City of

Joondalup

City of Joondalup
Local Emergency Management Arrangements

Including the Local Recovery Handbook and *Local Recovery Plan*

Version 11

Local Emergency Management Arrangements

These arrangements have been produced and issued under the authority of S. 41(1) of the *Emergency Management Act 2005*, endorsed by the Wanneroo - Joondalup Local Emergency Management Committee and the Council of the City of Joondalup. The Arrangements have been tabled for noting with the North Metropolitan District Emergency Management Committee and State Emergency Management Committee.

The City of Joondalup Local Emergency Management Arrangements have been structured into distinct parts, including attachments:

- Emergency Risk Management Register
- City of Joondalup *Local Recovery Plan*
- City of Joondalup Local Recovery Handbook
- City of Joondalup Emergency Communications Plan

Several Annexures are also available to refer to as separate documents, for example, City of Joondalup *Epidemic/Pandemic Plan*, and City of Joondalup *Emergency Animal Evacuation Plan*.
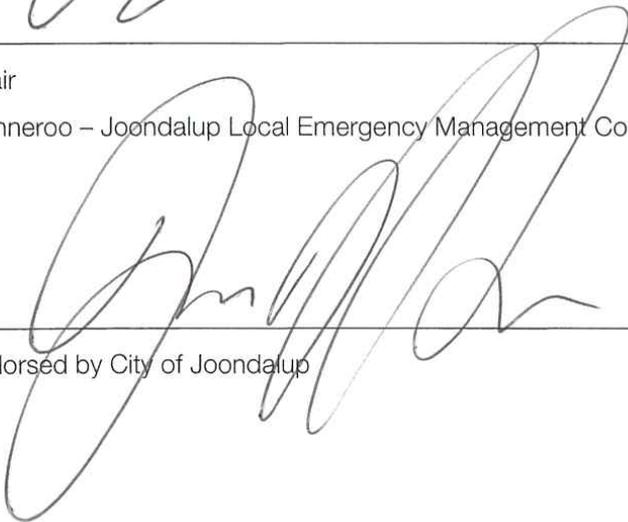
The purpose is to provide the overarching legislative requirements (the *Local Emergency Management Arrangements*), the legislative context for recovery (the Local Recovery Handbook) and an operational guide for the recovery phase of an emergency (the *Local Recovery Plan*).

_____   13/06/2023
Chair   Date
Wanneroo – Joondalup Local Emergency Management Committee

_____   4 May 2023
Endorsed by City of Joondalup   Date

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Australian Red Cross	1	1
City of Bayswater	1	1
City of Joondalup	1	20
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City of Wanneroo	1	1
Department of Conservation and Attractions	1	
Department of Transport (Hillarys Marina)		
Department of Communities	1	2
Department of Planning and Infrastructure (Hillarys Marina)	1	
District Emergency Management Committee (North Metro)	1	
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North Metropolitan Police District Office	1	
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Shire of Kalamunda	1	
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Amendment record

Number	Date	Amendment summary	Author
1.	16/8/2017	Change of name - Department of Communities	I. Thomas
2.	11/12/2018	Annual Review of whole document	D. Briggs
3.	18/09/2021	Epidemic/Pandemic Inclusion	D. Briggs
4.	28/12/2022	Minor review of LEMA	D. Briggs
5.	01/06/2023	Major/5-year review of LEMA	D. Briggs
6.	06/11/2024	Minor review of LEMA	D. Briggs
7.			
8.			
9.			
10.			
11.			
12.			

Glossary of terms

Terminology used throughout this document shall have the meaning as prescribed in either Section 3 of the *Emergency Management Act 2005* or as defined in the State Emergency Management Glossary.

Australasian Inter-Service Incident Management System (AIIMS): A nationally adopted structure to formalise a coordinated approach to emergency incident management. The combination of facilities, equipment, personnel, procedures and communications operating within a common agency structure with responsibility for the management of allocated resources to effectively accomplish stated objectives relating to an incident.

Community Emergency Risk Management: This is a systematic process that produces a range of measures that contribute to the wellbeing of communities and the environments (see also Risk Management).

Combat: To take steps to eliminate or reduce the effects of a hazard on the community.

Combat Agency: A combat agency prescribed under Section 6(2) of the *Emergency Management Act 2005* and Part 5 of the Emergency Management Regulations (2006). is to be a public authority or other person who or which, because of the agency's functions under any written law or specialised knowledge, expertise and resources, is responsible for performing an emergency management activity prescribed by the regulations in relation to that agency.

Command: The direction of the members and resources of an agency in the performance of that agency's role and tasks. Authority to command is established in legislation, or by agreement with an agency. Command relates to agencies and operates vertically within an agency.

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

Control occurs in a multi-agency environment.

Coordination: The bringing together of agencies and resources to ensure an effective response, primarily concerned with the systematic acquisition and application of resources (organisational, manpower and equipment) in accordance with the requirements imposed by the impact of the hazard. "To assist the HMA in the Provision of a coordinated response during an emergency" EM Act 2005.

Controlling Agency (CA): An agency nominated to control the response activities to a specific type of emergency.

District: Means an area of the State that is declared to be a district under Section 2.1 *Local Government Act 1995*.

The District of the City of Joondalup. This is a local government district not an emergency management district.

Disaster: See Emergency

District Emergency Coordinator: Is appointed by the State Emergency Coordinator.

This position is responsible for each emergency management district. The District Emergency coordinator has responsibility to provide advice and support to the District Emergency Management Committee for the development and maintenance of the Emergency Management Arrangements for its district, and to carry out other emergency management functions in accordance with directions from the State Emergency Coordinator. This position is held by the Superintendent of the Police District.

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

Emergency Management District: An emergency management district established under Section 28 *Emergency Management Act 2005*.

Emergency Management: This is a range of measures used to manage risks to the community and the environment. It involves the development and maintenance of arrangements to mitigate, prepare for, respond to, and recover from emergencies and disasters.

Emergency Management Concepts: Emergency Management Concepts are set out below:

(a) **Prevention** – the mitigation or prevention of the probability of the occurrence of and the potential adverse effects of an emergency;

(b) **Preparedness** – preparation for response to an emergency;

(c) **Response** – the combating of the effects of an emergency, provision of emergency assistance for casualties, reduction of further damage and help to speed recovery; and

(d) **Recovery** – the support of emergency affected communities in the reconstruction and restoration of physical infrastructure, the environment and community, psychosocial and economic wellbeing.

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

Incident: An event, accidently or deliberately caused, which requires a response from one or more statutory emergency response agencies.

Incident Area: The area, defined by the incident controller for which they have the responsibility for the overall management and control of an incident.

Incident Controller (IC): The person appointed by the Controlling Agency for the overall management of an incident within a designated area.

Incident Support Group (ISG): A group of agency/ organisation liaison officers convened to provide agency specific expert advice and support in relation to operational response to the incident.

Incident Management Team (IMT): A group of incident management personnel comprising the incident controller, and the personnel he or she appoints to be responsible for the functions of the operations, planning and logistics. The team headed by the incident controller which is responsible for the overall control of the incident.

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

Local Emergency Management Committee (LEMC): Means a committee established under Section 38 of the *Emergency Management Act 2005*.

Municipality: Means the district of the Local Government.

Operational Levels: Operational incidents are broadly classified into three levels. It is recognised that there will be some overlap between the levels and the Incident Controller will determine the incident level based on the actual and/or potential impact of the incident.

The operational level is broadly defined as including more than one of the following:

Level 1 –

- there are no significant issues
- there is a single or limited multi-agency response (day-to-day business)
- the incident area is limited in extent (i.e. to one jurisdiction or district)
- the response duration is within a single shift
- resources can be sourced from one local government district
- there is minimal impact on critical infrastructure
- there is minimal impact on the community (social, built, economic and natural).
- Note: Where applicable and relevant, the IMT should engage the multi-agency ISG early, including local government representatives, to ensure local expertise and knowledge is utilised.
- Note: Agencies such as *Department of Primary Industries and Regional Development, Department of Transport Marine, Energy P*olicy WA and Department of Health may use different level classification for their incidents, which may align to national or industry level classifications.

- the incident can be managed by a Controlling Agency IMT only
- there is a low level of complexity
- there is potential for low incident escalation.

Level 2 –

- requires a multi-agency response
- requires coordination of multi-agency resources
- has a duration covering multiple shifts
- resources need to be sourced from district or State level
- there is a medium level of complexity
- there are multiple incident areas
- there is a medium (actual or imminent) impact on critical infrastructure
- there is a medium impact on the community (social, built, economic and natural)
- may require delegation of a number of IMT functions
- the incident involves multiple hazards
- there is potential for the incident/or a requirement to be declared an 'Emergency Situation.'

Level 3 –

- requires significant coordination of a multi- agency response
- there is a protracted response duration
- resources need to be sourced from State, National and even international level
- there is a high level of complexity
- there is a significant (actual or imminent) impact on critical infrastructure
- there is a significant impact on community (social, built, economic and natural)
- may require delegation of all IMT functions
- evacuation and/or relocation of community is required
- there is an actual or potential loss of life or multiple, serious injuries
- a declaration of an 'Emergency Situation' or 'State of Emergency' is likely. These typical conditions are provided for consideration only, and the escalation of an incident is at the discretion of the IC. It is recognised that there will be some overlap between levels.

The Incident Controller has a responsibility to assess the incident level. If assessed as a Level 2 or 3 incident, the Incident Controller must make an 'incident level declaration'.

Preparedness: Arrangements to ensure that, should an emergency occur, all those resources and services which are needed to cope with the effects can be efficiently mobilised and deployed. Measures are in place to ensure that, should an emergency occur, communities, resources and services are capable of coping with the effects.

See also comprehensive approach in the State Emergency Management Glossary.

Risk: Risk refers to a concept used to describe the likelihood of harmful consequences arising from the interaction of hazards, communities and the environment.

Risk Management: The systematic application of management policies, procedures and practices to the task of identifying, analysing, treating and monitoring risk.

Risk Register: A register of the risks within the Local Government that is identified through the Community Emergency Risk Management process.

Risk Statement: A statement identifying the hazard, element at risk and source of risk.

Treatment Options: A range of options identified through the emergency risk management process, to select appropriate strategies which minimise the potential harm to the community.

Vulnerability: The degree of susceptibility and resilience of the community and environment to hazards. The degree of loss to a given element at risk or set of such elements resulting from the occurrence of a phenomenon of a given magnitude and expressed on a scale of 0 (no damage) to 10 (total loss).

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

State Emergency Management Committee (SEMC) – Governance and Policy

In May 2016 the State Emergency Management Committee (SEMC) approved the suite of state emergency management (EM) documents namely:

- *The State Emergency Management Policy* (State EM Policy)
- *The State Emergency Management Plan* (State EM Plan)
- State Emergency Management Procedures (State EM Procedures)
- State Emergency Management Guidelines (State EM Guidelines): and

- The State Emergency Management Glossary (State EM Glossary)
- The State Emergency Management Forms (State EM Forms) for authorised personnel only.

The suite of State legislation can be accessed via the State Emergency Management Committee.

Legislation

Procedure

Policy

Glossary

Guidelines

EM Forms

Plan
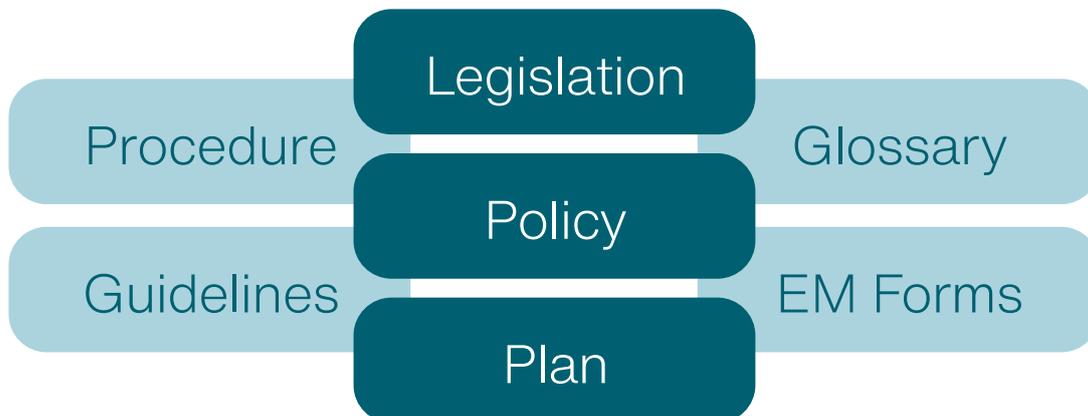
Acronyms used in these arrangements

Abbreviation	Meaning
AIIMS	Australasian Interagency Incident Management System
BFB	Bush Fire Brigade
CEO	Chief Executive Officer
DPC	Department of the Premier and Cabinet
COJ	City of Joondalup
COW	City of Wanneroo
Communities	Department of Communities
DBC&A	Department of Biodiversity, Conservation and Attractions
DFES	Department of Fire and Emergency Services
DEMC	District Emergency Management Committee
ECC	Emergency Coordination Centre
Emergency Management	Emergency Management
WA Government	Government of Western Australia
HMA	Hazard Management Agency
IMT	Incident Management Team
ISG	Incident Support Group
LEC	Local Emergency Coordinator
LEMA	*Local Emergency Management Arrangements*
LEMC	Local Emergency Management Committee
LG	Local Government
LRC	Local Recovery Coordinator
LRCG	Local Recovery Coordinating Group
NDRRA	*Natural Disaster Relief and Recovery Arrangements*
SEC	State Emergency Coordinator
SEMC	State Emergency Management Committee
SES	State Emergency Service
SEWS	Standard Emergency Warning Signal
SOP	Standard Operating Procedures
SRCG	State Recovery Co-ordination Group
DRFA-WA	*Disaster Recovery Funding Arrangements - Western Australian*
WAPF/WAPOL	Western Australia Police Force/Western Australia Police

LEGEND

Facilities
- Medical Health Centres
- Leisure Centres
- Child Care Centres
- Caravan Parks
- Aged Accomodation
- Hospitals
- Police Stations

Other Sites
- Train Stations
- Retail Centres
- Parks
- Lake
- Suburb Boundary

Roads
- Distributor Roads

Scale (A1): 1 : 20,000   Date: 10/10/2014   Compiled:Leanne Goodley
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Folder: I:\AMS\GIS Projects\Evacuation Maps & Significant Sites

Significant Sites & Facilities

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kilometres
Scale: 1:20,000

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Introduction

Authority

The *Local Emergency Management Arrangements* (the Arrangements) are prepared by the City of Joondalup as required by section 36 of the *Emergency Management Act 2005 (WA)*. The former (subject of this review) arrangements were endorsed by the Wanneroo/ Joondalup Local Emergency Management Committee on 3 May 2012, noted by the District Emergency Management Committee and approved by the State Emergency Management Committee on 22 August 2012.

The current arrangements have been amended in line with the legislative requirement to review the Arrangements every five years to ensure their currency.

The original arrangements were written following consultation with the broader community including, but not limited to, special needs groups, Indigenous or Culturally and Linguistically Diverse (CALD) groups and industry representatives. It is recognised that through effective community involvement, community members work together with local leaders using their knowledge and resources to prepare for and deal with emergencies.

Document availability

Copies of the arrangements are available from the City of Joondalup Administration Building and the City's libraries, either as printed or electronic copies without charge. The arrangements can also be viewed on the City's website at **joondalup.wa.gov.au**

Aim

The aim of the City of Joondalup *Local Emergency Management Arrangements* is to detail the City's emergency arrangements and to ensure that a documented understanding exists between the agencies and stakeholders involved in managing emergencies within the City.

Purpose

In accordance with Section 41 of the *Emergency Management Act 2005 (WA)* the purpose of these emergency management arrangements is to set out:

a. The City of Joondalup's policies for emergency management;

b. The roles and responsibilities of public authorities and other persons involved in emergency management in the City of Joondalup;

c. Provisions about the coordination of emergency operations and activities relating to emergency management performed by the persons mentioned above;

d. A description of emergencies that are likely to occur in the City of Joondalup;

e. Strategies and priorities for emergency management in the City of Joondalup;

f. Other matters about emergency management in the City of Joondalup prescribed by the regulations; and

g. Other matters about emergency management the City considers appropriate (s.41(2) of the *Emergency Management Act* 2005.)

Scope

These Arrangements are to ensure the community is prepared to deal with the identified emergencies should they arise. It is not the intent of this document to detail the procedures for Hazard Management Agencies (HMA) in dealing with an emergency. These should be detailed in the HMA's state plans.

Furthermore:

- The *Local Emergency Management Arrangements* incorporate the Local Recovery Handbook and the *Local Recovery Plan*;

- This document applies to the Local Government district of the City of Joondalup;

- This document covers areas where the City of Joondalup provides support to HMAs in the event of an incident;

- This document details the City of Joondalup capacity to provide resources in support of an emergency, while still maintaining business continuity and the City of Joondalup responsibilities in relation to recovery management.

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

Related documents and arrangements

Local Emergency Management Policies

The following documents are related to this Plan:

- *Local Emergency Management Plan for the Provision of Welfare Support Joondalup District* – owned by the Department of Communities. This plan prescribes the arrangements for the provision of welfare support services during emergencies.

- *Local Welfare Emergency Management Support – City of Joondalup Sub Plan* – owned by the Department of Communities. This document catalogues the City of Joondalup local welfare centres including photographs, floor plans and inventory checklists.

- State Emergency Management – A Strategic Framework for Emergency Management in Western Australia – Local Recovery Guidelines: developed to assist Local Government to prepare a local recovery plan.

- *State Emergency Welfare Plan* (interim May 2016) – prepared by the Department of Communities – details the State's strategic arrangements for the management and coordination of welfare services during emergencies for hazards listed in the *State Emergency Management Arrangements*.

Agreements, Understandings and Commitments

The following agreements and Memorandums of Understanding are in place between City of Joondalup and other Local Governments, organisations or industries in relation to the provision of additional resources in recovery management:

- Wanneroo/Joondalup Local Emergency Management Committee (LEMC) – an agreement between the City of Joondalup and the City of Wanneroo to jointly support the establishment and function of the Local Emergency Management Committee.

- Metropolitan North and East Recovery Group – Partnering Agreement for the Purpose of Providing Mutual Aid in the event of an emergency. The signatories to the agreement are: City of Joondalup, City of Wanneroo, City of Stirling, City of Bayswater, City of Swan, Town of Bassendean, Shire of Mundaring and Shire of Kalamunda.

- Wanneroo/Joondalup State Emergency Services (volunteer organisation) Agreement – an agreement between City of Joondalup, Wanneroo/Joondalup State Emergency Services Inc and Department of Fire and Emergency Services. The City of Joondalup provides administrative support (through the LGGS Operating Grants Scheme) and access to a City building to be used as the operational depot for the Unit.

Special considerations

There are a number of natural and manmade features that are worthy of special consideration when undertaking emergency management planning. These are:

- 17 kms of natural coastline joins the City's boundary to the Indian Ocean. The coastline is known as the Perth Sunset Coast and is a gradual sloping ocean floor covered with sea grass meadows and a number of shallow reefs protecting the coast. One source of information relating to beaches in the City's boundary is contained in the Surf Life Saving website **beachsafe.org.au** (search for 'Joondalup' using the find a beach search tool). The coastline also includes Hillarys Marina and Ocean Reef Boat Harbour designed for commercial and recreational vessels.

- Joondalup Railway Line – part of the suburban rail network running between Perth and Butler (in the north). The railway line traverses the medium strip along the Mitchell Freeway and is a electrified train system. In 2022/23 there were 14,046,000 passengers that used the service. There are six railway stations in the City of Joondalup boundary – Warwick, Greenwood, Whitfords, Edgewater, Joondalup and Currambine. The line is owned by the Public Transport Authority and operated by Transperth.

- Mitchell Freeway – part of the National Route 2 – a main arterial route that passes through the City of Joondalup in a north-south alignment. There are three to five lanes for traffic in either direction and there is a speed restriction of 100km/h. The Freeway is managed by Main Roads Western Australia.

- One of Perth's largest shopping destinations located at 420 Joondalup Drive, Joondalup. The complex houses 300 stores and services and there are more than 13 million visitors to the complex per annum (2021).

- The City is vulnerable to seasonal storm conditions and there are frequent storm events recorded each winter. In 2010 a severe storm impacted on Perth's northern suburbs causing over $1.3billion worth of damage.

- Yellagonga Regional Park incorporating Lake Joondalup, Beenyup and Walluburnup Swamps, Lake Goollelal and surrounding parklands. Yellagonga Regional Park contains a wide variety of ecosystems from upland forest, fringing wetland and aquatic vegetation to open water bodies. They are surface expressions of groundwater, emerging in interdunal swales within the Spearwood Dune System as a chain of linear lakes and wetlands.

  This rich diversity and complexity of ecosystems has very high conservation value within a rapidly expanding urban setting. The wetlands within the Park are some of the last remaining freshwater wetland systems on the Swan Coastal Plain.

After-hours, weekends and public holidays contact

Business hours of the City's services are Monday to Friday 8.30am to 5.00pm; however, the Works Operations Centre and the Building Maintenance Team in Craigie are staffed from 7.00am (6.30am in the summer).

In order to contact the City's services and resources after-hours or during the weekends and public holidays, access to the relevant emergency phone numbers will be required and are located in the City's website at **joondalup.wa.gov.au**

Resources

A Controlling Agency (CA) is responsible for the determination of resources required for their specific hazards and operations. The City's resources have been identified and appropriately listed to facilitate their availability upon request.

The City's resource list and a register of businesses and services may be a source for resources in the event of is contained in Attachment 2: Appendix 5 & Appendix 10.

Review of resources register

The LEMC Executive Officer will comprehensively check and update the resources register annually – ongoing amendments will be completed at each LEMC meeting.

The LEMC Executive Officer will maintain a key emergency contacts register which will be updated quarterly. A copy (to relevant stakeholders) is available from the Emergency Management Officer at the City of Joondalup.

Roles and Responsibilities of Key Appointments

Section 41(2)(b) of the *Emergency Management Act 2005* states that *Local Emergency Management Arrangements* must set out the roles and responsibilities of public authorities and other persons involved in emergency management within the emergency management district.

There are a number of key appointments that are essential as part of effective emergency management. The role and responsibilities of key appointments to be activated in the event of an emergency are contained are contained in the table below.

Table: Key appointments role and responsibilities

Key appointment title	Description of responsibilities
Local Government	The responsibilities of the City of Joondalup are defined in Section 36 of the *Emergency Management Act 2005*.
Local Emergency Coordinator	The responsibilities of the LEC are defined in Section 36 of the *Emergency Management Act 2005*.
Local Recovery Coordinator	The Local Recovery Coordinator is responsible for the development and implementation of recovery management arrangements for the Local Government, in conjunction with the Local Recovery Coordinating Group.
Local Recovery Coordinating Group	The Local Recovery Coordinating Group will coordinate and support local management of the recovery processes within the community subsequent to a major emergency in accordance with SEMC policies and the COJ *Local Recovery Plan*.
LG Welfare Liaison Officer	During an evacuation where a Local Government facility is utilised by Department of Communities, provide advice, information and resources regarding the operation of the facility.
LG Liaison Officer (to the ISG/IMT)	During a major emergency the liaison officer attends ISG meetings to represent the Local Government, provides local knowledge input and provides details contained in the LEMA.
Local Government – Incident Management Team	• Ensure planning and preparation for emergencies is undertaken. • Implement procedures that assist the community and emergency services to deal with incidents. • Ensure that all personnel with emergency planning and preparation, response and recovery responsibilities are properly trained in their role. • Keep appropriate records of incidents that have occurred to ensure continual improvement of the City's emergency response capability. • Liaise with the incident controller (provide liaison officer). • Participate in the ISG and provide local support. • Where an identified evacuation centre is a building owned and operated by the Local Government, provide a liaison officer to support the Department of Communities.
Local Emergency Management Committee (LEMC)	• Established under 38(1) of the *Emergency Management Act 2005*. See page 13 for the role and responsibility of the LEMC.

LEMC roles and responsibilities

The City of Joondalup, in partnership with the City of Wanneroo, has established a Local Emergency Management Committee (LEMC) under Section 38(1) of the *Emergency Management Act 2005* to:

- Advise and assist the Local Government in ensuring that *Local Emergency Management Arrangements* are established for its district;

- Liaise with public authorities and other persons in the development, review and testing of *Local Emergency Management Arrangements*; and

- Carry out other emergency management activities as directed by the SEMC or prescribed by the State Emergency Management Regulations.

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

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

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

- Developing, enhancing and testing preparedness planning from a multi-agency perspective having local knowledge of hazards, demographic and geographic issues;

- Providing advice to Hazard Management Agencies to develop effective localised hazard plans;

- Providing a multi-agency forum to analyse and treat local risk; and

- Providing a forum for multi-agency stakeholders to share issues and learnings to ensure continuous improvement.

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

The composition and term of appointment of LEMC members shall be determined by the Local Government in consultation with the parent organisation of the members.

The City of Joondalup and City of Wanneroo LEMC Chair/ Executive Officer positions will alternate every two years.

The title and responsibility of key LEMC appointments are as per the table below.

Table: Key LEMC appointments

Local role	Description of responsibilities
LEMC Chair	Provide leadership and support to the LEMC to ensure effective meetings and high levels of emergency management planning.
LEMC Executive Officer	Provide executive support to the LEMC by: • Providing secretariat support including: o Meeting agendas • Minutes and action lists • Correspondence • Committee membership contact register. • Coordinate the development and submission of committee documents in accordance with legislative and policy requirements including: • Annual Report • *Annual Business Plan* • *Local Emergency Management Arrangements*. • Facilitate the provision of relevant emergency management advice to the Chair and committee as required. • Participate as a member of sub-committees and working groups as required.

