long term planning and goals,

- Includes an assessment of the recovery needs and determines which recovery functions are still required,
- Develops a timetable and identified responsibilities for completing the major activities,
- Considers the needs of youth, the aged, the disabled, and culturally and linguistically diverse (CALD) people,
- Allows full community participation and access, and
- Allows for the monitoring of progress of recovery.
- Overseeing the delivery of projects that support the social, built, economic and natural environments of recovery to ensure that they are community-owned and targeted to best support the recovery of impacted communities,
- Facilitating the recovery of services, public information, information exchange and resource acquisition,
- Providing advice to the State and LGA's to ensure that recovery programs and services meet the needs of the community,
- Negotiating the most effective use of available resources including the support of State and Commonwealth agencies, and
- Monitoring the progress of recovery, and receiving periodic reports from recovery agencies;
 - Ensuring a coordinated multi-agency approach to community recovery,
 - Providing a central point of communication and coordination for the actions of a wide range of recovery-related services and projects being progressed outside of the direct control of the LRCG, and
 - Making appropriate recommendations, based on lessons learnt, to the LEMC to improve the community's recovery preparedness.

The above can be read in conjunction with the [Aide Memoire – Local Recovery Coordination Group](#) in **Appendix 4a** and the [Local Recovery Coordination Group Profile and Checklist](#).

The [LRCG Action Checklist](#) in **Appendix 4b** is provided as a guidance for the LRCG and lists possible actions to be taken within 48 hours, one week, and 12 months.

5.3.2 LRCG Spokesperson

The Mayor of the City of Mandurah has been appointed as the Spokesperson of the LRCG. Depending on the nature of the event and availability of the Mayor, the LRCG may deem another officer more suitable for the role.

All public statements on behalf of the LRCG is to be approved by the committee prior to their release to ensure the accurate and appropriate release of information. A variety of communication methods may be used to prevent delays.

5.3.3 LRCG Chairperson

The CEO of the City of Mandurah has been appointed as the Chairperson of the LRCG.

Depending on the nature of the event and the availability of the CEO, the CEO may delegate another City officer to fulfil the role.

5.4 Local Recovery Coordination Group Sub-Committees

The LRCG manages the recovery process on behalf of the local government. Depending on the nature and extent of the recovery, consideration will be given to establishing sub-committees to manage specific responsibilities. These are broadly grouped into the following functions:

- Social Health and Community (Chair – Director Place and Community)
- Built Environment (Chair – Executive Manager Built Environment)
- Natural Environment (Chair – Executive Manager Natural Environment)
- Economic (Director – Strategy and Economic Development)

Each sub-committee (if established) will report their activities through their nominated Chair to the LRCG. The [Local Recovery Coordination Group Sub-Committees functions](#) are contained in **Appendix 5**. Terms of Reference are drafted for each sub-committee and will be endorsed as required at the first meeting.

This Plan recognises Mandurah's long-established networks and community working groups that can support ongoing effective collaboration and communication in response and recovery.

5.5 Local Recovery Structure

During the response phase of an incident, the Initial Recovery Management Structure will be adopted until the incident transitions from Response to Recovery. The structure of the LRCG is considered dynamic, and the composition and roles within the group will be dependent on the incident.

The [Initial Recovery Management Structure](#) can be found at **Appendix 6**. This structure sees the coordination and communication between the HMA/Controlling Agency and the City, including the LRC being part of HMA/CA Incident Support Group meetings.

During the recovery phase, this structure will change depending on the incident / disaster, which will largely dictate recovery actions required. The [Partial Recovery Management Structure](#) (see **Appendix 7**) outlines a basic Recovery Committee structure, which the City may adopt depending on the complexity and impact of the incident.

For more complex disasters, the [Comprehensive Recovery Management Structure](#) will be applied for sub-committee functions as seen in **Appendix 8**.

5.6 External Agency Roles and Responsibilities

The WA State Government along with Non-Government Organisations should provide a range of services and resources to the recovery effort and should be used wherever possible. A complete list of agencies and their roles and responsibilities can be viewed in the [State EM Plan – Appendix E](#).

5.7 State Government Involvement

During the recovery process, the State Government may provide support and assistance to the City.

In conjunction with the local government(s) and the State Emergency Coordinator, the State Recovery Coordinator is to consider the level of State involvement required, based on a number of factors pertaining to the impact of the emergency. These include:

- The capacity of the local governments involved to manage the recovery,
- The number of local governments affected, and
- The complexity and duration of the recovery.

A list of criteria to be considered as triggers for escalation of recovery activities is available in the [State EM Plan – Appendix G](#).

A determination will be made as to whether State support is provided and whether the State Recovery Coordination Group and State Recovery Controller are established.

5.7.1 State Recovery Coordinator / State Recovery Controller

The *State Recovery Coordinator* supports a whole of government approach and coordinates the maintenance of the State recovery arrangements and plans through the SEMC recovery sub-committee. The State Recovery Coordinator supports the operation of State level recovery coordination through the State Recovery Coordination Group (SRCG).

The *State Recovery Controller* is appointed by the Premier. The State Recovery Controller will usually be appointed when an emergency affects several communities, is ongoing, requires State level assistance to resolve issues, and needs a regional coordination approach.

5.8 State Recovery Coordination Group

The State Recovery Coordination Group (SRCG) is established by the State Recovery Coordinator and is responsible for coordinating State level recovery in complex or prolonged recovery operations. The State level operational recovery plan is developed by the SRCG, and an evaluation of its effectiveness must be conducted after the State level recovery coordination processes has occurred.

The structure of the State Recovery Framework is shown below in Figure 1.

