



Appendices

**Local Emergency
Management Committee**

**Second Quarter
Wednesday 2 November 2022**



SHIRE OF
WAROONA
SEA TO SCARP

Minutes

**Local Emergency
Management Committee**

**First Quarter
Monday 8 August 2022**

Local Emergency Management Committee – 8 August 2022

Table of Contents

1.	ATTENDANCES.....	1
2.	ABSENT	1
3.	CONFIRMATION OF MINUTES OF MEETING.....	2
3.1	Confirmation of Minutes of Local Emergency Management Committee Meeting - Appendix 1 – 11 May 2022	2
3.2	Review of Meeting Action Register - Appendix 2	2
4.	BUSINESS ARISING	3
4.1	Endorsement of the Shire of Murray and Shire of Waroona Local Emergency Management Arrangements - R Marlborough	3
4.2	Terms of Reference - Shire of Murray & Waroona Local Emergency Management Committee - Appendix 3 - R Marlborough.....	8
5.	STATE EM PREPAREDNESS PROCEDURE 7 – LEMC REQUIREMENTS	12
5.1	EVERY MEETING	12
5.1.1	Confirmation of LEMC Contact Details - refer to Appendix 4	12
5.1.2	Review any Post-Incident Reports and/or Post-Exercise Reports	12
5.1.3	Funding Nominations and Applications Progress	12
5.1.4	Bush Fire Risk Management Planning / Treatment Strategies Progress	12
5.1.5	Review and Development of Local Emergency Management Arrangements.....	12
5.1.6	Review Business Plan Strategies and Record Key Achievements	12
5.2	FIRST CALENDAR QUARTER	12
5.2.1	LEMC Business Plan 2022/2024 – Appendix 5 – R Marlborough.....	12
6.	GENERAL BUSINESS.....	13
6.1	Waroona Dam and Surrounding Private Properties – Emergency Evacuation Desktop Exercise - Appendix 6 and Appendix 7 - M Goodlet.....	13
6.2	Review of SEMC Capability Framework - B Slater, N Ellis and R Sheil.....	13
6.3	St John Ambulance Station Manager - C Hunter.....	13
6.4	DFES District Officer Wellington - Fire Services - Appendix 8 - B Finlay	13
6.5	DC Senior District Emergency Services Officer - Appendix 9 - T Sillitto.....	13
6.6	DFES DEMA - Appendix 10 - Q La Rosa	14
6.7	Shire of Waroona CESO - P Thurkle	14
6.8	Shire of Waroona CBFCO - S Thomas.....	14
6.9	Pinjarra VFRS Brigade Captain - K Jones	14
7.	NEXT MEETING	14
8.	CLOSE.....	14

Notice of Meeting

Minutes of the Local Emergency Management Committee meeting held at the Bushfire Centre of Excellence at 20 Dollyup Street, Nambeelup on Monday 8 August 2022. The Chairperson Mr. M Walmsley declared the meeting open the time being 10:02am.

1. ATTENDANCES

Members

M Walmsley	LEMC Chairperson Shire President, Shire of Waroona
R Marlborough (Proxy)	Manager Governance, Shire of Murray
B Jordan	MALC Manager, Shire of Murray
P Thurkle	CESO, Shire of Waroona
S Thomas	CBFCO, Shire of Waroona
M Howes	LEMC Deputy Chairperson OIC, WAPOL Pinjarra
J Worthington	OIC, WAPOL Dwellingup
S Butcher (Proxy)	OIC, WAPOL Waroona
W Goodhill	Emergency Response Supervisor, Alcoa
T Sillitto	Senior District Emergency Services Officer, DoC
Q La Rosa	DEMA, DFES
K Jones	Brigade Captain, Pinjarra VFERS
C Hunter	Station Manager, St John Ambulance Pinjarra
C Louis	Principal, Pinjarra Primary School

Ex-Officio

C Goff	RESSO, Shire of Murray
B Finlay	District Officer Wellington – Fire Services, DFES
I Howell (Proxy)	Acting Senior Ranger Lane Poole Reserve, DBCA
C Norris (Proxy)	Representative, Harvey Water
S Collins	Operations Manager, Water Corporation

Guest

M Goodlet	CEO, Shire of Waroona
R Bloxsidge	Senior Infrastructure & Development Officer, Shire of Waroona
N Minnock	Inspector, WAPOL Mandurah
B Slater	Program Leader – Capability and Resilience, DFES
N Ellis	Risk and Resilience Researcher, DFES
R Sheil	Data Officer, DFES

2. ABSENT

Members

S Kirkham (Apology)	LEMC Chairperson Councillor, Shire of Murray
R Wilson (Apology)	CBFCO, Shire of Murray
C Thompson (Apology)	Community Representative, Shire of Murray
S Macdonald (Apology)	WCRC Manager, Shire of Waroona
B Worthington (Apology)	Community Representative, Shire of Waroona
K Tarver (Apology)	OIC, WAPOL Waroona
L Hay (Apology)	CEO, Bedingfeld Park Inc Aged Care Facility
L McGuirk	Local Recovery Coordinator, Shire of Murray
A Nuttall	Local Recovery Coordinator, Shire of Waroona
K Oborn	Deputy Local Recovery Coordinator, Shire of Waroona
N Dew	Community Representative, Shire of Waroona
G Cresswell	Emergency Services Superintendent, Alcoa
J Humphreys	Health and Safety Manager, Alcoa
P Dwyer	Unit Manager, Murray SES
D Wilson	Representative, St John Ambulance Waroona
S James	Representative, Quambie Park

Ex-Officio

C Shenton (Apology)	AWARE Project Officer, Shire of Murray
J Carter (Apology)	District Officer – Emergency Management, DFES
N Elrick (Apology)	District Officer – Natural Hazards, DFES
J Gilliland (Apology)	Manager Emergency Preparedness Agriculture and Food, DPIRD
A Lewis (Apology)	Project Engineer, Harvey Water
T Simpson	Local Welfare Coordinator, DoC
K Gill	Manager Emergency Preparedness Disaster Response, Department of Health
K Laurendi	Senior Ranger Lane Poole Reserve, DBCA
D Cormack	Maintenance Supervisor, Fulton Hogan
J Rawlins	Field Operations Team Leader, Western Power

Guest

D Unsworth CEO, Shire of Murray

3. CONFIRMATION OF MINUTES OF MEETING

- 3.1 Confirmation of Minutes of Local Emergency Management Committee Meeting - **Appendix 1** – 11 May 2022

Committee Recommendation**LEMC22/003****Moved: M Howes**

That the minutes of the Shire of Murray & Waroona Local Emergency Management Committee Meeting held on 11 May 2022 be confirmed as a true and correct record.

CARRIED UNANIMOUSLY 14:0

The Shire of Waroona Council received and noted the minutes of the Shire of Murray & Waroona Local Emergency Management Committee meeting held on 8 August 2022 at the 23 August 2022 Ordinary Council Meeting as per resolution OCM22/08/104.

The Shire of Murray Council received and noted the minutes of the Shire of Murray & Waroona Local Emergency Management Committee meeting held on 8 August 2022 at the 25 August 2022 Ordinary Council Meeting as per resolution OCM22/095.

- 3.2 Review of Meeting Action Register - **Appendix 2**

The Shire of Murray & Waroona LEMC meeting action register was reviewed. Refer to **Appendix 2**.

4. BUSINESS ARISING

4.1 Endorsement of the Shire of Murray and Shire of Waroona Local Emergency Management Arrangements - R Marlborough

File Ref: 7206-05 and 8/9341-02
Previous Items: Nil
Applicant: Nil
Author and Title: Robert Marlborough, Manager Governance
Declaration of Interests: Nil
Voting Requirements: Simple Majority

Committee Recommendation

LEMC22/004

Moved: T Sillitto

That Council

- 1. adopts the Local Emergency Management Arrangements inclusive of the Local Recovery Plan, Local Recovery Resource Manual, Emergency Evacuation Plan and the Animal Welfare Plan, as tabled at the meeting;**
- 2. submits copies of the endorsed Local Emergency Management Arrangements to the State Emergency Management Committee (SEMC) and District Emergency Management Committee – South Metropolitan; and,**
- 3. notes that the Local Emergency Management Arrangements inclusive of the Local Recovery Plan, Local Recovery Resource Manual, Emergency Evacuation Plan, Animal Welfare Plan are live documents that are subject to regular review and amendment in accordance with the requirements of State Emergency Management Policy to ensure effectiveness and currency.**

CARRIED UNANIMOUSLY 14:0

Committee Recommendation LEMC22/004 was carried by the Shire of Waroona Council at the 23 August 2022 Ordinary Council Meeting as per resolution OCM22/08/104.

Committee Recommendation LEMC22/004 was carried by the Shire of Murray Council at the 25 August 2022 Ordinary Council Meeting as per resolution OCM22/096.

In Brief

To endorse the Shire of Murray and Shire of Waroona Local Emergency Management Arrangements ('LEMA'), inclusive of the Local Recovery Plan ('LRP'), Local Recovery Resource Manual ('LRRM'), Emergency Evacuation Plan ('EEP') and Animal Welfare Plan ('AWP') as part of the 'All West Australian's Reducing Emergencies' ('AWARE') Project.

Background

The State Emergency Management Committee ('SEMC') provides the AWARE grant funding program, to enhance the capability and knowledge of emergency management agencies across Western Australia.

In December 2020 the Shire of Murray applied for AWARE grant funding following the amalgamation of the Shire of Murray and Waroona Local Emergency Management Committee's ('LEMC'). The proposal was to develop a single comprehensive LEMA, LRP and LRRM utilising the Shire of Murray's existing documents as a base template. It would also include the creation of an EEP, AWP and a Communications Plan ('CP').

The comprehensive arrangements once developed would provide all stakeholders with clear guidance when responding to, and recovering from emergencies. It will also assist both Shires' to better manage and coordinate local emergency and recovery activities, independently and collectively.

On the 8 March 2021 the SoM was informed by the SEMC Secretariat that it had been successful in obtaining \$30,000 to complete the project. The project commenced on 12 April 2021. An application was submitted in June 2022 to extend the grant funded project until 30 August 2022. This application was supported.

The draft LEMA documents prepared were sent to the District Emergency Management Advisor ('DEMA') on 25 March 2022. Following DEMA feedback, requested changes were made and then the amended documents were sent to Shire of Waroona in April 2022 to review and provide feedback.

Changes identified by Shire of Waroona were included in the draft documents and then another copy was sent to the DEMA and the Shire of Waroona in May 2022 for a subsequent review.

In May 2022 the LEMA documents prepared were distributed to the LEMC membership requesting feedback. In early July 2022 the Department of Primary Industries and Regional Development representative provided feedback and minor changes were requested to the LEMA and the AWP. C Shenton the AWARE Project Officer updated the draft documents to reflect the changes sought, and amended them to include the latest Australian Bureau of Statistics census data.

Following this consultation, the new LEMA suite of documents was sent to SEMC for noting and distribution to the District Emergency Management Committee - South Metro for consideration and final review.

The Communications Plan is currently in draft. This plan has been provided to DEMC for initial review. Once feedback is received the final draft will be presented at the next LEMC meeting to progress the review process, prior to formal adoption.

Report Detail

It is proposed to seek LEMC's recommendation for the Councils of the Shire of Murray and the Shire of Waroona, to respectively adopt the joint Local Emergency Management Arrangements, inclusive of the Local Recovery Plan, Local Recovery Resource Manual, Emergency Evacuation Plan and the Animal Welfare Plan as provided, pursuant to Section 41(1) of the *Emergency Management Act 2005*.

If the documents are endorsed copies will be submitted to the State Emergency Management Committee (SEMC) pursuant to section 41(5) of the *Emergency Management Act 2005* and to the District Emergency Management Committee - South Metropolitan (DEMC – South Metro).

Murray 2031 Strategic Community Plan

Focus Area	Capable and Accountable
Aspiration	Respond efficiently and effectively to the evolving needs of the community.
Strategy	Deliver efficient and effective Council services to the community.

Waroona - Strategic Community Plan

Focus Area	Our Community
Aspiration	To have a connected and involved community that improves our quality of life through developing quality places and implementing quality town planning.
Objective	Create a connected, safe and cohesive community with a strong sense of community pride.
Strategy	Ensure the safety of our community.

Waroona - Corporate Business Plan 2021- 2025

Focus Area	Our Community
Aspiration	To have a connected and involved community that improves our quality of life through developing quality places and implementing quality town planning.
Objective 1.1	Create a connected, safe and cohesive community with a strong sense of community pride.
Strategy 1.6	Ensure the safety of our community
Project and Actions 1.1.6.3	Review Local Emergency Management Arrangements

Murray 2021 - 2025 Corporate Business Plan

Nil

Other Strategic Links

Nil

Statutory Environment

Local government emergency management responsibilities are set out under the *Emergency Management Act 2005*, the relevant sections are outlined below;

36. Functions of local government

It is a function of a local government —

- (a) subject to this Act, to ensure that effective local emergency management arrangements are prepared and maintained for its district; and
- (b) to manage recovery following an emergency affecting the community in its district; and
- (c) to perform other functions given to the local government under this Act.

39. Functions of local emergency management committees

The functions of a local emergency management committee are, in relation to its district or the area for which it is established —

- (a) to advise and assist the local government in ensuring that local emergency management arrangements are established for its district; and
- (b) to liaise with public authorities and other persons in the development, review and testing of local emergency management arrangements; and
- (c) to carry out other emergency management activities as directed by the SEMC or prescribed by the regulations.

41. Emergency management arrangements in local government district

- (1) A local government is to ensure that arrangements (***local emergency management arrangements***) for emergency management in the local government's district are prepared.
- (2) The local emergency management arrangements are to set out —
 - (a) the local government's policies for emergency management; and
 - (b) the roles and responsibilities of public authorities and other persons involved in emergency management in the local government district; and
 - (c) provisions about the coordination of emergency operations and activities relating to emergency management performed by the persons mentioned in paragraph (b); and
 - (d) a description of emergencies that are likely to occur in the local government district; and
 - (e) strategies and priorities for emergency management in the local government district; and
 - (f) other matters about emergency management in the local government district prescribed by the regulations; and
 - (g) other matters about emergency management in the local government district the local government considers appropriate.
- (3) Local emergency management arrangements are to be consistent with the State emergency management policies and State emergency management plans.
- (4) Local emergency management arrangements are to include a recovery plan and the nomination of a local recovery coordinator.
- (5) A local government is to deliver a copy of its local emergency management arrangements, and any amendment to the arrangements, to the SEMC as soon as is practicable after they are prepared.

42. Reviewing and renewing local emergency management arrangements

- (1) A local government is to ensure that its local emergency management arrangements are reviewed in accordance with the procedures established by the SEMC.
- (2) Local emergency management arrangements may be amended or replaced whenever the local government considers it appropriate.

Sustainability & Risk Considerations*Economic - (Financial impact to the community)*

There are no economic impacts on the community.

Social - (Quality of life to community and/or affected landowners)

The review of the LEMA inclusive of sub-plans and the subsequent improvement in emergency management planning will have a positive impact on the community.

Environment – (Impact on environment's sustainability)

There is no negative impact on the natural or built environment.

Governance – (Policy implications)

SEMC has a number of arrangements in place including the 'State Emergency Management Policy 2.5 and 6.3', 'State Emergency Management Plan 2.1.3, 5.3.2, 6.3 and 6.5', 'Local Emergency Management Arrangements Guideline and Model', 'Local Recovery Guideline' and 'WA Community Evacuation in Emergencies Guideline' that sets out local government responsibilities for emergency management.

Overall Risk Management Consideration

Risk Level	Comment
Low	The comprehensive review of the Local Emergency Management Arrangements and sub-plans will reduce the Shire's risk exposure through the development of associated plans, structures and training to effectively coordinate local emergency management activities.

Consultation

Emergency Management Act 2005,
Local Government Act 1995,
 State Emergency Management Committee,
 Local Emergency Management Committee; and,
 Relevant internal staff.

Resource Implications*Financial*

The costs associated with the AWARE Project was funded from the AWARE grant funding.

Workforce

Involvement on the AWARE Project was incorporated into the scope of the relevant AWARE Officer's role.

Options

Council has the option of:

1. supporting the recommendation, as provided,
2. supporting the recommendation, with amendments; or,
3. rejecting the proposal.

Conclusion

The Local Emergency Management Committee is urged to support the recommendation presented to ensure that adequate Emergency Management plans and structures are in place in the districts, to support emergency management functions and responsibilities.

4.2 Terms of Reference - Shire of Murray & Waroona Local Emergency Management Committee - **Appendix 3** - R Marlborough

File Ref: 7206-05
Previous Items: Nil
Applicant: Nil
Author and Title: Robert Marlborough, Manager Governance
Declaration of Interests: Nil
Voting Requirements: Simple Majority

Appendix 3

Committee Recommendation

LEMC22/005

Moved: C Hunter

That Council adopts the Shire of Murray & Waroona Local Emergency Committee (LEMC) Terms of Reference as detailed in Appendix 3.

CARRIED UNANIMOUSLY 14:0

Committee Recommendation LEMC22/005 was carried by the Shire of Waroona Council at the 23 August 2022 Ordinary Council Meeting as per resolution OCM22/08/104.

Committee Recommendation LEMC22/005 was carried by the Shire of Murray Council at the 25 August 2022 Ordinary Council Meeting as per resolution OCM22/097.

In Brief

To endorse the amended Shire of Murray & Waroona Local Emergency Management Committee ('**LEMC**') Terms of Reference ('**ToR**') that details the purpose, scope, functions, authority, roles and responsibilities of the Committee.

Background

The Shire of Murray & Waroona LEMC brings together key stakeholders in emergency management within its boundaries to plan and prepare for emergency management incidents and to meet the requirements of relevant legislation, policy statements and other emergency management related standards.

On 17 February 2021 the Shire of Murray & Waroona LEMC recommended that the original Terms of Reference be adopted. LEMC recommendation LEMC21/003 was carried by the Shire of Murray Council at the 22 April 2021 Ordinary Council Meeting as per resolution OCM21/058 and the Shire of Waroona Council at the 27 April 2021 Ordinary Council Meeting as per resolution OCM21/04/038.

Since then there has been a number of new stakeholders that have been invited to attend the LEMC meetings. However, the new stakeholders aren't included in the original ToR and therefore aren't listed as voting members or as ex-officio members.

Subsequently, Department of Fire and Emergency Services ('**DFES**') have also requested the voting arrangements be modified for DFES representation. Currently the three DFES District Officers (one representative per meeting) are listed as Ex-Officio and the District Emergency Management Advisor ('**DEMA**') is listed as a Voting Member. The request was to reverse this arrangement as the DEMA role should be impartial providing advice and support.

Therefore, the LEMC ToR has been amended to reflect these changes and is identified in **Appendix 3**.

Report Detail

This proposal seeks for the LEMC to adopt the amended ToR to ensure the LEMC has adequate plans and structures established to effectively coordinate emergency management planning.

Murray 2031 Strategic Community Plan

Focus Area	Capable and Accountable
Aspiration	Respond efficiently and effectively to the evolving needs of the community.
Strategy	Deliver efficient and effective Council services to the community.

Waroona - Strategic Community Plan

Focus Area	Our Community
Aspiration	To have a connected and involved community that improves our quality of life through developing quality places and implementing quality town planning.
Objective	Create a connected, safe and cohesive community with a strong sense of community pride.
Strategy	Ensure the safety of our community.

