



November 2022

# LEMA Appendix 7

## Local Recovery Plan



**This page intentionally left blank**

## Overview

### National Principles for Disaster Recovery

The Local Recovery Plan addresses the restoration of emotional, social, economic and physical wellbeing of a community; and the reconstructions of infrastructure and the provision of support services during an emergency.

### Functions of Local Government

Pursuant to section 36(b) of the ***Emergency Management Act 2005***, it is a function of a local government to manage recovery following an emergency affecting the community in its district.

Recovery will often commence during the response phase of an emergency. Depending on the size and impact of an emergency, recovery can take a matter of days, weeks, months or even years. The local government may need to consider the need for additional financial and human resources during extended periods of recovery.

## Table of Contents

1.0	Amendment Record .....	5
2.0	Introduction.....	6
2.1	Authority .....	6
2.2	Purpose.....	6
2.3	Objectives .....	6
2.4	Scope .....	6
3.0	Related Documents and Arrangements .....	7
3.1	Related Documents and Arrangements .....	7
3.2	Memorandums of Understanding.....	7
3.2.1	Provision of Mutual Aid During Emergencies and Post Incident Recovery .....	7
3.2.2	Capecare Offsite Evacuation Plan.....	8
4.0	Resources .....	9
4.1	Recovery Coordination Centre .....	9
4.2	Information Centre / One Stop Shop.....	9
4.3	Financial Arrangements.....	9
4.4	Rural Aid Australia .....	9
5.0	Roles and Responsibilities .....	11
5.1	Local Recovery Coordinator (LRC) .....	11
5.2	Local Recovery Coordination Group (LRCG) .....	11
5.3	LRCG Chair and Spokesperson.....	11
5.4	LRCG Duty Cards.....	11
5.5	Sub-Committee Role Statements .....	12
5.6	Local Recovery Contact Details.....	12
5.7	Recovery Initiation.....	12
5.8	Stakeholder Communication Plan .....	12
5.9	Operational Recovery Plan .....	12
5.10	Agency Checklist.....	13
6.0	Recovery Closeout (Withdrawal).....	14
6.1	Withdrawal of Services.....	14
6.2	Lessons Learnt .....	14
	Attachment 1 – LRC Action Checklist .....	15
	Attachment 2 – LRCG Organisational Chart .....	18
	Attachment 3 – LRCG Action Checklist.....	19
	Attachment 4 – LRCG Duty Cards.....	21
	Attachment 5 – LRCG Sub-Committee Role Statements .....	33
	Attachment 6 – Stakeholder Communication Plan .....	34
	Attachment 7 – LRCG Operational Recovery Plan.....	41

Attachment 8 – LRCG Agency Checklist.....47

## 1.0 Amendment Record

Number	Date	Details of Amendment	Author
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			

Feedback from Stakeholders will help to improve and ensure the accuracy and effectiveness of the Local Recovery Plan. Feedback and suggestions should be forwarded to:

**Manager Community & Recreation Services**  
**City of Busselton**  
**Locked Bag 1**  
**BUSSELTON WA 6280**

Or via email to: [city@busselton.wa.gov.au](mailto:city@busselton.wa.gov.au)

To access electronic copies of the following State Emergency Management or other reference documents please go to the SEMC website [www.semc.wa.gov.au](http://www.semc.wa.gov.au) or select the following links

- [Community in Recovery Guidelines](#)
- [National Principles for Disaster Recovery](#)



## 2.0 Introduction

### 2.1 Authority

This Local Recovery Plan has been prepared in accordance with section 41(4) of the **Emergency Management Act 2005** and forms part of the Local Emergency Management Arrangements (LEMA) for the City of Busselton.

This plan has been endorsed by the City of Busselton Local Emergency Management Committee (LEMC), has been tabled for information with the South West District Emergency Management Committee (DEMC), and has been approved by the Council of the City of Busselton.

### 2.2 Purpose

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

### 2.3 Objectives

The objectives of this plan are to:

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

### 2.4 Scope

The scope of this plan is limited to the boundaries of the City of Busselton, and details the local recovery arrangements for the community.

## 3.0 Related Documents and Arrangements

### 3.1 Related Documents and Arrangements

Document	Owner	Location	Review
Animal Welfare Plan	City of Busselton	ECM doc set id 4891262	Full review every 5 years
Business Continuity Plan	City of Busselton	ECM doc set id 4030731	Not stated
Covid-19 Financial Hardship	City of Busselton	ECM doc set id 4323211	Not stated
Local Emergency Management Arrangements	City of Busselton	ECM doc set id 4914000	Full review every 5 years
Local Emergency Welfare Plan Busselton Region (May 2022)	Department of Communities	ECM doc set id 4882249	Biennial review
MOU for the Provision of Mutual Aid During Emergencies and Post Incident Recovery	Member Councils of the South West Zone Western Australian Local Government Association	ECM doc set id 4851151	Remains in force for an unstipulated period
Capecare Offsite Evacuation Plan	Capecare	ECM doc set id 3225301	Tested and reviewed annually

### 3.2 Memorandums of Understanding

#### 3.2.1 Provision of Mutual Aid During Emergencies and Post Incident Recovery

The City of Busselton along with 11 other south west local government authorities are signatories to a Memorandum of Understanding (MOU) for the 'Provision of Mutual Aid During Emergencies and Post Incident Recovery'.

The purpose of the MOU is to:

- Facilitate the provision of mutual aid between member Councils of the South West Zone of the Western Australian Local Government Association (WALGA) during emergencies, and post incident recovery
- Enhance the capacity of our communities to cope in times of difficulty
- Demonstrate the capacity and willingness of participating Councils to work co-operatively and share resources within the region.

Parties to the MOU are:

- Shire of Augusta Margaret River
- Shire of Bridgetown-Greenbushes
- City of Busselton
- Shire of Boyup Brook
- City of Bunbury
- Shire of Capel



- Shire of Collie
- Shire of Donnybrook-Balingup
- Shire of Manjimup
- Shire of Dardanup
- Shire of Harvey
- Shire of Nannup

### 3.2.2 Capecare Offsite Evacuation Plan

The Capecare Offsite Evacuation Plan is supported by MOUs between Capecare and the following Aged Care service providers:

- Ellenvale – Aegis, Busselton
- Mirrambeena Baptist Care, Margaret River
- William Carey Court Baptist Care, Busselton

## 4.0 Resources

### 4.1 Recovery Coordination Centre

The primary Local Recovery Coordination Centre is located in the City's Disaster Recovery Room (Kaloorup Room), 2 Southern Drive, Busselton. If this location is unavailable or deemed unsuitable the Local Recovery Coordination Group (LRCG) will designate an alternative location.

### 4.2 Information Centre / One Stop Shop

An Information Centre / One Stop Shop will be established when required by the LRCG. Its purpose is to provide the affected community with access to recovery services, information and assistance. Possible locations include:

Name	Location
City of Busselton Administration Office	2 Southern Drive, Busselton
Community Resource Centre (CRC)	22 Cammilleri Street, Busselton
Geographe Leisure Centre (GLC)	Queen Elizabeth Ave & Recreation Lane, West Busselton
Naturaliste Community Centre (NCC)	21 Dunsborough Lakes Drive, Dunsborough

Other possible Information Centres are listed in Appendix 4 to the LEMA – Emergency Contacts and Resource Directory (doc set id 4888088). Appendix 4 contains confidential contact information and as such, is not available publically.

### 4.3 Financial Arrangements

The City of Busselton has arrangements in place to insure its assets under the Local Government Insurance Scheme (LGIS). Details of this cover and the management of claims is available through the City's Financial Services Service Unit.

Under section 6.8 of the **Local Government Act 1995**, a local government is not to incur expenditure from its municipal fund for an additional purpose except where the expenditure is authorised in advance by the Mayor or President in an emergency. Following the decision to incur expenditure for an emergency the City's Manager Finance, or Financial Accountant should be contacted to obtain an emergency cost string that will be used to capture all costs associated with the emergency.

The City has a number of identified cash backed reserves, which, dependent on the location and nature of the emergency may be used to support recovery. The City may also access borrowing arrangements under the provisions of s.6.8(1)(b) and (c), s.6.1(2) and s.6.20(2) of the **Local Government Act 1995**.