Agency roles and responsibilities

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

Table: Roles and responsibilities of Operational Agencies

Agency roles	Description of responsibilities
Controlling Agency	A Controlling Agency is an agency nominated to control the response activities to a specified type of emergency. The function of a Controlling Agency is to: • Undertake all responsibilities as prescribed in Agency specific legislation for prevention and preparedness; and • Control all aspects of the response to an incident. During recovery the Controlling Agency will ensure effective transition.
Hazard Management Agency	A Hazard Management Agency is 'to be a public authority or other person who or which, because of that agency's functions under any written law or specialised knowledge, expertise and resources, is responsible for emergency management, or the prescribed emergency management aspect, in the area prescribed of the hazard for which it is prescribed (*Emergency Management Act 2005* s4). The HMAs are prescribed in part three of the *Emergency Management Regulations 2006*. Their function is to: • Undertake responsibilities where prescribed by either the *Emergency Management Act 2005* or the Emergency Management Regulation 2006; • Appoint Hazard Management Officers (s55 Act); • Declare/revoke emergency situation (s 50 and 53 Act); • Coordinate the development of the Westplan for that hazard (*State Emergency Management Policy* Section 1.5); and • Ensure effective transition to recovery by Local Government
Combat Agency	A Combat Agency as prescribed under subsection (1) of Part 1, Section 6 of the *Emergency Management Act 2005* is to be a public authority or other person who or which, because of the agency's functions under any written law or specialised knowledge, expertise and resources, is responsible for performing an emergency management activity prescribed by the regulations in relation to that agency.
Support Organisation	A public authority or other person who or which, because of the agency's functions under any written law or specialised knowledge, expertise and resources is responsible for providing support functions in relation to that agency (State Emergency Management Glossary). Support Organisations have a responsibility to; • Restore essential services affected by the emergency; • Provide functional support as part of the tactical plan (eg. Department of Communities is to provide welfare services); • Provide progress reports to either the designated incident manager or the Emergency Coordinator, as appropriate to the situation; • Provide progress reports to the higher levels of their parent organisation; and • Contribute to a post operations debrief and report.

Managing risk

Emergency Risk Management

Risk management is a critical component of the emergency management process. Building a sound understanding of the hazards and risks likely to impact the community enable Local Governments and LEMCs to work together to implement treatments.

This process helps to build the capacity and resilience of the community and organisations which enable them to better prepare for, respond to and recover from a major emergency. The process and mandate for Local Governments to undertake risk management is detailed in *State Emergency Management Policy* Section 3.2.

In 2018 the City of Joondalup, in conjunction with the Western Australian Local Government Association (WALGA), undertook two analytical workshops to identify the potential risks to the Joondalup community. The workshop resulted in a Risk Register that detailed the assessment of the main risk areas and their likely impact on the City including its people, natural areas, buildings and infrastructure. The Register also prioritises the City's emergency management arrangements and includes prevention, preparedness, response and recovery strategies.

The Risk Register identified the main risk categories of Fire, Earthquake, Heatwave, Rail Crash, Epidemic/ Pandemic and Storm as being the highest threats to community safety within the City of Joondalup. This document (LEMA) is based on the premise that the Hazard Management Agency responsible for each of these hazards will develop, test and review appropriate emergency management plans for their hazards.

It is also recognised that the Hazard Management Controlling and Combat Agencies may require City of Joondalup resources and assistance in emergency management. Requests for assistance/support and resources will normally be channeled through the Incident Support Group which is established by the HMA.

The City of Joondalup Emergency Management Risk Register is attached at Attachment 1.

Coordination of emergency operations

It is recognised that the HMAs and combat agencies may require Local Government resources and assistance in emergency management. The City of Joondalup is committed to providing assistance/support, if the required resources are available, through the Incident Support Group (ISG) if and when formed.

Incident Support Group (ISG)

The ISG is convened by the Controlling Agency appointed Incident Controller to assist in the overall coordination of services and information during a major incident. Coordination is achieved through clear identification of priorities by agencies sharing information and resources.

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

Triggers for an ISG

The triggers for an incident support group are defined in *State Emergency Management Policy* Statement 5.2.2 and *State Emergency Management Plan* Section 5.1. These are:

- Where an incident is designated as Level 2 or higher;
- Multiple agencies need to be coordinated.

Membership of an Incident Support Group

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

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

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

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

Frequency of Meetings

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

Location of Incident Support Group Meetings

It is the responsibility of the Incident Controller to determine where the ISG meeting takes place. Given the incident controllers part in the ISG, the meetings are generally convened in close proximity to, or within the incident control centre (ICC).

Media management and public information

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

Controlling Agencies manage public information as part of their standard operating procedures, during day-to-day business. During the response to an emergency, responsibility for the management of the emergency public information function rests with the Controlling Agency, in consultation with the HMA.

The responsibility for the coordination of emergency public information across multiple agencies during an emergency rests with the State Emergency Public Information Coordinator (SEPIC). The SEPIC may appoint one or more Emergency Public Information Coordinators (EPICs) to support the SEPIC role and the HMA at the district and local levels.

Emergency Public Information Groups (EPIGs) may be established at the State level and where appropriate, district and local levels – chaired by the appointed EPIC to coordinate emergency public information delivery by the HMA and other Emergency Management Agencies.

All communications from the City of Joondalup to the community and relevant stakeholders will be drafted and released in accordance with the City of Joondalup *Emergency Communications Plan* and the *Media Relations Policy*.

Public Warning Systems

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

These are:

- Standard Emergency Warning Signal (SEWS): SEWS is a distinctive audio signal that has been adopted to alert the community to the broadcast of an urgent safety message relating to a major emergency. It is intended for use as an alert signal to be played on public media (such as radio, television, public address systems, mobile sirens), to draw listeners attention to a following emergency warning. It is meant to attract the listener's attention to the fact that they should take notice of the emergency message.

  Messages with the SEWS sound preceding them are broadcasted with the authority of the HMA.

- DFES Public Information System: When there is an incident that threatens lives or property, DFES activates the public information system. Emergency alerts are only issued for major emergencies involving cyclones, fires, floods, earthquakes, tsunamis and hazardous material spills.

  DFES recorded information line – 13 DFES (13 3337)

  A staffed community information line may be set up if required. The number is publicised on the recorded information line when available. A TV crawler displaying messages at the bottom of the screen is a further means of communication that could be considered.

- Emergency Alert: The Emergency Alert is one of many ways emergency services such as police, fire and other emergency services, can warn a community of a likely or actual emergency.

  The warning system is not used in all circumstances and its use will be a decision made by the emergency services based on the nature of the incident. The HMA will decide the content of the warning and the process to set up the telephone warning system is through the DFES Communications Centre.

  The warning system sends voice messages to land line telephones and text messages to mobile telephones within a specific area defined by the emergency services organisation issuing the warning message.

  Examples where a warning may be initiated is in regard to likely or actual emergencies such as fire, flood, or extreme weather events.

- Emergency Radio Broadcasts: ABC720 Radio broadcasts emergency information at quarter to and quarter past the hour during a major emergency and where there is imminent danger they will break into normal programming. The emergency information warnings are usually preceded by the standard emergency warning signal (SEWS). Alerts provided by the HMA and they are read verbatim.

- Emergency Information: During an emergency additional information may be available from the ABC Emergency website at – **abc.net.au**

- During emergency incidents that affect the community, the City of Joondalup will use its website **joondalup.wa.gov.au**, its Facebook account **/cityofjoondalup** and the X (formerly twitter) account **@city_joondalup** to keep the community up to date on the current status of the incident.

Finance arrangements

State Emergency Management Policy Section 5.12, *State Emergency Management Plan* Section 5.4 and 6.10 and State Emergency Management Recovery Procedures 1-2 outlines the responsibilities for funding during multi-agency emergencies. While recognising these provisions, the City of Joondalup is committed to expending such necessary funds within its current budgetary constraints as required to ensure the safety of its residents and visitors.

The Chief Executive Officer should be approached immediately when an emergency event requiring resourcing by the City of Joondalup occurs to ensure the desired level of support is achieved.

Evacuation and welfare

Evacuation

According to the State EM Glossary:

- Evacuation is defined as the planned relocation of persons from dangerous or potentially dangerous areas to safer areas and eventual return.

Decisions relating to evacuations during an emergency rest with the Incident Controller appointed by the Controlling Agency. Criteria to be considered prior to a decision to evacuate are outlined in the SEMC's *Western Australia Community Evacuation in Emergencies Guidelines*.

Should there be a need for additional powers to direct the movement of persons, animals and vehicles around or out of an emergency area, the Controlling Agency can request the declaration of an emergency situation by the HMA. This will allow for the authorisation by the HMA of relevant persons to exercise the powers of Hazard Management Officers.

The Incident Controller's decision to recommend or direct an evacuation will reflect a consideration of relative risk. The following risk management factors may influence the decision whether or not to evacuate a community or part of a community:

- The nature and probability of the threat presented by the hazard (which will be affected by both the hazard and the geography or other characteristics of the area);
- Any other risk management strategies that may be in place (e.g. community and/or asset preparedness);
- The potential consequences of evacuation compared with shelter in place (e.g. building characteristics, community vulnerability);
- Engagement with other relevant key stakeholders (e.g. those who may be required to assist with an evacuation or with responsibilities for groups of the community);

- The potential consequences of making a decision to evacuate too early or too late (e.g. to determine the appropriate points for action);
- The risk to evacuees and emergency workers in undertaking an evacuation (direct or indirect effects of the hazard);
- Any individuals/groups within the community that may require special consideration (e.g. unaccompanied children, tourists and other at-risk persons);
- The likely loss of any infrastructure that will affect the community's capacity to remain. (e.g. water, electricity, and other 'lifeline' services, roads, bridges);
- The risks involved in sheltering;
- Whether a full or partial evacuation is required;
- Whether the evacuation should be phased or prioritised;
- Any other relevant information that may be available, such as weather and historical data;
- Any time constraints to undertake the evacuation safely; and
- The anticipated time and location of impact of the hazard.

Decision to Evacuate

A decision to evacuate or take alternative protective action is a critical decision. The reasons for any decision to evacuate or not to evacuate must be recorded, along with the context for deciding if any controlled evacuation is to be implemented through a recommendation or direction to the community (or parts of the community).

It is important to also consider evacuation into your community should an emergency occur in a neighbouring community that requires evacuation out of their area – consideration (dependent on the circumstances) should be given to the necessary evacuation from the City of Joondalup community to another community. To assist with this eventuality there is a Partnering Agreement for the Provision of Mutual Aid for Recovery during Emergencies between the Cities of Joondalup, Wanneroo, Stirling and Swan, the Shires of Mundaring and Kalamunda and the Town of Bassendean. The Agreement is current until 2030.

Demographics

The City's website includes comprehensive data and information on its population and demographics. The City's population and household forecasts identify what is driving change in the community and how the population, age, structure and household types will change each year between 2011 and 2036. Comprehensive data is available through the City's website at **joondalup.wa.gov.au**

Special needs groups

Within the City of Joondalup there are individuals and groups whose circumstances require special consideration in emergency planning and response. These include, but are not limited to:

- Children and youth;
- Older people;
- People with disability;
- Those who are medically reliant;
- Aboriginal people;
- Individuals from culturally and linguistically diverse backgrounds; and
- Isolated and transient individuals.

HMAs need to factor the needs of these minority groups in the development of emergency response plans to ensure that any plans are designed to effectively assist them during times of emergency.

Controlling Agencies need to (through analysis and planning) recognise locations where numbers of the special needs individuals could be found and then identify any special attention or resources that could be required in the event of an emergency or evacuation. Locations where Controlling Agencies will find special needs individuals may include;

- Educational facilities (public and private);
- Aged care facilities;
- Childcare centres;
- Hospitals (public and private); and
- Caravan parks and camping grounds.

Welfare

In the context of the Arrangements, 'welfare' can be described as the provision for both the physical and psychological needs of a community affected by an emergency. It includes the provision of functional requirements such as personal services, accommodation, financial assistance, registration and enquiry services, personal requisites and emergency catering. Welfare activities are the responsibility of the Department of Communities who will coordinate resources and undertake functions, as found in the following support plans:

- *State Emergency Welfare Plan* – including references to registration and reunification, reception and disaster information support and care.
- *Local Emergency Management Plan* for the Provision of Welfare Support Joondalup District.
- *Local Welfare Emergency Management Support – Sub Plan* (Department of Communities Joondalup District).

Local Welfare Coordinator

The Local Welfare Coordinator is appointed by the Department of Communities District Director to:

a. Establish, chair and manage the activities of the Local Welfare Emergency Committee (LWEC), where determined appropriate by the District Director;

b. Prepare, promulgate, test and maintain the *Local Welfare Plans*;

c. Represent the department and the emergency welfare function on the Local Emergency Management Committee and Local Recovery Committee;

d. Establish and maintain the Local Welfare Emergency Coordination Centre;

e. Ensure personnel and organisations are trained and exercised in their welfare responsibilities;

f. Coordinate the provision of emergency welfare services during response and recovery phases of an emergency; and

g. Represent the department on the Incident Management Group when required.

Local Government Welfare Liaison Officer

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

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

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

Welfare Centres

The provision of welfare in the event of an emergency is the responsibility of Department of Communities and the City is required to provide suitable facilities for purpose. The *Local Welfare Emergency Management Support – Sub Plan* Joondalup District identifies six primary welfare centres:

- Heathridge Community Centre, Sail Terrace, Heathridge;
- Craigie Leisure Centre, Whitfords Avenue, Craigie;
- Duncraig Leisure Centre, 40 Warwick Road, Duncraig;
- Fleur Freame Pavilion, 10 Forrest Road, Padbury (MacDonald Park);
- Currambine Community Centre, 64 Delamere Avenue, Currambine;
- Warwick Stadium, Cnr Warwick and Wanneroo Road, Warwick.

The establishment of a welfare centre in the event of an emergency is a decision made by the HMA in consultation with Department of Communities and the relevant Local Government. The selection of the location of a welfare centre (from the options above) will be based on a number of factors, including the nature of the emergency, the location of the incident, the numbers expected to access the centre, ingress and egress and the likely duration of the emergency necessitating the welfare centre.

Register.Find.Reunite

When a large-scale emergency occurs and people are evacuated or become displaced, the Department of Communities has the responsibility of recording and placing the information onto a register in accordance with the *State Emergency Welfare Plan* – Annex A-Registration and Reunification Interim. This primarily allows people to register, for friends and relatives to locate them and then be reunited.

During emergencies/disasters Red Cross are activated by the Department of Communities and then the Register.Find. Reunite system can then be activated via the Australian Red Cross website at **Australian Red Cross**.

Animals (including assistance animals)

Animal welfare is an important consideration in the event of an emergency or evacuation given the commercial and emotional link to people within the community. The City currently has an emergency animal evacuation plan with the following objectives:

- Provide immediate welfare for distressed domestic animals;

- Ensure animals that are loose are impounded for their safety, the safety of road users and emergency responders;

- Provide an alternative refuge for the animals for collection by their owners at an appropriate time.

A copy of the *Emergency Animal Evacuation Plan* can be found in Annexure 2.

Recovery

Managing recovery is a legislated function of Local Government and the *Local Recovery Management Plan* is a compulsory sub-plan of the LEMA, Section 36(b) and Section 41(4) of the *Emergency Management Act 2005* refer.

The City of Joondalup *Local Recovery Handbook* and the *Local Recovery Plan* are attached to the LEMA in Attachments 2 and 3.

Local Recovery Coordinator

Local Governments are required to nominate a Local Recovery Coordinator. The appointment of the Local Recovery Coordinator is addressed in the Local Recovery Handbook.

Local Recovery Coordinators are to advise and assist Local Government and coordinate local recovery activities as outlined in *State Emergency Management Policy* Section 6, *State Emergency Management Plan* Section 6 and State Emergency Management Recovery Procedures 1-4.

Exercising, Reviewing and Reporting

The aim of exercising

Testing and exercising are essential to ensure that emergency management arrangements are workable and effective.

Testing and exercising are important to ensure individuals and organisations remain aware of what is required of them during an emergency response situation.

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

Exercising the Emergency Management Arrangements will allow the LEMC to:

- Test the effectiveness of the local arrangements;

- Bring together members of emergency management agencies and give them knowledge of, and confidence in, their roles and responsibilities;

- Help educate the community about local arrangements and programs;

- Allow participating agencies an opportunity to test their operational procedures and skills in simulated emergency conditions; and

- Test the ability of separate agencies to work together on common tasks, and to assess effectiveness of co-ordination between them.

Frequency of exercises

State Emergency Management Policy Section 4.8, *State Emergency Management Plan* 4.7 and State Emergency Management Preparedness Procedure 19 State Emergency Management Exercise guidelines and templates outline the State's arrangements for Emergency Management exercising, including the requirement for LEMCs to exercise their arrangements annually.

Types of exercises

Some examples of exercise types include:

- Desktop/discussion;

- Opening and closing procedures for evacuation centres, or any facilities that might be operating in an emergency,

- Operating procedures of an Emergency Coordination Centre; or

- Locating and activating resources on the Emergency Resources Register.

Reporting of exercises

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

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

Review of *Local Emergency Management Arrangements*

The *Local Emergency Management Arrangements* (LEMA) shall be reviewed in accordance with *State Emergency Management Policy* Section 2.5 and amended or replaced whenever the Local Government considers it appropriate (s.42 of the *Emergency Management Act 2005*).

According to *State Emergency Management Policy* Section 2.5, the LEMA (including recovery plans) are to be reviewed and amended as follows:

- Contact lists are reviewed and updated quarterly (Refer to *Local Recovery Plan*);

- A review is conducted after training that exercises the arrangements;

- An entire review is undertaken every five years, as risks might vary due to climate, environment and population changes; and

- Circumstances may require more frequent reviews.

Annual reporting

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

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

The SEMC issue the annual report template.

Attachment 1:

Emergency Risk Management Register

Disclaimer

The *Emergency Management Risk Register* has been produced by the Western Australian Local Government Association (WALGA) in conjunction with the City of Joondalup in good faith and is derived from sources believed to be reliable and accurate at the time of publication. Nevertheless, the reliability and accuracy of information cannot be guaranteed, and the City of Joondalup 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 omission.

Contents

Introduction

The *Emergency Management Act 2005* section 41 requires Local Governments to ensure that local emergency management arrangements are prepared for their district.

The arrangements are to include a description of the emergencies that could potentially impact on Local Government and the strategies for emergency management. This Emergency Management Risk Register (the Risk Register) has been compiled to meet the City's obligations under the *Emergency Management Act 2005*.

The Risk Register underwent a period of review, and this resulted in a Risk Register being produced for presentation to the LEMC in 2017. A further review has been conducted in 2023.

The Risk Register

Main Risks

The Risk Register includes the risk categories of fire, storm, earthquake, rail crash and heatwave. The justification for the inclusion of these areas are as follows:

Fire: The Cirt contains locally and regionally significant conservation areas that are subject to the risk of bush fire which may impact on people, surrounding residential areas and infrastructure.

Storm: Storms are localised events, not usually affecting wide areas by comparison with tropical cyclones and floods. The impact of these storms can be devastating and can occur anywhere in Western Australia much more frequently than any other major natural hazard. It is projected that the City will experience an increased intensity of heavy rainfall events due to the climate change.

Earthquake: Western Australia is becoming more prone to earthquakes in recent times necessitating the community to become more resilient and to be prepared for the inevitable. The State has had a large number of minor tremors which will lead to a big tremor sooner or later. A prepared City is desirable.

Rail Crash: The main rail transport line travels through the centre of the City and could pose a problem if there was to be a major derailment.

Heatwave: The City has been experiencing increased temperatures which are projected to continue increasing due to climate change. Hotter and more frequent hot days are also projected to increase. This may result in increased risk of people experiencing negative impacts from heatwaves.

Objectives

The objectives of the Risk Register are to detail the assessment of the main risk areas and their likely impact on the City including its people, natural areas, buildings and infrastructure. The Register also prioritises the City's Emergency Management Arrangements and includes prevention, preparedness, response and recovery strategies.

Scope

The Risk Register includes strategies that are the responsibility of the City and also other emergency organisations. It includes risks that may impact on factors including people, the environment, climate change, the economy, public administration, social setting and infrastructure. Risk assessments also include the identification of communities that may be vulnerable should the risk eventuate. These communities include schools, childcare centres, aged care, homeless people and people with special needs.

Risk Assessment

Risk assessments were undertaken using AS/NZS ISO 31000:2018 as a guideline. Risks were assessed against criteria established for the likelihood and consequences, a combination of which established the overall rating for each risk. The overall risk rating informed the priorities and treatment strategies in the Risk Register.

The treatment actions are to be prepared by the relevant HMA.

Fire

Justification:

One of the greatest risks in the City of Joondalup is fire. Not only a risk to the residential community but also to the natural bushland within the City of Joondalup.

Incident Cause:

General Community, Environmental, Local Government infrastructure, Commercial development and Essential services and critical infrastructure.

Impacts:

General Community, Environmental, Local Government infrastructure, Commercial development and Essential services and critical infrastructure.

Risk Register Fire

Source of Risk: Fire		
Responsibility:	**Prevention:**	• DFES as the Hazard Management Agency (HMA) • Residential and Commercial • City of Joondalup
	Preparedness:	• DFES as the HMA • Residential and Commercial • City of Joondalup • Agencies / Organisations responsible for bush fire risk areas
	Response:	• DFES as the HMA • Agencies / Organisations responsible for bush fire risk areas • City of Joondalup • WA Police Force
	Recovery:	• City of Joondalup assisted by supporting agencies • Welfare support groups and organisations
Potential Consequences:		• Loss of life and serious injury • Displacement of persons for short or longer periods • Displacement or mortality of animals • General community health issues associated with displacement and trauma • Financial impacts on the community including personal hardship • Environmental issues (e.g. pollution and vegetation loss) • Disruption to essential services

Controls

Prevention and Preparedness Strategies:

DFES responsibilities:

- Maintenance of the Westplan Bushfire, State Bushfire Policy.
- Bushfire prevention and preparedness activities under agreement with Department of Regional Development and Lands for Unmanaged Reserved and Unmanaged Crown Lands.
- Public information and education about fire safety and prevention (Prepare Act and Survive Program).
- Provides public information during fires and bushfires (Prepare, Act or Defend).
- Provides an urban response capability through strategically placed urban Fire and Rescue Service stations.
- Provides Local Government Volunteer Bushfire Brigades with PPE, training and appliances under the ESL Capital Grants Program.
- Total Fire Ban declarations.
- Partners with other agencies in the responsible management of fire.
- Provides for contractual air support.

Agencies with significant bushland responsibilities:

- Prevention and preparedness activities on its managed land.
- Maintains its land in accordance with statutory requirements.

City of Joondalup responsibilities:

- Participates in a joint LEMC with the City of Wanneroo.
- Maintains Local Emergency Management Arrangements.
- Partners with seven other Local Governments, City of Wanneroo, City of Swan, City of Stirling, City of Bayswater, Town of Bassendean, Shire of Mundaring and Shire of Kalamunda (North and East Recovery Group) for the provision of mutual aid for recovery during emergencies.
- Contributes to public awareness and education programs.
- Bushfire mitigation and hazard reduction ensuring adequate separation between bush and buildings in high-risk areas.
- Issuing and enforcing fire break notices.

Response and Recovery Strategies:

DFES and the City of Joondalup:

Westplan *Bushfire and Bush Fires Act* describe the response and escalation mechanisms for fire incidents. The City of Joondalup is situated within a gazette Fire District and response to fires is by DFES Fire and Rescue Service. Incident Management Team (IMT) is formed to control the combat resources and an Incident Support Group (ISG) is formed for resourcing and support from support agencies and State Government. Public information is the responsibility of the HMA and DFES have sufficient mechanisms in place to ensure public safety.

The City is required under the *Emergency Management Act* 2005 to manage recovery of the community and has in place Local Emergency Management Arrangements including a recovery plan. The City also has a partnering agreement with seven other Local Governments (North and East Recovery Group) to provide support during the recovery process if required. The State provides recovery support through the Recovery Services sub-committee and the Disaster Recovery Funding Arrangement – Western Australian (DRFA-WA) program. The City makes available to the Department of Child Protection the use of City owned buildings for welfare centres.

Department of Biodiversity, Conservation and Attractions provides a fire response on land under their control.

