City of Stirling Local Recovery Plan

Public Version 1.0

20 June 2023

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Amendment record

Amendment	Details	Amended by	Initial	Date
No		(Name)	Initial	Date
1	Complete replacement of 2016 Plan	EM Coordinator	KS	19 Aug 2022
2	Formatting, terminology, and links updated	EM Coordinator	KS	29 Sep 2022
3	Updated additional SEMC content	EM Coordinator	KS	14 Mar 2023
4				
5				

Availability & Feedback

Members of the public can view a copy of the Local Recovery Plan on the City's website. Physical copies are available for inspection, during office hours, at the City's Administration Office and public libraries.

Amendments to this document, feedback or suggestions for its improvement can include:

- What you do and don't like about the Plan
- Unclear or incorrect expression
- Out of date information or practices
- Errors, omissions or suggested improvements, and
- Post incident improvement opportunities.

To provide feedback, copy the relevant section/s with the proposed changes marked and forward to:

Emergency Management Coordinator
City of Stirling
25 Cedric Street, Stirling WA 6021
Telephone: 08 9205 8555
Email emergencymanagement@stirling.wa.gov.au

Authority & Endorsement

This Plan has been prepared in accordance with Section 41(1) of the Emergency Management Act 2005 and Section 6.3.2 Role of Local Government State EM Policy at page 35 and forms a part of the Local Emergency Management Arrangements for the City of Stirling.

This plan has been endorsed by the City of Stirling Local Emergency Management Committee and has been tabled for information and comment with the North Metropolitan District Emergency Management Committee (DEMC) and State Emergency Management Committee (SEMC)

Councillor Elizabeth Re
City of Stirling, LEMC Chairperson



Approved by the City of Stirling LEMC on 19 August 2022

Mayor Mark Irwin
City of Stirling, Mayor



Approved by the City of Stirling Council on 18 October 2022

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Chief Executive Officer
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Deputy Local Recovery Coordinator
Local Welfare Liaison Officer
Deputy Local Welfare Liaison Officer
Councillors
Directors *(Can disseminate further to City Staff)*
Coordinator Emergency Management
City Community Centres
City Recreation Centres
City of Stirling Intranet

Local Emergency Management Committee (LEMC)
LEMC Chairperson
LEMC Members
Executive Officer

Western Australia Police (WAPOL)
Joondalup Police District Office
District Emergency Management Committee
Mirrabooka Police Station
Morley Police Station
Scarborough Police Station
Bayswater Police Station

Department of Fire and Emergency Services (DFES)
Head Office
Osborne Park Fire Station
State Emergency Service – Stirling Unit Manager

Department of Communities
Senior District Emergency Services Officer Mirrabooka District

State Emergency Management Committee (SEMC)
North District Emergency Management Committee

St John Ambulance
St John Ambulance Service W.A. (Inc.)
St John Ambulance Operations Branch

WA Health Department
Disaster Preparedness and Management Unit
Osborne Park Hospital

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City of Joondalup
City of Swan
City of Wanneroo
City of Vincent
Shire of Kalamunda
Shire of Mundaring
Town of Cambridge

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Office of Emergency Management

Glossary of Terms

For a detailed Glossary of Terms, refer to the State Emergency Management Glossary 2016 available on the SEMC Portal here.

Abbreviations & Acronyms

CA	Controlling Agency
CALD	Culturally and Linguistically Diverse
CCF	Crisis Communications Framework
CMT	Crisis Management Team
CEO	Chief Executive Officer
CITY	City of Stirling
COMMUNITIES	Department of Communities
DEMC	District Emergency Management Committee
DFES	Department of Fire and Emergency Services
DPIRD	Department of Primary Industries & Regional Development
DRFAWA	Disaster Recovery Funding Arrangements Western Australia
ECC	Emergency Coordination Centre
EM	Emergency Management
EM Act	Emergency Management Act 2005
ERM	Emergency Risk Management
HMA	Hazard Management Agency
IC	Incident Controller
IMT	Incident Management Team
IS	Impact Statement
ISG	Incident Support Group
LEC	Local Emergency Coordinator
LEMA	Local Emergency Management Arrangements
LEMC	Local Emergency Management Committee
LG	Local Government
LEMA	Local Emergency Management Arrangements
LMDRF	Lord Mayor's Distress Relief Fund
LRC	Local Recovery Coordinator
LRCC	Local Recovery Coordination Centre
LRCG	Local Recovery Coordination Group
LRP	Local Recovery Plan (This document)
MOU	Memorandum of Understanding
OIC	Officer in Charge
PTA	Public Transport Authority
SEC	State Emergency Coordinator
SEMC	State Emergency Management Committee
SES	State Emergency Service
WAPOL	Western Australia Police

PART 1 RECOVERY

1.1 Overview

The Emergency Management Act 2005 (WA) (the Act) defines recovery as 'the support of emergency affected communities in the reconstruction and restoration of physical infrastructure, the environment and community psychosocial and economic wellbeing'.

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

The City recognises disaster recovery is more than simply replacing what has been destroyed and the rehabilitation of those affected. Disaster recovery is a complex, dynamic and potentially protracted process, rather than just a remedial process.

For this reason, the City and its LRCG adopt the national principles of disaster recovery while also aligning these recovery values when engaged in recovery activities.

1.2 The City's Recovery Principles

The City's LRP and subsequent LRCG will directly adopt and incorporate the Australian National Disaster Recovery Principles (2018) that are considered central to successful recovery, being:

Understanding the Context:

Successful recovery is based on an understanding community context, with each community having its own history, values and dynamics.

Recognising the Complexity

Successful recovery is responsive to the complex and dynamic nature of both emergencies and the community.

Using Community-led approaches

Successful recovery is community- centered, responsive, and flexible, engaging with community and supporting them to move forward.