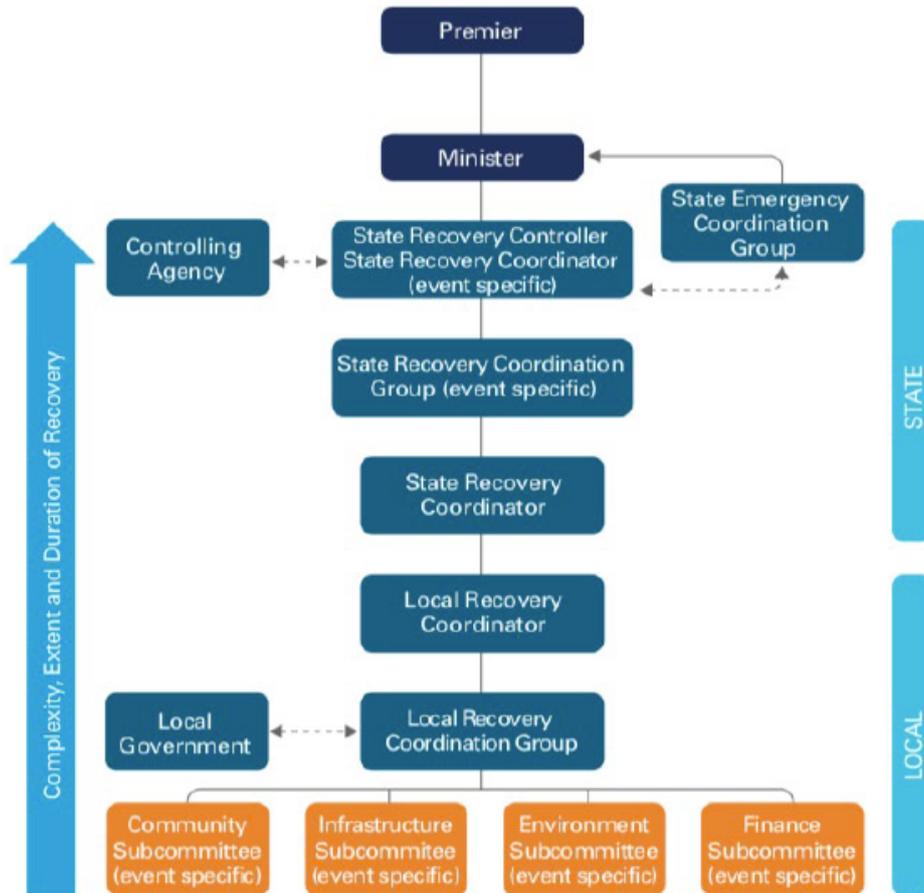


Figure 1 – State Recovery Framework

6. Activations and Actions

6.1 Transitions from Response to Recovery

Recovery starts immediately following the impact of an event (while response activities are still in progress), as key decisions made during the response phase are likely to directly influence and shape recovery.

The LRC should be available to take up the role while the emergency is still being attended to and the Incident Controller (IC) is managing response efforts. To ensure appropriate recovery activities are initiated as soon as possible after the impact of the event, the HMA Incident Controller is to ensure that the LRC is notified of the event and is included as a member of the Incident Support Group (ISG). The inclusion of the LRC on the ISG ensures:

- Alignment of response and recovery priorities,
- Liaison with key agencies,
- An awareness of the key impacts and tasks, and
- Identification of the recovery requirements and priorities as early as possible.

At times there will be conflicting priorities between response and recovery. This shall be managed through liaison officers and the ISG (i.e. road closures). Providing a safe working environment for both response and recovery personnel is essential.

Transfer of management from response to recovery handover to the City shall be formalised in line with HMA/CA responsibilities and procedures. The basic '*Response to Recovery Transition Form*' can be viewed in the **LRRR**.

An [Impact Statement](#) is a key element of the handover process, and a responsibility in delivering this to the City's CEO. The acceptance of this handover of responsibility is at the discretion of the CEO on advice from the LRC and LRCG, in consultation with the HMA/CA. Acceptance of this Impact Statement and its responsibilities should not occur unless the CEO, the LRC and the LRCG are fully aware of the extent of the impacts on the community and are willing to take on the responsibilities going forward.

6.2 Activation of Recovery

To facilitate the effective coordination of the recovery process, an assessment of the recovery and restoration requirements is to be conducted as soon as practical after the impact of an event. This will be undertaken by the LRC, in consultation with the Controlling Agency, the Local Emergency Coordinator (LEC) and appropriate recovery organisations.

The Officer in Charge at the Mandurah Police Station is the appointed Local Emergency Coordinator for the Mandurah area.

Based on the assessment of the recovery and restoration requirements, the LRC will activate the Plan by advising the LRCG Chairperson and convening the LRCG. This will usually occur during the response phase of an emergency. Once a decision is made by the LRC to activate the LRCG, the membership will be notified to arrange an initial meeting.

Where a decision is made not to activate the Plan or convene the LRCG because statutory agencies are coping with the situation, the LRC will monitor the situation and keep the LRCG informed accordingly.

6.3 Impact Statement and Needs Assessment

6.3.1 Impact Statement

An Impact Statement is used to collect information about all known and emerging impacts from a level 2 or level 3 incident. Where required an Impact Statement must be completed prior to the transfer of responsibility for management of recovery to the affected local government(s).

The Hazard Management Agency (HMA) will complete the Impact Statement form in consultation with the ISG. This contains a detailed description of the impact on the affected community and provides the LRC with a starting point for recovery needs of individuals, the community and infrastructure.

The Impact Statement will be completed as recommended in the [State EM Procedure 5.4](#) and [Impact Statement Guide](#). Refer to the **LRRR** for the Impact Statement Template.

6.3.2 Needs Assessment

When a community is affected by an emergency, it is essential to determine the needs of that community, which are often considerable.

Needs can be broadly defined as:

| | |
|----------------------|---|
| Physical needs: | Food, water, shelter, clean breathable air |
| Psychological needs: | Psychological first aid/support, bonding |
| Societal needs: | Community infrastructure, power, drainage, shops, telephone, schools, industry, transport |

One of the best ways to capture this information is using a technique called ‘Outreach’ whereby volunteers from the Australian Red Cross partner with the local government and other identifiable volunteers who speak directly to impacted individuals to determine their needs as:

- What has been affected,
- What information is needed,
- What assistance is required,
- How people wish to be contacted for further information,
- Their best contact details, and
- Information on assistance for neighbours

Depending on the extent of the incident, the use of Outreach may be considered by the LRCG in the immediate stages of recovery. The Community Outreach and Needs Assessment Form can be found in **LRRR**.