Exposure:	Changes to legislation may add legislated responsibility for fire, bushfire mitigation and management for the City of Joondalup. Control Effectiveness Assessment (EAI)	**Control Effectiveness Assessment (EAI)**		
		Adequate	**Date of Last Review**	May 2023

ID	Risk Statement	Hazard	Impact Area	Existing PP1/RR2 controls	Maximum consequence	Confidence level	Auto generated risk level	Treatment action
F1	There is a risk that fire within the City of Joondalup will result in recovery activities and costs to local government.	Fire	Economy	City of Joondalup LEMA	Catastrophic	High	High	Treat
F2	There is a risk that fire within the City of Joondalup will impact private and commercial buildings, contents and services resulting in financial losses.	Fire	Economy	1. Promotion of Business & Residential Insurance 2. Preparedness of Public Education System 3. Conduct Annual Fire Break Inspections	1. DFES Response Procedures 2. DRFA WA in Place	Major	High	High	Treat
F3	There is a risk that fire within the City of Joondalup will result in disruption to community events, resulting in financial losses.	Fire	Economy	Enforcement of fire prevention Provisions of WA BFA 1954	DFES Response Procedures	Major	High	High	Treat
F4	There is a risk that fire within the City of Joondalup will cause an increased demand (surge) on Emergency Services at the local level, impacting their ability to maintain core services.	Fire	Public Administration	*Emergency Communication Plan*	Emergency Responders Emergency Plans	Major	High	High	Treat
F5	There is a risk that fire within the City of Joondalup will impact lifeline services impacting the organisation's ability to maintain core services.	Fire	Public Administration	City of Joondalup LEMA	*Local Recovery Plan*	Major			Treat
F6	There is a risk that fire within the City of Joondalup will result in short term (< 14 days) displacement due to evacuation away from people's homes and workplaces, impacting the community wellbeing.	Fire	Social Setting	*Local Welfare Support Plan*	*Local Recovery Plan*	Major			Treat

ID	Risk Statement	Hazard	Impact Area	Existing PP1/RR2 controls	Maximum consequence	Confidence level	Auto generated risk level	Treatment action
F7	There is a risk that fire within the City of Joondalup will result in long term (> 14 days) displacement due to evacuation away from people's homes and workplaces, impacting the community wellbeing.	Fire	Social Setting	*Local Welfare Support Plan* / *Local Recovery Plan*	Major	High	High	Treat
F8	There is a risk that fire within the City of Joondalup a fire will may cause loss of or damage to Public infrastructure including City assets.	Fire	Public Administration	Community Education Program / *Local Welfare Plan*	Moderate	High	High	Treat
F9	There is a risk that fire within the City of Joondalup will cause displacement, death or injury to animals, impacting the wellbeing of the community.	Fire	Social Setting	Community Education Program / *City of Joondalup Emergency Animal Evacuation Plan*	Moderate	Moderate	Medium	Consider treating
F10	There is a risk that fire within the City of Joondalup will impact the health of people and cause injury and/or serious illness.	Fire	People	Community Education Program / *Local Welfare Plan*	Moderate	High	Medium	Consider treating
F11	There is a risk that fire within the City of Joondalup will impact sensitive ecosystems.	Fire	Environment	City of Joondalup Identification of Sensitive Ecosystems / DFES Response Procedures	Minor	High	Low	Monitor and review
F12	There is a risk that fire within the City of Joondalup will impact tourism (and aspects that support tourism such as camp sites, facilities, places of interest etc.), resulting in financial losses.	Fire	Economy	Community education prior to the Fire Season / 1. Community education prior to the Fire Season 2. DFES Response	Minor	High	Low	Monitor and review
F13	There is a risk that fire within the City of Joondalup may cause damage to areas of cultural significance including historical sites, cultural landmarks and aboriginal heritage areas.	Fire	Social Setting	*Local Emergency Welfare Plan* / Local Resource Register	Minor	High	Low	Monitor and review

ID	Risk Statement	Hazard	Impact Area	Existing PP1/RR2 controls		Maximum consequence	Confidence level	Auto generated risk level	Treatment action
F14	There is a risk that fire within the City of Joondalup will impact the health of people and cause death(s).	Fire	People	Community Education Program	*Local Welfare Plan*	Insignificant	High	Very Low	Monitor and review
F15	There is a risk that fire within the City of Joondalup will affect day to day functionality of facilities for vulnerable people (aged, childcare, disability), impacting community services and wellbeing.	Fire	Social Setting	Promote Support Agencies to Develop Business Continuity Plans	*Local Recovery Plan*	Insignificant	High	Very Low	Monitor and review
F16	There is a risk that fire within the City of Joondalup will result in a loss of income/employment, impacting the community wellbeing.	Fire	Social Setting	*Local Welfare Support Plan*	*Local Recovery Plan*	Insignificant	High	Very Low	Monitor and review

Storm

Incident Cause:

- Wind damage, localised flooding, storm surge, landslip.
- Drainage infrastructure.

Impacts:

- Flooding.
- Coastal erosion.
- Environmental damage infrastructure damage.
- Impacts on people-displacement.
- Community services interruption.

Risk Register Storm

Source of Risk: Storm	
Responsibility:	**Prevention:**
	- DFES
	- City of Joondalup
	Preparedness:
	- DFES as the designated HMA for storm
	- City of Joondalup for mitigation strategies to City Assets and the community
	Response:
	- SES is the designated Combat Agency for response
	Recovery:
	- City of Joondalup assigned recovery responsibility under the *Emergency Management Act 2005*
Potential Consequences:	- Isolated loss of life or serious injury.
	- Short- or long-term displacement of persons.
	- Disruption to businesses.
	- Economic loss to business through community evacuation or damage to infrastructure including drainage systems and local roads.
	- Medical facilities may be unable to cope.
	- Public health and welfare issues resulting from septic system and wastewater overflow.
	- Minor or moderate environmental damage mainly through coastal erosion and run off.
	- Flash flooding of low-lying areas of the community.
	- Structural damage to public infrastructure.
	- The amount of green waste and general waste material generated may impact on waste services.

Controls	
Prevention and Preparedness Strategies:	
DFES/SES responsibilities: · Preparation and exercising of the Westplan Storm. · Provides guiding policy for response to storm events and support the SES who are the designated Lead Combat Agency. · Provides public education through the distribution of the Storm Safe initiative. · Administers the ESL Capital Grants Program ensuring the provision of essential equipment and vehicles for SES units statewide.	
City of Joondalup responsibilities: · Hosts the Wanneroo/Joondalup volunteer SES unit for the combined LG areas of Wanneroo and Joondalup. · Exercise and review the current emergency management arrangements and support plans annually. · Hosts the Local Emergency Management Committee in partnership with the City of Wanneroo. · Engages in a program of works aimed at reducing the impact on the community of storms e.g. tree pruning and drainage maintenance programs along with public education.	
Supporting Organisations' responsibilities: · Local police and essential service organisation such as Water Corporation, Western Power and Alinta Gas support the work of the LEMC process and have interagency support plans.	
Response and Recovery Strategies:	
DFES/SES: Storm response is activated upon early warning being received through weather forecasting systems provided by Bureau of Meteorology (BoM). Generally, DFES call an Operations Area Support Group together in preparation for severe weather events. Where an incident occurs, DFES forms an Incident Support Groups (ISG) and Incident Management Teams (IMT) at the local level. All response and support agencies are involved at the appropriate level according to Westplan Storm.	
City of Joondalup: The City of Joondalup is required under the *Emergency Management Act* 2005 to provide recovery services to the affected community. These services are provided through the Local Recovery Coordinating Committee. The Local Recovery Plan assists in directing the recovery effort supported by other agencies.	
Support Agencies: Department of Child Protection assists in the provision of welfare services to the affected community in partnership with the City of Joondalup. The City provides designated City buildings for use as welfare centres during periods of community displacement. The State provides welfare and financial support through the DRFA-WA program for declared disaster events and recovery services to assist the Local Government.	

Exposure:	Disposal of waste material remains a concern particularly where large volumes may be generated through such an event and localised flooding of low-level areas including roads and underpasses.	**Control Effectiveness Assessment (EAI)**	Adequate	**Date of Last Review**	May 2023

ID	Risk Statement	Hazard	Impact Area	Existing PP1/RR2 controls	Maximum consequence	Confidence level	Auto generated risk level	Treatment action
S1	There is a risk that a storm within the City of Joondalup will result in coastal erosion.	Storm	Environment	Coastal Monitoring Program	Major	Moderate	Extreme	Treat
S2	There is a risk that a storm within the City of Joondalup will impact private and commercial buildings, contents and services resulting in financial losses.	Storm	Economy	City of Joondalup LEMA	Moderate	High	High	Treat
S3	There is a risk that a storm within the City of Joondalup will impact life-line infrastructure, resulting in loss or interruption of services, repair costs and/or financial losses.	Storm	Economy	*Organisational Business Continuity Plan*	Moderate	High	High	Treat
S4	There is a risk that a storm within the City of Joondalup will result in recovery activities and costs to local government.	Storm	Economy	1. *Local Recovery Plan* 2. *Local Welfare Plan*	Moderate	High	High	Treat
S5	There is a risk that a storm within the City of Joondalup will cause an increased demand (surge) on emergency services (such as WAPF, DFES and CPFS) at the local level, impacting their ability to maintain core services.	Storm	Public Administration	City of Joondalup LEMA	Moderate	High	High	Treat
S6	There is a risk that a storm within the City of Joondalup will impact government offices, works depots and facilities, impacting the ability to maintain core services.	Storm	Public Administration	City of Joondalup LEMA	Moderate	High	High	Treat
S7	There is a risk that a storm within the City of Joondalup will impact lifeline service impacting the organisation's ability to maintain core services.	Storm	Public Administration	1. *State Electricity Supply Distribution Plan* 2. City of Joondalup LEMA	Moderate	High	High	Treat
S8	There is a risk that a storm within the City of Joondalup will cause extensive damage to trees.	Storm	Environment	*Pre Winter-Vegetation Reduction Plan*	Minor	Moderate	Medium	Consider treating

Note: In rows S3/S4 and corresponding controls rows, the "Existing PP1/RR2 controls" lists are as read. For S3 and S4 the controls read as follows:
- S3: 1. *Local Recovery Plan* 2. *Local Welfare Plan*
- S4: 1. Local Recovery Committee 2. DRFA WA
- S5: *Local Recovery Plan*
- S6: LEMA Resource Register
- S7: *Local Recovery Plan*
- S8: *Local Recovery Plan*

ID	Risk Statement	Hazard	Impact Area	Existing PP1/RR2 controls		Maximum consequence	Confidence level	Auto generated risk level	Treatment action
S9	There is a risk that a storm will impact transport infrastructure resulting in repair costs and/or financial losses.	Storm	Economy	*Organisational Business Continuity Plan*	1. *Local Recovery Plan* 2. *Local Welfare Plan*	Minor	High	Medium	Consider treating
S10	There is a risk that a storm within the City of Joondalup will impact tourism (and aspects that support tourism such as camp sites, facilities, places of interest etc.), resulting in financial losses.	Storm	Economy	City of Joondalup Pre Winter Activities	*Local Recovery Plan*	Minor	High	Medium	Consider treating
S11	There is a risk that a storm within the City of Joondalup will impact marinas, vessels, marine infrastructure, boat ramps, resulting in recovery costs and/or financial losses.	Storm	Economy	1. State Severe Warning Broadcasts 2. State Emergency Warning System	3. *Local Recovery Plan* 4. DRFA WA in Place	Minor	High	Medium	Consider treating
S12	There is a risk that a storm within the City of Joondalup will require recovery works to be undertaken by local government(s), impacting on their ability to maintain core services.	Storm	Public Administration	*City of Joondalup Business Continuity Plan*	Local Recovery Committee	Minor	High	Medium	Consider treating
S13	There is a risk that a storm within the City of Joondalup will impact the health of people and cause injury and/or serious illness or death(s).	Storm	People	State Emergency Warning System	1. *Local Recovery Plan* 2. *Local Welfare Plan*	Minor	Highest	Medium	Consider treating
S14	There is a risk that a storm within the City of Joondalup will affect the day-to-day functionality of educational facilities, impacting the wellbeing of the community.	Storm	Social Setting	*Dept. of Education Business Continuity Plan*	1. *Local Recovery Plan* 2. *Local Welfare Plan*	Minor	High	Medium	Consider treating
S15	There is a risk that a storm within the City of Joondalup will result in short term (< 14 days) displacement due to evacuation away from people's homes and workplaces, impacting community wellbeing.	Storm	Social Setting	Aged Care Facility Mutual Aide MOU	1. *Local Welfare Plan* 2. Residential Aged Care Emergency Arrangements	Minor	High	Medium	Consider treating

ID	Risk Statement	Hazard	Impact Area	Existing PP1/RR2 controls		Maximum consequence	Confidence level	Auto generated risk level	Treatment action
S16	There is a risk that a storm within the City of Joondalup will result in long term (> 14 days) displacement due to evacuation away from people's homes and workplaces, impacting community wellbeing.	Storm	Social Setting	Aged Care Facility Mutual Aide MOU	1. *Local Welfare Plan* 2. Residential Aged Care Emergency Arrangements	Minor	High	Medium	Consider treating
S17	There is a risk that a storm within the City of Joondalup will cause flash flooding and lightning strikes to damage essential infrastructure, roads and key buildings.	Storm	Public Administration	*State Electricity Support Plan*	1. *Local Recovery Plan* 2. *Local Welfare Plan*	Minor	Highest	Medium	Consider treating
S18	There is a risk that a storm within the City of Joondalup will impact culturally significant facilities and heritage buildings (e.g. churches, places of worship, sacred sites, etc.), resulting in a loss of cultural significance.	Storm	Social Setting	City of Joondalup Identification of significant sites	*Local Welfare Plan*	Minor	High	Medium	Consider treating
S19	There is a risk that a storm within the City of Joondalup will result in the loss communication networks that impact on the ability for people to effectively communicate with social & family networks.	Storm	Social Setting	*Dept of Communities Emergency Plan*	*Local Welfare Plan*	Minor	High	Medium	Consider treating
S20	There is a risk that a storm within the City of Joondalup will negatively impact sensitive ecosystems.	Storm	Environment	City of Joondalup Identification of sensitive Ecosystems	*Local Recovery Plan*	Minor	High	Medium	Consider treating
S21	There is a risk that a storm within the City of Joondalup will affect day to day functionality of facilities for vulnerable people (aged, childcare, disability), impacting community wellbeing.	Storm	Social Setting	Aged Care Facility Mutual Aide MOU	1. *Local Welfare Plan* 2. Residential Aged Care Emergency Arrangements	Insignificant	High	Low	Monitor and review

Heatwave

Incident Cause:

Protracted days of very high temperatures.

Impacts:

Widespread impact on normal community activities public gatherings. Added pressure on local public health system. City of Joondalup and other agencies service levels may be impacted.

Risk Register Heatwave

Source of Risk: Heatwave	
Prevention:	• Department of Health as the Hazard Management Agency (HMA) - supported by City of Joondalup
Preparedness:	• Department of Health
Responsibility: **Response:**	• Department of Health • City of Joondalup • St John Ambulance • WA Police Force
Recovery:	• City of Joondalup at the local level • WA State Government supporting State and local recovery efforts
Potential Consequences:	• Deaths mainly associated with dehydration and prolonged exposure to the sun. • Overloading of the health system local and State. • School and childcare centre closures. • Shopping centres and libraries inundated with people escaping the heat. • Public transport may be affected due to road and/or rail closure. • Escalation of social unrest. • Essential services disruption. • Reduced volunteer and staff numbers.

Controls	
Prevention and Preparedness Strategies:	
Department of Health responsibilities: • The HMA for Heatwave supported by City of Joondalup. • Health promotion and education activities. • Collaboration with communication vectors. • Preparation of Hospitals to cope with influx of effected community	

City of Joondalup responsibilities:
- Facilitate local community Education.
- Business continuity plan for essential services.
- Local Emergency Management Arrangements.

Response and Recovery Strategies:

Department of Health
Supported by Local Government, WA Police Force and St John Ambulance. Actions on increased levels of community attendance at hospitals. Operate in line with Westplan Heatwave and other legislation; Westplan Welfare.

City of Joondalup
Local community recovery through *Local Recovery Plan* and mechanisms supported by State Government agencies. Re-establishment of public services and business recovery.

Exposure:	Health systems overload, inability to manage influx of people and an ineffective business continuity plan that is not tested regularly.
Control Effectiveness Assessment (EAI)	Adequate
Date of Last Review	May 2023

ID	Risk Statement	Hazard	Impact Area	Existing PP1/RR2 controls	Maximum consequence	Confidence level	Auto generated risk level	Treatment action
HW1	There is a risk that a heatwave within the City of Joondalup will result in an increased demand (surge) on public facilities including public buildings (e.g. recreation and community centers used for evacuees), impacting their core services.	Heatwave	Public Administration	City of Joondalup LEMA *Local Recovery Plan*	Catastrophic	High	Extreme	Treat
HW2	There is a risk that a heatwave within the City of Joondalup will result in short term (< 14 days) displacement due to evacuation away from people's homes and workplaces, impacting the wellbeing of the community.	Heatwave	Social Setting	State Emergency Warning System 1. *Local Welfare Plan* 2. State Welfare Support Arrangements	Catastrophic	High	Extreme	Treat
HW3	There is a risk that a heatwave within the City of Joondalup will cause an increased demand (surge) on Department of Communities services at the local level, impacting their ability to maintain core services.	Heatwave	Public Administration	*Local Recovery Plan* 1. *Local Welfare Support Plan* 2. Local Recovery Committee	Major	High	High	Treat

ID	Risk Statement	Hazard	Impact Area	Existing PP1/RR2 controls		Maximum consequence	Confidence level	Auto generated risk level	Treatment action
HW4	There is a risk that a heatwave within the City of Joondalup will impact power infrastructure, impacting the power company's ability to maintain core services.	Heatwave	Public Administration	1. *State Electricity Supply Distribution Plan* 2. City of Joondalup LEMA	*Local Recovery Plan*	Major	High	High	Treat
HW5	There is a risk that a heatwave within the City of Joondalup will cause an increased demand (surge) on St John Ambulance services at the local level, impacting their ability to maintain core services.	Heatwave	Public Administration	1. *SJA Business Continuity Plan* 2. City of Joondalup LEMA	*State Health Plan*	Major	High	High	Treat
HW6	There is a risk that a heatwave within the City of Joondalup will cause an increased demand (surge) on WA health services at the local level, impacting their ability to maintain core services.	Heatwave	Public Administration	1. *Department of Health Continuity Plan* 2. City of Joondalup LEMA	*State Health Plan*	Major	High	High	Treat
HW7	There is a risk that a heatwave within the City of Joondalup will negatively impact sensitive ecosystems.	Heatwave	Environment	City of Joondalup Identification of Sensitive Ecosystems	*Local Recovery Plan*	Major	High	High	Treat
HW8	There is a risk that a Heatwave within the City of Joondalup will impact power infrastructure, resulting in repair costs and/or financial losses.	Heatwave	Economy	Promotion of Private & Business Insurance	1. *Local Welfare Plan* 2. State Welfare Support Arrangements	Moderate	Moderate	Medium	Consider treating
HW9	There is a risk that a heatwave within the City of Joondalup will impact main road/rail transport routes, resulting in repair costs and/or financial losses.	Heatwave	Economy	City of Joondalup Insurances	DRFA WA in place	Moderate	High	Medium	Consider treating

ID	Risk Statement	Hazard	Impact Area	Existing PP1/RR2 controls	Maximum consequence	Confidence level	Auto generated risk level	Treatment action
HW10	There is a risk that a heatwave within the City of Joondalup will require recovery works to be undertaken by local government(s), impacting on their ability to maintain core services.	Heatwave	Public Administration	*City of Joondalup Business Continuity Plan* / Local Recovery Coordinating Committee	Moderate	High	Medium	Consider treating
HW11	There is a risk that a heatwave within the City of Joondalup will affect day to day functionality of facilities for vulnerable people (aged, childcare, disability), impacting community services and wellbeing.	Heatwave	Social Setting	1. Aged Care Facility Mutual Aide MOU 2. Residential Aged Care Emergency arrangements / 1. *Department of Health State Health Plan* 2. *Local Welfare Plan* 3. State Welfare Support Arrangements	Moderate	High	Medium	Consider treating
HW12	There is a risk that a heatwave within the City of Joondalup will impact commercial buildings, contents and services, resulting in financial losses.	Heatwave	Economy	Promotion of Private & Business Insurance / *Local Recovery Plan*	Minor	Moderate	Low	Monitor and review
HW13	There is a risk that a heatwave within the City of Joondalup will result in recovery activities, resulting in costs to local government.	Heatwave	Economy	City of Joondalup LEMA Funding Quarantined for Recovery Activities. / 1. *Local Recovery Plan* 2. DRFA WA in Place	Minor	High	Low	Monitor and review
HW14	There is a risk that a heatwave within the City of Joondalup will cause the closure of an identified welfare centre due to a power outage reducing the City's ability to assist the affected community.	Heatwave	Public Administration	Retrofitting of essential building requiring backup power / Local Emergency Resource Register	Minor	High	Low	Monitor and review
HW15	There is a risk that a heatwave within the City of Joondalup will impact the health of people and cause death(s).	Heatwave	People	State Emergency Warning System / *Local Recovery Plan* *Local Welfare Plan*	Minor	High	Low	Monitor and review

ID	Risk Statement	Hazard	Impact Area	Existing PP1/RR2 controls		Maximum consequence	Confidence level	Auto generated risk level	Treatment action
HW16	There is a risk that a heatwave within the City of Joondalup will impact the health of people and cause injury and/or serious illness.	Heatwave	People	State Emergency Warning System	1. Local Recovery Plan 2. Local Welfare Plan	Minor	High	Low	Monitor and review
HW17	There is a risk that a heatwave within the City of Joondalup will cause health services to be overwhelmed, resulting in further deaths directly attributable to the hazard event.	Heatwave	People	Department Of Health Continuity Plan	Department of Health State Support Plan	Minor	High	Low	Monitor and review
HW18	There is a risk that a heatwave within the City of Joondalup will impact the health of residents in the area and cause death or serious injury/illness, impacting the wellbeing of the community.	Heatwave	Social Setting	Department of Health Continuity Plan	1. Local Recovery Plan 2. Local Welfare Plan	Minor	High	Low	Monitor and review
HW19	There is a risk that a heatwave within the City of Joondalup will affect the day-to-day functionality of educational facilities, impacting wellbeing of the community.	Heatwave	Social Setting	Department of Education Business Continuity Plan	1. Department of Education Emergency Support Plan 2. Local Welfare Plan	Insignificant	High	Low	Monitor and review

Earthquake

Incident Cause:

An earthquake is the sudden release of stress built up within the earth's crust. Most earthquakes occur along plate boundaries. However, areas within plates, such as Australia, do experience occasional large intraplate earthquakes. Western Australia has a long history of this type of event and earthquakes of magnitude 4 or less (on the Richter scale) are reasonably common (e.g. 1968 Meckering 6.9 & 2010 Kalgoorlie 5.0).

Impacts:

- Damage to buildings and infrastructure from shaking and movement along fault lines;

- Fire is common after an earthquake, especially when gas or downed power lines are present;

- Rock fall, landslides and toppling of masonry can be triggered;

- Injury and death are possible from all of the above; and

- Disruption of normal services.

Risk Register Chemical Spill from Road Traffic Accident

Source of Risk: Earthquake	
Prevention:	· DFES · City of Joondalup
Preparedness:	· DFES as the designated HMA · Geoscience Australia · Community members · COJ for mitigation strategies to City Assets
Response:	· DFES as the designated HMA · Geoscience Australia · Community members · COJ for mitigation strategies to City Assets
Recovery:	· City of Joondalup · Local Recovery Coordinator (LRC) · Local Recovery Coordinating Group (LRCG) · WA Government (DFRA - WA) · Insurance Industry · Building Industry · Defence Aid to the Civil Community (DACC 2); and Welfare support groups and organisations
Responsibility:	

Potential Consequences:

- Loss of life and serious injury to community members and responders.
- Damage to private and commercial infrastructure causing economic loss.
- Damage to the environment (Flora and Fauna).
- Displacement of persons (short term).
- Financial losses to private and commercial interests.
- Disruption to essential services and the delivery of their core business.
- City of Joondalup responsible for recovery efforts.
- Loss of community confidence in public administration.
- Personal hardship – loss of personal effects, employment and income avenues.
- Impact on transport network through damage - restricted access to community services.
- Loss of/ structural damage to community infrastructure – public buildings, drainage systems, transport networks – heat related issues.
- Widespread power cuts to private dwellings and commercial industry.
- Disruption to the business sector – lost productivity and economic losses through loss of power and absenteeism.
- The challenge to manage the quantity of waste resulting from building demolition.
- Medical facilities unable to cope with increased demand.

Controls

Prevention and Preparedness Strategies:

DFES / SES responsibilities:
- Responsible for ensuring effective preparedness and response to the risk in the community;
- Undertake (with Geoscience Australia) earthquake risk mapping;
- Participation in research and development programs directed towards risk treatment strategies (with geoscience Australia);
- Promote the uptake and maintenance of adequate insurance against earthquake;
- Provision of earthquake advice to the community; and
- Raise, train and equip Wanneroo / Joondalup State Emergency Services to be capable of responding to the effects of an earthquake.

City of Joondalup:
- Application and enforcement of the Building Codes of Australia and informed land use planning for vulnerable areas;
- Developing resilience in the community and minimising the vulnerability of communities to the effects of earthquake;
- Maintain Local Emergency Management Arrangements; and
- Support the function of the Local Emergency Management Committee.

Supporting Organisations responsibilities:
The specific roles and responsibilities of support organisation are detailed in Westplan Earthquake.

Response and Recovery Strategies:

DFES / SES:

- Discharge the duties of HMA and Controlling Agency for earthquake emergencies;
- Liaise with other Controlling Agencies to ensure response operations are coordinated;
- Appoint emergency managers at all levels for a particular earthquake; and
- Request activation of a State Emergency Coordination Group (SECG) – a local government representative from the impacted area is invitee to be a member of the SECG.

Supporting Organisations responsibilities:

- The Department of Health require adequate planning for the hospital system to deal with the potential surge in death and serious injuries;
- The Department of Communities is responsible under the State emergency management arrangements for the provision of welfare services including long term accommodation to the affected community; and
- The Western Australian Government provides financial support to local government through the Disaster Recovery Funding Arrangements – Western Australia (DRFA – WA) program enacted following the emergency declaration.

