



Appendices

**Local Emergency Management
Committee Meeting**

Wednesday 6 May 2026 at 10:00am

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Local Emergency Management Committee
Meeting Action Register
2025/2026

Meeting Date Raised	Item N ^o	Agenda Item N ^o	Subject	Action	Responsible Officer	Completion Date / Status
27 November 2013	09/13	7.1 Appendix 4	<p>AWARE ERM Report</p> <p><i>Risk Reference 35 – Flood/Flash flooding</i></p> <p>Develop a Local Flood Management Plan</p>	<p>03/11/2021 – SES to follow up.</p> <p>12/03/2025 – Murray River flood exercise currently being developed by DO Emergency Management – Brian Penman. The exercise is scheduled for Thursday 8 May 2025. LEMC membership will be invited to attend.</p> <p>08/05/2025 - Murray River flood exercise conducted however a Local Flood Management Plan is still to be developed.</p>	D/O Natural Hazards DFES Unit Manager Murray SES	Deferred
17 February 2021	01/21	6.6	Evacuation Workshop to be organised with Bedingfeld Aged Care Facility	<p>01/11/2023 – J Kowal to follow up previous information about the Evacuation Workshop with Bedingfeld Aged Care Facility.</p> <p>02/04/2025 – Discussed at LEMC meeting. If the building was to be impacted, they can't shelter in place. DoC would assist with temporary accommodation in the case of an emergency. It was raised that this is a risk and needs to be followed up with the Bedingfeld Aged Care CEO – Leanne Hay and Shire. B Finlay advised that DFES would be happy to be involved and assist as well.</p> <p>28/07/2025 – Letter sent to Bedingfeld Aged Care Facility requesting meeting to discuss emergency evacuation planning.</p> <p>06/08/2025 - Bedingfeld Aged Care Facility CEO – Zoe Bouwmeester has advised that the emergency plan is currently under review and being revised by FVS who manage the internal fire alarm system. She mentioned that once it has been completed, she will arrange a meeting with the Shire.</p>	Bedingfeld Aged Care Facility and LEMC membership	In Progress
1 November 2023	01/23	4.1	Murray Airfield Plane Crash exercise.	<p>01/11/2023 – J Kowal to arrange a meeting with the LEMC Chairpersons, DFES and Police to discuss and develop LEMC exercise that may include a Murray Airfield Plane Crash scenario.</p> <p>06/08/2025 – J Kowal has been liaising with B Penman regarding this and will provide an update an update at the next meeting.</p> <p>21/10/2025 - Future exercises and dates to be determined and included as part of LEMC Business Plan.</p>	J Kowal and C Goff	In Progress



LEMC Membership Contact Register

(As at 15 April 2026)

NOTE: The contents of this LEMC contact register are considered as strictly private & confidential and the contents are not to be provided to any member of the public unless prior approval is provided by the Shire of Murray CEO.

Voting Members			
Organisation	Name	Address	Contact Details
Shire of Murray	Cr. Stuart Kirkham (Councillor / LEMC Chairperson)		
	Chantelle Goff (LEMC Executive Officer/Emergency Management and Administration Officer)		
	John Kowal (Local Recovery Coordinator/Manager Emergency Services Planning and Mitigation)		
	Nicole Stevens (Chief Bush Fire Control Officer/Coordinator Bushfire Management)		
	Ben Jordan (Manager Murray Aquatic & Leisure Centre)		
WAPOL (Pinjarra)	Snr Sgt. Clyde Pearson (LEMC / LEMC Deputy Chairperson / Pinjarra – OIC)		
WAPOL (Dwellingup)	Sgt. Dan Forman (Dwellingup Police Station)		
Alcoa Australia (1 x Representative per meeting)	Mark Rodgers (Emergency Services Supervisor - Pinjarra Refinery)		
Bedingfeld Park Inc	Zoe Bouwmeester (Chief Executive Officer)		
Department of Communities - Child Protection and Family Support	Kirrilly Clarke (Regional Coordinator South Metro)		
Department of Fire and Emergency Services (DFES) (1 x Representative per meeting)	Brian Penman (District Officer – Emergency Management)		
	Ricky Southgate (Acting District Officer Rural)		
Murray SES	Paul Dwyer (Unit Manager)		
Pinjarra Volunteer Fire & Rescue Service	Ken Jones (Brigade Captain)		
St John Ambulance (1 x Representative per meeting)	Christine Hunter (Station Manager – Pinjarra Sub Centre)		
	Carla Robson		
	Aaron Dean		
Pinjarra Senior High School	Janice Stone (Principal)		

Ex-Officio Members			
Organisation	Name	Address	Contact Details
Shire of Murray	Dean Unsworth (Chief Executive Officer)		
Shire of Murray	Tracie Unsworth (Director Corporate Services/Deputy Local Recovery Coordinator)		
Shire of Murray	Phil Steven (Manager Environmental Health)		
Shire of Murray	Justyn Bennett (Deputy Chief Bush Fire Control Officer)		
	Brendan Webster (Deputy Chief Bush Fire Control Officer)		
	Jarron Van Elst (Deputy Chief Bush Fire Control Officer)		
DFES (Emergency Management)	Cate Willey (District Emergency Management Advisor – Metropolitan Operations)		
Department of Health Peel Health Campus	Jess Vieira (A/Disaster Preparedness Lead)		
DBCA - Parks and Wildlife Service	Dylan Isles (Senior Ranger – Lane Poole Reserve)		
Department of Primary Industries and Regional Development	Cherie Sandilands Officer DPIRD		
Harvey Water	Cameron Norris (WHS Advisor)		
Main Roads WA	Bruce Hancock (Maintenance Planning Manager)		
Water Corporation	Teagan Allen (Snr Tech Adv - Water Operations (TaRR))		
Western Power	Tim Cooper (TBC)		
Red Cross	Vacant		
Guests			
Organisation	Name	Address	Contact Details
Community Representative - Shire of Murray	Christine Thompson JP (Representative)		

Safety Independence Connection

The TeleRedi program is built on three simple principles:



Safety

A commitment to care and safety is embedded in everything we do.



Independence

All our services offer you autonomy, dignity and choice.



Connection

When the heat keeps you at home, one of our friendly volunteers will link you to the support you need.



Find out more

Register yourself or a loved one for the free TeleRedi service by visiting our website or contacting us for more information.

redcross.org.au/telededi

1800 188 071

telededi@redcross.org.au

“I feel secure knowing that someone is calling to check in and make sure everything is okay. The information helps to jog the memory on what to do in the heat.”

- TeleRedi client



Acknowledgement of Country

Australian Red Cross acknowledges the traditional Custodians of the lands on which we meet and work. We acknowledge the cultural authority and continuation of cultural, spiritual and educational practices of First Nations peoples.



Free phone support during extreme heatwaves

Australian Red Cross
TeleRedi



Feel safe, informed and well-connected when heatwaves hit

Heatwaves aren't just uncomfortable – they can pose a serious risk to health and wellbeing. It's important to remain connected to the information, advice and support you need to stay safe.

With Australian Red Cross TeleRedi, a friendly volunteer will call to check on your wellbeing during periods of extreme heat so you can discuss how you're coping while receiving assistance.

Start chatting in 3 easy steps:



Step 1: Sign up

Register your interest in TeleRedi by phone, email or on our website.



Step 2: Answer the phone

During a heatwave, a volunteer will check in on you each day.



Step 3: Enjoy feeling safe

If a call goes unanswered, or you experience signs of heat stress, an emergency procedure will be activated to ensure your safety and wellbeing.

Heatwaves and hot weather have caused more deaths in Australia than any other natural hazard

Extreme heat can worsen existing health conditions, impact mental wellbeing and lead to serious illness such as heat stroke. Whether you're younger, older, living alone or managing a health condition, it's vital to stay informed and connected, while taking steps to protect yourself and others during hot weather. Knowing how extreme heat may impact you and having a plan in place can help keep you safe and well at home.



Who is TeleRedi for?

TeleRedi is particularly suited to those who live alone, are living with disability or chronic illness, are housebound, frail, aged, experiencing mental illness or recovering from an illness or accident.



The Australian Red Cross difference

Our Community Care services have one goal

To help you live well, however you choose.

For more than 50 years, we've been delivering volunteer-led programs that support communities across Australia to thrive.

Find TeleRedi near you

Australian Red Cross TeleRedi currently operates in Western Australia. Use the Service Finder on our website to see what's available in your area.



[redcross.org.au/
community-service-finder](https://redcross.org.au/community-service-finder)

The TeleRedi program is funded by the West Australian Government.

TeleRedi is not an emergency service. If you need urgent help please call Triple Zero (000) immediately.



Free phone support during extreme heatwaves

TeleRedi

Register or find out more:
redcross.org.au/teleredi
1800 188 071

Don't face the heat alone.

TeleRedi is a **free phone service** that keeps you connected and supported during extreme heatwaves

Whether you're a carer, living alone, managing a health condition, or worried about the heat, we're here to help

A friendly Red Cross volunteer will:

- **Check in** on your wellbeing.
- **Share advice** for staying cool.
- **Connect you** to extra support if needed.

Register yourself or your loved one today.

This is a free service, funded by the Western Australia Department of Health.







Shire of Murray

Local Emergency Management Committee Member Report

Agency	Shire of Murray
Position	Emergency Management and Administration Officer
Report Author [Name]	Chantelle Goff
Report Date	21 April 2026

1.1 Training

Disability Inclusive Emergency Planning (DIEP) Forum Report

A copy of the Disability Inclusive Emergency Planning (DIEP) Forum report from 29 August 2025 is attached. The forum was an in-person community workshop with stakeholders involved in emergency management, community services and disability support. The forum was developed and hosted by DFES and the University of Sydney. DFES collected all information on the day and have now provided the report with outcomes for our area.

Shire staff met with DFES Project Coordinator - Disability Inclusion Emergency Preparedness - Rebekah Martin on 8 April 2026 for an action planning session. This session was to review the report and start mapping goals and actions. DFES will provide a report from the Action Planning session, however the priority themes were embedding disability and inclusion into BAU, education and building partnerships with the community. Some actions were building relationships within the existing Access and Inclusion Group, educating the community and embedding disability and inclusion into inductions and training for Shire staff.

The overall goal is to improve how we plan, respond, and recover from emergencies whilst ensuring that people with disability and others with additional support needs are included.

The Disability Inclusive Emergency Management (DIEM) Toolkit is available online here - <https://collaborating4inclusion.org/didr-australia/disability-inclusive-emergency-management-diem-toolkit/>

There is also a Person-Centred Emergency Preparedness (P-CEP) online course which is six self-paced online modules that need to be completed over a 5-week access period. Individual registrations cost \$275pp with options for group bookings. More information is available online here - <https://collaborating4inclusion.org/pcep/>. You can also view upcoming courses and register online via [Sydney Short Courses](#)

WALGA LG Emergency Management Forum

Donna Walker and I will be attending the WALGA LG Emergency Management Forum which will be held on Tuesday 26 May 2026 in Murdoch.

1.2 Other Information/Comments

South Metro LG Emergency Management Group

The next meeting is scheduled for 24 June 2026 and will be hosted by the City of Melville.

Disability Inclusive Emergency Planning (DIEP) Forum Report: Shire of Murray

29 August 2025



Image description: Seven people sit at a table discussing disability inclusive emergency management.



Acknowledgement:

This project was funded with support from the Australian Government, Disaster Ready Fund Round 2. It is administered by the WA Department of Fire and Emergency Services and implemented in partnership with The University of Sydney and local council partners.