Coordinate all approaches

Successful recovery requires a planned, coordinated, and adaptive approach, between community and partner agencies, based on continuing assessment of impacts and needs.

Communicate effectively

Successful recovery is built on effective communication between the affected community and other partners.

Recognise and build Capacity

Successful recovery is built on effective communication between the affected community and other partners.

Further information relating the above principles for can be located online at the following location: Australian Disaster Resilience Agency – National principles for disaster recovery.

1.3 The City of Stirling's core Recovery Values:

Approachable:

- Supports individuals, groups, and agencies to effectively carry out recovery activities
- Develop networks and partnerships to strengthen capacity, capability, and resilience
- Recognise and support new community leaders emerging during and after a disaster, who may not hold formal positions of authority
- Be respectful of and sensitive to the culture and diversity of the community.

Responsive:

- Quickly identify and mobilise internal and community skills, strengths and resources
- Flexibly engaging with community and supporting them to move forward
- Have clear decision making and reporting structures and sound governance, which are transparent and accessible to the community.

Transparent:

- Provide trusted sources of information and repeat key recovery messages to enable greater community confidence and receptivity
- Be at the pace desired by the community, and seek to reconcile different interests and time frames
- Acknowledge the complexity may require a long term, sustained effort by the community.

Innovative:

- Be evaluated to provide learning for future and improved resilience
- Provide opportunities to share, transfer and develop knowledge
- Using previous and current lessons learnt to assess capability and capacity requirements before, during and after a disaster
- Be guided by the community's priorities.

1.4 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 Stirling
- Establish a basis for the coordination of recovery activities at the local level
- Promote effective liaison between all hazard management agencies, emergency services and supporting agencies, which may become involved in recovery management
- Provide a framework for recovery operations.

1.5 Scope

The scope of this recovery plan is limited to the boundaries of City of Stirling district and details the local recovery arrangements for the community. This plan will not detail how individual organisations will conduct recovery activities within their core business areas.

Arrangements have been made to assist or be assisted by other local governments in the North and East Metropolitan Region, should the need arise.

Refer to ***Recovery Appendix I – Metropolitan North & East Partnering Agreement*** of this plan.

1.6 Area Covered

The City of Stirling is a large built-up metropolitan council undergoing considerable consolidation development with coastal exposure, extensive residential areas and large industrial and commercial areas.

This Recovery Plan covers the whole geographical area of the City of Stirling which includes the following suburbs:

Balcatta	Gwelup	Mirrabooka	Tuart Hill
Balga	Hamersley	Mount Lawley	Watermans Bay
Carine	Herdsman	Nollamara	Wembley
Churchlands	Inglewood	North Beach	Wembley Downs
Coolbinia	Innaloo	Osborne Park	Westminster
Dianella	Joondanna	Scarborough	Woodlands
Doubleview	Karrinyup	Stirling	Yokine
Glendalough	Menora	Trigg	

1.7 Special Consideration(s)

- The City of Stirling Civic Complex in Cedric Street and the Operations Centre at Natalie Way Balcatta operate on reduced staff during public and government holidays, especially between Christmas and the New Year.
- There is a large influx of people to the City's beaches during the summer months.
- Cold weather storm season is generally between May and September annually.
- Identifying and assisting persons with accessibility or mobility restrictions, including aged care and hospital residents.
- Providing assistance and guidance to Cultural and Linguistically diverse community members
- Significant localities, for further information please refer to the ***Local Emergency Management Plan – Appendix G – Places of Cultural or Heritage significance.***

PART 2 RELATED DOCUMENTS & AGREEMENTS

The Stirling Emergency Recovery Plan is a sub-plan of the Stirling Local Emergency Management Arrangements and should not be read in isolation to those arrangements.

The following are the principal documents or plans relevant to this recovery plan:

- Emergency Management Act 2005
- State EM Policy
- State EM Plan
- State EM Procedures
- State EM Guidelines
- City of Stirling Local Emergency Management Plan
- City of Stirling Crisis Communications Framework
- City of Stirling Business Continuity Plan's
- Communities Local Emergency Management Plan (Local EM Plan Appendix B)
- Communities Local Welfare Emergency Management Support – Welfare Centre Sub Plan
- State Support Plan Emergency Welfare

2.1 Agreements, Understanding and Commitments

Metropolitan North and East Recovery Group Partnering Agreement

The Metropolitan North and East Recovery Group Partnering Agreement is an informal agreement between the following Local Government districts:

City of Bayswater	**City of Wanneroo**
City of Joondalup	**Shire of Kalamunda**
City of Stirling	**Shire of Mundaring**
City of Swan	**Town of Bassendean**

These parties are referred to as "Partnering Local Governments" and have all agreed to assist by providing additional resources for managing recovery during emergencies and post- incident recovery.

The provision of resources will be assessed on the impact of the request and ability of the Local Authority to assist.

A copy of the Partnering Agreement is included at ***Recovery Appendix I – Metropolitan North & East Partnering Agreement*** of this plan.

PART 3 CONTACTS & RESOURCES

3.1 Contacts

A record of LEMC members and key emergency contacts within the City of Stirling is kept by the City and is located at ***Recovery Appendix C – Key Recovery Contacts*** of this plan and can be internally accessed through the City of Stirling Emergency Management SharePoint site:

Details are held and updated by the City of Stirling Emergency Management Coordinator who can be contacted at:

Phone: 08 9205 8555
Email: emergencymanagement@stirling.wa.gov.au

This information is restricted to operational officers / versions only.

3.2 Key stakeholders

There are numerous government departments, organisations, agencies, committees and individuals recognised as having an interest in recovery activities after an emergency event within the City of Stirling.

A list of these stakeholders is included at ***Recovery Appendix A – Key Recovery Stakeholders*** of this plan.