City of Joondalup

- The City is required under the *Emergency Management Act 2005* to maintain Local Emergency Management Arrangements (LEMA). The LEMA outlines the relationship between the City and emergency responders, the requirement to support the Local Emergency Management Committee and the responsibilities for the City in the event of an emergency;
- Be prepared to participate in an ISG and provide any assistance and support within its capacity to deliver to the HMA / Combat Agencies;
- Be prepared to activate the *Business Continuity Plan* if the emergency impacts on the City's capacity to deliver its core business to the community;
- Maintain the *Local Recovery Plan* (as part of the LEMA) – nominate the Local Recovery Coordinator (LRC) and be prepared to establish the Local Recovery Coordinating Committee (LRCC);
- Support the Department of Communities Wanneroo District Local Welfare Plan through access to suitable facilities to establish welfare/ evacuation centres;
- Inspect and declare earthquake affected properties fit for habitation; and
- Conduct a safety audit of City infrastructure (e.g. public buildings, lookouts, playgrounds) to ensure public safety.

Exposure:	**Control Effectiveness Assessment (EAI)**	**Date of Last Review**
Health systems overload, large economy losses, City and commercial infrastructure damage and a large displacement of the community.	Adequate	May 2023

ID	Risk Statement	Hazard	Impact Area	Existing PP1/RR2 controls		Maximum consequence	Confidence level	Auto generated risk level	Treatment action
EQ1	There is a risk that an Earthquake within the City of Joondalup will impact private & commercial buildings, contents and services resulting in financial losses.	Earthquake	Economy	City of Joondalup LEMA	*Local Recovery Plan*	Catastrophic	High	High	Treat
EQ2	There is a risk that an Earthquake within the City of Joondalup will result in recovery activities and costs to local government.	Earthquake	Economy	City of Joondalup LEMA	*Local Recovery Plan*	Major	High	High	Treat
EQ3	There is a risk that an Earthquake within the City of Joondalup will impact emergency service response to buildings and facilities, impacting their ability to maintain core services.	Earthquake	Public Administration	City of Joondalup LEMA	*Local Welfare Support Plan*	Major	High	High	Treat
EQ4	There is a risk that an Earthquake within the City of Joondalup will impact lifeline services to sections of the community impacting the lifeline organisations ability to provide core services.	Earthquake	Public Administration	City of Joondalup LEMA	*Local Welfare Support Plan*	Major	High	High	Treat
EQ5	There is a risk that an Earthquake within the City of Joondalup will impact lifeline services to sections of the community resulting in repair costs and / or financial losses.	Earthquake	Economy	City of Joondalup LEMA	*Local Recovery Plan*	Major	High	Medium	Consider treating
EQ6	There is a risk that an Earthquake within the City of Joondalup will impact tourism (and aspects that support tourism such as camp sites, facilities, places of interest etc.), resulting in financial losses.	Earthquake	Economy	City of Joondalup LEMA	City of Joondalup Economic Development	Major	High	Medium	Consider treating
EQ7	There is a risk that an Earthquake within the City of Joondalup will impact marinas, vessels, marine infrastructure, boat ramps and/or major ports, resulting in recovery costs and/or financial losses. Wanneroo & Joondalup only.	Earthquake	Economy	City of Joondalup LEMA	*City of Joondalup Recovery Plan*	Major	High	Medium	Consider treating

ID	Risk Statement	Hazard	Impact Area	Existing PP1/RR2 controls		Maximum consequence	Confidence level	Auto generated risk level	Treatment action
EQ8	There is a risk that an Earthquake within the City of Joondalup will require recovery works to be undertaken by local government(s), impacting on their ability to maintain core services.	Earthquake	Public Administration	City of Joondalup LEMA	*City of Joondalup Recovery Plan*	Major	High	Medium	Consider treating
EQ9	There is a risk that an Earthquake within the City of Joondalup will cause an increased demand (surge) on State Government Agencies (such as WAPOL, DFES and CPFS) at the local level, impacting their ability to maintain core services.	Earthquake	Public Administration	SEMC State Recovery Group	City of Joondalup LEMA Resource Register	Major	High	Medium	Consider treating
EQ10	There is a risk that an Earthquake within the City of Joondalup will impact government offices, works depots and facilities, impacting the ability to maintain core services.	Earthquake	Public Administration	City of Joondalup LEMA	City of Joondalup LEMA Resource Register	Major	High	Medium	Consider treating
EQ11	There is a risk that an Earthquake within the City of Joondalup will impact on home-based services and service providers (such as NGOs, meals on wheels, silver chain, WACHS, home care provisions), impacting on their ability to maintain core functions.	Earthquake	Public Administration	SEMC State Recovery Group	*Local Welfare Support Plan*	Major	High	Medium	Consider treating
EQ12	There is a risk that an Earthquake within the City of Joondalup will impact the health of people and cause death(s).	Earthquake	People	State Emergency Warning System	1. City of Joondalup LEMA 2. *Local Welfare Support Plan*	Major	High	Medium	Consider treating
EQ13	There is a risk that an Earthquake within the City of Joondalup will impact residential dwellings and contents, impacting the wellbeing of the community.	Earthquake	Social Setting	Promotion of Business and Private Insurances.	1. *Local Recovery Plan* 2. *Local Welfare Support Plan*	Major	High	Medium	Consider treating

ID	Risk Statement	Hazard	Impact Area	Existing PP1/RR2 controls		Maximum consequence	Confidence level	Auto generated risk level	Treatment action
EQ14	There is a risk that an Earthquake within the City of Joondalup will impact on the availability of basic commercial products and services, impacting community services and the wellbeing of the community.	Earthquake	Social Setting	Promote Business and Private community Resilience	1. *Local Recovery Plan* 2. *Local Welfare Support Plan*	Major	High	Medium	Consider treating
EQ15	There is a risk that an Earthquake within the City of Joondalup will affect day to day functionality of facilities for vulnerable people (aged, childcare, disability), impacting community services and wellbeing.	Earthquake	Social Setting	Aged Care Facility Mutual Aide MOU	1. *Local Recovery Plan* 2. *Local Welfare Support Plan*	Major	High	Medium	Consider treating
EQ16	There is a risk that an Earthquake within the City of Joondalup will impact culturally significant facilities and heritage buildings (e.g. churches, places of worship, sacred sites, etc.), resulting in a loss of cultural significance.	Earthquake	Social Setting	City of Joondalup Identification of significant sites	*Local Recovery Plan*	Major	High	Medium	Consider treating
EQ17	There is a risk that an Earthquake within the City of Joondalup will result in an increased demand (surge) on public facilities including public buildings (e.g. recreation and community centers used for evacuees), impacting their core services.	Earthquake	Public Administration	City of Joondalup LEMA	*Local Welfare Support Plan*	Major	Highest	Medium	Consider treating
EQ18	There is a risk that an Earthquake within the City of Joondalup will impact the aesthetics of the area, impacting the community wellbeing.	Earthquake	Social Setting	Park Maintenance Program	*Local Recovery Plan*	Moderate	Low	Low	Consider treating

ID	Risk Statement	Hazard	Impact Area	Existing PP1/RR2 controls	Maximum consequence	Confidence level	Auto generated risk level	Treatment action
EQ19	There is a risk that an Earthquake within the City of Joondalup will result in the breakdown of existing family and support networks, including social community networks and social media such as twitter and Facebook, impacting the wellbeing of the community.	Earthquake	Social Setting	City of Joondalup Media	Moderate	Low	Low	Consider treating
EQ20	There is a risk that an Earthquake within the City of Joondalup will impact critical infrastructure, resulting in repair costs and/or financial losses.	Earthquake	Economy	Promote appropriate insurance coverage for City of Joondalup	Moderate	Moderate	Low	Monitor and review
EQ21	There is a risk that an Earthquake within the City of Joondalup will result in significant damage and financial loss	Earthquake	Economy	*City of Joondalup Business Continuity Plan*	Moderate	High	Low	Monitor and review
EQ22	There is a risk that an Earthquake within the City of Joondalup will impact transport infrastructure, preventing or delaying emergency services from providing assistance.	Earthquake	Public Administration	City of Joondalup LEMA	Moderate	High	Low	Monitor and review
EQ23	There is a risk that an Earthquake within the City of Joondalup will impact the health of people and cause injury and/or serious illness.	Earthquake	People	State Emergency Warning System	Moderate	High	Low	Monitor and review
EQ24	There is a risk that an Earthquake within the City of Joondalup will impact the health of residents in the area and cause death or serious injury/illness, impacting the wellbeing of the community.	Earthquake	Social Setting	Enforcement of State & Local Building Regulations and Codes	Moderate	High	Low	Monitor and review

Note — "Existing PP1/RR2 controls" column also lists for each row:
- EQ19: 1. *Local Welfare Plan* 2. State Welfare Support Arrangements
- EQ20: *Local Recovery Plan*
- EQ21: *City of Joondalup Recovery Plan*
- EQ22: *City of Joondalup Recovery Plan*
- EQ23: 1. *Local Recovery Plan* 2. *Local Welfare Support Plan*
- EQ24: 1. *Local Recovery Plan* 2. *Local Welfare Support Plan*

ID	Risk Statement	Hazard	Impact Area	Existing PP1/RR2 controls		Maximum consequence	Confidence level	Auto generated risk level	Treatment action
EQ25	There is a risk that an Earthquake within the City of Joondalup will cause displacement, death or injury to animals, impacting the wellbeing of the community.	Earthquake	Social Setting	*City of Joondalup Emergency Animal Evacuation Plan*	*1. Local Recovery Plan* *2. Local Welfare Support Plan*	Moderate	Moderate	Low	Monitor and review
EQ26	There is a risk that an Earthquake within the City of Joondalup will affect the day-to-day functionality of educational facilities, impacting community services and the wellbeing of the community.	Earthquake	Social Setting	*Department of Education Business Continuity Plan*	*Department of Education Emergency Support Plan*	Moderate	High	Low	Monitor and review
EQ27	There is a risk that an Earthquake within the City of Joondalup will impact existing social service providers (NGOs, Lions, Rotary, Salvation Army, CWA, other volunteer organisations), impacting community wellbeing.	Earthquake	Social Setting	*Organisational Business Continuity Plan*	*1. Local Welfare Support Plan* *2. State Welfare Support Plan*	Moderate	High	Low	Monitor and review
EQ28	There is a risk that an Earthquake within the City of Joondalup will cause the disruption or cancellation of recreational and leisure activities in the community impacting the wellbeing of the community.	Earthquake	Social Setting	Community Services Engagement Program	*1. Local Recovery Plan* *2. Local Welfare Support Plan*	Moderate	High	Low	Monitor and review
EQ29	There is a risk that an Earthquake within the City of Joondalup will result in a loss of income/ employment, impacting the community wellbeing.	Earthquake	Social Setting	Department of Social Security	*1. Local Welfare Plan* 2. State Welfare Support Arrangements	Moderate	High	Low	Monitor and review
EQ30	There is a risk that an Earthquake within the City of Joondalup will result in short term (< 14 days) displacement due to evacuation away from people's homes and workplaces, impacting the community wellbeing.	Earthquake	Social Setting	*1. Local Recovery Plan Local Welfare Support Plan*	Promote Business and Private community Resilience	Minor	Moderate	Very Low	Monitor and review

ID	Risk Statement	Hazard	Impact Area	Existing PP1/RR2 controls		Maximum consequence	Confidence level	Auto generated risk level	Treatment action
EQ31	There is a risk that an Earthquake within the City of Joondalup will result in long term (> 14 days) displacement due to evacuation away from people's homes and workplaces, impacting the community wellbeing.	Earthquake	Social Setting	*Local Welfare Support Plan*	*Local Welfare Support Plan*	Minor	High	Very Low	Monitor and review
EQ32	There is a risk that an Earthquake within the City of Joondalup will impact tourism in the area, affecting the community wellbeing.	Earthquake	Social Setting	State Government Tourism	*1. Local Recovery Plan* *2. Local Welfare Support Plan*	Minor	High	Very Low	Monitor and review
EQ33	There is a risk that an Earthquake within the City of Joondalup will negatively impact sensitive ecosystems.	Earthquake	Environment	City of Joondalup Identification of sensitive Ecosystems	*Local Recovery Plan*	Insignificant	Moderate	Very Low	Monitor and review

Rail Crash

Incident Cause:

The Public Transport Authority (PTA) operates approximately 180 kilometres of rail network including a Transperth metropolitan passenger service that passes through the City of Joondalup district. The electrified narrow-gauge rail system consists of two rail lines (north – south bound) and there are six rail stations within the City – Currambine, Joondalup, Edgewater, Whitfords, Warwick and Greenwood.

A rail incident may result from derailment caused by mechanical failure within the carriage, fault in the rail system, collision between other rolling stock or road vehicles, vandalism or terrorist activity and power loss to the electric system.

Impacts:

- Loss of life and serious injury.
- Damage to rail network system and infrastructure.
- Disruption to transport system resulting in absenteeism, traffic congestion, economic loss and reduced productivity.
- Loss of confidence in the public transport system.

Risk Register Rail Crash

Source of Risk: Rail Crash	
Prevention:	- The Public Transport Authority is the HMA - WA Police Force (Controlling Agency during an emergency where agreed) - Preparing, reviewing and exercising Westplan – PTA Rail Crash
Preparedness:	- Public Transport Authority. - WA Police Force - Support Agencies/Organisations
Response:	- PTA responsible for response operations (HMA) - WAPOL (delegated as Control Agency) - Main Roads Department - City of Joondalup - WA Health – Joondalup Health Campus
Recovery:	- PTA - City of Joondalup - Support organisations (counselling, welfare support)
Potential Consequences:	- Damage to rail infrastructure including rolling stock and rail control systems. - Collateral damage to infrastructure adjacent to the rail network (road systems, bridges, underpasses). - Short and long-term disruption to traffic flow resulting in congestion – delays and increased travel times. - Short term surge on health services impacting on the ability of the hospital system to deal with demand. - Loss of confidence in the public transport system causing economic loss to the government; and medical facilities unable to cope with increased demand.

Controls

Prevention and Preparedness Strategies:

PTA responsibilities:

- PTA is responsible for the prevention and mitigation of the hazard.
- Preparing, reviewing and exercising the *State Hazard Plan* – Westplan – PTA Rail Crash.
- Implement a risk-based approach to all aspects of operation.
- Maintain the Automatic Train Protection system: the ability to monitor, adjust speed and stop a train remotely.
- A systematic monitoring and maintenance program for infrastructure systems, equipment and conveyances.
- An electronic rail temperature monitoring system.
- Staff training programs, Fitness for Work programs and a Track Access Permits (authorisation of personnel working on rail system).
- Regular consultation with stakeholders.
- Focus on essential emergency response capabilities (preparedness) through the development of plans; procedures, risk assessments, training and organisational management of resources.
- PTA responsible for response operations (HMA).
- Assess the situation to determine the most appropriate Controlling agency.
- Consider whether a Declaration of an Emergency Situation is required.
- Implement a IMT and ISG if appropriate.
- Preparedness activities focus on essential emergency response capabilities.
- Development of plans, procedures, risk assessments; and Management of resources and training.

City of Joondalup:

- Support the function of the Wanneroo/ Joondalup Local Emergency Management Committee.
- Maintain Local Emergency Management Arrangements including a current Risk Register.
- Be prepared to participate in any training and exercises relating to the management of a rail incident emergency.

Supporting Organisations responsibilities:

- PTA or WAPOL (as Controlling Agency) will request specific Agencies to provide those services that are within their area of expertise is a multi-agency response was initiated.
- Be prepared to participate in training and exercises related to the management of a rail transport emergency.

Response and Recovery Strategies:

PTA responsibilities:

- PTA Operations Manager shall liaise directly with the PTA's Train Control Centre to determine the extent of the incident.
- Train Control shall halt or divert all rail traffic away from the rail incident.
- PTA Operations Manager may, after consultation with attending Combat Agencies, request that the most appropriate Combat Agency assume control of the incident and manage the response on behalf of the PTA as the Controlling Agency.
- An Incident Support Group (ISG), Operational Area Support Group (OASG) and State Emergency Coordination Group (SECG) may be activated.
- Manage public information and the media in accordance with the requirements of the *State Emergency Public Information Plan*.
- Investigate the cause of the incident together with other agencies as appropriate.
- PTA to ensure an effective recovery process is initiated.
- PTA to complete the Comprehensive Impact Assessment report.

WAPOL responsibilities:

- Be prepared to support PTA and assume the role of Controlling Agency if requested.
- As a Combat Agency, be prepared to provide support in the form of scene control, traffic management and/or evacuation as required by the Incident Controller.
- Undertake the investigation into any fatalities on behalf of the WA State Coroner.

Supporting organisations responsibilities:

- Be prepared to provide a liaison officer to support the Incident Controller and a representative to participate in an ISG if established.
- WA Health – activate relevant plans and coordinate treatment and transport of injured persons.
- St John Ambulance – provision of initial medical treatment and transportation of casualties.
- Department for Communities – arrange and coordinate appropriate welfare services of survivors. Provide services that ensure victims receive practical and personal support to cope with the effects of the emergency.
- DFES – Be prepared to provide firefighting suppression, provide rescue response capabilities and assist with the rescue of trapped victims.

City of Joondalup

- Be prepared to provide advice and assistance to the Incident Controller, provide a liaison officer to the IMT.
- Provide resources as requested (within the capacity to deliver).
- Assist WA Police Force in the determination of traffic management for the incident on local roads.
- Assist in the dissemination of public information (assisting the HMA) and then assume the responsibility for community information during the recovery phase.
- Provide appropriate infrastructure to support the activation of the *Local Welfare Plan*.

Exposure:	Control Effectiveness Assessment (EAI)	Date of Last Review
Lack of maintenance and management of rail systems.	Excellent	May 2023

ID	Risk Statement	Hazard	Impact Area	Existing PP1/RR2 controls	Maximum consequence	Confidence level	Auto generated risk level	Treatment action
RC1	There is a risk that a rail crash will impact power infrastructure, resulting in repair costs and/or financial losses.	Rail crash	Economy	1. Western Power 2. City of Joondalup LEMA Emergency Plan *Emergency Communications Plan*	Major	High	High	Treat
RC2	There is a risk that a rail crash within the City of Joondalup will impact emergency services response buildings and facilities, impacting the ability to maintain core services.	Rail crash	Public Administration	*1. Emergency Services Response Plan* 2. City of Joondalup LEMA *Local Recovery Plan*	Major	High	High	Treat
RC3	There is a risk that a rail crash within the City of Joondalup will impact power infrastructure, impacting the power company's ability to maintain core services.	Rail crash	Public Administration	1. PTA Emergency Procedures 2. City of Joondalup LEMA *Local Recovery Plan*	Major	High	High	Treat
RC4	There is a risk that a rail crash within the City of Joondalup will impact the health of people and cause death(s).	Rail crash	People	*1. Emergency Services Response Plan* 2. City of Joondalup LEMA *Local Welfare Plan*	Major	High	High	Treat
RC5	There is a risk that a rail crash within the City of Joondalup will require recovery works to be undertaken by local government(s), impacting on their ability to maintain core services.	Rail crash	Public Administration	City of Joondalup LEMA Local Resource Register	Moderate	Moderate	Medium	Consider treating
RC6	There is a risk that a rail crash will impact communications infrastructure, resulting in repair costs and/or financial losses.	Rail crash	Economy	Telstra Emergency Plans *Marketing & Communications Social Media Plan*	Moderate	High	Medium	Consider treating

ID	Risk Statement	Hazard	Impact Area	Existing PP1/RR2 controls		Maximum consequence	Confidence level	Auto generated risk level	Treatment action
RC7	There is a risk that a rail crash within the City of Joondalup will cause health services to be overwhelmed, resulting in further deaths directly attributable to the hazard event.	Rail crash	People	*Dept of Health Response Plan*	*Dept of Health Response Plan*	Minor	Moderate	Low	Monitor and review
RC8	There is a risk that a rail crash within the City of Joondalup will cause contamination to the surrounding environment from the release of toxic substances.	Rail crash	Environment	*DFES Response Plan*	Local Resource Register	Minor	Moderate	Low	Monitor and review
RC9	There is a risk that a rail crash within the City of Joondalup will result in recovery activities, resulting in costs to local government.	Rail crash	Economy	City of Joondalup LEMA	*Local Recovery Plan*	Minor	High	Low	Monitor and review
RC10	There is a risk that a rail crash within the City of Joondalup will cause an increase demand (surge) on DFES services at the local level, impacting their ability to maintain core services.	Rail crash	Public Administration	DFES Response Procedures	DFES Response Procedures	Minor	High	Low	"Monitor and review (Recommended action)"
RC11	There is a risk that a rail crash within the City of Joondalup will impact the health of people and cause injury and/ or serious illness.	Rail crash	People	*Emergency Services Response Plan*	*City of Joondalup Marketing & Communications Social Media Plan*	Minor	High	Low	Monitor and review
RC12	There is a risk that a rail crash within the City of Joondalup will impact main road transport routes, resulting in repair costs and/or financial losses.	Rail crash	Economy	PTA Emergency Procedures	*Marketing & Communications Social Media Plan*	Insignificant	High	Very Low	Monitor and review

ID	Risk Statement	Hazard	Impact Area	Existing PP1/RR2 controls		Maximum consequence	Confidence level	Auto generated risk level	Treatment action
RC13	There is a risk that a rail crash within the City of Joondalup will impact transport infrastructure, preventing or delaying emergency services from providing assistance.	Rail crash	Public Administration	Main Roads Emergency Procedures	*WAPOL Response Plan*	Insignificant	High	Very Low	Monitor and review
RC14	There is a risk that a rail crash within the City of Joondalup will cause emergency services (including ambulance and medical services) to be overwhelmed, resulting in further deaths directly attributable to the hazard event.	Rail crash	People	Emergency Services Exercises	*Dept of Health Response Plan*	Insignificant	High	Very Low	Monitor and review
RC15	There is a risk that a rail crash within the City of Joondalup will result in loss of income/ employment, impacting the community wellbeing.	Rail crash	Social Setting	*State Welfare Plan*	*Local Welfare Plan.*	Insignificant	Moderate	Very Low	Monitor and review
RC16	There is a risk that a rail crash within the City of Joondalup will impact tourism in the area, affecting the community wellbeing.	Rail crash	Social Setting	Community Services Engagement Program	City of Joondalup LEMA Resource Register	Insignificant	High	Very Low	Monitor and review
RC17	There is a risk that a rail crash within the City of Joondalup will cause contamination to the surrounding environment from the release of non-toxic substances.	Rail crash	Environment	*DFES Response Plan*	Local Resource Register	Insignificant	Moderate	Very Low	Monitor and review

Human Epidemic/Pandemic

Incident Cause:

- Spread of a new human to human viral infection.

Impacts:

- Widespread impact on normal community activities including travel and public gatherings.

- Added pressure on local public health system.

- City of Joondalup and other agencies service levels may be impacted

Source of Risk: Human Epidemic/Pandemic	
Prevention:	- Department of Health as the Hazard Management Agency (HMA) – supported by City of Joondalup.
Preparedness:	- Department of Health
Response:	- Department of Health - State Health Coordinator - City of Joondalup - Department of Communities - St John Ambulance - WA Police Force
Recovery:	- City of Joondalup at the local level - WA State Government supporting State and local recovery efforts
Potential Consequences:	- Deaths ranging from isolated cases to mass deaths or serious health issues. - Overloading of the health system local and State. - Community evacuation or social isolation. - School and childcare centre closures. - Shopping centre and areas of mass gathering closed. - Public transport restricted or closed creating traffic congestion. - Food shortages. - Escalation of lawlessness. - Essential services disruption. - Reduction of Local Government and State Government essential services. - Reduced volunteer and staff numbers.

The column labeled **Responsibility:** spans the Prevention, Preparedness, Response, and Recovery rows.

Controls	
Prevention and Preparedness Strategies:	

Department of Health responsibilities:
- The HMA for human epidemic supported by City of Joondalup and other Support Agencies.
- Currently in place are environmental programs to restrict and limit communicable disease spread.
- Immunisation programs if available for the identified major threat communicable and notifiable diseases.
- Vector programs to reduce the spread of diseases, such as culling of host animals.
- The notifiable disease surveillance system.
- Health promotion and education activities.
- Collaboration with national and international health organisations.
- Outbreak management involving rapid organisation of scientific investigation and application of disease control methods.
- State Plan preparation, isolation and evacuation plans, Western Australian Border and Assistance Agreements.

City of Joondalup responsibilities:
- Facilitate local community health services, clinics and immunisation programs if available.
- Business continuity plan for essential services.
- *Local Emergency Management Arrangements.*

| **Response and Recovery Strategies:** | |

Department of Health:
Supported by Local Government, Department of Agriculture and Food WA, Department of Communities, WA Police Force and St John Ambulance. Actions on increased levels of notifiable diseases; four levels of response activation in line with State Hazard Plans and other legislation; multi agency activation in line with State Hazard Plan Human Biosecurity; activation of support plans and Agencies.

City of Joondalup:
Local community recovery through Local Recovery Plan, City of Joondalup Business Continuity Plan and mechanisms supported by State Government agencies. Re-establishment of normal health services, public services and business recovery.

Support Agencies:
Department of Child Protection assists in the provision of welfare services to the affected community in partnership with the City of Joondalup. The City provides designated City buildings for use as welfare centres during periods of community displacement. The State provides welfare and financial support through the DRFA-WA program for declared disaster events and recovery services to assist the Local Government.