Citation: Collaborating4Inclusion (2026). *Disability Inclusive Emergency Planning (DIEP) Forum Report: Shire of Murray*. Centre for Disability Research and Policy, The University of Sydney, 2006.

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Collaborating.4Inclusion@sydney.edu.au

Disability Inclusive Emergency Management (DIEP) Forum Report: Shire of Murray

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Disability Inclusive Emergency Management (DIEP) Forum Report: Shire of Murray

Introduction

Emergencies and disasters affect all members of the community, but people with disabilities are disproportionately impacted due to systemic barriers, fragmented support networks, and inaccessible planning frameworks. To address these challenges, the Disability Inclusive Emergency Planning (DIEP) Forums were facilitated by the Collaborating4Inclusion (C4I) research team. These forums aimed to foster cross-sector collaboration and strengthen local capacity for inclusive emergency management.

In Western Australia, the Department of Fire and Emergency Services (DFES) is committed to ensuring that emergency planning is both inclusive and intersectional. The DIEP forums were designed to identify and address the needs of people with disabilities while also identifying lessons and strategies applicable to other groups at higher risk during emergencies, such as culturally and linguistically diverse (CALD) communities, older adults, and people experiencing homelessness. This approach reflects DFES's focus on person-centred and capability-based strategies to ensure that emergency management practices are inclusive and accessible to all.

The forums are part of a collaborative initiative between DFES, local councils, and community networks to improve emergency preparedness for people with disabilities and other at-risk groups. To ensure accessibility and diverse representation, local councils—supported by DFES—used templates and guidance provided by the research team to invite participants, organise accessible venues, and engage a broad range of networks. Key stakeholders included:

- **People with disabilities and other at-risk groups** along with their carers, advocates, and representatives.
- **Service providers** from the community, disability, aged care, health, and social welfare sectors.
- **Emergency managers** from government and non-government organisations.

The forums introduced the **Disability Inclusive Emergency Management (DIEM) Toolkit**, which comprises guiding **Principles, Practice Standards, a Maturity Framework**, and the **Organisational Emergency Preparedness**

Disability Inclusive Emergency Management (DIEP) Forum Report: Shire of Murray

(OEP) self-assessment. The C4I team facilitated interactive sessions, leading discussions on the DIEM Practice Standards—**Inclusive Planning, Strategic Partnerships, and Accessible Resourcing**. Participants were introduced to the OEP through a facilitated activity, where service providers shared actions they had already taken and engaged in collaborative learning to strengthen the continuity of services for the people they support. Each forum began with a **Person-Centred Emergency Preparedness (P-CEP)** activity, which connected personal preparedness to organisational and community-level emergency planning.

To gain insight into the forums' effectiveness, participant feedback was gathered through a feedback survey. The survey captured what participants found valuable, the key lessons they learned, and the actions they planned to implement based on the DIEM approach.

In addition to facilitating the forums, **DFES actively supported each local council** before and after the forums **to engage with the DIEM Toolkit, complete their self-assessments, and develop targeted action plans**. While the forums served as a starting point, they were designed to lay the groundwork for ongoing collaboration between DFES, local councils, and community networks. By initiating these relationships, the forums aimed to spark long-term partnerships, foster greater engagement, and encourage a collective approach to developing and implementing inclusive emergency management practices.

To further support capacity-building, participants were provided access to DIEM eLearning modules. Local and state government hosts were invited to participate in the DIEM Certificate Course, an online program introducing the DIEM Toolkit and self-assessment process. All participants were also granted access to open DIEM eLearning resources, enabling them to continue building their capacity for inclusive emergency planning.

Purpose

This report captures the experiences, ideas, and insights shared during the Murray DIEP Forum, reflecting the local priorities and challenges identified by participants. It is intended to support participants in progressing their DIEM self-assessment and action planning while building on local strengths and addressing systemic barriers.

Disability Inclusive Emergency Management (DIEP) Forum Report: Shire of Murray

Overview of the Forum

The Murray DIEP Forum convened a diverse group of stakeholders, including representatives from aged care, disability services, local governments, community organisations, emergency management professionals, and individuals with lived experience of disability. Participants engaged in facilitated discussions across four key topics:

- **Understanding Emergency Plans of Service Providers:** Exploring organisational preparedness and continuity planning.
- **Inclusive Planning:** Embedding person-centred approaches into every phase of emergency management.
- **Strategic Partnerships:** Building collaborative networks across sectors to drive inclusive practices.
- **Accessible Resourcing:** Ensuring equitable allocation and deployment of resources to meet accessibility needs, including inclusive and accessible evacuation support options.

The forum provided a platform for participants to share their experiences, identify gaps, and develop practical solutions to strengthen disability-inclusive emergency practices.

Key Themes and Lessons Learned

Through facilitated discussions, participants from the Murray DIEP Forum explored key themes across the four focus areas of the DIEM Toolkit: Understanding Emergency Plans of Service Providers, Inclusive Planning, Strategic Partnerships, and Accessible Resourcing. The following themes reflect participant insights, grounded in their contributions.

1. Organisational Preparedness is Often Overly Response-Focused

Participants observed that many organisations focus on emergency response rather than preparedness, creating a reactive rather than proactive approach. While fire drills and evacuation plans are in place, they often fail to account for the realities of emergencies, particularly for vulnerable populations.

Disability Inclusive Emergency Management (DIEP) Forum Report: Shire of Murray

Illustrative Quotes:

- *“Even your best-laid plans are not going to be enough.”* (OEP Group 1)
- *“You think you’re prepared because you’ve had a fire drill... but the reality is so different.”* (OEP Group 2)

Reflection: There is an opportunity to develop more robust preparedness strategies that include realistic, scenario-based training and planning for both organisations and the individuals they serve.

2. Engaging Families and Communities in Emergency Planning

Both groups identified the need for greater involvement of families and community members in emergency preparedness. Strengthening local networks and connections was viewed as essential to addressing gaps in formal organisational plans and ensuring that vulnerable individuals have access to support during emergencies.

Illustrative Quotes:

- *“If the neighbours are on board and make a plan—for someone to come, plan A, plan B—for the neighbour to get them out.”* (Accessible Resourcing)
- *“As a group in this part of town, who is going to check on your neighbour who maybe is in a wheelchair?”* (OEP Group 1)

Reflection: Building stronger community relationships and educating families on emergency plans can help reduce risks for individuals who may otherwise be overlooked during emergencies.

3. Realistic Expectations and Communication of Roles

Participants identified a need to manage expectations around the roles of organisations, emergency services, and individuals during emergencies. Misunderstandings about the responsibilities of emergency services were identified as a recurring challenge, particularly in aged care and independent living contexts.

Illustrative Quotes:

- *“A lot of them said, ‘Oh, we’re just going to call Triple Zero and get someone to come get us.’”* (OEP Group 2)
- *“If there’s a fire right now, you think you’re prepared because you’ve had a fire drill. But the reality is so different.”* (OEP Group 2)

Disability Inclusive Emergency Management (DIEP) Forum Report: Shire of Murray

Reflection: Establishing realistic expectations through education and clear communication can reduce anxiety and confusion while fostering resilience among individuals, families, and organisations.

4. The Value of Person-Centred Emergency Preparedness (P-CEP)

The importance of creating **Person-Centred Emergency Preparedness (P-CEP)** plans was emphasised, particularly for individuals with disabilities and those living independently. Participants noted that P-CEP plans should be developed collaboratively and shared with trusted organisations and responders to ensure effective responses during emergencies.

Illustrative Quotes:

- *"If we could get every family to write an event plan... and anyone who wanted to share anything with us... could actually share that with us."* (OEP Group 1)
- *"There still needs to be... how are we empowering service providers to empower their clients to create emergency plans themselves?"* (OEP Group 2)

Reflection: Encouraging the development of P-CEP plans through collaboration between individuals, families, and service providers can enhance preparedness and promote autonomy for people with disabilities.

5. The Role of Technology in Emergency Preparedness

Participants recognised the potential for technology to support emergency preparedness and response. Tools such as client management systems, emergency apps, and digital data-sharing platforms were identified as valuable but should be used with clear governance to address privacy concerns.

Illustrative Quotes:

- *"We have a client management system, and all our support workers use an app, so they have access to all the client information."* (OEP Group 1)
- *"We do our polygon on the map and it goes ping, ping, ping, ping, and shows you exactly who those people are and where to get them."* (OEP Group 2)

Reflection: Technology can streamline emergency response efforts, but its effectiveness relies on reliable infrastructure, data accuracy, and trust in its governance.

Disability Inclusive Emergency Management (DIEP) Forum Report: Shire of Murray

Promising Practices and Actionable Solutions

Participants shared a variety of practical, local-level solutions that could improve accessibility and inclusivity in emergency planning. These recommendations leverage existing community capacities and focus on actionable steps.

1. Community-Led Communication Networks

Description: Leveraging trusted community communicators to disseminate emergency information to vulnerable populations, particularly in areas with limited connectivity.

Example: *“The local government worked with the Shire of Dandaragan... they would take the emergency warning information, copy and paste it into an email, and send it to about 10 or 15 communicators within the community.”* (OEP Group 1)

Leverages Existing Capacities: Utilises local knowledge and relationships to ensure information reaches individuals who are unlikely to access digital emergency notifications. See Case Example.

Case Example: Shire of Dandaragan – Community-Led Communication Networks

During the Murray DIEP Forum, participants discussed the Shire of Dandaragan’s innovative approach to emergency communication during the Savantes fires as an inspiring case study. This example highlighted how local governments can leverage **trusted community networks** to address the challenges of communicating emergency information to vulnerable populations, particularly in situations where traditional systems fail.

In the Savantes fires, communication networks broke down quickly, leaving many residents—particularly older adults and people with disabilities—without access to timely emergency updates. To address this, the Shire of Dandaragan collaborated with trusted community communicators, such as local leaders and individuals with strong community ties (e.g., a bowls club manager). Emergency warning messages were copied into emails and sent to around 10–15 communicators, who shared the updates with others in their networks. This approach ensured that critical information reached vulnerable

Disability Inclusive Emergency Management (DIEP) Forum Report: Shire of Murray

individuals, including those without access to digital tools like the Emergency WA app.

This example demonstrates:

- **Adaptability to Local Contexts:** By identifying trusted communicators with existing community connections, the Shire of Dandaragan ensured that emergency information was effectively disseminated.
- **Bridging Communication Gaps:** The approach addressed known barriers, such as the inability of some populations to access digital communication tools, helping to reach those most at risk.
- **Community-Led Solutions:** The strategy showcased how local networks can complement formal emergency services by leveraging grassroots efforts to support vulnerable populations.

Why This Example Matters for Murray

Although the Shire of Dandaragan is geographically distant from the Shire of Murray, this case study offers valuable insights for similar local-level action. Murray, with its mix of rural and urban communities, faces challenges related to communication barriers and isolation. By identifying and engaging **trusted community communicators**, such as neighbourhood leaders or volunteers from local clubs and organisations, Murray could ensure that emergency information reaches even the most isolated residents.

This example underscores the importance of **local relationships and pre-planning** to create effective, community-led communication systems. Such systems ensure vulnerable individuals are not left behind during emergencies and that information is disseminated quickly and effectively when traditional communication channels are unavailable. By adopting a similar approach, Murray can strengthen its local emergency preparedness and build community capacity to support one another during crises.