6.4 Operational Recovery Plan

The operational recovery plan provides the strategic direction and details actions required to facilitate a successful recovery. When the LRCG is activated, the group will develop an Operational Recovery Plan (ORP) to guide its functions during the first meeting. The Plan includes assessment and recovery requirements, organisational management, operational aspects and administrative arrangements. The [Operational Recovery Plan template](#) can be viewed at **Appendix 9**.

6.5 Managed Withdrawal

The recovery management structure will be gradually stood down as the capability of local authorities improves and as the community returns to a functional state. The decision to conclude recovery efforts will be made by the LRCG and recorded in the appropriate meeting minutes. Public notification must be made to inform the community of this decision.

7. Communications

Effective management of communication during and after an emergency or disaster is critical in facilitating community involvement in recovery, providing an opportunity for timely, two-way information exchange.

During emergencies, established communication channels may be disrupted, which can result in the community feeling disconnected and isolated from their families, friends, existing community networks and services. People affected by an emergency are often overwhelmed by large amounts of information and as a result their ability to take in, process and remember information may be impacted.

During the response phase, the Hazard Management Agency (HMA) has the task of managing communications in an emergency. The HMA officially hands this responsibility to the relevant local government/s leading the recovery via the Impact Statement, in the transition to the recovery management phase. Coordinating the affected community in recovery, including communications, rests with the local government.

Communication channels that may be utilised by the City during recovery include:

- In Person / Community Meetings
- Direct Email / Newsletters
- Social Media
- Print Media Local or State
- Local Radio
- Signage
- Direct Mail and Flyers
- Telephone / Call Centres
- Exhibitions / Displays

The use of these channels will be determined based on a range of factors including timing, target audience, service availability and cost. Importantly, communications planning will focus on the need to access vulnerable groups and have low technology options. Refer to the Recovery Communications Plan.

7.1 Recovery Spokesperson

As previously noted, the Mayor is the spokesperson for the City in an emergency supported by the Deputy Mayor if he/she is unavailable. The CEO may speak on behalf of the City particularly in relation to operational matters.

7.2 Community Meetings

The public has become accustomed to and expects easy access to current information. In the event of a major incident, community information (including public briefings and meetings) is often jointly led by emergency services, local governments and state government departments. The aim of community briefings in a recovery context is to:

- Provide clarification of the emergency event (Controlling Agency),
- Advise services available to the affected communities (recovery agencies),

- Provide advice to affected individuals on how to manage their own recovery, including public health information (specialist advisors).

The following guides will assist in preparing for community meetings:

- [Red Cross Communicating in Recovery Guide](#)
- [Red Cross Collective Trauma Event Guidelines](#)
- [SEMC Communicating in Recovery Guidelines](#)

8. Stand Down and Evaluation

There is no definite end period to recovery, however the City will decide when normal service delivery will resume. This decision will be made depending on the severity and nature of the emergency and the impact on the City and the community.

8.1 Debriefing

Following any operational activity, it is important to identify and adopt any lessons learnt so actions can be taken to continuously improve the effectiveness of these Plans and recovery activities. Debriefs, reviews and post incident analysis should be conducted by the LRCG as soon as practicable after the cessation of recovery activities.

When the LRCG undertakes a post incident analysis, debrief or review, the details of the outcomes should be presented to a meeting of the LEMC.

8.2 Evaluation

It is the responsibility of the LRC to monitor the progress of recovery and provide periodic reports to the LRCG and the State Recovery Coordination Group, if established. An evaluation of the effectiveness of the recovery activities in relation to the recovery plan should be conducted within 12 months of the disaster. Refer to [State EM Policy 6.10 – Review of Recovery Activities](#).

9. Appendices

[APPENDIX 1 – ACRONYMS](#)

[APPENDIX 2 – LOCAL GOVERNMENT MOU](#)

[APPENDIX 3a – LOCAL RECOVERY COORDINATOR AIDE MEMOIRE](#)

[APPENDIX 3b – LOCAL RECOVERY COORDINATOR CHECKLIST](#)

[APPENDIX 4a – LOCAL RECOVERY COORDINATION GROUP AIDE MEMOIRE](#)

[APPENDIX 4b – LOCAL RECOVERY COORDINATION GROUP CHECKLIST](#)

[APPENDIX 5 – LOCAL RECOVERY COORDINATION GROUP SUB-COMMITTEE](#)

[FUNCTIONS](#)

[APPENDIX 6 – INITIAL RECOVERY MANAGEMENT STRUCTURE](#)

[APPENDIX 7 – PARTIAL RECOVERY MANAGEMENT STRUCTURE](#)

[APPENDIX 8 – COMPREHENSIVE RECOVERY MANAGEMENT STRUCTURE](#)

[APPENDIX 9 – OPERATIONAL RECOVERY PLAN TEMPLATE](#)

Appendix 1 – Acronyms

| Terms | Abbreviation |
|--|--------------|
| Emergency Management Act | (The) Act |
| Bush Fire Brigade | BFB |
| Chief Executive Officer | CEO |
| Controlling Agency | CA |
| City of Mandurah | CoM |
| Department of Communities | Communities |
| Department of Fire and Emergency Services | DFES |
| Disaster Recovery Funding Arrangements Western Australia | DRFAWA |
| District Emergency Management Committee | DEMC |
| Hazard Management Agency | HMA |
| Incident Controller | IC |
| Incident Support Group | ISG |
| Local Emergency Coordinator | LEC |
| Local Emergency Management Arrangements | LEMA |
| Local Emergency Management Committee | LEMC |
| Local Government | LG |
| Local Recovery Coordinator | LRC |
| Local Recovery Coordination Group | LRCG |
| Local Recovery Plan | LRP |
| Local Recovery Resource Register | LRRR |
| Memorandum of Understanding | MoU |
| Operational Recovery Plan | ORP |
| State Emergency Management Committee | SEMC |
| State Recovery Coordinator | SRC |
| State Recovery Coordination Group | SRCG |
| Volunteer Bush Fire Brigade | VBFB |

Appendix 2 – Local Government MoU

STRICTLY CONFIDENTIAL

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

Appendix 3a –Local Recovery Coordinator Aide Memoire

Local Recovery Coordinator Aide Memoire

Local governments are to nominate a suitably skilled Local Recovery Coordinator in their Local Emergency Management Arrangements. More than one person should be appointed and trained in case the primary Local Recovery Coordinator is unavailable during an event.