3.3 Local Recovery Coordination Centre (LRCC)

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

The Local Recovery Coordinating Group (LRCG) is responsible for the activation and coordination of the Recovery Coordination Centre.

Local Recovery Coordination Centre Location(s)	Phone	After-hours contact
City of Stirling Administration Centre, 25 Cedric Street, Stirling WA 6021	08 9205 8555	1300 365 356
City of Stirling Operations Centre, 16 Natalie Way, Balcatta, WA, 6021	08 9205 8555	1300 365 356

Where the above locations are unavailable or deemed unsuitable the Local Recovery Coordinator will designate an alternative location as soon as possible and publicise it after it is established.

3.4 Local Recovery Information Centre (LRIC)

Depending on the incident's severity, a LRIC may be established when needed and may be located with the LRCC. It should take on a One-Stop-Shop approach for the Community, allowing affected residents to access information and advice about the recovery effort and changes to available services.

The LRIC should be established as close as possible to the affected community area to provide a central location for the public to receive assistance from all the relevant agencies in the short term.

Often the nominated evacuation centre may transition into the LRIC. Where this option is not viable, other facilities should be considered in consultation with the Department of Communities and other relevant stakeholders.

3.5 Resource availability

The City of Stirling Local Recovery Coordinator (LRC) and Local Recovery Coordination Group (LRCG) are responsible for the determination of resources required in the early stages of recovery, in consultation with the hazard management agency and support organisations.

The LRC is responsible for coordinating the effective provision of resources and services to avoid duplication of effort.

If the LRCG is convened, the LRC will:

- continue to assess requirements for the restoration of services and facilities
- determine the resources required for the recovery process.
- source and coordinate external and internal resources
- the provision of City of Stirling staff
- provision of resources from the City of Stirling to assist recovery activities.

The resources available and contact details for recovery have been identified and are included in ***Recovery Appendix M – City of Stirling Resources*** of this plan.

In order to maintain provision of essential services throughout the recovery process, the ***City's Business Continuity plans*** must be consulted in scenarios with the potential to result in a loss of staff, infrastructure, internal systems or key suppliers. The BCP's are specifically designed to address these key scenarios.

3.6 Stress and fatigue

Senior staff are responsible for considering and monitoring the effects of fatigue, stress, and pressure on staff throughout the recovery process. Additionally, there may be situations where some staff members live in the affected community and have been personally affected by the disaster.

Dependent on the nature and impact of the disaster, Council and Human Resources Officers should consider additional support for staff. The City's current Employee Assistance Programs (EAP) should be used as necessary.

3.7 Staff management

To ensure the continuity of regular business processes, the demands of recovery operations on staff should be considered. It may be necessary to employ additional staff to ensure the City continues to fulfil critical service obligations to the community

Loss of staff is one of the four scenarios covered in each of the City's directorate specific Business Continuity Plan's. An additional supporting template is provided within the plan to assist each individual business unit to capture specific information relating to loss of staff.

3.8 Internal communication channels

During an emergency event, the City's Crisis Management Team (CMT) will activate the Crisis Communications Framework (CCF). When the CMT is formed, the Crisis Communications Team (CCT) is automatically enacted.

Methods of internal communication are detailed within the CCF and may include CoSi (Intranet), Team Briefs, Email, Newsletters, toolbox meetings, Town Hall meetings, Noticeboards and SMS alerts / warnings.

Crisis Management Team (CMT) personnel includes:

- Chief Executive Officer / Mayor **(LRCG Chairperson / Spokesperson)**
- Director Corporate Services **(Chairperson: Economic Sub-committee)**
- Director Infrastructure **(Local Recovery Coordinator)**
- Director Community Development **(Chairperson: Community Sub-committee)**
- Director Planning and Development **(Chairperson: Infrastructure Sub-committee)**

Crisis Communications Team (CCT) personnel includes:

The City of Stirling's CCT comprises the following positions from the City's Marketing and Communications and Customer Experience teams:

- Manager Customer and Communications **(Chairperson: Communications Sub-committee)**
- Service Lead Marketing and Communications
- Service Lead Customer Experience
- Media and Corporate Affairs Coordinator
- Digital Team Coordinator
- Social Media Officer
- Website and Digital Engagement Officer
- Corporate Communications Officer
- Communications and Content Officer
- Marketing Officer.

*Resource requirements will be determined by the Chair of the CCT on activation.

3.9 Financial arrangements

Financial Records

Records and invoices of costs associated with an emergency event are to be assigned to a specific emergency cost centre by the City Of Stirling to ensure accurate records associated with recovery process are easily identifiable and accessible at any time.

Internal Financial Arrangements

In an emergency, the Local Government Act 1995, Section 6.8(c) allows expenditure from municipal funds, not included in the annual budget, to be authorised by the Mayor/CEO during the occurrence of an emergency.

Within section 6.8(1) of the same act, tenders do not have to be publicly invited if goods and services are obtained from this expenditure.

Responsibility of funds expenditure

Where possible, expenditure of funds should be discussed with the CEO or nominated senior officer. If a senior officer is nominated, they must be notified as soon as possible. The nominated senior officer must have the appropriate experience and authorisation required to enable funds expenditure.

Insurance

City assets are insured through policies with the Local Government Insurance Scheme(LGIS).

In the event on an emergency, the property owner has the primary responsibility for safeguarding and restoring any affected public and private assets. The City's assets are registered for insurance and financial reporting in line with the Department of Local Government, Sport and Cultural Industries Integrated Planning and Reporting Asset Management Guidelines.

Additional financial information

The City's situational specific financial arrangements and the cost centre details are held by the Local Emergency Management Coordinator and can be located within *Appendix N: Financial Arrangements of the City's Local Emergency Management Plan.*

3.10 Appeals and donations

Where possible, donations of goods and services should be discouraged as they are difficult to manage. Donations of cash are more practicable to manage and provide the opportunity to utilise local services, which in turn assists with the recovery of local business.