The **State EM Policy** Section 6, and **State EM Plan** Section 6 outlines the State recovery funding arrangements. Relief programs include:

- [Disaster Recovery Funding Arrangements \(DRFA-WA\)](#) (this program is managed by the City's Engineering Management Accountant within the Engineering and Work Services directorate)
- [Centrelink - Services Australia](#)
- [Lord Mayor's Distress Relief Fund \(LMDRF\)](#)

### 4.4 Rural Aid Australia

[Rural Aid](#) provide farmers and communities with critical support before, during and after local emergencies.

Relief programs include:

- Farm Army Volunteers – assisting farmers in times of hardship
- Rural Aid Counselling – face to face and phone counselling to farmers and their families
- Stronger Futures – access to mental wellbeing services, supporting the implementation of sustainability initiatives, and facilitation of knowledge creation, innovation and sharing.

## 5.0 Roles and Responsibilities

### 5.1 Local Recovery Coordinator (LRC)

The City's Manager Community and Recreation Services has been appointed Local Recovery Coordinator (LRC). The Coordinator Recreation and Community Development is the appointed Deputy LRC. Roles and responsibilities of the LRC include:

- (a) to ensure the development and maintenance of effective recovery management arrangements for the local government; and
- (b) in conjunction with the local recovery coordination group, implement a post-incident recovery action plan and manage the recovery phase of an incident.

The LRC Action Checklist at [Attachment 1](#) is provided as guidance for the LRC, and lists possible actions to be taken by the LRC within 48 hours, one week, and 12 months.

### 5.2 Local Recovery Coordination Group (LRCG)

The Local Recovery Coordination Group (LRCG) coordinates and supports local management of the recovery processes with reference to the impact statement of the event (as provided by the Controlling Agency) and coordinating recovery activities to rebuild, restore and rehabilitate the social, built, economic and natural environments within the community during an emergency event.

The LRCG comprises a core membership of recovery personnel and agencies that would be required to sit on the LRCG in most cases where the LRCG has been activated. Depending on the nature and size of the emergency incident, other personnel and agencies may be invited to sit on the LRCG. An LRCG organisational chart is at [Attachment 2](#).

The LRCG Action Checklist at [Attachment 3](#) is provided for the guidance of the LRCG, and lists possible actions to be taken by the LRC within one week, one month, and 12 months.

### 5.3 LRCG Chair and Spokesperson

The City's Mayor is the LRCG Chair and Spokesperson for the City in all recovery related matters. The Deputy Mayor is Deputy LRCG Chair and Spokesperson.

### 5.4 LCRG Duty Cards

Duty cards list the roles and responsibilities for individual LRCG members pre-recovery, when on alert or stand-by, following activation of the Recovery Plan, and during and following recovery operations.

Duty cards for each of the following LRCG roles are at [Attachment 4](#):

- [Duty Card 1](#) – Chair / Spokesperson (Mayor)
- [Duty Card 2](#) – Deputy Chair / Spokesperson (Deputy Mayor)
- [Duty Card 3](#) – Local Recovery Coordinator (Manager Community and Recreation Services)
- [Duty Card 4](#) – Communications Officer (Public Relations and Community Engagement Coord)
- [Duty Card 5](#) – Recovery Coordination Centre Administrator (City staff as required)
- [Duty Card 6](#) – Admin Support (City staff as required – multiple positions)
- [Duty Card 7](#) – Financial Coordinator (Manager Financial Services)
- [Duty Card 8](#) – Economic Coordinator (Manager Economic and Business Development)

- [Duty Card 9](#) – Environmental Health Coordinator
- [Duty Card 10](#) – Infrastructure / Built Coordinator (Manager Operations and Works Services).

## 5.5 Sub-Committee Role Statements

Role statements for the following LRCG sub-committees are at [Attachment 5](#):

- Community / Social sub-committee
- Environmental Health sub-committee
- Economic sub-committee
- Infrastructure / Built sub-committee (including the environment).

The LRCG comprises a core membership (green), and a number of sub-committees (blue) that are activated as a group or individually as required.

## 5.6 Local Recovery Contact Details

Contact details for LRCG members; and State Government and other external agencies are available in Appendix 4 to the LEMA – Emergency Contacts and Resource Directory (doc set id 4888088). Appendix 4 contains confidential contact information and as such, is not available publically.

## 5.7 Recovery Initiation

The Chair of the LCRG and the LRC will be briefed by the Incident Controller and will attend initial Incident Management Team meetings to determine the extent and impact of the emergency incident. The Controlling Agency will provide an incident impact statement form after which the LRC will convene a meeting with core members of the LCRG.

## 5.8 Stakeholder Communication Plan

The aim of the Stakeholder Communications Plan at [Attachment 6](#) is to:

- Provide timely and accurate information to disaster affected community members and the wider community
- Acknowledge the psychological challenges and complexities through communication with affected community members
- Encourage and promote two-way communication to facilitate a better understanding of the community's needs and concerns
- Empower and support the community to feel an active partner in the recovery process.

The LCRG Communications Officer will coordinate and disseminate information on recovery management and issues, and will coordinate all aspects of media management. The Chair (Mayor) and Deputy Chair (Deputy Mayor) are the only authorised spokespersons for the City (unless delegated further by the City's CEO). They will approve all communications materials to the media prior to release.

## 5.9 Operational Recovery Plan

The Operational Recovery Plan at [Attachment 7](#) must be completed by the LRC, in consultation with LCRG members, and is informed by a community impact statement. Methods for obtaining community feedback and establishing priority needs are considered in the Stakeholder Communication Plan.

## 5.10 Agency Checklist

An Agency Checklist is at [Attachment 8](#) and lists agencies that may be able to provide support and/or resources to aid recovery.



## 6.0 Recovery Closeout (Withdrawal)

### 6.1 Withdrawal of Services

A critical aspect of the recovery management process is the withdrawal of external services. If not managed successfully, the positive effects of recovery to date may be undone. Planned and timely withdrawal will include community involvement and reduce the likelihood of a void being left post-recovery. The Chair of the LRCG, in consultation with the LRC, will stand down the LRCG when it is no longer required.

Withdrawal should also take into account the handover of responsibilities from the LRCG:

- to community groups where appropriate
- when the community can support itself
- to the City and other agencies to assume delivery of normal services.

Also, a coordinated approach to withdrawal should be planned and carried out. This may include actions such as:

- communication back to the community of positive outcomes and achievements
- media releases or conferences
- public events (meetings, community days / fairs) to recognise the community's return to normal.

### 6.2 Lessons Learnt

Recovery team member debriefing sessions are a key tool in assessing the effectiveness of the response and the performance of team members in their various functions. These sessions allow team members to discuss issues they encountered during recovery, and how the management of stress during a difficult time. The LRC will arrange to debrief all staff and organisations after each is stood down.

The LRC will prepare and table a report for the LRCG. The report will include lessons learnt and will initiate a post-incident review and update of the Local Recovery Plan. A copy of the report will be forwarded to the Local Emergency Management Committee (LEMC), the District Emergency Management Committee (DEMC), the Chair of the State Emergency Management Committee (SEMC) Recovery Services Sub-Committee and the Hazard Management Agency.

## Attachment 1 – LRC Action Checklist

Please note this listing is a guide only and is not exhaustive (timeframes are approximate only).