Disability Inclusive Emergency Management (DIEP) Forum Report: Shire of Murray

2. Reciprocal Evacuation Agreements

Description: Establishing formal agreements between facilities to share resources and provide temporary shelter during emergencies.

Example: *"We also use [aged care facility], which is an aged care facility in Waroona. We collaborate with those as well."* (OEP Group 2)

Leverages Existing Capacities: Builds on existing relationships between facilities to create a safety net for vulnerable individuals.

3. Person-Centred Emergency Preparedness (P-CEP)

Description: Supporting individuals to develop personalised emergency plans tailored to their needs, while ensuring these plans are shared with trusted organisations and responders.

Example: *"How are we empowering service providers to empower their staff and their clients to create emergency plans themselves?"* (OEP Group 2)

Leverages Existing Capacities: Builds on individuals' lived experiences and existing service provider relationships to enhance preparedness and resilience.

4. Realistic Scenario-Based Training

Description: Conducting emergency drills and training that reflect the realities of rapid-onset or large-scale emergencies.

Example: *"When you do fire training, I don't think it prepares you. By the time you get them there, the fire's moving freaking really quickly."* (OEP Group 2)

Leverages Existing Capacities: Builds organisational capacity by enhancing staff preparedness and confidence in handling emergencies.

Reflexivity: Considerations for Moving Forward

The forum discussions revealed several areas of misunderstanding and tension that represent opportunities for growth and improvement:

1. **Responsibility Deflection:** Some participants assumed that emergency services or external organisations would "come and rescue" their clients during emergencies. This revealed a gap in understanding about the limits of emergency services' capacity in large-scale incidents.

Disability Inclusive Emergency Management (DIEP) Forum Report: Shire of Murray

- *“In that case, we would use patient transfers... and would also use the two buses we have.”* (OEP Group 2)
- 2. **Unrealistic Drills and Training:** Fire drills and evacuation plans, while helpful, are often not reflective of actual emergency conditions. This can lead to a false sense of preparedness.
 - *“You think you’re prepared because you’ve had a fire drill... but the reality is so different.”* (OEP Group 2)
- 3. **Misunderstandings Around Vulnerability Registers:** Both groups discussed registers of vulnerable individuals but highlighted systemic and ethical challenges in their use, such as ensuring accuracy and managing expectations.
 - *“The minute they put their name on that vulnerable register, they think there’s an expectation that they’re going to be safe.”* (OEP Group 2)

These dynamics present opportunities for participating organisations to engage in critical reflection, reframe their assumptions, and collaboratively develop more inclusive and actionable preparedness plans.

Next Steps

Participants are encouraged to use the **DIEM Toolkit** and **eLearning resources** to guide their self-assessment and action planning. Key next steps include:

- Supporting the development and testing of **Person-Centred Emergency Preparedness (P-CEP)** plans for individuals with disabilities and integrating these into broader organisational plans.
- Conducting realistic, scenario-based emergency drills to better prepare staff and residents for the complexities of real-life emergencies.
- Hosting family engagement sessions to educate families about organisational plans and their roles during emergencies.
- Strengthening community networks to identify and support vulnerable individuals in emergencies.
- Building reciprocal evacuation agreements with nearby facilities and organisations to ensure mutual aid during emergencies.
- Addressing the psychological and emotional needs of vulnerable populations by including comfort items and support strategies in emergency plans.

Disability Inclusive Emergency Management (DIEP) Forum Report: Shire of Murray

By taking these actions, local stakeholders can build on their existing strengths and foster a more inclusive, accessible, and effective emergency management framework. Recognising that systemic change will require sustained advocacy, participants are encouraged to continue engaging with initiatives like DIEM to advocate for broader policy and structural reforms.

Participant Demographics and Participating Organisations

This forum report has been shaped by the expertise and contributions of those who participated. Invitation to participate was extended through the networks of the local host, Shire of Murray.

The DIEP forum was held on 29 August 2025 at the Lovegrove Sports Pavilion in Pinjarra, Western Australia. 18 people from 8 organisations participated in this DIEP forum, having the following roles:

Participant Role	Number
Federal Government worker	0
State/Territory Government worker	5
Local Government worker	2
Emergency Services Personnel	2
Disability Service Provider	1
Community Service Provider	3
Aged Care Service Provider	3
Health Service Provider	0
Worker/Member for Disability Advocacy or Representative Organisation	0
Individual with lived experience of disability (not representing an organisation)	1
Other:	1
Total	18

Disability Inclusive Emergency Management (DIEP) Forum Report: Shire of Murray

List of Participating Organisations

- 1 Bedingfeld Park
- 2 Department of Fire and Emergency Services
- 3 Down Syndrome WA
- 4 Midway Community Care
- 5 Peel Community Care
- 6 Pinjarra Senior High School
- 7 Rockingham Hospital
- 8 Shire of Murray



Image description: Six people sit around a table discussing disability inclusive emergency management.

Disability Inclusive Emergency Management (DIEP) Forum Report: Shire of Murray

Citation: Collaborating4Inclusion (2026). *Disability Inclusive Emergency Planning (DIEP) Forum Report: Shire of Murray*. Centre for Disability Research and Policy, University of Sydney, 2006.





Shire of Murray

Local Emergency Management Committee Member Report

Agency	Shire of Murray
Position	Manager – Emergency Services Planning and Mitigation
Report Author [Name]	John Kowal
Report Date	6 May 2026

Please do not change the format of this report. Delete the headings that may not be applicable to your report.

1.1 Emergency Management Achievements

Undertake complete review of Local Emergency Management Arrangements and associated plans.

- Development and circulation of Emergency Risk surveys to SoM community and businesses with 397 community surveys 37 business surveys completed.
- Two ERM workshops held with LEMC members to determine risk levels for the risk as determined from community and businesses surveys.
- ERM survey report completed and attached.
- Three Project Group meetings held for the coordination of the project.

Next phase:

Finalising risk statements for the four (4) top rated risks determined by LEMC and community surveys, being:

- Bushfire (95.9%)
- Storm (56.1%)
- Power outage (56.7%)
- Flood (38.2%)

1.2 Priorities / Risks / Critical Issues

- (1) Current priority is to complete the review of the SoM LEMA and associated plans by the end of June 2026, which also determining the level of risk and the risk treatments for each of the risks.
- (2) Current review of the SoM Bushfire Risk Management Plan is being undertaken that includes the reassessment of over 900 risk assessments that are currently contained in the DFES Bushfire Risk Mitigation System. As this progresses additional risk assessments for critical infrastructure and properties will be added to capture any new developments, infrastructure installations and any SoM managed properties including those that maybe alleageable for funding via the DFES Mitigation Activity Fund for the treatment of bushfire risks.

1.3 Exercises

I have discussed with DFES DEMC Advisor South West and Metro South about arranging to meet with LEC, LEMC Executive Officer and LEMC Chairperson to discuss appropriate exercise for the SoM LEMC and also the formation of an exercise calendar. SoM Recovery Workshop is scheduled for June/July 2026 and this maybe a suitable time for a LEMC exercise. Suitable date will be arranged and advertised amongst LEMC members.

1.4 Training

- (1) LEMC representatives came together recently to review the Emergency Management Risks that had been determined by the LEMA Review surveys. Although this was not formal type LEMC training it did provide LEMC members who attended a good insight into the LEMA review and development process and also hands on experience to determine the level of risk which included a SWOT undertaken to review the current LEMA.
- (2) A SoM Recovery Workshop has been arranged for June/July to test the newly reviewed and developed Local Recovery Plan 2026. The workshop will mainly involve SoM staff but may also include LEMC members (i.e. Police, DFES, DBCA, MRWA, DoC, DPIRD) to provide necessary input and realism to the recovery process for the workshop attendee's.

1.5 Operations

- (1) Several activations for level 2 bushfire incidents within the Shire. Details provided by SoM Chief Bush Fire Control Officer.
- (2) Several activations of SoM staff for Severe Weather Warnings including recent response to Cyclone Narelle with shire contact and liaison with LEC, Police, DFES, local fire brigades and SES Unit.
- (3) Ongoing contact by DEMC to request information on local fuel consumption and fuel levels.

1.6 Reviews

As stated in 1.1 (1) and 1.1 (2).

1.7 Other Information/Comments

Nil

Community Survey results 2026

Prepared by Karen Edmeades – Link-EM
February, 2026



FOR A SAFER STATE



Contents

1. Introduction

1.1 LEMA Review Project Overview

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1.3 The surveys

The Community Survey targeting community members from across the Shire of Murray opened from the 15 December 2025 through to the 2 February 2026.

The survey sought information about:

- general demographics,
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1.4 How will the survey results be used?

The purpose of the Community Survey was to understand community perceptions of emergency risks in the Shire of Murray. In addition, levels of preparedness and resilience were explored. There was also opportunity for respondents to identify areas for improvement in local emergency management locally and where opportunities might exist to provide further information to help build local resilience to emergencies.

The views and priorities captured via the surveys will contribute to the LEMA review and Emergency Risk Management process. This includes identifying local risks, prioritising and evaluating those risks, with the aim of understanding possible impacts and determining approaches to minimising those impacts where possible.

It is critical to have community input into these discussions and we would like to take this opportunity to thank the 376 community members who took the time to respond to the Community Survey and provide their insights.

2. Community Survey Results

2.1 Respondent demographics

346 community members completed the survey, 58.2% were female, 40.3% were male and 0.6% were non-binary. 2.34% were Aboriginal or Torres Strait Islander and 1.75% came from a culturally or linguistically diverse background.

The age of respondents was reflective of the wider demographics of the Shire of Murray community (see Figure1).

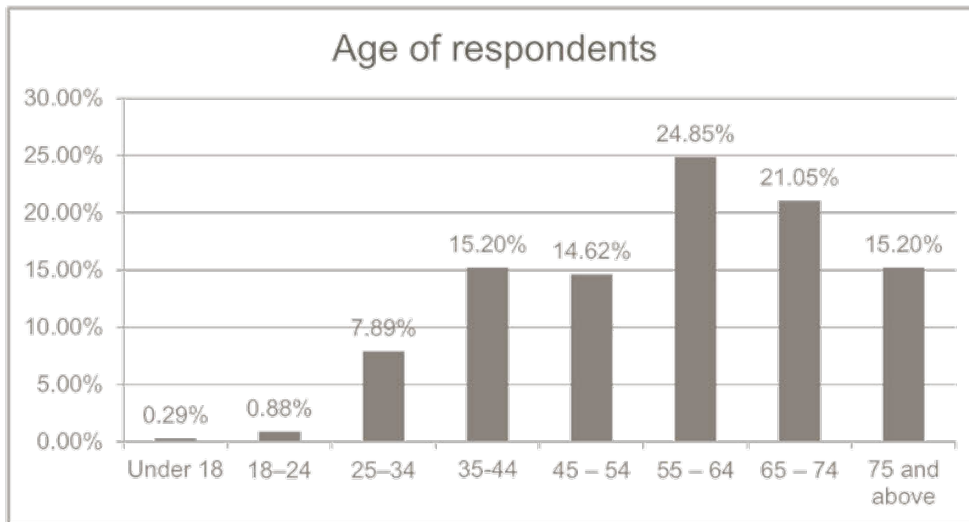


Figure 1 – Age of respondents

Respondents came from a variety of localities across the Shire with largest representations from Pinjarra (27.8%), South Yunderup (18.8%), Ravenswood (9.3%), North Dandalup (8.7%), Barragup (7.2%), Dwellingup (4.91%), Coolup (3.8%) and North Pinjarra (3.5%).