Donations of cash (Lord Mayor's Distress Relief Fund)

The Local Recovery Coordination Group (LRCG) will encourage the use of the Lord Mayor's Distress Relief Fund for people wanting to make cash donations, although if deemed necessary will open a separate account specifically for cash donations.

For more information see: http://www.appealswa.org.au

Donations of service and labour

Any donations of services or labour to assist with the recovery from an emergency should be administered by the local government, or if established, the Local Recovery Coordination Group to avoid duplication of effort.

Donations of goods

At every opportunity, donations of physical goods should be discouraged due to significant difficulties when managing physical items. Cash donations are easier to manage and provide the opportunity to use local services, which in turn assists with the recovery of local businesses.

The donation of goods to assist victims of an emergency may be arranged by non-government organisations. The distribution of the donated goods shall be undertaken by the organisation concerned, **not the City of Stirling**.

View the National Guidelines for Managing Donated Goods for best practice management.

PART 4 ROLES AND RESPOSIBILITIES

4.1 Local Emergency Management Committee

The City's LEMC is a planning committee with the role of developing local emergency management plans (arrangements) for its district. To assist the City manage its recovery activities, during the response phase, some members may be part of the ISG while also forming part of the LRCG

For information relating to the LEMC membership and responsibilities see Section 4.2 of the ***City of Stirling Local Emergency Management Plan.***

4.2 Local Recovery Coordinator

The City of Stirling will designate a Director of the City as Local Recovery Coordinator for the City of Stirling in accordance with Section 41(4) of the Emergency Management Act 2005.

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. A deputy has also been appointed and trained to undertake the role in case the primary appointee is unavailable when an emergency occurs.

For information relating to the Local Coordinator's responsibilities and the nomination hierarchy see Section 4.2 of the ***City of Stirling Local Emergency Management Plan.***

An action checklist can be located within ***Recovery Appendix D – Local Recovery Coordinator / Local Recovery Coordinating Group Checklist***

An Aide Memoire can be located within ***Recovery Appendix B: Local Recovery Organisation***

4.3 Local Recovery Coordinating Group

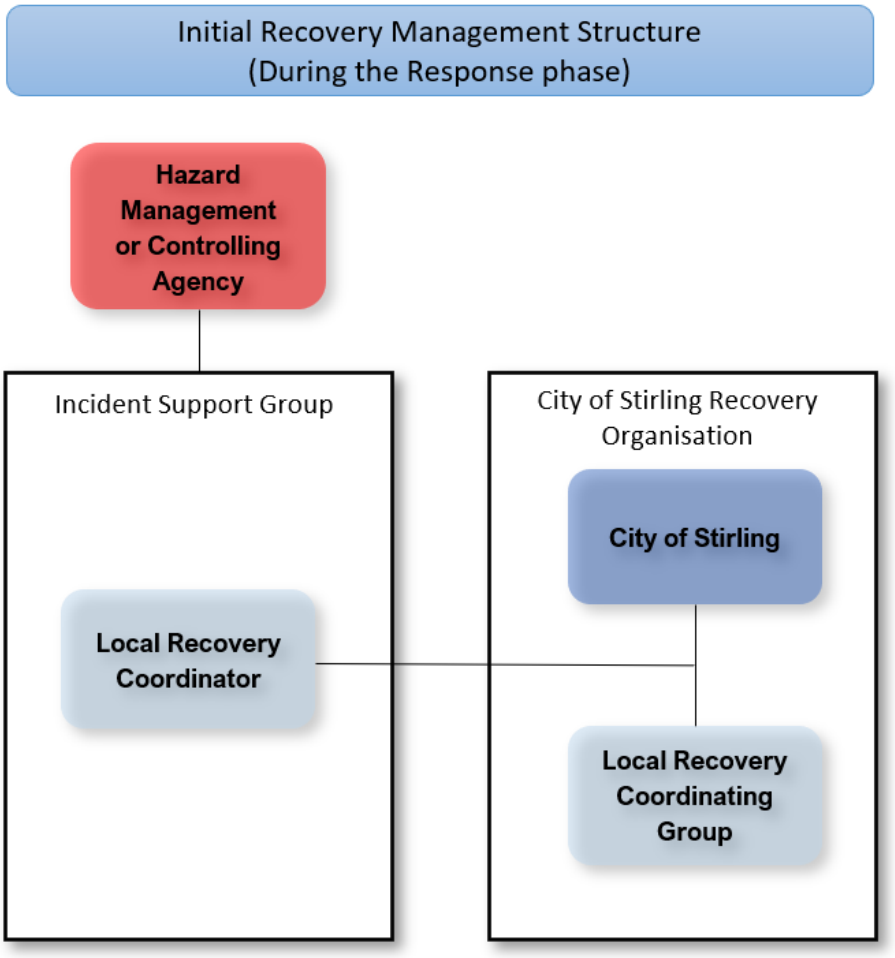
The role of the Local Recovery Coordination Group (LRCG) is to coordinate and support local management of the recovery processes within the community. Membership of the LRCG will change with the needs of the community at various stages during the recovery process.

The City of Stirling LRCG contains a core membership of appropriate State Government Agency representatives.

A full list of the functions of the Local Recovery Coordination Group are located in ***Recovery Appendix B: Local Recovery Organisation.***

4.4 Recovery Management Structure

Local Recovery Coordinating Groups (LRCG's) are dynamically structured as they contain an ever-changing composition of roles. These changes are dictated by the nature, size and complexity of the disaster and the progress of the overall recovery. A typical recovery structure for the response phase of an incident has been demonstrated below and would remain similar until the response phase has ended and the transition to recovery is initiated.