Waroona - Corporate Business Plan 2021- 2025

Focus Area	Our Community
Aspiration	To have a connected and involved community that improves our quality of life through developing quality places and implementing quality town planning.
Objective 1.1	Create a connected, safe and cohesive community with a strong sense of community pride.
Strategy 1.6	Ensure the safety of our community
Project and Actions 1.1.6.3	Review Local Emergency Management Arrangements

Murray 2021 - 2025 Corporate Business Plan

Nil

Other Strategic Links

Nil

Statutory Environment

Local government emergency management responsibilities are set out under the *Emergency Management Act 2005*, the relevant sections are outlined below;

Local government emergency management responsibilities are set out under the *Emergency Management Act 2005*, the relevant sections are outlined below;

36. Functions of local government

It is a function of a local government —

- (a) subject to this Act, to ensure that effective local emergency management arrangements are prepared and maintained for its district; and
- (b) to manage recovery following an emergency affecting the community in its district; and

- (c) to perform other functions given to the local government under this Act.

39. Functions of local emergency management committees

The functions of a local emergency management committee are, in relation to its district or the area for which it is established —

- (a) to advise and assist the local government in ensuring that local emergency management arrangements are established for its district; and
- (b) to liaise with public authorities and other persons in the development, review and testing of local emergency management arrangements; and
- (c) to carry out other emergency management activities as directed by the SEMC or prescribed by the regulations.

Sustainability & Risk Considerations

Economic - (Financial impact to the community)

There are no economic impacts on the community.

Social - (Quality of life to community and/or affected landowners)

The LEMC ToR and the subsequent improvement in emergency management planning will have a positive impact on the community.

Environment – (Impact on environment's sustainability)

There is no negative impact on the natural or built environment.

Governance – (Policy implications)

Council Policies are not impacted by this proposal.

Overall Risk Management Consideration

Risk Level	Comment
Low	<p>The amended LEMC ToR details the purpose, scope, functions, authority, roles and responsibilities of the committee.</p> <p>This ensures that the LEMC has adequate plans and structures established to effectively coordinate emergency management planning.</p>

Consultation

*Emergency Management Act 2005,
Local Government Act 1995,
State Emergency Management Committee,
Local Emergency Management Committee; and,
Relevant internal staff.*

Resource Implications

Financial

Nil

Workforce

Nil

Options

Council has the option of:

1. supporting the recommendation, as provided,
2. supporting the recommendation, with amendments; or,
3. rejecting the proposal.

Conclusion/Justification of Officer Recommendation

The Local Emergency Management Committee is urged to recommend to Council for the amended Terms of Reference to be adopted to ensure the Local Emergency Management Committee have adequate plans and structures established to effectively coordinate emergency management planning.

5. State EM Preparedness Procedure 7 – LEMC Requirements

5.1 Every Meeting

5.1.1 Confirmation of LEMC Contact Details - refer to Appendix 4

The updated LEMC Contact Register is attached in **Appendix 4**. A meeting attendance sheet was circulated at the meeting.

R Marlborough advised that the SoM Coordinator Ranger and Emergency Management and Community Emergency Services Coordinator roles are still vacant at the moment however, the interview process has commenced.

5.1.2 Review any Post-Incident Reports and/or Post-Exercise Reports

Nil.

5.1.3 Funding Nominations and Applications Progress

Discussed below in item 5.1.4.

5.1.4 Bush Fire Risk Management Planning / Treatment Strategies Progress

The Shire of Murray was successful in receiving \$118,178.00 and the Shire of Waroona was successful in receiving \$25,097.50, from Round 1 of the 2022/23 Mitigation Activity Fund Grants Program (MAFGP).

Funding for Shire of Murray has been provided to undertake 10 bush fire treatments in Dwellingup, Nambeelup and Coolup. Mitigation activities will include installing fire breaks/fire access tracks, reducing fuel loads and carrying out hazard reduction burns.

Funding for Shire of Waroona has been provided to undertake 3 bush fire treatments in Waroona. Mitigation activities will include installing fire breaks, chemical spraying to reduce fuel loads and carrying out a hazard reduction burn.

5.1.5 Review and Development of Local Emergency Management Arrangements

Discussed in Item 4.1.

5.1.6 Review Business Plan Strategies and Record Key Achievements

Discussed below in Item 5.2.1.

5.2 First Calendar Quarter

5.2.1 LEMC Business Plan 2022/2024 – Appendix 5 – R Marlborough

It is good business practice for LEMC to maintain a Business Plan. Attached for review and consideration at **Appendix 5** is a plan that has been prepared.

6. GENERAL BUSINESS

6.1 Waroona Dam and Surrounding Private Properties – Emergency Evacuation Desktop Exercise - **Appendix 6 and Appendix 7** - M Goodlet

M Goodlet advised that he would like an emergency evacuation desktop exercise held for the Waroona Dam and surrounding properties within the next 12 months. It was previously raised that two exercises should be held simultaneously with one at the Waroona Dam and the other at Lane Poole Reserve. However, a decision was made to hold them separately.

The Nanga Road bridge closure is an issue which may limit emergency access. Access in and around Waroona Dam is also a problem. DBCA, Peel Development Commission and Shire of Waroona are currently developing a Masterplan for DBCA to manage the Waroona Dam area.

Concerns have been raised by the surrounding community regarding access and the closure of Scarp Road. The initial commitment from Water Corporation was that they wouldn't close the road.

The main issues will be access routes and communications including lack of mobile reception. B Finlay will liaise with J Carter and Waroona Police to organise and provide a list of potential dates. It was agreed by the committee that a desktop emergency evacuation exercise for the Waroona Dam and surrounding private properties will be held prior to the November 2022 LEMC meeting.

Waroona Police will need to be involved if it is an evacuation exercise. S Butcher advised that he is happy to be included.

6.2 Review of SEMC Capability Framework - B Slater, N Ellis and R Sheil

B Slater, N Ellis and R Sheil from Capability and Resilience team at DFES, were invited to the LEMC meeting and the Lane Poole Reserve Bushfire Desktop as observers. They are currently undertaking a review of the SEMC Capability Framework.

6.3 St John Ambulance Station Manager - C Hunter

C Hunter advised that St Johns are trialing a new radio system for improved communications which will automatically transfer from radio, to cell and then to satellite as required. This new system is aimed at improving emergency response communications for ambulance activities.

Investigations are occurring to transfer responsibility for the St John Ambulance sub-center in Pinjarra to a Metro controlled centre. At this point of time nothing has been finalised.

6.4 DFES District Officer Wellington - Fire Services - **Appendix 8** - B Finlay

A full report has been submitted and is included in **Appendix 8**.

6.5 DC Senior District Emergency Services Officer - **Appendix 9** - T Sillitto

T Sillitto advised that he has just returned from 8 months leave. A full review of the DC Local Emergency Welfare Plan for the Peel Region is currently underway.

Evacuation Centre Training will be held in Kwinana on 17 August 2022 with approximately 8 or 9 representatives from SoM and SoW attending. A full report has been submitted and is included in **Appendix 9**.

6.6 DFES DEMA - Appendix 10 - Q La Rosa

Q La Rosa advised that a joint South Metro and East DEMC meeting/exercise is currently being organised for Tuesday 18 October 2022.

The LEMA suite of documents was noted at DEMC on 4 August 2022. SEMC are currently undertaking a review of the LEMA framework. The Act came into effect in 2005 and the framework has never been reviewed. The project will take approx. 1 year. A LEMC handbook is currently in development for a guide for LEMC Executive Officers. A full report has been submitted and is included in **Appendix 10**.

6.7 Shire of Waroona CESO - P Thurkle

P Thurkle advised that he is slowly progressing from Brigade point of view at Shire of Waroona. Credit was given to the Emergency Services team.

6.8 Shire of Waroona CBFCO - S Thomas

SoW Brigades have been included in the turnout list for Shire of Murray due to the Nanga Road Bridge closure.

6.9 Pinjarra VFRS Brigade Captain - K Jones

The Nanga Road Bridge closure is an issue for both Shires as it impacts on emergency response times given the travel distance increase.

Plans have been put in place with Shire of Waroona Brigades assisting with turnouts due the closure. K Jones is hoping the weight limit will be raised so turn out procedures can be adjusted accordingly.

R Marlborough advised that Main Roads WA engineers are currently looking at the load limit on the bridge which is currently limited to 4 tonnes. R Marlborough will keep the LEMC membership updated as to any changes to the load limit capacity of the bridge. Bobs Crossing is currently an alternative crossing however this also has a load limit which is unknown. Periodic flooding has also impacted using this as an alternate access route.

7. NEXT MEETING

The next Local Emergency Management Committee meeting will be held on Wednesday 2 November 2022 commencing at 10:00am. The meeting will be held at the Shire of Waroona Council Chambers at 52 Hesse Street, Waroona.

8. CLOSE

There being no further business the Chairperson declared the meeting closed the time being 10:40am.

I confirm that these minutes were confirmed at the Local Emergency Management Committee (LEMC) meeting held on Wednesday 2 November 2022 as being a true and correct record of proceedings.



LEMC Chairperson

10/11/2022

Date

Date Raised	Serial N ^o	Item N ^o	Subject	Action	Responsible Officer	Completion Date / Status
27 November 2013	09/13	7.1 Appendix 4	AWARE ERM Report <i>Risk Reference 35 – Flood/Flash flooding</i> Develop a Local Flood Management Plan	<p>04/05/16 Consultation with DFES to develop the plan. Meeting to be held in June 2016.</p> <p>02/08/17 Ongoing. Discuss further with Water Corp.</p> <p>07/02/18 Ongoing. Invite to the next LEMC meeting DFES.</p> <p>05/02/20 SEMC approved a review of the State Risk Project prior to commencing phase 5. The project commenced in 2013 and was designed to gain comprehensive and consistent understanding of the risks faced at state, district and local levels. The review will assess how to move forward with the knowledge and data collated.</p> <p>11/11/20 R Porter advised that the ERM Risk Assessment Workshops will cover all Hazards.</p> <p>03/11/2021 SES to follow up.</p>	D/O Natural Hazards DFES Unit Manager Murray SES	Deferred
4 March 2020	04/20	5.1.2	LEMC membership is to review the Lake Navarino Emergency and Evacuation Procedure, as found as Appendix 4, and provide feedback to the LEMC Executive Officer.	<p>02/09/2020 – Camping at Lake Navarino is currently prohibited. DBCA are aware they are responsible for managing the land. DBCA are currently liaising with Linda and Craig from Lake Navarino in regards to the management structure.</p> <p>02/12/2020 – RP advised that the procedure will be recirculated to the LEMC membership in early 2021 and feedback will be provided to Linda and Craig from Lake Navarino.</p> <p>11/05/2021 – The Shire of Waroona and DBCA had a meeting at the start of May 2021 to discuss Lake Navarino. The majority of the land around Lake Navarino is unallocated crown land and the management of the land is questionable. DBCA advised they are not responsible for managing the land.</p> <p>04/08/2021 – The Shire of Waroona held a meeting in regards to the management/land responsibility plan for Lake Navarino with various agencies on Monday 26 July 2021. No one has taken ownership yet but hopefully DBCA take ownership. M Walmsley advised that there is no camping and Police/Rangers are helping to monitor the area.</p> <p>09/02/2022 – M Walmsley advised that another meeting is scheduled next week.</p>	LEMC Membership	In Progress

				<p>11/05/2022 – B Worthington was an apology at the meeting. M Goodlet spoke on his behalf and advised that B Worthington received a letter from Water Corp regarding the Scarp Road (to the south) escape route being permanently closed. Landowners previously had a key but the lock has now been changed. Residents are concerned.</p> <p>Lake Navarino is to be vested to DBCA. M Walmsley advised that there are no major issues there at the moment. The Shire is pushing for DBCA to formalise a camping/recreation area.</p>		
17 February 2021	01/21	6.6	Evacuation Workshop to be organised with Bedingfeld Aged Care Facility and Quambie Park.	<p>09/02/2022 – It was raised that this would be difficult to organise with the current COVID-19 situation but could be done as a desktop.</p> <p>11/05/2022 – R Marlborough advised that he will follow up and ask Sharon James (Quambie Park) and Leanne Hay (Bedingfeld Aged Care) to attend the August LEMC meeting to discuss further.</p>	Bedingfeld Aged Care Facility, Quambie Park and LEMC membership	Not Started
3 November 2021	03/21	6.6	J Worthington to follow up with K Laurendi and organise a Bushfire Exercise at Lane Poole Reserve.	<p>09/02/2022 – This is currently being organised however meetings have been pushed back recently due to incidents occurring in the area.</p> <p>11/05/2022 – M Howes advised that planning for the exercise has been pushed back due to incidents and G Stevens being deployed. However, Police have met up to discuss evacuation points and limited communications.</p> <p>R Wilson advised that DBCA organised a desktop evacuation exercise of Lane Poole Reserve which may be useful for planning another exercise. It was raised that an exercise should be held at Lake Navarino with potentially two exercises being held simultaneously (one at Lake Navarino and one at Lane Poole Reserve).</p> <p>08/08/2022 – Lane Poole Reserve Bushfire Desktop Exercise held at the Bushfire Centre of Excellence.</p>	WAPOL / K Laurendi	Completed

STATE EM POLICY SECTION 5.12 – FUNDING FOR EMERGENCY RESPONSES

DRAFT WITH TRACKED CHANGES

(~~Red and strikethrough~~ – is a removal and Yellow highlighted and underlined is an addition)

State Emergency Management Policy section 5.12 – Funding Arrangements for Emergency Responses

5.12.1 ~~To ensure accountability for expenditure incurred, the emergency management agency~~ Hazard Management Agency (HMA) or Controlling Agency directing an emergency management agency or other agencies or organisations supporting the emergency response, ~~with operational control of any resource is~~ responsible for payment of ~~all related expenses~~ costs associated with ~~its operation during an emergency response,~~ emergencies unless other arrangements are established as described in Situations A-D.

5.12.2 ~~Agencies that have assisted in responses to emergencies may be eligible for reimbursement of some expenses.~~ Funding arrangements for emergencies an emergency response is dependent on the situation as described below: ~~and based on criteria detailed in the document, Criteria for meeting costs associated with emergencies under other financial assistance on the SEMC website, and State EM Recovery Procedure 5.2.~~

Situation A. ~~A Single-agency service~~ Hazard Management Agency (HMA) or Controlling Agency response with no support from other organisations.

~~Funding Arrangement~~

Where an emergency requires ~~only~~ a single Hazard Management Agency or Controlling Agency response, with no support from other organisations, all costs associated with the emergency must be met by the HMA or Controlling Agency.

~~Where such costs impact on the core business programs of the Agency an application for supplementary funding may be made to their Minister, where applicable [ref: Treasurers Instruction 302]. <http://www.treasury.wa.gov.au/FAB/>~~

Situation B. ~~A Controlling Agency response with agreed bi-lateral arrangements for support, either through plans or memoranda of understanding.~~

~~Funding Arrangement~~

~~When an emergency requires a Controlling Agency response with agreed bi-lateral arrangements for support, documented either through Plans or a Memoranda of Understanding, each emergency management agency will meet their own costs unless otherwise agreed.~~

STATE EM POLICY SECTION 5.12 – FUNDING FOR EMERGENCY RESPONSES

~~Where such costs impact on the core business programs of the agency an application for supplementary funding may be made to their Minister, where applicable [ref: Treasurers Instruction 302].~~

Situation B. A Multi-agency response where prior arrangements are established for an emergency response activity.

~~When an emergency requires a multi agency response, all costs associated with the emergency shall be met by each individual emergency management agency, provided such costs are related to the delivery of services or resources which form part of the agencies core functions or, as in Category B, the agency has a bi-lateral agreement in either Plans or Memoranda of Understanding to provide such services and resources at its own cost.~~ Where prior arrangements are established, including costs determined within those arrangements, each agency or organisation must meet the costs for emergency response activities directed by the HMA or Controlling Agency.

Prior arrangements may include plans, memoranda of understanding or service agreements agreed to before the emergency response activity occurs.

~~Situation C. A multi-agency response.~~

~~Funding Arrangement~~

~~When an emergency involves a multi agency response, all costs associated with the emergency shall be met by each individual emergency management agency, provided such costs are related to the delivery of services or resources which form part of the agency's core functions or, as in Category B, the agency has a bi-lateral agreement in either Plans or Memoranda of Understanding to provide such services and resources at its own cost.~~

Situation C. Multi-agency response where prior arrangements are not established for an emergency response activity.

Where prior arrangements are not established, costs for emergency response activities, must be met by the HMA or Controlling Agency directing the response, unless it is a legislative responsibility of the emergency management agency or other agencies or organisations supporting the emergency response to carry out that response function or activity.

~~Situation D. Where costs are incurred in delivering services or resources at the request of the Controlling Agency which are not part of the agency's core functions and there are no prior agreements as to funding responsibilities.~~

~~Funding Arrangement~~

~~Where costs are incurred in delivering services or resources at the request of the Controlling Agency, which are not part of the Agency's core functions and there are no prior agreements as to funding responsibilities, then such costs shall be met by the~~

STATE EM POLICY SECTION 5.12 – FUNDING FOR EMERGENCY RESPONSES

~~Controlling Agency. All expenditure must be agreed by the Controlling Agency prior to incurring.~~

~~The Controlling Agency shall call for the submission of CEO certified accounts within six (6) weeks of the end of the operation. Submissions should also include physical resources under the custody, care, and control of the agency (e.g., motor vehicles, fixed and rotary wing aircraft, heavy moving plant, and equipment, etc.) that were deployed for the emergency including the duration of deployment. Where agencies are unable to forward such accounts within the 6 (six) week period they are to advise the Controlling Agency of expenditure commitments made for the operation.~~

~~Where such costs impact on the core business programs of the agency an application for supplementary funding may be made to their Minister [ref: Treasurers Instruction 302.~~

Situation DE. Where An emergency is declared an eligible event under the Disaster Recovery Funding Arrangements Western Australia (DRFAWA).

Funding Arrangement

When an emergency is declared an eligible event under DRFAWA, **all agencies or organisations undertaking an emergency response activity can apply for** eligible costs associated with the emergency **response are required to be met**, in accordance with DRFAWA, **Categories A, B and C**, unless prior arrangements in relation to DRFAWA funding have been endorsed by the State **G**overnment.

~~Details of the DRFAWA eligibility measures and application instructions are available in the DRFAWA Guideline on the DFES Website.~~

~~All agencies shall be responsible for providing DFES with financial information in the format designated in the DRFAWA, to ensure the State adheres to the assurance requirements of the DRFA and is able to maximise its return from the Commonwealth.~~

~~Where such costs (less any DRFAWA financial reimbursements for specific eligible measures) have an impact on the core business programs of the agency, an application for supplementary funding may be made to the relevant Minister, where applicable, according to the Financial Management Act 2006.~~

Situation F. Where an emergency occurs outside the jurisdiction of the State of Western Australia.

Funding Arrangement

~~When an emergency occurs outside the jurisdiction of the State of Western Australia, mobilisation to the emergency, or in support of the emergency, shall be governed based on agreements entered into with other States and Territories as well as the Commonwealth Government, including the recovery of costs associated with responding to the emergency.~~

STATE EM POLICY SECTION 5.12 – FUNDING FOR EMERGENCY RESPONSES

~~Situation G. An emergency response where an agencies/organisations funding does not meet the criteria of Situation's A – F.~~

~~Funding Arrangement~~

~~Any agencies/organisations who do not qualify for either supplementary funding or DRFAWA assistance, upon identifying costs associated with the provision of support to an emergency that will impact upon their core business programs, should immediately seek to negotiate (with the agency to which they are providing the support or the Controlling Agency for response to the emergency), for recoup of costs on a fee for service basis.~~

5.12.3 Where response resources are inadequate because of insufficient funds or a lack of suitable/appropriate items for an emergency response, agencies, or organisations responsible for the cost of a requested emergency response activity may:

- request or negotiate with the HMA or Controlling Agency for reimbursement of costs on a fee for service basis prior to any expenditure; or
- apply for supplementary funding through their Minister, where applicable [ref: Treasurers Instruction 302].