ROLE

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

FUNCTIONS

Pre-Event

- Prepare, maintain and test the Local Recovery Plan in conjunction with the local government for endorsement by the Council of the local government,
- Ensure community engagement in recovery arrangements and increase community involvement in recovery preparedness, awareness and resilience,
- Identify vulnerable people within the community such as youth, the aged, people with disabilities, Aboriginal people, culturally and linguistically diverse people,
- Consider potential membership of the LRCG prior to an event occurring.

During Event

- Consult with the Controlling Agency regarding attending appropriate response meetings such as: Incident Management Team, Incident Support Group and Operational Area Support Group meetings,
- Consider the membership of the LRCG, during an emergency, which is event specific, based on the four recovery environments: social, built, economic and natural, or as required,
- Ensure the Controlling Agency with responsibility for the response to an emergency, starts recovery activities during that emergency,
- Consult with the Controlling Agency on completing the Impact Statement prior to transfer of responsibility for recovery to the affected local government(s).

Post Event

- Provide advice to the Mayor/Shire President and Chief Executive Officer (CEO) on the need to convene the LRCG and provide advice to the LRCG, if established,
- Ensure the local government provides LRCG with Executive Officer and administrative support, such as meeting agenda, minutes, financial and administrative recordkeeping,
- Determine the required resources for effective recovery I consultation with the LRCG,
- Coordinate local level recovery activities for the event, according to the plans, strategies and policies determined by the LRCG,
- Monitor the progress of recovery and provide periodic reports to the LRCG and State Recovery Coordination Group, if established,
- Liaise with the State Recovery Coordinator on issues where State level support is required or where there are concerns with services from government agencies locally,
- Arrange for the conduct of an operational debriefing of all participating agencies and organisations as soon as possible after the arrangements have ended,
- Arrange an evaluation of the effectiveness of recovery activities, within 12 months of the emergency, to ensure lessons are captured and available for future managers, and
- Provide recovery evaluations to the State Recovery Coordinator and the State Emergency Management Committee (SEMC).

MEMBERSHIP

The Local Recovery Coordinator is to consider potential membership of the LRCG prior to an event occurring. During an emergency, consider membership of the LRCG prior to an event occurring. During an emergency, consider membership of the LRCG that is event specific. The following agencies and organisations may have a role on the LRCG.

Core Members

- Local Recovery Coordinator,
- Key local government staff and elected members,
- Community Recovery Coordinator and/or Community Liaison Officer,
- Controlling Agency,
- District Emergency Management Advisor, and
- Local government networks, community members and community groups / associations / committees, e.g. environmental groups, farming groups, faith groups, sporting clubs, Aboriginal groups, schools, chambers of commerce and industry etc.

Potential Members

- Australian Red Cross,
- Chamber of Commerce and Industry WA / Small Business Development Corporation,
- Department of Biodiversity, Conservation and Attractions,
- Department of Communities,
- Department of Education (or local school representative),
- Department of Fire and Emergency Services (DFES),
- Department of Health (or local health services provider/officer),
- Department of Local Government, Sport and Cultural Industries,
- Department of Planning, Lands and Heritage,
- Department of Primary Industries and Regional Development,
- Essential Services Network Operators Reference Group representative,
- Essential Services such as:
 - Telstra Corporation,
 - National Broadband Network,
 - Water Corporation, and
 - Western Power/Horizon Power
- Insurance Council Australia,
- Main Roads Western Australia
- Public information Reference Group representative,
- Volunteering WA
- Western Australia Police Force, and
- Western Australian Local Government Association

Support Services to LRCG

The following agencies and organisations may provide support and advice to the LRCG on a range of topics such as the: Impact Statement, State Recovery Cadre, Disaster Recovery Funding Arrangements Western Australia, environmental protection, clean up and waste management, Public Donations criteria for financial assistance, etc.

- State Recovery (DFES),
- Department of Water and Environmental Regulation, and
- Lord Mayor's Distress Relief Fund (City of Perth).

Appendix 3b – Local Recovery Coordinator Checklist

Guide only. Times frames and tasks will be determined by the nature and extent of the event.

| TASK DESCRIPTION | COMPLETE |
|--|----------|
| Prior to the Emergency | |
| Promote community awareness and engagement in recovery planning including involvement in development of the Local Recovery Plan. | |
| Prepare, maintain and test Local Recovery Plan in conjunction with local government for endorsement by the Council. | |
| Ensure the completed Local Recovery Plan clarifies any recovery and operational agreements made between local governments (e. Memorandums of Understanding, loan staff, equipment sharing), roles and responsibilities, and records of all recovery expenditure., | |
| Identify at-risk groups such as youth, the aged, people with disabilities, Aboriginal people, culturally and linguistically diverse people, and isolated and transient people. | |
| Consider potential membership of the Local Recovery Coordination Group (LRCG) prior to an event occurring based on the social, built, economic and natural environments, or as required. | |
| Within 48 hours | |
| Contact and alert key local contacts. | |
| Liaise with Controlling Agency and participate (or nominate a suitable local government representative i.e. Local Recovery Coordinator, executive staff or CEO) in the incident management arrangements, including the Incident Support Group and Operations Area Support Group where appropriate. | |
| Where more than one local government is affected, a coordinated approach should be facilitated by the Local Recovery Coordinators and supported by the State Recovery Coordinator, as required. | |
| Ensure an understanding of known or emerging impacts from the Impact Statement provided by the Controlling Agency. | |
| Consult the Department of Primary Industries and Regional Development on special arrangements to manage the welfare of wildlife, livestock and companion animals. | |
| Ensure Controlling Agency starts recovery activities during the response to that emergency. | |
| Provide advice to the Mayor and CEO on the requirement to convene the LRCG and provide advice to the LRCG if convened. | |
| During an event, consider membership of the LRCG that is event specific, based on the social, built, economic and natural environments, or as required. | |
| Consider support required such as resources to maintain records, including a record/log of events, actions and decisions. | |
| Ensure the local government provides LRCG with an Executive Officer and administrative support, such as meeting agenda, minutes, financial and administrative recordkeeping (contact DFES State Recovery for advice or for possible State Recovery Cadre support). | |
| Facilitate community meetings/briefings to provide relevant recovery information include, as applicable, Controlling Agency, State government agencies and other recovery agencies. | |