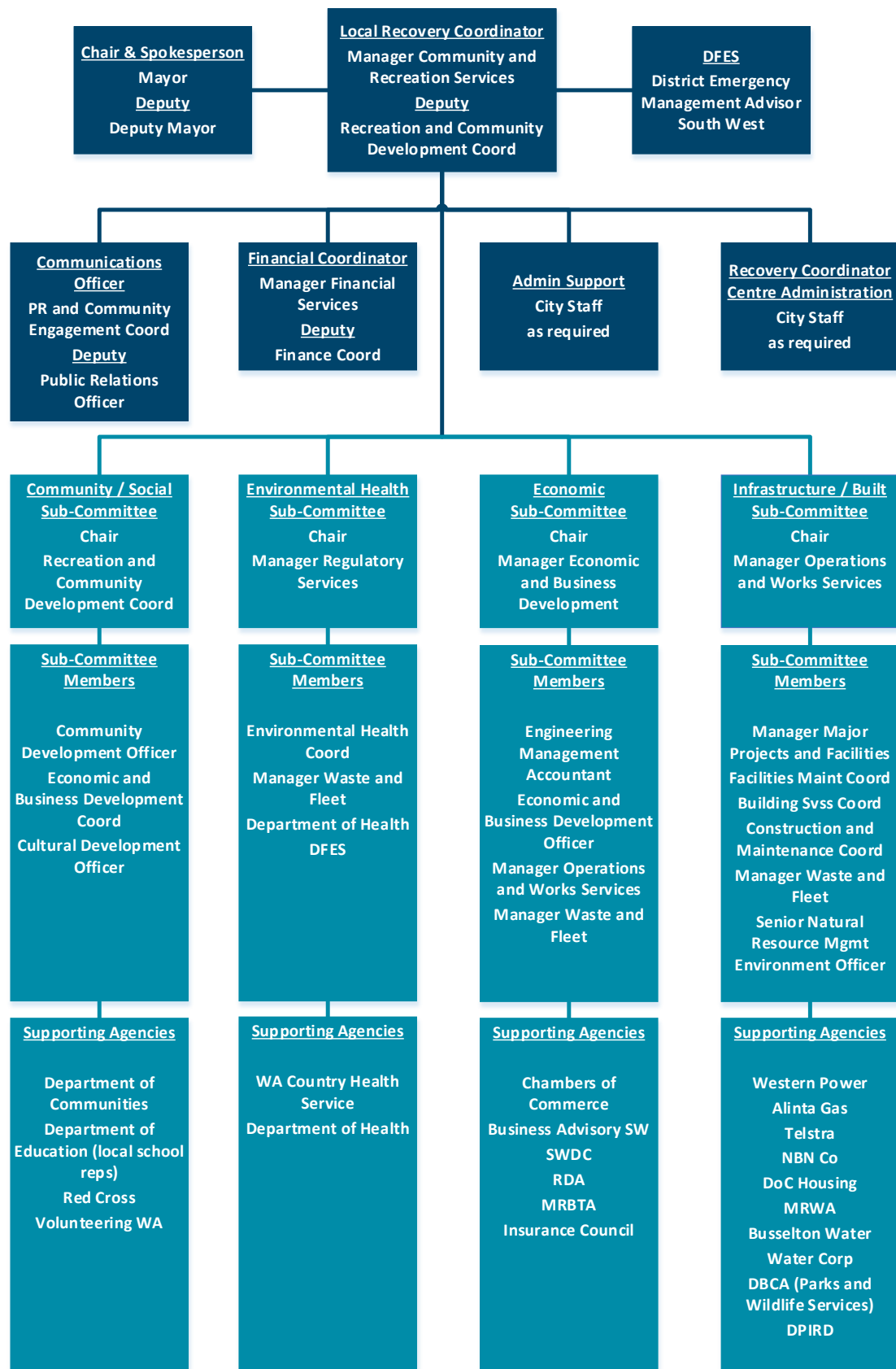
Task Description	Complete
<b>Within 48 Hours</b>	
Contact and alert key local contacts	
Liaise with Controlling Agency and participate (or nominate a suitable local government representative i.e. Local Recovery Coordinator, executive staff or CEO) in the incident management arrangements, including the Incident Support Group and Operations Area Support Group where appropriate	
Where more than one local government is affected, a coordinated approach should be facilitated by the Local Recovery Coordinators and supported by the State Recovery Coordinator, as required	
Ensure an understanding of known or emerging impacts from the Impact Statement provided by the Controlling Agency	
Consult the Department of Primary Industries and Regional Development on special arrangements to manage the welfare of livestock	
Consult the DBCA Parks and Wildlife Services on special arrangements to manage the welfare of wildlife	
Ensure Controlling Agency starts recovery activities during the response phase of the emergency	
Provide advice to the Mayor and CEO on the requirement to convene the LRCG and provide advice to the LRCG if convened.	
During an event, consider membership of the LRCG that is event specific, based on the social, built, economic and natural environments, or as required	
Consider support required such as resources to maintain records, including a record/log of events, actions and decisions	
Ensure the local government provides LRCG with an Executive Officer and administrative support, such as meeting agenda, minutes, financial and administrative recordkeeping (contact DFES State Recovery for advice or for possible State Recovery Cadre support)	
Facilitate community meetings/briefings to provide relevant recovery information include, as applicable, Controlling Agency, State government agencies and other recovery agencies	
Brief media on the recovery program throughout the recovery process, ensuring accurate and consistent messaging (use the local government's media arrangements, or seek advice or support from DFES State Recovery)	
Develop and implement an event specific Communication Plan, including public information, appointment of a spokesperson and the local government's internal communication processes	

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

Arrange for an evaluation of the effectiveness of recovery within 12 months of the emergency to make sure lessons are captured and available for future managers	
Provide recovery evaluations to the State Recovery Coordinator to refer to the SEMC for review. Evaluations can involve community and stakeholder surveys, interviews, workshops, and assessment of key project outcomes	
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	

## Attachment 2 – LRCG Organisational Chart

The following is an indicative LRCG organisational chart with core members in navy, and support members who would sit on the LRCG when required, in blue.



### Attachment 3 – LRCG Action Checklist

Please note this listing is a guide only and is not exhaustive (timeframes are approximate only).

Task Description	Complete
<b>Within 1 Week</b>	
Ensure an understanding of known or emerging impacts from the Impact Statement provided by the Controlling Agency.	
Determine priority recovery actions from Impact Statement and consult with specific agencies involved with recovery operations.	
District Emergency Management Advisor(s) to be included on Local Recovery Coordination Group to provide recovery advice and support to the Group throughout recovery, as required	
Assess recovery requirements and coordinate activities to rebuild and restore the social, built, economic, natural and psychosocial wellbeing of the affected community	
Determine need to establish subcommittees based on the four recovery environments: social, built, economic and natural, as required. Determine functions and membership as needed	
Report likely costs and establish a system for recording all expenditure during recovery (includes logging expenditure, keeping receipts and providing timesheets for paid labour)	
Determine the acquisition and appropriate use of resources necessary for effective recovery	
Consider recovery information and arrangements for special needs groups and individuals such as youth, the aged, people with disabilities, Aboriginal people, culturally and linguistically diverse people; and isolated and transient people	
Brief media on the recovery program throughout recovery process, ensuring accurate and consistent messaging (use the local government's media arrangements, or seek advice and support from DFES State Recovery)	
Develop and implement an event specific Communication Plan, including public information, appointment of a spokesperson and the local government's internal communication processes	
Ensure recovery activities are consistent with the <a href="#">National Principles for Disaster Recovery</a>	
<b>Within 1 Month</b>	
Consider fatigue management for self and recovery staff throughout all recovery (contact DFES State Recovery for advice or for possible State Recovery Cadre support)	
Confirm if the event has been proclaimed an eligible natural disaster event under the <a href="#">Disaster Recovery Funding Arrangements (DRFA-WA)</a> and if so ensure an understanding of what assistance measures are available and the process requirements for assistance	
Consider establishing a call centre with prepared responses for FAQs	



Develop an <a href="#">Operational Recovery Plan</a> which determines the recovery objectives and requirements, governance arrangements, resources and priorities	
Establish a 'one-stop shop' recovery centre to provide the affected community with access to recovery services, information and assistance	
Coordinate all offers of assistance from non-government organisations, volunteers, material aid, appeals and donated money to avoid duplication of effort	
Understand eligible criteria and payment procedures of the <a href="#">Lord Mayor's Distress Relief Fund (LMDRF)</a> , if activated. Payments are coordinated through the local government to affected individuals	
Activate outreach program to meet immediate needs and determine ongoing needs. Consider the need for specialist counselling, material aid, accommodation and financial assistance (liaise with the Department of Communities)	
Manage restoration of critical infrastructure	
Liaise with the State Recovery Coordinator on issues where State level support is required or where there are concerns with services from government agencies locally	
Monitor the progress of recovery and receive periodic reports from recovery agencies	
<b>Within 1 to 12 Months (or longer-term recovery)</b>	
Social and personal support services are likely to be required in the longer term and the need for a considerable period of psychosocial support (often several years) should be planned for	
Ensure recovery projects that support the social, built, economic and natural recovery environments are community-led and targeted to best support affected communities	
Implement transitioning to mainstream services	