5.12.4 No financial commitments can be entered into, or expenditure incurred for an emergency response activity unless authorised by the HMA or Controlling Agency.

5.12.5 All agencies must maintain a record of all costs incurred in carrying out emergency response activities or providing resources in emergency response.

STATE EM POLICY SECTION 5.12 – FUNDING FOR EMERGENCY RESPONSES

NEW DRAFT WITH ALL CHANGES ACCEPTED

State Emergency Management Policy section 5.12 – Funding Arrangements for Emergency Response

5.12.1 The Hazard Management Agency (HMA) or Controlling Agency directing an emergency management agency or other agencies or organisations supporting the emergency response, is responsible for payment of costs associated with an emergency response, unless other funding arrangements are established as described in Situations A-D.

5.12.2 Funding arrangements for an emergency response is dependent on the situation as described below:

Situation A. A single Hazard Management Agency (HMA) or Controlling Agency response with no support from other organisations.

Where an emergency requires a single Hazard Management Agency (HMA) or Controlling Agency emergency response, with no support from other organisations, all costs associated with the emergency must be met by the HMA or Controlling Agency.

Situation B. Multi-agency response where prior arrangements are established for an emergency response activity.

Where prior arrangements are established, including costs determined within those arrangements, each agency or organisation must meet the costs for emergency response activities directed by the HMA or Controlling Agency.

Prior arrangements may include within State Hazard Plans, memoranda of understanding or service agreements agreed to before the emergency response activity occurs.

Situation C. Multi-agency response where prior arrangements are not established for an emergency response activity.

Where prior arrangements are not established, costs for emergency response activities, must be met by the HMA or Controlling Agency directing the response, unless it is a legislative responsibility of the emergency management agency or other agencies or organisations supporting the emergency response to carry out that response function or activity.

Situation D. An emergency is declared an eligible event under the Disaster Recovery Funding Arrangements Western Australia (DRFAWA).

When an emergency is declared an eligible event under DRFAWA, agencies or organisations undertaking an emergency response activity can apply for eligible costs associated with the emergency response, in accordance with DRFAWA, unless prior

STATE EM POLICY SECTION 5.12 – FUNDING FOR EMERGENCY RESPONSES

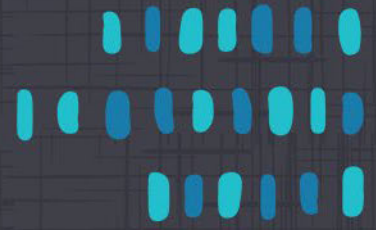
arrangements in relation to DRFAWA funding have been endorsed by the State Government.

5.12.3 Where response resources are inadequate because of insufficient funds or a lack of suitable/appropriate items for an emergency response, agencies, or organisations responsible for the cost of a requested emergency response activity may:

- request or negotiate with the HMA or Controlling Agency for reimbursement of costs on a fee for service basis prior to any expenditure; or
- apply for supplementary funding through their Minister, where applicable [ref: Treasurers Instruction 302].

5.12.4 No financial commitments can be entered into, or expenditure incurred for an emergency response activity unless authorised by the HMA or Controlling Agency.

5.12.5 All agencies must maintain a record of all costs incurred in carrying out emergency response activities or providing resources in emergency response.



Local Emergency Welfare Plan

PEEL REGION

(SUPPORTING CITY OF MANDURAH, SHIRE OF MURRAY, SHIRE OF BODDINGTON, AND SHIRE OF WAROONA)

(Updated October 2022)

Prepared by

Department of Communities - Emergency Services

Tabled/Received and accepted at the

LOCAL EMERGENCY MANAGEMENT COMMITTEE on City of Mandurah 13.02.19
Shire of Boddington 25.02.19, Shire of Waroona 6.03.19 Shire of Murray



This Plan can be activated for hazards defined under the WA State Emergency Management Arrangements eg State Hazard Plan - Heatwave, State Hazard Plan – Fire, State Hazard Plan – Crash Emergency, State Hazard Plan - HAZMAT.

To activate this Plan call the Department of Communities - Emergency Services On Call Coordinator on [0418 943 835](tel:0418943835), 24 hours/7 days.

Voting Members

Organisation	Name	Address	Contact Details
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Voting Members

Organisation	Name	Address	Contact Details
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Ex-Officio Members

Organisation	Name	Address	Contact Details
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Guests

Organisation	Name	Address	Contact Details
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Your Ref:
Our Ref: 22/187200; D23329
Enquiries: Quinta La Rosa: [REDACTED]
Sharna Sumpton [REDACTED]

Dean Unsworth
Chief Executive Officer
Shire of Murray
P O Box 21
PINJARRA WA 6208

Via Email: mailbag@murray.wa.gov.au

Dear Dean Unsworth

RE: LOCAL EMERGENCY MANAGEMENT ARRANGEMENTS

Thank you for providing a copy of the Murray-Waroona Local Emergency Management Arrangements (LEMA). The LEMA has been reviewed against the requirements of the *Emergency Management Act 2005* (the Act). I am pleased to advise that it meets the requirements.

The Murray-Waroona LEMA was noted at the 13 October 2022 meeting of the State Emergency Management Committee (SEMC) (Resolution 54/2000) in alignment with the State EM Preparedness Procedure. To increase the effectiveness of your arrangements please ensure the LEMA is available on your website and at your local government offices to encourage community familiarity, in accordance with section 43 of the Act.

It is commendable that you have worked with a broad range of stakeholders to achieve this milestone. Congratulations. Please pass on my thanks to your Local Emergency Management Committee for their contribution to the arrangements.

Emergency Management is premised on a shared responsibility between stakeholders, with each individual and agency playing a critical role in keeping themselves and others safe. The shared responsibility does not end with your LEMA being approved and I trust you will continue to work closely with others to continuously improve emergency management within the Shire of Murray.

I encourage you to visit the SEMC website (www.semc.wa.gov.au) to keep updated on SEMC meeting outcomes and updates on key state projects. Your District Emergency Management Advisors, Quinta La Rosa and Sharna Sumpton, are available to provide information and tools to help you support the Shire of Murray.

Thank you for contributing to building a better prepared, safer and more resilient Western Australia.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Rick Curtis', enclosed within a large, loopy oval scribble.

Rick Curtis
EXECUTIVE OFFICER
STATE EMERGENCY MANAGEMENT COMMITTEE


13 October 2022





cc Quinta La Rosa, District Emergency Management Advisor, South Metro
Sharna Sumpton, District Emergency Management Advisor, South Metro

SEMC Strategic Plan	LEMC Action	Responsible	Status	Comments
Goal: Collaborative Leadership				
Objective: Stronger relationships enable informed decision-making and local leadership.	<ul style="list-style-type: none"> Periodic review of the Local Emergency Management Committee (LEMC) membership to ensure membership is effective from a local government perspective and is otherwise contemporary and reflects the demographics of the community, including diversity in the social, environmental, economic and vulnerable elements in the community in accordance with State Emergency Management (EM) Procedure 7. 	Executive Officer	Achieved/ Ongoing	Terms of Reference review which includes a review of the LEMC membership to be presented to the August 2022 meeting for consideration. Biennial reviews planned.
	<ul style="list-style-type: none"> LEMC members attend regular emergency management training and professional development opportunities, where possible. 	LEMC Membership	Ongoing	LEMC membership are invited to attend regular EM training as it arises.
Objective: Continuous improvement championed by engaged and collaborative leaders.	<ul style="list-style-type: none"> LEMC corresponds with DEMC on emerging and current issues in emergency management. 	Executive Officer	Ongoing	It is part of the Executive Officer role to liaise with DEMC regarding EM matters.
	<ul style="list-style-type: none"> LEMC executive officer attend regular DEMC meetings, exercises and forums. 	Executive Officer	Ongoing	It is part of the Executive Officer role to attend DEMC meetings, exercises and forums.
	<ul style="list-style-type: none"> Develop Post Incident Reports in the event of an incident or emergency for the LEMC for review and provide to District Emergency Management Committee (DEMC) for noting. 	Executive Officer	Ongoing	The Executive Officer is responsible for developing post incident reports as necessary.
Goal: Effective Governance				
Objective: Information about hazards, risks and impacts is accessible, trusted and applied by decision makers, the sector and community.	<ul style="list-style-type: none"> A local risk assessment is completed, with a risk register incorporated in the Local Emergency Management Arrangements (LEMA) in accordance with State EM Procedure 8. 	Executive Officer	Completed	<p>Prior to the joint LEMC being established, the Shire of Murray LEMC undertook a risk analysis utilising ERM models based on AS/NZS ISO 31000:2009 "Risk Management – Principles and Guidelines" to determine the emergencies that are likely to occur within its district.</p> <p>Risks identified were included in the ERM Report – Treat Risk – 27 November 2013 (D17/18669) and have subsequently been included in the joint LEMA.</p>
	<ul style="list-style-type: none"> Local risk treatments are identified and reported to the DEMC. 	Executive Officer	Not Started	Once a review is completed the Executive Officer will provide a report to DEMC.
Objective: Changing risk, capability and preparedness are measured and reported across the State.	<ul style="list-style-type: none"> A local risk assessment is updated when new and emerging risks are detected within the community. 	Executive Officer	To be scheduled	A comprehensive risk analysis review using the Emergency Risk Management module will be undertaken within the districts pending suitable State grant funding being identified. With the aim to undertake the review prior to 2025.
	<ul style="list-style-type: none"> LEMC executive officer or member contributes and completes the Annual Preparedness Survey to determine local capability and provide annual reporting information. 	Executive Officer	Completed	2022 Annual Preparedness Surveys completed and lodged. Survey outcomes when released will be circulated to the LEMC.
Objective: Contemporary and evidence-based emergency management framework with well-defined roles and responsibilities and policy maintained by rigorous oversight.	<ul style="list-style-type: none"> LEMA are established, maintained and reviewed in accordance with State EM Procedure 7. 	AWARE Project Officer	Achieved	Project nearly completed. Committee Recommendation LEMC22/004 to be presented to the LEMC meeting held on 8 August 2022, seeking to adopt the LEMA suite of documents.
	<ul style="list-style-type: none"> Local Emergency Management Committee (LEMC) Chair is appointed from local government in accordance with State EM Procedure 7. 	LEMC	Achieved	The LEMC Chairperson is shared role between the respective Shire of Murray and Waroona Council representatives on a rotational basis for a term of two years, this aligns with local government elections. The next appointment process is scheduled for November 2023.

SEMC Strategic Plan	LEMC Action	Responsible	Status	Comments
Objective: Contemporary and evidence-based emergency management framework with well-defined roles and responsibilities and policy maintained by rigorous oversight.	<ul style="list-style-type: none"> LEMC meetings business is administered in accordance with State EM Procedure 7. 	Executive Officer	Ongoing	LEMC meetings held in accordance with State EM Procedure 7.
	<ul style="list-style-type: none"> LEMC contact details are validated quarterly and resource register are validated annually as a minimum. 	Executive Officer	Ongoing	LEMC Contact list amended as required and distributed quarterly.
	<ul style="list-style-type: none"> A Memorandum of Understanding (MOU) for EM district assistance is considered. 	Executive Officer	Achieved	Local Government Emergency Management MOU currently in place with City of Mandurah, City of Rockingham, Shire of Murray, Shire of Waroona and Shire of Serpentine Jarrahdale. MOU due to expire on 1 December 2025 unless mutually extended, terminated or parties withdraw.
Goal: Capable Sector				
Objective: Capability to respond to risks and vulnerabilities across the state is strengthened.	<ul style="list-style-type: none"> LEMC members participate in district or state level multi-agency exercises where possible. 	LEMC Membership	Ongoing	LEMC membership are invited to attend and participate in district or state level multi-agency exercises where possible.
	<ul style="list-style-type: none"> Capability data is reported annually for the State Emergency Management Committee (SEMC) state emergency management capability survey. 	Executive Officer	Ongoing	Executive Officer completes survey annually, when distributed and a copy is sent to the LEMC membership.
	<ul style="list-style-type: none"> Investigate emergency management funding opportunities to improve resilience in communities. 	Executive Officer	Ongoing	Executive Officer identifies funding opportunities when they arise.
Objective: Public communications systems and technologies are optimised for risk and context.	<ul style="list-style-type: none"> Local communication strategies are incorporated in the LEMA where appropriate. 	Executive Officer	Ongoing	Communications Plan draft currently in development.
Objective: The emergency management sector exercises and learns to continually improve .	<ul style="list-style-type: none"> The LEMC exercises annually in accordance with State EM Policy 4.8.3 and the Western Australia Managing Exercises Guideline. 	LEMC Membership	Ongoing	Lane Poole Reserve Bushfire Desktop Exercise scheduled for 8 August 2022. Waroona Dam and Surrounding Private Properties – Emergency Evacuation Desktop Exercise to be organised.
	<ul style="list-style-type: none"> Exercise schedules to be submitted to the DEMC prior to the start of the financial year in accordance with State EM Policy 4.10. 	Executive Officer	Not Started	Executive Officer to follow up.
	<ul style="list-style-type: none"> Develop a post-exercise report following all exercises in consultation with participants and submit to the DEMC as soon as practicable after the exercise. 	Executive Officer	Not Started	Post exercise report will be created following the Lane Poole Reserve Bushfire Desktop Exercise that is planned and this will be sent to LEMC/DEMC.
Objective: Emergency management knowledge and networks are built across government, industry, and community.	<ul style="list-style-type: none"> LEMC members attend regular emergency management training and professional development opportunities where possible. 	LEMC Membership	Ongoing	LEMC membership are invited to attend regular EM training as it arises.

SEMC Strategic Plan	LEMC Action	Responsible	Status	Comments
Goal: Resilient Community				
Objective: Increase collaboration and coordination to support locally led recovery and resilience.	• A local recovery plan is established, maintained and exercised as part of the LEMA in accordance with State EM Procedure 8.	AWARE Project Officer	Achieved	Local Recovery Plan included in LEMA suite of documents. Committee Recommendation LEMC22/004 to be presented to the LEMC meeting held on 8 August 2022, seeking to adopt the LEMA suite of documents.
	• A Local Recovery Coordinator is identified, trained and where possible experienced in accordance with State EM Procedure 8.	Local Recovery Coordinators	Ongoing	Local Recovery Coordinators identified for both Shires. Training to be organised.
Objective: Community vulnerability is reduced through risk reduction and adaption.	• LEMC members participate in district or state level multi-agency exercises where possible.	LEMC Membership	Ongoing	LEMC membership are invited to attend and participate in district or state level multi-agency exercises where possible.
	• Capability data is reported annually for the SEMC state emergency management capability survey.	Executive Officer	Ongoing	Executive Officer completes survey annually, when distributed and a copy is sent to the LEMC membership.
Objective: More agencies and businesses have plans to maintain service delivery to the community.	• The local government business continuity plan is linked or referred to within the LEMA.	AWARE Project Officer	Achieved	Shire Business Continuity Plans included in LEMA.
Objective: Critical infrastructure is more resilient through risk reduction, mitigation, and innovation.	• Critical infrastructure is captured in the LEMA where practical.	AWARE Project Officer	Achieved	Critical infrastructure layer on Shire of Murray and Shire of Waroona Intramaps.
	• Key community infrastructure representatives are included on the LEMC, where practical.	Executive Officer	Achieved	Key community infrastructure representatives apart of LEMC membership.

Project Name	Host Agency	Project Description	Status	Comments
Shire of Murray and Shire of Waroona Local Emergency Management Arrangements Review	SEMC	Develop a single comprehensive Local Emergency Management Arrangements for Shire of Murray and Shire of Waroona. Inclusive of a Local Recovery Plan, Local Recovery Resource Manual, Emergency Evacuation Plan and the Animal Welfare Plan.		Project nearly completed. Committee Recommendation LEMC22/004 to be presented to the LEMC meeting held on Monday 8 August 2022, seeking to adopt the LEMA suite of documents. The Communications Plan is currently in draft. This plan has been provided to DEMC for initial review. Once feedback is received the final draft will be presented at a later LEMC meeting to progress the review process, prior to formal adoption.

 On Track	 Off track Minor Issue	 Significant Issues Action Required	 Not yet started
--	--	---	---

From: John Gilliland [REDACTED]
Sent: Friday, 21 October 2022 11:06 AM
To: Rob Marlborough [REDACTED]
Subject: RE: [EXT] - Foot and Mouth Disease (FMD) - LEMC Presentation

Hi Rob

Info as discussed

If there are specific questions following the meeting - I will try to obtain answers out of session

The bolded section is really important – if that could be highlighted please

Cheers

John

Foot and Mouth Disease (FMD)

Note: There are, currently, no known incidences of this disease in Australia.

- Presence in Indonesia (as of May 2022) increased risk of entry into Australia.
- Estimated 11.6% chance of FMD outbreak in Australia in the next 5 years.
- FMD is a highly contagious viral disease of cloven-hoofed livestock.
- ABARES estimates a direct economic impact of \$80 billion over 10 years from FMD.
- One case of FMD would lose access to markets for all of Australia.
- Potential pathways into Australia include import of contaminated products and clothing vehicles and equipment.
- National response arrangements in place through the Exotic Animal Disease Response Agreement (EADRA) and AUSVETPLAN.
- A range of prevention and preparedness activities are underway including planning and preparedness for a post border response.
- A national livestock standstill may be declared which would prevent movement of livestock across Australia.
- Response to FMD would include tracing, quarantine, movement controls, surveillance, destruction, disposal, and decontamination.
- A response to FMD may draw on resources from state and local government and private enterprises through the State Emergency Management Arrangements.

John Gilliland

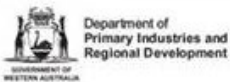
Principal Response Adviser
Incident and Emergency Management
Biosecurity
Department of Primary Industries and Regional Development

[REDACTED]

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We're working for Western Australia.

If you suspect you may have COVID-19 coronavirus symptoms or may have had close contact with a person who has COVID-19 coronavirus, you should contact the National Coronavirus Helpline on 1800 020 080.

For up-to-date COVID-19 health and information and advice visit the Department of Health's [Health.WA](#) website or call 13 COVID (132 68 43).

Appendix 8 - Communication Plan

Shire of Murray and Shire of Waroona

2022



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Requests for further authorisation should be directed to the Coordinator Ranger and Emergency Management, c/- Shire of Murray, PO Box 21, P NJARRA WA 6208 or via email at mailbag@murray.wa.gov.au or warshire@waroona.wa.gov.au

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Communication Plan - Authority

The Communication Plan forms part of the joint Local Emergency Management Arrangements (LEMA) and has been prepared and endorsed by the Shire of Murray & Waroona Local Emergency Management Committee (LEMC) pursuant to Section 41(1) of the *Emergency Management Act 2005*.