| | |
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| Brief media on the recovery program throughout the recovery process, ensuring accurate and consistent messaging (use the local government's media arrangements, or seek advice or support from DFES State Recovery). | |
| Develop and implement an event specific Communication Plan, including public information, appointment of a spokesperson and the local government's internal communication processes. | |
| Within 1 week | |
| Consider fatigue management for self and recovery staff throughout all recovery (contact DFES State Recovery for advice or for possible State Recovery Cadre support). | |
| Consult with Controlling Agency on completing the Impact Statement before the transfer of responsibility for management of recovery to the local government. | |
| In conjunction with the Controlling Agency and other responsible agencies, assess the community's recovery requirements. Coordinate activities to rebuild, restore and rehabilitate the social, built, economic, natural and psychosocial wellbeing of the community. | |
| Liaise and meet with specific emergency management agencies involved with recovery operations to determine priority actions. | |
| Assess for the LRCG, the requirements for the restoration of services and facilities with assistance of the responsible agencies, where appropriate. | |
| Contact the Disaster Recovery Funding Arrangements Western Australia (DRFAWA) Officers to determine if the event is eligible under the DRFAWA, and if so, ensure an understanding of what assistance measures are available and the process requirements for assistance. | |
| Understand eligible criteria and payment procedures of the Lord Mayor's Distress Relief Fund , if activated. Payments are coordinated through the local government to affected individuals. | |
| Report on likely costs and establish a system for recording all expenditure during recovery (includes logging expenditure, keeping receipts and providing timesheets for paid labour). | |
| Determine the acquisition and appropriate use of resources necessary for effective recovery. | |
| Consider establishing a call centre with prepared responses for frequently asked questions. | |
| Determine level of State involvement in conjunction with the local government and State Recovery Coordinator. | |
| Liaise with the State Recovery Coordinator on issues where state level support is required or where there are concerns with services from government agencies locally. | |
| Ensure recovery activities are consistent with the National Principles for Disaster Recovery | |
| Within 1- 12 months (or longer term) | |
| Monitor the progress of recovery and provide periodic reports throughout the recovery effort to the LRCG and State Recovery Coordination Group, if established. | |
| Ensure recovery projects that support the social, built, economic and natural recovery environments are community-led and targeted to best support affected communities. | |
| Arrange for an operational debriefing of all participating agencies and organisations as soon as possible after the arrangements have ended. | |
| Arrange for an evaluation of the effectiveness of recovery within 12 months of the emergency to make sure lessons are captured and available for future managers. | |

| | |
|--|--|
| <p>Provide recovery evaluations to the State Recovery Coordinator to refer to the SEMC for review. Evaluations can involve community and stakeholder surveys, interviews, workshops, and assessment of key project outcomes.</p> | |
|--|--|

| | |
|--|--|
| <p>Social and personal support services are likely to be required in the longer term and the need for a considerable period of psychosocial support (often several years) should be planned for.</p> | |
|--|--|

Appendix 4a – Local Recovery Coordination Group Aide Memoire

Local Recovery Coordination Group Aide Memoire

Local government may establish a Local Recovery Coordination Group (LRCG) as the strategic decision-making body for recovery during an emergency within its district.

ROLE

The LRCG is to coordinate and support local management of the recovery processes by assessing the consequences of the event and coordinating recovery activities to rebuild, restore and rehabilitate the social, built, economic and natural environments within the community during an emergency event.

FUNCTIONS

- Assess the Impact Statement for recovery requirements based on the social, built, economic and natural wellbeing of the community with assistance of the Controlling Agency where appropriate,
- Monitor known or emerging impacts using existing incident reports e.g. Impact Statement, Incident Support Group / Operational Area Support Group / Rapid Damage Assessment reports, HAZMAT reports, etc.
- Report on likely costs and impacts of recovery activities and establish a system for recording all recovery expenditure,
- Confirm whether the event has been declared an eligible natural disaster under the Disaster Recovery Funding Arrangements Western Australia (DRFAWA), and, if so, what assistance measures are available,
- Understand the State and Commonwealth relief programs such as DRFAWA, Centrelink and the Lord Mayor’s Distress Relief Fund if activated,
- Establish sub-committees that consider the four recovery environments social, built, economic and natural, or as required,
- Prepare a Communications Plan where appropriate,
- Depending on the extent of damage, develop an event specific Operational Recovery Plan which allows full community participation and access, as well as:
 - Taking account of the local government’s long-term planning and goals, and
 - Assessing which recovery functions are still required, timeframes and responsibilities for completing them.
- Consider the needs of youth, the aged, people with disabilities, Aboriginal people, isolated groups or individuals and culturally and linguistically diverse people,
- Oversee projects that support the social, built, economic and natural environments of recovery to ensure that they are community-led and targeted,
- Provide advice to the State and local government to ensure that recovery programs and services meet the needs of the community,
- Negotiate most effective use of State and Commonwealth agencies’ resources,
- Monitor the progress of recovery and request periodic reports from recovery agencies,
- Provide recovery public information, information exchange and resource acquisition,
- Coordinate offers of assistance, including volunteers, services and donated money,
- Coordinate a multi-agency approach to community recovery by providing a central point of communication and coordination for recovery services and projects,
- Make appropriate recommendations, based on lessons learnt, to the Local Emergency Management Committee to improve the community’s recovery preparedness,
- Ensure the local government’s existing Local Recovery Plan is reviewed and amended after an event in which the Local Recovery Plan was implemented.

MEMBERSHIP

Core Members

- Local Recovery Coordinator,
- Key local government staff and elected members,
- Community Recovery Coordinator and/or Community Liaison Officer,
- Controlling Agency,
- District Emergency Management Advisor, and
- Local government networks, community members and community groups / associations / committees, e.g. environmental groups, farming groups, faith groups, sporting clubs, Aboriginal groups, schools, chambers of commerce and industry etc.