<b>DUTY CARD 1 – LRCG CHAIR (MAYOR)</b>
The Chair leads the LRCG and is the primary spokesperson for the group
<b>RESPONSIBILITIES</b>
<b>PRE-RECOVERY</b>
<ul style="list-style-type: none"> <li>Attend all training activities organised for the LRCG</li> <li>Be familiar with roles and responsibilities of the LRCG</li> <li>Understand each agency's role in relation to recovery to ensure a coordinated approach to recovery</li> <li>Maintain regular contact with agencies involved in recovery planning and response</li> </ul>
<b>RECOVERY ALERT/STAND-BY PHASE</b>
<ul style="list-style-type: none"> <li>Attend a brief from the LRC on details of the emergency and recovery priorities</li> <li>Identify LRCG membership dependent on the type and impact of the emergency</li> <li>Place LRCG members on stand-by for possible activation of the LRCG (provide details of the emergency and recovery priorities)</li> </ul>
<b>RECOVERY ACTIVATION</b>
<ul style="list-style-type: none"> <li>Chair the initial meeting of the LRCG, allocate and prioritise LRCG activities</li> <li>Ensure the LRCG is aware of the HMAs arrangements and other government agencies support plans that may be activated during recovery</li> </ul>
<b>RECOVERY</b>
<ul style="list-style-type: none"> <li>Oversee the development and implementation of the <a href="#">Operational Recovery Plan</a> for the <u>short to medium term</u> (covering the social, environmental, economic and infrastructure impacts of the emergency)</li> <li>Ensure the Operational Recovery Plan identifies and meets the needs of the community, and minimises the impact of the emergency on the City of Busselton</li> <li>With the guidance of the LRC and Communications Officer, develop the <a href="#">Stakeholder Communications Plan</a> to facilitate effective communication with all relevant stakeholders (i.e. community members, local business, the media, other State and Local Government Agencies/Authorities, and the Council)</li> <li>Oversee the provision of regular recovery situation reports (SITREPs) to the HMA and other agencies</li> <li>Oversee regular SITREPs to the LRCG, include feedback on the implementation of the Operational Recovery Plan</li> <li>If one is required, oversee the development and implementation of the <a href="#">Operational Recovery Plan</a> for the <u>medium to long term</u> (covering the social, environmental, economic and infrastructure impacts of the emergency)</li> <li>Oversee the decision making processes of the LRCG and if necessary, make the final decision</li> </ul>

## POST-RECOVERY

- Stand-down the LRCG (this may be a staged process with some roles/stakeholder being stood down before others)
- In conjunction with the LRC, carry out a Post Incident Analysis (PIA) to identify and prioritise follow-up actions, and setting deadlines for completion (provide copies of the PIA to other stakeholders as required)
- Attend the HMA PIA with the LRC and if necessary, brief LRCG members

<b>DUTY CARD 2 – LRCG DEPUTY CHAIR (DEPUTY MAYOR)</b>
The Deputy Chair deputises for and supports the Chair LRCG throughout the recovery process
<b>RESPONSIBILITIES</b>
<b>PRE-RECOVERY</b>
<ul style="list-style-type: none"> <li>• Attend all training activities organised for the LRCG</li> <li>• Be familiar with roles and responsibilities of the LRCG</li> <li>• Understand each agency's role in relation to recovery to ensure a coordinated approach to recovery</li> </ul>
<b>RECOVERY ALERT/STAND-BY PHASE</b>
<ul style="list-style-type: none"> <li>• Attend a brief from the LRC on details of the emergency and recovery priorities</li> </ul>
<b>RECOVERY ACTIVATION</b>
<ul style="list-style-type: none"> <li>• Attend the initial meeting of the LRCG</li> </ul>
<b>RECOVERY</b>
<ul style="list-style-type: none"> <li>• Assist with the development and implementation of the Operational Recovery Plan for the <u>short to medium term</u> (covering the social, environmental, economic and infrastructure impacts of the emergency)</li> <li>• If one is required, assist with the development and implementation of the Operational Recovery Plan for the <u>medium to long term</u> (covering the social, environmental, economic and infrastructure impacts of the emergency)</li> </ul>
<b>POST-RECOVERY</b>
<ul style="list-style-type: none"> <li>• Participate with the development of a Post Incident Analysis (PIA) to identify and prioritise follow-up actions, and setting deadlines for completion (provide copies of the PIA to other stakeholders as required)</li> </ul>

### DUTY CARD 3 – LOCAL RECOVERY COORDINATOR (MANAGER COMMUNITY & RECREATION SERVICES)

The LRC manages the LRCG and oversees the recovery process with regard to the social, environmental, economic and infrastructure impacts of the emergency. The LRC has overall responsibility to coordinate recovery under guidance from the HMA and Chair

#### RESPONSIBILITIES

##### PRE-RECOVERY

- Attend all training activities organised for the LRCG
- Be familiar with roles and responsibilities of the LRCG
- Understand each agency's role in relation to recovery to ensure a coordinated approach to recovery
- Maintain regular contact with agencies involved in recovery planning and response
- Develop, implement and review the Local Recovery Plan ensuring it is tested in line with other Local Emergency Management Arrangement exercises

##### RECOVERY ALERT/STAND-BY PHASE

- Attend the HMA brief on the emergency, its impact and response objectives
- In conjunction with the Chair, identify LRCG membership dependent on the type and impact of the emergency
- Place LRCG members on stand-by for possible activation of the LRCG (provide details of the emergency and recovery priorities)
- Mobilise additional resources (e.g. ICT support, admin support, meeting rooms)
- Coordinate an assessment of community recovery requirements
- Provide advice to the Chair on when to activate the LRCG

##### RECOVERY ACTIVATION

- Convene the first meeting of the LRCG ensuring admin support is available to draft the Agenda and take Minutes meetings (include options for members to attend remotely via MS teams)
- Allocate recovery responsibilities ensuring LRCG members understand individual and team priorities
- Monitor performance of the LRCG to ensure priorities are being addressed/met

##### RECOVERY

- Develop and implement the Operational Recovery Plan for the short-medium term (covering social, environmental, economic and infrastructure impacts of the emergency)
- Ensure the Operational Recovery Plan identifies and meets the needs of the community and minimises the impact of the emergency on the City of Busselton
- In conjunction with the Communications Officer, oversee the implementation of the [Stakeholder Communications Plan](#) (i.e. community members, local business, the media, other State and Local Government Agencies/Authorities, and the Council)
- Ensure the provision of regular recovery situation reports (SITREPs) to the HMA and other agencies
- In consultation with the Chair schedule meetings of the LRCG ensuring admin support is available to draft the Agenda and take Minutes meetings (include options for members to attend remotely via MS teams)

- Provide regular SITREPS to the LRCG, include feedback on the implementation of the Operational Recovery Plan
- Oversee the management of volunteers
- Coordinate the management of donated goods (encourage: cash donations through the [Lord Mayor's Distress Relief Fund](#), donated goods through [Givit](#))
- Document own actions and decisions on a personal log sheet
- Monitor fatigue management within the LRCG membership with a focus on City of Busselton employees
- If one is required, oversee the development and implementation of the [Operational Recovery Plan](#) for the medium to long term (covering the social, environmental, economic and infrastructure impacts of the emergency)

#### POST-RECOVERY

- In consultation with the LRCG Chair, stand-down the LRCG (this may be a staged process with some roles/stakeholders being stood down before others)
- Carry out a Post Incident Analysis (PIA) to identify and prioritise follow-up actions, and setting deadlines for completion (provide copies of the PIA to other stakeholders as required)
- Attend the HMA PIA with the Chair and if necessary, brief other LRCG members



## DUTY CARD 4 – COMMUNICATIONS OFFICER (PUBLIC RELATIONS AND COMMUNITY ENGAGEMENT COORDINATOR)

The Communications Officer coordinates and disseminates information on recovery management and issues, and will coordinate all aspects of media management

### RESPONSIBILITIES

#### PRE-RECOVERY

- Attend all training activities organised for the LRCG
- Be familiar with roles and responsibilities of the LRCG
- Understand each agency's role in relation to recovery to ensure a coordinated approach to recovery

#### RECOVERY ALERT/STAND-BY PHASE

- Attend all LRCG briefing sessions
- Advise the LRCG Chair and LRC on potential community and media requirements
- Ensure resources are available to manage media enquiries
- Establish links with external stakeholder communications representatives (e.g. DFES Media, WAPOL Media Unit, IMT Public Information Officer (through the ISG))