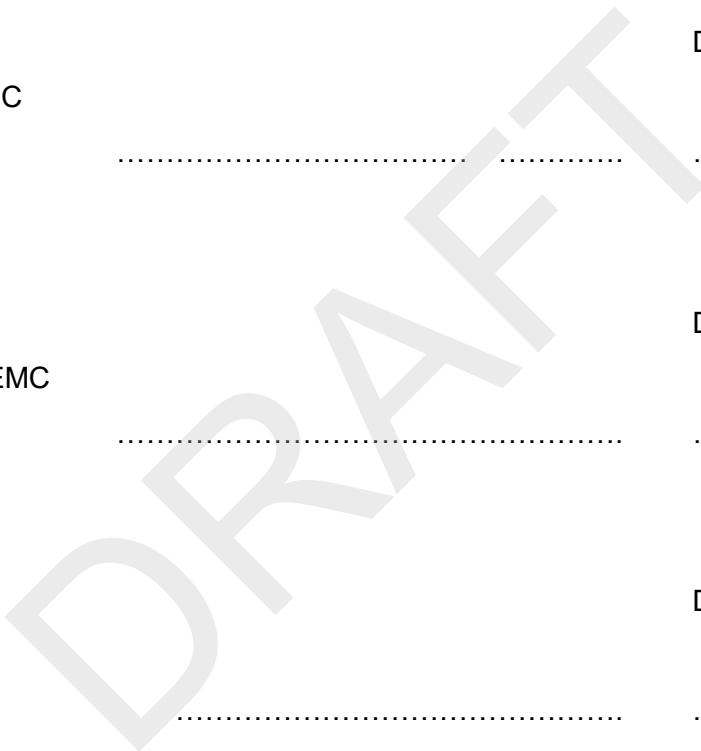
A draft copy was distributed to the District Emergency Management Committee - South Metropolitan (DEMC – South Metro) for comment and feedback during the drafting of the LEMA. A copy has been submitted to the State Emergency Management Committee (SEMC) for noting pursuant to section 41(5) of the *Emergency Management Act 2005*.

Chairperson		Date
Shire of Murray LEMC		
Stuart Kirkham

Chairperson		Date
Shire of Waroona LEMC		
Mike Walmsley

Shire President		Date
Shire of Murray		
David Bolt

Shire President		Date
Shire of Waroona		
Mike Walmsley



Contents

Disclaimer.....	2
Communication Plan - Authority.....	3
Distribution List.....	7
Amendment Record.....	11
Document Availability	12
Acknowledgements.....	13
Introduction.....	14
LEMA and Associated Documents.....	14
Aim	14
Purpose.....	14
Emergency Communications Response Philosophy.....	15
Principles of Communication	15
Communications Response Structure.....	16
Roles and Responsibilities.....	17
Communication Protocols.....	23
Local Government Authority	23
Information Management.....	24
Evacuation.....	25
Animal Welfare	25
Getting Prepared	26
Develop a Communication Plan.....	26
Training for Communications	27
Resources – Internal and External.....	27
Resources – Spokespersons	28
Develop Fact Sheets and Frequently Asked Questions (FAQ).....	28
Communications Response Toolkit.....	29
Initial Response Priorities	29
MPIO Decisions / Actions	29
Planning Staffing Needs	29
Transition Time.....	29
Response Team Actions Checklist	29
Ongoing Activities Checklist.....	30
Stand Down Checklist.....	31

Emergency Messaging	32
Four Part Message Model	33
Message Themes and Proof Points	33
Statements	35
Media Release / Statement Checklist	35
Briefing Customer Services and Reception.....	35
Drafting Questions and Answers (Q&A).....	37
Guidelines for Drafting Q&A.....	37
Sample Q&A.....	38
Engaging Stakeholders.....	39
Initial Communications Strategy Assessment	39
Analysing Stakeholders	40
Reputation, Risks and Impacts	41
Engaging the Community	41
Engaging Employees.....	41
Message Development.....	41
Leadership Role	42
Channel Strategy.....	43
Distribution and Delivery	43
Internal Feedback.....	48
External Feedback	48
Engaging Med	48
Media Interviews.....	49
Media Conference	49
Media Response Officers	49
Guidance for CEO and Shire President Speaking on Behalf of Council	50
Know the Facts and Stick to Key Messages	50
Engaging Online	52
Information Distribution.....	52
Social Media.....	52
Monitoring.....	52
Checklist for Effective Issues Monitoring.....	53
Deactivation and Lessons.....	54
Recording Communication	54

Standing Down the Communication Response	54
Acknowledging the Team	54
Capturing and Learning Lessons	54
Appendix 1 – Glossary of Terms.....	55
Appendix 2 - Acronyms.....	58
Appendix 3 – Recovery Communication Plan Template (two versions – which one).....	59
Appendix 4 – Initial Statement Template.....	62
Appendix 4A – Initial Statement Template	63
Appendix 5 – Status Update	64
Appendix 6 – Talking Points	65
Appendix 7 – Media Release	67
Appendix 8 – Community Meeting Checklist.....	68
Appendix 9 – Media Conference Checklist	70

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Distribution List

Shire of Murray	Hard Copy / Electronic Copy	Nº of Copies
Chief Executive Officer	Hard	1
SoM Shire President / LRCG Chairperson	Electronic	1
LEMC / Shire of Murray Councillor	Electronic	1
Director Place, Community and Economic Development/ LRC	Electronic	1
Director Infrastructure Services / Deputy LRC	Electronic	1
Director Planning and Sustainability	Electronic	1
Manager Building Services	Electronic	1
Manager Environmental Health	Electronic	1
Director Corporate Services	Electronic	1
Manager Information Services	Electronic	1
Manager Governance	Electronic	1
Coordinator Ranger and Emergency Management	Electronic	1
Community Emergency Services Coordinator	Electronic	1
Ranger and Emergency Services Support Officer	Electronic	1
Manager Community and Library Services	Electronic	1
Team Leader Customer Service (MALC) / LGWLO	Electronic	1
Manager Communications and Marketing	Electronic	1
CEO Executive Support Officer / Admin. Support Officer	Electronic	1
Chief Bush Fire Control Officer (CBFCO)	Hard	1
Deputy Chief Bush Fire Control Officer (DCBFCO)	Hard	1
Volunteer Bush Fire Brigades (VBFB)	Hard	5
Murray State Emergency Services Unit	Hard	1
Dwellingup Visitors Centre	Hard	2
Administration Office	Hard	1
Murray Library	Hard	1
Shire of Murray website	Electronic	1

Shire of Waroona	Hard Copy / Electronic Copy	Nº of Copies
Chief Executive Officer	Hard	1
Executive Assistant	Hard	1
SoW Shire President / LRCG Chairperson	Hard	1
LEMC Chairperson / Shire of Waroona Councillor	Hard	1
Director Infrastructure and Planning Services / Deputy LRC	Hard	1
Director Corporate and Community Services	Hard	1
Coordinator Community Development	Hard	1
Manager Corporate Services	Hard	1
Manager Recreation Services	Hard	1
Manager Works	Hard	1
Senior Planner	Hard	1
Building Maintenance Officer	Hard	1
Community Development Officer	Hard	1
Infrastructure and Development Services Officer	Hard	1
Corporate Compliance Officer	Hard	1
Chief Bush Fire Control Officer (CBFCO)	Hard	1
Volunteer Bush Fire Brigades (BFB)	Hard	3
Waroona Visitor Centre	Hard	1
Waroona Administration Office	Hard	1
Waroona Library	Hard	1
Shire of Waroona website	Electronic	1
Local Emergency Management Committee	Hard Copy / Electronic Copy	Nº of Copies
OIC - Pinjarra Police Station / Local Emergency Coordinator	Electronic	1
OIC - Dwellingup Police Station	Electronic	1
OIC - Waroona Police Station	Electronic	1
Alcoa Australia Representative	Electronic	1

CEO - Bedingfeld Park Inc Aged Care Facility	Electronic	1
DC - Senior District Emergency Services Officer	Electronic	1
DFES - District Emergency Management Advisor - Metropolitan	Electronic	1
DFES - District Officer – Natural Hazards - South West	Electronic	1
DFES - District Officer – Emergency Management - South West	Electronic	1
Murray State Emergency Services Unit	Electronic	1
Pinjarra Volunteer Fire & Rescue Service	Electronic	1
St John Ambulance - Station Manager – Pinjarra Sub Centre	Electronic	1
Murray Waroona Schools – Network Principal	Electronic	1
Quambie Park Waroona Inc. - Representative	Electronic	1
Belswan Lifestyle Village	Electronic	1
Community Representative - Shire of Murray	Electronic	1
Community Representative - Shire of Waroona	Electronic	2
DoH - Manager Emergency Preparedness Disaster Response	Electronic	1
DBCA Parks and Wildlife Senior Manager	Electronic	1
DPIRD – Manager Emergency Preparedness	Electronic	1
Harvey Water Project Engineer	Electronic	1
Main Roads WA	Electronic	1
Water Corporation – Operations Manager	Electronic	1
Western Power – Field Operations Team Leader	Electronic	1

Other	Hard Copy / Electronic Copy	No of Copies
DFES – Superintendent – South West	Electronic	1
WAPOL – Superintendent – Metropolitan South	Electronic	1
Western Power – Resource Manager South Metropolitan	Electronic	1
CEO – Shire of Boddington	Electronic	1

CEO – City of Mandurah	Electronic	1
CEO – City of Rockingham	Electronic	1
CEO – Shire of Serpentine/Jarrahdale	Electronic	1
CEO – Shire of Wandering	Electronic	1
CEO – Shire of Harvey	Electronic	1
PWS – Dwellingup Office	Electronic	1
PWS – Mandurah Office	Electronic	1
DC – Mandurah Office	Electronic	1
Department of Education – South Metro Regional Education Office	Electronic	1
Alcoa World Alumina – Refinery and Mine Site Managements	Electronic	2
Rotary Club – Pinjarra Branch	Electronic	1
Salvation Army – Mandurah	Electronic	1
Murray District Hospital	Electronic	1
DEMC – South Metro	Electronic	1
State Emergency Management Committee (SEMC)	Electronic	1
Total:		99

Amendment Record

Suggestions and comments from the community and stakeholders can help improve the plan and subsequent amendments.

Feedback can include:

- What you do and don't like about the plan,
- Unclear or incorrect expression,
- Out-of-date information or practises,
- Inadequacies; and,
- Errors, omissions or suggested improvements.

To forward feedback copy the relevant section, mark the proposed changes and forward it to the Coordinator Ranger and Emergency Management:

Shire of Murray

Post: PO Box 21
PINJARRA WA 6208

Email: mailbag@murray.wa.gov.au

Shire of Waroona

Post: PO Box 2
WAROONA WA 6215

Email: warshire@waroona.wa.gov.au

Any suggestions and/or comments will be referred to the LEMC for consideration. Amendments promulgated are to be certified in the following table when entered.

Nº	Amendment Date	Amendment Details	Resolution Number	Amended by (Initials)
1	Xxxxx 2022	Original Document – LEMC endorsed	LEMC22/xx	
		Original Document – Shire of Murray endorsed	OCM22/xx	
		Original Document – Shire of Waroona endorsed	OCMxxxxx	

Document Availability

Copies of the joint Communication Plan are available for inspection, free of charge, by members of the public during office hours and can be found at:

- Shire of Murray Administration Building, 1915 Pinjarra Road, Pinjarra,
- Shire of Waroona Administration Building, 52 Hesse Street, Waroona
- Murray Library, Corner Pinjarra Road and Forrest Street, Pinjarra
- Waroona Library, Corner Thatcher Street and Hesse Street, Waroona
- Dwellingup History and Visitor Information Centre, Marrinup Street, Dwellingup; and,
- Waroona Visitor Centre, 37 South Western Highway, Waroona.

or alternatively online at: www.murray.wa.gov.au or www.waroona.wa.gov.au

All information relating to the joint Local Emergency Management Arrangements and associated documents will be recorded on the Shire of Murray and Shire of Waroona record-keeping systems to ensure that all records are recorded, registered, maintained and stored. This will allow for efficient retrieval of information.

SoM HPE Content Manager – Emergency Management Files

Local Emergency Management Committee (LEMC)	7206
Local Recovery – Financial	1/2281
Local Recovery – Communications	1/2282
Local Recovery – Coordination Group	1/2283
Local Recovery – Other	1/2284
Evacuation Centres	1/2161

SoW Synergysoft – Emergency Management Files

Bushfire Service	23/1
Emergency Services	51/1
Local Emergency Management Committee (LEMC)	51/2
Bushfire Brigades	24/1

Acknowledgements

The joint Local Emergency Management Committee would like to acknowledge the State Emergency Management Committee (SEMC) All West Australian's Reducing Emergencies (AWARE) Program for providing grant funding for a comprehensive review of the Local Emergency Management Arrangements and the formation of the Communication Plan.

The quality of the information in this plan is directly attributed to the voluntary input of a wide range of industry experts from a variety of organisations involved in recovery planning, management and service delivery. The joint Local Emergency Management Committee would also like to acknowledge assistance from staff at the following agencies whose input was critical to the Communication Plan being developed. These include representatives from:

- Shire of Murray
- Shire of Waroona
- State Government Agencies
 - State Emergency Management Committee
 - Department Fire and Emergency Services
 - Department of Communities
- Non-government Organisations
 - Red Cross

Consultation of other Communication Plans from throughout Australia has assisted in ensuring that best practice has been adopted;

- City of Armadale

Introduction

This document is an Appendix to and should be read in conjunction with, the joint Local Emergency Management Arrangements (LEMA).

The joint LEMA is available at www.murray.wa.gov.au or www.waroona.wa.gov.au

LEMA and Associated Documents

- Local Emergency Management Arrangements
 - Local Recovery Plan
 - Local Recovery Resource Manual
 - Emergency Evacuation Plan
 - Animal Welfare Plan
 - Communication Plan
 - Local Emergency Welfare Plan – Peel Region (Department of Communities)

Aim

The aim of the joint Communication Plan is to assist emergency management agencies with the preparation and execution of best-practice responses within the Shire of Murray and the Shire of Waroona during an emergency event.

Purpose

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

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

The purpose of the joint Communication Plan is to –

- guide the SoM and SoW staff to communicate effectively with its key stakeholders during the **recovery phase** of an emergency,
- define the Shire's stakeholders,
- ensure communication is relevant, respectful, clear and targeted specifically to stakeholders,
- outline the communication tactics which can be used during recovery; and,
- ensure communication occurs with stakeholders both directly affected and indirectly affected by the emergency.

Emergency Communications Response Philosophy

If an emergency occurs, the Shire of Murray and/or Shire of Waroona Communication teams shall implement a response philosophy that deals directly with the dissemination of public information, based on:

Overreact	An assumption that a credible worst case has occurred, do what needs to be done to ensure sufficient people are being mobilized to provide effective communications.
Assess	Continually assess requirements so that the right expertise, whether internal or external, are available to support a communications response.
Respond	Employees have a responsibility to act quickly and decisively.
Stand down and learn lessons	When an emergency is under control, it is important to clearly confirm when response will stand down. The process of learning lessons then begins.

When an emergency occurs, communications response priorities should reference, in this order, the Safety of:

- People
- Environment
- Assets (Property and Business)
- Reputation

Principles of Communication

During recovery, standard communication principles will apply but there will be additional considerations including the following key principles:

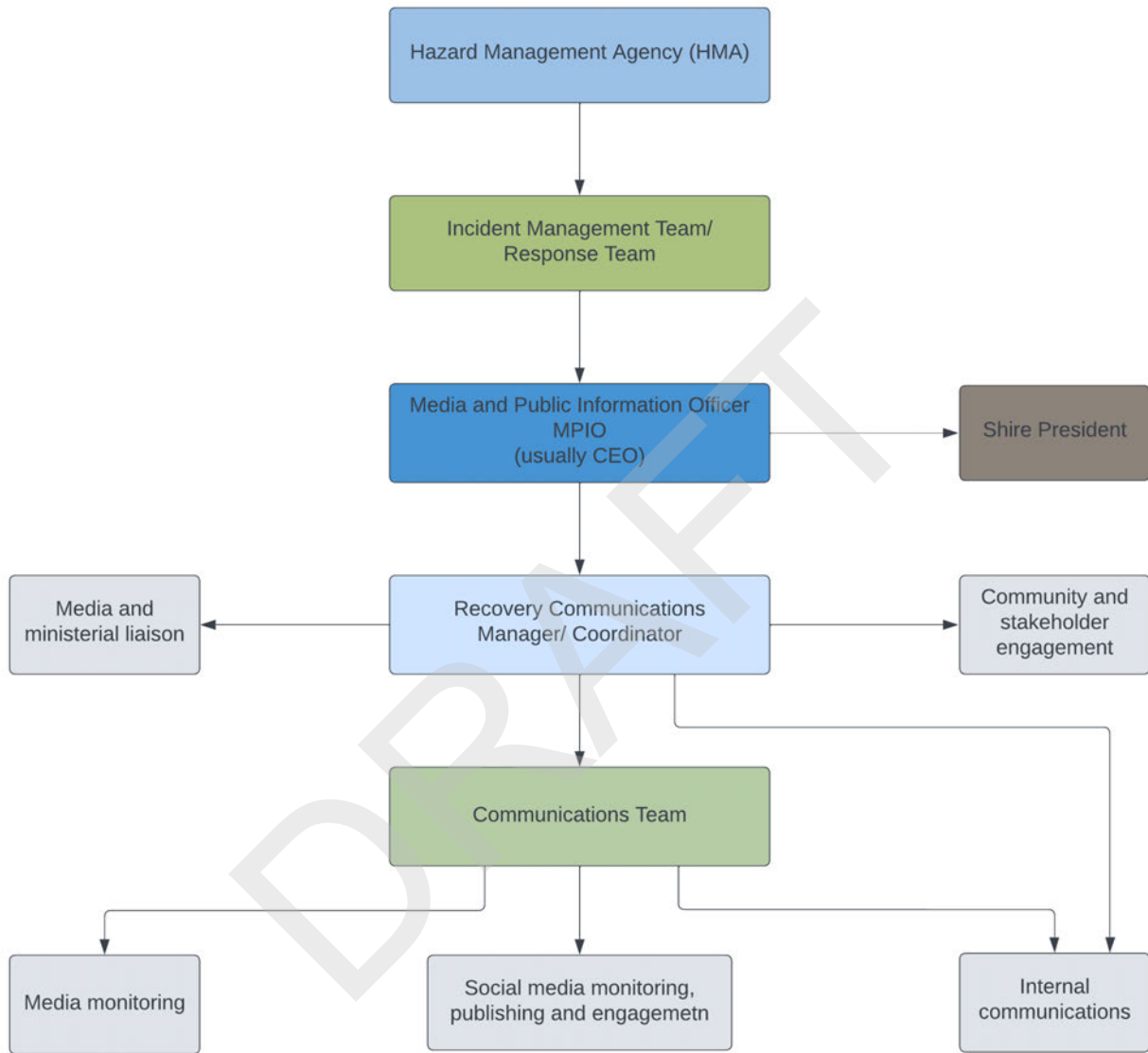
- Assist the community by providing relevant, clear and timely information
- Target communication and utilise appropriate methods of communications for all audiences
- Communications to be accessible
- Reiterate key messages and re-communicate regularly
- Acknowledge the impact to help validate people’s experiences

The SoM and SoW community engagement activities during recovery aims to:

- recognise that communication with a community should be two-way and that input and feedback should be sought and considered over an extended time,
- ensure the use of best-practice community engagement including: inclusiveness, commitment, building relationships and mutual respect, integrity, transparency and accountability, feedback; and evaluation; and,
- ensure early engagement with clear and consistent information to hasten and promote the recovery process and provide community the opportunity to address issues.