Exposure:	Environmental health systems overload, inability to manage waste and an ineffective business continuity plan that is not tested regularly.	**Control Effectiveness Assessment (EAI)**	**Date of Last Review**
		Adequate	May 2023

ID	Risk Statement	Hazard	Impact Area	Existing PP1/RR2 controls		Maximum consequence	Confidence level	Auto generated risk level	Treatment action
HE/P1	There is a risk that an epidemic/pandemic may affect the social order of the community.	Human Epidemic/Pandemic	Social setting	Dept of Health *Epidemic/ Pandemic Plan* SEMC Preparations	Crisis Management team, Local Recovery Team & LEMA	Major	Moderate	Likely	Treat
HE/P2	There is a risk that an epidemic/pandemic may affect the local economy by the closure of small businesses.	Human Epidemic/Pandemic	Economy			Major	Moderate	Likely	Treat
HE/P3	There is a risk that an epidemic/pandemic will affect the Local Government's ability to deliver essential services to the community.	Human Epidemic/Pandemic	Public Administration			Major	Moderate	Unlikely	Treat
HE/P4	There is a risk that the epidemic/pandemic will have an effect on tourism within the City of Joondalup.	Human Epidemic/Pandemic	Economy			Moderate	Moderate	Unlikely	Consider treating
HE/P5	There is a risk that the epidemic/pandemic will have an effect on the amount of homeless that may start residing in the City of Joondalup CBD.	Human Epidemic/Pandemic	People			Moderate	Moderate	Unlikely	Consider treating
HE/P6	There is a risk that the epidemic/Pandemic will have an effect on the City's ability to maintain staff levels for the City to function.	Human Epidemic/Pandemic	Public Administration			Major	Moderate	Unlikely	Treat
HE/P7	There is a risk that the Epidemic/Pandemic will have an effect on the City's ability to remove Residential and commercial waste.	Human Epidemic/Pandemic	Environment	Dept of Health *Epidemic/ Pandemic Plan* SEMC Preparations	Dept of Health *Response Plan*, CMT, LRCG Plan, LEMA	Minor	Moderate	Unlikely	Monitor and review
HE/P8	There is a risk that the Epidemic/Pandemic will cause a severe increase in a demand for hospital services.	Human Epidemic/Pandemic	People			Moderate	Moderate	Unlikely	Consider treating
HE/P9	There is a risk that the Epidemic/Pandemic will have an effect on ambulance services during this time.	Human Epidemic/Pandemic	People			Moderate	Moderate	Unlikely	Consider treating
HE/P10	There is a risk that the Epidemic/Pandemic will see an increase for the Cities services to manage the homeless.	Human Epidemic/Pandemic	People			Minor	Moderate	Unlikely	Monitor and review
HE/P11	There is a risk that the Epidemic/Pandemic will have an effect on the crime rates within the City.	Human Epidemic/Pandemic	Social Setting			Major	Moderate	Unlikely	Treat

ID	Risk Statement	Hazard	Impact Area	Existing PP1/RR2 controls	Maximum consequence	Confidence level	Auto generated risk level	Treatment action
HE/ P12	There is a risk that the Epidemic/Pandemic will reduce the school year and have an effect on the student education.	Human Epidemic/ Pandemic	People		Minor	Moderate	Unlikely	Monitor and review
HE/ P13	There is a risk that the Epidemic/Pandemic will result in recovery activities, resulting in costs to local government.	Human Epidemic/ Pandemic	Public Administration		Moderate		Unlikely	
HE/ P14	There is a risk that the Epidemic/Pandemic will impact on the availability of basic commercial products and services, impacting community services and wellbeing.	Human Epidemic/ Pandemic	Economy		Moderate		Unlikely	
HE/ P15	There is a risk that the Epidemic/Pandemic will impact local government offices, works depots and facilities, impacting the ability to maintain core services.	Human Epidemic/ Pandemic	Public Administration		Moderate		Unlikely	
HE/ P16	There is a risk that the Epidemic/Pandemic will impact on bushfire mitigation works and firefighting response, increasing the risk of wildfire.	Human Epidemic/ Pandemic	Public Administration	Dept of Health *Epidemic/ Pandemic Plan* SEMC Preparations / Dept of Health *Response Plan,* CMT, LRCG Plan, LEMA	Minor		Unlikely	
HE/ P17	There is a risk that the Epidemic/Pandemic will impact culturally significant facilities (e.g. churches, places of worship, sacred sites, etc.), resulting in a loss of cultural significance.	Human Epidemic/ Pandemic	People		Minor		Unlikely	
HE/ P18	There is a risk that the Epidemic/Pandemic will affect day to day functionality of facilities for vulnerable people (aged, childcare, disability), impacting community services and wellbeing.	Human Epidemic/ Pandemic	Social Setting		Major		Unlikely	
HE/ P19	There is a risk that the Epidemic/ Pandemic will impact mobile and landline communication infrastructure, impacting the ability of telecommunication companies to maintain core services.	Human Epidemic/ Pandemic	People		Moderate		Unlikely	
HE/ P20	There is a risk that a human epidemic/ pandemic will cause an increased demand on WA health services at the local level, impacting their ability to maintain core services.	Human Epidemic/ Pandemic	Public Administration		Moderate		Unlikely	

Appendix 1A – Descriptions of Likelihood Table

Descriptor	Description
Almost Certain (5)	It is expected to occur in most circumstances; and/or high level or recorded incidents and/or strong anecdotal evidence; and/or a strong likelihood the event will recur; and/or great opportunity, reason or means to occur; may occur once every year or more.
Likely (4)	Will probably occur in most circumstances; and/or regular recorded incidents and strong anecdotal evidence; and/or considerable opportunity, reason or means to occur; may occur once every five years.
Possible (3)	Might occur at some time; and/or few, infrequent, random recorded incidents or little anecdotal evidence; and/or very few incidents in associated or comparable organisations, facilities or communities; and/or some opportunity, reason or means to occur; may occur once every twenty years.
Unlikely (2)	Is not expected to occur; and/or no recorded incidents or anecdotal evidence; and/or recent incidents in associated organisations, facilities or communities; and/or little opportunity, reason or means to occur; may occur once every hundred years.
Rare (1)	May occur only in exceptional circumstances; may occur once every five hundred years or more.

Appendix 1B – Descriptions of Consequence Table

Consequence Level	Health	Environment	Economy	Public Administration	Social Setting	Infrastructure
Catastrophic (5)	Widespread multiple loss of life, health system unable to cope, displacement of people beyond ability to cope.	Widespread severe impairment or loss of ecosystem functions across species and landscapes, irrecoverable environmental damage.	Unrecoverable financial loss > 3% of the government sector's revenues, asset destruction across industry sectors leading to widespread business failures and loss of employment.	Governing body unable to manage the event, disordered public administration without effective functioning, public unrest, media coverage beyond region or jurisdiction.	Community unable to support itself, widespread loss of objects of cultural significance, impacts beyond social and psychological capacity in all parts of the community.	Long term failure of significant infrastructure and service delivery affecting all parts of the community, ongoing external support at large scale required.
Major (4)	Multiple loss of life (mortality >1 in 100,000), health system over-stressed, large numbers of people displaced (more than 24 hours).	Severe impairment or loss of ecosystem functions affecting many species or landscapes, progressive environmental damage.	Financial loss 1-3% of the government sector's revenues requiring major changes in business strategy to (partly) cover loss, significant disruptions across industry sectors leading to multiple business failures and loss of employment.	Governing body absorbed with managing the event, public administration struggles to provide merely critical services, loss of public confidence in governance, media coverage beyond region or jurisdiction.	Reduced quality of life within the community, significant loss or damage to objects of cultural significance, impacts beyond emotional and psychological capacity in large parts of the community.	Mid to long term failure of significant infrastructure and service delivery affecting large parts of the community, initial external support required.
Moderate (3)	Isolated cases of loss of life (mortality >1 in 1,000,000)'health system operating at maximum capacity, isolated cases of displacement of people (less than 24 hours).	Isolated but significant cases of impairment or loss of ecosystem functions, intensive efforts for recovery required.	Financial loss 0.3 0-1% of the government sector's revenues requiring adjustments to business strategy to cover loss. Disruptions to selected industry sectors leading to isolated cases of business failure and multiple loss of employment.	Governing body manages the event under emergency regime, public administration functions with some disturbances, isolated expression of public concern, media coverage within the region or jurisdiction.	Ongoing reduced services within the community, permanent damage to objects of cultural significance, impacts beyond social and psychological capacity in some parts of the community.	Mid-term failure of (significant) infrastructure and service delivery, affecting some parts of the community, widespread inconveniences.

Appendix 1C – Qualitative Risk Analysis Matrix – Level of Risk

Consequence		Insignificant	Minor	Moderate	Major	Catastrophic
Likelihood		1	2	3	4	5
Almost Certain	5	5	10	15	20	25
Likely	4	4	8	12	16	20
Possible	3	3	6	9	12	15
Unlikely	2	2	4	6	8	10
Rare	1	1	2	3	4	5

Appendix 1D – Risk Acceptance Criteria

Level of Risk	Description	Criteria For Risk Acceptance	Responsibility
1-4	Acceptable	Risk acceptable with adequate controls, managed by routine procedures and subject to annual monitoring.	Operational Manager
5-9	Monitor	Risk acceptable with adequate controls, managed by specific procedures and subject to semi-annual monitoring.	Operational Manager
10-16	Urgent Attention Required	Risk acceptable with excellent controls, managed by senior management/executive and subject to monthly monitoring.	Director/CEO
17-25	Unacceptable	Risk only acceptable with excellent controls and all treatment plans to be explored and implemented where possible, managed by highest level of authority and subject to continuous monitoring.	CEO/Council

Appendix 1E – Existing Controls Rating

Level	Descriptor	Foreseeable	Description
E	Excellent	Doing more than what is reasonable under the circumstances.	Controls are fully in place, are being well addressed/complied with, are subject to ongoing maintenance and monitoring and are being continuously reviewed and tested.
A	Adequate	Doing what is reasonable under the circumstances.	Controls are in place, are being addressed/complied with and are subject to periodic review and testing.
I	Inadequate	Not doing some or all things reasonable under the circumstances.	Controls do not exist, or are not being addressed/complied with, or have not been reviewed or tested for some time.

Appendix 1F – Confidence Levels

Confidence Criteria	Low Confidence	Moderate Confidence	High Confidence
Data/Information	Neither community nor hazard specific, anecdotal only.	Community or hazard specific; validated historically or based on scientific evidence or studies.	Community and hazard specific; validated historically and scientifically. Hazard and process specific.
Team knowledge	Neither hazard nor process (risk assessment) specific.	Hazard or process specific.	Hazard and process specific.
Agreement	Neither on interpretations nor on ratings.	On interpretations or ratings.	On interpretations and ratings.

The ratings for each of the above confidence criteria will help rate confidence in the overall risk assessment process. The confidence rating will be conducted for each risk recorded in the risk register. The level of confidence in the assessment process will determine whether further analysis is required.

Appendix 1G – Existing Controls

Treatment:

An existing process, policy, device, practice or other action that acts to minimise negative risk or enhance positive opportunities.

The Comprehensive Approach:

This approach to emergency management provides for a comprehensive and systematic way of managing each hazard (source of risk). It separates the managing aspects of each hazard into the elements of:

Prevention	Measures to eliminate or reduce incidence or severity of emergencies.
Preparedness	Measures to ensure that, should an emergency occur, communities, resources and services are capable of coping with the effects.
Response	Measures taken in anticipation of, during and immediately after an emergency to ensure its effects are minimised.
Recovery	Measures which support emergency-affected individuals and communities in the reconstruction of the physical infrastructure and restoration of emotional, economic, environmental and physical wellbeing.

Each element represents a dynamic set of actions following into the next. Together they make up the full scope of a legitimate and valid system of emergency management.

Consider:

- Land use management
- Building use regulations
- Emergency plans
- Training
- Mutual agreements
- Published literature
- Community education and awareness

- Research
- Experiments/prototypes
- Specialist and expert experiences
- Building codes
- Legislation
- Emergency plan testing
- Past records

- Practice and relevant
- Warning systems
- Public consultation
- Economic
- Engineering and other models.

Appendix 1H – Community Values

Priority	Scope	Criteria
1	People: Relates to the direct impact of the emergency on the physical health of people/individuals and emergency services. (i.e. health system ability to manage).	Any reasonably preventable accident or incident that causes or is likely to cause death, serious injury or affects the health and wellbeing of people is unacceptable.
2	Infrastructure: Relates to the impacts of the emergency on the areas infrastructure/lifelines/utilities and its ability to service the community.	Any reasonably preventable accident or incident that results in substantial loss or damage to infrastructure is unacceptable.
3	Environment: Relates to the impacts of the emergency and its effects on the ecosystems of the area, including flora and fauna.	Any reasonably preventable accident or incident that results in damage to or loss of sensitive ecosystems, flora or fauna is unacceptable.
4	Public Administration: Relates to the impact of the emergency on the Local Government and its ability to govern.	Any reasonably preventable accident or incident that results in the loss or reduction in the capacity of the City of Joondalup to deliver normal services is unacceptable.
5	Economy: Relates to the economic impact of the emergency on the Local Government as reported in the annual operating statement and industry sectors as defined by the ABS.	Any reasonably preventable accident or incident that affects the economy of the community is unacceptable.
6	Social/cultural: Relates to the impacts of the emergency on society and its social fabric, including its cultural heritage and resilience of the community.	Any reasonably preventable accident or incident that results in the disruption of the social and cultural setting of the community is unacceptable.

Attachment 2:

City of Joondalup
Local Recovery Plan

City of Joondalup
Local Recovery Plan

The *Local Recovery Plan* (forms part of the Local Recovery Handbook) has been produced and issued under the authority of S. 41(1) of the *Emergency Management Act 2005*, endorsed by the Wanneroo – Joondalup Local Emergency Management Committee and the Council of the City of Joondalup. The Arrangements have been tabled for noting with the North Metropolitan District Emergency Management Committee and State Emergency Management Committee.

_____   13 / 06 / 2023

Chair   Date

Wanneroo – Joondalup Local Emergency Management Committee
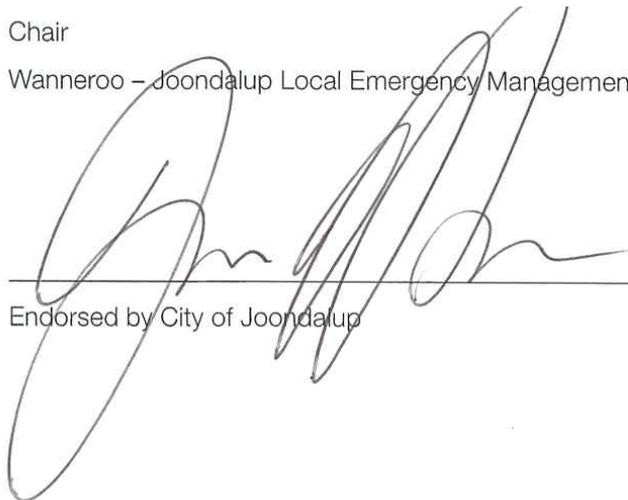
_____   4 May 2023

Endorsed by City of Joondalup   Date

Contents

Amendment record

Number	Date	Amendment summary	Author
1	16/8/2017	Change of name - Department of Communities	I. Thomas
2	10/9/2019	Minor changes to *Local Recovery Plan*	D. Briggs
3	08/12/2021	Minor changes to *Local Recovery Plan*	D. Briggs
4	28/12/2022	Minor changes to *Recovery Plan*	D. Briggs
5	06/11/2024	Minor changes to *Recovery Plan*	D. Briggs

Introduction

Authority

The *Local Recovery Plan* has been prepared in accordance with Section 41(4) of the *Emergency Management Act 2005* and forms a part of the *Local Emergency Management Arrangements* for the City of Joondalup. This plan has been endorsed by the Wanneroo – Joondalup Local Emergency Management Committee and has been tabled for information and comment with the North Metropolitan District Emergency Management Committee. This plan has been received by the City of Joondalup Council.

Purpose

The purpose of the *Local Recovery Plan* is to detail the arrangements and processes established that will restore, as quickly as possible, the quality of life in an affected community so that it can continue to function as part of the wider community.

Objectives

The objectives of the Plan are to:

· Describe the roles, responsibilities, available resources and procedures for the management of recovery from emergencies for the City of Joondalup;

· Establish a basis for the coordination of recovery activities at the local level;

· Enable effective liaison between all Hazard Management Agencies (HMA), emergency services and supporting agencies, which may become involved in recovery management; and

· Provide a framework for recovery operations.

Scope

The scope of this recovery plan is limited to the boundaries of City of Joondalup and forms a part of its *Local Emergency Management Arrangements* (LEMA). It details the local recovery arrangements for the community.

Related Documents and Arrangements

The following documents are related to this Plan:

· City of Joondalup *Local Emergency Management Arrangements* – reviewed in May 2024 – prepared by City of Joondalup detailing the current emergency management arrangements within the City of Joondalup.

· *Local Emergency Management Plan* for The Provision of Welfare Support Joondalup District – owned by the Department of Communities – This plan prescribes the arrangements for the provision of welfare support services during emergencies.

· *Local Welfare Emergency Management Support City of Joondalup Sub Plan* – owned by the Department of Communities – This document catalogues the City of Joondalup local welfare centres including photographs, floor plans and inventory checklists.

· State Emergency Management – A Strategic Framework for Emergency Management in Western Australia – Local Recovery Guidelines: developed to assist Local Government to prepare a local recovery plan.

· *State Emergency Welfare Plan* (May 2022) – prepared by the Department of Communities – details the State's strategic arrangements for the management and coordination of welfare services during emergencies for hazards listed in the State Emergency Management Arrangements.

· City of Joondalup *Emergency Animal Evacuation Plan* – the *Animal Evacuation Plan* should be implemented whenever an emergency compromises animal welfare.

· City of Joondalup *Emergency Communication Plan*.

Agreements, Understandings and Commitments

The following agreements and Memorandums of Understanding are in place between City of Joondalup and other Local Governments, organisations or industries in relation to the provision of additional resources in recovery management:

· Wanneroo/Joondalup Local Emergency Management Committee (LEMC) – an agreement between the City of Joondalup and the City of Wanneroo to jointly support the establishment and function of the Local Emergency Management Committee;

· Metropolitan North and East Recovery Group – Partnering Agreement for the Purpose of Providing Mutual Aid in the event of an emergency. The signatures to the agreement are the City of Joondalup, City of Wanneroo, City of Stirling, City of Bayswater, City of Swan, Town of Bassendean, Shire of Mundaring and Shire of Kalamunda; and

· Wanneroo/Joondalup State Emergency Services (volunteer organisation) Agreement – an agreement between City of Joondalup, Wanneroo/Joondalup State Emergency Services Inc and Department of Fire and Emergency Services. The City of Joondalup provides administrative support (through the LGGS Operating Grants Scheme) and access to a City building to be used as the operational depot for the Unit.

Transition to Response

Recovery starts while response activities are still in progress and when key decisions taken during the response phase are likely to directly influence and shape recovery.

The Local Recovery Coordinator will brief the Chairperson of the LRCG and together determine the initial membership of the LRCG. The LRC will be responsible to arrange the inaugural meeting of the LRCG incorporating a situation brief from the HMA on the status of the emergency.

One of the first agenda items will be to confirm the core membership of the LRCG.

The Local Recovery Coordinating Group (LRCG) should be called together as soon as possible for a briefing of the emergency incident, even during the response phase, in order to detail the extent of contingencies needed to allow a smooth transition from response to recovery.

During the transition from response to recovery the LRCG will:

· Align response and recovery priorities;

· Connect with key agencies;

· Understand key impacts and tasks;

· Identify recovery requirements and priorities as early as possible;

· Establish LRCG Sub-committees where appropriate; and

· Ensure that the Comprehensive Impact Statement is in progress and contains sufficient detail to assist the LRCG deliberations.

The Local Recovery Coordinator must be included in the Incident Support Group meetings from the onset.

Activation

The decision to activate the *Local Emergency Recovery Plan* will be made by the City of Joondalup CEO on the advice of the LRC. The decision will be made following an assessment of the assistance required for recovery made by one of the following:

· The incident Support Group;

· Consultation between the HMA, the Incident Controller and the Local Emergency Coordinator; and

· The Local Government authority.

Once the Plan has been authorised for activation, the LRCG Chairperson will be responsible for implementing the recovery processes of the Plan. The Chairperson will be supported by the LRC who will be responsible to coordinate the delivery of the LRCG priorities and objectives.

State Emergency Management Policy 4.4 State Recovery Coordination states the following:

· The Controlling Agency (CA) with responsibility for the response to an emergency must initiate recovery activity during the response to that emergency;

· The CA will then liaise with the emergency affected Local Government to prepare for a transition from response to recovery and at an agreed point will transfer responsibility for the recovery activity to that Local Government;

· The handover arrangements should be documents and include, at the least, an Impact Statement; and

· Where an emergency is assessed by the CA as being of sufficient magnitude to require state level recovery coordination the CA, with the agreement of the affected Local Government, will discuss the transfer of the coordination responsibility to the State with the Chair of the Recovery Services Sub-committee (RSS).

Concurrent Activities (Local Government)

During the response phase and the transition to recovery, City of Joondalup Executive Leadership Team will meet (chaired by the CEO) at the earliest opportunity to ensure that the City's *Business Continuity Plan* is implemented and services to the community are continued with a minimum of disruption.

A second point discussed will be the role and responsibilities of the City during the recovery phase, in particular, the impact that the establishment and operation of the Local Recovery Coordinating Group will have on the capacity for the City to continue to function given the absence of a number of key personnel who will be involved in the recovery coordination.

Recovery Coordination Centre

A Recovery Coordination Centre (RCC) should be established if extensive recovery activities are to be undertaken. The purpose of the Recovery Coordination Centre is to bring together all agencies involved in the recovery process to ensure effective communication and coordination of resources, information and tasks.

The location of the RCC will be decided taking into consideration the nature of the emergency, the identification of a suitable facility that is sufficiently separated from the emergency that the impact of the emergency does not impact on the functionality of the RCC. The location and contact details for the RCC will be disseminated to the community when the centre is established.

The LRCG is responsible for the initial activation and coordination of the Recovery Coordination Centre.

The following table identifies potential Local Recovery Coordination Centres in the City of Joondalup (if the nature of the emergency permits):

Centre Name	Address	Capacity and Available Resources
Primary LRCC City of Joondalup Civic Chambers	102 Boas Avenue, Joondalup WA 6027	Conference Room two and three – capacity to hold fully functional Coordination Centre – including meeting space, technical support, communications link, amenities, parking, security.
Secondary LRCC Works Operations Centre	922 Ocean Reef Road, Craigie WA	Capacity to hold fully functional Coordination Centre – including meeting space, technical support, communications link, amenities, parking, security.

Recovery Management – Roles and Responsibilities

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

Local Recovery Coordinator

The Director Infrastructure Services has been appointed as the Local Recovery Coordinator in accordance with the *Emergency Management Act 2005*, S 41. (4). The Asset Management Manager will act in the role when the primary appointee is unavailable when an emergency occurs.

The Local Recovery Coordinator is responsible for the development and implementation of recovery management arrangements for the Local Government, in conjunction with the Local Recovery Coordinating Group. Some of the functions of the Local Recovery Coordinator are:

- Ensure the *Local Recovery Plan* is established;
- Liaise with the Controlling Agency, including attending the Incident Support Group and Operations Area Support Group meetings where appropriate;
- Assess the community recovery requirements for each event, in conjunction with the HMA, Local Emergency Coordinator (LEC) and other responsible agencies;
- Provide advice to the Chief Executive Officer (CEO) on the requirement to convene the Local Recovery Coordinating Group (LRCG) and provide advice to the LRCG if convened;
- Ensure the functions of the Executive Officer are undertaken for the Local Recovery Coordinating Group;
- Assess for the LRCG requirements for the restoration of services and facilities with the assistance of the responsible agencies where appropriate;
- Determine the resources required for the recovery process in consultation with the Local Recovery Coordinating Group;
- Coordinate local level recovery activities for a particular event, in accordance with plans, strategies and policies determined by the LRCG.
- Monitor the progress of recovery and provide periodic reports to the Local Recovery Coordinating

Group and State Recovery Coordinating Group, if established;

- Liaise with the State Recovery Coordinator on issues where State level support is required or where there are problems with services from government agencies locally;
- Facilitate the acquisition and appropriate application of the resources necessary to ensure an effective recovery;
- Ensure the recovery activities are consistent with the principles of community engagement;
- Arrange for the conduct of an operational debriefing of all participating agencies and organisations as soon as possible after cessation of the arrangements; and
- Arrange for an evaluation of the effectiveness of the recovery activities in relation to the recovery plan, within 12 months of the emergency.

Appendix 1 of this Plan sets out the role and responsibilities of the Local Recovery Coordinator.

Local Recovery Coordinating Group

The composition of the Local Recovery Coordinating Group (LRCG) will be linked to the maturity of the emergency however there will (in most cases) be a core membership of:

- The Local Recovery Coordinator;
- Key Local Government staff and elected members;
- Local representatives of participating agencies (government, non-government and private sector) who have the ability to provide specific services, for example Local Government, Western Australia Police Force (WA Police Force), Department of Communities, Essential Services (Water Corporation, Western Power/Horizon Power, Alinta Gas, Telstra), Main Roads, Department of Health (WA Health); and
- Members of the community, community groups or leaders from local community groups/associations/committees.

The role of the LRCG is to coordinate and support local management of the recovery processes within the community.

The functions of the LRCG are:

- Establishing subcommittees as required.

- Assessing requirements, based on the Impact Statement, for recovery activities relating to the social, built, economic and natural wellbeing of the community with the assistance of the responsible agencies where appropriate.

- Developing an operational plan for the coordination of the recovery process for the event that:
  - takes account of the Local Government'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 identifies responsibilities for completing the major activities;
  - considers the needs of youth, the aged, the disabled, and culturally and linguistically diverse (CALD) people;
  - allows full community participation and access; and
  - allows for the monitoring of the progress of recovery.