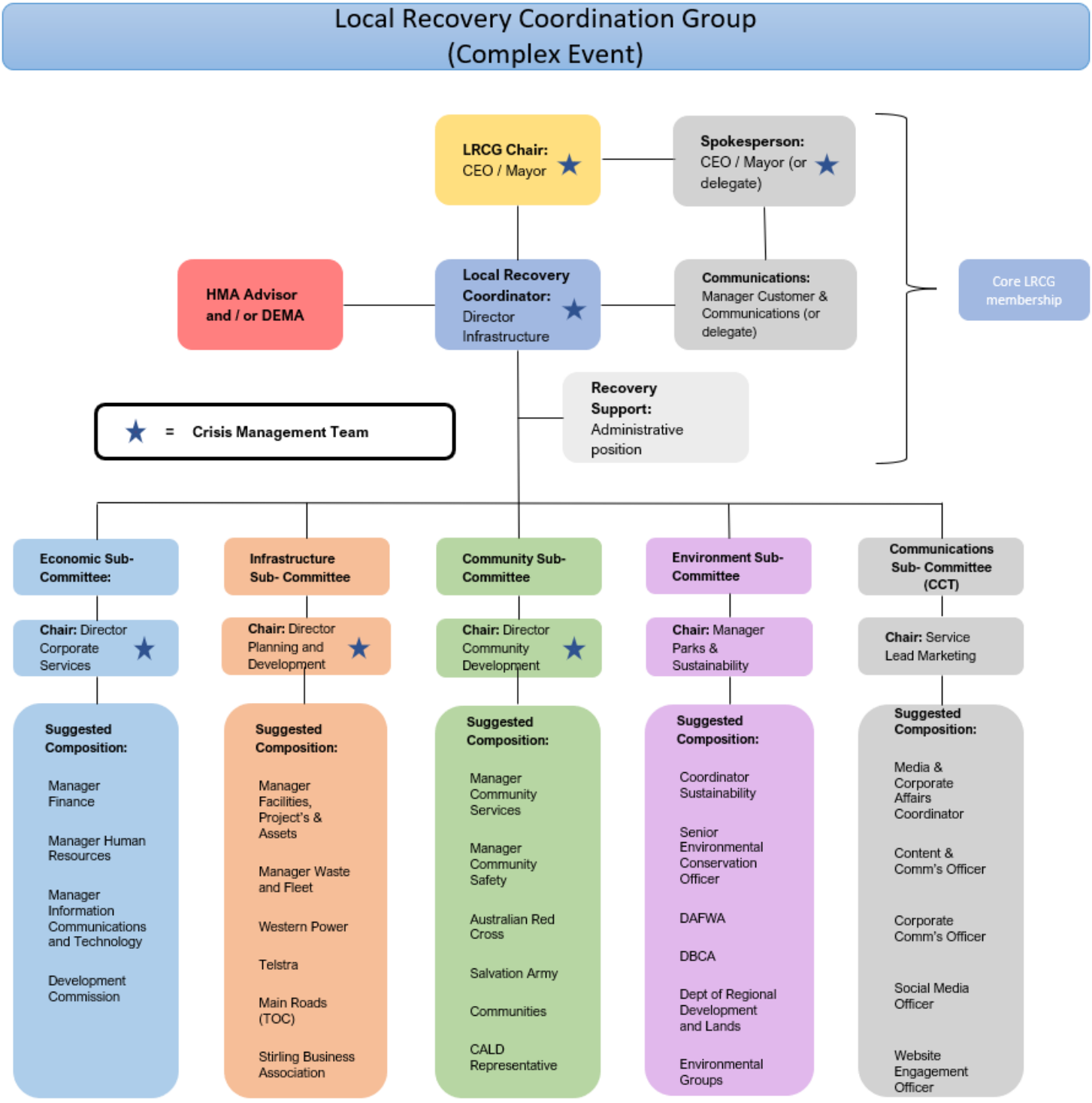


Depending on the size and complexity of an emergency event, the structure sub-committees may be established to assist the LRCG by addressing a specific component of the recovery process. Each sub-committee will report its activities, through its nominated Chair, to the LRCG.

- Community (Social Environment)
- Environment (Natural Environment)
- Infrastructure (Built Environment)
- Financial (Economic Environment)
- Communications (Crisis Communications Team)

4.5 Local Recovery Coordinating Group (LRCG) Sub-Committees

The below demonstrates the LRCG composition following handover from the hazard management agency to the Local Recovery Coordinator. The inclusion of each specific sub-committee will depend upon the impact on the community and complexity of the event:



* A full list of functions of various sub-committees can be viewed in ***Recovery Appendix B: Local Recovery Organisation.***

4.6 Spontaneous Volunteers

During and following an emergency, spontaneous volunteers may emerge to offer support and assistance to the affected community. The City's LRCG will refer spontaneous volunteers to local service clubs and support agencies to manage.

The likely sources of spontaneous volunteers include:

- Clubs
- Community groups
- Non-government organisations, and
- Members of the public.

4.7 External Agencies Recovery Roles & Responsibilities

The WA State Government along with Non-Government Organisations should provide a range of services and resources to the recovery effort and should be used wherever possible.

A complete list of agencies and their roles and responsibilities can be viewed in the State Emergency Management Plan at Appendix E.

PART 5 ACTIVATION OF RECOVERY

5.1 Introduction

The primary responsibility for management of the recovery process lies with Local Government (the City of Stirling for this plan) Section 36b Emergency Management Act 2005 and State EM Policy 6.1 Recovery Activities at page 35.

The City of Stirling is required to ensure effective local emergency management arrangements are prepared and maintained for its district and to manage recovery following an emergency affecting the community in its district.