Communications Response Structure

In almost any emergency, each of these activities is important and must be done. In small



emergencies, two people may cover all the activities. In very large emergency events, each of the teams could expand with additional members. The primary point is to establish a clearly defined structure with clearly defined responsibilities.

Roles and Responsibilities

Shire of Murray	
Role	Position Responsible
Media and Public Information Officer	Chief Executive Officer
Recovery Communications Manager or Coordinator	Manager Communications & Marketing
Media Liaison and Community Liaison	Manager Communications & Marketing
Media and Ministerial Liaison	Manager Communications & Marketing
Community Liaison and Stakeholder Engagement	Manager Communications & Marketing
Publications and Social Media	Manager Communications & Marketing and Communications and Marketing Officer
Internal Communications and Publications	Manager Communications & Marketing and Communications and Marketing Officer
Shire of Waroona	
Role	Position Responsible
Media and Public Information Officer	Chief Executive Officer
Recovery Communications Manager or Coordinator	Chief Executive Officer
Media Liaison and Community Liaison	Chief Executive Officer
Media and Ministerial Liaison	Chief Executive Officer
Community Liaison and Stakeholder Engagement	Executive Assistant to the Chief Executive Officer
Publications and Social Media	Executive Assistant to the Chief Executive Officer

Media and Public Information Officer (MPIO)

- **Shire of Murray**

The Shire of Murray CEO will act in the position as MPIO, Deputy MPIO or as delegated by the Incident Controller (IC) within this structure during the emergency. The Shire of Murray's role is to provide local information and knowledge.

- **Shire of Waroona**

The Shire of Waroona CEO will act in the position as MPIO, Deputy MPIO or as delegated by the Incident Controller (IC) within this structure during the emergency. The Shire of Waroona's role is to provide local information and knowledge.

The Media Public Information Officer (MPIO) is a key member of the recovery team. The Response team operates under the Australasian Inter-Service Incident Management System (AIIMS) structure with the formation of an Incident Management Team (IMT).

The MPIO supports the information needs of the response, establishes, maintains and deactivates the communications team; and advises the President on all public information matters.

The MPIO must be able to use information about the community, SoM or SoW (as applicable) and response efforts to develop strategic communication goals. They must be able to anticipate the public's need for information.

Key responsibilities:

- Serve as principal advisor in the role of MPIO or Deputy MPIO, to the IMT and / or response team on all matters relating to external communications and interactions with the media.
- Advise Shire President on all relevant information and issue related to reputation and public information.
- Inform and advise response team on public perception issue significant emerging trends and the implications of actions being taken or considered.
- Recommend actions, plan modifications and communication strategies to maximise positive perception of the SoM or SoW (as applicable)
- Approve communication material (statements press releases, Question and Answers (Q&A), staff communications), in collaboration with Shire President prior to release.
- Provide approval to disseminate public information products e.g. Frequently Asked Questions (FAQ)
- Inform the response team about content and tone of media reports.
- Develop and implement communications plan and activities.
- Conduct regular briefings with entire communications response team.
- Attend all response team briefings and meetings.

Recovery Communications Manager or Coordinator

The primary responsibilities of the Recovery Communications Manager or Coordinator is to lead and manage the recovery communications work and team.

Key responsibilities include:

- Lead recovery communications team
- Establish resourcing requirements for the recovery communications team including rosters and additional staffing support
- Ensure resource requirements take into account fatigue management issues that may arise
- Keep abreast of all communications related to the emergency (from its outset) from the HMA and other sources
- Provide support to the Local Recovery Coordinator

- Advise the Local Recovery Coordinator on any additional resource requirements for communications
- Ensure timely briefing and debriefing for team members is completed
- Develop a Recovery Communications Plan
- Develop and coordinate time critical recovery messaging for the community
- Coordinate and prioritise recovery messaging for the SoM or SoW (as applicable)
- Be a member of the LRCG or sub-committee

Community Liaison

The community liaison function undertakes direct liaison with key community groups. This includes obtaining and providing information and messages received to and from the affected community via the recovery centre, telephone line, outreach and any other method. This function can have a direct link to the Community Liaison Unit within the Hazard Management Agency (if utilised by the HMA) and the Community Development/ Engagement team or officer with the local government.

Key responsibilities include:

- Gather, coordinate and maintain community contact lists;
- Maintain liaison through various channels such as the recovery centre, telephone line and outreach;
- Coordinate key information analysis from the Community Liaison Unit (where available) and the local government community development/engagement team or officer;
- Coordinate public information messaging and gathering at community events such as public meetings;
- Contribute to key recovery messaging using intelligence gathered from community liaison activities and provide to the Local Recovery Coordination Group;
- Provide input to the Recovery Communications Plan; and
- Be part of briefing and debriefing with team members.

Stakeholder engagement

The stakeholder engagement function coordinates with key agency, organisation and local government stakeholders and keeps them informed, engaged and involved. The stakeholders may be assisting directly as a member agency of the Local Recovery Coordination Group or relevant sub-committee or outside of this arrangement supporting recovery activities within the affected community.

Key responsibilities include:

- Coordinate and maintain key stakeholder contacts;
- Ensure information flow is coordinated from all agencies and organisations in and out of the local government;

- Ensure relevant organisations who are integral to the recovery effort are represented at appropriate times on the Local Recovery Coordination Group;
- Contribute to key recovery messaging using intelligence gathered from liaison with stakeholders;
- Provide input to the Recovery Communications Plan; and
- Be part of briefing and debriefing with team members.

Media Liaison

The media liaison function has direct contact with media stakeholders and support key messaging in recovery.

Key responsibilities include:

- Coordinate and maintain media contact list;
- Coordinate media opportunities for the local government with the media;
- Brief local government spokesperson before and after media interviews and conferences;
- Contribute to key recovery messaging using intelligence gained from liaison with the key media contacts;
- Provide input to the Recovery Communications Plan and
- Be part of briefing and debriefing with team members.

Social Media

The social media function provides expertise in social media applications that may be used by the local government in communicating with the affected community during recovery. This function requires the use of social media to gather intelligence and to provide up-to-date information and engage with the community.

Key responsibilities include:

- Coordinate and maintain social media platforms utilised by the local government to engage with the community;
- Monitor community-led social media sites to gather intelligence to contribute to recovery decisions by the Local Recovery Coordination Group;
- Contribute to key recovery messaging using intelligence gathered from social media platforms;
- Provide input to the Recovery Communications Plan; and
- Be part of briefing and debriefing with team members.

Internal communication

The internal communications function coordinates information and messaging about what is happening in recovery to keep staff within the local government informed. Internal reporting mechanisms are used as appropriate, to support staff dealing with the affected community in a face-to-face, customer service and on the ground environment on a daily basis.

Key responsibilities include:

- Coordinate and maintain information to staff on relevant platforms utilised by the local government for internal communications;
- Contribute to key recovery messaging using intelligence gathered from staff members who have direct liaison with the community;
- Provide input to the Recovery Communications Plan; and
- Be part of briefing and debriefing with team members.

Publications

The publications function is to develop, produce and maintain key documentation used in recovery to support communications within the affected community such as newsletters, pamphlets, flyers, website etc.

Key responsibilities include:

- Develop, produce and maintain documents to support the local government's recovery activities;
- Ensure key recovery messages are included in the recovery documents produced;
- Provide input to and document the Recovery Communications Plan; and
- Be part of briefing and debriefing with team members.

Ministerial liaison

The ministerial liaison function supports the role of the State Recovery Coordinator to ensure coordination and consistent messaging between the relevant ministers, local government and the affected community. It supports dealings with the local government and contact with the Department of Local Government, Sport and Cultural Industries, Department of the Premier and Cabinet, Premier, Ministers, Ministerial Advisers, Members of Parliament and local members.

Key responsibilities include:

- Coordinate and maintain ministerial contact lists;
- Maintain liaison with relevant departments, Ministers and Ministerial Advisers;
- In conjunction with the State and Local Recovery Coordinators, coordinate ministerial visits to the affected community and community venues;
- Contribute to key recovery messaging by gathering intelligence from Ministers and local members who have direct contact with the community;
- Provide input to the Recovery Communications Plan; and
- Be part of briefing and debriefing with team members.

Multi Agency Response

The SoM and/or SoW will play a part in any multi-agency response and will work collaboratively with designated authorities and other organisations during an emergency.

Communicating externally about the integrated effort will typically become a function of the IMT once command and control has been established.

The communications team may find themselves working with or coordinating with other external agencies such as DFES, WA Police and should be familiar with their response systems and expectations.

DRAFT

Communication Protocols

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

The HMA officially hands this responsibility to the relevant local government/s leading the recovery via the Comprehensive Impact Assessment, in the transition to the **recovery management phase**. Coordinating the affected community in recovery, including communications, rests with the local government.

Media and Public Information management is to reflect multi-agency involvement and will be authorised by the Incident Controller/Manager and the following principles will apply:

- The HMA is to manage all media releases,
- All media releases and public information alerts for the incident are to be authorised by the Incident Controller/Manager after consultation with the Emergency Coordinator and other Combat Agencies,
- All media releases are to reflect multi-agency Incident Management and detail all agencies' involvement,
- Must relate to the incident only, not to operational protocols, procedures or administration. These issues will be referred to the relevant agency,
- All media releases are to carry the agencies' identification,
- Copies of multi-agency incident media releases are to be provided to each agency as soon as possible before release and,
- All media releases issued by any agency at state level will reflect multi-agency involvement.

Local Government Authority

Shire of Murray

Section 2.8(1)(d) of the [Local Government Act 1995](#) ('LG Act') gives the authority for the Shire President to speak on behalf of the SoM.

The President may delegate this authority to the SoM Chief Executive Officer under Section 5.41(f) of the LG Act. The SoM has delegated authority to speak on behalf of their Local Government.

Shire of Murray Policy M3 specifies that no contact between the media and any employee (other than the CEO) is permitted. This includes the taking of photos of any kind. In practice, this may be delegated to the Manager, Communications and Marketing.

Any information for release to the media or public must be forwarded through the Manager Communications and Marketing (SoM), and approved by the SoM Chief Executive Officer. Statements to the press on behalf of the SoM shall only be made by the SoM Shire President or the SoM CEO.

The Shire of Murray Chief Bush Fire Control Officer (CBFCO), or a delegated representative, may make statements to the media or public on behalf of the Shire of Murray in regards to Bush Fire operational matters only.

The SoM, or a delegated representative, will be their Shire’s designated MPIO.

Shire of Waroona

Section 2.8(1)(d) of the [Local Government Act 1995](#) (‘LG Act’) gives the authority for the Shire President to speak on behalf of the SoW.

The President may delegate this authority to the SoW Chief Executive Officer under Section 5.41(f) of the LG Act. The SoW CEO have delegated authority to speak on behalf of their Local Government.

Shire of Waroona Policy CGP003 specifies that no contact between the media and any employee (other than the CEO) is permitted. This includes the taking of photos of any kind.

Any information for release to the media or public must be forwarded through the Executive Assistant to the CEO (SoW), and approved by the SoW Chief Executive Officer. Statements to the press on behalf of the Shire shall only be made by the SoW Shire President or the SoW CEO.

The Shire of Waroona Chief Bush Fire Control Officer (CBFCO), or a delegated representative, may make statements to the media or public on behalf of the Shire of Waroona in regards to Bush Fire operational matters only.

The SoW CEO, or a delegated representative will be their Shire’s designated MPIO.

Related Shire Policies:

Shire of Murray		Shire of Waroona	
Council Members and CEO Public Statements Policy	M3	Community Engagement	CGP003
Communications	M4	Social Media	CGP022
Community Engagement	G15		
Information Services	A5		

Refer to **LEMA - Part 9 – Appendices – Emergency Contacts Directory** for further contact details.

Information Management

Accurate and timely recording of information plays a vital role in providing an audit trail of decisions made and actions taken. This is essential where legal action could arise either during the response or afterwards.

The communications team working on the response must work together to ensure full compliance with documentation management requirements.

This includes, but is not limited to:

- All documents, including emails, that are related to an issue could become subject to disclosure. Employees are to ensure that all documents created in response to the issue are kept and filed.
- Where possible, seek advice from legal / governance before the circulation of potentially sensitive documents.
- Speculation and opinion must be avoided wherever possible.

Evacuation

The Emergency Evacuation Plan is an appendix to the LEMA, and the LEMA and the EEP should be read in conjunction with the Communication Plan when considering communication activities during and following an evacuation event.

The establishment of the public information strategy during an Evacuation is the responsibility of the CA and / or HMA, including determining the most appropriate methods of communication.

Animal Welfare

The Animal Welfare Liaison Officer will provide information relevant to the SoM Communications and Marketing Manager and/or the SoW Executive Assistant to the CEO for public release.

The SoM Communications and Marketing Manager and/or SoW Executive Assistant to the CEO will liaise with the HMA and DPIRD to provide local information that may include:

- Information for persons evacuating with animals including what resources are available and how they are able to request assistance
- The state of the general welfare of animals involved in the emergency
- The location/s of animals
- Information to enable owners to find and reunite with the animals
- Information regarding public donations

Further information regarding Animal Welfare during an emergency evacuation is contained in the **AWP which is an appendix to the LEMA** and should be referenced.

Getting Prepared

Develop a Communication Plan

Key Contacts List

- Contact details for key internal resources
- Contact details for key external resources (communications agencies, digital firm etc.)
- List of key external stakeholders including emergency services (police, agencies etc.) and media agencies
- Contact details for SoM and SoW spokesperson (Shire President / CEO)
- Build database of local and state journalists through Telum (<https://www.telummedia.com/>). Manager Communications and Marketing, Communications and Marketing Officer and FIPWA Communications and Marketing Officer all have log ns.

Refer to **LEMA Part 9 – Emergency Contact Details** for information.

Communications Resourcing Plan

- Roles and responsibilities of the communications team members
- Staffing roster
- Agreed protocols – press and social media
- Plan to scale up resources as the emergency progresses
- Shift and handover processes
- Agreed access for working from home facilities and equipment (e.g. Meeting room, printer, IT links etc.)

Protocols and Processes

- Agree escalation and approvals process for communications materials including protocols on information release
- Process for setting up issues tracking / media monitoring and regular checks on SoM social channels
- Process for setting up emergency helpline if required and in conjunction with HR
- Process for setting up a call centre for customers and the community

Templates and tools

- Media statement / press release template
- Guidance and scripts for switchboard / customer service, media specialist
- Up-to-date factsheets and Q&A
- Information Hub

Training for Communications

Training communication team members to ensure they gain further understanding of the roles and responsibilities that each individual may play within an emergency. Scenarios used in training and exercises should reflect local issues and risks.

Resources – Internal and External

All communications team members should have a resources directory for use. It is important to have contact details for all key stakeholders in one central location and ensure that it is reviewed on an annual basis. Further details are available at the following locations:

- **LEMA – Part 9 – Emergency Contacts Directory**
- **LEMA – Part 10 – Resources and Asset Register**
- **LEMA – Part 11 – Evacuation and Welfare Centres**

External resources include, but are not limited to:

Standard Emergency Warning Signal (SEWS)

The Standard Emergency Warning Signal (SEWS) is a distinct siren sound to alert the community to the broadcast of an urgent safety message relating to a major emergency or disaster.

The signal is intended for use as an alert signal to be played on public media such as radio, television, public address systems and mobile phones as it aims to draw listeners' attention to the emergency warning that follows.

People are strongly advised to become familiar with the Standard Emergency Warning Signal [\[SEWS Sound\]](#).

Emergency WA

[Emergency WA](#) was developed by the Government of Western Australia to improve the way in which information was provided to the community.

Emergency WA provides community warnings and other emergency management information for bushfires, storms, cyclones, floods, prescribed burns, hazardous material incidents and more.

Emergency Alert (Phone Warnings)

[Emergency Alert](#) is the national telephone warning system used during an emergency to send messages to landlines and mobile phones within a defined area where lives and homes are deemed to be under direct and imminent threat.

Emergency Alert is not used for every incident DFES responds to. A DFES Incident Controller assesses the level of danger to the community and if lives and homes are under direct and imminent threat, he or she will request an Emergency Alert be issued within that specific geographical area.

Emergency Radio Broadcasts

Radio is the most immediate communication tool and is used to provide essential information, such as location, direction of fire or cyclone, timing etc. ABC local radio [720AM ABC Perth](#) and [684AM ABC South West](#) undertakes emergency broadcasts during its programs' when requested (quarter to and quarter past the hour when activated).

ABC local radio will broadcast an emergency message immediately, repeatedly and for as long as necessary. WAPOL or an authorised representative of the HMA can request this in order to notify listeners that a significant emergency is occurring in their area. The alerts are only to be issued under strict instruction.

For further information regarding these resources refer to the **LEMA – Part 4 Response – Public Warning Systems**.

Resources – Spokespersons

Should the CEO and / or Shire President both be unavailable or not contactable, the Deputy Shire President or Acting CEO delegate is to be called. A media training record is to be maintained by the communications team.

Develop Fact Sheets and Frequently Asked Questions (FAQ)

Factsheets can be very valuable in the critical and early hours of an emergency, as they allow the SoM and/or SoW to start communicating even though information on the actual emergency is minimal. Factsheets and FAQ can be supplied to the media as usual background while details are investigated, checked and approved for release.

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Communications Response Toolkit

Initial Response Priorities

As soon as the SoM and/or SoW MPIO is notified of an emergency, they will consult with the Incident Controller to establish context and develop situational awareness.

MPIO Decisions / Actions

- Promptly notify internal resources
- Begin message preparation
- Confirm the message review process (eg CEO only, CEO and Shire President)
- Determine if and what communication resources are needed, and mobilise them
- Designate a deputy MPIO and / or Recovery Communications Manager or Coordinator who will help oversee and coordinate communications activities
- Review prepared emergency event staffing plan, including transition plans
- Establish distribution and inquiry management plan together with monitoring strategy
- Designate a venue for press briefings (if required)

Establish a communications workflow based on the model below:



Planning Staffing Needs

During the response phase of the emergency event review the available resources within the Shire/s to undertake all recovery communication functions, bearing in mind that recovery communications may be required for weeks, months or even years.

If additional assistance is required over and above available local resources, consider enacting the MOU with the City of Mandurah, City of Rockingham, Shire of Serpentine Jarrahdale and Shire of Waroona. This may be applicable during a large-scale emergency event and a copy of the MOU is available in the **LEMA – Appendix 10**.

Transition Time

Managing team members and handovers means planning for transition. Time must be allowed for a thorough debrief on what has occurred, the status of current work, information about upcoming plans, events, schedules etc. At least one hour is required. Team members should be briefed on the importance of managing the transition, including making notes through the shift to share with replacements.

Response Team Actions Checklist

This checklist summarises actions that should be completed by the communications team through the phases of an emergency. Some or all of these are likely to be required.