The length of time respondents had lived in the Shire varied (see Figure 2), however nearly 70% were long term residents, having lived in the Shire more than six years.

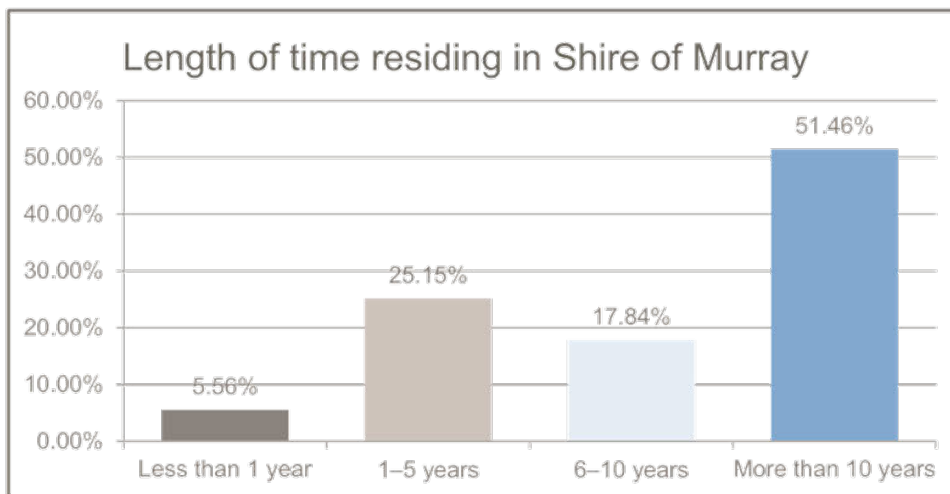


Figure 2 – Length of time residing in the Shire

10.6% of people lived alone, 44.7% lived with one other person (see Figure 3). 27.4% of households included younger people under the age of 18 years.

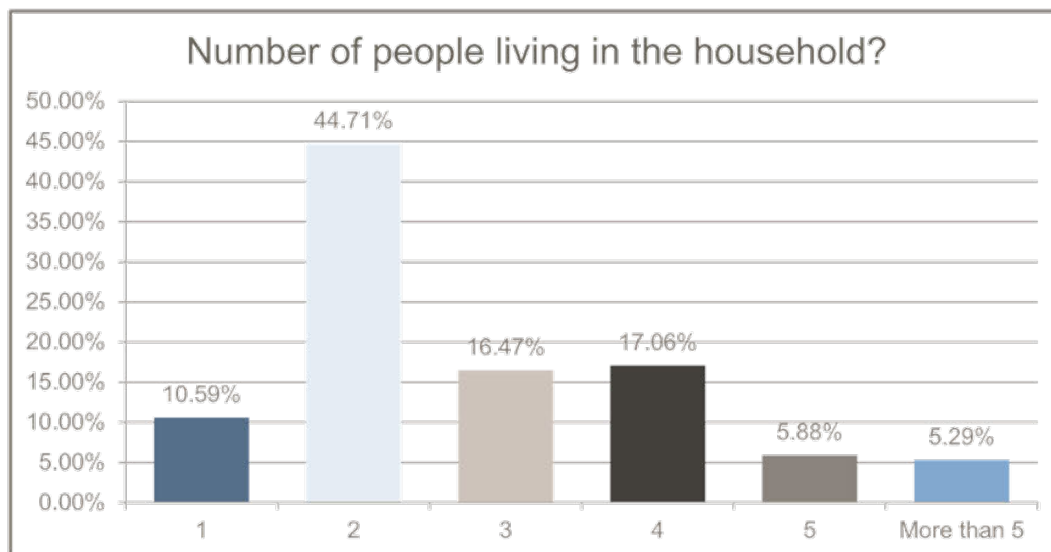


Figure 3 – Number of people living in the household

2.2 Help needed during an emergency

130 (46%) respondents stated that their household included vulnerable individuals including; young children, older adults, people with disability and/or pets. When asked what kind of help was needed to support potentially vulnerable people in their household, respondents itemised the requirements in Table 1.

Type of Support needed to evacuate vulnerable people	Number of times mentioned
Person needs help to evacuate	41
Communications support	6
Breathing support	4
Support of adult/parent/guardian	9
Person with autism	3
Early warning to allow time to leave	9
Mobility assistance	13
Help with Transport	14
Severe health issue	2
Support needed will depend on type of emergency	3
Family will need to reach them to help evacuate	2
Ambulance needed to transport	5
One way in/out	2
Children home alone	1
I am not leaving	1
Vision impaired	1
Somewhere to evacuate too	6
Directions on where to evacuate to	4

Table 1 – Help required for vulnerable people during evacuation

These themes reflect the types of support that vulnerable individuals may require during emergencies, such as mobility, transportation, communication, and medical needs.

Examples of respondent comments relating to vulnerable people included:

- *“None of us drive so have concerns about being able to leave in a fire emergency”*
- *“Assistance to know there is an emergency, where it is, what to pack”*
- *“Elderly member needs assistance to pack and leave the home.”*
- *“Need help to be carried out”*
- *“As I have young children, I may need assistance with safely evacuating and transporting them during an emergency. Support with accessing essential supplies such as food, water, nappies, medications, and comfort items may be required. Clear communication, reassurance, and welfare support would also be important to help keep my children calm and safe.”*

Respondents also raised the needs that their pets might have during an evacuation. Pets specifically mentioned included; dogs, cats, chickens, horses. It was not always clear from comments whether the help needed would be provided by someone living in the household, or

whether there was an expectation/hope that someone outside their household would provide support.

Type of Support needed to evacuate pets/animals	Number of times mentioned
Help with evacuating pets (for example - dogs, horses, chickens)	33
Housing for pets once evacuated	10
Carrier/ means of transport	6

Table 2 - Help required for pets during evacuation

Examples of respondent comments relating to pets included:

- *"I have pets, I assume it would be my responsibility, however if I am unable to get home then I hope someone would be able to collect"*
- *"Evacuation centre that is pet friendly"*
- *"Pets/ horses need assistance to be removed from the property"*
- *"We need help with our pets - work full time no one home during the week and we are at least an hour away"*

2.3 Perceptions of emergencies in the Shire of Murray

When asked how likely it is that an emergency event would affect their community in the next five years, nearly 62% of respondents felt that an emergency was 'very likely' or 'likely' (see Figure 4).

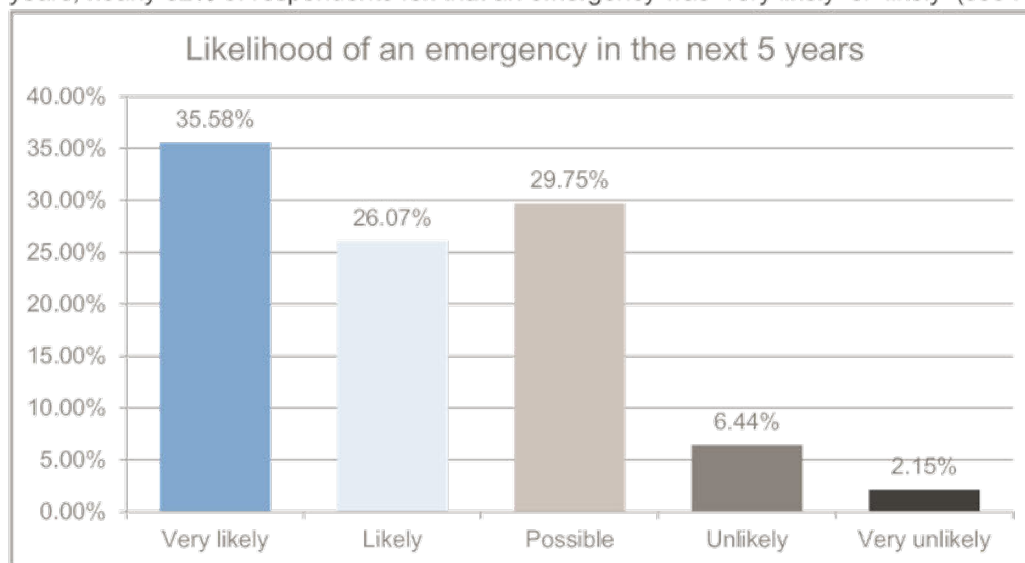


Figure 4 – Respondents perception of the likelihood of an emergency occurring in the next Five years.

When asked to list emergencies which may impact their community without any prompts, respondents prioritised Bushfire (93%), Flood (30%), Storm/severe weather (21%), road accidents (21%).

Respondents were provided with a list of potential hazards and asked to mark all that they considered to be a serious risk to their community; Results are presented in Table 3. Bushfire was considered the most likely risk, followed by power outage/infrastructure failure, storm/severe weather, flooding and heatwave.

Hazard	Percentage who considered the hazard a serious risk
Bushfire / wildfire	95.9%
Power outage / infrastructure failure	56.7%
Storm / high winds / hail	56.1%
Severe storm/lightning	54.2%
Flooding	38.2%
Heatwave	34.8%
Environmental emergency (water contamination, biological threat etc.)	26.3%
Transportation emergency (train derailment, plane crash or major road crash) causing community disruption	26.0%
Structure/industrial fire	19.4%
Pandemic / major health incident	15.4%
Hazardous chemical incident	15.4%
Cyberattack causing community disruption	15.7%
Earthquake / tsunami	6.6%
Terrorism/Mass shooting	5.6%

Table 3 – Percentage of respondents who identified hazards as serious risks in their community

Considering the hazards/emergency events identified in Table 3, respondents were asked how serious they thought the impacts would be should they occur in their area. Figure 5 illustrates that the majority of respondents (88%) thought that the impacts would be 'catastrophic' or 'major'

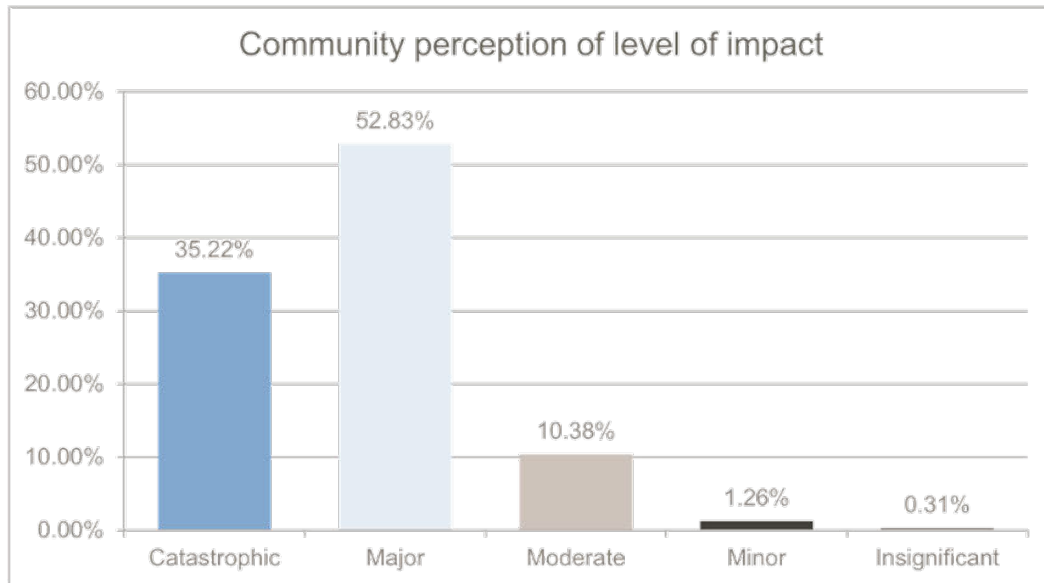


Figure 5: Respondents perception of how serious the impact of emergencies might be on their community

2.4 Understanding of what to do in an emergency

Understanding levels of community preparedness is critical for emergency managers. It allows them to plan better and provides insights on what information may be useful to enhance community preparedness and resilience. Respondents rated their own level of understanding about what to do in an emergency quite highly, with nearly 75% stating they had an 'excellent' or 'good' understanding (see Figure 6).