- Overseeing the delivery of projects that support 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 provision of services, public information, information exchange and resource acquisition.

- Providing advice to the State and Local Government/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.

- 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 for the actions of the wide range of recovery-related services and projects being progressed outside of the direct control of the Committee.
  - Making appropriate recommendations, based on lessons learnt, to the LEMC to improve the community's recovery preparedness.

The role and responsibilities of the LRCG are set out in Appendix 2.

Local Recovery Coordinator/Coordinating Group Suggested Actions

The following is a recommended list of activities that should be carried out by the LRC and the LRCG with suggested time frames:

Within 24 hours:

- LRC to contact and alert key local contacts.

- LRC to liaise with the Controlling Agency and participate in the incident management arrangements, including the ISG and Operations Area Support Group where appropriate.

- LRC to receive an initial Impact Statement from the Controlling Agency.

- LRC to determine the need for the LRCG to be convened and its members briefed – in conjunction with City of Joondalup.

- LRC and the City to participate in the determination of state involvement in conjunction with the State Recovery Coordinator.

- Meet with specific agencies involved with recovery operations to determine actions.

- Further develop and implement event specific communication plan, including public information, appointment of a spokesperson and the Local Governments internal communications processes.

- Consider support required, for example resources to maintain a record of events and actions.

Within one week:

- Participate in consultation on the coordination of completion of an Impact Statement by the Controlling Agency.

- Activate a recovery coordination centre if required.

- Identify special needs groups or individuals.

- Determine the need to establish subcommittees and determine functions and membership if necessary.

- Develop an *Operational Recovery Plan* which determines the recovery objectives and details the recovery requirements, governance arrangements, resources and priorities.

- Confirm whether the event has been proclaimed an eligible natural disaster under the WA natural Disaster Relief Arrangements and if so, what assistance measures are available.

- Manage offers of assistance, including volunteers, material aid and donated money.

- Report to organisational hierarchy on likely costs/impacts of involvements in recovery activities.

- Activate outreach program to meet immediate needs and determine ongoing needs. Issues to be considered should include the need for specialist counselling, material aid, accommodation, financial assistance and social recreational and domestic facilities.

- Establish a 'one-stop-shop' recovery centre to provide the affected community with access to all recovery services.

- Manage restoration of essential infrastructure/utilities.

- Brief media on the recovery program.

Within 12 months

- Determine longer- term recovery strategies.

- Debrief recovery agencies and staff.

- Implement transitioning to mainstream services.

- Evaluate effectiveness of recovery within 12 months of the emergency.

Local Recovery Coordinating Group Sub-committees (where required)

It may be appropriate to consider establishing one or more sub-committees to assist the Local Recovery Coordinator and Coordinating Group by addressing specific components of the recovery process. Consideration will be given to establishing the following sub-committees, dependent on the nature and extent of the recovery:

1. Community (Social)

2. Infrastructure (Built)

3. Environment (Natural)

4. Finance (Economic)

5. Communications – Internal and External

Community (or Social) Sub-committee

Role

The role of the Community Sub-committee is to ensure that the recovery needs and priorities identified to restore and strengthen community well-being are considered in support of the Local Recovery Coordinating Group.

Objectives

- To provide advice and guidance to assist in the restoration and strengthening of community well-being post the event.

- To facilitate understanding on the needs of the impacted community in relation to community wellbeing.

- To assess and recommend priority areas, projects, and events to assist with the recovery process in the immediate and short-term regarding the restoration and strengthening of community wellbeing.

- To assess and recommend medium- and long-term priority areas to the Local Government for consideration to assist in the restoration and strengthening of community wellbeing.

- To ensure the affected community is informed and involved in the recovery processes so actions and programs match their needs.

Environment (or Natural) Sub-committee

Role

The role of the Environment Sub-committee is to assist in the restoration of the natural environment in support of the Local Recovery Coordinating Group.

Objectives

- To provide advice and guidance to assist in the restoration of the natural environment post the event.

- To facilitate understanding of the needs of the impacted community in relation to environmental restoration.

- To assess and recommend priority areas, projects and community education to assist with the recovery process in the immediate and short-term regarding the restoration of the environment including weed management and impacts on wildlife.

- To assess and recommend medium- and long-term priority areas to the Local Government for consideration to assist in the restoration of the natural environment in the medium to long term.

Infrastructure (or Built) Sub-committee

Role

The role of the Infrastructure Sub-committee is to restore community infrastructure impacted by the emergency in order to promote community social and economic wellbeing in support of the Local Recovery Coordinating Group.

Objectives

- Assist in assessing requirements for the restoration of services and facilities in conjunction with the responsible agencies where appropriate.

- To provide advice and assist in the coordination of the restoration of infrastructure assets and essential services damaged or destroyed during the emergency.

- To assess and recommend priority infrastructure projects to assist with the recovery process in the immediate and short, medium and long term.

Finance (or Economic) Sub-committee

Role

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

Functions

- The development of eligibility criteria and procedures by which payments from the LMDRF will be made to affected individuals which:
  - ensure the principles of equity, fairness, simplicity and transparency apply;

- ensure the procedures developed are straightforward and not onerous to individuals seeking assistance;
- recognise the extent of loss suffered by individuals;
- complement other forms of relief and assistance provided by government and the private sector;
- recognise immediate-, short-, medium- and longer-term needs of affected individuals; and
- ensure the privacy of individuals is protected at all times.

- Facilitate the disbursement of financial donations from the corporate sector to affected individuals, where practical.

Communication (Public Information) Sub-committee

Role

The role of the Communications Sub-committee is to plan, develop and implement a Recovery Communications Strategy in support of the Local Recovery Coordinating Committee.

Functions

- Support the operation of the Local Recovery Coordinating Group (LRCG).

- Develop a Communications Strategy including priorities as established by the LRCG including roles, actions and responsibilities.

- Deliver directions, information and requests from the LRCG to the community.

- Operate as a medium for information to flow from the community back to the LRCG.

- Use all communication methods to engage with the community – taking advantage of one-to-one.

- discussions, public meetings, print media, electronic media and social media forums.

- Assist with the preparation of reports and briefings (internal and external) as required.

- Maintain a record of all correspondence (inwards and outwards) linked to the LRCG.

- Monitor external communications networks in relation to references to the Recovery process and report those findings to the LRCG.

Communication Plan

Provision of public information must be deliberate, planned and sustained. Effective information management is the key to rebuilding community confidence. Only with the return of confidence will the community invest in its own recovery.

During emergencies the media has a legitimate interest in obtaining prompt and accurate information. If media access to accurate information is restricted, speculation may be substituted for fact. The media is also a vital link between recovery agencies and the public and provide an effective means of disseminating information.

Community Information Briefings and Debriefings

In the event of a major incident, community information (including community briefings and meetings) is often led jointly by emergency services, Local Governments and State Government departments.

The role of community briefings in the recovery context is to provide:

- Clarification of the emergency event (Controlling Agency)

- Advice on services available (recovery agencies)

- Input into the development of management strategies (lead recovery agencies, often Local Government)

Key groups who need to receive recovery information, the methods available and potential locations where information can be provided are detailed below:

Who needs information?	What communication methods will be used?	Where will the information be provided?
• Community members directly impacted by the emergency. • Community members peripheral to those directly impacted. • Community members required to respond, or prepare, to mitigate against the impact of the emergency. • Emergency Responders. • Recovery workers. • Specific Vulnerable Groups: aged care, disabled persons, Indigenous people, young, non- English-speaking people etc). • Reports and Briefings to SEMC. • Statements and briefings to media outlets. • Any special interest group identified.	• All forms of print media. • All forms of electronic media – television, radio. • Public information sessions – targeted or general. • Social media – Facebook, twitter, blog accounts and appropriate chat rooms. • House to house advice – instructions- information. • Information centres – shop front, on site caravan (near impacted community).	• Coordinated public meetings within any established Welfare Centre. • Advertised public meetings within an appropriate facility to cater for the anticipated numbers and demographics of the interest group. • Potential one-stop-shop provide access to relevant recovery service providers and information.

- Advice to affected individuals on how to manage their own recovery, including the provision of public health information (specialist advisers)

Community meetings can serve varying purposes at different stages of the recovery process and are an excellent means of communicating recovery information to and from an affected community. When well-planned and actively managed, they can be useful in providing information, gathering concerns, dispelling rumour and correcting misconceptions.

The objectives of community meetings depend on the stage of recovery that the community has reached at the time the meeting is to be held. However, the objectives should always include raising or maintaining the profile of the recovery effort and assisting the community towards recovery.

In planning public meetings, the following must be taken into account:

- The patronage under which the meeting is to be held (local authority, emergency management organisation, recovery agency);

- The objectives of the meeting, the agenda to be addressed, the process of conducting the meeting, the speakers (including local identities) and their subject matter;

- Availability of personnel to address issues after the meeting.

- The process for expressions of concern or complaint by attendees;

- Advertisement of the venue, date and time, purpose, patronage, speakers and complaint process;

- Strategies to deal with and follow up expressions of concern or complaint and further meetings/ arrangements;

- Management issues; and

- The needs of vulnerable groups.

Public meetings should:

- Be held at a neutral venue;

- Have a strong, independent but fair and non-defensive chair;

- Have representatives from emergency-related disciplines to give factual information;

- Address the psychosocial issues as well as physical aspects of recovery;

- Have a pre-determined finishing time;

- Allow for a review of the meeting and its effect on the recovery process; and

- Follow up issues raised and prepare report-back for subsequent meetings.

Regardless of the success or otherwise of the meeting, every effort should be made to conclude the meeting on a note of optimism for the early and successful recovery of the community.

Local Volunteer Coordinator (LVC)

Within the first few days of an emergency occurring the City of Joondalup will receive numerous offers of voluntary assistance. It is important to harness this enthusiasm so that offers and opportunities are not lost.

There are likely to be two sources of volunteers:

- Clubs, community groups and other non-government organisations; and

- Members of the general public.

Volunteers affiliated with an organisation will generally be managed by the organisation of membership and are likely to have specific skills to perform assigned roles (e.g. Rotary, Lions clubs).

Volunteers from the general public (individuals and private companies) who offer assistance on an ad hoc basis require careful management and coordination. Volunteer Information Forms must be completed by City of Joondalup staff whenever an offer of assistance is made, and they should be forwarded to the LVC for consideration. A list of activities that could be undertaken by volunteers to assist in the recovery effort should be established.

The LRC will initially be responsible for overseeing volunteer activities and, if the event dictates the necessity to do so, the LRC will request the activation of the LVC.

Registration and Allocation of Tasks — Volunteers

Three forms are required to be filled out when registering volunteers and allocating tasks:

- The Volunteer Log Form;

- The Volunteer Information Form; and

- The Volunteer Task Allocation Form.

These forms will be available from the resource box in the RCC or through the City of Joondalup HRM system – accessed by a City worker.

Registration

For insurance purposes, it is paramount that any volunteer under the direction and control of the City of Joondalup must be registered and must sign on prior to participating in any task. Clear instructions must be given to volunteers and must be acknowledged by them. All volunteers must sign off on the completion of the volunteer's shift.

It is the responsibility of the LVC to oversee the registration of all volunteers who are under the direction and control of the City of Joondalup, regardless of whether they are individuals or belong to a community group or club. Volunteers must be registered on the Volunteer Log Form during all recovery activities, including emergency welfare centre activities.

Allocation of Tasks

The LVC is responsible for matching volunteers' skills and resources to the required tasks, bearing in mind the needs of the community and individuals. Tasks assigned must be meaningful with clearly defined roles and must be recorded against the respective volunteer's Volunteer Information Form. When tasked, the volunteer is to be given a copy of the Volunteer Task Allocation Form to ensure they have a clear understanding of the role to be undertaken.

The LRC or, if convened, the LRCC is responsible for creating the tasks to be allocated. All tasks allocated must be authorised by the LRC or, if convened, the LRCC to ensure that duplication of tasking is avoided.

Hours of Duty — Volunteers

Where applicable, volunteers should be rostered on for periods of no longer than 8.5 hours at one time, followed by a minimum 10-hour rest period. Shifts should overlap by a minimum of 30 minutes to enable briefings and handovers to the volunteer relief to occur. Meal breaks should be planned for, with the LVC being responsible for all volunteer rostering. Rostering must be authorised by the LRC or, if convened, the LRCC to ensure that duplication of resources is avoided.

Identification — Volunteers

The LVC shall provide all volunteers with appropriate identification, the minimum standard being a name tag. The name tag must have the volunteer's full name, and the Volunteer Information Form reference number must be clearly identified.

Other — Volunteers

The LVC shall conduct regular briefing and debriefing of volunteers. Access to appropriate counselling must be provided to all workers as an acknowledgement that high levels of both acute and ongoing stress and direct exposure to trauma may be experienced.

Visiting VIPs to the Emergency Area and RCC

In addition to the level of media interest it is likely that there will be a number of visits to the affected area and a high level of interest in the recovery process from government and a range of other agencies.

The issues that need to be considered by the recovery manager involved with or responsible for hosting such visits are listed below:

- Effective briefings should be provided. These should include accurate and up to date information about estimated losses, assistance programs and financial assistance packages. This will ensure that any information relayed to the affected community, or the media is accurate, thereby reducing the risk of falsely raising expectations regarding such things as assistance measures. Some pre-visit briefing is also desirable to ensure that the visitor is well informed of the necessary information prior to arrival;

- Briefing of any visitors should provide details about the current state of the community. This should include the varied emotions the community may be experiencing as a result of the event, as well as the identification of any particular sensitivities that may exist;

- Visitors should have a clear understanding of emergency management arrangements and protocols;

- Visitors should also be clearly briefed on the potential impact of their visit and their subsequent role in the recovery process. In particular, it should be emphasised that any information provided must be accurate, as the effects of inaccurate or ill-founded information on an affected community may reinforce the impact of the event; and

- In the case of a disaster affecting more than one geographical area, care should be taken to ensure that communities are treated impartially, and visits are arranged accordingly.

Visits by Federal and State Parliamentarians (including Ministers) should be discussed with the LRCC in advance to ensure the visits are as effective as possible for both the community and the member of parliament.

Resource Arrangements

Resources

The identification and access of the resources required to facilitate the recovery phase will be the primary role of the LRCG and the Sub-committees. There is the expectation that all government agencies and organisations will cooperate with requests for resources and assistance (within their charter of responsibilities and their capacity to deliver).

The LRC should convene a meeting of the Metropolitan North and East Recovery Group with the view of activating the Partnering Agreement for the purposes of providing mutual aid in the event of an emergency. This Agreement has been made between the following Local Governments: City of Joondalup, City of Wanneroo, City of Stirling, City of Swan, Shire of Kalamunda, Shire of Mundaring and the Town of Bassendean.

Some resource options and contact details have been identified and are included in Appendix 5 and 10. This is not intended to be an exhaustive list, and it is recognised that each emergency will dictate the nature of the resources required and the identification and acquisition of resources will be part of the coordination role. Appendix 6 identifies some useful links to access resources.

Financial Arrangements

The following internal arrangements have been made to assist City of Joondalup with the financial management of recovery activities if necessary:

- An Operation Code #6390 has been created and will remain inactive until it is required to assist with the financial management of a recovery process. In

addition, the *State Emergency Management Policy* Section 6 and *State Emergency Management Plan* Section 6 outlines the States recovery funding arrangements. Relief programs include:

- Recovery Funding Arrangements Western Australia (DRFAWA) are available through DFES
- Centrelink
- Lord Mayor's Distress Relief Fund (LMDRF)

Information on these relief arrangements can be found in **State Emergency Management Plan** Section 6.10.

Insurance

Emergency events, both natural and human-caused, can impact upon businesses, homes and community infrastructure often without warning. Insurance is a means of gaining financial compensation for the cost of restoration after damage or loss caused by the event.

It is accepted that it is the responsibility of each individual to insure for all insurable risks. All levels of government have adopted the view that generally they cannot assist with replacing insurable assets because this would render them the unpaid insurer at the expense of the tax/ratepayer. In particular, the State Natural Disaster Relief and Recovery Arrangements state that:

- Assistance is not provided as compensation for damage/ losses sustained as a disincentive for self-help by way of commercial insurance and/or other appropriate strategies of disaster mitigation; and
- While the schemes provide a measure of financial support, the primary responsibility for the safeguarding and restoration of private and public assets remains with the owner, who should always plan for the vagaries of nature.

In the event of a major disaster affecting many properties and businesses, etc., the Insurance Council of Australia will activate its Insurance Disaster Response Organisation (IDRO).

The City of Joondalup has arrangements in place to insure its assets. All City buildings have insurance coverage for damage and public liability and all the City vehicles are covered for insurance.

Insurance Council of Australia and IDRO

The Australian insurance industry, with decades of experience in dealing with the aftermath of emergencies, knows that policyholders need fast, practical and professional help.

The Insurance Council of Australia, which is the representative body of the Australian insurance industry, has established the Insurance Disaster Response Organisation to coordinate the work of the Australian insurance industry when disasters occur. IDRO works closely with government, emergency services and communities to improve the recovery experience of policyholders.

With the assistance of the insurance industry, IDRO provides a unified presence and coordinated response to emergencies. IDRO should establish a central claims office in the affected area and coordinate an effective insurance industry response by providing a single contact point to assist government and all insurance policyholders, government agencies and service providers. The IDRO office should be located at any 'one stop shop' and be set up with other service providers.

The insurance industry and IDRO will help to provide:

- One central contact point for insurance information;
- A faster, more informed assessment of emergencies;
- Assistance with identifying insurers and lodging claims;
- Support in resolving claims, assessing damage and rebuilding;
- Improved collaboration with emergency services, relief organisations, media and government to provide the best service possible on the ground;
- Post-disaster reviews to help evaluate costs and recovery times;
- Support for innovative disaster research and recovery service development; and
- Greater public and media awareness of the roles involved in recovery.

Claimants will be required to provide authorisation for government agencies to access insurance company claim information.

The common types of insurance cover that would enable policyholders to recover from emergencies are 'home and contents' insurance and 'commercial' insurance.

Evaluation of Recovery

During the recovery phase, the LCRG should schedule and conduct regular audits and perform a review of the recovery activities. This should be a critical analysis of the progress against the established priorities and objectives. Seeking a independent review from sources outside the recovery process is recommended to ensure the integrity of the process.

The evaluation of recovery activities is essential to maximise lessons learned and identify where improvements can be made. The evaluation can involve:

- Analysis of the outcomes against the LRCG priorities and objectives;
- Community and stakeholder surveys;
- Interviews with all stakeholders (internally and externally);
- Workshops; and
- Assessment of key project outcomes.

It is recommended that the initial evaluation is conducted no later than 12 months after the event.

Transitioning to Mainstream Services

The planning process for the transition from a full-scale recovery operation back to the usual level of government involvement in a community needs to commence very early in the recovery journey. This allows roles and functions to return to normal as quickly as possible without leaving the community feeling abandoned or creating expectations of ongoing government services that cannot be maintained. Systems and processes implemented to facilitate recovery require flexibility to adapt to evolving circumstances, and should be implemented in a way that helps affected communities to build capacity to manage their own longer-term recovery, rather than creating dependencies on new and temporary arrangements.

Clear terms of reference enable committees and other governance bodies to determine whether they have fulfilled their designated function and are able to disband. Recovery activities which are implemented as programs or projects will have defined budgets, deliverables and timeframes which clarify expectations for the community.

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.

Review

Local Emergency Management Arrangements (including the *Local Recovery Plan*) are to be reviewed in accordance with *State Emergency Management Policy* Statements 2.5.2 and 6.3.2 and *State Emergency Management Preparedness Procedure 8* and amended and replaced whenever the Local Government considers it appropriate (*Emergency Management Act 2005*, 2005 Section 42).

According to *State Emergency Management Policy Statements* 2.5.2 and 6.3.2 and *State Emergency Management Preparedness Procedure* Local Emergency Management Arrangements (including a *Local Recovery Plan*) are to be reviewed and amended as follows:

- Contact lists are reviewed and updated quarterly;

- A review is conducted after an event or incident in which the local recovery plan was implemented;

- A review is conducted after training that exercises the arrangements;

- An entire review is undertaken every five years, as risks might vary due to climate, environment and population changes; and

- Circumstances may require more frequent reviews.

The next major review of this *Local Recovery Plan* will be conducted prior to 2028.

Exercises

Local Emergency Management Committees must develop appropriate exercise plans and schedules to test local arrangements (including Local Recovery Plans) annually (*Emergency Management Act 2005* s. 39, *State Emergency Management Policy* Section 4.8 and *State Emergency Management Plan* Section 4.7).

Exercising the arrangements during the planning process will allow the LEMC to:

- Test the functionality and effectiveness of the local arrangements;

- Bring together members of emergency management agencies and give them knowledge of, and confidence in, each other;

- Help educate the community about local arrangements and programs thus providing them with confidence in their Local Government and emergency management agencies;

- Allow participating agencies an opportunity of testing their operational procedures and skills in simulated emergency conditions; and

- Test the ability of separate agencies to work together on common tasks, and to assess effectiveness of co-ordination between them.

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

Training in exercise management prior to embarking on any type of exercise ensures a relevant and effective exercise program.

Emergency Contact Directory

The emergency contact directory contains details related to the Hazard Management Agencies, internal City of Joondalup contact details for key appointments (staff) and facilities included in this plan (Appendix 10 refers). The contact directory must be reviewed quarterly to ensure its currency and accuracy.

The City of Joondalup contact process chart (internal) identifies the key appointments by name, role and contact details. This chart MUST be reviewed quarterly or amended when changes to personnel or positions are identified (Appendix 8 and 9 refers).

Approving the *Local Recovery Plan*

The *Local Recovery Plan* is to be endorsed by the LEMC and tabled with the District Emergency Management Committee (DEMC).

The DEMC may make recommendations to the LEMC to enhance the effectiveness of the *Local Recovery Plan*.

The DEMC should ensure that the Plan complies with the *Emergency Management Act 2005* and *State Emergency Management Policy* and *State Emergency Management Plan*.

Appendix 1:

Role and Responsibilities Local Recovery Coordinator

Role

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

Functions

- Ensure the *Local Recovery Plan* is established.

- Liaise with the Controlling Agency, including attending the Incident Support Group and Operations Area Support Group meetings where appropriate.

- Assess the community recovery requirements for each event, in conjunction with the HMA, Local Emergency Coordinator (LEC) and other responsible agencies.

- Provide advice to the Mayor and Chief Executive Officer (CEO) on the requirement to convene the Local Recovery Coordinating Group (LRCG) and provide advice to the LRCG if convened.

- Ensure the functions of the Executive Officer are undertaken for the Local Recovery Coordinating Group.

- Assess for the LRCG requirements for the restoration of services and facilities with the assistance of the responsible agencies where appropriate.

- Determine the resources required for the recovery process in consultation with the Local Recovery Coordinating Group.

- Coordinate local level recovery activities for a particular event, in accordance with plans, strategies and policies determined by the LRCG.

- Monitor the progress of recovery and provide periodic reports to the Local Recovery Coordinating Group and State Recovery Coordinating Group, if established.

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

- Facilitate the acquisition and appropriate application of the resources necessary to ensure an effective recovery.

- Ensure the recovery activities are consistent with the principles of community engagement.

- Arrange for the conduct of an operational debriefing of all participating agencies and organisations as soon as possible after cessation of the arrangements.

- Arrange for an evaluation of the effectiveness of the recovery activities in relation to the recovery plan, within 12 months of the emergency.

Appendix 2:

Role and Responsibilities Local Recovery Coordinating Group

Role

The role of the Local Recovery Coordinating Group is to coordinate and support local management of the recovery processes within the community.

Functions

- Establishing subcommittees as required.

- Assessing requirements, based on the impact assessment, for recovery activities relating to the social, built, economic and natural wellbeing of the community with the assistance of the responsible agencies where appropriate.

- Developing an operational plan for the coordination of the recovery process for the event that:
  - Takes account of the Local Government long term planning 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 activities;
  - Considers the needs of youth, the aged, the disabled, and culturally and linguistically diverse (CALD) people;
  - Allows full community participation and access; and
  - Allows for the monitoring of the progress of recovery.

- Overseeing the delivery of projects that support 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 provision of services, public information, information exchange and resource acquisition.

- Providing advice to the State and Local Government/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.

- 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 the wide range of recovery-related services and projects being progressed outside of the direct control of the Committee.

- Making appropriate recommendations, based on lessons learnt, to the LEMC to improve the community's recovery preparedness.

Appendix 3:

Organisational Responsibilities

The following list details the assigned and/or potential roles and responsibilities of organisations that may be participants in the recovery phase of an emergency affecting your community.

Local Government

- Ensure that a Local Recovery Plan for its district is prepared, maintained and tested [*Emergency Management Act 2005* s.41(4)].

- Appoint a Local Recovery Coordinator(s) [*Emergency Management Act 2005* s.41(4)].

- Chair the LRCG.

- Provide secretariat and administrative support to the LRCG, as required.

- Provide other representatives to the LRCG or its subcommittees, as appropriate to the emergency (e.g. Building Surveyor, Environmental Health Officer, Community Services).

- Ensure the restoration/reconstruction of services/ facilities normally provided by the Local Government.

Department for Child Protection and Family Support

- Provide a representative to the LRCG.

- Coordinate emergency welfare services as part of the recovery process, including emergency accommodation, catering, clothing and personal effects, personal services, registration, reunification and financial assistance (*State Emergency Management Plan* Section 5.4).

- Manage the provision of the Personal Hardship and Distress measures under the *WA Natural Disaster Relief Arrangements*, including counselling, emergency assistance and temporary accommodation (*State Emergency Management Plan* Section 6.10 and DRFA - WA.