- When notified of emergency event, assess likely communication needs based on the ‘overreact’ philosophy. In this first instance, this would likely be posts on social media channels acknowledging awareness of the issue. Arrange additional support as required
- Brief the communications team members and assign roles and responsibilities
- Ensure holding statement is completed and ready for distribution following the review process. Agree on the distribution timing and strategy
- Establish a community strategy to take in relation to the incident
- Brief the response team of the potential reputational risks, escalation triggers and mitigation measures
- Source factsheets, video and photographs if required
- Decide how media and other stakeholder inquiries will be handled. MPIO to make recommendation on working with other agencies
- Establish media monitoring, print, broadcast and digital communications strategy including:
 - Preparation / establishment of dedicated response side or hub
 - Use of and access to other digital distribution channels (eg Social Media)
 - Agree team contact / update schedule
- Initiate contact with key partners / stakeholders

Ongoing Activities Checklist

Update communications materials throughout the emergency event	
Brief SoM and/or S W spokesperson (as applicable)	
Identify ongoing issues and support needs. Brief and agree task and resource requirements with CRT	
Regularly liaise with media responders to receive updates on level of media interest, emerging themes etc.	
Liaise according to agreed schedule and identify further actions	
Reassess everything on a rolling basis, build on successes, develop key messages the CEO and / or Shire President can deliver, strengthen your communications counselling role, review number, type and length of briefings, frequency of fact updates etc.	

Monitor effectiveness of communications team members and schedule breaks, move people to where they can be most effective, check impact of stress on the team	
Assess requirement for leader check-ins	
Recommend when the communications team should stand down	

Stand Down Checklist

Consider follow up engagement plan with any identified stakeholders, develop engagement plans as appropriate	
Hold communications team debrief to establish key lessons	
Incorporate communications about the emergency in the business as usual or 'new normal' routine of the communications function	

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Emergency Messaging

All communications materials need to have clear key messages demonstrating our priorities:

Safety of

- People
- Environment
- Assets (Property and Business)
- Reputation

Messages should express all the elements of the four-part message model below. This expression should not include admissions of liability or guilt or responsibility, or make promises without obtaining legal advice.

The broad categories of information that needs to be communicated (perhaps in different ways and at different times) in the recovery process are covered by the following questions:

- what has happened in the community?
- what areas have been affected and how have they been affected?
- what historical emergency events have taken place?
- what do the community see as issues and priorities?
- what is recovery likely to involve?
- what plans are in place for the wellbeing of the community?
- what services and resources are available for recovery of the community?
- what information will assist the community to achieve recovery?

In support of the National Principles of Distress Recovery, the Australian Red Cross ([Communicating in Recovery](#)) specifically outlines nine principles of recovery communications which ensures people are carefully considered during stressful and disruptive time in their lives. These include:

- Public information, not public relations;
- The right to know;
- Respect people;
- Build on local assets;
- Ask the community how they want to receive information;
- Repeat information;
- Remember the 'unaffected';
- Acknowledge the impact; and
- No spin

Four Part Message Model

1. **Show care and emotion** – express compassion for anyone affected and the environment
2. **Detail your responsible actions** – Demonstrate control over the situation at the most senior levels. Explain that an emergency plan has been activated.
3. **Describe cooperative efforts** – Describe how the SoM and/or SoW is working closely with other agencies or key stakeholders etc.
4. **Demonstrate your resolve** – commit to acting responsibly with regard to the impact of the incident and finding out the cause.

For messages to be credible, they must balance facts with emotion and be backed up by tangible examples or 'proof' points. The following three basic rules to follow in the very initial stage of providing information:

1. Don't deny the obvious
2. Don't speculate
3. Don't minimise

Message Themes and Proof Points

Care and Concern

Demonstrate your care and concern for people and the environment and the Shire's commitment to protect them. Audiences are watching closely to gauge the nature of the Shire and will make value judgements based on the emotional content of the messages.

- Develop a statement quote outlining how the SoM and/or SoW feels about what has happened
- Consider an apology, expressing regret about what has occurred while reaffirming commitment to respond
- Express a desire to treat any affected people with courtesy and respect
- Think about if it's appropriate for the CEO and/or Shire President to comment on the emergency event etc.
- Show and give evidence of a commitment to find solutions to the problems people face

For example:

"We regret what has happened / we are deeply saddened..."

"The health and safety of our community is our primary concern..."

"We are extremely sorry for the inconvenience this emergency event has brought upon our community. We are working hard to limit the impact and to help in any way we can. We have activated our emergency plan which includes..."

"Our primary concern is for the safety and wellbeing of those who were injured. We are making sure they get proper medical attention and we are hoping for their full, speedy recovery..."

“As a member of this community, I am concerned about protecting the quality of our air, land and water. That is why we have asked a wide array of environmental specialist to help us make sure we are doing the right thing...”

“We are deeply sorry for what has happened and are doing everything we can to make it right, we have...”

Detail Responsible Actions

Never assume that the media or any of your key audiences realise you have an emergency plan in place, make this explicit.

Use “doing” language – explain the practical steps you are taking to mitigate and resolve the emergency event but do not admit liability. Show you are working hard to do what is right. Demonstrate control over the situation at the most senior level.

- Document the actions you will be taking
- Give evidence and examples of scope and scale of the response, the resources you are bringing to bear, the level of expertise, training and preparedness
- Confirm that the CEO is closely managing the situation
- Detail the measures taken previously to prevent this type of issue arising and refer to safety or lessons learnt
- Demonstrate your commitment to do what is right and provide precise, detailed evidence of threat commitment in action

“Every possible action is being taken to bring the situation under control”

“We have activated our emergency plan and we are escalating our response. Experts in safety, XYZ are working together to find a resolution.”

“As a precautionary measure we have.”

“We are using every resource we can to effectively respond to this incident. So far we have...”

Cooperation

Describe your cooperative efforts and demonstrate your cooperative attitude. Communicate a team approach to emergency response, citing key response partners.

- State that we are working closely with other agencies
- Describe the additional expertise that you are bringing in
- Be clear that public concerns will be considered

“We are working with the emergency services to contain the fire / evacuate the site.”

“We would like to express our appreciation for the efforts of...”

“We are getting excellent cooperation and assistance from....”

“We appreciate the need to share information with our community, media and others who want information about what we are doing. That is why we have established a series of briefings...”

Commitment

Demonstrate commitment to act responsibly with regard to the impact of the emergency event and resolve to find out the cause. Detail the things that are happening to deal with and overcome the emergency event.

Statements

It is important to have a quick response ready for the media in the initial stages of an emergency event. Take into account if we should be leading or supporting the communications response.

The Initial Statement template is provided in [Appendices 4 and 4A](#). It is intended to be amended and adapted with relevant information relating to the emergency event. Remember, all media releases must be signed off as appropriate.

Media Release / Statement Checklist

1. Does the statement include the following priorities?

Safety of

- People
- Environment
- Assets (Property and Business)
- Reputation

2. Is all information factually correct and checked?

3. Does the statement tell you?

- What has happened, where and when?
- How many people are involved
- What are we doing about it?
- What resources are available?
- Who we have told and who we're working with?
- Contact number for media liaison

Refer to [Appendix 7 – Media Release](#).

Briefing Customer Services and Reception

Customer services and reception will often be the first point of contact for external contacts e.g. media, during an emergency event.

We need to communicate with them to give them the tools and support they will need to deal with incoming enquiries eg. Issue a briefing note to give guidance on how to respond.

For example:

Hello Team,

We are currently handling an emergency regarding (insert brief explanation) and we are expecting calls. These may include:

- *Media inquiries*
- *Community members, AFAC members*
- *Concerned relatives*
- *Hoax calls*
- *Threatening calls*

As the face / voice of the Shire, your role in dealing with the emergency is vital and there are certain procedures we must ask you to follow:

Calls from the media should be directed to the Manager Comms and Marketing, or, if not possible, please ask for name, publication/media organisation, phone number, email, deadline date and time, and what their specific request is, and send through CRMS to the Manager Communications and Marketing

Any phone calls you may receive from concerned relatives, friends, and employees should be passed onto the HR team. If any numbers are unavailable, take the callers details (name, phone, date and time of call) and send the message by email to: mailbag@murray.wa.gov.au or warshire@waroona.wa.gov.au

You should:

Deal with concerned callers sympathetically

Not be drawn into conversation or speculation

Not volunteer or promise information.

Note any relevant facts on your call log

Be prepared for:

Angry, threatening or upset callers

Difficult and persistent questioning

If you run into any problems, explain that you are unable to help, offer to take the caller's details and pass the message immediately onto the Communications and Marketing team.

Show visitors or representatives of the media (who have turned up unannounced) into the reception area and call the Manager Communications and Marketing (SoM).

I understand that incidents like this put a pressure on all of us, and add to your workload. I really appreciate your help and support during this incident.

<Insert Name>

<Insert Title i.e. Manager, Comms and Marketing>

Drafting Questions and Answers (Q&A)

The process of drafting Q&A helps the Shire’s spokesperson deliver consistent messaging and enables them to respond to difficult questions and deal with questions they may not have the answers to.

Identify the critical and worrying questions that are likely to be asked by a journalist or other stakeholder and formulate a reply that allows the responder to link to the key messages that they want to express.

Guidelines for Drafting Q&A

- Set out the rules for using Q&A at the start of the document (e.g. Q&A should never be distributed to the press or general public)
- Check answers to avoid ambiguity, jargon and inconsistency
- Detail any background or supporting information that the responder may be able to offer
- Just as with press releases, all Q&A must be approved by the C O
- Use the ‘Giuliani method’ of
 - What we know
 - What we don’t know
 - What the Shire of Murray and/or Shire of Waroona is doing
 - What we need you to do

Sample Q&A

Q:	What has happened?
A:	Information from latest statement.
Q:	How did this happen?
A:	It's too early to say. We just don't know at this stage. Our priority is to deal with the emergency incident. A full investigation will begin as soon as it is possible to do so and we will do everything we can to establish how this incident happened.
Q:	Do you accept liability of the emergency?
A:	The Shire accept responsibility to do all it can to manage this emergency event and its consequences. The issue of legal liability may take a long time to determine and we don't want legal considerations to slow our efforts to help.
Q:	Why did it take so long to respond?
A:	Initial response actions began immediately. Included in the initial response were...
Q:	What are the names of the injured?
A:	Our primary concern at the moment is to ensure those involved receive the best medical care and support. We are not in a position to release personal details.
Q:	How much will you need to spend to fix the issue?
A:	Money is not our concern right now. Making things safe, ensuring everyone is protected is our sole focus

Engaging Stakeholders

Initial Communications Strategy Assessment

One advantage of colour coding events is you can use them to help set initial strategy.

Green	Holding statement – reactive strategy.
Yellow	Initial statement published on website – semi proactive strategy.
Red	Initial statement widely distributed, website, email lists, social media channels.

Shire of Murray

The Manager Communications and Marketing (SoM) will need to make a recommendation to the MPIO on an appropriate communications strategy.

Shire of Waroona

The SoW CEO, as the MPIO will recommend the appropriate communications strategy for the SoW.

The table below is a graphic tool used as part of the assessment and to help frame strategy recommendations.

Levels	Impact	Media, stakeholder or public interest	Communications strategy
Green	Minor if at all.	No media, some stakeholder interest.	No public communications, very targeted and limited stakeholder communications.
	Minor to moderate.	Limited media and public interest, moderate stakeholder.	Prepare holding statement. Holding statement used for media and public inquiries. Targeted stakeholder communication.
Yellow	Major to potentially catastrophic impact.	No media or public interest, but high stakeholder interest.	Holding statement, no public message on website. More aggressive direct

		Moderate media and public interest, moderate to high stakeholder interest.	messaging to stakeholders. Publish limited statement on website. Prepare Q&A or factsheets for possible release. Aggressive direct messages to stakeholders.
Red	Catastrophic	High media and public interest.	Proactive distribution, widest possible distribution.

Analysing Stakeholders

Make information available to all stakeholders as close to simultaneously as possible. The Shire’s website and social media will be a key tool to deliver information to most groups, and must be current and accurate.

In any emergency, we need to identify stakeholders and manage communications with them carefully.

We look at the impact of the emergency in terms of

- Which stakeholders do we need to speak to immediately, are they a high or low priority?
- Why do we need to talk to them?
- Do we want to talk to them proactively – just react to their questions?
- Who owns the relationships with each stakeholder?
- How do we engage with them – do we have one on one meetings in person, calls, emails, teams?
- What are we saying? Use the key messages
- Who does what, and how do we record who has spoken to who?

The individuals, groups and organisations to be considered are innumerable; however, special mention needs to be made of the information needs of the identified key stakeholders which include, but are not limited to:

- Directly affected community members,
- Shire of Murray community members and/or Shire of Waroona community members,
- Indigenous and culturally and linguistically diverse communities (CaLD Community),
- Children and Youth,
- Elderly People,
- Nursing Homes,
- Aged Care Facilities,
- Persons with Disabilities,
- Schools,
- Childcare Centres,
- Family Day Care Providers,
- Playgroup Centres,

- Hospitals,
- Tourist Facilities,
- Caravan Parks and Camp Grounds,
- Local Businesses,
- Recovery Agency Partners,
- Local Media,
- State Media,
- Local Government/s; and,
- State Government
- Elected members
- Employees

Reputation, Risks and Impacts

When setting a communications strategy, it is essential to look forward and understand the best, worst and most likely scenario for the SoM and/or SoW.

This approach will help identify how an emergency might develop over time, what the potential reputation risks might be, the potential escalation triggers and what steps we might take to mitigate and prepare for these risks.

Engaging the Community

Communicating with an affected community needs to be carefully planned and managed, and should be done so based on the key principles outlined in the [Nation | Principles of Disaster Recovery](#)'.

Communication with stakeholders should commence as soon as an emergency occurs. Communication should focus on long-term support and the recovery of individuals, households and communities within the SoM and SoW.

Successful engagement with a community can act as a type of community development; empowering the community and individuals to understand and influence their recovery, increase social cohesion and assist in rebuilding the social fabric of the group that has undergone significant dislocation.

Engaging Employees

During an emergency event, it is important that employees are supported by being provided information regarding all ongoing activities, needs, challenges and actions being undertaken. This is particularly important for those staff dealing with the affected community face to face, those involved in customer service and those employees on the ground. The purpose of employee communications is to arm staff with the facts of an emergency as well as to reassure and motivate. They are likely to compare external sources with what they see and hear inside the organisation in order to discern fact from fiction.

Message Development

All internal messages must mirror external messages. Modifications to tone may be advised to make sure they are appropriate for the audience. These modifications must be approved.

Once the facts are confirmed and messages approved, communications are a core conduit for the distribution of these facts without any changes.

For example:

I wanted to provide you with an update / I regret to have to tell you that (insert details – what, who, where and when).

The response team is coordinating support services and has contacted the relevant authorities.

Details about the situation are not yet known, but every possible action is being taken to keep our people safe.

More information will be released as soon as it becomes available, but in the meantime, if you are approached for information by outside sources, you should direct them to XYZ.

Thank you.

LRRM Appendix 33 Bushfire Evacuation Template is an example of a message and handout that may be used by personnel delivering a door-to-door message in a recommended or directed evacuation. This has been developed by DBCA in consultation with DFES and WAPOL for the use in a bushfire to enhance and/or reinforce the level of information that may be provided verbally to the resident. Tools such as these provide consistency in the delivery of information to the community.

Leadership Role

In times of emergency, employees are key ambassadors for the SoM or the SoW (as applicable). It is critical to keep them informed and motivated.

Some of these key roles are outlined in the table below:

Position	Action	Deliverable
CEO	Often, the CEO's presence conveys that the situation is serious enough to impact the organisation's future	All hands meetings, all staff emails, short video updates – all of which should be made available on the intranet.
Shire President / Council	Council can lend added credibility to a situation	Short video interviews. Quotes or sound bites.
Team leaders	Research shows that leadership is seen as the most credible source of information for employees. Team meetings are a good means of collecting questions and feedback.	Briefing sheets and statements issued from response team. Team meetings and / or teleconferences.
Subject Matter Experts (SME)	To explain and demystify difficult concepts, particularly when they relate to a solution to the emergency event	Video and / or information graphics. In person.

Channel Strategy

Leverage existing channels, introducing others as the emergency event dictates. A select few channels should be the core source of information and messages, with this key information replicated across others. Your channel strategy should consider:

- What questions do employees have?
- When do we share information internally in relation to external?
- Do we issue a note from the CEO? At what frequency?
- Do we have a conference call to brief team leaders?
- Do we need to provide materials for team leaders to communicate with employees?
- Do we update the intranet?
- Do we need a webcast or an all hands meeting?
- What other HR issues will there be?
- The most effective way to build awareness of employee counselling service?

Think about how you can 'push' information and what channels allow employees to 'pull' information on a 24/7 basis.

Push – produced a regular interval	Pull – updated adhoc and available 24/7
<ul style="list-style-type: none"> • Email • Team briefing paper • Teleconference • Monday.com 	<ul style="list-style-type: none"> • Website / Intranet • Video interviews • Social media sites

Distribution and Delivery

Establish a routine to coordinate the development and distribution of information, including regular briefing and planning meetings with channel owners. These meetings should cover timing considerations and review / approval requirements.

Communication methods include, but are not limited to:

- community meetings – refer [Appendix 8 – Community Meeting Checklist](#),
- pre-planned meetings (presenting information at existing community group meetings),
- community kiosks (an informal workshop with displays encouraging small group discussion),
- community displays / noticeboards (exhibiting the draft Plan in public areas),
- panels and focus groups (establish a group to represent a cross section of the community),
- media (utilising local newspapers, television, radio stations, circulars, newsletters, posters, pamphlets, flyers and brochures to distribute information and request feedback) – refer [Appendix 7 – Media Release](#),
- social media and online (utilising the internet, websites and social media networks to distribute information and request feedback),
- email (establish an email address for public enquiries and comments),

- text messages (Telstra Integrated Messaging System – TIMS); and,
- word of mouth.

Communication locations where information can be provided include, but are not limited to:

- any place where people spontaneously or normally congregate (churches, shopping centres, schools, community halls, sporting facilities, etc),
- disaster sites (if it is safe to do so) such as mass-casualty events, train or aeroplane crashes, bridge or tunnel collapse etc,
- reception or assembly points (airports, evacuation holding locations in central business districts, hospitals etc),
- relief, recovery centres/one stop shops, which can be used for the short, medium or long term—these services provide the opportunity for face-to-face information provision, as well as a central repository for up-to-date newsletters and agency specific information such as fact sheets, posters and leaflet,
- outreach programs,
- community information forums, or neighbourhood or community meetings— these can include congregations of sporting, spiritual, recreational and school groups,
- community events (street/neighbourhood barbecues, memorials, anniversary events, social occasions); and,
- through a central website with links to relevant government and non-government service information — websites can establish email networks and use pre-existing community groups' databases. Note: using community groups' databases for email contact has privacy law issues.

Communication Tactics

Community Meetings

- Disseminate information between key stakeholders.
- Gather concerns dispel rumours and correct misconceptions.
- Capable to tailor information to suit key stakeholders' needs.
- Provide instant feedback and Q&A time.
- Meetings may involve many state government agencies such as the HMA, along with local government and community organisation representatives.
- The Master of Ceremony and spokesperson are delegated by the SoM or SoW (as applicable)

Refer to [Appendix 8 – Community Meeting Checklist](#).

Face-to-Face Communication

- Disseminate information between key stakeholders.
- Capable to tailor information to suit key stakeholders' needs.
- Provide instant feedback and Q&A time.

Word-of-mouth

- Disseminate information between key stakeholders.
- Simple messages.

- Request for further information.

Publications (Flyers, Newsletters)

- Hardcopies can be retained by stakeholders for future use.
- Reinforces key messages.
- Easy to produce given resources are available.
- Easy to distribute.

eNewsletters / Email

- Easily targeted to specific stakeholders.
- Ideal for reaching residents across both Shires, especially those in isolated locations.
- Easy to create and distribute through the Shires eNewsletter program (SoM – Murray News, SoW – Sea to Scarp).