Potential Members – Event Specific

Appropriate membership for the LRCG must be determined for the specific emergency event. The following agencies and organisation may have a role on the LRCG:

- Australian Red Cross,
- Chamber of Commerce and Industry WA / Small Business Development Corporation,
- Department of Biodiversity, Conservation and Attractions,
- Department of Communities,
- Department of Education (or local school representative),
- Department of Fire and Emergency Services (DFES),
- Department of Health (or local health services provider/officer),
- Department of Local Government, Sport and Cultural Industries,
- Department of Planning, Lands and Heritage,
- Department of Primary Industries and Regional Development,
- Essential Services Network Operators Reference Group representative,
- Essential Services such as:
 - Telstra Corporation,
 - National Broadband Network,
 - Water Corporation, and
 - Western Power/Horizon Power
- Insurance Council Australia,
- Main Roads Western Australia
- Public information Reference Group representative,
- Volunteering WA
- Western Australia Police Force, and
- Western Australian Local Government Association

Support Services to LRCG

The following agencies and organisations may provide support and advice to the LRCG on a range of topics such as the: Impact Statement, State Recovery Cadre, Disaster Recovery Funding Arrangements Western Australia, environmental protection, clean up and waste management, Public Donations criteria for financial assistance, etc.

- State Recovery (DFES),
- Department of Water and Environmental Regulation, and
- Lord Mayor's Distress Relief Fund (City of Perth).

Appendix 4b - Local Recovery Coordination Group Action Checklist

Guide only. Times frames and tasks will be determined by the nature and extent of the event.

| TASK DESCRIPTION | Complete |
|--|----------|
| Within 1 week | |
| Ensure an understanding of known or emerging impacts from the Impact Statement provided by the Controlling Agency. | |
| Determine priority recovery actions from Impact Statement and consult with specific agencies involved with recovery operations. | |
| District Emergency Management Advisor(s) to be included on Local Recovery Coordination Group to provide recovery advice and support to the Group throughout recovery, as required. | |
| Assess recovery requirements and coordinate activities to rebuild and restore the social, built, economic, natural and psychosocial wellbeing of the affected community. | |
| Determine need to establish sub-committees based on the four recovery environments: social, built, economic and natural, as required. Determine functions and membership as needed. | |
| Report likely costs and establish a system for recording all expenditure during recovery (includes logging expenditure, keeping receipts and providing timesheets for paid labour). | |
| Determine the acquisition and appropriate use of resources necessary for effective recovery. | |
| Consider recovery information and arrangements for special needs groups and individuals such as youth, the aged, people with disabilities, Aboriginal people, culturally and linguistically diverse people, and isolated and transient people. | |
| Brief media on the recovery program throughout recovery process, ensuring accurate and consistent messaging (use the local government's media arrangements, or seek advice and support from DFES State Recovery). | |
| Develop and implement an event specific Communication Plan, including public information, appointment of a spokesperson and the local government's internal communication processes. | |
| Ensure recovery activities are consistent with the National Principles for Disaster Recovery . | |
| Within 1 month | |
| Consider fatigue management for self and recovery staff throughout all recovery (contact DFES State Recovery for advice or for possible State Recovery Cadre support). | |
| Confirm if the event has been proclaimed an eligible natural disaster event under the Disaster Recovery Funding Arrangements Western Australia (DRFAWA) and if so ensure an understanding of what assistance measures are available and the process requirements for assistance. | |
| Consider establishing a call centre with prepared responses for frequently asked questions. | |
| Develop an Operational Recovery Plan which determines the recovery objectives and requirements, governance arrangements, resources and priorities. | |
| Establish a 'one-stop shop' recovery centre to provide the affected community with access to recovery services, information and assistance. | |
| Coordinate all offers of assistance from non-government organisations, volunteers, material aid, appeals and donated money to avoid duplication of effort. | |

Understand eligible criteria and payment procedures of the Lord Mayor's Distress Relief Fund, if activated. Payments are coordinated through the local government to affected individuals.

Activate outreach program to meet immediate needs and determine ongoing needs. Consider the need for specialist counselling, material aid, accommodation and financial assistance (liaise with the Department of Communities).

Manage restoration of essential infrastructure.

Liaise with the State Recovery Coordinator on issues where State level support is required or where there are concerns with services from government agencies locally.

Monitor the progress of recovery and receive periodic reports from recovery agencies.

Within 1 to 12 months (or longer-term recovery)

Social and personal support services are likely to be required in the longer term and the need for a considerable period of psychosocial support (often several years) should be planned for.

Ensure recovery projects that support the social, built, economic and natural recovery environments are community-led and targeted to best support affected communities.

Implement transitioning to mainstream services.

Appendix 5 – LRCG Sub-Committee Functions

Social Health & Community Sub-Committee

Functions

- Facilitate understanding of the needs of the impacted community in relation to community wellbeing
- Provide advice and guidance to assist in the post-emergency restoration and strengthening of the social fabric and wellbeing of the community
- Assess and recommend priority areas, projects and events to assist with the recovery process in the immediate and short term regarding the restoration and strengthening of community wellbeing
- Assess and recommend medium and long-term priority areas through the LRCG for consideration to assist with the restoration and strengthening of community wellbeing
- Ensure the affected community is informed and involved in the recovery processes so that recovery actions and programs meet their needs