#### RECOVERY ACTIVATION

- Attend the first meeting of the LRCG
- Commence the implementation of identified communications actions
- Provide ongoing advice to the LRCG in relation to media communications
- Liaise with other stakeholders to ensure a coordinated and consistent response to media enquiries
- Draft media release and materials on behalf of the LRCG Chair

#### RECOVERY

- Attend LRCG and HMA meetings
- Act as the principal advisor to the LRCG Chair regarding media and other enquiries
- Advise the Chair and LRC of any pressing media issues, concerns, or problems
- In conjunction with the Chair and LRC, develop and implement the [Stakeholder Communication Plan](#) that covers response and recovery activities
- Prepare external communications (e.g. media releases, media fact sheets) for approval by the Chair
- Continue to liaise with other stakeholders to ensure a coordinated and consistent response to media enquiries
- Monitor media reports about emergency response and recovery activities (brief the LRCG)
- Document own actions and decisions on a personal log sheet
- Assist with the development and implementation of [Operational Recovery Plan](#) as required (covering social, environmental, economic and infrastructure impacts of the emergency)

#### POST-RECOVERY

- Participate in, and contribute to the LRCG Post Incident Analysis (PIA)
- Complete follow-up actions as required

#### DUTY CARD 5 – RECOVERY COORDINATION CENTRE ADMINISTRATOR (CITY STAFF AS REQUIRED)

The Recovery Coordination Centre Administrator is responsible for the establishment, management and resourcing of the Recovery Coordination Centre (RCC).

#### RESPONSIBILITIES

##### PRE-RECOVERY

- Attend all training activities organised for the LRCG
- Be familiar with roles and responsibilities of the LRCG
- Understand each agency's role in relation to recovery to ensure a coordinated approach to recovery
- Establish, manage and resource the RCC throughout the recovery phase

##### RECOVERY ALERT/STAND-BY PHASE

- Attend all LRCG briefing sessions
- Plan for the activation of the LRCG and the establishment of the RCC (identify the resources that are required for the efficient operation of the RCC (e.g. whiteboards, projectors, internet and network access, catering))

##### RECOVERY ACTIVATION

- Establish the RCC (including attendance of LRCG members via MS Teams)
- Oversee the preparation of meeting Agendas and Minutes
- Attend the first meeting of the LRCG (note LRCG actions and priorities)

##### RECOVERY

- Oversee the preparation of meeting Agendas and Minutes
- Attend LRCG meetings, coordinate activities with LRCG members
- Oversee provision of Admin Support, IT equipment and catering for LRCG
- Oversee Admin Support team ensuring a chronological log of significant events and decisions is maintained (record identified issues, actions and deadlines)
- Document own actions and decisions on a personal log sheet
- Assist with the development and implementation of [Operational Recovery Plan](#) as required (covering social, environmental, economic and infrastructure impacts of the emergency)

##### POST-RECOVERY

- Collect recovery documentation from all teams within LRCG (ensure documents are saved in the City's Records Keeping System)
- Evaluate the effectiveness of the RCC, identify and record opportunities for process improvement
- Return the RCC to its pre-incident 'ready state'
- Participate in, and contribute to the LRCG Post Incident Analysis (PIA)
- Complete follow-up actions as required

#### **DUTY CARD 6 – ADMIN SUPPORT (CITY STAFF AS REQUIRED – multiple positions)**

Admin Support provide administrative support to all LRCG positions including scribing for key LRCG roles (Chair, Deputy Chair and Local Recovery Coordinator)

#### **RESPONSIBILITIES**

##### **PRE-RECOVERY**

- Attend all training activities organised for the LRCG
- Be familiar with roles and responsibilities of the LRCG
- Understand each agency's role in relation to recovery to ensure a coordinated approach to recovery
- Assist the RCC Administrator to establish, manage and resource the RCC throughout the recovery phase

##### **RECOVERY ALERT/STAND-BY PHASE**

- Assist with the planning phase to establish the RCC

##### **RECOVERY ACTIVATION**

- Assist with the establishment of the RCC
- Attend the first LRCG meeting (prepare meeting Agenda and Minutes including the recording of significant LRCG actions, deadlines and decisions)
- Establish and maintain the LRCG Activity Log Sheet

##### **RECOVERY**

- Scribe for key LRCG members (Chair, Deputy Chair and LRC), document actions and decisions
- Attend meetings of LRCG (prepare meeting Agenda and Minutes including the recording of significant LRCG actions, deadlines and decisions)
- Manage the flow of hard copy information and updates
- Provide administrative support to LRCG including assisting with the preparation of Situational Reports (SITREPS)
- Provide administrative support for sub-committee meetings (including Agendas and Minutes including the recording of significant LRCG actions, deadlines and decisions)

##### **POST-RECOVERY**

- Assist with the collection of recovery documentation from all teams within LRCG (ensure documents are saved in the City's Records Keeping System)
- Assist with the evaluation of the effectiveness of the RCC, identify and record opportunities for process improvement
- Assist with returning the RCC to its pre-incident 'ready state'
- Participate in, and contribute to the LRCG Post Incident Analysis (PIA)
- Complete follow-up actions as required

## DUTY CARD 7 – FINANCIAL COORDINATOR (MANAGER FINANCIAL SERVICES)

The Financial Coordinator is responsible for the financial recovery of the City including the provision of information on financial assistance and planning

### RESPONSIBILITIES

#### PRE-RECOVERY

- Attend all training activities organised for the LRCG
- Be familiar with roles and responsibilities of the LRCG
- Understand each agency's role in relation to recovery to ensure a coordinated approach to recovery
- Maintain regular contact with agencies involved in recovery planning and response

#### RECOVERY ALERT/STAND-BY PHASE

- Prepare for the first meeting of the LRCG by gathering information on the financial impacts, or likely impacts of the emergency on the City
- Prepare advice on the availability of financial support to ratepayers suffering financial hardship as a result of the emergency (e.g. deferment of rates and service charges)

#### RECOVERY ACTIVATION

- Attend the first meeting of the LRCG
- Brief the LRCG on the:
  - financial impacts, or likely impacts of the emergency on the City
  - financial support available to ratepayers as a result of the emergency
- Provide advice and guidance on recovery priorities from a financial perspective

#### RECOVERY

- Attend LRCG meetings as required
- Continuously monitor the financial impacts of the emergency on the City (provide regular updates to the LRCG)
- Assist with the development of strategies aimed at minimising the financial impact of the emergency on individuals and businesses
- When required, provide financial data to the City's Engineering Management Accountant in support of [Disaster Recovery Funding Arrangements \(DRFA-WA\)](#) claims
- Manage the distribution of [Lord Mayor's Distress Relief Fund](#) funding
- Contribute to the development of the [Stakeholder Communication Plan](#) by providing links and/or information relating to financial recovery resources
- Assist with the development and implementation of [Operational Recovery Plan](#) as required (covering economic and infrastructure impacts of the emergency)

#### POST-RECOVERY

- Provide financial reports and information related to the recovery phase of the emergency
- Participate in, and contribute to the LRCG Post Incident Analysis (PIA)
- Complete follow-up actions as required

## DUTY CARD 8 – ECONOMIC COORDINATOR (MANAGER ECONOMIC AND BUSINESS DEVELOPMENT)

The Economic Coordinator is responsible for leading the economic recovery of the City and local business

### RESPONSIBILITIES

#### PRE-RECOVERY

- Attend all training activities organised for the LRCG
- Be familiar with roles and responsibilities of the LRCG
- Understand each agency's role in relation to recovery to ensure a coordinated approach to recovery
- Maintain regular contact with agencies involved in recovery planning and response

#### RECOVERY ALERT/STAND-BY PHASE

- Prepare for the first meeting of the LRCG by gathering information on the economic impacts, or likely impacts of the emergency on the City and local business
- In consultation with the Local Recovery Coordinator (LRC) identify likely members of the Economic Sub-Committee

#### RECOVERY ACTIVATION

- Attend the first meeting of the LRCG
- Brief the LRCG on the:
  - economic impacts, or likely impacts of the emergency on the City and local business
  - financial support available to local business as a result of the emergency
- Provide advice and guidance on recovery priorities from an economic perspective