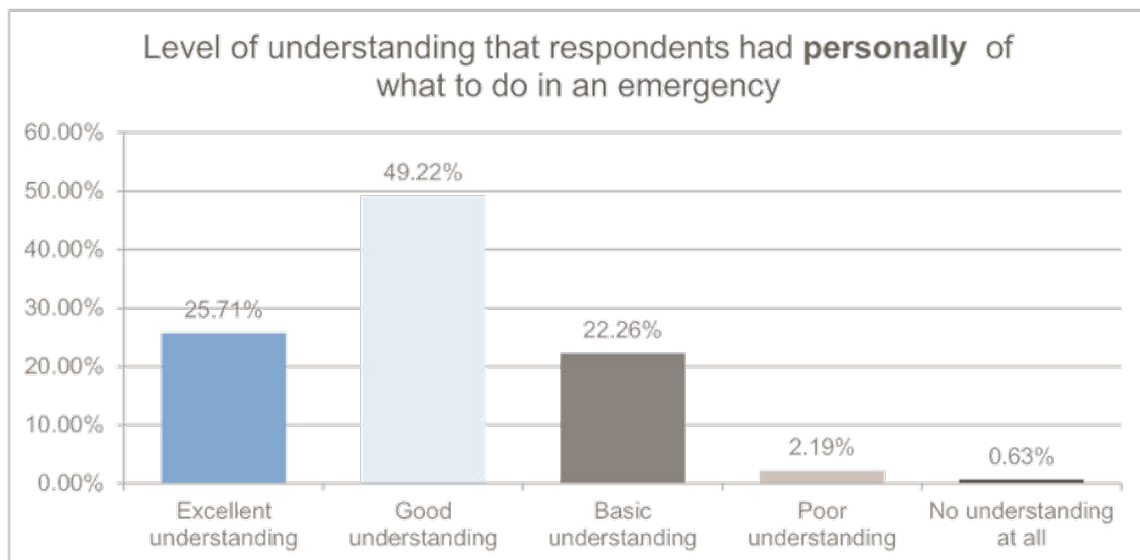


Figure 6 – Self assessment of level understanding about what to do in an emergency

Respondents rated the broader community's level of understanding of what to do in an emergency, much lower than their own. Figure 7 illustrates that slightly less than 30% of respondents felt that the broader community in their locality had an 'excellent' or 'good' understanding. This suggests that there are opportunities to improve community understanding of emergency preparedness in the Shire of Murray.

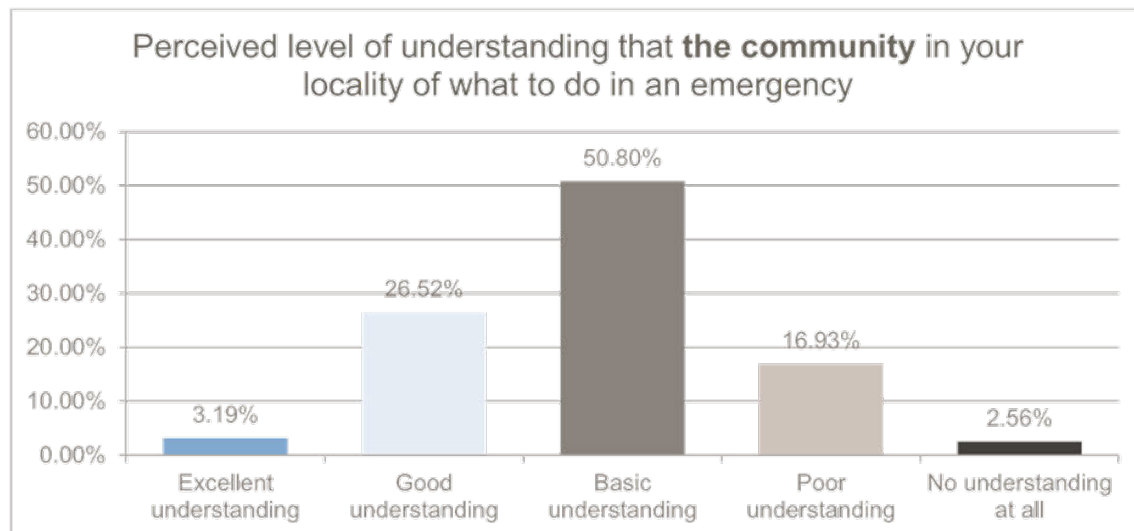


Figure 7 – Perception of broader community's level of understanding about what to do in an emergency

2.5 Emergency planning

A good emergency plan involves:

- Knowing your risks so that you can mitigate and prepare for each
- Identifying action triggers such as; when you will leave and where you will go
- Assigning roles for action during an emergency and ensuring all members of your family are aware of the plan
- Having communication plans in place which document how to get in touch with family or having a pre-assigned meeting place should communications be impacted by the emergency
- Ensuring vulnerable family members and pets have been considered within your plan
- Having an emergency kit which will support you and your family for 5-7 days. Items in the kit might include:
 - Food and water to last 5-7 days (consider your pets too)
 - Battery operated radio
 - Torch and batteries
 - Personal items such as medications, prescription glasses, toiletries spare clothes and cash (ATMs may not work if power supply is impacted)
 - Key documents such as; identification, prescriptions, insurance papers (these can also be saved electronically or on the Cloud)
 - Irreplaceable items such as photographs, family heirlooms, child's favourite toy

Having a prepared property will help to mitigate the impacts of an emergency. Hazard Management Agencies and your local Shire of Murray emergencies team can help with advice to help you with this.

Knowing where to get information to help you prepare, get information during an emergency and link with recovery services after an emergency is also a critical aspect of being prepared.

75% of respondents said that they had a plan of what to do in an emergency and 83% stated that all members of their household were aware of the plan. When asked for further details about their emergency plan, responses revealed that there may be some gaps in levels of preparedness. Only 23.8% of respondents had written their plan down and only 25.3% had a full emergency kit with supplies to last at least 72 hours.

Among households with children under the age of 18, 53% report that everyone in the household is aware of the emergency plan. This indicates that just over half of these households have successfully communicated their emergency plan to all members.

Among respondents whose emergency plans do not fully include the needs of vulnerable individuals, most still reported having an 'Excellent' or 'Good' personal understanding of what to do in an emergency, with only a few indicating a 'Basic' understanding. This suggests that even those with strong personal preparedness knowledge may overlook or struggle to address the needs of vulnerable household members in their planning.

Table 4 outlines potential barriers to being prepared for emergencies.

Barriers to being prepared	Percentage of respondents
I don't think my level of risk is high enough to spend the time	10.5%
Lack of guidance / information	16.1%
I don't know where to start	11.5%
Cost / financial constraints	17.4%
Lack of time	13.2%
Physical or health limitations	11.5%
Language / communication barriers	1.0%
I believe emergency services will manage the response for me	11.8%
Relying on others	9.5%
No significant barriers	46.1%

Table 4 – Barriers to getting prepared for emergencies

Figure 8 shows the level of confidence respondents had in their own ability to react effectively during an emergency, with nearly 70% saying they were 'very confident' or 'confident'. Concerns raised by respondents which may influence their ability to react effectively in an emergency included:

- Working away from the area and being unable to return in the event of an emergency and therefore being unable to execute the plan
- Living in areas where there is only one way out. Concerns that if this route is compromised as a result of the emergency, evacuation won't be possible
- Lack of transport
- New to the area and haven't got the knowledge/information needed yet

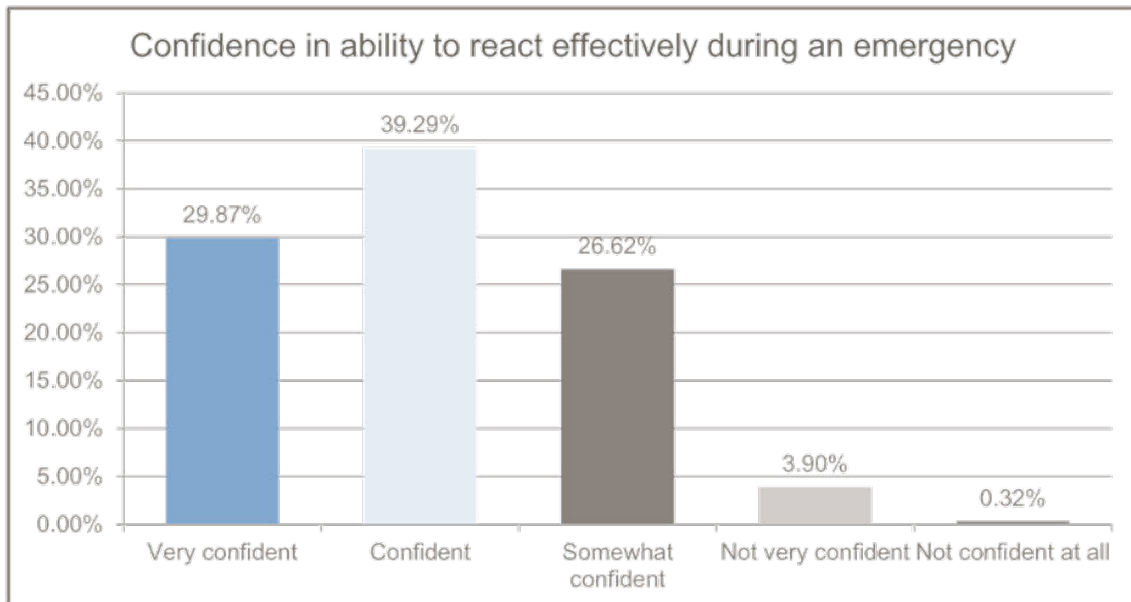


Figure 8 - Level of confidence respondents had in their ability to react effectively during an emergency

2.6 Communication during an emergency

Communication is critical during and after an emergency. Being able to receive and understand emergency communications is vital to being able to respond effectively and appropriately. Respondents were asked to identify which methods of communication they were likely to rely on to get information during and after an emergency event (Table 5).

Emergency alert/communication method	Percentage of respondents
Radio	50.2%
Official mobile apps (eg BOM (weather), Emergency WA)	86.6%
Social media from official sources	63.2%
Social media community groups, unofficial messaging apps	47.6%
Word of mouth/neighbours/friends/family	52.8%
Text message	71.7%
Television	27.0%
Not sure	1.3%

Table 5 – Emergency alert or communication methods likely to be used during and after an emergency.

These results suggest that respondents gleaned their emergency information from a number of sources, which is helpful. It is important to seek emergency information from official sources such as Emergency WA to ensure the correct information is being received. Local sources are extremely valuable but information should always be checked via official sites.

2.7 Community connectedness and support

When asked about perceived levels of community support in the Shire of Murray (see Figure 9), the majority of respondents agreed that people would ‘look out for each other’ during an emergency and that ‘neighbours would help each other if an emergency occurred’. Community connectedness is a strong indicator of community resilience, and has been linked with more positive outcomes should a major emergency impact a community.