Notice Boards

A central notice board that is in a key location in the community can be used to provide information during a recovery.

- General and localised information.
- Targets stakeholders in frequented locations across the Shires.
- Easy to disseminate.
- Include contact numbers and places to go to obtain additional information.
- Can be used to gain feedback from the community if required.

SMS Alerts

- High mobile phone usage in both Shires.
- Information can be disseminated quickly.
- Stakeholders can save information for later use.
 - Reaches stakeholders who are affected by distance or isolation.
 - Excellent platform for directing people to more detailed sources of information such as the website.

Website

- Easily updated with current information.
- Allows comprehensive information to be listed on the site.
- Accessible by mobile devices and home computers. Eliminates distance barriers.

LED Sign – Shire of Murray only

- Easy to update.
- Targets motorists and pedestrians travelling along Pinjarra Road, Pinjarra.
- Operates continuously (unless power outage).
- Simple messages.

Communication Barriers

During the recovery phase of an emergency, there are a number of barriers that the Shires may be faced with and must consider when communicating with its stakeholders. These include:

BARRIER		TO OVERCOME THIS
Retention	The amount of new information that can be taken in and understood by stakeholders can be reduced as a result of an emergency.	<ul style="list-style-type: none"> Ensure information is accurate, short and sharp. Use clear language and do not use complex words which may not be understood by all stakeholders. Provide information in various formats, e.g. verbal and print – so that stakeholders can take with them and read later. Repeat information frequently
Access	During the recovery period the community may not have access to certain communication channels as a result of electricity or internet failure.	<ul style="list-style-type: none"> Utilise all of the Shires available communication channels to ensure that the dissemination of information is widespread. Always provide contact details for access to further information. Utilise opinion leaders and community groups to disseminate information
Emotional Distress	Communications may be difficult as stakeholders may be vulnerable and emotionally distressed from the emergency, depending on the degree in which they were affected.	<ul style="list-style-type: none"> Ensure communication is respectful at all times. Use positive language wherever possible. Emphasise two-way communication and encourage feedback from the community. Illustrate the support available to the community.

Inclusive communication

When communicating with stakeholders, it is important that information disseminated is inclusive and easily accessible to stakeholders who may be considered 'vulnerable'.

AT RISK GROUPS	POTENTIAL ISSUES	HOW TO OVERCOME ISSUES
Aboriginal and Torres Strait Islanders	<ul style="list-style-type: none"> Mistrust of government and welfare services Low literacy rates Residing in remote areas 	<ul style="list-style-type: none"> Direct communication through Elders first. Utilise Elders as opinion leaders to disseminate

		<ul style="list-style-type: none"> information on behalf of the Shire Utilise word of mouth Ensure information is clear and does not use complex words or sentences Use electronic modes of communication to reach those in remote areas Use pictures, maps and diagrams in communication where possible
Children	<ul style="list-style-type: none"> Varying literacy levels Limited life experience dealing with emergencies Can be easily emotionally distressed 	<ul style="list-style-type: none"> Engage in dialogue with children Tailor information to children and their parents Use pictures, maps and diagrams in communication where possible
Elderly	<ul style="list-style-type: none"> Hearing and vision impairments Isolated due to lack of mobility 	<ul style="list-style-type: none"> Engage a sign language interpreter Use large font on print and electronic materials Use electronic communication to reach isolated stakeholders
Physical/Mental Impairment	<ul style="list-style-type: none"> Stakeholders unable to read or understand information Isolated due to lack of mobility 	<ul style="list-style-type: none"> Engage a sign language interpreter Engage specialist organisations to assist with communication Use large font on print and electronic materials Use electronic communication to reach isolated stakeholders Provide information verbally

Community Information Briefings

In the event of a major incident, community information (including community briefings and meetings) are often led jointly by emergency services, local governments and state government departments. The role of community briefings in the recovery context is to provide:

- clarification of the emergency event (CA),
- advice on services available (recovery agencies),
- input into the development of management strategies (lead recovery agencies, often local government); and,
- advice to affected individuals on how to manage their own recovery, including the provision of public health information (specialist advisers).

Internal Feedback

One of the key roles internal / employee communicators can play during an emergency event is to help leaders 'listen' to employees by developing and maintaining ways to ensure two-way communication across the organisation. This can be done through information networks and monitoring questions that come through email and websites. Listening groups are preferred to online surveys. The goal is to provide leaders with a sense of the concerns and issues employees have so that they can take action to address them, or at least demonstrate that their views are being heard.

Feedback trends and themes should be shared with the MPIO so they can modify future messages and channel strategies. This raw data and feedback – both quantitative and qualitative – must be documented and retained in line with record keeping.

External Feedback

Obtaining feedback ensures two-way communications is taking place. Two-way communication involves the sharing of perspectives, beliefs, and positions between interested parties, and between an emergency recovery agency and its stakeholders. Building a feedback strategy into the communications plan is important to ensure the communication being provided is beneficial to the community. Feedback can be obtained from the community by utilising the following methods:

- Include council contact detail on all communications (address, email, telephone number, web address),
- Have feedback and evaluation systems integrated into all communications,
- Gather data from community meetings, via note taking and face to face communication; and,
- Talk to employees and volunteers that are returning from the affected area to ensure information and knowledge is transferred.

Engaging Media

In the past, communications plans focused almost solely on media management. Today, multiple channels and many new factors influence public opinion.

Public participation and the ability to interact directly with many important audiences means we must be our own 'broadcaster' in the event of an emergency, providing the most up-to-date and credible information about what's happening. However, the media remain a key stakeholder and there will be a number of requests for the communications team to handle.

Benefits of using media outlets:

Newspapers

- Widespread distribution of information through hardcopy newspapers and their associated social media platforms.
- Existing distribution network and followers already in place.
- Can be seen as a trusted source of information.

Radio

- Disseminating information quickly and efficiently.
- Widespread network of listeners across both Shires.
- Trusted source of information.
- Ability to distribute information and overcome distance and spatial barriers.
- Enables public participation and conversation with stakeholders.

Media Interviews

Consider these questions and create a schedule. *Prioritise the requests from media outlets.*

- Who are we trying to communicate with? Think about stakeholders
- Who are the most influential media outlets / journalists? i.e. who will set the tone/agenda for media coverage?
- Will your spokesperson get a better opportunity to explain the Shire's position speaking to one journalist over another?
- Could there be a backlash from one section of the media if your spokesperson continues to favour one broadcaster / journalist?
- Where should the interview be held?
- What does the location of the interview say to the viewer about the Shire's response?
- Is it suitable to conduct an interview over the phone?
- Can you obtain questions ahead of the interview itself?

Media Conference

A media conference can be organised if there is public and media interest after the emergency and can be used to get specific messages across the media, general public and the community.

Refer to [Appendix 9 – Media Conference Checklist](#).

Media Response Officers

Do	Don't
<ul style="list-style-type: none"> • Give your name. • Get positive news out proactively. • Emphasize key messages – have these latest statements and fact sheets to hand. • Log journalist's details and interview requests. 	<ul style="list-style-type: none"> • Speculate in conversations with journalists. • Admit responsibility or speculate regarding liability. • Discuss or speculate actions that preceded the emergency event.

- Correct any misinformation as soon as possible.
- Assume everything you say may be reported.
- Be drawn into 'off the record' conversations.
- Use jargon or acronyms.
- Make things up or give out unofficial information.
- Get irritated (easy to do at the end of a long day).
- Be drawn into criticising the Shire of Murray or Shire of Waroona (as applicable) or colleagues.
- Say 'no comment'. Better to say 'nothing to add to what we have said' or 'there is no further confirmed information at the moment'.
- Assume prior knowledge.
- Promise to call back if you won't have time.

Guidance for CEO and Shire President Speaking on Behalf of Council

Before the interview ensure that boundaries are set.

- Tell the reporter what you know about the facts of the situation – it is likely you are the best source of information. Be equally clear about what you don't know.
- Ask the reporter what they have heard and what they want to talk about. This way you can correct misinformation and understand the likely course of questioning.
- Secure verbal agreement to the length of the interview. Ideally it should be no longer than five (5) minutes in an emergency situation.
- Ask how the interview will be used and who else is being interviewed as part of the story.

Know the Facts and Stick to Key Messages

Prepare three key messages that you want to emphasize and practice them.

Don't feel obliged to answer every question specifically. Make a transition from an undesirable or hostile question using bridging or connecting phrases such as:

- "Look, it's too early to speculate, but what I can tell you ... "
- "I don't have that information at this time, but what I can say is... "
- "That speaks to a bigger point... "

If you can't answer a question, don't simply say 'no comment' or 'I can't answer that'. Explain why e.g. Proprietary information and bridge to a topic or message point that is important to you.

The list below is a reminder for media spokespeople ahead of media interviews.

Do	Don't
<ul style="list-style-type: none"> • Be open and honest. • Talk about issues in this order of protection and empathy – people, environment, property and assets, and finally reputation. • Stick to facts and your key messages. • Be clear what you want to say. Make your most important points in the first 15 seconds. • Use plain language rather than technical or local government speak. • Use proof points such as safety statistics or figures that put the situation into perspective. • Remember that presentation, tone, dress and appearance matter. • Maintain eye contact with the reporter. • Anticipate difficult questions and prepare answers. 	<ul style="list-style-type: none"> • Guess, estimate, speculate or give personal opinion. • Admit liability, place blame, accuse anyone of negligence or discuss remedial or other actions. • Rely on notes in an interview. • Use the term 'no comment'. You imply that you know but won't say. • Give analytical answers to emotional questions. • Refer to previous answers. Each answer must stand on its own. • Fold ur arms, recline, slouch, tap or fid e wit anything. • Fill the silen e. When you've completed the answer. St p. • Fo get, nothing is ever 'off the record'.

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Engaging Online

Information Distribution

There are various online platforms to reach different audiences, these include Facebook, Instagram, Twitter and LinkedIn. The information dissemination lead should coordinate and distribute approved content through the most appropriate platform for each community and the process recorded.

Social Media

Information can be disseminated quickly and tailored for specific audiences using mobile technology and other online platforms. This has changed the nature of emergency communication for the public and the media, as well as for the organisations responding to the incident.

Benefits of using Social Media include:

- Easy to access and update.
- Generates open dialogue with stakeholders.
- Allows stakeholders to share information easily with other stakeholders.
- Allows stakeholders affected by distance or isolation to interact with other stakeholders.
- Targets stakeholders of all ages.
- Excellent platform for directing people to more detailed sources of information such as the website.

When using social media considerations should be given to:

- Graphics that are developed need to be designed in a way where they can be used for both Facebook, Instagram and Twitter; and
- Using correct dimensions

All communications must continue to follow the approval process outlined in Communication Protocols.

Monitoring

The communications team need to have a good understanding of how the media are reporting the emergency event, as well as the emerging issues resultant of commentary on websites and social media platforms.

The key to effective monitoring is quality rather than quantity. It is important to set a clear and targeted monitoring strategy to identify issues and reflect how our response is being perceived. Join up data from social media, web channels, inquiry management and media for real time insights. Standard searches and tools such as google alerts and twitter searches can identify stories almost as soon as they emerge.

With this information, we can monitor trends, track the effectiveness of communications, adjust the communications strategy and tactics, respond to issues that warrant immediate action and ensure that inaccuracies are corrected as quickly as possible.

Checklist for Effective Issues Monitoring

Initial Actions:

- Agree the goals and objectives for monitoring
- Determine key influencers and hashtags / topics / themes being used
- Conduct a search of media and online sources
- Target a range of channels and sites
- Link up to make sure you are receiving print, broadcast and media reports
- Interrogate information about how our websites are being used by site visitors
- Set up a log of media and online coverage
- Remind all staff of social media guidelines / policy (refer to [Related Policies](#))

Ongoing Actions:

- Agree the timing and format of updates or reports to the CRT. Reports should focus on how media are covering the story (their focus, line of questions, emerging risks etc) and how our response is being perceived
- Share top line information with Council CRT and MT
- Prepare evaluation of spokesperson interview

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Deactivation and Lessons

Recording Communication

- Keep a record of all materials and information distributed.
- Monitor and record social media reach and dialogue.
- Record all website visits to the applicable pages associated with the recovery.
- Record the number of times media releases are picked up by local media.

Standing Down the Communication Response

Communications may continue for quite some time in the recovery phase of an emergency event, even if the response team has been stood down following the completion of the operational response.

Acknowledging the Team

Acknowledgement of the commitment and effort of those involved in the communications response is very important. Often during an emergency event the team may be required to work long hours and this may result in high levels of stress. For this reason, it is important that team leaders and managers monitor team members for signs that they may require extra levels of care or support as they move back into their ongoing roles within the organisation. Team members may need to take time in lieu, or undertake counselling service and should be referred to the Employee Assistance Program if required.

Capturing and Learning Lessons

Completing a review of what has been learned after any scale of emergency event is very important and must include recommendation on how to make changes.

The report should contain the following

- What was the overall goal of the communication effort?
- Was it successful? How was this measured?
- How successful were the response leaders in communicating the goals of response?
- How well did the emergency event communications effort meet those goals?
- What factors contributed to the inability to achieve the goal/s?
- Identify:
 - Messages, channels or strategies that were effective
 - Messages, channels or strategies that were ineffective and disappointing
- What communication strategies work well and should be retained?
- What communication strategies should be changed in order to improve response efforts?

Appendix 1 – Glossary of Terms

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

AIMS – Australasian Inter-Service Incident Management System is a nationally adopted structure to formalise a coordinated approach to emergency incident management.

Controlling Agency - an agency nominated to control the response activities to a specified type of emergency.

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

Disaster – see EMERGENCY.

District – means an area of the State that is declared to be a district under section 2.1 of the *Local Government Act 1995*.

Emergency – the occurrence or imminent occurrence of a hazard which is of such a nature or magnitude that it requires a significant and coordinated response.

Emergency Management – the management of the adverse effects of an emergency. See PPRR.

Evacuation Centre – A centre that provides affected people with basic human needs including accommodation, and water. In addition, to enhance the recovery process, other welfare/recovery services may also be provided.

Exercise - simulation of emergency management events, through discussion or actual deployment of personnel, in order: to train personnel; to review/test the planning process or other procedures; to identify needs and/or weaknesses; to demonstrate capabilities; and to practice people in working together.

Hazard – an event, situation or condition that is capable of causing or resulting in loss of life, prejudice to the safety, or harm to the health of persons or animals; or destruction of, or damage to property or any part of the environment and is defined in the *Emergency Management Act 2005* or prescribed in the *Emergency Management Regulations 2006*.

Hazard Management Agency (HMA) – a public authority, or other person, prescribed by the *Emergency Management Regulations 2006* to be a hazard management agency for emergency management, or an aspect of emergency management, of a hazard.

Incident – the occurrence or imminent occurrence of a hazard.

Incident Controller (IC) – the person designated by the relevant Controlling Agency, to be responsible for the overall management and control of an incident within an incident area and the tasking of agencies in accordance with the needs of the situation.

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

Incident Support Group (ISG) – a group of agency / organisation liaison officers convened by the Incident Controller to provide agency specific expert advice and support in relation to operational response to the emergency.

Local Emergency Management Committee (LEMC) – a local emergency management committee established under section 38 of the *Emergency Management Act 2005*. The Chair of the joint LEMC is the Shire of Murray Councillor (as appointed) or the Shire of Waroona Shire President.

Mitigation - measures taken in advance of a disaster aimed at decreasing or eliminating its impact on society and environment.

Operational Area Support Group (OASG) - a group of agency / organisation liaison officers convened and Operational Area Manager to provide agency specific expert advice and support in relation to strategic management of the emergency.

PPRR - an acronym for Prevention, Preparedness, Response and Recovery.

Prevention – the mitigation or prevention of the probability of the occurrence of, and the potential adverse effects of, an emergency.

Preparedness – preparation or response to an emergency.

Response – the combatting of the effects of an emergency, provision of emergency assistance for casualties, reduction of further damage, and help to speed recovery.

Recovery – the support of emergency affected communities in the reconstruction and restoration of physical infrastructure, the environment and community, and the psychological and economic wellbeing.

Risk – a concept used to describe the likelihood of harmful consequences, arising from the interaction of hazards, communities and the environment. The chance of something happening that will have an impact upon objectives. It is measured in terms of consequences and likelihood. A measure of harm, taking into account the consequences of an event and its likelihood. For example, it may be expressed as the likelihood of death to an exposed individual over a given period. Expected losses (of lives, persons injured, property damaged, and economic activity disrupted) due to a particular hazard for a given area and reference period. Based on mathematical calculations, risk is the product of hazard and vulnerability.

State Emergency Management Committee (SEMC) – committee established under section 13 of the *Emergency Management Act 2005*.

Telecommunications – the transmission of information by electrical or electromagnetic means including, but not restricted to, fixed telephones, mobile phones, satellite phones, e-mail and radio.

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Appendix 2 - Acronyms

AIIMS	Australasian Inter-Service Incident Management System
AWP	Animal Welfare Plan
CA	Controlling Agency
CEO	Chief Executive Officer
CP	Communication Plan
CRT	Critical Response Team
DEMC	District Emergency Management Committee
EMA	Emergency Management Authority
EEP	Emergency Evacuation Plan
HMA	Hazard Management Agency
ISG	Incident Support Group
IMT	Incident Management Team
IRT	Incident Response Team
JOINT	Shire of Murray and Shire of Waroona
LEMA	Local Emergency Management Arrangements
LEMC	Local Emergency Management Committee
LRP	Local Recovery Plan
LRRM	Local Recovery Resource Manual
MPIO	Media and Public Information Officer
MOU	Memorandum of Understanding
OMT	Organisational Response Team
SEMC	State Emergency Management Committee
SEWS	Standard Emergency Warning Signal
SoM	Shire of Murray
SoW	Shire of Waroona

Appendix 3 – Recovery Communication Plan Template (two versions – which one)

Aim	What is the purpose of the Recovery Communication Plan?
Objectives	Specific
	Measurable
	Achievable
	Realistic
	Timely

Part A: Identify Audience and Message

WHO is the Audience? <i>Identify and prioritise target audience and appropriate engagement level</i>	WHAT are the Key Messages? <i>Using clear, succinct statements</i>	HOW and WHERE are messages delivered? <i>Communications methods</i>	WHEN <i>Must be timely</i>	FEEDBACK <i>Strategy for collecting feedback</i>
Affected community members				
Shire of Murray and/or Shire of Waroona community members				
Indigenous and culturally and linguistically diverse communities (CaLD Community)				
WHO is the Audience? <i>Identify and prioritise target audience and</i>	WHAT are the Key Messages?	HOW and WHERE are messages delivered?	WHEN	FEEDBACK

<i>appropriate engagement level</i>	<i>Using clear, succinct statements</i>	<i>Communications methods</i>	<i>Must be timely</i>	<i>Strategy for collecting feedback</i>
Persons with Disabilities				
Children and Youth including Schools, Playgroup Centres, Childcare Centres and Family Day Care Providers				
Elderly People including Nursing Homes and Aged Care Facilities				
Hospitals				
Tourist Facilities				
Caravan Parks and Camp Grounds				
Local Businesses				
Recovery Agency Partners				
Local and State Media				
Local Government/s				
State Government				

Appendix 4 – Initial Statement Template

Shire of Murray

<INSERT SHIRE LOGO>

<INSERT DATE>

Media Release

[INCIDENT] AT SHIRE OF MURRAY

[Place, Month, Day, Year]: The Shire of Murray confirms that we are aware of [incident]. We understand the [incident] began [where, when] and our incident response team is now working with [partners] to get more information.