#### RECOVERY

- Attend LRCG meetings as required (provide regular updates on the economic impact of the emergency)
- Assist with the development of strategies aimed at minimising the economic and financial impact of the emergency on individuals and businesses
- Identify potential sources of financial assistance for individuals and businesses impacted by the emergency (government grants, appeal distribution (e.g. [Lord Mayor's Distress Relief Fund](#), other charitable payments)
- Establish a reference groups that is representative of local business and industry groups, including the Chambers of Commerce, impacted by the emergency
- Contribute to the development of the [Stakeholder Communication Plan](#) by providing links and/or information relating to economic recovery resources
- Assist with the development and implementation of [Operational Recovery Plan](#) as required (covering economic impacts of the emergency)
- If it is required, activate the Economic Sub-Committee (reporting back through the LRCG)

#### POST-RECOVERY

- Provide economic reports and information related to the recovery phase of the emergency
- Participate in, and contribute to the LRCG Post Incident Analysis (PIA)
- Complete follow-up actions as required

## DUTY CARD 9 – ENVIRONMENTAL HEALTH COORDINATOR

The Environmental Health Coordinator is responsible for overseeing environmental health recovery activities for the City and our community including local business

### RESPONSIBILITIES

#### PRE-RECOVERY

- Attend all training activities organised for the LRCG
- Be familiar with roles and responsibilities of the LRCG
- Understand each agency's role in relation to recovery to ensure a coordinated approach to recovery
- Maintain regular contact with agencies involved in recovery planning and response

#### RECOVERY ALERT/STAND-BY PHASE

- Prepare for the first meeting of the LRCG by gathering information on the environmental health impacts, or likely impacts of the emergency on the City and local business
- In consultation with the Local Recovery Coordinator (LRC) identify likely members of the Environmental Health Sub-Committee

#### RECOVERY ACTIVATION

- Attend first meeting of the LRCG
- Brief the LRCG on the environmental impacts, or likely impacts of the emergency on the City, local business and residents
- Provide advice and guidance on recovery priorities from an environmental health perspective

#### RECOVERY

- Attend LRCG meetings as required (provide regular updates on the environmental impact of the emergency)
- Develop and implement environmental health recovery strategies and inspection programs to facilitate a return to pre-emergency business/living for the City, local business and residents
- Where required, provide public health guidance and support to external agencies (e.g. WACHS, DoH)
- Contribute to the development of the [Stakeholder Communication Plan](#) by providing links and/or information relating to the recovery from the environmental health impacts of the emergency
- Assist with the development and implementation of [Operational Recovery Plan](#) as required (covering environmental health impacts of the emergency)
- If it is required, activate the Environmental Health Sub-Committee (reporting back through the LRCG)

#### POST-RECOVERY

- Provide environmental health reports and information related to the recovery phase of the emergency
- Participate in, and contribute to the LRCG Post Incident Analysis (PIA)
- Complete follow-up actions as required

## DUTY CARD 10 – INFRASTRUCTURE / BUILT COORDINATOR (MANAGER OPERATIONS AND WORKS SERVICES)

The Infrastructure / Built Coordinator is responsible for the restoration of public infrastructure and built assets, and for the rehabilitation of the natural environment impacted by the emergency

### RESPONSIBILITIES

#### PRE-RECOVERY

- Attend all training activities organised for the LRCG
- Be familiar with roles and responsibilities of the LRCG
- Understand each agency's role in relation to recovery to ensure a coordinated approach to recovery
- Maintain regular contact with agencies involved in recovery planning and response

#### RECOVERY ALERT/STAND-BY PHASE

- Prepare for the first meeting of the LRCG by gathering information on damaged public infrastructure and buildings as a result of the emergency including the impact, if any, on the natural environment
- In consultation with the Local Recovery Coordinator (LRC) identify likely members of the Infrastructure/Built Sub-Committee (including where necessary environmental management stakeholders such as Parks and Wildlife, Friends of Groups etc.)

#### RECOVERY ACTIVATION

- Attend first meeting of the LRCG
- Brief the LRCG on the impacts, or likely impacts of the emergency public infrastructure and public buildings, as well as the natural environment
- Provide advice and guidance on restoration and rehabilitation recovery priorities

#### RECOVERY

- Attend LRCG meetings as required (provide regular updates on damage to, and restoration of public infrastructure and built assets; and damage to, and rehabilitation of the natural environment)
- Develop, implement and maintain restoration and rehabilitation plans (communicating those plans through as part of the [Stakeholder Communication Plan](#))
- Assist with the development and implementation of [Operational Recovery Plan](#) as required (covering environmental and infrastructure impacts of the emergency)
- Liaise with external service providers (e.g. Busselton Water, Western Power, Telstra, NBN Co etc.) to determine their recovery strategies and priorities
- If it is required, activate the Infrastructure / Built and Natural Environment Sub-Committee (reporting back through the LRCG)

#### POST-RECOVERY

- Provide environmental and infrastructure reports and information related to the recovery phase of the emergency
- Participate in, and contribute to the LRCG Post Incident Analysis (PIA)
- Complete follow-up actions as required

## Attachment 5 – LRCG Sub-Committee Role Statements

Recovery Sub-Committee Role Statements	
Community/Social Sub-Committee	
<ul style="list-style-type: none"> <li>To provide advice and guidance to assist in the post-emergency restoration and strengthening of the social fabric and wellbeing of the community</li> <li>To facilitate an understanding of the needs of the impacted community in relation to their wellbeing</li> <li>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</li> <li>To assess and recommend medium and long-term priority areas through the LRCG for consideration to assist with the restoration and strengthening of community wellbeing</li> <li>To ensure the affected community is informed and involved in the recovery processes so that recovery actions and programs meet their needs</li> </ul>	
Environmental Health Sub-Committee	
<ul style="list-style-type: none"> <li>To provide advice and guidance to assist in the post-emergency restoration and strengthening of the community's public and environmental health</li> <li>To facilitate an understanding of the needs of the impacted community in relation to public and environmental health</li> <li>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 public and environmental health</li> <li>To assess and recommend medium and long-term priority areas through the LRCG for consideration to assist with the restoration and strengthening of public and environmental health</li> <li>To ensure the affected community and businesses are informed and involved in the recovery processes so that recovery actions and programs meet their needs</li> </ul>	
Infrastructure/Built and Environment Sub-Committee	
<ul style="list-style-type: none"> <li>To provide advice and guidance to assist in the post-emergency restoration of infrastructure and built assets, and public utility services; and the rehabilitation and protection of the natural environment</li> <li>To facilitate an understanding of the needs of the impacted community</li> <li>To assess and recommend, through the LRCG, priority infrastructure and natural environment projects to assist with the recovery, restoration, and rehabilitation</li> </ul>	
Economic Sub-Committee	
<ul style="list-style-type: none"> <li>To provide advice and guidance to assist in the post-emergency restoration and strengthening of the economy of the City, local business and the community</li> <li>To facilitate an understanding of the economic needs of the impacted community</li> <li>To assess and recommend, through the LRCG, priority projects to assist with the economic recovery of the City, local business and individual members of the community</li> <li>To make recommendations to the administrators of the <a href="#">Lord Mayor's Distress Relief Fund</a> about the orderly and equitable disbursement of offers of assistance to individuals having suffered personal loss and hardship</li> </ul>	



# COMMUNICATION PLAN

## COMMUNICATION GOALS

- To encourage timely and accurate information to emergency affected community members and the wider community
- To acknowledge the psychological challenges and complexities associated with communicating with a community affected by and emergency
- To encourage and promote two-way communication to better understand the community's needs, priorities and concerns
- To empower and support the community to feel an active partner in the recovery process

## COMMUNICATION OBJECTIVES

The objectives of this plan are to:

1. Provide direction for communication activities
2. Ensure communications are appropriate for the audience
3. Be flexible to incorporate changes as the situation develops
4. Ensure feedback to City stakeholders and the community is comprehensive, meaningful and timely
5. Ensure a single source of information with regard to emergency response activities (e.g. Emergency WA, Incident Management Team Public Information Officer)

## KEY TARGET AUDIENCE

The following have been identified as the possible primary target audience for communications – their involvement, interest and method of communication is based on the criteria below. To be regularly reviewed and adjusted in response to the situation as it evolves.