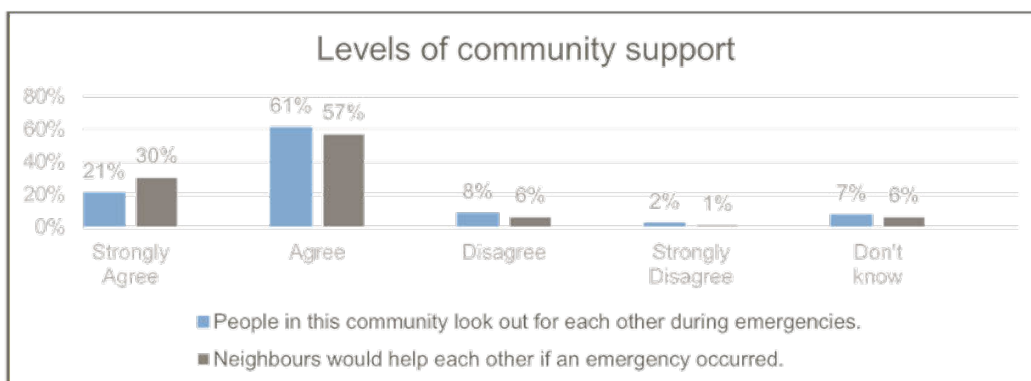


Figure 9 – Perceived levels of community support and connectedness

2.8 Perception of Emergency services in the Shire of Murray

Respondents were asked to provide their perceptions of emergency services in the Shire of Murray (see Figure 10). There was a high level of agreement that there were trusting relationships between community and emergency services. Respondents also agreed that emergency services and other agencies were prepared to assist during emergencies.

Levels of agreement were lower when respondents were asked about communication from emergency services/agencies with community members. This suggests that community would appreciate more information about how to respond in an emergency, how to prepare for an emergency and what risks may affect them.

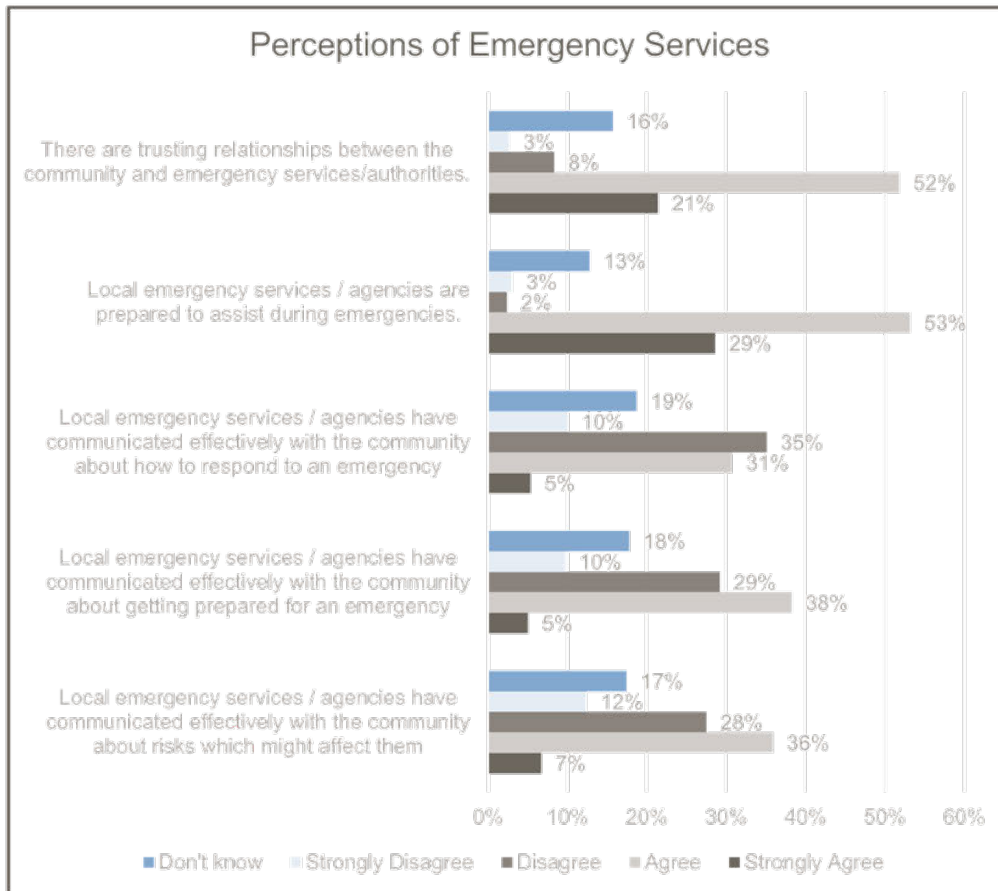


Figure 10 - level of confidence respondents had in their ability to react effectively during an emergency

2.9 Priorities for action relating to emergency management in the Shire of Murray

Respondents were asked about their awareness of local resources which may help them to prepare for an emergency. More than 38% were unaware of such resources (see Figure 11).

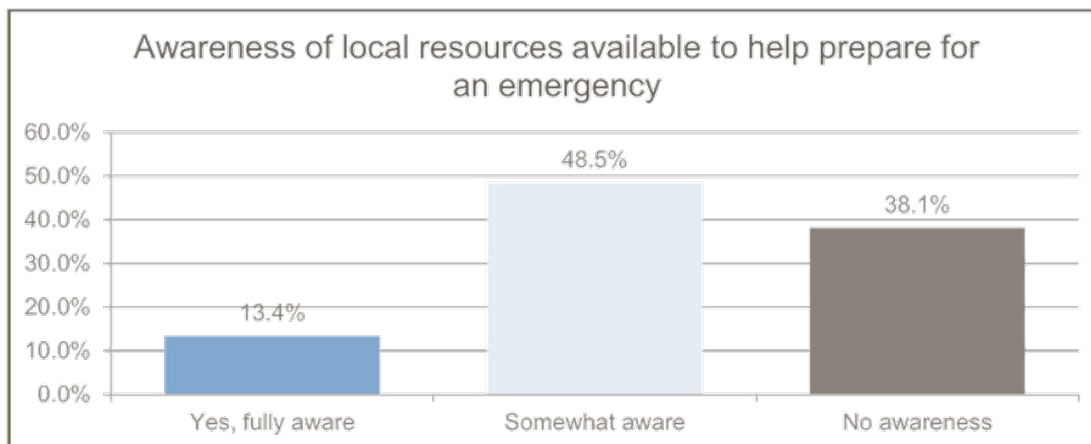


Figure 11 – awareness of local resources available to help prepare for an emergency

When asked to select their top three priorities for local government and emergency services in the Shire of Murray, nearly 68% of respondents thought improvement to early warning systems and communication channels was a top priority for (see Table 6). Investing in critical infrastructure (52.1%) and hazard reduction activities, along with enhancing evacuation planning and infrastructure requirements (50.3%) were also highly rated priorities. Nearly 48% of respondents selected increased hazard awareness and education programs as being important priorities.

Local Government/Emergency Services priorities	Percentage of respondents
Increase hazard awareness / education campaigns	47.6%
Improve early-warning systems / communication channels	67.9%
Enhance evacuation planning and infrastructure	50.3%
Support vulnerable people / households	43.8%
Strengthen community volunteers / local organisations	35.9%
Invest in critical infrastructure / hazard reduction	52.1%
Improve post-event recovery support	17.6%
I don't know	4.8%

Table 6 – Priorities for local government and emergency services in the Shire of Murray

These priorities were reiterated when respondents were asked to identify what information or training, they would like to see happen in the Shire. Community alert systems and apps, evacuation procedures and shelters and developing an emergency kit were identified as priority areas (see Table 7).

Information/Training needed	Percentage of respondents
Household emergency planning	45.1%
Emergency kit	51.2%
Hazard-specific actions	38.0%
Evacuation procedures and shelters	61.4%
Helping vulnerable neighbours or family members	45.4%
Community alert systems / apps	62.0%
Recovery pathways & support after an event	39.7%
I don't need any further information	12.2%

Table 7 – Information and training priorities

Respondents were keen to receive this information in the form of fact sheets utilising communication methods such as email or the Shire of Murray website (see Table8).

How should Information/Training be provided?	Percentage of respondents
In person training	27.2%
Online webinar	26.8%
Information / fact sheets	65.9%
Email	57.5%
Shire of Murray website	54.0%
Emergency WA website	46.3%

Table 8 – Mechanisms to share emergency preparedness information

2.10 Community survey analysis

There are some notable differences by age group across survey results. Younger respondents (under 35) tend to report higher confidence in reacting to emergencies and a better personal understanding of what to do, but are less likely to have a complete emergency kit. Older age groups (65 and above) show slightly lower confidence and understanding, and are less likely to have an emergency plan or kit. Middle-aged groups (35–64) generally score above average on preparedness and confidence. Overall, preparedness and confidence tend to decrease with age, while the youngest groups are more confident but less practically prepared.

Length of time living in the locality shows some differences in emergency preparedness and confidence. Those who have lived in the area 6–10 years report the highest rates of having an emergency plan (89%) and the most complete emergency kits.

Newer residents (less than 1 year) and those living in the Shire of Murray for more than 10 years have slightly lower preparedness and kit completeness. Confidence in reacting to emergencies and personal understanding are highest among those living 6–10 years and 1–5 years, and slightly lower for the longest-term and newest residents. Overall, mid-term residents appear the most prepared and confident.

There are notable differences for households where vulnerable individuals reside. They are less likely to have an emergency plan (65% vs 72%), a complete emergency kit (19% vs 27%), and have lower confidence in being able to react effectively during an emergency (55% vs 70%) when compared to those without vulnerable individuals. They also report a lower level of personal understanding about what to do in an emergency (65% vs 74%). This suggests that households with vulnerable members may need additional support to improve their preparedness and confidence.

There are clear differences in preparedness and confidence based on how likely respondents think an emergency is likely to occur. Those who believe an emergency is 'Very likely' are more likely to have an emergency plan (76%), a complete emergency kit (29%), higher confidence in reacting (71%), and a 'good' or 'excellent' personal understanding (83%). These rates generally decrease as perceived likelihood drops, with the 'Unlikely' group showing the lowest preparedness and understanding. Interestingly, the small 'Very unlikely' group reports high preparedness, but this may be due to the very low number of respondents in that category.

There are also apparent differences in preparedness and confidence based on how serious respondents believe the impact of an emergency could be: - Respondents who believe the impact would be 'Catastrophic' or 'Major' are more likely to have an emergency plan (Catastrophic: 77%, Major: 74%) and a complete emergency kit (Catastrophic: 29%, Major: 27%) compared to those who think the impact would be 'Moderate' or 'Minor'. Confidence in reacting to emergencies and personal understanding are also higher among those who expect more serious impacts (Catastrophic: 80% confident, Major: 72%) than those who expect moderate or minor impacts (Moderate: 61%, Minor: 50%). Those who consider the impact 'Insignificant' are few, but their preparedness and confidence levels are generally lower. This suggests that perceiving a higher risk of serious impact motivates greater preparedness and confidence.

Those with 'Excellent understanding' of what to do in an emergency are far more likely to have an emergency plan (96%), a complete emergency kit (44%), high confidence in reacting (89%), and full awareness of local resources (34%). These rates drop sharply as understanding decreases. For example, those with only 'Basic understanding' or less are much less likely to have a plan, kit, or confidence, and almost none are fully aware of local resources. This highlights the strong link between understanding and actual preparedness.