Local emergency management arrangements are to include a recovery plan or arrangements and the nomination of a Local Recovery Coordinator. The arrangements are to be consistent with the State emergency management policies and plans.

Recovery arrangements at all levels will be guided by the National Disaster Recovery Principles.

5.2 Responsibility for activation

In consultation with the Hazard Management Agency (HMA), the Local Recovery Coordinator (LRC) for the City of Stirling will arrange for the activation of the Plan. This will usually occur during the response phase of an emergency.

Where the decision has been made to activate the plan, the LRC will advise the CEO and the Chair of the LRCG. The membership of the committee will be finalised, and all members will be notified with the arrangements of an initial briefing.

An assessment of the assistance needed for recovery will be made by:

- the Incident Support Group (ISG);
- consultation between the Hazard management agency, Incident Manager and the Local Emergency Coordinator; or
- the City of Stirling.

Once activation of the plan has been authorised, the LRCG Chairperson is responsible for implementing the recovery processes of the plan.

5.3 Emergency Management Phases

Prevention – Actions undertaken in advance. Sometimes referred to as mitigation.

Preparedness – Making arrangements, creating and testing plans, training, educating and sharing information

Response – The assistance and intervention during or immediately after an emergency.

Recovery – The coordinated process of supporting emergency-affected communities

5.4 Response to Recovery Phase

“Recovery” from an emergency commences while “Response” activities are in progress. Key decisions taken during the response phase of an emergency incident are likely to directly influence and shape later recovery activities.

The Local Recovery Coordination Group (LRCG) should be called together as soon as possible for a briefing of the emergency incident early in the response phase, to detail the extent of contingencies and later allow for a smooth transition from response to recovery activities.

The LRCG will:

- Align response and transitional recovery priorities
- Connect with key agencies and the community
- Understand key impacts and tasks
- Identify recovery requirements and priorities as early as possible and
- Include the LRC in ISG meetings from onset

Transfer of management from response to recovery handover to the City shall be formalised inline with HMA/CA responsibilities and procedures.

Response and recovery activities may overlap and may compete for the same limited resources. Such instances should normally be resolved through negotiation between the Hazard management agency Incident Manager, the Local Emergency Coordinator, and the Local Recovery Coordinator

5.5 Impact Statement and Operational Recovery Planning

An Impact Statement (IS) facilitates the transfer of responsibility for management of recovery to the relevant Local Government(s) and should provide a detailed description of all aspects of the incident and the immediate, short-term and medium-term actions the LG will be required to undertake to effectively manage the incident and associated recovery.

The event Controlling Agency (CA) will complete an IS in consultation with the ISG. The CA is responsible for delivering this to the City's CEO who has discretion regarding accepting this handover of responsibility and can take advice from the LRC and LRCG, in consultation with the HMA/CA.

The IS will be completed as recommended within the State Emergency Management Procedures

Alternatively, a guide is located at ***Recovery Appendix E: Impact Statement and Impact Statement Guide***

5.6 Outreach Needs assessment

An Outreach Needs Assessment should be completed as early as possible to the affected area. The requirements of the impacted community will change over time and therefore it is necessary to determine the ***needs*** of the community periodically which can be defined and categorised as;

Physical Needs: Food, Water, Shelter, breathable air

Psychological Needs: Psychological first aid

Societal Needs: Community Infrastructure, Power, Drainage, Shopping facilities, communication networks, schools, industry, and transport

Inspections and needs assessments also contribute to longer-term recovery measures through:

- Defining ongoing personal and community needs,
- Determining aid and resource requirements for permanent recovery,
- Estimating the total cost of damage,
- Acquiring engineering, scientific and insurance data to inform the disaster mitigation process.

Conducting an Outreach Needs Assessment establishes immediate contact with the affected community and is an effective way to gather information to assist with prioritising resources. It serves as an additional opportunity to provide information to the affected community.

5.7 Key recovery areas and priorities

The LRCG should consider the following areas when recommending priorities and ensuring work is completed:

- Health and Safety of individuals and the Community
- Social recovery
- Economic recovery
- Physical recovery
- Environmental recovery

When identifying priorities consideration should be given to the risk evaluation criteria developed during the Emergency Risk Management process. (Risk Evaluation – community values) Inspections and needs assessment (surveys)

Building inspectors, insurance assessors and various public health officers are likely to want to make inspections. The inspection process needs to be managed to ensure that priority tasks are completed first and coverage is completed with efficient use of resources.

Surveys can be used to assist short-term recovery through:

- Determining numbers, locations, circumstances and special needs of displaced and/or injured people,
- Assessing the safe occupation of buildings and their continued use, especially emergency facilities,
- Confirming the state of lifelines/utilities,
- Assessing the need for temporary works, such as shoring and securing of property,
- Protecting property from unnecessary demolition.

5.8 Media & Communications

5.8.1 Media Overview

The media is a vital link between the public and involved response and recovery agencies and provides an effective means of disseminating information. It is recommended that regular and scheduled media briefings be negotiated to suit the publishing and broadcasting timetables of the media.

If the recovery process involves the State Government, reference should be made to the State Support Plan Emergency Public Information to ensure appropriate processes are followed and adhered to. In such circumstances, is it is expected that all relevant media releases will be provided by the LRCG to the SRCG for comment prior to dissemination.

5.8.2 Media during Response

Communities threatened or impacted by emergencies have an urgent and vital need for information and direction to preserve life and property. Additionally, communication is required to keep them regularly informed and provide reassurance.

In an emergency and during the Response phase, the provision of information is the responsibility of the HMA/CA. The responsibility is handed to the Local Government (LG) when the HMA/CA provides an Impact Statement.

As the transfer from the Response to Recovery phase is conducted, the LG manages communication through gathering, managing, evaluating, and disseminating information.