Department of Agriculture and Food WA

- Provide a representative to the LRCG.

- Provide technical support to primary producers and industry groups for recovery from animal or plant pest or disease emergencies.

- Manage the provision of assistance to farmers, particularly in relation to the Primary Producer Package under the DRFA - WA (*State Emergency Management Plan* Section 6.10 and DRFA-WA).

- DPIRD - Assist Dept of Communities and Local Government with animals in the area of operations or at the welfare/Evacuation Centre/s as requested.

Main Roads Western Australia

- Provide a representative to the LRCG.

- Assess and report on damage to State/Federal road infrastructure that may impact on the community.

- In conjunction with the Local Government assist with the assessment of damage to local roads and issue of advice of roads closure/alternate transport route.

- Assist the Local Government with the reopening and restoration of damage to local roads including providing access to funding where available through the MRWA Flood Damage to Local Roads Special Funding Assistance Program and/or the DRFA-WA.

Utilities & Essential Services (Western Power/ Horizon Power, Alinta Gas, Telstra, Water Corporation and other telecommunications)

- Provide a representative to the LRCG (co-opted as required).

- Assess and report on damage to essential services and progress of restoration of services.

- Facilitate restoration of priority services as requested by the LRCG.

Regional Development Commission/ Business Enterprise Centre (if available)/ Small Business Development Corporation

- Provide a representative to the LRCG (co-opted as required).

- Assist with the assessment of the impact of the emergency on small business.

- Provide advice on and facilitate access to available business support services/funding support, e.g. DRFA- WA small business support measures.

Department of Education (or Local School Representative)

- Provide a representative to the LRCG (co-opted as required).

- Advise on issues affecting normal operation of schools, e.g. restrictions on student access or damage to school premises.

Department of Health

- Provide a representative to the LRCG.

- Advise on health, environmental health and medical issues arising from the emergency.

- Coordinate the local health components of the recovery process.

Department of Environment Regulation

- Provide advice on environmental protection, clean up and waste management.

Lord Mayor's Distress Relief Fund

- Liaise with the LRCG to assess the requirement for public donations and if required initiate "Calls for Public Donations" in accordance with the State Policy on "Appeals and Donations during Emergencies".

- As required set up a local appeals committee in conjunction with the LRCG.

- Provide advice to the LRCG on criteria for, and assessment of, requests for financial assistance.

Red Cross

- Recovery Outreach – support people who may not otherwise access services and support by visiting their homes, businesses and organisations.

- Education and Training – deliver education and training courses that are available to members of the community and agencies working in recovery and the planning for recovery.

- Communications in recovery – deliver a best practice guide and conduct professional development workshops for individuals and organisations managing information in a post emergency environment.

- Register.Find.Reunite – reuniting people during and after a significant event where Department of Communities has requested Red Cross assist to reunite families and friends.

Appendix 4:

Operational Recovery Plan Guide

Operational Recovery Plan

(Suggested composition/layout following a major emergency).

(Name of community) Local Recovery Coordinating Group

Operational Recovery Plan. Emergency: (type and location)

Date of Emergency:

Section 1 – Introduction

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

Section 2 – Assessment of Recovery Requirements

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

Section 3 – Organisational Aspects

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

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

Section 4 – Operational Aspects

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

Section 5 – Administrative Arrangements

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

Section 6 – Conclusion

Summarises goals, priorities and timetable of plan.

Signed by _____

Chair, Local Recovery Coordinating Group

Date: _____

Appendix 5:

Recovery Resource List

In addition to resources held by the various Combat Agencies and organisations the table below is a register of businesses and services utilising the Joondalup Welfare Centres Sub-Plan and check list that may be useful in the event of an emergency. The costs associated with the procurement of resources requested by the HMA will be the responsibility of the HMA.

Resource/Service	Joondalup Area
Portable generating sets	Refer to the *City of Wanneroo and City of Joondalup Welfare Plan*
Plant and equipment hire	Refer to the *City of Wanneroo and City of Joondalup Welfare Plan*
Refrigeration services	Refer to the *City of Wanneroo and City of Joondalup Welfare Plan*
Tree lopping	Refer to the *City of Wanneroo and City of Joondalup Welfare Plan*
Roof repairs	Refer to the *City of Wanneroo and City of Joondalup Welfare Plan*
Electrical services	Refer to the *City of Wanneroo and City of Joondalup Welfare Plan*
Plumbing services	Refer to the *City of Wanneroo and City of Joondalup Welfare Plan*
Building contractors	Refer to the *City of Wanneroo and City of Joondalup Welfare Plan*
Building engineering services	Refer to the *City of Wanneroo and City of Joondalup Welfare Plan*
Waste disposal services	Refer to the *City of Wanneroo and City of Joondalup Welfare Plan*
Road traffic management	Refer to the *City of Wanneroo and City of Joondalup Welfare Plan*
Food wholesalers	Refer to the *City of Wanneroo and City of Joondalup Welfare Plan*
Bakery outlets	Refer to the *City of Wanneroo and City of Joondalup Welfare Plan*
Butcher outlets (retail)	Refer to the *City of Wanneroo and City of Joondalup Welfare Plan*
Veterinary surgery	Refer to the *City of Wanneroo and City of Joondalup Welfare Plan*
Animal shelter/welfare	Refer to the *City of Wanneroo and City of Joondalup Welfare Plan*
Counselling services	Refer to the *City of Wanneroo and City of Joondalup Welfare Plan*
Accommodation	Refer to the *City of Wanneroo and City of Joondalup Welfare Plan*
Medical services	Refer to the *City of Wanneroo and City of Joondalup Welfare Plan*
Dental services	Refer to the *City of Wanneroo and City of Joondalup Welfare Plan*
Aged care	Refer to the *City of Wanneroo and City of Joondalup Welfare Plan*
Hardware supplies	Refer to the *City of Wanneroo and City of Joondalup Welfare Plan*
Communication services	Refer to the *City of Wanneroo and City of Joondalup Welfare Plan*
Vehicle hire	Refer to the *City of Wanneroo and City of Joondalup Welfare Plan*
Liquid waste disposal	Refer to the *City of Wanneroo and City of Joondalup Welfare Plan*
Food catering services	Refer to the *City of Wanneroo and City of Joondalup Welfare Plan*

The table below identifies the resources held by the City of Joondalup and subject to availability would be utilised in the event of an emergency. The request to use the City's resources would generally be made through the ISG.

Item description	Number of items
ATV	
All-terrain vehicle Including one with WJ SES	3
Blower	
Vacuum blower, hand-held and backpack	82
Brick Saw	
16" on trailer	1
Brush-cutter	
Various	40
Bus	
Bus, 10 seats WJ SES Hi-Ace x 2 and Toyota PC x 2	4
Bus (with chair hoist), 1x 29-seat, 1x 33-seat & 1x 25-seat	3
Cement Mixer	
Cement mixer	3
Chainsaw	
Chainsaw (various sizes)	82
Compactor	
Plate	4
Single drum, pedestrian	2
Vertical rammer	3
Cutter Saw	
Concrete saw/quick cut saw	11
Edger	
Lawn edger	23
Elevating work platform- self propelled	
16m height work platform	1
Forklift	
One yard machine and one warehouse unit	2
Generator	
3-7.5 KVA, petrol/diesel powered	11
Hedge Cutter	
Hedge cutter, petrol-powered	22
Loader	
Skid steer loader	3
Construction loader 2.3m³ bucket with rake and lifting jib	1
Construction loader 2.3m³ bucket with rake and lifting jib	0

The table below identifies the resources held by the City of Joondalup and subject to availability would be utilised in the event of an emergency. The request to use the City's resources would generally be made through the ISG.

Item description	Number of items
Mini Excavator	
One small 1.5 tonne and one medium 5.5 tonne	2
Miscellaneous Plant	
Jackhammer, lawn corer, post hole diggers, sprayers (high-pressure water and chemical), spreaders, turf cutter, verti mowers	29
Mower	
Walk behind	7
Ride on	20
Large area gang towed by tractor	5
Slasher towed by tractor	3
Passenger Sedans	
Various	27
Pump	
Petrol-powered up to 3" tTrash	6
Slasher	
Roller slasher	1
Sweeper	
Road	1
Pedestrian	1
Tractor	
Tractor 4WD	10
Trailer	
Various including 2 WJSES storm and lighting trailer and ATV trailer	39
Truck	
Light trucks various including one WJSES unit	35
Heavy various sizes and types including two refuse, one road patching unit, water and 6whl tipper	7
Utility	
Various including WJ SES 4x4 tray top	79
Van	
Various	24

Appendix 6:
Recovery Resource links

Further information about recovery can be found at the following websites:
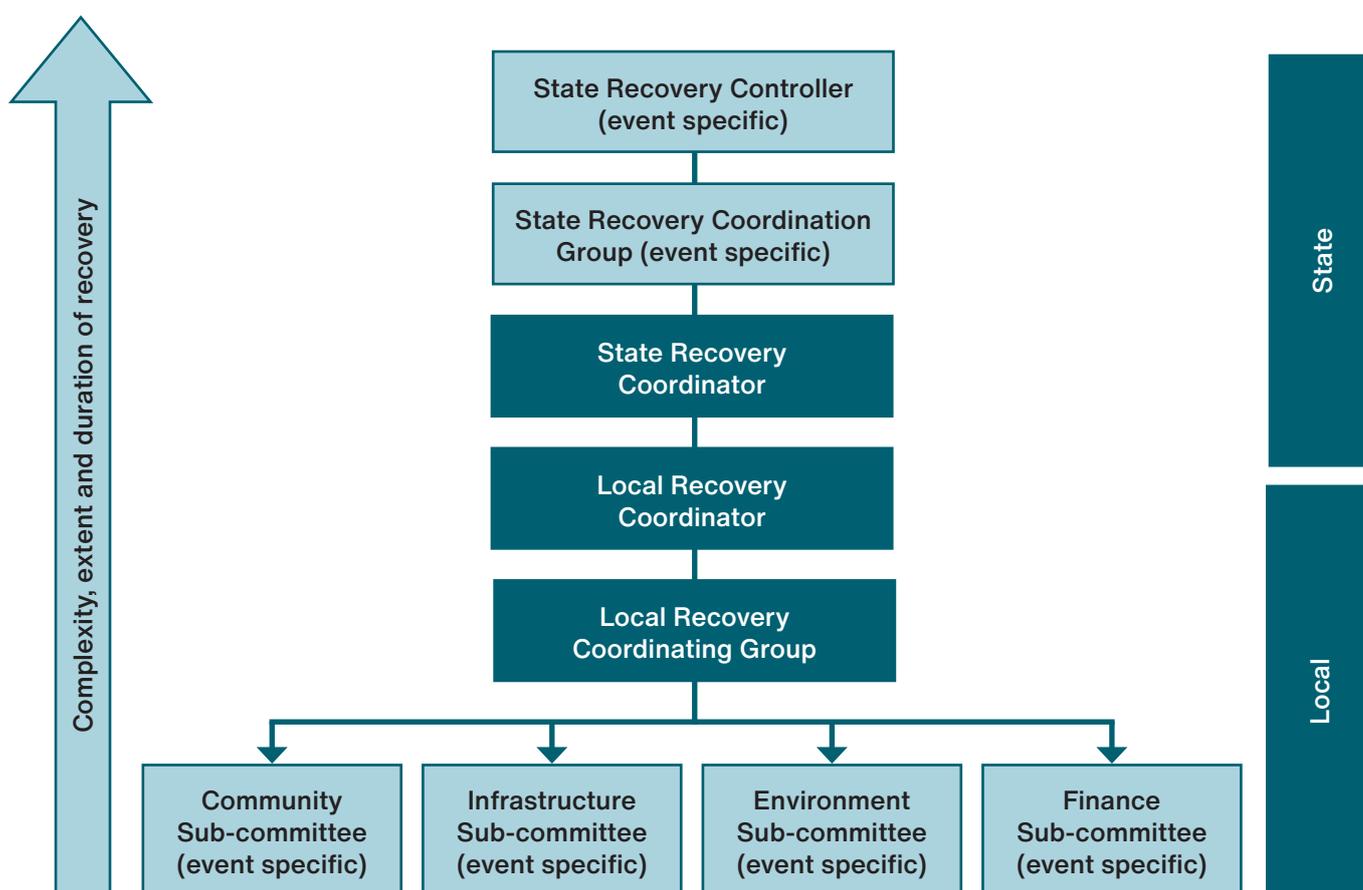
semc.wa.gov.au

redcross.org.au

disasterassist.gov.au

ag.gov.au

Appendix 7:
Suggested Recovery Governance Structure

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Appendix 10:

Emergency Contact Directory

The following list of hazards and emergencies identifies the Hazard Management Agencies responsible for that hazard or emergency. The hazards and emergencies identified are by no means an exhaustive list and will be added to as required.

	Hazard/Emergency	Hazard Management Agency	Contact Phone Numbers	
1	Air transport emergencies	WA Police Force	000	Emergency
			13 14 44	Enquiries
2	Earthquake	DFES	13 25 00	Emergency
			1300 657 209	Hotline
3	Exotic animal disease	Department Agriculture and Food	9368 3333	Head office
			1800 675 888	Hotline
		Hotline – between 7.00am – 8.00pm	0417 910 082	Mobile contact
4	Native fauna injury or mortality	Department of Biodiversity, Conservation and attractions	000	Emergency
			9219 9000	General enquiries
			1300 657 209	Emergency hotline
		Other DPIRD	1300 374 731	General enquiries
			9334 0375	Fire Management Services
5	Fire (Urban and Rural)	DFES	000	Emergency
			9395 9300	General enquiries
		Other: Local Government. Authorities, City of Wanneroo	1300 657 209	Hotline
			9405 5000	
6	Flood	DFES	13 25 00	Emergency
			1300 657 209	Hotline
7	Fuel shortage emergencies	Department Consumer and Employment Protection: Energy Safety Directorate	9422 5200	After hours
			1800 678 198	
8	Hazardous materials emergencies (inc. Radioactive materials)	DFES	000	Emergency
			9395 9300	General enquiries
			1300 657 209	Hotline
9	Human epidemic	Department of Health	9222 4222	Infectious diseases

10	Land search and rescue	WA Police Force	000	Emergency
			131 444	Enquires
11	Landslide	DFES	000	Emergency
			9395 9300	General enquiries
			1300 657 209	Hotline
12	Marine oil pollution	Department of Transport	9480 9924	Office (24 hours)
13	Marine transport emergencies	Department of Transport	9431 1000	Operations
		WA Police Force	9442 8600	Water Police after hours
14	Nuclear powered warships	WA Police Force	000	Emergency
			131 444	Enquires
15	Offshore petroleum operations emergencies	Commonwealth Responsibility – NOPS Emergency Management	6188 8700	General enquires Emergencies and after hours
16	Rail transport emergencies	Urban Passenger: Public Transport Authority	9220 9999	Emergency (24 hours)
		Freight Network: Arc Infrastructure	1300 987 246	
17	Road transport emergencies	WA Police Force	000	Emergency
			131 444	Enquires
18	Sea search and rescue	WA Police Force	000	Emergency
			131 444	Enquires
19	Space debris re-entry	WA Police Force	000	Emergency
			131 444	Enquires
20	Storm/tempest	DFES	13 25 00	Emergency
			1300 657 209	Hotline
21	Structural collapse	DFES	000	Emergency
			9395 9300	General enquiries
			1300 657 209	Hotline
22	Tropical cyclone	DFES	13 25 00	Emergency
			1300 657 209	Hotline
23	Tsunami	DFES	13 25 00	Emergency
			1300 657 209	Hotline
24	Heatwave	Dept of Health	9222 4222	General enquiries
			000	Emergency

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Attachment 3:

City of Joondalup
Local Recovery Handbook

Contents

Introduction

Under Section 36(b) of the *Emergency Management Act 2005*, it is a function of Local Government to manage recovery following an emergency affecting the community in its district.

The City of Joondalup *Local Recovery Plan* is to be read in conjunction with the following documents:

- *Emergency Management Act 2005);*
- *Emergency Management Regulations 2006;*
- *State Emergency Management Policy;*
- *State Emergency Management Plan*;
- State Hazard Specific Plans (Hazard Plans);
- State Emergency Management Procedures;
- Relevant State Emergency Management Guidelines; and
- State Emergency Management Glossary.

What is Recovery Management?

Recovery management is the coordinated process of supporting "emergency affected communities in the reconstruction and restoration of physical infrastructure, the environment and community, psychosocial, and economic wellbeing" (s.3 *Emergency Management Act 2005*).

The goal is for the City of Joondalup to have a local recovery plan that:

- Empowers the community;
- Is a dynamic working document; and
- Reflects the individuality of the community.

The extent of recovery activity will, however, depend upon the nature and magnitude of the emergency. In some circumstances, it may be necessary for the State Government to assume responsibility for coordinating the recovery process at a whole-of-government level.

This higher-level coordination operates only to ensure that the affected community has equitable and appropriate access to available resources. The management of recovery must still be determined at the Local Government level.

Recovery Management Principles

Recovery forms the fourth element of the Prevention, Preparedness, Response and Recovery (PPRR) approach to emergency management which is applied in Western Australia. A community's ability to cope with the impact of emergencies depends mainly on whether it, along with the Hazard Management Agencies (HMAs), has prepared plans, arrangements and programs for each of the four components.

The State's recovery activities are underpinned by the National Principles for Disaster Recovery which reinforces that:

- Disaster recovery is part of Emergency Management, which includes the broader components of prevention, preparedness and response. Planning for recovery is integral to emergency preparation, and mitigation activities may often be initiated as part of recovery; and
- Disaster recovery includes physical, environmental and economic elements, as well as psychosocial wellbeing. Recovery can provide an opportunity to improve these aspects beyond previous conditions, by enhancing social and natural environments, infrastructure and economies, contributing to a more resilient community.

Successful recovery relies on:

- Understanding the context: Successful recovery is based on an understanding of the community context.
- Recognising complexity: Successful recovery acknowledges the complex and dynamic nature of emergencies and communities.
- Using community-led approaches: Successful recovery is responsive and flexible, engaging communities and empowering then to move forward.
- Ensuring coordination of all activities: Successful recovery requires a planned, coordinated and adaptive approach based on continuing assessment of impacts and needs.
- Employing effective communication: Successful recovery is built on effective communication with affected communities and other stakeholders.
- Acknowledging and building capacity: Successful recovery recognises, supports and builds on community, individual and organisational capacity.

Purpose

The purpose of the City's *Local Recovery Handbook* is to detail the arrangements and processes established that will restore, as quickly as possible, the quality of life in the City of Joondalup so that it can continue to function as part of the wider community. The Handbook includes the City of Joondalup's *Local Recovery Plan*.

Objectives of Recovery

The objectives of the *Local Recovery Plan*, as outlined in *State Emergency Management Policy* Section 6 and *State Emergency Management Plan* Section 6 are:

- To assist recovery at a personal, community, economic and environmental level;

- To ensure that recovery activities are community-led;

- To ensure that available government and non-government support to affected communities is targeted;

- To assist communities to rebuild in a way that enhances social, economic and environmental values where possible;

- To improve resilience of the relevant communities; and

- To ensure that lessons learnt through the recovery process are captured and available to managers of future recovery processes.

Understanding the effects of Disasters and Emergencies

Emergencies and disasters have impacts on the social, built, economic and natural environments of a community. It is important that each of these effects is understood and addressed in the local recovery planning.

Social environment effects

The social environment considers the impact an event may have on the health and wellbeing of individuals, families and communities. This environment is primarily concerned with safety, security and shelter, health and psychosocial wellbeing. Emergencies and disasters can cause major societal and personal upheavals, and reactions within a community may be diverse. Common feelings experienced may include shock, fear, anger, helplessness, sadness, guilt and shame. These feelings will affect individual and community behaviour. Effects may be immediate or longterm. Plans should include psychological support strategies.

Built environment effects

Damage to infrastructure such as communication systems, transport systems, energy supplies, water and sewerage systems, food distribution, health facilities, education facilities and buildings may cause serious disruption to a community and significantly affect their ability to function normally.

Damage to these services will also significantly impact the delivery of recovery services. Plans should include strategies for working with service providers and re-establishing vital infrastructure.

Economic environment effects

The primary economic effects of emergencies and disasters are physical damage to infrastructure and stock and loss of income through reduced trading. The consequences of reduced trading or production can include bankruptcy, forced sale, business closure, loss of experienced workers, a depleted customer base and reduced population. These consequences may be exacerbated by a reduction of disposable income within the community.

Natural environment effects

The natural environment considers the impact that an event may have on a healthy and functioning environment, which underpins the economy and society. Components of the natural environment include air and water quality, land degradation and contamination, plant and animal damage/loss, national parks, and cultural and heritage sites.

Community-led Recovery

In the immediate phases of relief and early recovery, recovery agencies can make proactive decisions about supporting anticipated community needs. These decisions are based on knowledge and experiences from previous disasters, coupled with a sound understanding about the consequences of the disaster upon the community and its capacity to meet its own needs.

As individuals, groups and the community recommence engaging, communicating and becoming more aware of the emerging consequences of the disaster, they are able to collectively plan for their recovery needs. Recovery agencies should facilitate and support individuals, groups and communities to identify, prioritise and implement their own recovery process. This involves working with and engaging communities on issues of local concern and developing localised community recovery plans and projects.

Recovery planning built upon community development fundamentally aims to support self-help and strengthen the resources, capacity and resilience already present within individuals and communities.

Best practice community engagement is underpinned by a set of principles, including:

Inclusiveness: the involvement of people potentially affected by, or interested in, projects or activities, including individuals and groups from culturally diverse backgrounds: engagement should be undertaken in ways that encourage people to participate and that seek to connect with those who are hardest to reach.

Commitment: engagement should be genuine and aimed at identifying, understanding and engaging relevant communities, and should be undertaken as early as possible.

Building relationships and mutual respect: development of trust through personal contact and keeping promises is a priority: effective relationships between government and non-government sectors, industry and community should be maintained by using a variety of communication channels, by acknowledging and respecting community capacity, values and interests, and by exploring these areas to find common ground.

Integrity: genuine community engagement is a means through which the integrity of government and the democratic processes of government are maintained.

Transparency and accountability: engagement should be undertaken in a transparent and flexible manner so that communities understand what they can influence and to what degree.

Feedback and evaluation: engagement processes should inform participants of how their input contributed to decision making.

Recovery managers need to be clear when engaging with communities about the ability of the community to have input (for example, whether community input will be considered and policy programs adjusted accordingly, or whether the community engagement process is only about informing the community of the practice to be adopted). Trust can be eroded if the community engagement methods used are inappropriate or promise a level of involvement or decision making that is not delivered.

Early assessment should be made of any need for, and likely benefit of, additional community development resources, which may be required when:

- The emergency has a demonstrated impact upon social infrastructure and networks and economic systems;

- An affected area is experiencing or is likely to experience socioeconomic disadvantage as a result of the emergency; and/or

- The emergency has created a high degree of stress/distress within the community that will impact upon its health, wellbeing and socioeconomic recovery.

Commencement of Recovery

The relevant Controlling Agency with responsibility for the response to an emergency must initiate recovery activities during the response to that emergency.

The responsibilities of the Controlling Agency in relation to recovery are to:

- Ensure timely notification of the emergency, liaison and appropriate inclusion of those with recovery responsibilities in the incident management arrangements;

- Ensure that in combating the effects of the emergency, response activities have regard for the need to facilitate recovery;

- Liaise with the Local Recovery Coordinator appointed by the Local Government where the emergency is occurring and include them in the incident management arrangements, including the ISG and the OASG;

- Advise the State Recovery Coordinator when:

  - the incident is Level 2 or above;

  - an emergency situation has been declared;

  - there is a need to establish a local recovery coordinating group; or

  - Recovery Funding Arrangements Western Australia (DRFAWA) are available through DFES.

- Undertake an initial impact assessment for the emergency and provide that assessment to the Local Recovery Coordinator and the State Recovery Coordinator; and

- Coordinate completion of the comprehensive impact assessment, prior to cessation of the response, in accordance with State Emergency Management Recovery Procedure 4, and in consultation with the ISG, all affected Local Governments and the State Recovery Coordinator. A template for the current Impact Assessment is available in Content Manager Canister (LEMC) 48543/EIN24/45 and through the SEMC website at **semc.wa.gov.au**

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[1] Information in these Guidelines on community–led recovery and effective communication in recovery is from the Australian Emergency Management Handbook 2 Community Recovery. For additional recovery resources refer to Appendix One.

Standards of Recovery Work

All recovery should be performed in such a way that it delivers appropriate levels of safety and reliability to the community for its long-term security. Issues for recovery standards are outlined below:

- **'Quick fix' solutions:** Early in the recovery phase, the restoration of basic services is a high priority and quick fix solutions may be adopted for the short-term; in which case, temporary measures must be clearly identified and plans put in place to upgrade to a permanent solution. This will ensure that the systems in place are able to deliver a reliable and durable service for the community.

- **Adequate design and detailing of long-term solutions:** While temporary solutions can be devised with a minimum of planning and documentation, longer-term solutions need to be fully detailed. It is natural for the urgency of the work to put pressure on the design process. Where original plans are adequate these can be implemented without delay; however, where new plans must be made, they should be properly detailed so that all processes and administrative requirements are met. Shortcuts inevitably lead to problems later on.

- **Insurance issues:** After an emergency a large number of insurance companies may be involved in making assessments and prescribing remedial measures. There may be significant differences in the assessments delivered by different companies; this can lead to confusion and dissent in the affected community.

- Where the losses are substantial a high percentage of the payouts will be met by one or two reinsurers. In such cases it may be possible to meet with representatives of the insurance companies and suggest that they try to adopt a more uniform approach. Insurers have key roles in establishing the standard of remedial work, and it is in their interests to ensure work is performed to a required standard in order to prevent similar losses in the future.