*Level of Involvement: decision maker, influencer, affected, perceived stake*

*Engagement Purpose: inform, consult, involve, collaborate, empower*

*Level of Interest: primary (direct), secondary (general), tertiary (other/peripheral)*

Primary Target Audience	Description	Actions (when/where)	Involvement	Engagement Purpose
Affected community members	Reach those who have been directly affected and may require assistance	e-Newsletter, social media, or hard copy post to displaced persons out of the area. Weekly at first, then as required	Affected	Inform, consult, involve, and empower
Displaced persons	Use a variety of broader SW and State wide medium so people not remaining in Busselton remain part of the communication strategy	Establish how and who can develop and maintain a database that identifies displaced persons and their contact details	Affected	Inform
Community	Reach those who like to be kept up to date on local news and happenings. Use existing community networks so all requests for support and assistance can be provided	Newsletter, traditional media and social media interviews, community events	Affected	Inform, consult, involve, and empower
Rural community	Reach the rural community that may not have visited recovery centres or attended community meetings and may not know help is available	Outreach conducted at intervals. Immediately after impact with 6 monthly follow-up, and then 12 monthly follow-up. Ensure special issue of Recovery News is attached to Rates Notices	Affected	Inform, consult, involve, and empower
Identified vulnerable community members (families, children and youth, socially isolated, elderly, bereaved)	Communicate with a range of other vulnerable community members (e.g. Community Resource Centre and schools)	Coordination and support of key stakeholder agencies involved in supporting the wellbeing of vulnerable community members	Affected	Inform, consult, and involve

Tourists	Communicate through MRBTA and accommodation providers	Liaise with MRBTA and Business Sector on most appropriate format and frequencies	Affected	Inform, consult, and involve
Non-resident community	Reach out through Broader media channels including social media	Immediately after impact with regular information. Reducing frequency to weekly, fortnightly, monthly, 6 monthly and 12 monthly	Affected	Inform
Non-English speaking	Identify messages required in alternative languages	Establish how and who can develop and maintain a database that identifies non-English speaking persons and their specific needs	Affected	Inform, consult, and involve
Recovery agency partners	Ensure a coordinated effort and that all messages provided to the community are consistent (one source of information)	All messages coordinated through LRCG Chair	Influence, decision maker	Collaborate
Affected businesses and their employees	Maintain communication with affected businesses. Provide information and assistance so businesses can continue to operate and employ staff	Liaise with affected business. Engage key support agencies (e.g. Chambers of Commerce) that provide assistance to the business community and ensure communication is encouraged	Affected	Inform, consult, involve, and empower
Greater Southwest Community	Reach those who like to be kept up to date on local news and happenings. Reach those who may want to donate cash, supplies, materials or labour	Media release through print media. Engage radio and TV to keep the recovery of the community positive and transparent	Perceived stake	Inform
State and Federal Government	Keep governments informed of challenges to enlist appropriate assistance	Ensure key strategies and actions undertaken are communicated to State and Federal agencies to ensure common objectives and goals are met and a united front to recovery	Decision maker	Collaborate, and inform
City staff and elected members	Provide information about the challenges in order to enlist solutions, inform decision making and guide appropriate action	Staff newsletter available monthly on what's happening on recovery. Intranet and all-staff brief. Customer service information sheets for incoming enquiries.	Decision maker	Collaborate, and inform

Secondary Target Audience	Description	Actions (when/where)	Involvement	Engagement Purpose
Media commentators	Provide information to State and Regional newspapers, radio and television	Weekly newspaper updates. Monthly radio interviews/updates. Promote good news recovery stories for TV and radio	Affected	Inform
Business Community	Keep the business community informed	Form working groups of affected businesses, invite Chambers of Commerce. A hub for dissemination of information	Affected	Inform, consult, involve, and empower
WA community	Keep the wider WA community informed	Encourage wider syndication of good news stories and media releases	Perceived stake	Inform

#### KEY MESSAGES

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

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

Message: what do you want your audience to think, feel or do?	Purpose: how does this message meet your communication objective
All concerns and issues are being addressed	Objective 4, 3
Current situations and information received will be acted on	Objective 2, 4, 5
The whole community is being informed and kept up to date	Objective 4, 5
The community is an active partner in the recovery and is consulted on decisions and activities that are organised	Objective 1, 3
The community is empowered by the information received and is encouraged to be self-sufficient to build capacity	Objective 1

ACTIONS			
Key Stakeholders	Proposed Consultation/Communication	Communication Channels & Frequency	Responsible Person
Community	Community consultation via a range of mediums to reach appropriate members	Develop a database for displaced and special needs contact details	
	Use existing community networks and information conduits to engage and inform	Via Community Development Team	
	Recovery Community Meetings and Community Meetings	As needs basis	
	Recovery Newsletter	Weekly at first, reducing to fortnightly then monthly	
Councillors	Implementation updates via Council meetings, briefing sessions, and newsletters	Monthly meetings, briefing sessions and newsletter as required	
Staff: internal and operational	Updates regarding actions and ongoing issues	Messages disseminated through senior staff via weekly meetings. Agency updates via CEO	
Media	Council segment updates in local papers. Regular interviews with local TV and radio stations	Media releases	

RISK ASSESSMENT MATRIX						
		Consequence				
		Catastrophic	Major	Moderate	Minor	Negligible
Likelihood	Almost Certain	Extreme	Extreme	Extreme	High	Medium
	Likely	Extreme	Extreme	High	Medium	Low
	Possible	Extreme	High	Medium	Medium	Low
	Unlikely	High	Medium	Medium	Low	Low
	Rare	Medium	Low	Low	Low	Low

A risk matrix is used during risk assessment to define the level of risk by measuring the likelihood (of the risk occurring) consequence (of the risk occurring). This is a simple mechanism to increase visibility of risks and assist decision making. Some potential risks have been identified for consideration and rating with others appropriate to the situation.

Potential Issue	Likelihood	Consequence	Level of Risk	Mitigation Strategy
Information overload				Ensure information is fresh, different and interesting (e.g. consider news items found about other affected communities and their recovery). Ensure all information presented addresses a community need, thus minimising superfluous information
Material poorly designed and ineffective in communicating key messages				Design material so it is clear, easy to use and written in appropriate language for the chosen audience
Material and information too late or too infrequent				Have weekly or fortnightly deadlines
Other agencies send mixed messages				Make sure all agencies are aligned and messages are consistent

#### COMMUNICATIONS PLAN REVIEW

--

#### COMMUNICATIONS BUDGET

To be determined when actions have been confirmed
---

[illegible]

Review Frequency		Every 6-8 weeks (NB: pre and post emergency. Check to see messaging is on-target pre-events and incorporate any feedback post-events)		
Council Briefing required Y/N?	DATE			
First review	DATE			

### SECTION 1

INTRODUCTION	
Background	
<p>An emergency was declared for the City of Busselton on &lt;&lt;date&gt;&gt; after &lt;&lt;incident&gt;&gt;</p> <p>The cause was &lt;&lt;details&gt;&gt;</p> <p>Details of damage are &lt;&lt;details&gt;&gt;</p>	
Aim of the Plan	
<p>Providing a strategy for expedient and effective recovery for affected and general community</p>	
Authority	
<p>The City of Busselton Local Recovery Coordination Group is the authority for this plan</p> <p>Pursuant to s.36(b) and (c) of the <i>Emergency Management Act 2005</i> (Act), functions of a local government include:</p> <p>(b) to manage recovery following an emergency affecting the community in its district; and</p> <p>(c) to perform other functions given to the local government under this Act</p>	

### SECTION 2

ASSESSMENT OF RECOVERY REQUIREMENTS	
Impacts	
Impacts	Details
Death / Injury	<<insert number>> of deaths <<insert number>> of injuries
Displaced Persons	<<insert number>> of displaced persons
Residential Impacts	<<insert number>> of damaged homes <<insert number>> of destroyed homes <<insert number>> of destroyed buildings/structures other than homes <<insert number>> of damaged buildings/structures other than homes
Industrial /Business	<<list businesses>> directly impacted by / damaged / destroyed
Primary Industry	<<list details>> of length of boundary fences, number of head of livestock, beehives, wineries, plantations directly impacted / damaged / destroyed



Impacts	Details
Community Assets	<<list details>> of community assets (e.g. community halls etc.) directly impacted / damaged / destroyed
Transport	<<list transport routes>> directly impacted / damaged / destroyed
Essential Services	<<detail impact to essential services>> i.e. number of properties without power / water supply etc.
Environment	<<detail environmental impacts>>
Damage Cost Estimates	<<detail damage cost estimates>> broken down by category
<b>Accommodation Evacuation Centre</b>	
Evacuation Centres were established at: <<Facility Name 1>> Department of Communities record <<insert number>> of registrations and <<insert number>> of displaced persons at this facility <<Facility Name 2>> Department of Communities record <<insert number>> of registrations and <<insert number>> of displaced persons at this facility	
<b>Additional Personnel Requirements</b>	
<<insert the number and details>> of additional personnel brought in to assist with recovery	
<b>Health Considerations</b>	
<<insert details of health considerations>> i.e. asbestos sites, contamination of water etc.	