5.8.3 Media during Recovery

As the recovery process will involve a range of different organisations, there is a need for coordination of information to the media. It is likely these organisations will want to issue media releases for their areas of responsibility.

The City's Crisis Communications Framework (CCF) explains the coordinated approach to provide deliberate, planned and sustained information to the public.

The CCF details the nomination of a Spokesperson and the enactment of the City's Crisis Management Team (CMT) and Crisis Communications Team (CCT) in addition to both team's structure, membership, roles, and responsibilities.

The CMT works in conjunction with the CCT to coordinate dissemination of information on recovery measures/issues.

The CMT and CCT will remain in regular contact to ensure information is released in a timely manner in coordination with the Incident Support Group (ISG) to avoid conflicting messages being shared with the public.

The Local Recovery Coordinator is generally a member of the ISG and the CMT.

A set of communication guidelines have been supplied by the State Emergency Management Committee and should be considered during Recovery. Local Recovery Guidelines

5.8.4 Public Information Continuity

The public information function should continue after the emergency response is over, lives are no longer at risk, and the state of emergency is over. The focus might change but the purpose of maintaining the flow of information remains

5.8.5 Media during the initial stages of an unplanned incident

- Assistance should be obtained from the hazard management agency or City of Stirling's CMT as soon as possible and if necessary, a media post established.
- Media should be briefed at least hourly even if there is little or no new information to give to avoid them seeking information elsewhere.
- Camera pooling should be considered as an option. This is a highly successful and less intrusive technique, satisfying the short term need for information.
- Media Releases are an effective way of bulk distributing clear, concise information in an official and timely manner.
- It is always recommended to utilise one spokesperson, with at least one backup person on standby should the crisis continue for a substantial period of time.

POSITION	CONTACT
LRCG Spokesperson (Media Liaison)	CEO / Mayor
Communication Sub-committee chair	Manager Customer & Communications or Service Lead Marketing & Communications

5.9 State Level Assistance

State level assistance to community recovery will normally be provided by a range of State Government agencies through direct representation on the Local Recovery Coordinating Group. Where the level of recovery is beyond the capacity of the local community, State level support shall be requested through the ISG, State Recovery Coordinator or the establishment of the State Recovery Coordination Group (SRCG).

If an emergency is on a large enough scale, the hazard management agency, in consultation with local government, may request the Department of Premier and Cabinet to assume overall recovery management for the emergency.

Further information relating to the State Government hierarchy and involvement can be located within ***Recovery Appendix B: Local Recovery Organisation.***

A complete list of agencies and their roles and responsibilities can be viewed in the State Emergency Management Plan.

5.10 Stand Down

Recovery does not have a definite end date; however, the Local Recovery Coordinator will stand down participants and programs when they are no longer required.

This decision will be made depending on the severity and nature of the emergency, and the impact on the City and the community.

5.11 Managed Withdrawal

The City and its LRCG will provide a clear path in the transition of recovery activities, programs, services and communications to mainstream service provisions and ongoing community development, while working towards maintaining the community's health and wellbeing.

- City will communicate via the LRCG sub-committees when relevant service providers and agencies will be withdrawing services from the affected area.
- LRCG to identify recovery programs that will 'phase down', 'phase out' or be 'handed over' to community to continue.

5.12 Debriefing

The **Manager Human Resources** will instigate a formal debriefing arrangement for all staffthrough the Employee Assistance Program (EAP) as required, while the City transits from recovery back to its normal duties.

A copy of the report emanating from a debrief will be tabled at the LEMC and a copy forwarded to the:

- relevant hazard management agency
- chair of the SEMC State Recovery Services Group
- North Metropolitan DEMC.

5.13 Evaluation Report

Under State emergency management guidelines, the local government must provide an evaluation report of its activities in recovery by the one-year anniversary of the emergency. (State EM Policy 6.10 - Review of Recovery Activities)

The LRC will provide the State Recovery Coordinator with a formal report that reflects on therecovery process undertaken by the City and its LRCG.

Refer to ***Recovery Appendix H – Local Recovery Committee Standard Reporting Template*** of this plan.

5.14 Long term Recovery Strategy

Following a major emergency where substantial damage has occurred to residential, commercial and government buildings and other community infrastructure, and where significant reconstruction and restoration is required, an operational recovery plan should be prepared by the Local Recovery Coordinating Group (LRCG).

The City's LRCG and contained sub-committees will oversee the delivery of projects that support social, built, economic and natural environments of recovery to ensure they are community owned and targeted to best support the recovery of affected communities and to build resilience for future emergencies.

The City will develop a collaborative, comprehensive and inclusive long-term community recovery plan which may include any changes in community needs and further outreach activities to achieve holistic, enduring recovery for individuals, families, and communities.

Throughout this process, the City will identify potential partnerships with existing community organisations and services and ascertain their capacity to support recovery process in the medium and long term.

An action recovery plan template can be located at ***Recovery Appendix G: Action Recovery Plan Template.***

The Plan is typically an internal working document rather than a public document. There is a need for transparency and accountability, however, given the evolving needs in the recovery context the Plan may be fluid and dynamic and not suited for public release.

Communicating with the community, to outline the recovery priorities can still occur and be successful without publishing the Plan.

APPENDICIES

Recovery Appendix A – Key Recovery Stakeholders



RESTRICTED INFORMATION

This information is restricted to operational officers only and not for release to the public for security and privacy reasons.

Link: City of Stirling Key recovery stakeholders

Details are held by the City of Stirling Emergency Management Coordinator who can be contacted at:

Phone: 08 9205 8555

Email: emergencymanagement@stirling.wa.gov.au

Recovery Appendix B – Local Recovery Organisation



UNRESTRICTED INFORMATION

Link: Local Recovery Organisation

Details are held by the City of Stirling Emergency Management Coordinator who can be contacted at:

Phone: 08 9205 8555

Email: emergencymanagement@stirling.wa.gov.au

Recovery Appendix C – Key Recovery Contacts



RESTRICTED INFORMATION

This information is restricted to operational officers only and not for release to the public for security and privacy reasons.