- **Use of appropriate skills in recovery:** Often volunteer assistance is provided to speed the process of recovery, and, in many instances, this is a very valuable resource. However, where the skills available are not appropriate for the work required, some education or training must be provided to realise the true benefit of this resource. Where appropriate skills have not been demonstrated, this can place unreasonable pressure on supervisors and may lead to frustration for the community if work has to be undertaken twice.

- **Extra demands on supervisors:** Supervision is a very important part of all recovery. It is required to ensure that the work meets the appropriate quality standards and that all processes have been completed satisfactorily. The sheer volume of work undertaken during recovery places extra demands on supervisors, and relief and assistance may be needed to handle the workload. In addition, where some training of volunteers, workers,or assistants is needed, this too places extra demands on supervisors.

- **Adequate documentation:** Documentation is a necessary part of all workplace practice. It tracks decisions, provides information on the background to work performed, and provides a permanent record of what has been done. Each of these aspects of documentation is very important once the post-recovery and normal operation of the community has been achieved. Often, it will prove difficult to access recovery workers once the community has returned to normal operations. Therefore, documentation during recovery is vital to the later understanding of the who, what, why and where questions relating to the work performed. Where there have been deviations from plans when performing emergency work, it is vital that 'as constructed' drawings then be completed. This will ensure that those maintaining the work later on are aware of the details that were used in the construction.

- **Appropriate processes for planning approvals:** Concessions given in the rush to restore a community to normal functioning often do not work in the long-term interest of the community. It is important that proper processes are followed during the recovery process.

Role of Local Government in Recovery

In circumstances where a Local Government is the Controlling Agency, it is to undertake the responsibilities listed above. Additionally, under the *Emergency Management Act 2005*, it is a function of Local Government to manage recovery following an emergency affecting the community in its district (s.36 *Emergency Management Act 2005*).

When more than one Local Government is affected, a coordinated approach should be facilitated by the Local Recovery Coordinators.

The extent of recovery activity will depend on the nature and/or magnitude of the emergency. In some circumstances, it may be necessary for the State Government to have an increased level of involvement, through the state Recovery Coordinator or the establishment of a SRCG or State Recovery Controller, or both.

Nominate a Local Recovery Coordinator

City of Joondalup is required to include the nomination of a Local Recovery Coordinator (LRC) in their *Local Emergency Management Arrangements*. There will be more than one person identified, a primary LRC and secondary LRC, and then both are trained to undertake the role in case the primary appointee is unavailable when the emergency occurs.

The Local Recovery Coordinator is responsible for the development and implementation of recovery management arrangements, in conjunction with the Local Government including:

• Preparation, maintenance and testing of the Lo*cal Recovery Plan*; and

• Coordination of the promotion of community awareness of the recovery arrangements.

A suggested role and functions for the Local Recovery Coordinator is attached in Appendix 1 of the *Local Recovery Plan*.

Local Recovery Coordinating Group Role and Membership

A Local Recovery Coordinating Group (LRCG) is the strategic decision-making body for recovery. LRCG's provide visible and strong leadership and have a key role in restoring confidence to the community through assessing the consequences of the emergency and coordinating activities to rebuild, restore and rehabilitate the social, built, economic and natural environments of the affected community.

The composition of the LRCG will be influenced by the nature of the emergency; however, there will be a number of key agencies and organisations that will be represented.

The core group will consist of:

• The Local Recovery Coordinator;

• Key Local Government staff and elected members;

• Local representatives of participating agencies (government, non-government and private sector) who have the ability to provide specific services, for example Local Government, Western Australia Police Force (WA Police Force), Department of Communities, Essential Services (Water Corporation, Western Power/Horizon Power, Alinta Gas, Telstra), Main Roads, Department of Health (WA Health); and

• Members of the community, community groups or leaders from local community groups/associations/committees.

A suggested role and functions for the Local Recovery Coordinating Group is provided at Appendix 2 of the *Local Recovery Plan*.

Details of potential roles and responsibilities of organisations that may be participants in the recovery phase of an emergency are attached in Appendix 3 of the *Local Recovery Plan*. This includes Local Recovery Coordinating Group Sub-committees (where required). Some examples of recovery subcommittees which it may be useful to establish include:

1. Community (Social) Sub-committee

2. Infrastructure (Built) Sub-committee

3. Environment (Natural) Sub-committee

4. Finance (Economic) Sub-committee

5. Recovery Communications (internal and external) Sub-committee

A diagram of the potential recovery governance structure is provided in Appendix 7 of the *Local Recovery Plan*.

Local Recovery Planning

HMAs have comprehensive plans for responding to an emergency and will assist in the commencement of the recovery process (for the specific hazards that are their responsibility). However, it is a function of the Local Government to "manage recovery following an emergency affecting the community in its district" (*Emergency Management Act 2005*, Section 36).

The Local Government must prepare a *Local Recovery Plan* and nominate a Local Recovery Coordinator (*Emergency Management Act 2005*, Section 41(4)). The Local Recovery Coordinator, in conjunction with the Local Government, will have responsibility for developing the *Local Recovery Plan* for endorsement by the Council of the Local Government.

A Recovery Plan is developed to clearly identify recovery management arrangements and operational considerations. It identifies any agreements that have been made between Local Governments and/or emergency management agencies and refers to other appropriate documents where necessary.

The *Local Recovery Plan* Process

The process of recovery planning enables a community to anticipate potential problems and identify possible solutions. While not every situation can be anticipated, appropriate arrangements for a range of scenarios can be developed.

This will enable a community to react faster and more effectively, especially during the critical hours following an emergency. Knowing information such as responsibilities, coordination centre locations, tasks and available resources can significantly speed a community's recovery.

Local Recovery Plan

The City of Joondalup *Local Recovery Plan* can be found as Attachment 2.

Commencement of Recovery

Roles and responsibilities for recovery are detailed in *State Emergency Management Policy Section 6, State Emergency Management Plan Section 6* and *State Emergency Management Recovery Procedures* 1-4.

Controlling Agency

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

- Liaise with the Local Recovery Coordinator/s where the emergency is occurring and include them in the incident management arrangements, including the Incident Support Group and Operations Area Support Group;

- Undertake an initial impact assessment for the emergency and provide the impact statement to the Local Recovery Coordinator and the State Recovery Coordinator;

- Coordinate completion of the impact statement prior to cessation of the response, in accordance with the approved procedure, and in consultation with the Incident Support Group, all affected Local Governments and the State Recovery Coordinator; and

- Provide risk management advice to the affected community (in consultation with the HMA).

Determination of Level of State Involvement

State Recovery Coordinator

In conjunction with the Local Government/s, the State Recovery Controller is to consider the level of state involvement required, based on a number of factors pertaining to the impact of the emergency. A list of criteria to be considered as triggers for escalation of recovery activity is included in Appendix G of the *State Emergency Management Plan*. The capacity of the Local Government to manage the recovery, the number of Local Governments affected, and the complexity and length of the recovery are likely to be critical factors.

Assessment and Operational Recovery Planning

It is essential that an assessment of the recovery and restoration requirements be conducted as soon as possible after the impact of the event. This will be based on the Impact Statement data provided by the Controlling Agency and the *Local Recovery Plan* contained in the *Local Emergency Management Arrangements*.

Depending upon the extent of the restoration and reconstruction required, the Local Recovery Coordinator and Local Recovery Coordinating Group should develop a specific recovery plan setting out the recovery process to be implemented (See Appendix 4 for a template of an event specific *Operational Recovery Plan*).

Effective Communication in Recovery

The effective management of communication following an emergency or disaster can be used to promote and hasten community recovery. It provides an opportunity for the community to have its issues and concerns addressed in the recovery process. For these reasons the establishment of a Communications Sub-Committee will ensure that information is disseminated in a timely and accurate manner. Refer to *Emergency Communication Plan* - Attachment 4.

Financial Preparation

There are a number of actions which Local Governments should undertake to ensure they are financially prepared to perform recovery activities, should the need arise. These actions include:

- Understanding and treating the risks to their community through an appropriate risk management process.

- Ensuring assets are adequately insured;

- Establishing a cash reserve for the purpose, where it is considered appropriate for the level of risk;

- Understanding the use of s6.8(1)(b) or (c) of the *Local Government Act 1995*. Under this section expenditure not included in the annual budget can be authorised in advance by an absolute majority decision of the Council, or by the mayor in an emergency and then reported to the next ordinary meeting of the Council;

- Understanding the use of s6.11(2) to utilise a cash reserve established for another purpose, subject to one month's local public notice being given of the use for another purpose. *Local Government (Financial Management) Regulations 1996* – regulation 18(a) provides an exemption from giving local public notice to change the use of money in a reserve where the mayor or president has authorised expenditure in an emergency. This would still require a formal decision of the Council before money can be accessed;

- Understanding the use of s6.20(2) to borrow funds, subject to one month's local public notice of the proposal and exercising of the power to borrow by an absolute majority decision of the Council;

- Ensuring an understanding of the types of assistance that may be available under the *Disaster Recovery Funding Arrangements-Western Australia* (DRFA-WA), and what may be required of Local Government in order to gain access to this potential assistance (for further information refer to p22 DRFA-WA); and

- Be able to forward requests for funding directly to DFES.

Financial Assistance

The primary responsibility for safeguarding and restoring public and private assets affected by an emergency rests with the owner, who needs to understand the level of risk and have appropriate mitigation strategies in place. However, government recognises that communities and individualsdo not always have the resources to provide for their own recovery and financial assistance is available in some circumstances.

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

Disaster Recovery Funding Arrangements Western Australia (DRFAWA)

The Western Australian State Government provides a range of relief measures to assist communities recover from an eligible event including, bushfire, cyclone, earthquake, flood, landslide, meteorite strike, storm, storm surge, tornado, or tsunami or declared terrorist incident.

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

Further details are available at **www.dpc.wa.gov.au**

Department of Human Services - Centrelink

In an emergency, Centrelink will ensure that payments to its existing clients in the area affected by the emergency are not disrupted. In addition, Centrelink may provide financial assistance to any person whose livelihood has been affected by the emergency. The Australian Government Disaster Recovery Payment is a government declared payment which may be available to assist people who have been adversely affected by natural disasters in various Local Government areas. Centrelink is represented on the State Emergency Welfare Committee and where possible should be invited to join Local Recovery Coordinating Groups.

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

State Emergency Management Plan Section 6.10 and State Emergency Management Recovery Procedure 1 outline the arrangements for initiating and managing appeals and donations; including that all donations of cash resulting from a public appeal should be directed to the LMDRF.

Calls for public donations to assist with any emergency recognised by any government or statutory body within

Western Australia or Australia, in general 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.

Non-Government Organisations (NGOs)

In some circumstances, NGOs can provide assistance by way of emergency relief funds, shelter, accommodation or household supplies. Where possible, all offers of, or requests for, assistance should be coordinated through the Local Recovery Coordinating Group to avoid duplication of effort and confusion.

Evaluation of Recovery

The evaluation of recovery activities is essential to maximise lessons learned and identify where improvements can be made. The evaluation can involve:

- The LRCG should continually review the recovery progress and measure outcomes against the stated priorities and objectives;

- Community and stakeholder surveys;

- Interviews;

- Workshops; and

- Assessment of key project outcomes.

It is recommended to conduct an initial evaluation no later than 12 months after the event. It is also suggested that where practicable the evaluation should be conductedby a person or group that are not actively involved in the recovery process.

Transitioning to Mainstream Services

The planning process for the transition from a full-scale recovery operation back to the usual level of government involvement in a community needs to commence very early in the recovery journey. This allows roles and functions to return to normal as quickly as possible without leaving the community feeling abandoned or creating expectations of ongoing government services that cannot be maintained.

Systems and processes implemented to facilitate recovery require flexibility to adapt to evolving circumstances, and should be implemented in a way that helps affected communities to build capacity to manage their own longer-term recovery, rather than creating dependencies on new and temporary arrangements.

Clear terms of reference enable committees and other governance bodies to determine whether they have fulfilled their designated function and are able to disband. Recovery activities which are implemented as programs or projects will have defined budgets, deliverables and timeframes which clarify expectations for the community.

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.

Debriefing/Post Operations Report

The LRC will arrange for the debriefing of all participants and organisations as soon as possible after stand-down and will prepare and table a report to the LEMC for review and update of the City of Joondalup *Local Recovery Plan*. A copy of the report will also be forwarded to the CA and the chairpersons of the SEMC Recovery Services Sub- committee and the DEMC.

Exercises

Local Emergency Management Committees must develop appropriate exercise plans and schedules to test local arrangements (including Local Recovery Plans) annually *(Emergency Management Act 2005 s. 39, State Emergency Management Policy Section 4.8* and *State Emergency Management Plan* Section 4.7).

Exercising the arrangements during the planning process will allow the LEMC to:

- Test the functionality and effectiveness of the local arrangements;

- Bring together members of emergency management agencies and give them knowledge of, and confidence in, each other;

- Help educate the community about local arrangements and programs thus providing them with confidence in their Local Government and emergency management agencies;

- Allow participating agencies an opportunity of testing their operational procedures and skills in simulated emergency conditions; and

- Test the ability of separate agencies to work together on common tasks, and to assess effectiveness of coordination between them.

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

Review

Local Emergency Management Arrangements (including the Local Recovery Plan) are to be reviewed in accordance with *State Emergency Management Policy* 2.5 and 6.3 and *State Emergency Management Preparedness Procedure* 8, and amended and replaced whenever the Local Government considers it appropriate (*Emergency Management Act* 2005, 2005 Section 42).

According to *State Emergency Management Policy* 2.5.2 and 6.3.2 and *State Emergency Management Preparedness Procedure,* Local Emergency Management Arrangements (including a *Local Recovery Plan*) are to be reviewed and amended as follows:

- Contact lists are reviewed and updated quarterly;

- A review is conducted after an event or incident in which the local recovery plan was implemented;

- A review is conducted after training that exercises the arrangements;

- An entire review is undertaken every five years, as risks might vary due to climate, environment and population changes; and

- Circumstances may require more frequent reviews.

Approving the *Local Recovery Plan*

The *Local Recovery Plan* is to be endorsed by the LEMC and tabled with the District Emergency Management Committee (DEMC).

The DEMC may make recommendations to the LEMC to enhance the effectiveness of the *Local Recovery Plan*.

The DEMC should ensure that the Plan complies with the *Emergency Management Act 2005* and State Emergency Management Policy and *State Emergency Management Plan*.

Exchange of information between Local Government areas might also be offered through the DEMC. This exchange may provide for best practice local recovery planning in the emergency management district.

Attachment 4:

City of Joondalup
Emergency Communications Plan

Contents

Version	Date Revised	Revised By	Changes Made
1.0	May 2013	LGIS	Draft document
1.1	August 2013	DCS	Revised draft document
1.2	December 2013	DCS	Revised draft document
1.3	May 2018	DRB	Revised draft document
1.4	January 2024	DRB	Revised version
1.5	November 2024	DRB	Minor review

Glossary of terms

There should be provision to define the following terms in the Plan:

Authorised Officer – (AO) means an officer who has been appointed as an authorised officer by the State Emergency Coordinator during, and for the purpose of combating, a State of Emergency.

CEO – means the Chief Executive Officer for the City of Joondalup.

Combat Agency – (CA) means an organisation which, because of its expertise and resources, is responsible for performing a task or activity to combat an emergency.

An emergency operation may involve a number of Combat Agencies.

Coordination – means the bringing together of organisations and elements to ensure effective emergency management response and is primarily concerned with the systematic acquisition and application of resources (organisational, human and equipment) in accordance with the requirements imposed by the threat or impact of an emergency. Coordination relates primarily to resources, and operates vertically, within and organisation as a function of the authority to command; and horizontally, across organisations, as a function of the authority of control.

Emergency – means an event, actual or imminent, which endangers or threatens to endanger life, property or the environment, and which requires a significant and coordinated response.

Manager Communications and Stakeholder Relations – (MCSR) means the manager responsible for marketing and media communications in an emergency.

Emergency Management – (EM) means the development of policies, procedures, systems, arrangements and practices to prevent, prepare for, respond to and recover from, the effects of identified hazards.

Hazard Management Agency – (HMA) means the organisation which, because of its legislative responsibility or specialised knowledge, expertise and resources, is responsible for ensuring that all emergency management activities pertaining to the prevention of, preparedness for, response to and recovery from a specific hazard are undertaken.

State of Emergency – means an emergency which, in the opinion of the Minister for Emergency Services, requires extraordinary measures to protect life, property or the environment due to the magnitude of the emergency or because the resources required to combat the emergency are significant.

Local Recovery Coordination Group – (LRCG) means a team of the executive, elected members and support agencies brought together to coordinate the recovery process for the City of Joondalup.

This group may also contain members for the District and Local Emergency Management committee.

Support Organisation – means an organisation whose responsibility in an emergency management operation is to either provide support in restoring essential services, to carry out functions of a humanitarian nature or to carry out functions of a technical nature.

Volunteer emergency worker – means a volunteer worker who engages in emergency activity at the request (whether directly or indirectly) or with the express or implied consent of a hazard management authority or an emergency coordinator.

Emergency Communications Plan

1.   Introduction

1.1   Purpose

An emergency management plan is designed to provide guidelines for a practical communications response that is adaptable for any situation. It should be a working document – continually updated as the City of Joondalup, its surroundings and the world changes.

This plan is part of the City's *Local Emergency Management Arrangements/Business Continuity Plan* (BCP) and outlines the roles, responsibilities and protocols that will guide the Local Recovery Coordinating Group (LRCG) in deciding the City's strategy for promptly sharing information with its internal and external stakeholders and the media during an emergency, incident or event.

For the purposes of this plan, an emergency is defined as a significant event that prompts significant, often sustained, news coverage and public scrutiny and has the potential to damage the City's reputation, image or financial stability.

An emergency or event is any situation that threatens the integrity or reputation of the City, usually brought on by adverse or negative media attention. These situations can be any kind of legal dispute, theft, accident, fire, natural or man-made disaster that could be attributed to the City. It can also be a situation where in the eyes of the media or general public the City did not react to one of the above situations in the appropriate manner. If handled correctly the damage can be minimised.

An emergency or event could be precipitated by an incident or a controversy. An emergency is a disaster natural or manmade, crime or other event that presents a threat and typically involves a response from police, fire and/ or emergency medical personnel. A controversy better describes events such as major community unrest or dissatisfaction, or a case of employee misconduct/ corruption.

The CEO in conjunction with the Mayor will decide who will be the City's official spokesman during an emergency, event or incident. This involves fronting the media and being responsible for all public comments during an emergency, event or incident. Typically, the CEO would represent and speak publicly on behalf of the City on incidents involving operational issues, whereas the Mayor may represent the City and speak publicly on incidents that affect the wider community.

1.2   Scope

This plan is to be used by the LRCG in the event of an emergency. In any emergency, the following City stakeholders need to be kept informed:

· Staff (internal stakeholder)

· Elected Members (internal stakeholder)

· Anyone directly affected by the emergency

· Local community (external stakeholder)

· Media (external stakeholder)

· Statutory Authorities (government departments, external stakeholder)

· Key City stakeholders (JLP, stakeholder list, local businesses)

The (LRCG) will determine the need for internal and external communications relevant to:

· What information it will communicate

· When and how to communicate

· With whom to communicate.

2.   Objectives

The City's guiding principle will be to communicate facts as quickly as possible, updating information regularly as circumstances change, to ensure the safety of the City's community and the continued operation of essential services.

The City's efforts to be simultaneously accurate and quick may mean that in certain circumstances not all questions will be answered. How the City communicates in an emergency, event or incident will affect public perceptions. Honesty and speed are the most effective means to avoid lasting damage to the City and widespread second-guessing by the public, which expects immediate access to accurate information.

A good offense is the best defense. At the same time, in an emergency people will likely expect the City to have more information than it may actually have. That makes it imperative to speak with accuracy about what is known and not to speculate about details that are not confirmed.

The City will use multiple communication platforms and mediums to reach as many people as possible with accurate, timely information. This is especially important in the first hours and days of an emergency, event or incident. The City's goal is to be open, accountable and accessible to all audiences, while also being mindful of legal and privacy concerns.

3.   Procedures

3.1   Convening the Local Recovery Coordinating Group (LRCG)

The City's Local Recovery Coordinating Group (LRCG) consists of the Executive Leadership Team (ELT) and key members of the City's management. The (LRCG) will convene in the event of a serious emergency, event or incident that presents significant risk to the community or the City's reputation and resources as determined by the CEO. Given the urgency of rapid communications, the (LRCG) in conjunction with the Manager Communications and Stakeholder Relations, should begin taking action immediately by planning a coordinated communications strategy (see 3.2).

3.2   Things to consider during an emergency, event or incident

The (LRCG) will evaluate the emergency incident and after issues have been identified, specific responses for each should be prepared. The below checklist should be used when drafting public statements:

- Define the scope of the emergency – local, regional, national or international;

- Establish a unified response – one spokesperson, one person established to distribute statements to internal and external stakeholders and the media;

- Keep all messages simple, clear, consistent and tailored to each target audience (internal or external stakeholder);

- The CEO can delegate responsibility for informing internal and external stakeholders as required;

- Distribute messages on available City communication platforms including using various media outlets to inform the wider community;

- Communicate immediately, tell it all, tell it fast and tell the truth;

- Never try to lie, deny or hide your involvement;

- If a mistake is made, admit it upfront;

- Do not ignore the situation – it will only get worse;

- Do not let the lawyers make the decisions;

- Control the interview process – restrict all interviews and media conferences to the designated spokespersons;

- Do not talk off the record (there is no such thing);

- Employees and families must be told of an emergency first and fast;

- Provide information on the extent of the problem, direction the City is taking and how does that impact staff, stakeholder, community;

- Continually update and release new information

- Every message to the media should be preceded by a message to staff; and

- Use social media platforms to convey emergency management message.

3.3   Communicating the City's Response

The (LRCG) should carry out the following tasks:

- Designate a secretary who can maintain meeting notes, to-do lists, information files on the ongoing emergency and other items.

- Review and write down known facts – those that can and cannot be released to the public – and determine whether a response is needed, and if that response is needed for all of the City's key audiences. These facts will be used to fill in templates for media releases and other items.

- It is critical as the situation changes for new fact sheets to be developed. Why? These fact sheets can be used to update websites, emails, media releases and other communication platforms. They will also help guide the LRCG's overall strategy as events unfold.

- Develop several key messages that will be included in all City communications. One message typically will address what the City is doing to ensure the safety of employees and the community. Another may need to be forward looking and address what the City is doing to make sure the emergency doesn't happen again.

- All the messages should evolve as circumstances change but will always aim to restore and maintain confidence and calm, balancing a sense of concern with resolve and action.

- Determine who will act as City spokesperson – the CEO of the City and someone charged primarily with communications responsibilities, the MCSR. The CEO with support from the media advisor will be the public face of the City, while the MCSR will run briefings and handle media questions between formal media conferences, develop the key messages and facts and monitor media reporting of the emergency.

- In a time of emergency, it is critical for the CEO to be the City's public face and take the lead in communicating key messages and answering

questions publicly. Such action illustrates that the situation is under control and that efforts are being made to address any questions that have arisen. It also serves to calm various audiences.

- Assign responsibilities to the LRCG to communicate the facts of the situation and the City response to key audiences. Each member will use approved messages and templates for this effort. Whenever possible, the first groups that should be informed about an emergency are internal staff directly affected, such as employees and Elected Members. The next groups typically would include family of staff, members of the community, key stakeholders and importantly the media.

- The channels used to communicate to each audience may differ, so each LRCG member will be expected to develop plans to reach his/her designated audience.

3.4 Dealing with the media

When responding to the media in an emergency situation, all messages should be honest, timely and direct. Having a prepared, approved and distributed statement will help you resist the temptation to say "no comment" or have the City appear uncooperative or secretive during an emergency situation.

The news media must be briefed on a regular basis. All phone calls from the media must be answered quickly and completely. Keep a media log listing the date and time, source, reporter, phone number and the question. Stick to the City's core message and deliver that message to everyone.

Understand that the media wants to know four things in an emergency:

- What do you know and what did you know before the incident?

- When did you know about it?

- What did you do about it then?

- What are you doing about it now and what are you doing to prevent reoccurrence?

By understanding the media's psyche, the City will be able to better manage what's reported during an emergency.

The bottom line when facing the media and preparing press releases is to be honest and open with any and all questions. Say it like it is. Point out the bad as well as the good and inform them of the steps your company has taken or will take to ensure that such an emergency be avoided in the future. State your company's position and then support that position with fact. Honesty and preparedness will help your company weather the emergency and maintain your reputation.

3.5 Approvals

Typically, the City relies on multiple approvals before distributing communications including media releases. That system will not work in an emergency. Seconds matter in an emergency, and the City will be judged by how quickly it shares information with key audiences. As a matter of policy, the City is committed to trying to meet these expectations. It recognises the need for unusually crisp decision-making during an emergency to enable rapid, accurate communication in coordination with the City's usual processes. Final approval for all communications rests with the CEO or their designee.

4. Conclusion

4.1 Declaring the emergency over

The CEO or LRCG will determine when an emergency has ended, and routine communications processes can resume.

The decision to declare the emergency over will trigger a review of how the emergency was handled and how communications can improve.

4.2 Ongoing education and training

The City should update and review its *Local Emergency Management Arrangements* including the *Emergency Communications Plan* on a quarterly basis. The City should also conduct at least one test annually of an emergency scenario to test its response to such incidents.

As part of this process, the City should schedule media training sessions for its LRCG.

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