Our priority is to secure the safety of the [people group/s] and/or [environment/assets] and that is why we are implementing our Local Emergency Management Arrangements (LEMA). These arrangements set out the agreed response to an incident of this nature, and the community can have confidence that we will provide further information as soon as it becomes available.

Regular updates will be posted on our Facebook page with further details on murray.wa.gov.au

For additional information:

Name: <Insert name>

Title: Manager, Communications and Marketing

Mobile Number: <Insert number>

Email: <Insert email>

Website: www.murray.wa.gov.au

Facebook: <https://www.facebook.com/ShireofMurray>

Appendix 4A – Initial Statement Template

Shire of Waroona

<INSERT SHIRE LOGO>

<INSERT DATE>

Media Release

[INCIDENT] AT SHIRE OF WAROONA

[Place, Month, Day, Year]: The Shire of Waroona confirms that we are aware of [incident]. We understand the [incident] began [where, when] and our incident response team is now working with [partners] to get more information.

Our priority is to secure the safety of the [people group/s] and/or [environment/assets] and that is why we are implementing our Local Emergency Management Arrangements (LEMA). These arrangements set out the agreed response to an incident of this nature, and the community can have confidence that we will provide further information as soon as becomes available.

Regular updates will be posted on our Facebook page, with further details on waroona.wa.gov.au

For additional information:

Name: <Insert name>

Title: <Insert title>

Mobile Number: <Insert number>

Email: <Insert email>

Website: www.waroona.wa.gov.a

Facebook: <https://www.facebook.com/Shire-of-Waroona-763655380667714/>

Appendix 5 – Status Update

Summary

Incident Date	Incident Description	Prepared by

Status Summary

Steps taken	% done	Due Date	Assigned to	Notes

Risk and Issue History

Issue	Assigned to	Date

Conclusions/Recommendations

Adapted from SEMC – Communicating in Recovery Guidelines 2018

Appendix 6 – Talking Points

Summary

Incident Name/Date	Version Date/Time	Version Number

Key Points

Talking Points
In this section, summarise the latest key Talking Points. This could be a mix of new important information and older information that is still important or contentious. Where possible limit this to 5-6 points, but don't leave something critical out just to save space
1.
2.
3.
4.
5.

Latest Points

In this section you can provide further background information that is in an easy to read bullet point form. You may wish to use sub-headings such as 'Personal Support', 'Infrastructure', 'Utilities', 'Roads', or other relevant themes based on your recovery priorities. You may also choose to use the 'FAQ' format if there are specific matters of high public interest.

For example:

Personal Support
<ul style="list-style-type: none"> Residents who are experiencing financial difficulties should contact the Shire's Rates Officer to discuss the postponement of rates payments.
<ul style="list-style-type: none"> The Shire's day care facilities are offering short term care available to parents who need to attend to property repair matters
<ul style="list-style-type: none">

Appendix 7 – Media Release

<INSERT SHIRE LOGO>

<INSERT DATE>

Media Release

[Incident update]

First and/or second sentences must explain what the recovery announcement is. The most important information is at the top of the media release.

Short snippets of information should be gathered from your talking points to provide key information that can be easily picked up and used by the media.

The essential recovery information priorities are:

Safety of:

- People
- Environment
- Assets (Property and Business)
- Reputation

The essential recovery information should include:

- What has happened, where and when?
- How many people are involved
- What are we doing about it?
- What resources are available?
- Who we have told and who we're working with?

Ensure that local government spokesperson is "regularly quoted" throughout the media release.

If a joint statement with other agencies please ensure that relevant logos are also included.

Media Contact:

<Name>

<Title>

<Phone>

<Email>

Appendix 8 – Community Meeting Checklist

BEFORE	DURING
<ul style="list-style-type: none"> • Determine the Master of Ceremony (MC) and SoM and/or SoW spokesperson • Ensure key speakers from the HMA, combat agencies, support organisations and SoM and/or SoW are included, invited, allowed to contribute to the agenda and briefed. • Invite relevant Community Liaison Unit from the HMA to attend the meeting to support the community with their information needs during the response phase. • Select an easy, central and significant location for the community meeting. • Prepare a clear agenda using talking points, time frames and input from all agencies. • Determine a question and answer feedback option for community members during and after the meeting • Advise and notify community members of the meeting details including location, time and agenda. • Organise audio visual requirements, parking, seating, catering record of attendance and feedback capture. • Test all audio equipment, electrical outlets and sound system. Consider filming the speakers to be hosted on the local government website if appropriate. • Brief and prepare SoM and/or SoW spokesperson by practising answers. • Plan for the presence of media at the meeting. 	<ul style="list-style-type: none"> • MC to communicate agenda to the audience and introduce speakers. Agenda is used as a structure for the meeting but allow for other issues at the end of the meeting to be discussed • MC to review previous community meetings including any issues and updates that need to be communicated. MC to advise when the next meeting will be or how often the meetings will continue for. • Determine community members preferred communication methods. Consider using a voting system with dots/sticker/post it notes on the walls to get clear picture of preferred methods. • Assign a person who will take notes, action items and advise the recommended completion or action time to the community. Advise how these will be distributed or communicated after the community meeting. • Ensure all speakers adhere to the Giuliani method of information communication. • Allow questions from the community using a roaming microphone. • MC to thank attendees and advise of availability of refreshments after the conclusion of the meeting.

AFTER

- Ensure speakers are available for further discussion or any contact details available or point of reference for further information.
- Ensure the DC and other support agencies, such as Australian Red Cross are attending the community meeting to provide psychological well-being to community members if required.
- Provide follow up ways to gather information for any audience members that were unable to ask questions during the meeting
- Upload recording of the meeting to the local government website or provide a summary of the information presented.

Adapted from SEMC – Communicating in Recovery Guidelines 2018

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Appendix 9 – Media Conference Checklist

BEFORE	THE DAY OF AND DURING
<ul style="list-style-type: none"> • Consider the news cycle timings. • Make a media invitation list and send invite via email. • Select an easy access location for the media conference. • Arrange for parking and catering requirements (only if remote and needed). • Arrange for seating so all media have clear access to the spokesperson – if this is a small event, media can be standing. • Position local government logo on the podium or behind the spokesperson – if this is a small conference, a podium and the logo may not be needed. • Test all audio equipment, electrical outlets and sound system. • Brief and prepare SoM and/or SoW spokesperson by practising answers 	<ul style="list-style-type: none"> • Make it clear where the media should go when they arrive • Prepare and distribute any information to give to the media. • Arrange catering (only if needed). • Start exactly on time. • Introduce SoM and/or SoW spokesperson or they introduce themselves. • Ensure cut off time is adhered to, including time for questions. • Thank the media for their attendance

adapted from SEMC – Communicating in Recovery Guidelines 2018

**SHIRE OF MURRAY-WAROONA
LOCAL EMERGENCY MANAGEMENT COMMITTEE
DISTRICT EMERGENCY MANAGEMENT ADVISOR REPORT
2 NOVEMBER 2022**

STATE NEWS

STATE CONSULTATION REQUESTS

State EM Policy section 5.12 – Funding for Emergency Responses

A sector led working group has completed a review of 'State EM Policy section 5.12 – Funding for Emergency Responses'. The DFES State EM Policy branch is now seeking your feedback on the proposed amendments to the State EM Policy prior to requesting the endorsement and approval from the SEMC Response Capability Subcommittee and the State Emergency Management Committee.

On the State Emergency Management Policy Branch [Consultation Homepage](https://dfes.mysocialpinpoint.com.au/stateempolicysection512) you can view all current consultations, including the State EM Policy section 5.12, <https://dfes.mysocialpinpoint.com.au/stateempolicysection512>

On this page you will be able to:

- View information about the consultation process
- Download and view the proposed amendments
- Submit your feedback

Please submit your feedback by COB Tuesday 13 December 2022.

AMENDMENTS TO STATE EMERGENCY MANAGEMENT DOCUMENTS

There are several amendments that have been approved by the State Emergency Management Committee to the suite of State Emergency Management Documents including:

- The **WA Community Evacuation in Emergencies Guideline** redesign and statement of fact amendments. This also includes statement of fact amendments to word versions of Appendix B (Emergency Evacuation Planning Template) and Appendix C (Operational Evacuation Plan Template).
- The revocation and removal of **All-Hazards Evacuation Flagging Guideline**.
- The removal of Evacuation Flagging from State EM Plan section 5.3.2.
- The revised **Traffic Management During Emergencies Guidelines**. This includes updated word versions of the Traffic Management Checklists and Templates and revised Traffic Management Aide Memoire.
- Statement of fact amendments were made to the State Support Plan – Emergency Public Information to add St John Ambulance to the response responsibilities for this Plan.

Full details of these changes can be found on the amendments page on the SEMC website.

SEMC STRATEGIC PLAN 2022-2025

At its October meeting the SEMC endorsed an updated Strategic Plan. The plan builds on the previous plan and is now inclusive of climate change. This plan will inform the SEMC subcommittee and DEMC/LEMC review.

SEMC CAPABILITY FRAMEWORK REVIEW – LG SURVEY AND WORKSHOP

The DFES State Capability Team on behalf of the State Emergency Management Committee is undertaking a review of the of the capability framework, the capability survey, and its associated data products. The purpose of this review is to ensure the capability framework and products are:

- fit-for-purpose in driving improved EM planning and preparedness
- relevant to stakeholders' EM needs
- consistent with emergency management best practice

Items included in this review:

- Capability Framework
- Annual and Preparedness Capability Survey
- Capability Summary Reports

DEMC AND LEMC REVIEW

At its August meeting the SEMC endorsed the proposed project scopes to review the local and district committee structure. The objectives of the review are to:

- Establish clear roles, responsibilities, functions, and governance for DEMCs and LEMCs so they can achieve the strategic objectives of SEMC.
- Identify improvements to the governance arrangements and capabilities that will increase effective and efficient management outcomes.
- Create a shared understanding of the SEMC expectations of DEMCs and LEMCs.

SEMC WEBSITE HAS A NEW HOME

The SEMC website has successfully transitioned to the WA.gov domain in line with State Government policy. The Office of Digital Government has established the WA.gov domain as a whole-of-government portal which aims to make it easier for people to find and access government services and information.

You can now find all SEMC related information at <https://www.wa.gov.au/organisation/state-emergency-management-committee>

For key emergency management documents please head to the 'State Emergency Management Framework' section <https://www.wa.gov.au/organisation/state-emergency-management-committee/state-emergency-management-framework>

Please note that while the [semc.wa.gov.au](https://www.wa.gov.au) home page will now redirect you to the new page, if you have direct links saved for other pages (such as the EM Policy documents) they will not work as expected and will need to be resaved to the new format. Links within documents are not yet updated and will be updated in due course.

The SEMC Business Unit are working hard to complete the transition as quickly as possible and they thank you for your patience while this is finalised. Please let them know at info@semc.wa.gov.au if you come across anything that's not as you expect.

DISTRICT NEWS

DISTRICT EMERGENCY MANAGEMENT COMMITTEE MEMBERS HANDBOOK

A DEMC Members Handbook has been developed by the DEMC Executive Officers (also the DFES District Emergency Management Advisor's) as an attachment to the State Emergency Management Procedure 3.6 *District Emergency Management*. This handbook is an important reference for members of the District Emergency Management Committee. The DEMC Members Handbook was approved by SEMC at the 4 August 2022 and is available on the SEMC website.

LOCAL NEWS

GRANT PROGRAM UPDATES

The National Disaster Risk Reduction (NDRR) grant program is established under a National Partnership Agreement (NPA) on Disaster Risk Reduction (2019-2024). It seeks to proactively reduce the risk and limit the impact of disasters associated with natural hazards on Western Australian communities and economies. The 2022/23 grant round is progressing, and announcements will be made following the completion of the State and Commonwealth approval process.

The 2022-23 round of the All-West Australians Reducing Emergencies (AWARE) grant program is in the final stages of approval.

The SEMC endorsed a two-year schedule for both grant programs:

Year	2023-24		2024-25	
Program	NDRR	AWARE	NDRR	AWARE
Round Open	24 April 2023	16 August 2023	25 April 2024	16 August 2024
Round Close	29 May 2023	20 September 2023	29 May 2024	20 September 2024
Assessment Anticipated announcement	3 July 2023 September 2023	24 October 2023 January 2024	3 July 2024 September 2024	25 October 2024 January 2025

Further information on the NDRR and AWARE grant programs is available at <https://semc.wa.gov.au/funding>.

Please contact semc.grants@dfes.wa.gov.au for further information on the grant programs.

2022-2023 SEMC MEETING SCHEDULE

- 1 December 2022
- 8 March 2023
- 3 May 2023
- 2 August 2023
- 4 October 2023
- 6 December 2023

Complied by:
District Emergency Management Advisor
Metropolitan Operations
Department of Fire and Emergency Services.

Department of Fire and Emergency Services Report for the Shire of Murray/Waroona Local Emergency Management Committee

Wednesday 2nd November 2022

AUSTRALIAN FIRE DANGER RATING SYSTEM (AFDRS)

The Australian Fire Danger Rating System (AFDRS) went live 1st September 2022 and now has four levels (instead of six) – Moderate, High, Extreme and Catastrophic – bringing national consistency to the public display of ratings.

A change in the fire weather districts also occurred with the:

- Shire of Murray being in the Swan Coastal South and Swan Inland South; and.
- Shire of Waroona in Geographe and Brockman.

The South West highway is the boundary between the FWDs.

CLIMATE OUTLOOK

BOM have released their latest climate outlook for November to January (issued 27th October) which is available at <http://www.bom.gov.au/climate/outlooks/#/overview/summary>.

- November to January rainfall is likely to be below median rainfall is likely for large parts of Western Australia.
- For the fortnight 31 October to 13 November, below median rainfall is likely for large parts of Western Australia extending into the western Northern Territory, increasing to very likely around the Kimberley.
- November to January maximum temperatures are likely to be warmer than median for much of north-west Australia.
- Several climate drivers are contributing to this wet outlook, including La Niña, a negative Indian Ocean Dipole event, an expected positive phase of the Southern Annular Mode for most of November and December, and warmer waters around Australia. The Madden–Julian Oscillation may also contribute to wetter conditions for eastern parts of Australia over the next fortnight.

AFAC BUSHFIRE OUTLOOK

AFAC are forecasting a normal fire potential for southern Western Australia. Root zone soil moisture is expected to remain below average with the median to below median rainfalls across the Jarrah Forest bioregion with the forecast high chance of exceeding median maximum and minimum

temperatures and existing rainfall deficiency. This increases the probability of early onset of southern fire season should rainfall deficits continue into spring.

REQUEST FOR CHANGE IN MEMBERSHIP FOR SHIRE OF MURRAY AND WAROONA LEMC

DFES requests that the following changes be made to the Membership for the Murray-Waroonna LEMC:

The current member arrangements are:

- Member – DFES DEMA
- Ex Officio – DFES District Officer South West Region

Requested change:

- Member – DFES District Officer South West Region
- Ex Officio – DFES DEMA

John Carter

District Officer Emergency Management

DFES South West Region

From: [Cameron Norris](#)
To: [Chantelle Goff](#)
Subject: Shire of Murray & Waroona Local Emergency Management Committee (LEMC) Meeting - Agenda, Appendices and Previous Minutes - 2 November 2022
Date: Thursday, 3 November 2022 8:27:00 AM
Attachments: [image001.png](#)
[image002.png](#)

Morning

In regards to a few things that were brought to my attention at yesterdays meeting I have provided the details below.

1. Coolup pipe network is dependant on other projects but all signs are very positive so far. There will be points added in for fire brigade use.
2. Training for Fire staff how to use the Harvey Water system to refill trucks. Upon discussion, we have decided that we will review the maps that were previously passed onto all fire departments in the area to ensure they are correct, we will inspect the valves for deterioration and damage to ensure suitability and then Richard Wood of the Yarloop Fire Brigade will conduct the training.

Feel free to pass this information on.

Kind Regards

Cameron Norris
WHS Advisor



My hours are as follows:
Monday - Friday 7.00am – 3.30pm



Safe Work Month
**WHS – think physical,
think psychological**

Registrations now open



1 Turnbull Street, Harvey WA 6220
Harvey Light Industrial Area
PO BOX 456, Harvey WA 6220
www.harveywater.com.au

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From: [Terry Sillitto](#)
To: [Chantelle Goff](#)
Subject: My report for LEMC
Date: Wednesday, 2 November 2022 10:56:09 AM

COVID 19

We are ensuring that we follow current Health advice in relation to how we might operate an Evacuation Centre if one was required today.

We have a process to ensure we vet people before they can enter the building by asking a series of Covid questions. Anyone who has or may have Covid will be asked to return to their vehicle and await instructions on an alternative location to go to while they are evacuated. Possibly a Hotel/Motel.

Hygiene measures will be in place for staff protection and LGs are encouraged to follow a similar process when they first open an evacuation centre.

Review of Department of Communities 'Emergency Services Function'

Major review of DC Emergency Services currently underway
Changes in structures can be expected

Strengthening of ability to respond to large events, and to ability to support LG through recovery processes.

Training

LG Evacuation Centre Training was provided on 17 August 2022 at the Ken Jackman Hall in Kwinana, and then again on 11 October 2022 at Mike Barnett Sports Stadium in Rockingham. A total of 4 staff attended these sessions for Murray/Waroona and at present for the Shire of Murray there is 4 staff trained within the last 3 years. Shire of Waroona have 5 staff trained within the last 3 years.

SHIRE OF MURRAY	
DATE	NAME
29.03.16	Lyne Gardiner
	Deb Wilkes
	Janine Elliott
	Kate Dennison
05.09.17	Sally Donkin
	Aleksandor Ilik
30.05.19	Ben Jordan
29.07.21	Lynne Gardiner
	Ben Jordan
	Sally Donkin
17.08.22	Belinda Brown

SHIRE OF WAROONA	
DATE	NAME
05.09.17	Louise Fouche

	Bronwyn Cooke
	Brad Vitale
	Leonard Long
31.05.18	Daniel Cools
	Kelly Nottle
9.12.21(Mark)	Daniel Cools
	Ashleigh Nuttall
17.08.22	Jade Salpietro
	Kadee Dillon
	Debra Tyler

Equipment upgrades underway


Equipped now for up to 1000 people sleeping in evacuation centres.

Sheds in whiteman, oakford, trailers in Fremantle, Mandurah, and looking to locate one in Boddington

Local Welfare Plan updates and tabling at LEMC

Plan recently updated, needs to be endorsed at this meeting

Last tabled in 2019

Terry Sillitto
Senior District Emergency Services Officer
Metro South – Fremantle – Rockingham - Peel
Department of Communities


The Department of Communities acknowledges the traditional owners of country throughout Western Australia and their connection to land, waters and community. We pay our respects to them and their cultures, and to their elders past and present.

The Department of Communities (Communities) formed on 1 July 2017 and is responsible for the delivery of child protection and family support, community grants, funding and initiatives, education and care regulation, disability services, housing and regional services reform. During the transition phase emails sent from the Housing Authority domain will be converted to the Communities email address. This message may contain privileged and confidential information and is intended for the exclusive use of the addressee(s). You must not disclose this communication to anyone without the prior consent of Communities. If you have received this email in error, please notify us by return mail, delete it from your system and destroy all copies. Communities has exercised care to avoid errors in the information contained in this email but does not warrant that it is error or omission free.