Link: City of Stirling Emergency Contacts

Details are held by the City of Stirling Emergency Management Coordinator who can be contacted at:

Phone: 08 9205 8555

Email: emergencymanagement@stirling.wa.gov.au

Recovery Appendix D – Local Recovery Coordinator / Local Recovery Coordination Group Checklists



UNRESTRICTED INFORMATION

Link: Local Recovery Coordinator / Local Recovery Coordination Group Checklists

Details are held by the City of Stirling Emergency Management Coordinator who can be contacted at:

Phone: 08 9205 8555

Email: emergencymanagement@stirling.wa.gov.au

Recovery Appendix E – Impact Statement and Impact Statement Guide

IMPACT STATEMENT

BACKGROUND

The Impact Statement provides local governments with an overview of known and emerging impacts, management actions currently in place, responsible agencies, future management actions required, and changes to responsibility for impact management. The Impact Statement only provides a point-in-time reference.

The Impact Statement is to:

- identify and quantify impacts relating to all recovery environments;
- identify any risks arising from the emergency;
- include a risk assessment, identify risk treatments undertaken, and contain a treatment plan (including the allocation of responsibilities) to provide for safe community access to the affected area;
- assist the impacted local government(s) in management of the incident response and recovery; and
- inform and support the objectives of the local government(s) Operational Recovery Plan.

PROCEDURE

The Impact Statement must be completed prior to the transfer of responsibility for management of recovery to the affected local government(s) (State EM Policy statement 6.2.1) Completion of the Impact Statement must occur in accordance with the following procedure:

- the Controlling Agency is responsible for coordinating the Impact Statement in
- consultation with the members of the Incident Support Group, all affected local
- governments and the State Recovery Coordinator (State EM Plan section 6.4);
- the complete draft Impact Statement is to be provided to all members of the
- Incident Support Group for comment and clarification;
- the amended Impact Statement is to be provided to affected local governments
- and the State Recovery Coordinator for final clarification; and
- the Controlling Agency is to convene a meeting with the affected local government(s) and the State Recovery Coordinator to review, confirm and sign the Impact Statement. The Impact Statement must be approved by the IC, agreed to by the local government CEO and acknowledged by the State Recovery Coordinator.

Where there are no recovery impacts identified during a level 2 incident, the

State Recovery Coordinator or delegate will consult with the local government, as necessary, and determine if an Impact Statement is required or to be completed partially or in full (State EM Plan section 6.4.1).

Recovery Appendix E – Impact Statement and Impact Statement Guidelines (DFES Template)



IMPACT STATEMENT

Further information and a blank template copy of the Comprehensive Impact Assessment can be obtained from the following:

State Emergency Management Committee:

and;

Recovery Appendix E: Impact Statement and Impact Statement guidelines

Recovery Appendix E1: DFES Impact Statement Template

Details are held by the City of Stirling Emergency Management Coordinator who can be contacted at:

Phone: 08 9205 8555

Email: emergencymanagement@stirling.wa.gov.au

Recovery Appendix F – Operational Sequence Guide / Checklist



UNRESTRICTED INFORMATION

Link: Operational sequence guide and checklist

Details are held by the City of Stirling Emergency Management Coordinator who can be contacted at:

Phone: 08 9205 8555

Email: emergencymanagement@stirling.wa.gov.au

Recovery Appendix G – Recovery Action Plan Template



UNRESTRICTED INFORMATION

Link: Recovery Action Plan Template

Details are held by the City of Stirling Emergency Management Coordinator who can be contacted at:

Phone: 08 9205 8555

Email: emergencymanagement@stirling.wa.gov.au

Recovery Appendix H – Local Recovery Coordinating Group Standard Reporting Template



UNRESTRICTED INFORMATION

Link: Local Recovery Coordinating Group Standard Reporting Template

Details are held by the City of Stirling Emergency Management Coordinator who can be contacted at:

Phone: 08 9205 8555

Email: emergencymanagement@stirling.wa.gov.au

Recovery Appendix I – Metropolitan North & East Partnering Agreement



UNRESTRICTED INFORMATION

Link: Metropolitan North & East Partnering Agreement

Details are held by the City of Stirling Emergency Management Coordinator who can be contacted at:

Phone: 08 9205 8555

Email: emergencymanagement@stirling.wa.gov.au

Recovery Appendix J – Organisational Responsibilities



UNRESTRICTED INFORMATION

Link: Organisational Responsibilities

Details are held by the City of Stirling Emergency Management Coordinator who can be contacted at:

Phone: 08 9205 8555

Email: emergencymanagement@stirling.wa.gov.au

Recovery Appendix K – Post Incident Analysis Template



UNRESTRICTED INFORMATION

Link: Post Incident Analysis Template

Details are held by the City of Stirling Emergency Management Coordinator who can be contacted at:

Phone: 08 9205 8555

Email: emergencymanagement@stirling.wa.gov.au

Recovery Appendix L – Volunteers



Policies for dealing with spontaneous volunteers during emergencies are under development by the City of Stirling.

Details are held by the City of Stirling Emergency Management Coordinator who can be contacted at:

Phone: 08 9205 8555

Email: emergencymanagement@stirling.wa.gov.au

Recovery Appendix M – City of Stirling Resources



RESTRICTED INFORMATION

This information is restricted to operational officers only and not for release to the public for security and privacy reasons.

Link: City of Stirling Emergency resources details

Details are held by the City of Stirling Emergency Management Coordinator who can be contacted at:

Phone: 08 9205 8555

Email: emergencymanagement@stirling.wa.gov.au