Risk perception and preparedness in the Shire of Murray

Business Survey results 2026

Prepared by Karen Edmeades – Link-EM

February, 2026



FOR A SAFER STATE



Contents

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1.3 The surveys

Two separate surveys were developed, one targeting community members from across the Shire, and the second targeting businesses in the Shire.

The 'Community Survey' was open from the 15 December 2025 through to the 2 February 2026 and the 'Business Survey' from the 6 January 2026 through to the 2 February 2026.

The survey sought information about:

- general demographics,
- the likelihood and possible impacts of a local emergency,
- the types of hazards which are of most concern in the Shire
- levels of preparedness and emergency planning,
- what could help be better prepared for emergencies in the Shire
- perceptions of local emergency management and what could be improved.
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- Hard copy surveys were made available at the Shire of Murray Admin Office Reception.

1.4 How will the survey results be used?

The purpose of the Business Survey was to understand business owner perceptions of emergency risks in the Shire of Murray. In addition, levels of preparedness and resilience were explored. There was also opportunity for respondents to identify areas for improvement in emergency management locally and where opportunities might exist to provide further information to help build local resilience to emergencies.

The views and priorities captured via the surveys will contribute to the LEMA review and Emergency Risk Management process. This includes identifying local risks, prioritising and evaluating those risks, with the aim of understanding possible impacts and determining approaches to minimising those impacts where possible.

It is critical to have community input into these discussions and we would like to take this opportunity to thank the 30 community members who took the time to respond to the Community Survey and provide their insights

3. Business Survey Results

It is critical for businesses in Western Australia to be prepared for emergencies. Emergency preparedness is essential to ensure the safety of employees and customers, protect critical assets, reduce financial loss, and ensure the business can continue to operate or recover quickly after being impacted by an emergency.

3.1 Business overview

Survey responses were received from 30 local Shire of Murray businesses. Of these 23% were located in Pinjarra, 20% in Dwellingup and 10% in North Dandalup, Teesdale and Ravenswood respectively. Due to the low numbers of responses, it is difficult to undertake analysis or make reliable comparisons.

The types of business that were represented in the sample are presented in Table 9. 41.4% were sole trader entities, 37.9% had 1-5 employees, 17.2% had 6-20 employees and 3.5% had more than 50 employees.

Type of business	Percentage of respondents
Accommodation and Food Services	33.3%
Arts and Recreation Services	13.3%
Education and Training	10.0%
Dog boarding	6.7%
Construction	6.7%
Agriculture, Forestry and Fishing	3.3%
Manufacturing	3.3%
Pinjarra Community Kitchen	3.3%
Environment surveillance	3.3%
Retail Trade	3.3%
Health Care and Social Assistance	3.3%
Transport, Postal and Warehousing	3.3%
Auto mechanic trades	3.3%
Financial and Insurance Services	3.3%

Table 9 – Types of businesses

53.3% of businesses surveyed were reliant on workers, customers, suppliers or contractors from other industries. 75% of these noted that if these industries reduced or ceased operations that their business would suffer 'severe' or 'moderate' disruptions, highlighting the interconnectedness of businesses in the district. The types of reliance mentioned included:

Business reliance on:

- Rubbish removal, security services
- Repairers, food, staff, services, painting, pest control, sandblasting, welding fabrication and hardware suppliers
- Essential services – power, water, gas etc

- Transport – freight, cranes, water delivery
- Local government - Shire of Murray
- Fuel, oil, auto parts
- Trades people - Electricians, Plumbers, Builders, cleaners, gardeners, linen company, tourism stakeholders, Schools, Nature Groups

3.2 Hazard assessment

When asked how likely it is that an emergency event would affect their business in the next five years, nearly 43% of respondents felt that an emergency was 'very likely' or 'likely' (see Figure 12).

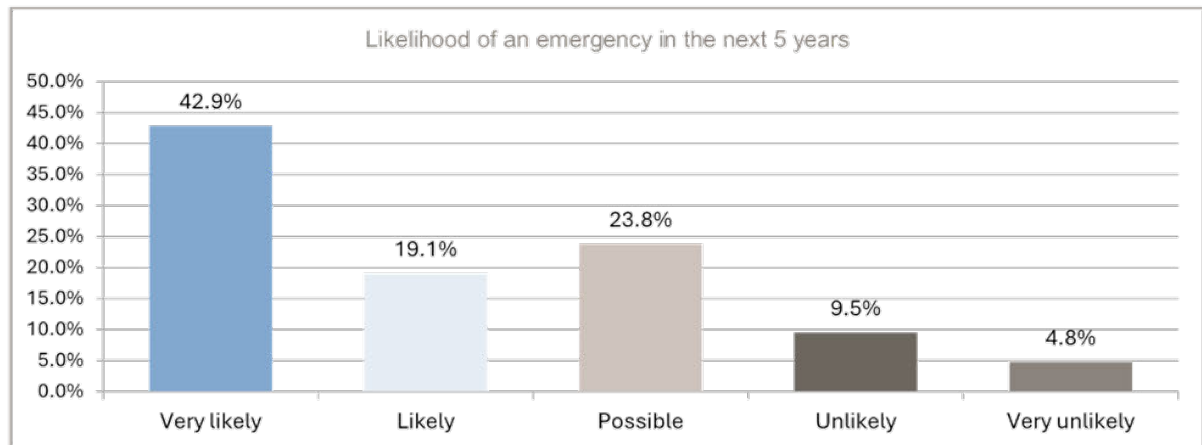


Figure 12 – Respondents perception of the likelihood of an emergency occurring in the next Five years.

Business owners were asked to identify which hazards posed a serious risk to their business (see Table 10). Similarly to responses for the general community survey, business owners identified bushfire as their number one concern, however, they were more concerned about the impacts of storm, power outage and structure fire than the broader community.

Hazard	Percentage who considered the hazard a serious risk
Bushfire / wildfire	90.5%
Severe storm/lightning	76.2%
Power outage / infrastructure failure	71.4%
Structure/industrial fire	52.4%
Storm / high winds / hail	52.4%
Environmental emergency (water contamination, biological threat etc.)	47.6%
Transportation emergency (train derailment, plane crash or major road crash) causing community disruption	47.6%
Pandemic / major health incident	38.1%
Hazardous chemical incident	33.3%
Flooding	23.8%
Heatwave	23.8%
Terrorism/Mass shooting	23.8%
Earthquake / tsunami	19.1%
Cyberattack causing community disruption	19.1%

Table 10 – Percentage of respondents who identified hazards as serious risks in their community

The consequences to business, of being impacted by an emergency, can be quite varied. Figure 13 shows a range of impacts and the likelihood that Shire of Murray businesses would experience these should an emergency occur. Utility outage was identified by 85% of respondents as a ‘very likely’ impact. Loss of communications (80%) and lost sales and income (84%) as either ‘very likely’ or ‘likely’ outcomes of an emergency.

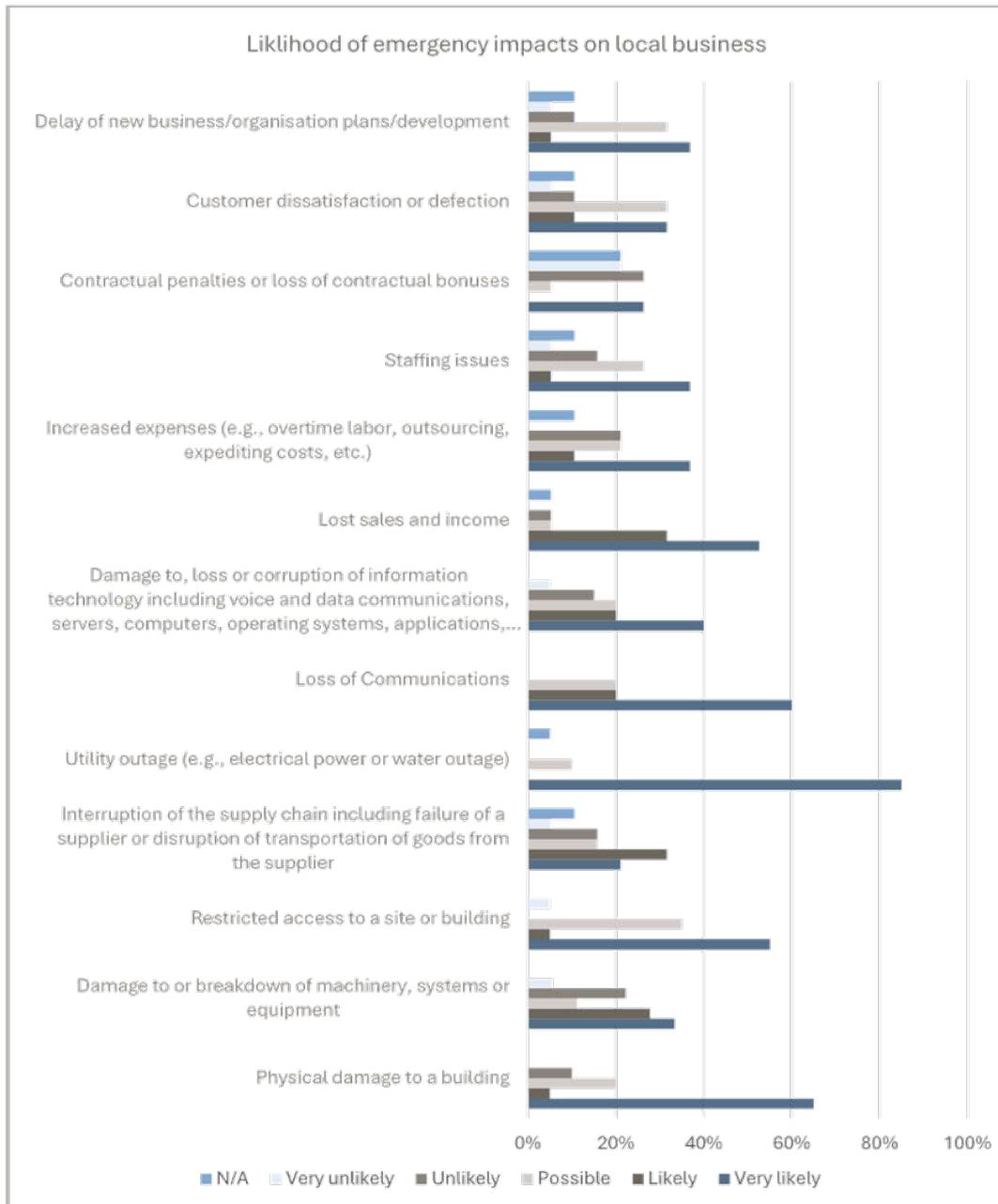


Figure 13 – Likelihood of emergency impacts on local business.

Having identified the types of impacts an emergency might have on their business, respondents were asked the likely seriousness of those impacts. 24% said that the impact would be ‘catastrophic’, 48% ‘major’, 24% ‘moderate’ and 5% ‘minor’.

3.3 Understanding of what to do in an emergency

Understanding what to do in an emergency is critical for business owners. Not only does it ensure that they have plans in place to keep their, staff and customers safe, it can mitigate the impacts of an emergency on their business, particularly if they have strong business continuity and recovery plans. Respondents rated their own level of understanding about what to do in an emergency quite highly, with nearly 86% stating they had an 'excellent' or 'good' understanding of what to do in an emergency (see Figure 14).