Built Environment Sub-Committee

Functions

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

Natural Environment Sub-Committee

Functions

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

Economic Sub-committee

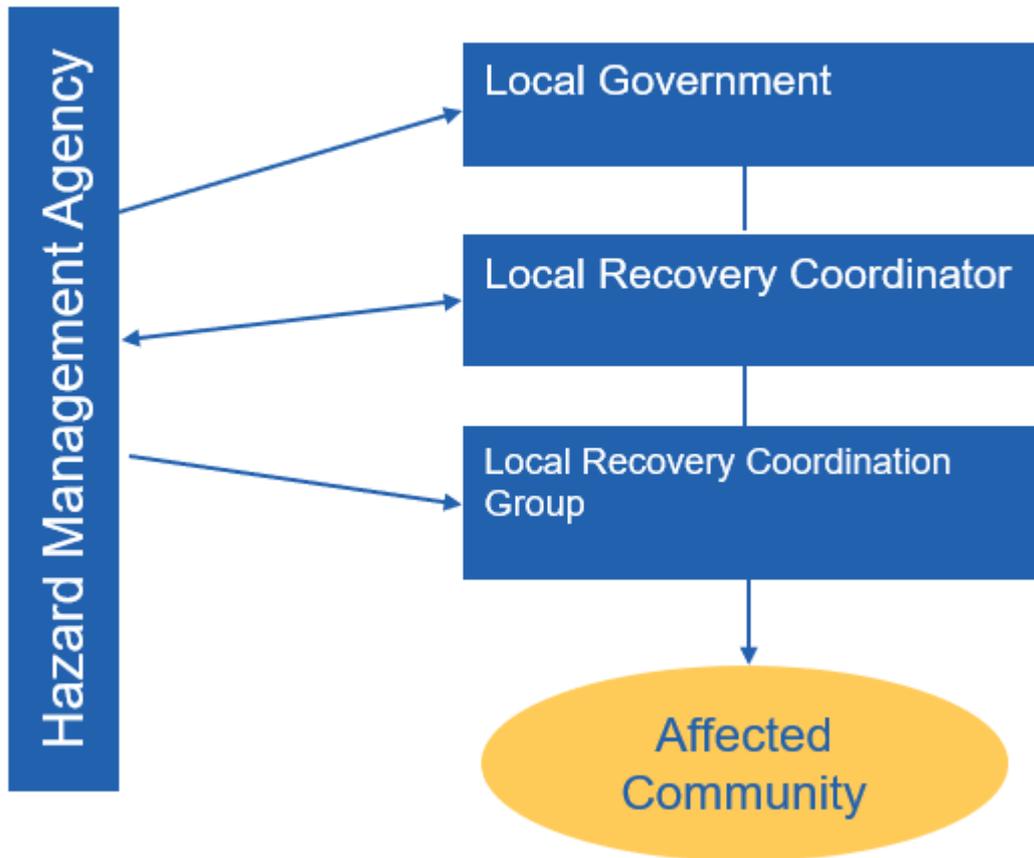
Functions

- Facilitate understanding of the economic needs of the impacted community
- Provide advice and guidance to assist in the post-emergency restoration and strengthening of the economy of the City, local businesses and the community
- Assess and recommend, through the LRCG, priority projects to assist with the economic recovery of the City, local businesses and individual members of the community

- Make recommendations to the [Lord Mayor's Distress Relief Fund](#) on the orderly and equitable disbursement of offers of assistance to individuals suffering personal loss and hardship as a result of the event
- Develop the eligibility criteria and procedures by which payments from the LMDRF will be made to affected individuals which:
 - are equitable, fair, simple and transparent,
 - are straightforward and not onerous to individuals seeking assistance,
 - recognise the extent of loss suffered by individuals,
 - compliment other forms of relief and assistance provided by government and the private sector,
 - recognise immediate, short, medium and longer term needs of affected individuals, and
 - ensures the privacy of individuals is protected and all times

Appendix 6 – Initial Management Structure

Initial Recovery Management Structure

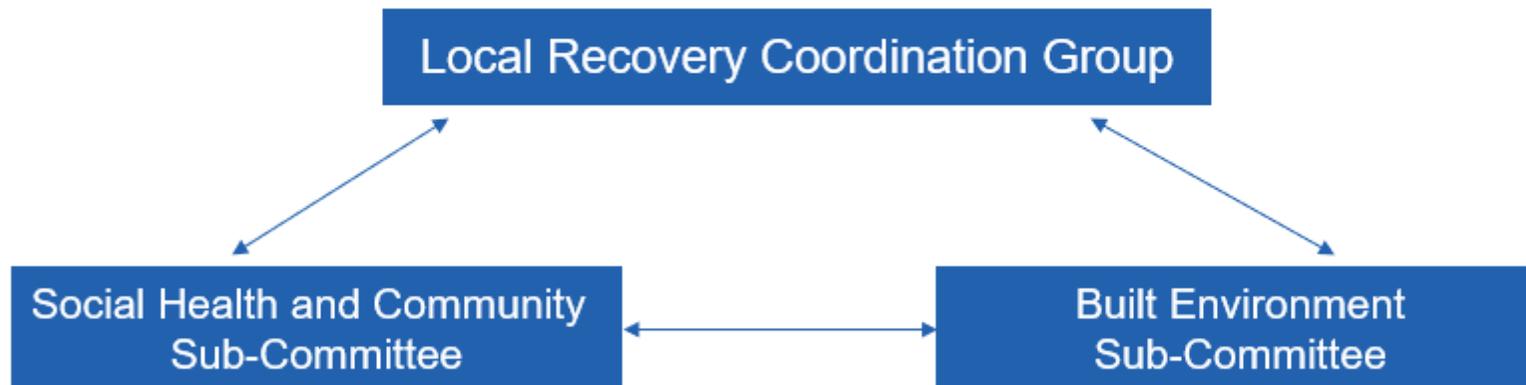


(During response phase)