## SECTION 3

### ORGANISATIONAL ASPECTS

#### Local Recovery Coordination Group (LRCG)

- The City of Busselton Local Recovery Coordination Group (LRCG) comprises a core membership, as well as a number of support personnel or agencies who would sit on the LRCG as required. The LRCG organisational chart is shown at [Attachment 2](#)
- [Attachment 4](#) provides a series of Duty Cards for core members of the LRCG (these are intended only as a guide, duties may vary depending on the nature of the emergency)
- [Attachment 5](#) provides role statements for each of the LRCG Sub-Committees (Community/Social, Environmental Health, Economic, and Infrastructure Built and Natural Environment)
- [Attachment 8](#) is an LRCG agency checklist (these will vary depending on the nature of the emergency)
- From time to time there may be a need to invite specialist advice to the LRCG. This will be determined if and when the needs arise
- The LRCG Chair is responsible for endorsing the LRCG Operational Recovery Plan. Once endorsed by the Chair, the Plan will be forwarded to the State Recovery Coordinator
- A [Stakeholder Communication Plan](#) has been developed and implemented as a means of effectively sharing the latest information with impacted community members, and businesses. The Plan will give direction for present and future communications strategies ensuring that effective listening is also established.

## SECTION 4

### OPERATIONAL ASPECTS

#### Resources

- An Emergency Contacts and Resources Directory (internal and external) is at Appendix 4 (doc set id 4888088) to the City of Busselton Local Emergency Management Arrangements (LEMA)
- Additional resources may also be available under the Memorandum of Understanding (MOU), between the 12 member Councils of the South West Zone of the Western Australian Local Government Association, for the Provision of Mutual Aid During Emergencies and Post Incident Recovery (doc set id 4851151)
- **Additional Resources required:** <<list additional resources required to assist with recovery>>
  - 
  -

#### Redevelopment Planning

- **Planning Considerations:** <<list planning considerations for recovery>>
  - 
  -

Reconstruction and Restoration Priorities	
Details	Estimated Timeframe
<<list reconstruction and restoration priorities>>	
Community Service Priorities	
Details	Estimated Timeframe
<<list community service priorities>>	

## SECTION 5

FINANCIAL ARRANGEMENTS
Disaster Recovery Funding Arrangements
<<detail disaster recovery funding arrangements>>
Response and Recovery Cost Tracking
<<detail how the City will track costs>>
Insurance City Assets
<<details contact required with LGIS regarding damaged/destroyed City assets>>
Financial Assistance to Affected Individuals
<<detail availability of, and access to grant funding for affected individuals>>
Public Monetary Appeals
<<detail availability of, and access to public monetary appeals>>
Donation of Physical Goods
The City encourages the donation of money to approved fundraising agencies and/or the donation of physical goods through <a href="http://www.Givit.org.au">www.Givit.org.au</a>

## SECTION 6

### ADMINISTRATIVE ARRANGEMENTS

- All documents relevant to the emergency, including hand written notes and activity logs, shall be allocated a project file and stored in the **City's Record Keeping System**
- All recovery meetings shall be recorded through **Agendas and Minutes**
- A **Recovery Issues and Actions** spreadsheet (Supporting Tool 1) will be established to track agency strategies, actions and outcomes. This will remain a live document and should be reviewed and updated regularly and listed for discussion at LRCG meetings
- All outreach contacts shall be recorded on the Contacts Record Form (Supporting Tool 2)
- All information, including financial data, will be recorded using the same City of Busselton record keeping format that is available for auditing, ease of tracking and retrieval
- All communications including newspaper updates, community flyers, fact sheets, website information, and any other community engagement materials shall be branded using the City of Busselton Style Guide

## SECTION 7

### LONG TERM RECOVERY STRATEGIES AND ARRANGEMENTS

- <<detail long term plans for recovery>>
- 

## SECTION 8

### CONCLUSION

#### Goals

An inclusive, supported and coordinated recovery that will, where possible, restore the community to its pre-emergency state while encouraging increased resilience to future events

#### Priorities

The priorities of the City of Busselton Operational Recovery Plan are <<add to or delete to meet the requirements of the specific emergency and the affected community>>:

- Provide timely advice and support to the affected community
- Support, prioritise and advocate of behalf of the community for what is needed
- Expedient reinstatement of essential services and infrastructure
- Advocate for strong camaraderie through community programs and activities
- Support local community groups involved in recovery
- Provide efficient and effective structures and management to enable a sound recovery process in the short, medium and long-term

#### Signed by

Signature (LRCG Chair):	
Name:	
Date:	

## SUPPORTING TOOL 1 – LRCG ACTION LOG SHEET

[illegible]



SUPPORTING TOOL 2 – OUTREACH CONTACT RECORD FORM		
<b>Contact Details</b>		
<b>NAME:</b>	<b>DATE:</b>	<b>TIME:</b>
<b>HOME PHONE:</b>	<b>MOBILE PHONE:</b>	<b>EMAIL:</b>
<b>HOME ADDRESS:</b>		
<b>Notes on Circumstances</b>		
<b>Required Actions</b>		
<b>Language / Special Needs</b>		
<b>Follow Up Required</b>		
<b>Completed by</b>		
<b>NAME:</b>	<b>AGENCY:</b>	<b>MOBILE NUMBER:</b>

## Attachment 8 – LRCG Agency Checklist

Agency, Title or Position	Yes	No
A previous Local Recovery Coordinator		
Alinta Gas and/or other gas suppliers		
Australian Defence Force Representative		
Australian Red Cross		
Business Representatives		
Busselton Chamber of Commerce		
Busselton Water		
City of Busselton other Elected Members		
City of Busselton *Chief Executive Officer		
City of Busselton *Director Community and Commercial Services		
City of Busselton *Director Engineering and Works Services		
City of Busselton *Director Finance and Corporate Services		
City of Busselton *Director Planning and Development Services		
City of Busselton *Manager Economic and Business Development		
City of Busselton *Manager Development Services		
City of Busselton *Manager Engineering and Technical Services		
City of Busselton *Manager Information Services		
City of Busselton *Manager Financial Services		
City of Busselton *Manager Major Projects and Facilities		
City of Busselton *Manager Operations and Works Services		
City of Busselton *Manager Regulatory Services		
City of Busselton *Manager Waste and Fleet Services		
City of Busselton *Environmental Health Coordinator		
City of Busselton EM/Ranger Representative (Ranger Services Coordinator)		
City of Busselton Community Emergency Services Manager (CESM)		
Department of Communities		
Department of Biodiversity, Conservation & Attractions (Parks and Wildlife Services)		
Department for Planning and Infrastructure		
Department of Primary Industries and Regional Development		
Department of Education		
Department of Fire & Emergency Services District Emergency Management Advisor		

*\*or delegated representative*



Agency, Title or Position	Yes	No
Department of Fire & Emergency Services State Emergency Services		
Department of Fire & Emergency Services Volunteer Marine Rescue		
Department of Fire & Emergency Services other representative(s)		
Department of Health		
Heritage Council of Western Australia		
Key Community Industry Representative(s)		
Local Bushfire Brigade Representative(s)		
Local Business Representative(s)		
Local Communications Representative(s)		
Local Community Interest Group Representative(s)		
Local Community Resident/Ratepayer Group Representative(s)		
Local Government Insurance Services (LGIS)		
Local Media Representative(s)		
Local School Representative(s)		
Neighbouring Local Government Representative(s)		
Public Transport Authority		
St John Ambulance		
WA Country Health Services		
WAPOL Local Emergency Coordinator Busselton		
WAPOL Local Emergency Coordinator Dunsborough		
Water Corporation		
Western Power and/or other electricity suppliers		