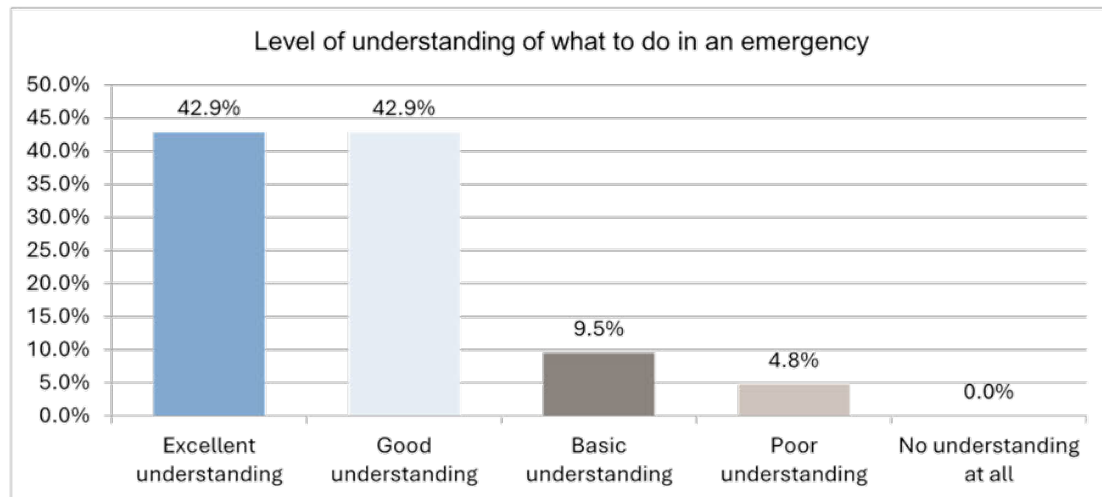


Figure 14 – Understanding of what to do in an emergency

3.4 Emergency Planning

Most businesses surveyed had some elements of a plan in place. Responses indicated that:

- 85.7% of businesses has a plan of what to do in an emergency
- 100% of businesses with staff stated that all staff were aware of the plan
- 77.8% of those plans also considered the safety of visitors and customers
- 42.9% of businesses had a relocation kit should their business need evacuating
- 57.1% had comprehensive insurance, whilst 42.9% had limited insurance
- 28.7% of businesses surveyed had a business continuity plan, whilst 33.3% weren't sure.
- 33.3% had a recovery plan for their business to help manage the impacts of an emergency

Table 11 outlines potential barriers to businesses being prepared for emergencies.

Barriers to being prepared	Percentage of respondents
No significant barriers	38.1%
Cost / financial constraints	28.6%
I believe emergency services will manage the response for me	28.6%
I don't know where to start	14.3%
I don't think my level of risk is high enough to spend the time	9.5%
Lack of time	9.5%
Physical or health limitations	9.5%
Lack of guidance / information	4.8%
Relying on others	4.8%
Language / communication barriers	0.0%

Table 11 – Barriers to getting prepared for emergencies

3.4 Priorities for local government/emergency services

Surveyed businesses were asked to select their top three priorities for local government and emergency services in the Shire of Murray. 70% of respondents thought improvement to early warning systems and communication channels was a top priority for (see Table 12). Enhancing evacuation planning and infrastructure requirements (50%) was also a highly rated priority. The need for investing in critical infrastructure and hazard reduction activities along with increased hazard awareness and education programs were considered less important by businesses than the wider community.

Local Government/Emergency Services priorities	Percentage of respondents
Improve early-warning systems / communication channels	70%
Enhance evacuation planning and infrastructure	50%
Support vulnerable people / households	30%
Strengthen community volunteers / local organisations	35%
Invest in critical infrastructure / hazard reduction	20%
Increase hazard awareness / education campaigns	15%
I don't know	10%
Improve post-event recovery support	0%

Table 12 – Priorities for local government and emergency services in the Shire of Murray



**Local Emergency Management Committee
Member Report**

Agency	Shire of Murray
Position	Chief Bush Fire Control Officer
Report Author [Name]	Nicole Stevens
Report Date	23/04/2026

1.1 Exercises

In the planning of our yearly RUI exercise with the community. Hoping to have more buy in from the community and avoid wild weather conditions so the exercise can go ahead.

1.2 Training

**New members are now starting their basic training to be able to go onto the fire ground next season.
The Shire trainers have created a training calendar for their members to be able to apply for and upskill in the wetter months ready for the warmer months**

1.3 Operations

We are now in restricted period which sees us issuing permits to burn. With the weather going the way it is, we will enter unrestricted period on the 16th May

1.4 Reviews

**Currently reviewing our Bushfire Compliance Notice
Reviewing our Brigade SOPs with the brigades recent request of changes
The Chief position**

1.5 Other Information/Comments

Recruitment drives are in full force within our brigades hoping to recruit more new people for different roles, not necessarily fire fighters.

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Main Roads Local Emergency Management Committee Report

1. General

Main Roads South West Region is committed to supporting the relevant agencies involved in Emergencies and Incidents.

It has recently reviewed and restructured its resources to be more responsive to the increasing number of Emergencies and Incidents.

We endeavour to have a Senior Officer in attendance at every LEMC/DEMC meeting and a minimum of 2 at any Exercise.

This ensures our sustainability, rapport and knowledge is spread through the team and does not become person dependent.

We have an Customer Information Centre which is resourced 24 hours a day. They can be contacted on 138 138 for all Emergencies and Incidents.

This team will immediately notify the region of any Emergency/Incident by contacting our 24hr on Call Duty Manager.

The Duty Manager will dispatch resources as required/requested to the Emergency/Incident.

Should the situation warrant, the Duty Manager will activate the On Call Incident Manager.

The Incident Manager may then take charge as the point of contact with IC for the Incident and will activate other resources as required.

2. Resources

2.1 Incident Managers

Main Roads South West Region has 7 Incident Managers (IM) that it can call upon to respond to, manage and support the IC.

Each Incident will generally require 2 x IM's to manage any 1 Incident.

2.2 On Scene Liaison Officers

Main Roads South West Region has 6 On Scene Liaison Officers (OSLO) to call upon. The OSLO's are generally dispatched to an Incident to make first point of contact with the IC, assess the situation and report back to the MRWA Duty Manager or IM.

The OSLO's can also assist initially by implementing a VCP as required.

They will also support our Vehicle Control Point (VCP) personnel when they are established for the duration of the Emergency/Incident.

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2.3 Rapid Response Crews

Main Roads South West Region has 3 Rapid Response Crews (RRC) to call upon. The RRC's are a 2 person crew. They are designed to respond to Emergencies and Incidents and set up the initial VCP control with limited signage.

They will also support our Vehicle Control Point personnel as required.

2.4 Traffic Management Crews

These are contract resources, Main Roads South West Region generally has 3 of these crews engaged on a daily basis. Further to these crews Main Roads is able to call on additional crews from its Contract Traffic Control providers.

There are 3 companies Main Roads generally uses but can also call on resources outside our Region depending on the scale and location of the Incident.

These crews form the backbone of our VCP resources. Initially Main Roads will operate crews on 12 hour shifts and if the Incident is likely to extend beyond 3 days will reduce the shifts to 8hrs to manage fatigue.

Each VCP would require 4 resources for a 12 hour shift and 6 resources for an 8 Hr shift.

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EMERGENCY MANAGEMENT		REGIONAL MANAGEMENT	Emergency MANAGER	SPECS/OSSS OFFICER	PLANNING/LOGISTICS OFFICER	LIAISON OFFICER	ROAD INSPECTION	ONSCENE LIAISON OFFICER	COMMUNICATION OFFICER	LOG KEEPER
Title	Quick Glance Positions (may change month to month)									
A/DSWO	BRUCE WALKER	1								
A/MAMO	AARON MILNE	2								
MM	ANTHONY WILLETTS		1	1						
RRRCS	KERRIE MCNEVIN		2	2	1	1				
WS	JORDAN PILLAR		3	3	2	2				
RMWM(S)	RON AITKEN		4			3		1		
RMWM(N)	BEN PAYNE		5			4		1		
MC	JOHN TRELA				3					
VCO	STEVE SHARP						1			
VRO	BLAIR BLOOMFIELD						2			
NI(S)	BILL LISHMAN							2		
WS	STEWART BRAND							3		
NI	PAUL HILLIS							4		
NI	CRAIG CURTIS							4		
NI	MICK AITKEN							6		
NI	KEITH DAVIS							7		
NI	JYE PREDRETTI							8		
AMO	SCOTT FRATER							9		
MRWA	CIC OFFICER								1	4
MA	TRACEY TAME								2	1
AMO	KAREN HOGAN								3	2
CSM	EVETTE MCFARLANE								4	3

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INCIDENT	MANAGEMENT	REGIONAL MANAGEMENT	INCIDENT MANAGER	OPERATIONS OFFICER	PLANNING/LOGISTICS OFFICER	LIAISON OFFICER	ROAD INSPECTION	ONSCENE LIAISON OFFICER	COMMUNICATION OFFICER	LOG KEEPER
Title	Quick Glance Positions (may change month to month)									
A/DSWO	BRUCE WALKER	1								
A/MAMO	AARON MILNE	2								
MPM	BRUCE HANCOCK		1	1		1				
MM	ANTHONY WILLETTS		2	2	4	2				
DMM	CHRIS HATHAWAY		3	3	5	3				
MM	AARON MILNE		4	4		4				
VMM	STEVE SHARP		5	5		5	1			
RRRCS	KERRIE MCNEVIN		6	6		6				
RPIO	JADE SAUNDERS		7	7		7				
A/MM	CRAIG BROWNE		8	8		8				
AMO	MICHAEL JORDAN		9	9		9				
MC	JOHN TRELA				1					
RRRCS	KERRIE MCNEVIN				2					
WS	JORDAN PILLAR				3					
VCO	BLAIR BLOOMEFIELD						2			
RMWM(S)	RON AITKEN							1		
RMWM(N)	BEN PAYNE							1		
NI(S)	BILL LISHMAN							2		
WS	STEWART BRAND							3		
NI	PAUL HILLIS							5		
NI	FRED CARTER							6		
MRWA	CIC OFFICER								1	4
MA	TRACEY TAME								2	1
AMO	KAREN HOGAN								3	2
CSM	EVETTE MCFARLANE								4	3

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Shire of Murray

Local Emergency Management Committee Member Report

Agency	PHC
Position	Disaster Preparedness Lead
Report Author [Name]	Jess Vieira
Report Date	20/04/2026

Please do not change the format of this report. Delete the headings that may not be applicable to your report.

1.1 Emergency Management Achievements

- Updating emergency procedures equipment and policies
- Higher numbers of staff trained as area wardens

1.2 Priorities / Risks / Critical Issues

- Cellular reception at MDH is poor
- Potential to cause an issue if staff need to call for assistance during a landline failure
- Flagged with Executive to hopefully implement an infrastructure solution

1.3 Exercises

- Nil

1.4 Training

- Emergency procedures and area warden training were completed
- A total of 23 staff members were trained in March
- New area warden online annual area warden refresh training has been rolled out

1.5 Operations

- Murray District Hospital (MDH) was previously managed by Rockingham General Hospital
- This responsibility has since transitioned to Peel Health Campus due to it's close proximity now that is it part of the public health system

- Increased bed capacity at MDH to accommodate winter surges however overall level of service remains the same, there is no emergency department

1.6 Reviews

- Reviewing business continuity plans and emergency management procedures

1.7 Other Information/Comments

- PHC works are happening for the new Mandurah Hospital