Appendix 7 – Partial Recovery Management Structure

Partial Recovery Management Structure

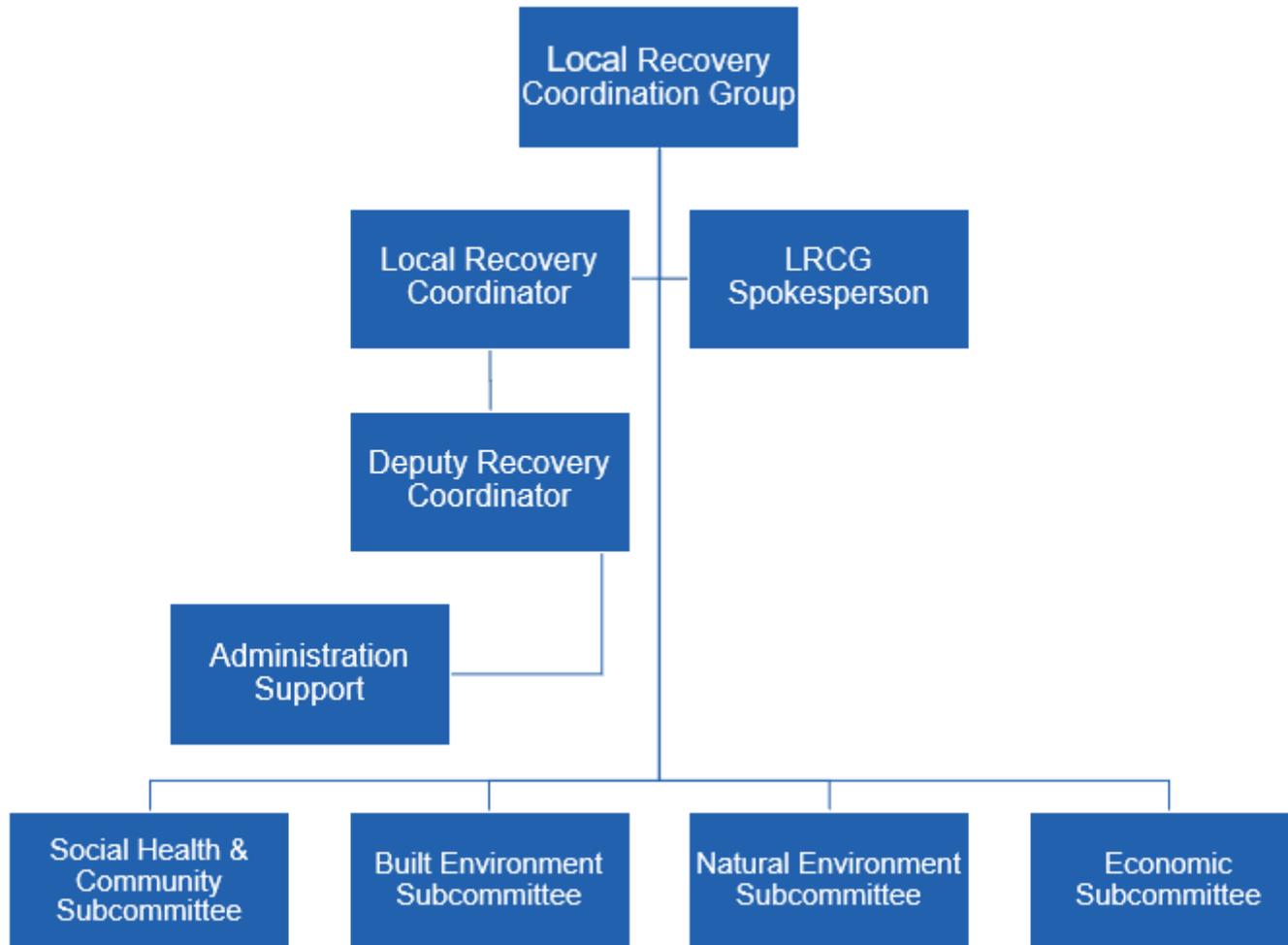
(Depending on community impact and complexity of the incident)



(following handover from CA/HMA to Local Government)

Appendix 8 – Comprehensive Recovery Management Structure

Comprehensive Recovery Management Structure



Appendix 9 – Operational Recovery Plan

| Operational Recovery Plan | |  CITY OF MANDURAH |
|--|---|---|
| Emergency Event: <i>(Type And Location)</i> An emergency was declared for the City of Mandurah after <i>(insert incident details)</i> <hr/> <hr/> The cause was <i>(insert if known)</i> _____ Date of Emergency: _____ Incident Level: _____ | | |
| Section 1 | | |
| Introduction: | | |
| Background on the nature of the emergency or incident | Compile the type of event and basic outline of sequence of events | |
| Aim or purpose of the plan | Like all management tools, think about why you are engaged in recovery and what you hope to achieve overall | |
| Authority for plan | As a local authority you are charged with the responsibility of recovery under the <i>Emergency Management Act 2005</i> | |
| Section 2 | | |
| Assessment of Recovery Requirements | | |
| Details of loss and damage to residential, commercial and industrial buildings, transport, essential services (including State and Local Government infrastructure) which may be sourced from the Impact Statement (IS). This can be added to in subsequent reports made. | | |
| Estimates of costs of damage (These may come from indications from IS. Further indications could be from insurance agencies, also lifeline infrastructure may assist assessment). | | |
| Temporary accommodation requirements (include details of evacuation centres opened, displaced persons, need for temporary accommodation, relocating displaced persons). | | |

| | |
|--|--|
| Additional personal requirements (general and specialist) | It is imperative that you enlist as much help as you can in the initial stages. This may be specialist assistance or simply manpower to cope with the increased workloads. |
| Human services (personal and psychological support) requirements | |
| Other Health Issues (fatigue management) | Medical/Health personnel and Council EHO's will assess any significant issues (water, food spoilage, medical supplies etc) |

Section 3

Organisational Aspects

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

Details the inter-agency relationships and responsibilities.

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

Section 4

Operational Aspects

| | |
|--|---|
| Details resources available and required | Give list of resources deployed and confer with the LRCG network for future resources |
|--|---|

Redevelopment Plans (includes mitigation proposals)

Reconstruction restoration programme and priorities (including estimated timeframes)

Includes programs and strategies of government agencies to restore essential services and policies for mitigation against future emergencies

| | |
|--|---|
| Includes the local government program for community services restoration | Local events, meetings, recreation, breakfast bbq's etc |
|--|---|

| | |
|------------------------|--|
| Financial arrangements | Assistance programs such as the DRFAWA, LMDRF, insurance, public appeals and donations |
|------------------------|--|

| | |
|----------------------------------|------------------------------|
| Public information dissemination | Refer to Communications Plan |
|----------------------------------|------------------------------|

Section 5

Administrative Arrangements:

Administration of recovery funding and other general financial issues

Public appeals policy and administration, including policies and strategies for office and living accommodation, furniture and equipment details for additional temporary personnel

Section 6

Conclusion

Summaries goals, priorities and timetable of plan

Signed by (name):

Signature:

Chair, Local Recovery Coordination Group

Date: _____

LRCG Structure

